



Hartford Board of Education
Special Meeting – Tuesday, October 22, 2013

Sport and Medical Sciences Academy, 280 Huyshope Avenue,
Hartford, CT 06106

AGENDA

- I. Call to Order (5:30 p.m.)
- II. Workshop Session
 - A. Communications Plan
- II. Adjournment

Upcoming Board of Education Meetings

- BOE Workshop Meeting: Wednesday, November 6 at 5:30 p.m. at Jumoke Academy Honors at Milner, 104 Vine Street, Hartford, CT 06112. Topics: (1) Portfolio Directors: New School Report Card; (2) Proposed New School/Redesign Models
- BOE Regular Meeting: Tuesday, November 19 at 5:30 p.m. at Global Communications Academy IB, 85 Edwards Street, Hartford, CT 06120.



Multi-Year Communications Plan

Board of Education Special Meeting

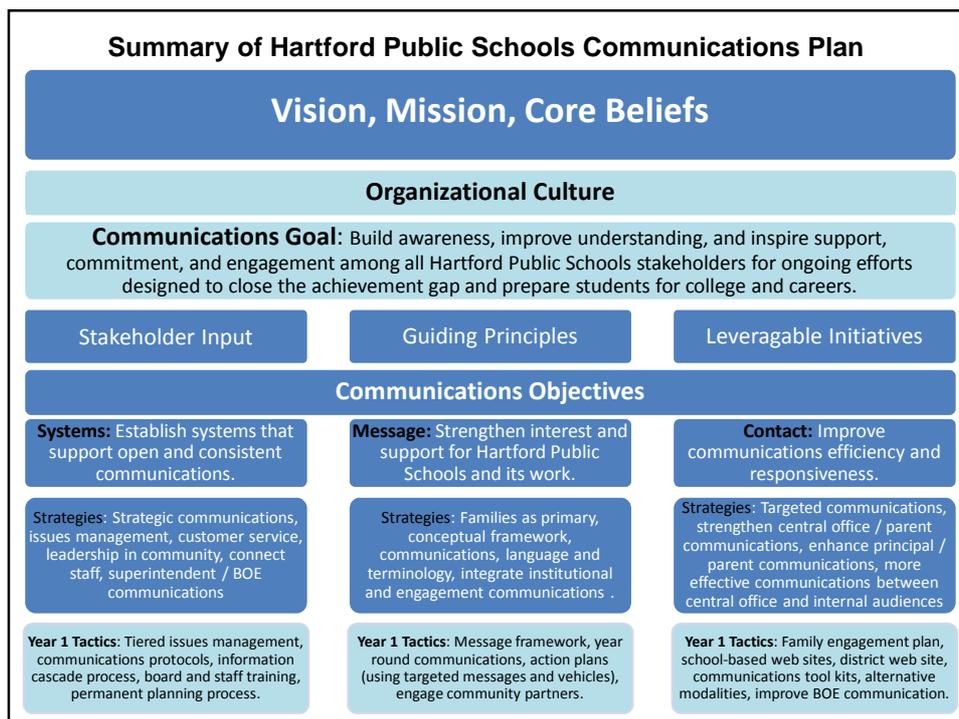
October 22, 2013, 5:30 p.m.
Sport and Medical Sciences Academy
Dr. Christina M. Kishimoto

DRAFT

Overview



- Communications Work Group: April-September 2013.
- Multi-Year Communications Plan: three year, builds capacity of district's many communicators to actively, effectively and consistently communicate with the district's many internal and external stakeholders.
- Based on: Theory of Action, Portfolio Strategies, SOP communications goal, stakeholder input, guiding principles, and communications work completed over the last two years.
- Includes objectives, strategies, tactics, resource needs.



Prerequisites for Success: Organizational Development and Board Commitment



1. Organizational Development Process

- Identify organizational, management, and cultural requirements to ensure effective operating teams across the district.
- Develop management processes, procedures, structures and systems for strategic alignment between departments, central office and schools, and between schools.
- Develop and nurture an organizational cultural identity that embraces the shared values, guiding communications principles, and “ways of working” that Hartford Public Schools champions and supports.

Prerequisites for Success: Organizational Development and Board Commitment



2. Board Commitment

- BOE embraces the recommendations of the communications plan as a prerequisite for the successful implementation of the strategies in partnership with district staff.
- Members of the Board of Education speak with one voice in support of the institution when communicating or describing the district's overall vision, goals, core beliefs, aspirations, objectives, and strategies.

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Vision and Mission



Vision: Hartford Public School graduates are empowered thinkers, engaged citizens, and lifelong learners who will strengthen our city, region, and state.

Mission: Hartford Public Schools is a community of learners, educators, families, and community members working together to ensure students meet the academic, college, and career readiness expectations that will prepare them for success in life.

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Core Beliefs



- The specific needs, styles, and aspirations of individual students drive learning and instruction.
- Teachers and other educators have the greatest impact on student learning as they proactively form deep, meaningful relationships with students.
- Informed and engaged families and caregivers are necessary and vital contributors to educational success.
- Literacy is the foundational skill upon which long-term success in and beyond school is built.
- The entire community, as a key beneficiary of high performing schools, must be engaged in and supportive of our approach to education.

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Key Audiences



- Students: From in and outside of Hartford
- Families: Families from in and outside of Hartford, SGCs, PTOs, Alumni
- HPS Employees: District Staff/Central Office, Principals, Teachers, Other instructional staff, FRAs, Other non-instructional staff
- External Supporters and Influencers: Existing / potential funders, Existing / potential partners, Policy makers, Advocacy groups, Taxpayers
- Board of Education

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Desired Outcomes by Audience



For Students

Students are engaged in their education, feel valued as members of the Hartford Public Schools community, and are inspired to achieve.

For Families

Families trust our schools and demonstrate ownership of the education process as active partners in student success.

For HPS Employees

HPS employees are well-informed, effective and enthusiastic communicators about relevant issues that affect the district and its stakeholders.

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Desired Outcomes by Audience



For External Supporters and Influencers

More local and national entities recognize and support HPS's work.

For the Board of Education

Board members are knowledgeable, trusting, and committed partners in advancing the mission of the Hartford Public Schools through the development of strategic policies and effective governance oversight.

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Communications Goal

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Build awareness, improve understanding, and inspire support, commitment, and engagement among all Hartford Public Schools stakeholders for the next level of initiatives designed to close the achievement gap and prepare students for college and careers.

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Foundation

Guiding Principles

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1. Effective communications is fundamental to our success.
2. Active, transparent communications drive effectiveness.
3. Communications is a strategic tool, not a transactional vehicle.
4. Consistent message delivery strengthens understanding.
5. Communications must be adjusted for different audiences.
6. Our individual schools operate as part of a broader system.

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Communications Objectives

Systems	Message	Contact
Establish systems that support open and consistent communications.	Strengthen interest and support for Hartford Public Schools and its work.	Improve communications efficiency and responsiveness.

Strategies

Systems		
Establish systems that support open and consistent communications.		
	<ol style="list-style-type: none"> 1. Elevate communications from being transactional to a key strategic consideration in decision and policy-making. 2. Develop a coherent system for managing public issues. 3. Instill "customer service" as a core value of the district. 4. Connect central office leadership to the community. 5. Help school staff feel more connected to the HPS system and Portfolio Approach to reform. 6. Enable and support effective two way communications between Superintendent and BOE. 	

Strategies

Message

Strengthen interest
and support for
Hartford Public
Schools and its work.

1. Direct messaging primarily toward parents, families, guardians, caregivers and students.
2. Develop a conceptual message framework for communicating about the next phase of reform AND for communicating the key, tangible, relevant benefits to students and families.
3. Integrate institutional communications and student and family engagement communications in areas such as Choice, improving attendance strategies, college and career readiness programs, other.
4. Ensure language usage and level of detail is appropriate for each audience.

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Strategies

Contact

Improve
communications
efficiency and
responsiveness.

1. Ensure timely, relevant and meaningful information from Central Office to parents.
2. Improve communications between principals and parents to fully engage families in the lives of their schools and their children's education.
3. Improve communications between central office and principals and other internal audiences.

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Key Message

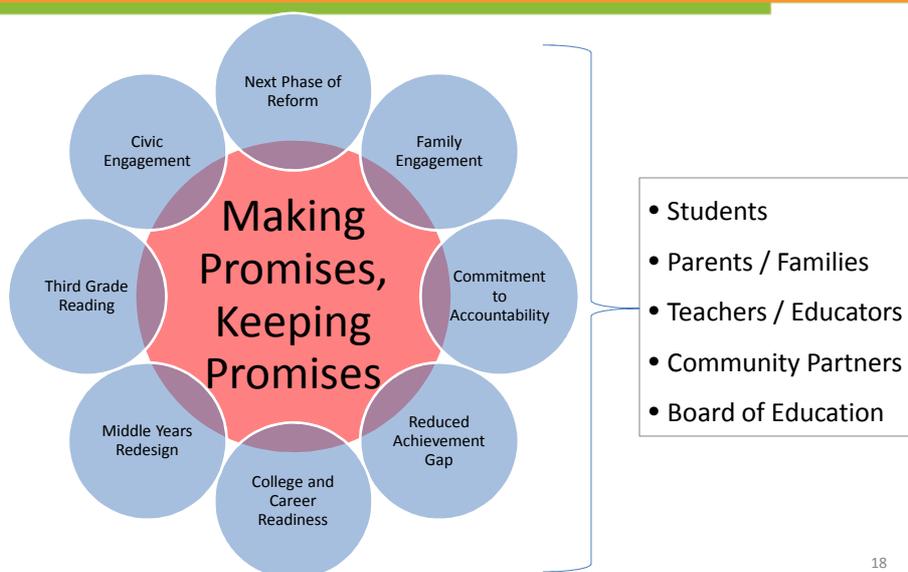


Hartford Public Schools: Making Promises, Keeping Promises.

- Helps build trust.
- Reflects a commitment to accountability.
- Is flexible enough to reinforce the MANY specific promises HPS has made and will make to its MANY stakeholders.

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HPS “Promises”



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Examples – Broad Promises



Topic	Audience	Message
Next Phase of Reform	Parents	Hartford Public Schools promises to continue to make significant progress in improving the education of our children.
Next Phase of Reform	Community Partners	Hartford Public Schools promises to remain committed to the Portfolio Strategy approach to educational reform.
Parent Engagement	Parents	Hartford Public Schools promises to engage families as partners in student learning to achieve educational success.
Commitment to Accountability	All	Hartford Public Schools promises to set high expectations and embrace accountability to all of its stakeholders.
Achievement Gap	All	Hartford Public Schools promises to reduce the achievement gap by helping ALL students reach their full learning potential.
College / Career Readiness	All	Hartford Public Schools promises to teach our students the critical thinking and problem solving skills they need to be career and college ready.
Middle Years Redesign	All	Hartford Public Schools promises that middle school students experience a safe, healthy, supported learning environment that enables them to feel connected to their school community.
Third Grade Reading	All	Hartford Public Schools promises that all students who enter our schools at grade Pre-K or K will read at or above grade level by the end of third grade.
Civic Engagement	All	Hartford Public Schools promises to prepare our children to be engaged citizens who will make informed choices and strengthen our city, region, and state. 19

Examples – Specific Initiatives



Topic	Audience	Message
Hartford Promise	All	Hartford Public Schools with its partners promises to provide academic support and standards-driven college scholarships to any eligible student.
Common Core	All	Hartford Public Schools promises to adapt Connecticut's common core state standards to the specific learning needs of Hartford's children to develop the most important and relevant 21 st century skills.
First Day of School	Students / Parents	Hartford Public Schools promises that all schools will welcome all students and families with enthusiasm for the year ahead.
College Month	Students / Parents	Hartford Public Schools promises to introduce students to the opportunities that college provides and to provide support and resources to help them access college.
Importance of SAT's	Students / Parents	Hartford Public Schools promises that every student has the option to take the SAT at no cost and during the school day.
Absenteeism	All	HPS promises to reduce chronic absenteeism throughout the district with particular focus on PreK, Kindergarten and 9 th grade where the needs are greatest.
Summer Learning	Students / Parents	Hartford Public Schools promises to work with community partners and offer summer learning experiences to minimize summer melt so students are ready for new learning when they return to school in September. 20

Examples – Use in Context



Audience	Context	Message
Students	Posters in High School	Hartford Public Schools promises to provide you with the skills you need to be successful throughout your life.
Parents / Families	Curriculum Night Welcome Remarks	Hartford Public Schools promises to engage students and families to achieve educational success.
Community Partners	Superintendent Update Meeting	Hartford Public Schools promises to educate our children to strengthen our city, region, and state.
Teachers / Educators	Principal and Teacher meetings School meetings	Hartford Public Schools promises to provide an increased understanding of the overall district goals and how your work relates to those goals.
Board of Education	Board Update	Hartford Public Schools promises to collaborate with the Board in advancing our mission.
All Audiences	Web Site	Hartford Public Schools promises to set high expectations and embrace accountability from all stakeholders.

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Implementation Priorities



- **Organization and Board Commitment**
 - Organizational Development Process
 - Principal and staff communications training
 - Board vote on Vision, Mission, Core Beliefs and affirmation of Communications Plan goals, principles, objectives, strategies, tactics
 - Ongoing governance development to ensure strategy, policy and fiduciary roles are in alignment with vision, mission, core beliefs and district priorities
- **Family/Student Communications Priorities**
 - Grass-roots community outreach to families on key topics (e.g. First Day of School, Hartford Promise, Attendance, CCR)
 - Informational resources: parent portal, parent tool kit, Parent Spotlight newsletter, etc.

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Implementation Priorities cont'd



- Family/Student Communications Priorities cont'd
 - School-based websites
 - School-based communications: brochures, templates, materials, consulting
 - Bi-lingual/multi-lingual translations
- Community /Public Communications Priorities
 - Refresh district website
 - Events: Teacher of the Year, State of the Schools, Community Conversations
 - Social media plan and support
 - Development of diverse and alternative communications tools such as videos, mobile apps, graphic tools
 - Proactive media relations

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Implementation Priorities cont'd



- Internal Support and Capacity Building
 - Intranet phase 2
 - Issues management protocol
 - Media tracking for cost: benefit of communications strategy

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Resource Implications



- Staff to support communications plan priorities and strategic and operational alignment:
 - Director of Strategic Alignment
 - Communications Outreach Manager

- Estimated budget allocations for key tactics range:
 - \$ 239,150 - FY 2013/14
 - \$ 287,100 - FY 2014 /15
 - \$227,600 - FY 2015 /2016

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Communications Plan Estimated Budget	FY 2013/14	FY 2014/15	FY 2015/16	Notes
Staffing				
* Communications Outreach Manager		\$82,400.00	\$84,872.00	3% increase, year 3
* Director of Strategic Alignment		\$108,150.00	\$111,395.00	3% increase, year 3
Fringe		\$86,528.00	\$89,125.00	45.41%
Subtotal		\$277,078.00	\$285,392.00	
Non-Staff Expenses				
Assess/refresh/tactical development of communications plan		\$40,000.00	\$32,000.00	consultant
School websites	\$71,400.00	\$41,000.00		in current budget
District website	\$22,000.00	\$5,000.00	\$30,000.00	redesign/refresh years 1 and 3
Intranet Phase 2	\$114,500.00	\$63,000.00		in current budget
Webhosting	\$4,250.00	\$3,600.00	\$3,600.00	year 1 set up fee
Media tracking		\$15,000.00	\$15,000.00	assess effectiveness, real time response
School-based materials		\$22,500.00	\$22,500.00	brochures, templates, materials
Grass-roots community outreach	\$15,000.00	\$25,000.00	\$25,000.00	Hartford Promise, Attendance, CCR
Institutional Event Support		\$8,000.00	\$8,000.00	
Translations	\$2,000.00	\$10,000.00	\$30,000.00	dependent on number of materials
Photo/Videography		\$12,000.00	\$12,000.00	
Training		\$10,000.00	\$10,000.00	
Social Media plan and support		\$12,000.00	\$7,500.00	
Institutional materials and alternative communications tools	\$10,000.00	\$20,000.00	\$32,000.00	
Subtotal	\$239,150.00	\$287,100.00	\$227,600.00	
TOTAL:	\$239,150.00	\$564,178.00	\$512,992.00	26

Next Steps



1. Board of Education votes on Vision, Mission, Core Beliefs (fall 2013).
2. Board of Education affirms Communications Plan goals, principles, objectives, strategies and tactics (fall 2013).
3. Staff develops implementation plan for year one tactics noting priority, timelines, key responsibilities (fall 2013).
4. Staff develops implementation plan for year two tactics and budget requirements as part of budget planning process (winter 2014).