

District Improvement Plan (DIP): The DIP represents a commitment to action underpinned by the aspirational priorities of *Pride in 5*. The Superintendent and Senior Leadership Team use the DIP to identify and describe major projects for annual completion. As these projects are operationalized, action steps are captured in detailed Mid-Year/End-of-Year reports presented to the Board of Education. Grounded in the relentless pursuit of organizational improvement, the DIP process is designed to capture comprehensive improvement projects, to follow through on implementation and finally, to encourage continual revision. The outcomes for our DIP are measured by an annual review of the District Report Card supported by state and national standards.



Vision: Schools that are the **Pride of our Community**

Mission: To deliver a high-quality learning experience for **EVERY CHILD, EVERY DAY.**

PRIDE IN 5

The bold voice of our community seeking to surge ahead, accelerate, achieve, and pursue equity for all children!

Pride in 5 Priorities:

1. **Accelerate Achievement for Every Child:** We will accelerate pace, broaden definition and tailor the path to achievement for Every Child. As our students begin the educational journey from the PreK setting, we embrace the enduring vision of the graduate that compels us to put their success at the center of our work. We commit to delivering a curriculum that is captivating, rigorous, culturally responsive and student centered. Our classrooms will be filled with energy, characterized by effective communication, and dominated by student thinking. For us, it’s not enough to have “taught it.” It’s enough when our students have “applied it.” To tell this story, we will use an appropriate level of diagnostic and summative assessments, each carefully aligned and vetted to ensure value and merit.
2. **Weave Webs of Caring and Empowering Supports:** We will meet the needs of our students by weaving interconnected webs of physical, academic, and social-emotional supports that embrace kids where they are and help them lift themselves to new victories. We will lean in with our families to identify and connect to the strengths and potential that exists in every child and in every home. Our focus on support is based on the whole child concept and an unwavering belief in the power of self-efficacy. We want our students to leave us knowing who they are and the amazing power they have to shape their world. We want our kids to feel loved, to feel respected, to be heard, and to know that solutions to the most indomitable challenges lie ahead.
3. **Transform Structures and Systems:** We will seize new capabilities to enhance structures for learning and working. These new structures will be grounded in outcome data, best practice, and relevant experience. We begin each of these transitions with a focus on sustainability and an insistence that improvement never ends. Benefiting from the unlimited advantages that new technologies have provided, these new systems will offer students and employees flexibility and efficiency. We have learned that teaching and working can happen effectively in a variety of formats. We will match these formats to the strengths and skills of our students and employees.
4. **Diversify and Grow Our Talented Workforce:** We will diversify and strengthen our highly-competent workforce by capturing the power that exists in engaging and blending talent from multiple backgrounds, cultures, races, perspectives, education, skills, and expertise across all district roles. By taking advantage of every hiring moment and focusing on the quality of training/development activities, we will accomplish extraordinary outcomes. We will continue to grow and retain talent through targeted professional development and career advancement opportunities. Prioritizing the relationships that are shared across classroom desks, cafeteria tables, faculty breakrooms, and school buildings will unleash the strength of a unified culture where differing perspectives lead to a single objective—to do special things for kids!
5. **Expand Opportunities and Options for Success:** We will make investments in expanding opportunities for learning and working that center on a broad spectrum of success for students. These efforts will target the expansion of college preparatory experiences as well as high quality career and workforce development solutions. These programs will integrate academic standards with industry-valued competencies, providing students the necessary skills for post graduate success as well as Industry Recognized Credentials (IRCs). Reaching out to our community partners will engage our students as active citizens in service projects and in giving back. Through our expectation that “we do things differently around here,” our students and employees will benefit from an organization that prioritizes meaningful, relevant, and rewarding work at all levels.

<p>Project Description/Plan: Senior Team Leaders should identify 3-5 projects aligned to <i>Pride in 5</i> priorities for annual completion This component of the plan should use general terms to describe the project, list key elements/steps.</p>	<p>Mid-Year Status (MYS) Report: Senior Team Leaders should provide a MYS Report to itemize current work completed as well indicate adjustments made to plan/project based on emerging needs.</p>	<p>End of Year Status (EYS) Report: Senior Team Leaders should provide an EYS Report to itemize current work completed from the MYS report.</p>
<p>Project: Implement Common Instructional Practices Aligned with the Science of Reading, PreK-Grade 5, for Literacy Success and Achievement <i>Priority Alignment:</i> Accelerate Academic Achievement for Every Child</p> <p><i>Project Description:</i> EHPS will focus on aligning all literacy instructional practices to the Science of Reading (SoR) in PreK-Grade 5 to ensure that all readers are skilled, fluent, and strategic as readers and writers. This efficacy of literacy skills makes success in all content areas possible. Aligning instruction, intervention, and meaningful practice based on priority literacy skills and a framework for acquisition of reading skills is central to the work of building the whole reader. Through comprehensive Language Essentials for Teachers of Reading and Spelling (LETRS) professional learning, we will increase the ability for educators to follow science-aligned reading practices, as well as targeted data analysis and planning to improve student outcomes in literacy. LETRS training and systems will allow instructional coaches and acceleration specialists to directly impact student and teacher learning with effective reading instruction aligned with the SoR.</p>		

<p>Project: Continue Integration of Illustrative Math (IM) and Desmos Tools across district schools <i>Priority Alignment:</i> Accelerate Academic Achievement for Every Child</p> <p><i>Project Description:</i> EHPS has expanded IM to students enrolled in grades K-8 as well as in the Algebra I and Algebra II course. The IM resource is problem-based and student-centered, thus supporting the district’s work in Universal Design for Learning (UDL). Students learn by doing math, solving problems in mathematical and real-world contexts, and constructing arguments using precise language. Illustrative Math is fully aligned to the Connecticut Core State Standards. In the secondary schools, students will use Desmos Tools to supplement their work with the IM curriculum resource. Desmos allows them to take notes, practice skills, and take assessments using an online interactive platform. Continued implementation and refinement for the 22/23 school year will include, formalized walkthrough visits three times per year with principals and instructional coaches, examining trends and determining recommendations from walkthroughs tied to School Improvement Plans in each school, as well as utilizing a self assessment framework across all schools to guide discussion and student centered coaching to support enhanced strategic planning, delivery of instruction, and the use of assessments to increase student achievement in mathematics.</p>		
<p>Project: Increase Opportunities for Student Centered Learning in the Classroom <i>Priority Alignment:</i> Accelerate Academic Achievement for Every Child</p> <p><i>Project Description:</i> EHPS will continue the work with increasing opportunities for student centered learning in the classroom. This year teachers will place more of an emphasis on providing students with an opportunity to self-assess their own progress and take responsibility for their learning. Teachers will use one of five techniques for monitoring student understanding during the lesson. As an additional focus area, teachers will place a greater emphasis on reading and “time on text,” providing explicit vocabulary instruction across all content areas.</p>		
<p>Project: Improve student behavior and reduce rates of suspension <i>Priority Alignment:</i> Weave Webs of Caring and Empowering Supports</p> <p><i>Project Description:</i> EHPS will continue the work with school leadership teams as they review policies, systems and structures that may lead to reductions in student discipline. Key work will include implementing Year 2 of the School Based Diversion Initiative (SBDI) at EHMS and EHHS and reviewing and updating the district Code of Conduct.</p>		

<p>Project: Improve Student Attendance <i>Priority Alignment:</i> Weave Webs of Caring and Empowering Supports</p> <p><i>Project Description:</i> During the last several years, EHPS has improved its rate of chronic absenteeism to approximately 15% while maintaining a daily rate of attendance of 95%. Unfortunately, during the pandemic, the number of students who were disengaged and disconnected increased. This project will focus on emphasizing the importance of attendance while reengaging students and families in the learning process. As a part of this work, school teams were trained to conduct regular home visits. The home visit plan will continue in the 22-23 school year with a focus on supporting families who are currently or nearing chronic levels of absenteeism. The LEAP (Learner Engagement Attendance Program) is focused on strengthening the school-family relationship in a positive and relational manner. The conversation is focused on families’ strengths and capabilities, as well as their aspirations for their child. The visitors are there to learn from families, not to enforce attendance policies or sanctions.</p>		
<p>Project: Improve the Special Education Transition Process from Elementary to Middle and Middle to High School. <i>Priority Alignment:</i> Weave Webs of Caring and Empowering Supports</p> <p><i>Project Description:</i> Recognizing the needs of students with special needs, EHPS will launch a review of current practices to improve transitions between buildings (elementary, middle, high schools). Under the guidance of a task force composed of special education administrators and building leaders, this project will work to review existing practices and find opportunities for growth. This program will specifically focus on how programs can be improved to quickly identify student needs, provide adequate support and transition students to the least restrictive environment as efficiently as possible.</p>		
<p>Project: Woodland School Transformation Project <i>Priority Alignment:</i> Weave Webs of Caring and Empowering Supports</p> <p><i>Project Description:</i> The Woodland School transformation began last school year and continues for the school year 2022-2023. The vision of a strong program that supports a student’s mental and emotional health remains a priority. The focus on this year’s project will be on addressing enrollment deficiencies that have emerged over the past two school years. Relying on a cross divisional team hosted by the Superintendent, this project will focus on program development, recruitment processes and materials as well as infrastructure improvement. The targeted goal of this project is a fully enrolled school that meets revenue targets for the year.</p>		

<p>Project: Implement Phase 2 of CT-SEDs <i>Priority Alignment:</i> Transform Structures and Systems</p> <p><i>Project Description:</i> Training will commence at the start of the 2022-2023 school year for Phase 2 of the CT-SEDs project with special education teachers and related service staff on how to read, understand and implement the new IEP. As the year progresses, training will include administrators and general education teachers. Parents will be introduced to the new system and how to access the new IEP and related documents electronically.</p>		
<p>Project: Launch, Integrate and Implement New District and Families Communication Platform <i>Priority Alignment:</i> Weave Webs of Caring and Empowering Supports</p> <p><i>Project Description:</i> Through the use of new communication platform ParentSquare, EHPS will combine multiple streams of communication into one secure, easy-to-use, and fully translatable interface for families. District users will send mass notifications to families in varied formats including email, text, voice, and the ParentSquare app/online portal, in addition to sharing newsletters, conference information, personalized auto-notices, event RSVPs, and permission slips. Families will also have the ability to message directly with a teacher or other staff member. We will train users throughout the district on the full strength and scale of this platform in order to cease use of numerous other platforms currently being utilized. We will also educate families on where and how to use this platform to find relevant information for their children and engage more with their schools.</p>		
<p>Project: Manage Construction Phase of Major Projects <i>Priority Alignment:</i> Transform Structures and Systems</p> <p><i>Project Description:</i> The massive amount of planning conducted in FY22 to develop bid-ready projects will transition to the execution phase in FY23. The largest CapEx spend in recent years will take place, with over \$30M of projects entering the construction phase during the year. Several external challenges have been evolving, including supply chain difficulties, labor shortages, and inflation, combined with the normal internal challenges of scheduling and minimizing customer impact to meet the always-present goal of value maximization.</p>		

<p>Project: Continue Financial Technology Improvements <i>Priority Alignment:</i> Transform Structures and Systems</p> <p><i>Project Description:</i> Staffing changes and process improvements took priority in FY22, delaying many technology improvements, but FY23 will see a surge in modernization projects. By the end of the year, electronic time systems will be in place, efficient electronic payment processing systems rolled out, and other technologies such as cloud storage and records management will be explored and implementation plans developed.</p>		
<p>Project: Integrate Financial Management Systems and Processes <i>Priority Alignment:</i> Transform Structures and Systems</p> <p><i>Project Description:</i> Grant programs now make up about 1/3 of the District’s annual funding, and are highly interactive between each-other and the general budget. Grants deserve the same level of financial management that has been applied to the General Budget over the last two years, and contingency strategies put in place to preserve General Budget resources. “Last minute” spending will be discouraged, and grants leveraged to provide the most value to the core mission of the District. Existing financial management strategies will be refined and “automated” as much as possible to provide a near-real-time overall financial position of the district to drive strategic decision making.</p>		
<p>Project: Expand and Improve Wireless Capacity <i>Priority Alignment:</i> Transform Structures and Systems</p> <p><i>Project Description:</i> As part of a multi year project, EHPS has worked to improve wireless access by utilizing ERate funding to replace all access points. Following last year’s work at EHHS, we will now focus on improving access points at EHMS. As a part of this project, an audit of existing service will be conducted to develop a heat map of service. Once completed, remaining AP’s will be used to increase speed and coverage at other schools. Heat maps will need to be developed at each building to ensure accurate and efficient use of technology for staff and students</p>		
<p>Project: Refine and Improve Asset Inventory Database <i>Priority Alignment:</i> Transform Structures and Systems</p> <p><i>Project Description:</i> Continuing to improve on the current inventory database the DevOps division of the IT department will refine categories and assess accountabilities for price changes. We will continue to work with the building techs to ensure all devices, parts and chargers are scanned into the database so that we can accurately and efficiently monitor needs and order parts. This will allow a faster turn around for devices that students need to interact with online curriculum and requirements.</p>		

<p>Project: Diversify EHPS teacher, administrator and employee workforce <i>Priority Alignment:</i> Diversify and Grow Our Talented Workforce</p> <p><i>Project Description:</i> Building on the success the district has enjoyed in racially diversifying the teacher workforce, EHPS will continue its long-term commitment to identify, recruit and hire diverse and talented candidates across all district systems. This will include efforts to refine and expand recruitment practices as well as broadening the “net” by expanding university partnerships.</p>		
<p>Project: Implement UDL Year 2- Teacher Focus Group <i>Priority Alignment:</i> Diversify and Grow Our Talented Workforce</p> <p><i>Project Description:</i> As a next step in a dedicated pathway to culturally responsive, student centered teaching and learning for students, EHPS has identified 40 teachers to participate as a part of a focus group to receive intensive professional learning, pilot foundational UDL instructional principles, and evaluate the impact of new learning while sharing best practices with content or grade level teams. Focus group participants will be required to read <i>Equity by Design</i>, attend in-person learning meetings, complete written reflections, pilot UDL-designed lessons, and participate in quarterly classroom visits by the district walk-through team.</p>		
<p>Project: Enhance and Refine District Systems for Student Centered Coaching PreK – Grade 5 <i>Priority Alignment:</i> Diversify and Grow Our Talented Workforce</p> <p><i>Project Description:</i> Student-Centered Coaching is grounded on the premise that school-based coaching can be designed to directly impact student learning. Shifting the focus from "fixing" teachers to collaborating with them in designing instruction that targets for student achievement makes coaching more meaningful and results-based. This comprehensive project underscores the critical role of leadership in fostering a culture of learning for students as well as for adults as learners. The project will include; A model for designing and implementing student-centered coaching, common instructional schedules and professional planning time, SCC alignment schools, data-driven coaching tools and techniques focused on student learning; specific practices for leading a student-centered coaching effort. Language Essentials for Teachers of Reading and Spelling (LETRS) training and systems will be the next level of comprehensive professional learning within Student-Centered Coaching in the area of literacy to meet student needs, build the whole reader, and provide ongoing and effective Science of Reading (SoR) learning and instructional practices for all grade level teams.</p>		

<p>Project: Provide Access and Opportunity for Career-based Experiences <i>Priority Alignment:</i> Expand Opportunities for Success</p> <p><i>Project Description:</i> EHPS will build upon its initial work it started with ReadyCT in the spring of 2022 to provide work-based learning experiences to students aligned with career instruction focused on the following industry sectors: manufacturing, nursing and health occupations, and public safety. This program will raise the profile of career-connected learning within EHHS and Synergy, attract new students to career-themed learning, re-engage those who are disengaged, and increase readiness of both students and employers with regard to WBL experiences and internship placement. The targeted goal for this program is to engage and place between 50-75 students annually from EHHS and Synergy in consultation with ReadyCT and its affiliate, CBIA. Students will also be given the opportunity to earn industry-recognized credentials.</p>		
<p>Project: Expand College Experiences & Post-Secondary Supports <i>Priority Alignment:</i> Expand Opportunities for Success</p> <p><i>Project Description:</i> Research indicates that students who have post-secondary experiences before they graduate from high school are more likely to stay enrolled and earn their degree. This project seeks to increase the number and types of college experiences that students have while enrolled in EHPS secondary schools. This work includes expanding the number of ECE and AP courses available to students, and increasing enrollment in these classes. As a part of this project, EHPS will ensure 12th grade students complete the FAFSA, assist them with the CommonApp, and help them to seek out and obtain scholarship opportunities.</p>		

District Report Card: East Hartford Public Schools										
Driven by a unified commitment to bold results for students, our District Report Card focuses on several high level indicators aligned to state and national standards.										
Indicator	SY22 Baseline		SY23		SY24		SY25		SY26	
Grade 1 Literacy Acquisition Skills as measured by DIBELS 8th edition.	70%									
	Math	Reading	Math	Reading	Math	Reading	Math	Reading	Math	Reading
Grade 3 Reading/Math Scores as Measured by annual Smarter Balanced Assessment (SBA)	34.2%	33.1%								
Grade 5 Reading/Math Scores as Measured by annual SBA	22.4%	34.9%								
Grade 8 Reading/Math Scores as Measured by annual SBA	16.3%	34.1%								
High Needs (F/R, EL, SWD) Performance Index	45	52.9								
	EBRW	Math	EBRW	Math	EBRW	Math	EBRW	Math	EBRW	Math
Grade 11 Scholastic Achievement Test (SAT) Scores	32.3% 448	17.4% 436								
4-year High School Graduation Rate	91.3%									

Grade 11-12 Access to Post-Secondary and Career Readiness course work	Not Yet Released (NYR)									
	Attendance Rate	Chronic Absenteeism Rate	Attendance Rate	Chronic Absenteeism Rate	Attendance Rate	Chronic Absenteeism Rate	Attendance Rate	Chronic Absenteeism Rate	Attendance Rate	Chronic Absenteeism Rate
Grades PK-12 Chronic Absenteeism	90%	36.3%								