



# HIGH EXPECTATIONS BRIGHT FUTURES

Strategic Operating Plan  
2017-2020



**HEBRON**  
PUBLIC SCHOOLS



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**This 2017-2020 Strategic Operating Plan was approved by the  
Hebron Public Schools Board Of Education on September 14, 2017**

# Introduction

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**Every organization is perfectly designed to get the results it is getting.  
- Peter Drucker**

Over the past ten years, the Hebron Public Schools has been faced with many challenges. It has seen imposing shifts in curriculum and programming that has run concurrent with changes in leadership. Yet, our two elementary schools have continued to meet the needs of our entire student population, as well as, the expectations of the community we serve. To further advance the district's mission and goals, the Hebron Public Schools has designed this Strategic Operating Plan to serve as a guide in all future decision-making.

Prior to outlining the district's performance over the past two years, it is important to set forth the importance and goal of this three-year Strategic Operating Plan. There is a sense of urgency in most school districts today, and Hebron is no different in this regard. We are faced with increasing demands during a period of time with diminishing resources. Over the next several years, we will seek to implement many initiatives that will help the district further define and enhance the unique characteristics of each school. The individualized approach we will take with each school will then enable us to support each school's unique theories of action and assist them in meeting the needs of the families they serve.

Our way forward can be found within the details of this Strategic Operating Plan, as well as, our District and School Advancement Plans. A comprehensive Data Dashboard will serve as the foundation for discussions about our efforts in engaging our stakeholders in advancing student achievement within the district. We want our schools to attain the same level of success; however, each one may require a different approach. The strategies set forth in this Strategic Operating Plan will ensure coherence across the district. Following the development of the Strategic Operating Plan by the Superintendent and Board Of Education, the administration of the district will work together in partnership with the faculty and staff to develop annual Advancement Plans that will remain "working operational documents" depending on the student outcomes they cultivate.

In terms of managed performance, classrooms and grade levels that continue to yield the highest student achievement outcomes sustain their efforts at meeting all district Theory Of Action goals, they will be provided the greatest autonomy. Grade levels that are sustaining mid-level performance will be provided "defined autonomy," and support will only be provided in the areas needed. Grade levels and classrooms that are chronically low performing will have considerable district intervention, with an emphasis on support and program improvement. This will ensure that all children are provided access to a high quality education in the Hebron Public Schools – High Expectations, Bright Futures.

Our Strategic Operating Plan addresses the current issues and challenges that a district in declining enrollment faces on a daily basis. With this well-defined plan, we will target specific areas that will position us as a district of distinction within our District Reference Group. Our strategic efforts over the next three years will inevitably result in improved student outcomes that are the result of the efforts outlined in the following plan. We hope that you find this information helpful in understanding the direction of the Hebron Public Schools.



# Mission, Vision, and Board Of Education Goals

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## Mission

The Hebron Public Schools, in partnership with families and the community, is committed to fostering confidence, creativity, responsibility, and academic excellence in our children to enable them to explore the possibilities in their diverse world as respectful, contributing members of their community.

## District Vision

The Hebron Public Schools is a high achieving district that supports all learners.

*We...*

- Maintain high academic standards;
- Value the importance of technology;
- Celebrate participation in the Unified Arts;
- Actively recruit, train, and support educational professionals;
- Foster social and emotional well-being;
- Establish meaningful relationships through collaboration with staff, students, families and the community;
- Adapt to changes in a fiscally responsible manner.

## Board Goals

### Student Achievement & Development

Maximize learning opportunities for all students.

### Professional Learning and Growth

Strengthen professional learning opportunities, encourage reflection, and collaborate to support student development and achievement.

### Communication

Ensure clarity, understanding, and transparency for our staff, parents, and school community.

### Resource Management

Implement budget policies that reflect the priorities of the school community and align with the District mission and vision.

## 2016-2017 State Student Performance Data

### Smarter Balanced Assessment Consortium (% at Proficiency) & Science Connecticut Mastery Test (% at Proficiency)

|         | Mathematics | Literacy |
|---------|-------------|----------|
| Grade 3 | 71          | 69       |
| Grade 4 | 65          | 63       |
| Grade 5 | 55          | 62       |
| Grade 6 | 70          | 70       |

| Grade                                  | Mathematics |    |    |    | Literacy |    |    |    |
|--|-------------|----|----|----|----------|----|----|----|
|  | 3           | 4  | 5  | 6  | 3        | 4  | 5  | 6  |
| Special Education<br>(% at Proficient) | 0           | 17 | 9  | 15 | 25       | 17 | 30 | 30 |
| Regular Education<br>(% at Proficient) | 78          | 73 | 65 | 84 | 73       | 70 | 69 | 79 |

Although the Smarter Balanced Assessment is only one measure of student performance we utilize in the Hebron Public Schools, the achievement gaps that can be identified through an analysis of our student performance trends closely reflect the gaps noted in other districts throughout the state of Connecticut. The sense of urgency that is driving district reform in most school districts with regard to performance gaps is what is necessary in the Hebron Public Schools. If we remain resolute in meeting our vision and goals and implement our



programs with fidelity, it very likely that we will significantly reduce the achievement gaps, improve overall student. However, due to the specific needs of individual children we must be mindful that the assessment is based on grade-level specific material. Therefore, students who are being instructed below grade level may be making significant progress; however, it would be most evident in the student's growth index and not in their scores in relation to the grade level content being assessed.

### **Performance Measures:**

Performance measures will be utilized to provide metrics for understanding our progress toward meeting our Strategic Operating Plan. Due to the extensive data that is gathered over the course of the school year, a more detailed analysis of performance measures will be reviewed annually. The use of student outcome data, perceptual data, and program implementation data will guide the focus of the operational plans – referred to as our district advancement plan and school advancement plans. We will utilize a combination of student outcome data, perceptual data, and program implementation data in

- District Accountability Index
- Smarter Balanced results in Literacy and Mathematics in grades 3-6
- Science Connecticut Mastery Test in grade 5
- iReady assessments in Literacy and Mathematics in Kindergarten – grade 5(normed universal screen)
- Students participating in Tiered Interventions through the district's SRBI Plan
- Preschool Assessment Framework
- NAEYC Accreditation Standards Review
- Observable improvements in school programming and offerings
- Observable improvements in the areas of physical and performing arts
- Increasing numbers of teachers rated "meets expectations" or "exemplary" by our district's evaluation plan
- Annual parent surveys
- Annual staff surveys
- Annual Physical Fitness Assessments

## Strategy 1: Focus on Academic Achievement

### We believe that...

*If* we establish a system of monitoring through the use of student assessment data, curriculum review, and programming evaluation, *then* we will be more effective in adjusting our curriculum, programming, and instructional pedagogy to insure a high level of student achievement.

### Our Strategy 1 Summary...

Our first and primary goal emphasizes our commitment to creating a high quality and rigorous set of educational expectations for our students. In support of the standards movement that is happening in all subject areas, the district of Hebron will continue to remain at the forefront of standards implementation. Standards inform our curriculum and program development, and set forth the skills and expectations for our students. Our focus is to provide each student a personalized learning experience that teaches key standards, and individualizes the learning that each student will receive. A powerful implementation of core instruction, tiered interventions, STEAM, world language, challenge and enrichment opportunities will result in higher levels of student engagement in our classrooms. Our goal is to see that all students leave the Hebron Public Schools having attained our core expectations, and that they have a strong foundation that will lead to academic, social, and emotional success in middle school and beyond.





## Strategy 1:

### Focus on Academic Achievement

“High Expectations, Bright Futures”



### District Priorities To Support Strategy 1:

- Personalize Learning For All Students
- Utilize Student Performance Data, Perceptual Data, And Program Implementation Data
- Promote Student Engagement By Providing Strong And Innovative Program Offerings
  - NAEYC Preschool
  - World Language
  - Science, Technology, Engineering, Arts, and Mathematics (STEAM)
  - Library Media
  - Challenge and Enrichment
  - Positive Behavior Interventions and Supports

## STRATEGY 1

### ANNUAL OBJECTIVES

- Standards Aligned Curriculum and Development and Renewal
- Instructional Pacing Guides
- Workshop Model Instruction
- Tiered Interventions
- Special Education and Related Services
- Lighthouse and Student Achievement



## Strategy 2: Focus on Professional Learning

### We believe that...

*If* we assure that all staff are provided meaningful professional development opportunities that are current in theory, practical, and align directly with their responsibilities, *then* staff will be able to apply their learning and enhance their effectiveness in meeting the needs of our students.

### Our Strategy 2 Summary...

Over the next three years, we will provide a model of professional learning that is defined by collaboration and offers pedagogical methods that are research-based and progressive in practice. Further, we will seek to create leadership opportunities to embrace the internal talent that the district has spent years cultivating. Our Professional Development and Evaluation Committee (PDECI) will focus on providing high quality and meaningful professional development opportunities to our faculty. We will do this by closely monitoring the needs of our students and teachers through performance data, surveys, and district trends. Our professional development goals will be specific to the needs of each school. Further, we will build capacity through establishing opportunities for collaboration, leadership and meaningful discourse surrounding teaching, learning, and continuous growth.



## Strategy 2:

### Focus on Professional Development

“High Expectations, Bright Futures”



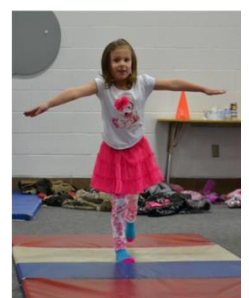
#### District Priorities To Support Strategy 2:

- Cultivate Instructional Leadership From Within The Hebron Public Schools
- Empower Staff Members to Identify and Engage In Their Own Professional Learning Goals That Align To The Needs Of Their Students
- Provide Access To Current Professional Learning Practices That Align To Advancement Plans
  - Instructional Coaching
  - Mathematicians’, Readers’, and Writers’ Workshop
  - Inquiry-based Learning
  - Visible Learning Methods
- Provide Opportunities For Educators to Collaborate and Calibrate on Teaching and Learning.

## STRATEGY 2

### ANNUAL OBJECTIVES

- School Advancement Planning
- PDEC Planning
- Planned Professional Development
- Instructional Coaching
- Collaborative Planning Times
- Professional Learning Plans
- TEAM Participation
- Mentoring of Beginning Teachers
- Peer Observations



## Strategy 3: Focus on Community

### We believe that...

*If* we foster a positive district culture with a high level of stakeholder engagement, communication and collaboration, **then** we will be more effective in mobilizing students, faculty, staff, parents, and community members around continuous improvement and high levels of student achievement.

### Our Strategy 3 Summary...

It is vital that our school district engage all stakeholders as we look to improve our school system and the programs we offer. We have developed a three year Strategic Operating Plan that effectively targets the three areas of the educational core – student achievement, professional learning and instructional content. Further, we have broadened our scope to include the role we have in serving our students, as well as meeting the expectations of our surrounding community. Through transparency, open-dialogue, and a willingness to work in partnership with our stakeholders, we will continue to provide a quality education to the students we serve. We recognize that effectively cultivating improvement in the instructional core requires an emphasis on the external factors that could help or hinder the change process.





## Strategy 3:

### Focus on Community

“High Expectations, Bright Futures”



### District Priorities To Support Strategy 3:

- Ensure that there are shared values and a comprehensive understanding of Hebron’s mission and vision, and that our commitment to excellence is adhered to by all school committees, district teams, and the collaborative partners we are fortunate to have.
- Encourage parental and community support, participation, and involvement in all school programming.
- Develop and encourage community partnerships to share and promote our district, schools, staff, and student successes.
- Develop measurable goals that will assist in promoting a positive and safe school climate.

## STRATEGY 3

### ANNUAL OBJECTIVES

- Schools in the Spotlight
- Enhance Web and Social Media Presence
- Coffee Hours
- Listen and Learn Events
- School Climate Surveys
- Family Evening Events
- Partnership with PTA and Education Foundation



## Strategy 4: Focus on Resource Management

### We believe that...

*If* we facilitate the development of talent and collective responsibility through the intelligent allocation of our financial and human resources, **then** we will be able to effectively adjust our curriculum, programming, and instructional pedagogy to insure high levels of student achievement.

### Our Strategy 4 Summary...

The Board Of Education recognizes that we are in an unprecedented time as it relates to state and federal mandates, increasing student needs, and diminishing financial resources. School districts across the state are facing challenging decisions as it relates to programming, staffing, and the financial resources we are being provided. Therefore, it is of critical importance that the Board and school district establish priorities as it relates to the programs and staffing it believes are necessary for both short-term and long-term success. Through transparency, open-dialogue, and the continuous monitoring of district operations, we will be able to establish annual goals that will ensure our success in providing high quality educational experiences for generations of students to come. Our focus on Resource Management in this Strategic Plan will serve as an important guide in district and school decision-making.





## Strategy 4:

### Focus on Resource Management

“High Expectations, Bright Futures”



#### District Priorities To Support Strategy 4:

- Ensure budget continues to support academic programming and professional learning that will foster high academic achievement.
- Provide accurate and timely financial reports and human resources data that will guide decision-making and ensure efficiencies in district operations.
- Provide the Boards of Finance and Selectmen a continued monetary understanding of district accounting practices, while obtaining ongoing input regarding expenditures.
- Develop a long-term Capital Improvement strategy to prevent urgent and expensive infrastructure upgrades.
- Seek regional opportunities to offset district program costs.

## STRATEGY 4

### ANNUAL OBJECTIVES

- Monthly Meetings with BOE Subcommittees
- Ongoing review of district expenditures, staffing and revenues
- Budget presentations (BOE, BOF, and BOS)
- 5 Year CIP Plan
- Offer Food Services Programming to neighboring districts and outside agencies.

