

Board Meeting – May 14, 2012

MARCH 2012 BOARD RETREAT – SUMMARY

The NHPS School Change Campaign

Why School Change?

- Through the work of many educators and staff, NHPS has made good increments of progress in improving student learning
- However, too many students are not adequately prepared for more education or their life when they leave us – too many lag their peers around the state, too many drop out, and even among those that go to college, too many don't finish

What are our Goals?

- Strengthen each individual school, so that each school operates as a high-functioning organization
- Close the gap between the performance of New Haven students and the rest of the State
- Cut the drop-out rate in half
- Ensure that every graduating student has the academic ability and the financial resources to attend and succeed in college

What is the Vision for Transforming Our System?

- Students learning through meaningful and coherent experiences in individual classrooms, among different classrooms, and in the rest of their lives
- Schools as the centers for learning, where teams of adults take collective and empowered responsibility for students, working separately and together to move students from wherever they start to the highest performance levels, collaborating without fault
- The district and schools acting to support development, innovation, and adaptation, both by schools and by individuals

Strategies: How will We Achieve Our Goals and Vision?

Ensuring meaningful focus on broad measures of student learning

(21st Century Skills initiative, Common Core of Standards, Curriculum rewriting efforts)

Portfolio of Schools

Each school will be organized and supported on its own unique path to success

(Tiering of schools, School Turnaround and SIG, School-Based Budgeting initiative School Climate Survey, School Governance Committees, Central Office Effectiveness and Feedback Survey)

Talent

Adults in the system will be managed as professionals to encourage collaboration, empowerment, and responsibility for outcomes – and this will enable us to attract, develop, and retain the highest caliber staff

(Teacher, Principal and Central Office Evaluation and Development Systems; New Pipelines of Leadership Development)

Community & Parents

The work of the school system will be as aligned as possible with the other adults who work on behalf of students, including parents and community organizations

(Increasing Parent Involvement including Parent University, Boost! Wrap-around Collaboration with the United Way, New Haven Promise, Health and Wellness)

NHPS Board Retreat Agenda, March 2012

NHPS Board Retreat

March 31st, 8:30 to 11:30.

Truman School Library

I. School Change Goals

- a) District Level Goal Setting
 - Review Goals
 - Review Progress
 - Add, Drop, and Adjust Goals as appropriate
- b) School Level Goal Setting – Discuss and determine approach
- c) Annual and Interim Monitoring

II. NHPS Board Practices

- a) Board Responsibilities
 - School Assignments
 - Parent and Community Concerns
- a) Board Meetings
 - Notice and Materials
 - Public Comment practices
 - Location

Board retreat held as scheduled

Full board in attendance:
Torres (President),
DeStefano, Johnston,
Nast, Risco, Samuels,
Torre, Mayo
(Superintendent)

Joined by:
Canelli, Clark, Harries,
Weisselberg, Levitan-
Reiner

I. School Change Goals

II. NHPS Board Practices

I. School Change Goals: Review

a) Review of School Change Goals.

School Change Goal	Year 1 Goals and Results	Board Input 3/31
1. Strengthen each individual school, so that each school operates as a high-functioning organization	<p>Goal: 75% of schools improve each year, and 90% of schools improve 2 out of 3 years</p> <p>Year 1 result: 37 of 39 schools improved, although remain on cusp of mixed satisfaction and satisfaction (i.e. 60% of aggregated respondents satisfied)</p>	<p>Formal inclusion of Learning Environment as top- line School Change Goal.</p>
2. Close the gap between the performance of New Haven students and the rest of the State	<p><i>CMT</i>: Targeted growth of 3.0% at Prof + and 2.5% at Goal+. Actual growth of 2.8% at Prof+ and 2.7% at Goal+.</p> <p><i>CAPT</i>: Targeted Growth of 3.5% at Prof+ and 3.5% at Goal+. Actual growth of 3.8% at Prof+ and 1.8% at Goal+ (with State dropping at Goal+).</p>	<p>Discussion of pending changes to Standardized Testing with the Common Core, and resulting changes in Achievement Gap. Counsel to staff to orient on *both* future Common Core assessments and current state assessments in teaching and tracking. (Underway)</p>
3. Cut the drop-out rate in half	<p>Goal: 13.5% reduction in graduation rate over 5 years (average annual reduction of 2.7%), with complementary increase in graduation rate.</p> <p>Year 1 results: Drop-out rate fell 2.0% to 25.1% and Graduation rate increased 1.8% to 64.3%. On trajectory rate increased 9.2% for underclassmen.</p>	<p>No adjustment to goal.</p>
4. Ensure that every graduating student has the academic ability and the financial resources to attend and succeed in college	<p>Goal: Increase in students enrolling for 1st and 2nd year in college of 5% each year for 5 years</p> <p>Result: 1st semester enrollment down 3%, though only 1st semester data. 2nd year retention down 6%, cohort not touched by school reform</p>	<p>Discussion of post-high school outcomes, and request to explore measures and methods of post high school outcome beyond college going, including military and employment outcomes. (Underway)</p>

I. School Change Goals: School-Level Goal Setting

b) Discussion of school goal-setting by tier, to acknowledge a) contribution of each school to closing the achievement gap balanced against b) annual variation in test scores. CMT @ goal example follows:

CMT Performance Goals, by School Tier (Sample, to be applied prospectively for 2012-13 Testing)

Current Performance in 2010-11				Actual Change from 2009-10 to 2010-11			Target Change from 2010-11 to 2011-12				
	# of Schools	# of Stud. Gr 3-8 (3/2011)	% Goal & Above	Range of % Goal & Above	% Goal & Above	Actual Change at Goal & Above	Range of Change at Goal & Above	Target Change at Prof & Above	Range of Change at Prof & Above	Target Change at Goal & Above	Range of Change at Goal & Above
State			66.4%		65.9%						
District	31	8389	40.2%	20.4% - 83.9%	37.6%	2.7%	-4.1% - 11.4%	4.6%	.75% - 9.3%	4.6%	1% - 6%
Tier I	5	1598	63.6%	59.4% - 83.9%	61.3%	2.3%	-.7% - 6.1%	1.5%	.75% - 2.25%	3.5%	1.8% - 5.3%
Tier II	13	3938	41.6%	35.4% - 63.7%	38.5%	3.1%	-4.1% - 11.4%	4.7%	2.4% - 7.2%	4.5%	2.2% - 6.8%
Tier III	11	2853	25.3%	20.4% - 31.4%	23.5%	1.8%	-1.1% - 5.4%	6.2%	3.1% - 9.3%	5.3%	2.6% - 7.9%

To be created for CMT and CAPT on the basis of 2011-12 testing, expected in June

I. School Change Goals: Template for Tracking Progress

c) Proposal to create template for communicating progress on goals and alignment to key initiatives.
 Completed template to be included as part of all presentations to the Board

Suggested template...

School Change Goals	Most Recent District Progress	Impact of Work Discussed Today on Achieving Goals
<p>Learning Environment: Strengthen each individual school, so that each school operates as a high-functioning organization</p>	<p>Stakeholders highly satisfied at 16% of schools, satisfied at 76%, and mixed satisfaction at 2% (participation too low at 7%). 31 schools increased .4 or more on 10 point scale. <i>(As of 2010-11 survey administration)</i></p>	<ul style="list-style-type: none"> • <i>Text and statistics to be filled in based on initiative in discussion.</i>
<p>Achievement Gap: Close the gap between the performance of New Haven students and the rest of the State</p>	<p>CMT: 2.8% increase at Prof+ (18.4% gap) and 2.7% increase at Goal (26.1% gap). CAPT: 3.8% increase at Prof + (21.3% gap) and 1.8% increase at Goal (29.6% gap). <i>(As of 2010-11 CMT/CAPT administration)</i></p>	
<p>High School Completion: Cut the drop-out rate in half</p>	<p>1.8% increase in graduation rate (64.3%) and 2.0% reduction in drop-out rate (25.1%). <i>(As of 2010-11 cohort)</i></p>	
<p>College Success: Ensure that every graduating student can attend and succeed in college</p>	<p>3% drop in percent of graduates enrolling in post-secondary within one year of graduation (58% of class of 2011) and 6% drop in percent persisting to third semester within two years (46% of class of 2009). <i>(As of December 2011 NSC report)</i></p>	

I. School Change Goals

II. NHPS Board Practices

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Board Discussion on 3/31

Options & Suggested Adjustments

Board Materials

- Continued desire for Board materials as far in advance as possible, while recognizing the demand on staff time to produce materials
- Agendas and action items are posted under “Public Information” on website, and presentations posted in relevant places (i.e. “School Change Initiative”)

- a. Create more prominent link for board materials on the NHPS website
- b. Post all materials discussed in Board meetings on NHPS website, by scanning and posting documents
- c. Expand superintendent’s report, to include a “scan” of key recent activity as well as a “deep-dive” on presentation issues

Meeting Location

- Desire for both location and setting that are more accessible to the public, including free parking
- Danger in having a “moving” meeting, creating confusion and less participation

- a. Consider a single alternate location for Board meetings in 2012-13 school year. Possibilities:
 - Troup: Auditorium
 - Metropolitan: Atrium
- b. Alternatively, consider arranging NHPS board room so that board is seated at tables in front of the dais.

Engagement & Communication

- Pursue additional, non-Board meeting opportunities for Board member to participate in more workshops and events, both NHPS events and community events

- a. Develop a “working” calendar of community events and workshops to inform and orchestrate board participation
- b. Strengthen district calendar of events, to include upcoming school and district events