

## STRATEGIC PLANNING

### School Based Planning

#### School Team Responsibility

During 1994-95, a school planning team shall be established and maintained at each building in the district. The purpose of the team will be to provide on-going information and feedback between the strategic planning council and the individual school community and to develop a school improvement plan for that particular school. If needed prior to the formation of the planning team, schools may designate an existing committee or a representative network from which the strategic planning council can collect information.

#### School Team Composition

The team shall consist of two each: parents, community members, business representatives, classified staff, certificated staff, and students. The principal shall be both a member of the team and technical adviser to the team. The composition of the team should assure that the school's diversity is adequately reflected on the team with particular reference to ethnic minorities, disabled students, exceptionally talented students, and (in high school) non-college bound students. The members of the school planning team shall be selected by application by the group they represent on a one year rotational basis. In the absence of an election an open process for application and appointment by the board shall be established.

#### School Planning Team Operations

Each school planning team shall develop its own norms and operating principles to govern its operations. At a minimum the norms and operating principles shall:

1. describe acceptable practices for meeting and working together on a team;
2. emphasize decision by consensus in order to encourage the development of decisions which have the support of most of the school community;
3. provide for annual self-evaluation of the work of the team as part of a report to the board; and
4. identify the communications responsibilities of the team and its members for the purpose of keeping informed all people with an interest in the work of the school.

#### School Improvement Plan Approval

The school improvement plan developed by each team shall be reviewed, seconded and approved by that school's community before being submitted to the school board. If the community does not approve the school improvement plan, the school shall conduct a public hearing on the plan and may refer the plan back to a school planning team with recommendations for change. When approved by the community, the plan will be submitted to the board for approval.

#### Implementation and Evaluation

Once the school improvement plan has been approved by the board, the plan shall be implemented. The team shall meet at regular intervals to review progress toward the school's mission, goals and activities contributing to the plan's success, and annually to evaluate and report to the board and strategic planning council on the progress of the school improvement plan. The annual reports from the school planning teams shall be considered by the board in conjunction with its annual review of the district's strategic plan.

#### School Planning Team Training

The district shall provide school based planning training as a prerequisite for establishing school planning teams. Training for team members shall provide for understanding the role of the team, for developing the skills to be effective on the team, for knowing the steps in the process of shared decision making and school based planning, and for understanding the various educational issues which affect student learning.

#### Communication

The school improvement plan shall identify specific communication activities that will keep the general community informed about efforts to improve learning as well as keep specific audiences, such as parents, students, and staff informed about the work of the team. The communications responsibilities of members of the school improvement team shall be identified in the team's norms and operating principles.

#### School Planning Team Accountability

The superintendent, in collaboration with the school planning teams, shall develop evaluation instruments and procedures for the teams which include the following criteria:

1. the team developed and adhered to norms, beliefs and operational principles;
2. the team developed a mission statement and goal statements aligned with district vision, mission and goals and state goals;
3. the team developed specific activities and evaluation techniques;
4. evidence that those activities improve student performance, school climate, and support for the school among parents, students and the community;
5. the team effectively used the shared decision making process, including consensus building;
6. evidence as to trust among team members, within the school, the community, and the district;
7. reflection of the teams consideration of the need for consistency and compatibility among schools in the district; and
8. consideration for reaction of community at-large.

Annually, each team shall assess its own performance and include its conclusions in its report to the board. Since the school improvement teams are the agents of the school board, the board remains liable for their actions which must act reasonably within the authority granted to them.

Therefore, the board reserves the right to review the work of a team at any time.

