

**GREENWICH PUBLIC SCHOOLS  
MONITORING REPORT  
MISSION, VISION, VALUES AND BELIEFS (E-000)  
SEPTEMBER 2005**

I hereby present my monitoring report on the District Ends Policy “Program, Services and Curriculum.” I certify that the information contained in this report is accurate.

Signed: \_\_\_\_\_  
(Larry Leverett, Superintendent of Schools)

Date: September 1, 2005

**BROADEST POLICY PROVISION:**

*The District shall provide for a comprehensive educational program for all students. All District operations and resources will be directed toward fulfilling the Mission, Vision, Values, and Beliefs in word, action, policy, and decision-making. The Greenwich Board of Education is ultimately responsible to the citizens of Greenwich for delivering an excellent education to all students at a reasonable cost to the taxpayer.*

**POLICY PROVISIONS:**

1. *The Mission of the Greenwich Public Schools is to educate all students to their highest level of academic potential and to teach them the skills and knowledge to become capable, creative and responsible members of society.*
2. *The Vision of the Greenwich Public Schools is to set the standard for excellence in public education.*
3. *Core Values of the Greenwich community are:*
  - *Academic success and a well-rounded education lead to more options and opportunities for each student.*
  - *Greenwich is a diverse community that has high expectations, strives for excellence, and values leadership and service to the community.*
  - *What we do, and how we do it, matters.*
  - *Efficient use of financial resources leads to high value for our students, staff and community.*
4. *The Beliefs of the Greenwich Public Schools are:*
  - *All children can learn and deserve an education appropriate to their abilities.*
  - *Schools must set high expectations for every student and staff member.*
  - *Student achievement must be meaningful and measurable.*
  - *Students become independent learners by taking initiative, setting challenging goals for themselves and assessing their progress.*
  - *Curriculum and instruction should be engaging, meaningful, and challenging in all disciplines, including academic subjects and the arts.*
  - *Learning requires a safe and disciplined environment.*

- *Education should encourage risk-taking, hard work and perseverance.*
- *Learning and achievement build self-esteem.*
- *Effective teachers are essential because the fundamental relationship in education is between teacher and student.*
- *Students require the wisdom and guidance of caring adults to thrive and succeed.*
- *Students, educators, and families share responsibility for learning.*
- *Moral integrity, reliability and respect for others should be fostered and encouraged in schools as well as in homes.*
- *An informed community can provide direction, constructive criticism and essential support to the school system.*
- *Excellent schools require adequate funding and sound management focused on student learning in all disciplines, including academic subjects and the arts.*
- *Physical fitness contributes to optimal student learning.*

**Superintendent’s Interpretation:**

The mission statement defines our core purpose as an organization and clearly articulates that purpose to all stakeholders. The vision statement describes our aspirations for the future and is designed to create positive tension between “where we are now” and “where we want to go”. The vision statement is further articulated in the Strategic Roadmap. Core values and beliefs are the principles that guide us as an organization and govern our day to day behavior. Core values and beliefs support the attainment of the mission and vision.

The superintendent understands and appreciates the importance of driving the vision and mission deep into the organization and is responsible for communicating both to staff, students and community. Further the superintendent, as district leader, will mobilize the staff and community to embrace the mission by a variety of activities including, but not limited to, implementation of the Strategic Roadmap based on the board’s expression of the vision and mission through the four board approved strategic directions.

**Data:**

The mission, vision and belief statements were developed collaboratively with stakeholders in a process led by the Board of Education. The core values were added as part of a Strategic Roadmap adopted by the Board of Education in February 2005. The Strategic Roadmap includes the mission, vision, values, a series of statements articulating the vision for the Greenwich Public Schools in 2008, and four strategic directions which describe how the district will attain this vision. All the components of the Strategic Roadmap should be reviewed during the 2008-2009 school year.

While mission statements are designed to be fixed statements of an organization’s purpose, it is natural that their meaning evolves over time as they are used. As we develop strategies for fulfilling our mission, we are increasingly focusing on outcomes for students and not just the process to achieve those outcomes. “Educating” and “teaching” are means to ends and not ends in and of themselves. When the mission is revised, we should consider a stronger focus on the outcomes we desire for students.

Evidence related to the superintendent's compliance with the district mission will be public and transparent through the implementation of the district's data dashboard. Further, he will present for board review and action a series of policy monitoring reports in accordance with the board adopted agenda plan for the 2005-06 school year.

I report compliance with these provisions of the Ends Policy.