

**GREENWICH PUBLIC SCHOOLS**  
Greenwich, Connecticut

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**Policy E-010 – STRATEGIC ROAD MAP AND ANNUAL GOALS**

**Procedure E- 010. 1 – Strategic Improvement Teams**

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***1. Charge to Strategic Improvement Teams:***

Each of the Greenwich Public Schools has a Strategic Improvement Team.

The Strategic Improvement Team is the vehicle by which parents, teachers and administrators in each school are given responsibility to work together to reach school-specific goals which promote continuous improvement in students' academic performance.

The Strategic Improvement Team achieves this objective by defining the highest priorities for improvement aligned with the district's Strategic Directions. Guided by these priorities, the SIT defines a set of challenging but realistic goals and defines measurable indicators of student success. Each year, schools identify specific instructional strategies that will be focused upon to address priority areas. The Strategic Improvement Team creates Action Plans in partnership with staff to achieve goals, and assesses progress toward goals annually and communicates frequently with all constituents in the school community.

***2. Limitations of the Strategic Improvement Team:***

The Strategic Improvement Team shall not:

- Plan to exceed or exceed the monetary allocation toward certified and/or non-certified staff and/or teaching and learning materials as approved by the Board of Education in its annual budget
- Plan to exceed or exceed the limitations of PTA gifts to individual schools and/or "single entities" as established by the Board of Education
- Plan to change or change the school calendar as approved by the Board of Education
- Plan to alter or alter the school facility to achieve its goals

### **3. Organization of Strategic Improvement Teams:**

- One teacher, one parent and the Principal/Headmaster serve as Tri-Chairs of the Strategic Improvement Team
- Each Strategic Improvement Team has an equal number of teachers and parents, with no fewer than four and no more than five of each on the team
- Assistant Principals are members of the Strategic Improvement Team in grades K-8. Assistant Headmaster and Housemasters are members of the Strategic Improvement Team at Greenwich High School
- Middle schools will have one student representative from each grade level and high school will have four to seven student representatives with each grade level represented
- Teacher members are volunteers, parent members are selected by the PTA and student members are selected by grade level teams (middle schools) and by Student Government (high school)
- Membership for the upcoming school year should be established no later than May 1 of the current year
- The term for team members is at least two years with no more than 50% turnover in adult participants in a given year

### **4. Roles and Responsibilities:**

The role of the Strategic Improvement Team is to promote continuous improvement in students' academic performance, to maximize the development of the whole student and to establish and meet goals which are aligned with district Strategic Directions and are specific to the needs of the school community.

#### ***Central Administration:***

- Guides schools in formulating Strategic Improvement Team Action plans that are aligned with district curricula, national and state standards for content, teaching and assessment.
- Identifies and/or acquires and equitably allocates resources for implementing instructional improvements.
- Facilitates collaboration, including sharing of best practices and resources, among schools so they can support one another in attaining their goals.
- Provides professional development and resources to staff.
- Communicates to Board of Education all Strategic Improvement Team Action Plans.

***Principals:***

- Convenes the Strategic Improvement Team.
- Provides leadership and training for Strategic Improvement Team members.
- Facilitates planning and improvement efforts.
- Builds a budget to support Strategic Improvement Team Action Plans.
- Assures ownership of the process by all staff and helps staff focus on making progress on the Strategic Improvement Team Action Plan.
- Communicates progress of Strategic Improvement Team Action Plan with all stakeholders and engages the school community in the Strategic Improvement Team process.
- Works with Central Administration in order to achieve an effective school.
- Reports on Strategic Improvement Action Plan progress to Central Administration.

***Strategic Improvement Team:***

**Tri-Chairs:**

- plan, attend and facilitate all Strategic Improvement Team meetings which occur at least four times each school year
- monitor progress of team to ensure meaningful work and results
- prepare the Strategic Improvement Team End-of Year Report in collaboration with staff and present it to the Deputy Superintendent by Oct. 1 of each school year.

**Members:**

- Collects data and conducts research in order to complete a needs assessment.
- Solicits input from stakeholders including teachers, parents, student and community.
- Identifies areas for improvement and determines root causes of areas/programs needing improvement in collaboration with teachers.
- Establishes Strategic Improvement Team Action Plans that includes goal setting, effective strategies for improvement, instructional initiatives, required resources, delegation of responsibilities and monitoring measures.
- Monitors Strategic Improvement Action Plan.

***Teachers:***

- Participate in the needs assessment process by sharing data and insight about student learning requirements.
- Identify and advocate for professional development needs required to accomplish Strategic Improvement Team Action Plans.
- Develop and implement instructional initiatives set forth in Strategic Improvement Team Action Plans.
- Inform school administration of students' progress in achieving goals.
- Collaborate with colleagues and parents to help students achieve goals.
- Conduct on-going data analysis.
- Monitor initiatives and report on progress to the Strategic Improvement Team.

***Parents and Community:***

- Participate in needs assessment process by sharing knowledge of their children and their learning needs.
- Support instructional programs at home.
- PTAs, through financial resources and volunteers, support Strategic Improvement Team Action Plans.

#### 5. Timeline

- Each Strategic Improvement Team should refer to the SIT Handbook for a month by month timeline.
- In the spring of each school year, the Strategic Improvement Team will:
  - evaluate progress toward three goals based on Strategic Improvement Team Action Plan
  - communicate results to constituency groups

The staff at each building will engage annually in data analysis, identification of root causes for areas of need, identify instructional strategies for the coming year and begin to draft the SIT Action Plan for the Strategic Improvement Team's review.

- In the fall of each school year, the Strategic Improvement Team will:
  - write the Strategic Improvement Team End-of Year Report and submit to the Deputy Superintendent by Oct. 1. Each Strategic Improvement Team End-of Year Report should include the following elements for each goal:
    - Strategic Improvement SMART Goals and Objectives as well as the one to two identified instructional strategies
    - summary of Strategic Improvement Team actions as outlined in the action plan
    - progress made implementing the identified instructional strategies and goals/objectives
    - status of goal/objectives
  - by Oct. 1, finalize and submit the current year's SIT Action Plan based on available data and related to GPS Strategic Directions
  - implement Strategic Improvement Team Action Plan