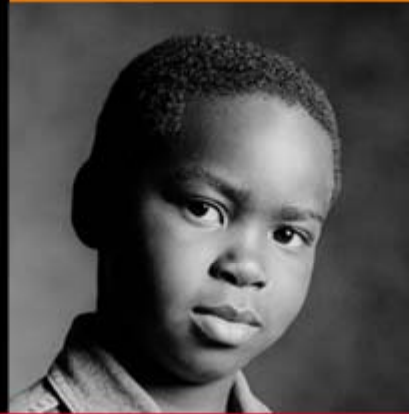


Linking will and skill  
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**Clarksville-Montgomery County  
School System  
Organizational Assessment  
Spring '06**

# Overall Improvement

- 6 of the 7 components increased; all components are now 4s
- 43 of the 57 elements increased
- 2 elements increased two points

# Leadership - Evidence

- **TRUST has been established at an extraordinary level throughout the district.**
- **District leadership regularly reviews progress towards their strategic goals through mid- and end-of-year reviews, academic conferences, individual action plans, and monthly leadership and departmental meetings.**
- **Principals have become instructional leaders in the district.**
- **Leadership capacity is being built through implementation of leadership academies at all levels of the organization.**

- **While effort is being made to ensure that leaders reflect the racial and ethnic diversity of the community, additional work still needs to be done.**
- **While the district included some stakeholders in the development of the vision, there were stakeholder groups that were left out of the process.**

## Strategic Planning & Results - Evidence

- **The district has an integrated review cycle enabling tracking progress toward achievement of the strategic goals at all levels of the organization.**
- **All departments have a planning cycle that is tied to the district planning cycle.**
- **Numerous research based strategies are being used to close the achievement gap – 6 + 1 writing traits, Dibles, Marzanno, and Doug Reeves.**

- **While some teachers are totally connected to the SIP, they don't understand their connection to the overall district plan and were not engaged in the process.**

# Curriculum & Teaching - Evidence

- **Benchmark assessments that are aligned to state standards have been implemented to support instruction and student learning.**
- **District is using data from the benchmark assessments to improve instruction and target professional development.**
- **Embedded professional development exists at the campus level and is based upon needs of teachers to be successful in the classroom.**
- **Teachers have collaboration and planning time to strengthen and maximize differentiated instruction and powerful teaching. This is being triggered by the analysis of data.**
- **The district provides a safe and nurturing environment that supports academic performance.**

- **While the district had a rigorous K-12 curricula, rigor is not as evident at the secondary level.**
- **While the district has many approaches for increasing quality teaching, there are inconsistencies in how the approaches are being used throughout the district.**

# Stakeholder Engagement - Evidence

- **Stakeholders have access to the senior leadership of the district.**
- **Both internal and external stakeholders share a laser-like focus on student achievement.**
- **There are many and varied approaches used by the district to engage and involve stakeholders. These approaches include: ConnectEd, Budget Summits, K12 Planet, etc.**
- **The district leadership is creating a culture of listening, learning, and responding which is reinforcing trust among stakeholders.**

- **With all of the surveys that are being executed, the district needs to close the loop with stakeholders by communicating not only the key findings but the actions taken by the district as a result of those findings.**

- **Efforts to recognize employees exist at all levels of the district.**
- **Professional development being offered is focused and based on the needs of employees.**
- **There are many opportunities for collaboration, learning, and transfer of practices.**
- **Professional development being offered is providing opportunities for individuals to “grow” within the organization.**

- **While the MUNIS system is being implemented, it is in early stages of implementation.**

## Effective & Efficient Processes - Evidence

- **The district continually improves its business processes through inputs from their customers – food service, purchase orders, text books, etc.**
- **The district sustains ISO certification through consistent process management and measurement.**
- **The district has hired Kelly Services to staff substitutes - customer service oriented and aligned to district goals.**

## Effective & Efficient Processes - OFIs

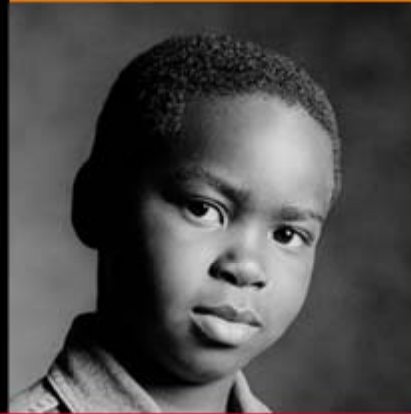
- **Human resource processes have been developed and documented to support an integrated, high performing system. These processes have early and limited results. They need sustained results over time to test their effectiveness. The new MUNIS system will allow the district to track and trend this performance data.**
- **The district has implemented operational processes and needs to continue with cycles of improvement for sustainability.**

- **Edusoft is providing timely data to make instructional decisions.**
- **The district has sustained ISO certification with no significant findings.**
- **The use of data and being held accountable has created a sense of urgency in the district. Decisions are being made based on data.**
- **Student data is disaggregated by sub groups and aligned to instructional needs.**

- **The district is using benchmarking as a quality tool. The benchmarking process needs to be continued in order to learn successful practices so that the district can accelerate learning and not re-invent the wheel.**
- **While performance management goals, processes, and assessments are aligned and linked to district goals, they are inconsistent across the district.**

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# Clarksville-Montgomery County School System

*On the Journey from  
Good to Great*