

Greenwich Public Schools Success System Update

**Board of Education Meeting
September 27, 2007
Revised October 9, 2007**

Purpose of the Success System

Board of Education Ends Policy E-010 (Strategic Roadmap and Annual Goals) stipulates:

The Success System shall be comprised of measures of the District's performance in key arenas including student achievement, whole student development, resource management, learning and working environment, governance and leadership and community engagement. Annually or more often, the District shall report to the Board on the planning, goals, accomplishments and challenges encountered by the District, individual schools, program areas in achieving the aims of the Strategic Roadmap as measured by the Success System. The District will provide summary information in an easily understood, "dashboard" format that will effectively communicate the District's results to the community.

Performance data needs to be collected and analyzed to ensure continuous progress toward fulfilling the District mission. In recent years, the amount of information collected and tracked by the Greenwich Public Schools has increased exponentially. This plethora of data poses a series of questions for policy-makers: What information will tell us if the District is fulfilling its mission? Are we making progress? What is the relationship between our actions and the outcomes we seek for students? The Success System identifies specific indicators that can be used to monitor progress and identify future challenges. The indicators are divided into arenas that include both outcome and process measures.

Success System Arenas

The arenas include student achievement, whole student development, improving teaching and learning, aligning adults and resource management. The first two arenas contain outcome measures such as standardized mathematics scores or physical fitness test results. The last three arenas contain process measures such as staff retention, parent satisfaction or change in net current expenditure per pupil. Within each arena measures are grouped into objectives. The total Success System contains five arenas, twenty-one objectives and forty-seven measures.

Selection of Measures

Measures were selected for each arena from a broad range of data according the following criteria:

- The information is reliable, valid and externally verified.
- Group size is sufficient to reduce variations from year to year that is due to small numbers of students.

- Benchmark comparisons can be made to groups of students outside of the Greenwich Public Schools.
- The measures represent “leverage points” indicative of broader district performance.
- Data for each measure is readily available, preferably over the last five years.

It is important to note the Harris Survey is administered to school staff, students and parents biannually. Any measures utilizing the Harris Survey (indicated in the measure description by a reference to a 10 point scale) are based on the spring 2006 administration for both 2005-2006 and 2006-2007 school years. The Harris Survey will be next administered in the spring of 2008.

Setting Targets

Performance on each measure is characterized according to the following rubric:

- *Intervention* - significantly below expectation and benchmark groups.
- *Concern* - somewhat below recent results and benchmark groups.
- *Baseline* – similar to recent results and benchmark groups.
- *Progress* – significantly higher relative to recent results and benchmark groups.
- *Five Year Target* – goal over the next three to five years. In line with the District vision statement to “set the standard for public education,” the five year target is set at the level of the highest performing benchmark group.

While the rubric categories are somewhat arbitrary, performance targets serve a useful function by making judgments about changes in data and defining progress toward the District mission. Targets were set by considering two factors: 1) the performance of Greenwich Public Schools students relative to benchmark groups and 2) the five year performance trend. Policy makers should focus on the performance range described by the intervention and vision categories. Targets are intended to remain constant over a three to five year period of time and could be reset in conjunction with an adjustment of the District mission, vision and strategic plan.

Additional information about the individual measures and performance targets is available online at:

http://www.greenwickschools.org/uploaded/district/pdfs/News_Archives/News_Archives_2006-07/Success_System_3-29-07_Final.pdf

Reading the Charts and Tables

Attachments summarize performance across the arenas, objectives and measures. The Success System was adopted by the Board of Education in March of 2007 using baseline data from the

2005-2006 school year. Since each measure score is expressed in terms of the target rubric on a scale of 1 to 5, it is possible to make comparisons from measure to measure, objective to objective and arena to arena. The inclusion of data from the 2006-2007 school year provides information on the areas where District performance is improving and areas that need to be targeted for improvement. As such, the Success System becomes a strategic document providing the Board of Education, school staff, public and policy-makers with information necessary to make decisions regarding improvement goals and resource allocation.

Radar Chart

The radar chart provides a “snapshot” of District performance across the five arenas.

From 2005-2006 to 2006-2007, District performance improved in three arenas (student achievement, whole student development, and improving teaching and learning, stayed the same in one arena (resource management), and declined in one arena (aligning adults).

Summary Table by Arena and Objective

The summary table by arena and objective includes the objectives within each arena, the measure(s) used to evaluate the objective, and a rubric score for both the 2005-2006 school year and the 2006-2007 school year. The rubric scores are color coded to allow easier comparison from year to year and objective to objective.

In 2005-2006, nine of twenty-one objectives were scored at less than three. This was reduced to seven objectives by 2006-2007 with improvements in student mastery of the curriculum and student access to educational opportunities. Improvement was also noted on measures of student physical fitness and the rate of suspension of secondary students from school.

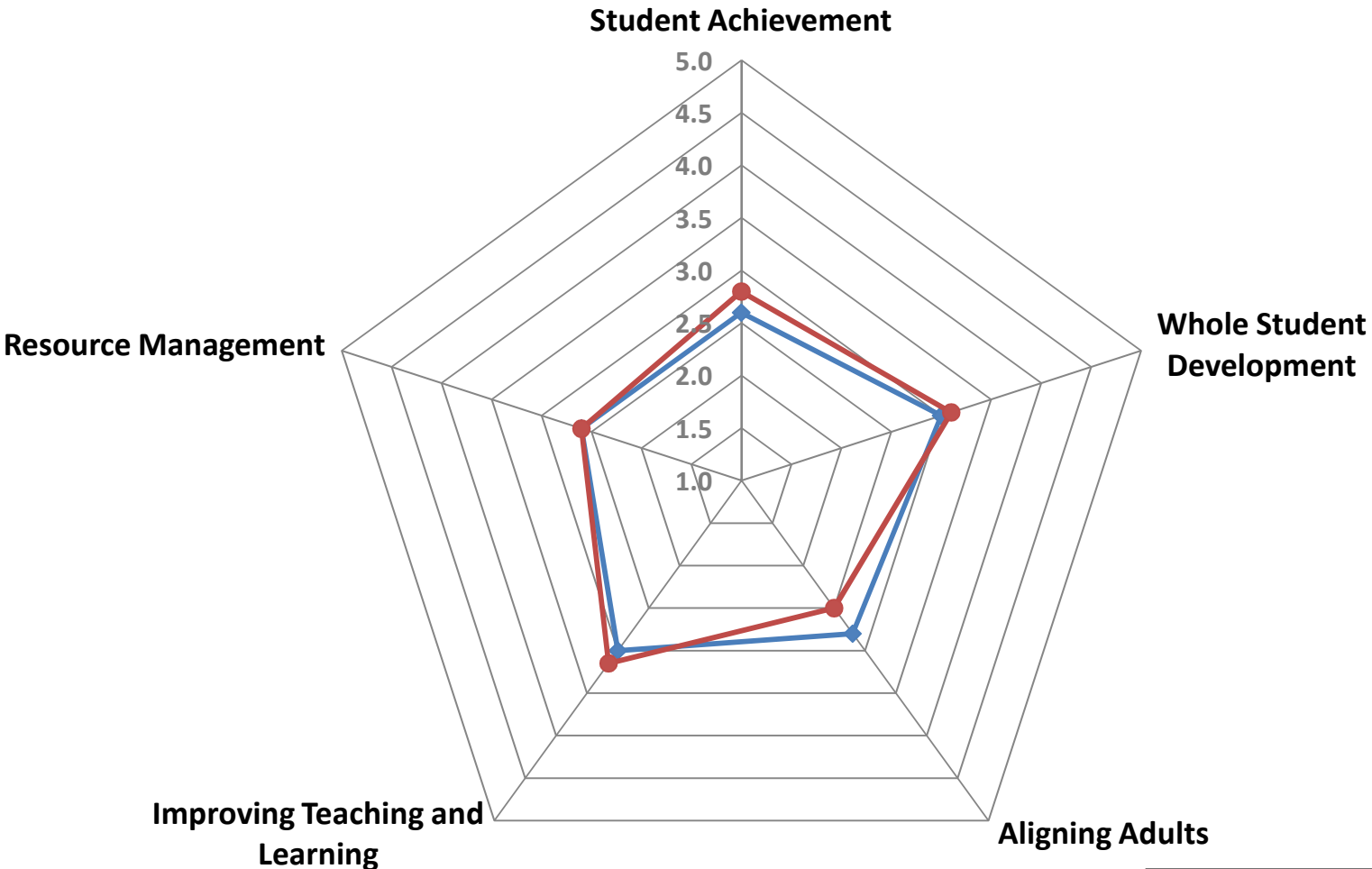
Closing gaps in student achievement continued to be rated at the intervention level. Declines to the intervention level also occurred on measures of student attendance (high school) and parent school choice. It is important to note that September 2007 enrollment data suggest that migration from public to private school has leveled off.

Summary Tables by Arena and Measure

The final set of tables summarizes performance on each measure by arena. Column headings from left to right include the measure name and number, the weight of the measure within the arena, measure scores for the last five years (if available), rubric scores for the last two years,

and the five year target for each measure. The colored arrow next to the measure score for 2006-2007 indicates whether that score is improving or declining relative to the previous four years. At the bottom of each table, the weighted rubric score for the arena is calculated to the nearest tenth. These weighted scores are used in the radar chart.

Greenwich Public Schools Success System by Arena



◆ 2005-2006 ● 2006-2007

Key	
5	Five Year Target (top districts)
4	Progress (improving performance)
3	Baseline (similar districts)
2	Concern (monitor and adjust)
1	Performance Requiring Intervention

Greenwich Public Schools Success System

Arena	Objective	Measures	05 - 06	06 - 07
Student Achievement	Students master the academic curriculum	SA-01 to SA-07	2.6	3.1
	Gaps in student achievement are closing	SA-08 to SA-09	1.0	1.0
	Students demonstrate preparation for college	SA-10 to SA-11	3.0	3.0
	Students achieve at the highest levels	SA-12 to SA-14	3.8	3.8
Whole Student Development	Students are satisfied with school experience	WSD-01 to WSD-03	4.0	4.0
	Students participate in extra-curricular activities	WSD-04 to WSD-05	3.5	3.0
	Students demonstrate physical fitness	WSD-06	3.0	4.0
	Student attendance reflects a commitment to school	WSD-07	2.0	1.0
	Students demonstrate respect for themselves and others	WSD-08 to WSD-10	1.5	2.0
Aligning Adults	Community, parents & staff are satisfied with District performance	AA-01 to AA-04	3.3	3.1
	District leadership supports shared decision making	AA-05 to AA-07	2.5	2.5
	Parent school choice demonstrates confidence in GPS	AA-08	2.0	1.0
Improving Teaching and Learning	Professional practice promotes student learning	TL-1	3.0	3.0
	Students have access to educational opportunities	TL-02 to TL-04	2.7	3.0
	Students & parents are satisfied with the quality of teaching	TL-05 to TL-07	3.5	3.5
Resource Management	The school budget demonstrates fiscal responsibility	RM-01	2.0	2.0
	Staff allocation is driven by changes in enrollment & student need	RM-02	2.0	2.0
	Capital projects are completed on time	RM-03	3.0	3.0
	Facilities are maintained to an acceptable standard	RM-04	3.0	3.0
	Facilities are utilized in an efficient manner	RM-05	3.0	3.0
	Parents, students and staff are satisfied with facilities	RM-06 to RM-08	3.0	3.0

KEY	5 year Target (top performing districts)	5.0
	Progress (improving performance)	4.0
	Baseline Performance (similar districts)	3.0
	Concern (monitor and adjust)	2.0
	Performance Requiring Intervention	1.0

Greenwich Public Schools Success System

Measure		Weight	02-03	03-04	04-05	05-06	Trend 06-07	Rubric 05-06	Rubric 06-07	Target 10-11
SA-01	CMT Reading Gr 3 (Goal)	10.0%	81%	77%	76%	76%	↓ 73%	3	3	80%
SA-02	CMT Math Gr 5 (Goal)	5.0%	79%	74%	74%	77%	↑ 83%	3	4	86%
SA-03	CMT Writing Gr 8 (Goal)	5.0%	78%	79%	78%	80%	↑ 80%	2	2	90%
SA-04	CAPT Science Gr 10 (Goal)	5.0%	62%	56%	65%	59%	↘ 62%	1	2	76%
SA-05	FLES Gr 5 (Mean fluency and comprehension level)	5.0%			2.7	3.5	3.5	3	3	4.2
SA-06	Visual Arts Gr 5 (Goal)	5.0%				74%	82%	3	5	80%
SA-07	Social Studies Research Gr 10 (Goal)	5.0%			57%	57%	55%	3	3	63%
SA-08	CMT Reading Gr 3-8 (F/R Lunch Gap at Goal)	10.0%	38%	38%	37%	31%	↘ 33%	1	1	10%
SA-09	CAPT Science Gr 10 (F/R Lunch Gap at Goal)	10.0%	35%	40%	48%	40%	↘ 40%	1	1	10%
SA-10	SAT 1 Math & Reading Gr 12 (Mean Score)	10.0%	1125	1131	1149	1147	↓ 1122	4	3	1172
SA-11	CAPT Writing Gr 10 (Goal)	10.0%	71%	71%	75%	69%	↑ 77%	2	3	83%
SA-12	CMT Writing Gr 8 (Advanced)	5.0%	38%	38%	35%	38%	↘ 36%	2	2	50%
SA-13	CMT Math Gr 8 (Advanced)	5.0%	45%	41%	42%	47%	↑ 48%	3	3	53%
SA-14	Advanced Placement (Scores of 3 or higher)	10.0%	85%	84%	83%	91%	↑ 91%	5	5	90%

**Student Achievement
Mean Measure Score**

2.6	2.8
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Greenwich Public Schools Success System

Measure	Weight	02-03	03-04	04-05	05-06	Trend 06-07	Rubric 05-06	Rubric 06-07	Target 10-11
WSD-01 Elementary Student Satisfaction (10 point scale)	10.0%				8.4	8.4	4	4	8.5
WSD-02 Middle School Student Satisfaction (10 point scale)	10.0%				7.9	7.9	4	4	8
WSD-03 High School Student Satisfaction (10 point scale)	10.0%				7.8	7.8	4	4	7.9
WSD-04 GHS Interscholastic Athletics (% students participating)	10.0%	39%	39%	40%	42%	↓ 38%	4	3	46%
WSD-05 GHS Performing Music (% students participating)	10.0%	20%	20%	21%	22%	↑ 22%	3	3	27%
WSD-06 Physical Fitness Scores (% passing all four tests)	20.0%	49%	48%	47%	48%	↑ 52%	3	4	61%
WSD-07 High School Attendance (mean % by class)	10.0%		91.0%	90.3%	90.8%	↓ 89.6%	2	1	93.0%
WSD-08 Secondary Suspension Rate (% of students grades 6-12)	10.0%		8.6%	9.1%	8.8%	↑ 7.3%	2	3	5.0%
WSD-09 Secondary Suspension Rate (% of Hispanic students)	5.0%		17.9%	19.4%	22.4%	↑ 15.5%	1	1	5.0%
WSD-10 Secondary Suspension Rate (% of SPED students)	5.0%		22.8%	27.3%	18.0%	↑ 14.6%	1	1	5.0%

**Whole Student Development
Mean Measure Score**

3.0	3.1
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Greenwich Public Schools Success System

Measure	Weight	02-03	03-04	04-05	05-06	Trend 06-07	Rubric 05-06	Rubric 06-07	Target 10-11
AA-01 Town Leader Satisfaction (10 point scale)	5.0%				8.3		4	4	8.5
AA-02 Reductions to Operating Budget (% of proposed budget)	5.0%	.00%	.13%	.00%	.00%	↓ .42%	5	3	0.00%
AA-03 Staff Satisfaction (10 point scale)	20.0%				7.4		3	3	7.9
AA-04 Parent Satisfaction (10 point scale)	20.0%				7.9		3	3	8.4
AA-05 Parent Involvement in Decision Making (10 point scale)	10.0%				7.6		3	3	8.1
AA-06 Parent Satisfaction with the Budget Process (10 point scale)	5.0%				6.8		3	3	7.5
AA-07 Staff Involvement in Decision Making (10 point scale)	15.0%				6.0		2	2	7.0
AA-08 Enrollment in GPS (% resident students K-12)	20.0%	76.2%	75.7%	75.3%	74.5%	↓ 73.7%	2	1	77.2%

**Aligning Adults
Mean Measure Score**

2.8	2.5
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Greenwich Public Schools Success System

	Measure	Weight	02-03	03-04	04-05	05-06	Trend 06-07	06-07	Rubric 05-06	Rubric 06-07	Target 10-11
TL-01	Teacher Retention (% annual retention)	25.0%	86%	89%	89%	91%	↑	92%	3	3	95%
TL-02	Advanced Placement Tested (% of graduates)	15.0%	38%	42%	41%	36%	→	39%	3	3	45%
TL-03	Students Completing Algebra 1 (% by end of 8th grade)	15.0%	38%	37%	41%	36%	↑	40%	2	3	60%
TL-04	Time with Non-Disabled Peers (% time for SPED students)	15.0%	76%	76%	77%	78%	↑	79%	3	3	85%
TL-05	Elementary Student Satisfaction with Teaching (10 point scale)	7.5%				8.9			4	4	9.0
TL-06	Secondary Student Satisfaction with Teaching (10 point scale)	7.5%				7.9			4	4	8.2
TL-07	Parent Satisfaction with Teaching (10 point scale)	15.0%				8.0			3	3	8.5

**Teaching and Learning
Mean Measure Score**

3.0	3.2
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Greenwich Public Schools Success System

	Measure	Weight	02-03	03-04	04-05	05-06	Trend 06-07	06-07	Rubric 05-06	Rubric 06-07	Target 10-11
RM-01	Net Current Expenditures per Pupil (% annual growth 5 yr avg)	20.0%		3.5%	4.4%	5.7%	↓	6.2%	2	2	3.5%
RM-02	Students per Certified Staff Member	20.0%	9.89	9.97	9.80	9.77	↘	9.83	2	2	10.5
RM-03	Capital Projects (% completed on time & in budget)	15.0%			100%	81%		87%	3	3	95%
RM-04	Facilities Condition (poor=1 to excellent=4)	15.0%				2.82		2.97	3	3	4.00
RM-05	Elementary Facilities Utilization	15.0%	101%	99%	97%	95%	↑	95%	3	3	85% - 95%
RM-06	Student Satisfaction with Facilities (10 point scale)	5.0%				7.8		7.8	4	4	7.9
RM-07	Parent Satisfaction with Facilities (10 point scale)	5.0%				7.5		7.5	3	3	8.1
RM-08	Staff Satisfaction with Facilities (10 point scale)	5.0%				6.9		6.9	2	2	7.8

**Resource Management
Mean Measure Score**

2.6	2.6
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