

# Ashland City Schools

OAE Category 1.0 – Leadership  
(1.1 – **Organizational Leadership**)

# ASHLAND CITY SCHOOLS

*Presenter:*

Michael D. Anderson, Former Quality Director  
[Manders@zoominternet.net](mailto:Manders@zoominternet.net)

**ASHLAND CITY**  
**SCHOOLS**

*A Leader In Education  
and Learning*

# THE MISSION OF THE ASHLAND CITY SCHOOLS

is to graduate lifelong learners, who are responsible citizens capable of functioning in and contributing to an ever-changing global society, by committing to comprehensive educational programs designed to meet the unique needs of students and presented in an innovative and supportive instructional environment.

# ASHLAND CITY SCHOOL DISTRICT

## AIMS

High Student Achievement

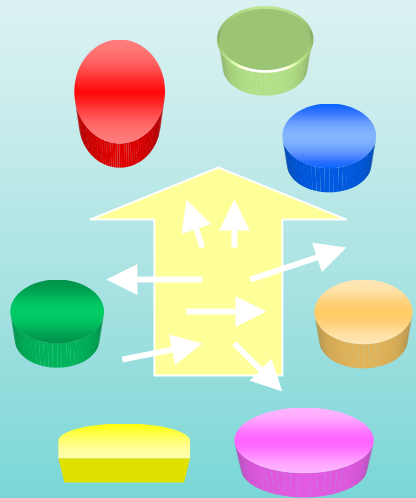
Safe School Environment

Efficient and Effective Operations

May 2000

# Steps to Performance Excellence

*Jim Shipley & Associates, Inc*



Unconsciously Under Performing

Leadership Awareness & Commitment

Partner Orientation

Strategic Alignment

Operation Planning & Deployment

Consciously Incompetent

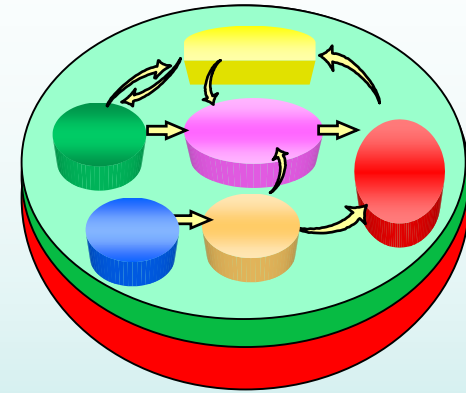
*Learning to Lead a High Performing System*

Creating a Technical Support Team

Using Quality Tools

System Assessment

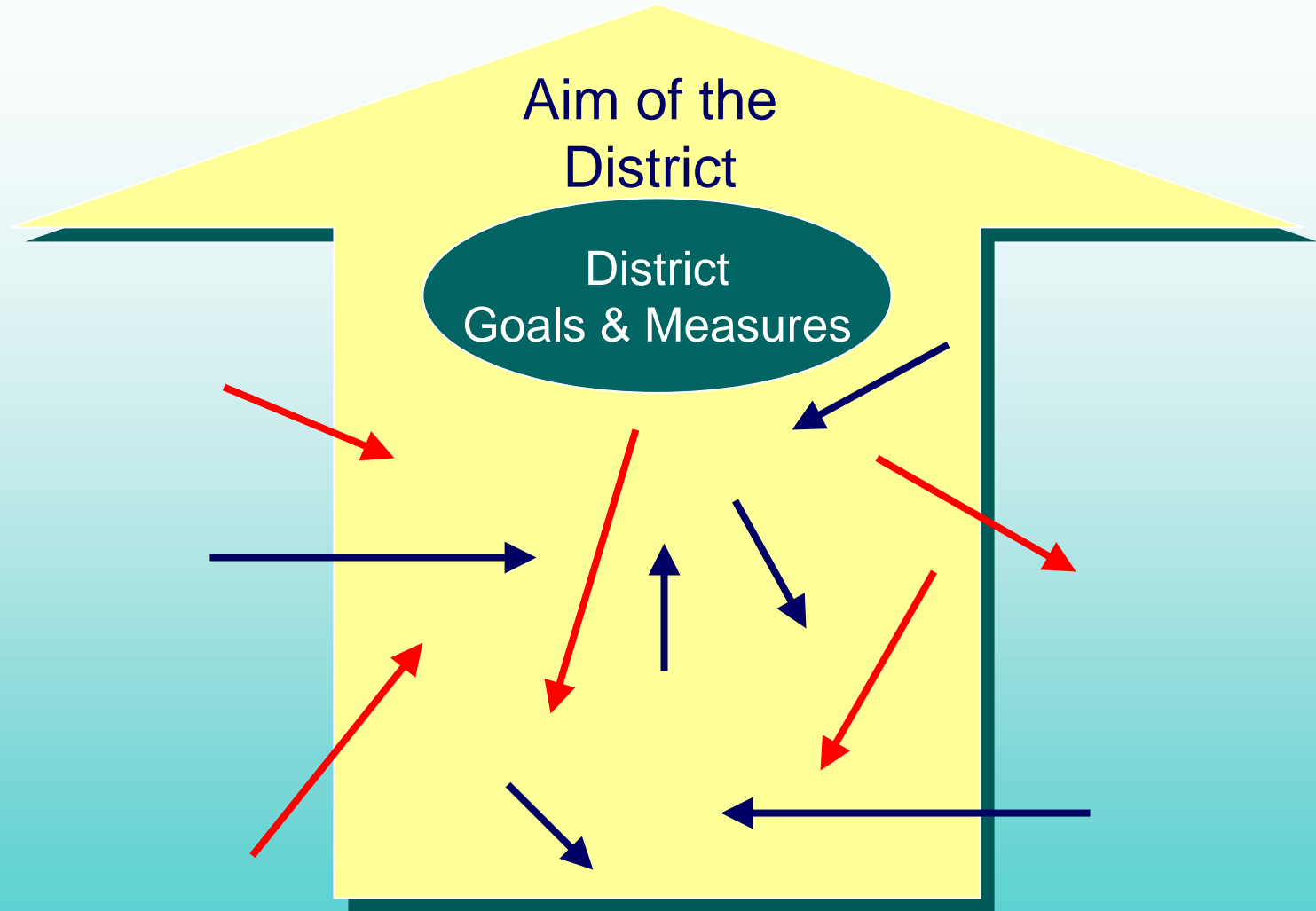
Consciously Competent



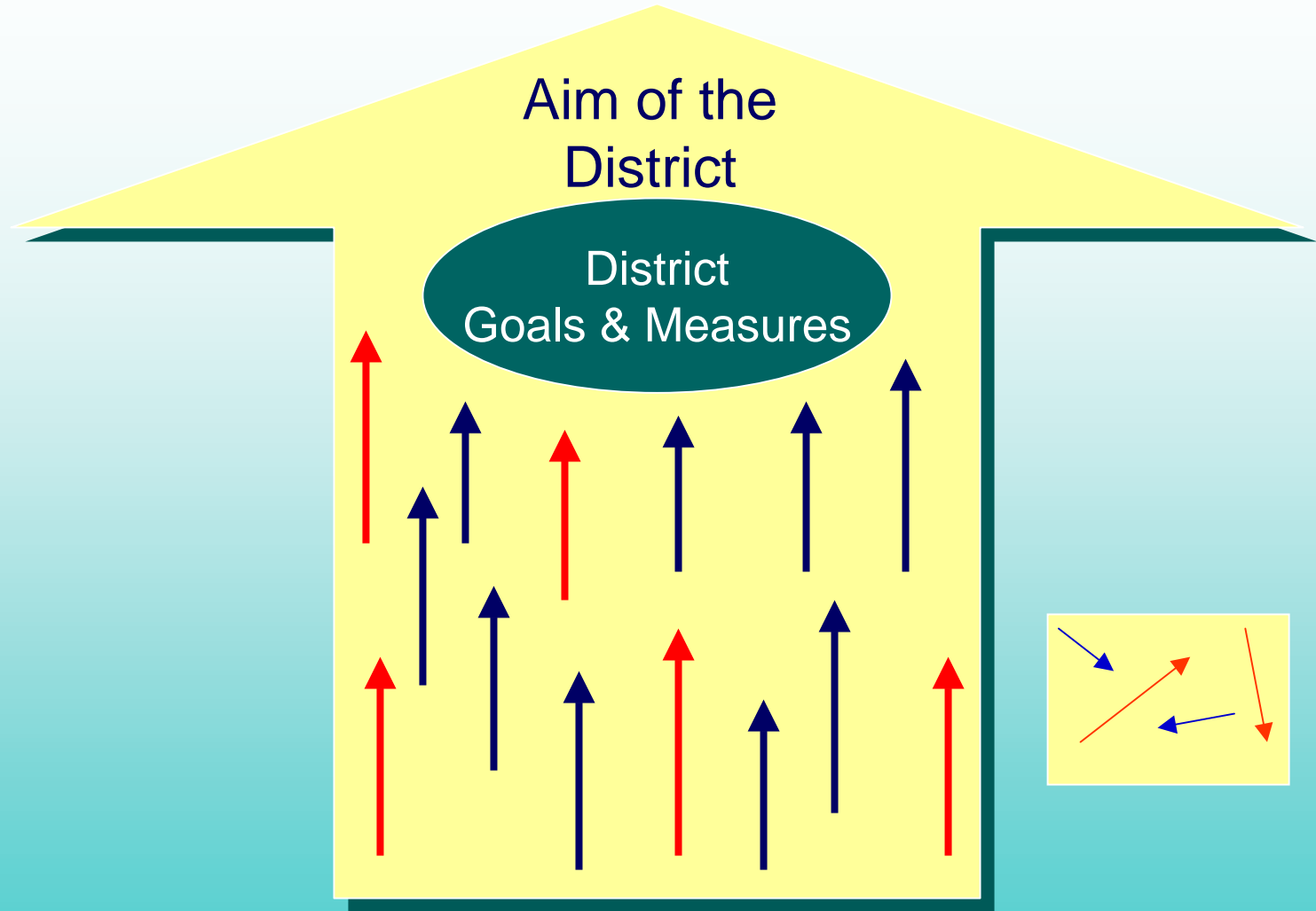
High Performing

Awareness → Alignment → Refinement & Improvement

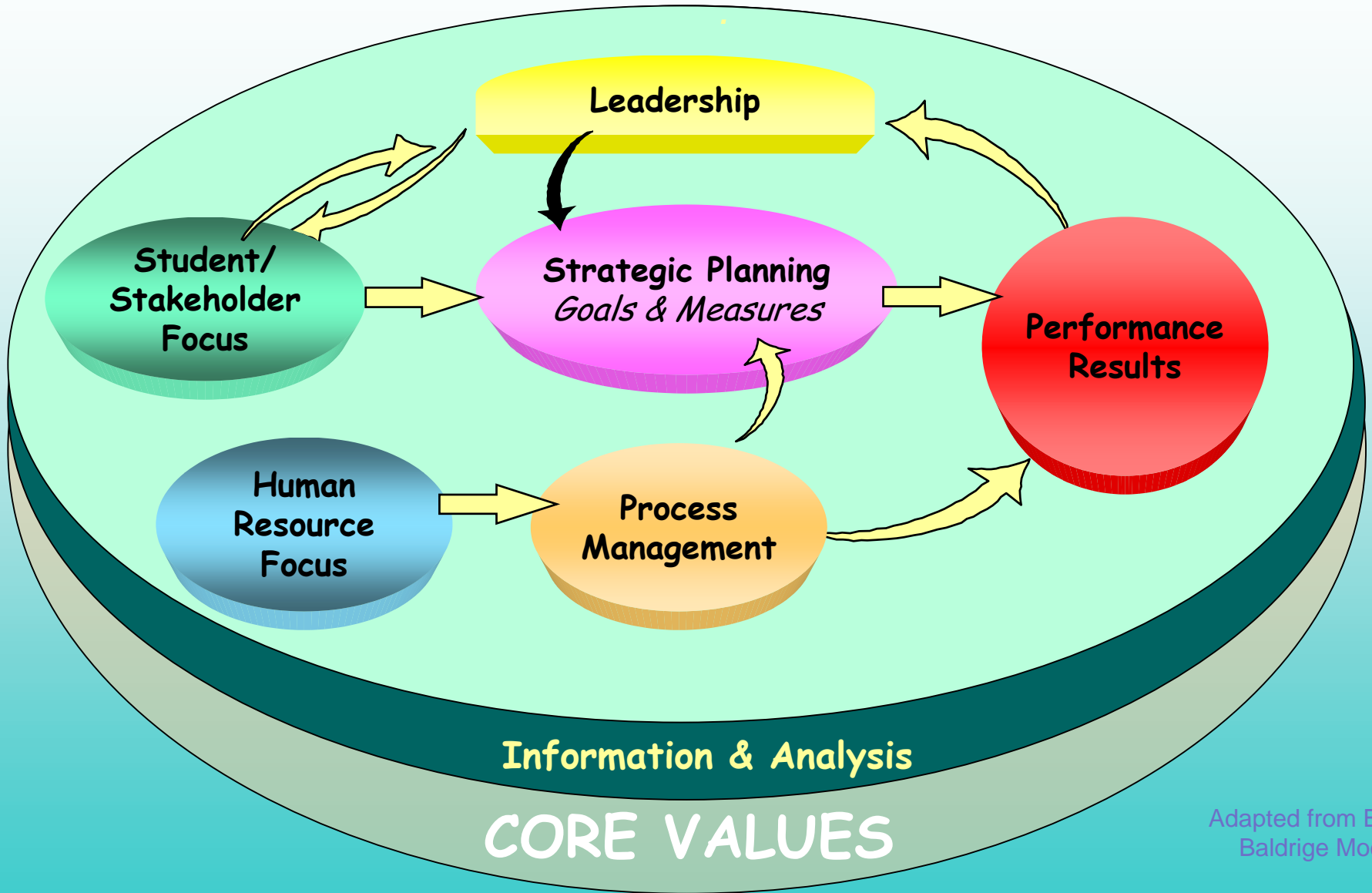
Adapted from Wm. F. Gordon's Competency Ladder



Random Acts of Improvement



Aligned Acts of Improvement



**Ohio**  
**Award** *for*  
**Excellence**®  
*"Partners Now...and for the Future!"*

COMMITMENT TO EXCELLENCE

.....  
**ASHLAND CITY SCHOOLS**

*In recognition of your commitment to excellence  
through your process of continuous improvement*

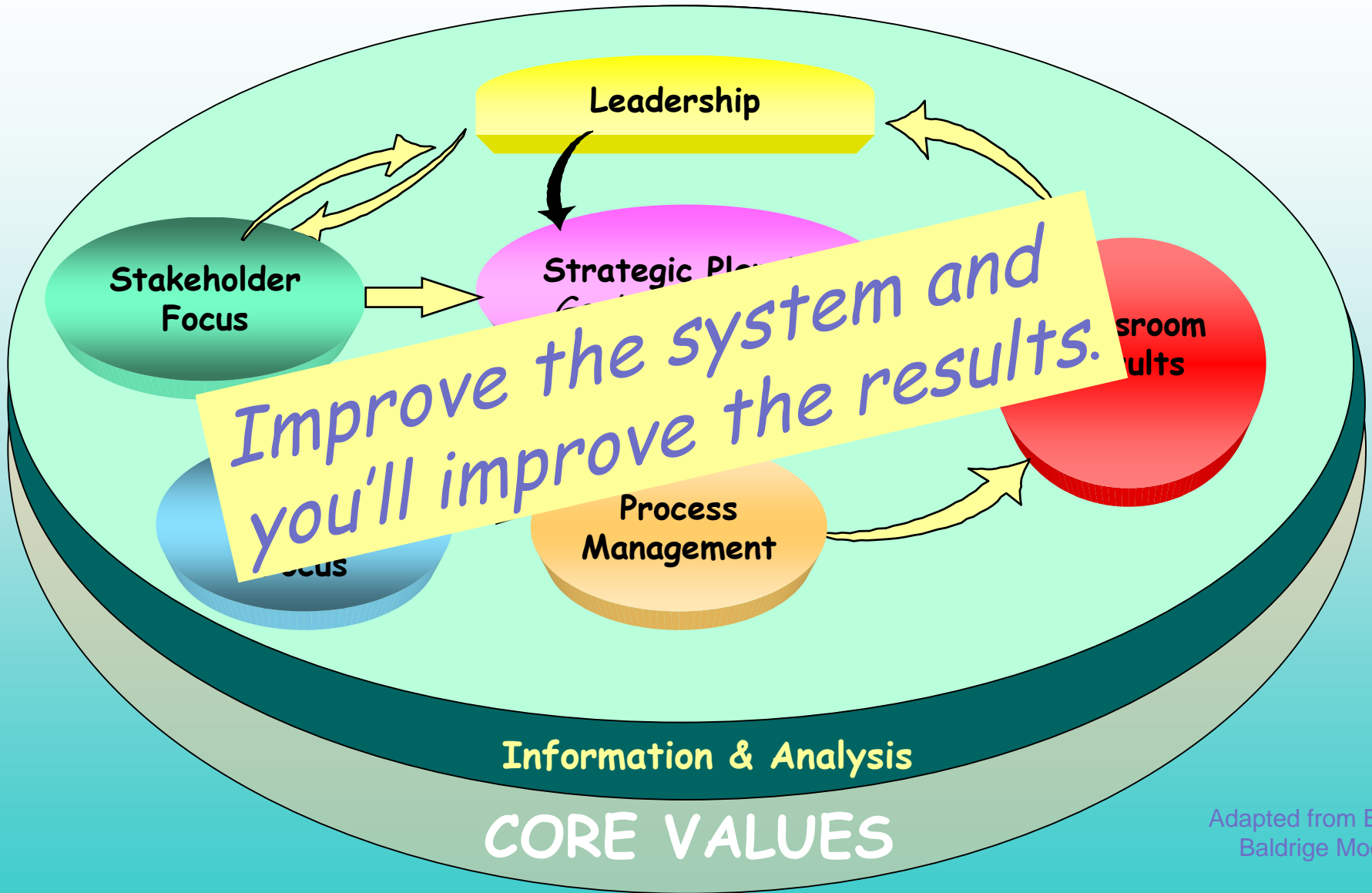
*Michael J. DiMonte*

*Michael DiMonte, Executive Director, Ohio Award for Excellence*

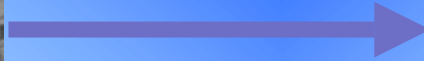
# Ohio Award for Excellence (OAE)

## May 2002 Feedback Report

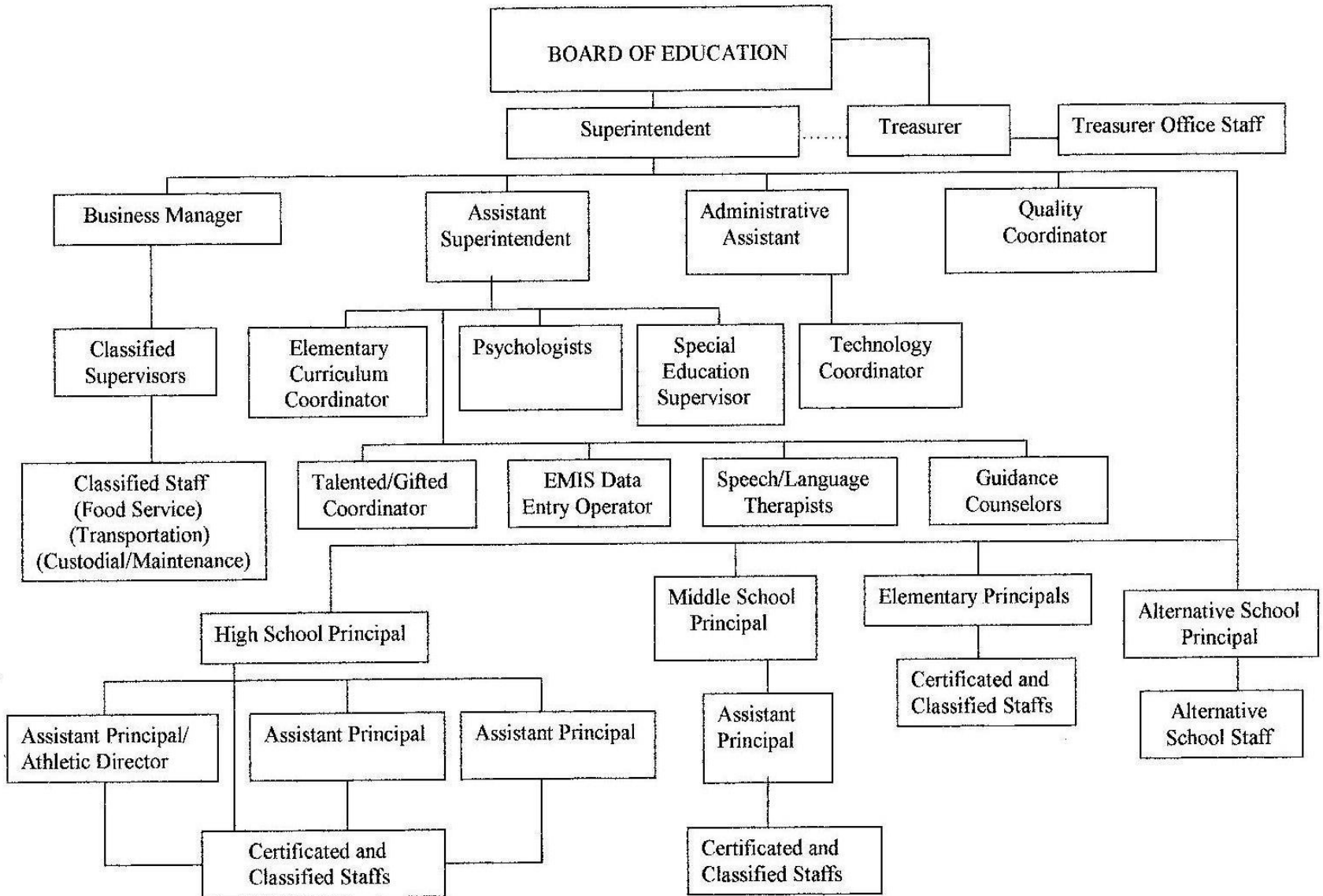
1. Communication
2. Work with deployment both in width and depth
3. Gather evidence to support effectiveness of what we are doing
4. Quarterly review- Kids, staff, teachers, CIP's
5. Develop more effective teams
6. Accessibility to data
7. Assessment (short cycle, etc.)

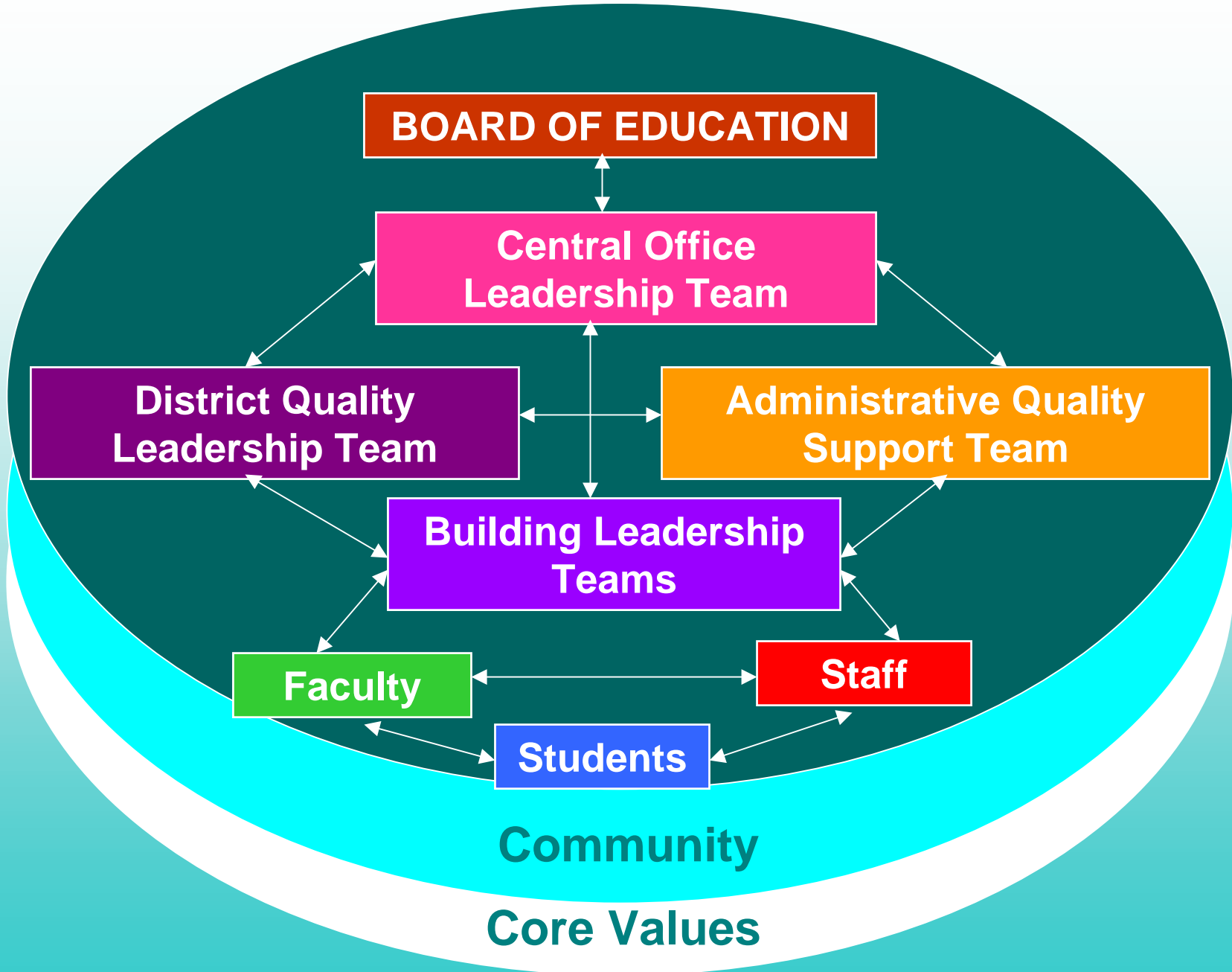


# Silos to Leadership Teams



# ASHLAND CITY SCHOOLS ORGANIZATIONAL CHART





# Ashland City Schools Team Structure

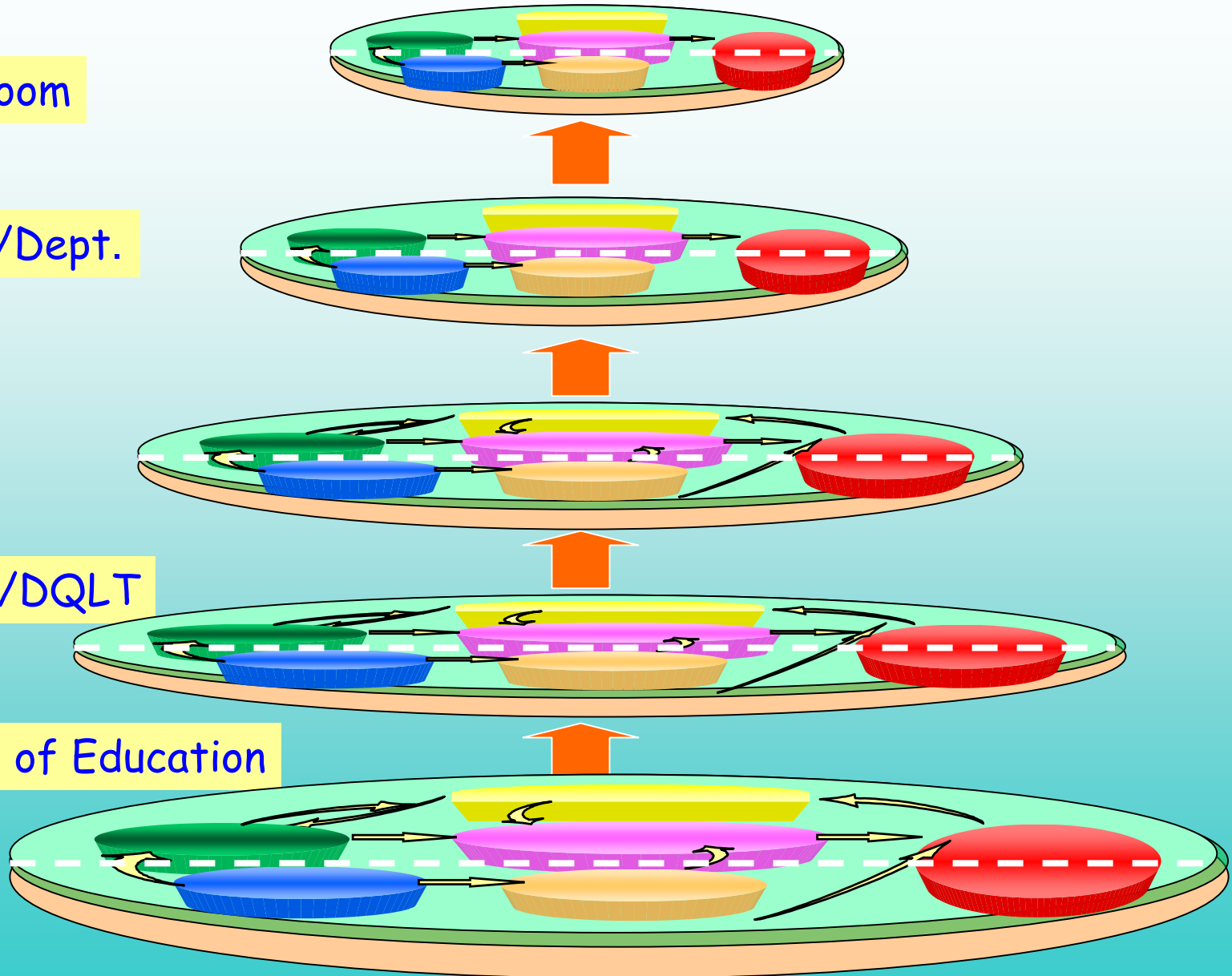
Classroom

Grade/Dept.

BLT

COLT/DQLT

Board of Education



# Leadership Structure

- The District Quality Leadership Team (DQLT)
  - Representation from each Building Leadership Team (BLT) and community members
    - Develop and Monitor the District Continuous Improvement Plan (CIP)
- Building Leadership Team (BLT)
  - Representation from teachers, support staff, parents, and community members
    - Develop and Monitor the Building Continuous Improvement Plan (CIP)

 **Ohio**  
**Award for**  
**Excellence**  
*proudly awards*

# *Ashland City School District*

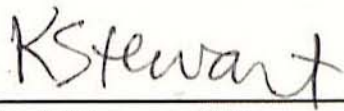
*the*

## *ACHIEVEMENT OF EXCELLENCE*

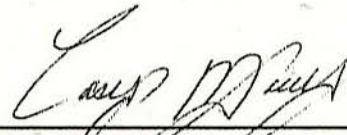
### *Level Three Award*

*An advanced level of recognition for organizations that have demonstrated,  
through commitment and practice, significant progress toward excellence.*

*This 17th day of September, 2004*



*Kendall Stewart, M.D.  
Chair, Ohio Award for Excellence*



*Casey Mackert  
Executive Director, Ohio Award for Excellence*

# Ashland City Schools

## OAE - Strength

The Leadership Team, including the BOE, COLT, BLT, and DQLT, work collaboratively in setting the direction and strategic goals of the school district. The BOE assess its internal processes at each meeting through a Plus Delta. The BLTs at each building have parents, teachers, and the principal as members, and this group makes key decisions about the operation of the school building.

# Ashland City Schools

## OAE - Strength

COLT has a process for ensuring vertical and horizontal communication through monthly meetings with building principals to assure School District policy and procedures are implemented in the classroom. Quality systems checks are administered three times a year. The quality checks and the leadership team meet at intervals that permit adjustments and attention to improvements.

# Ashland City Schools

## OAE - Strength

ACS has a process for reviewing organizational performance. COLT meets weekly to review progress toward meeting the three aims, and this is cascaded to the principals for deployment. In addition, the BOE is provided a weekly update of progress toward meeting the three aims. As a result of the weekly reviews adjustments are made by COLT in resource allocation for meeting the three aims.

# Ashland City Schools OAE - Strength

There is a process for evaluating senior leader's performance on a regular basis. School Leader's performance is based on an Administrator's Performance Review Form based on quality principles and the seven Baldrige categories. All reviews are aligned with the School District's aims and goals.

# Ashland City Schools OAE - OFI

There is not a succession planning process for senior leaders and supervisory positions. There are a significant number of senior leaders and principals who are eligible for retirement, and this accents the criticality for an effective succession planning process.

“In a  
Good to Great  
transformation,  
the right people  
are the most  
important asset!”

Jim Collins - “Good To Great”

5

### **Level 5 Executive**

Builds enduring greatness through a paradoxical blend of personal humility and professional will.

4

### **Effective Leader**

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

3

### **Competent Manager**

Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

2

### **Contributing Team Member**

Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

1

### **Highly Capable Individual**

Makes productive contributions through talent, knowledge, skills, and good work habits.

## Level 5 Hierarchy

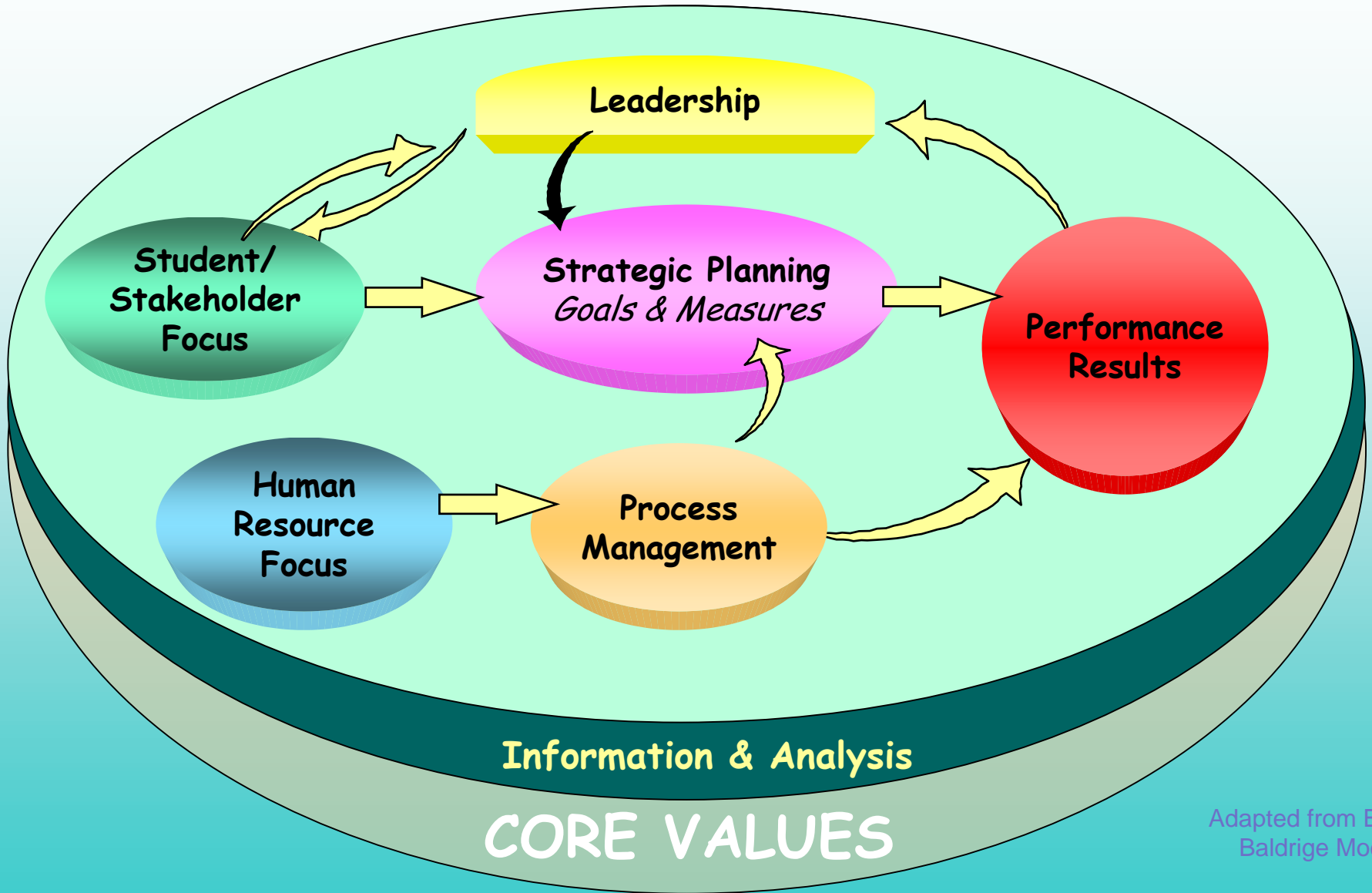
*“Greatness is not any harder  
so you might as well go for it!”*

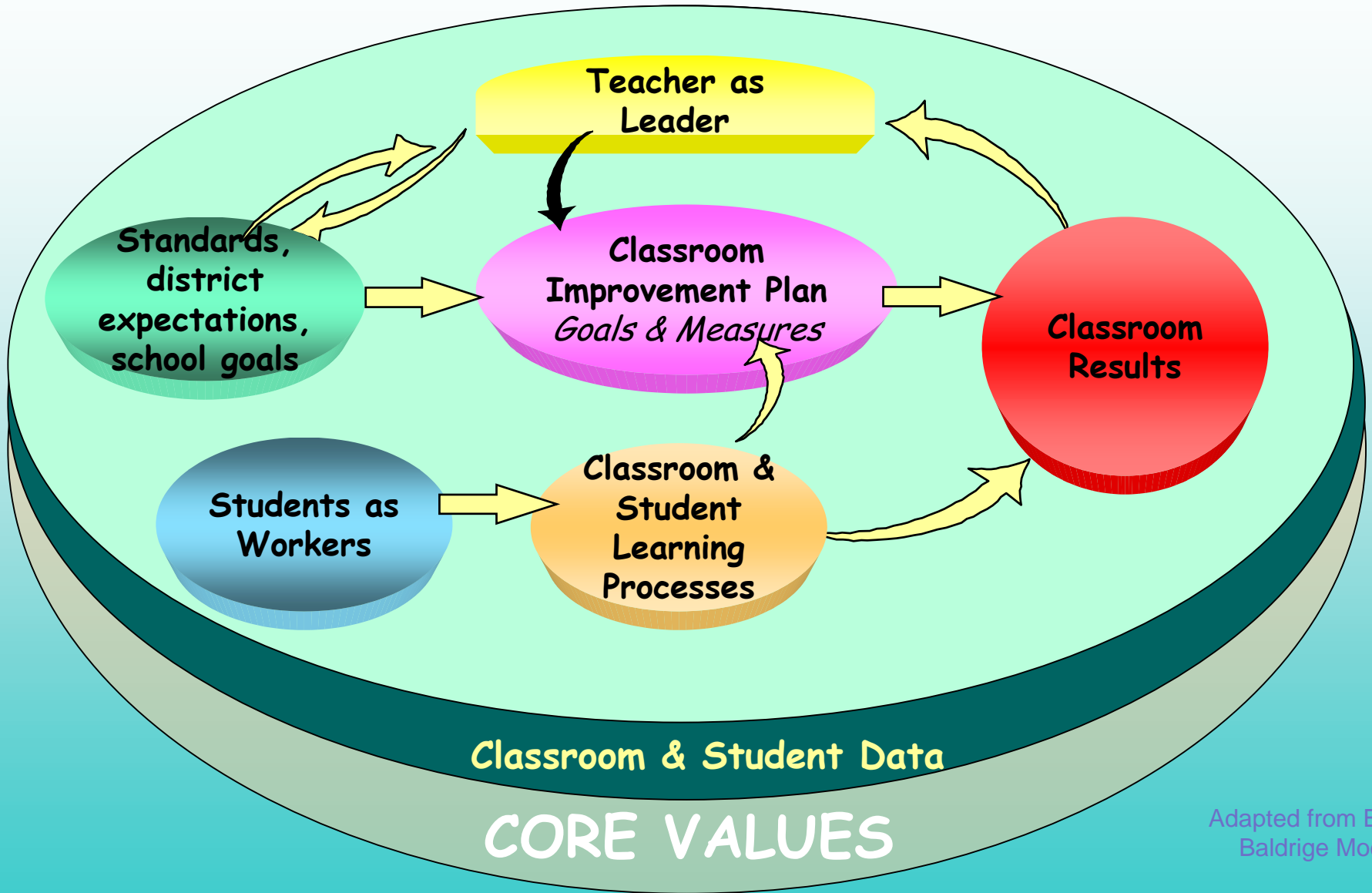
Jim Collins - “Good To Great”



# Leadership Academy

The Leadership Academy will assist aspiring leaders to grow professionally and to receive needed professional and personal support. The Academy will provide leaders with an opportunity to best develop their leadership skills within the quality framework and expectations of the district. The Leadership Academy is an opportunity for emerging leaders to promote the sharing of information and expertise between a mentor and among colleagues. In addition, the Academy will provide support for those assuming leadership roles in Ashland City Schools.





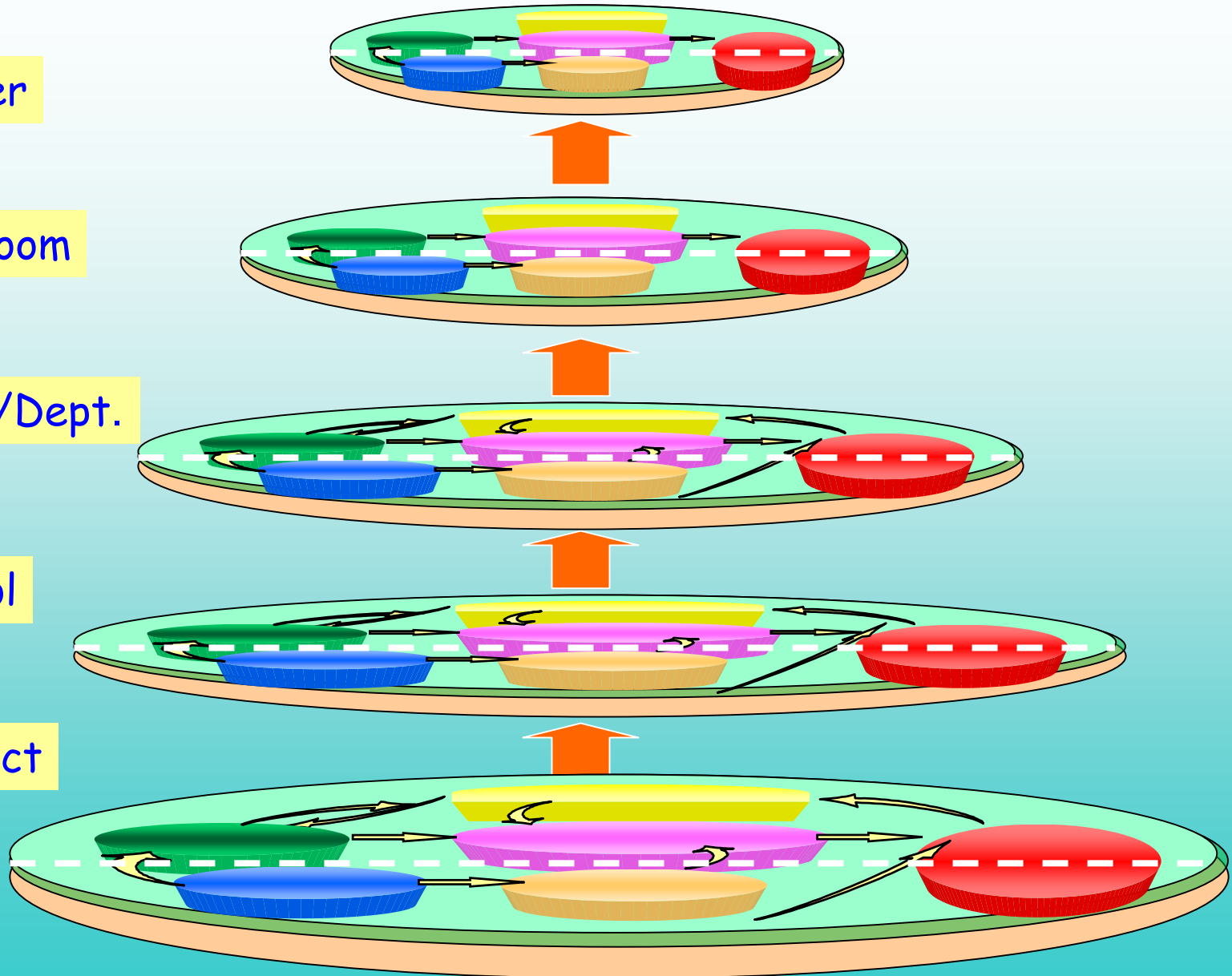
Learner

Classroom

Grade/Dept.

School

District



# Leadership Academy

## Purpose

The Leadership Academy will assist aspiring leaders to grow professionally and to receive needed professional and personal support. The Academy will provide leaders with an opportunity to best develop their leadership skills within the quality framework and expectations of the district. The Leadership Academy is an opportunity for emerging leaders to promote the sharing of information and expertise between a mentor and among colleagues. In addition, the Academy will provide support for those assuming leadership roles in Ashland City Schools.

# Leadership Academy

## Goals

1. To increase the opportunity for aspiring leaders to experience success through the development of a support system.
2. To promote the personal and professional well being of aspiring educational leaders.
3. To develop a culture of collegiality among staff members.
4. To provide additional knowledge, skills, and encouragement necessary for assuming various leadership roles within the district.
5. To create a program of succession necessary to continue the quality of leadership within the district.

# Leadership Academy

## Expectations

- 2 Summer Days (8/16/04 & 6/6/05) (8:00-3:00)
- 6 Evening Dinner Meetings (3 Hours each)
  - Tues. 10/5 4:00-7:00
  - Tues. 11/30 4:00-7:00
  - Tues. 2/1 4:00-7:00
  - Tues. 3/8 4:00-7:00
  - Tues. 4/12 4:00-7:00
  - Tues. 5/10 4:00-7:00
- Individual Continuous Improvement Plan
- Leadership Project
- Mentor assignment with 5 Required Mentor Meetings
- 3 Book Studies
- 3 Case Studies
- Graduation Evening (6/7/05) (6:00-8:00)

# Leadership Academy

**August 16, 2004 (8:00-3:00)**

Welcome, Introductions

Setting the Stage

Defining the characteristics of an Effective Leader

Understanding Yourself as a Leader

Assignment:

- Select/Request Approval of Mentor
- Select/Request Approval Leadership Project
- Complete Individual Continuous Improvement Plan
- Read and prepare for a class discussion on a selected article
- Read “Leadership and the One Minute Manager,” by Ken Blanchard \* (***Participants will be required to prepare a class presentation on a section of this book.***)

# Leadership Academy

**May 10, 2005 (4:00-7:00)**

Book Review (Group Book Study Number 3 “Good to Great,” by Jim Collins)

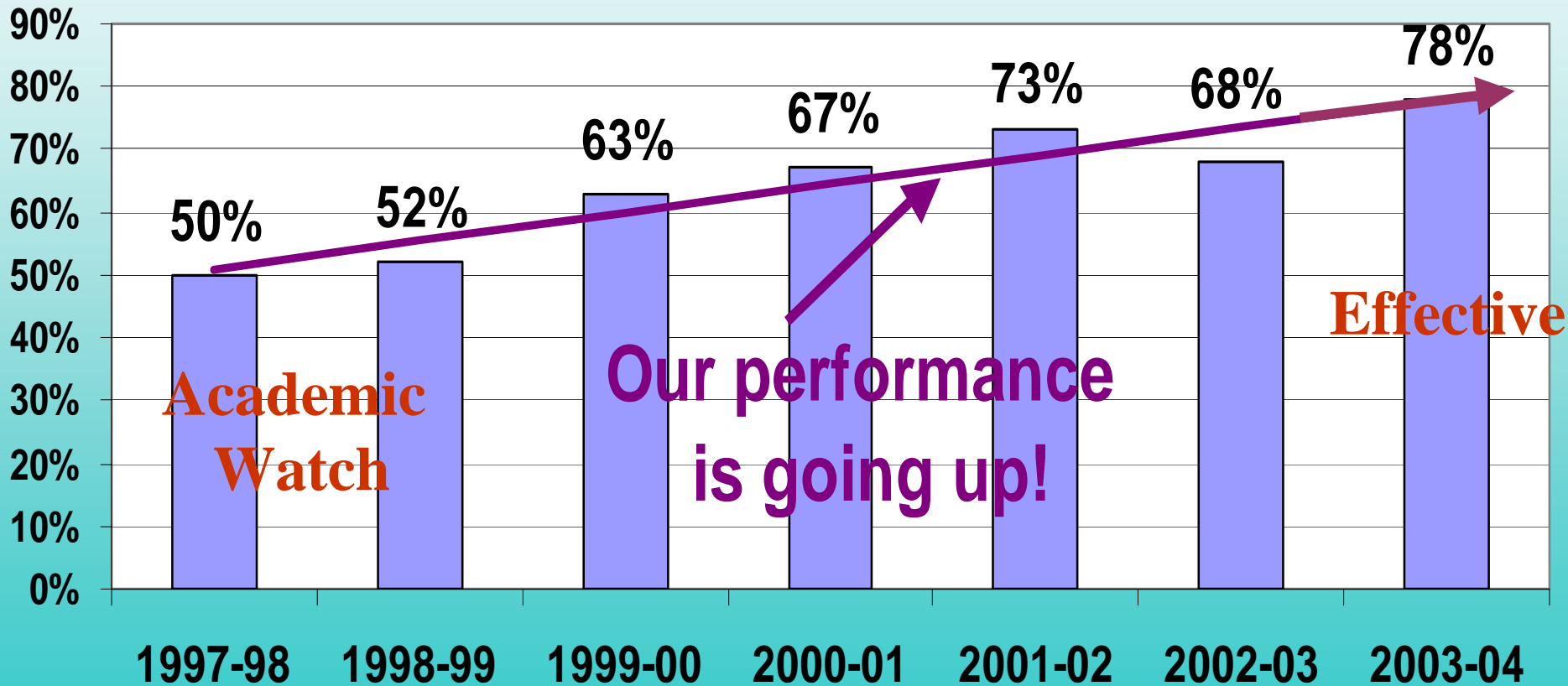
Leadership in Action (Case Study 3)

Report on Mentorship Results and Leadership Project Results

Assignment:

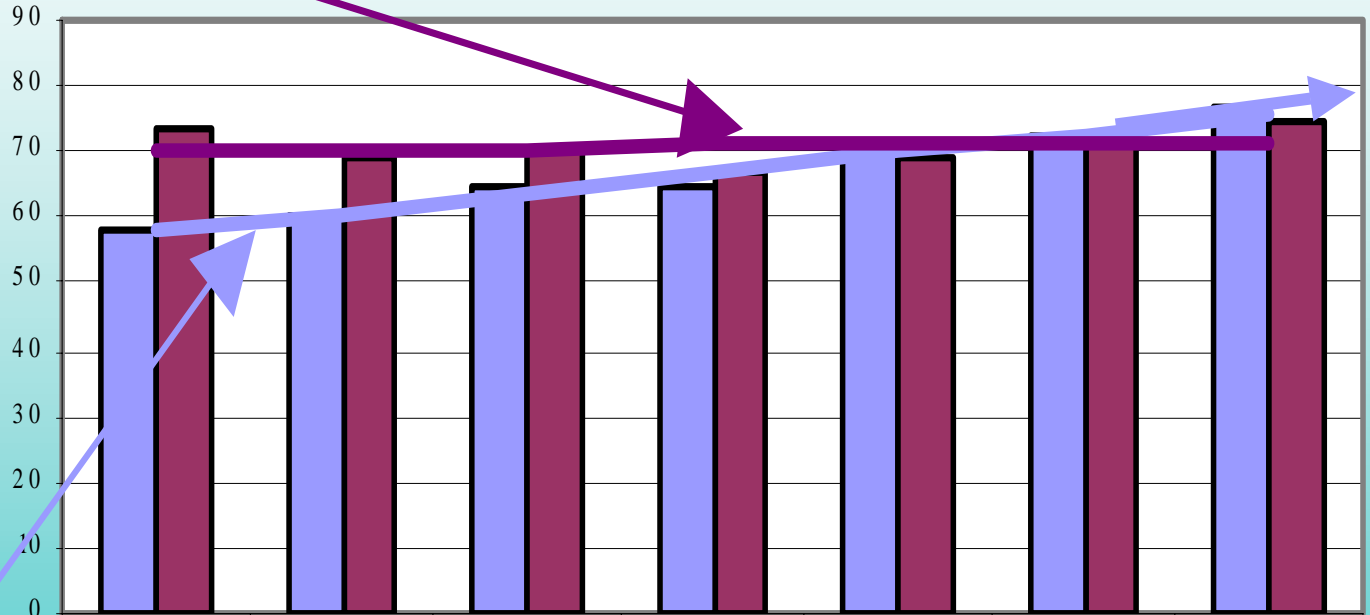
- » Continue to work with mentor
- » Continue to work on Leadership Project
- » Read and prepare for a class discussion on a selected article

# Ashland City Schools % of State Indicators



Performance  
for the  
Similar  
Districts is  
flat

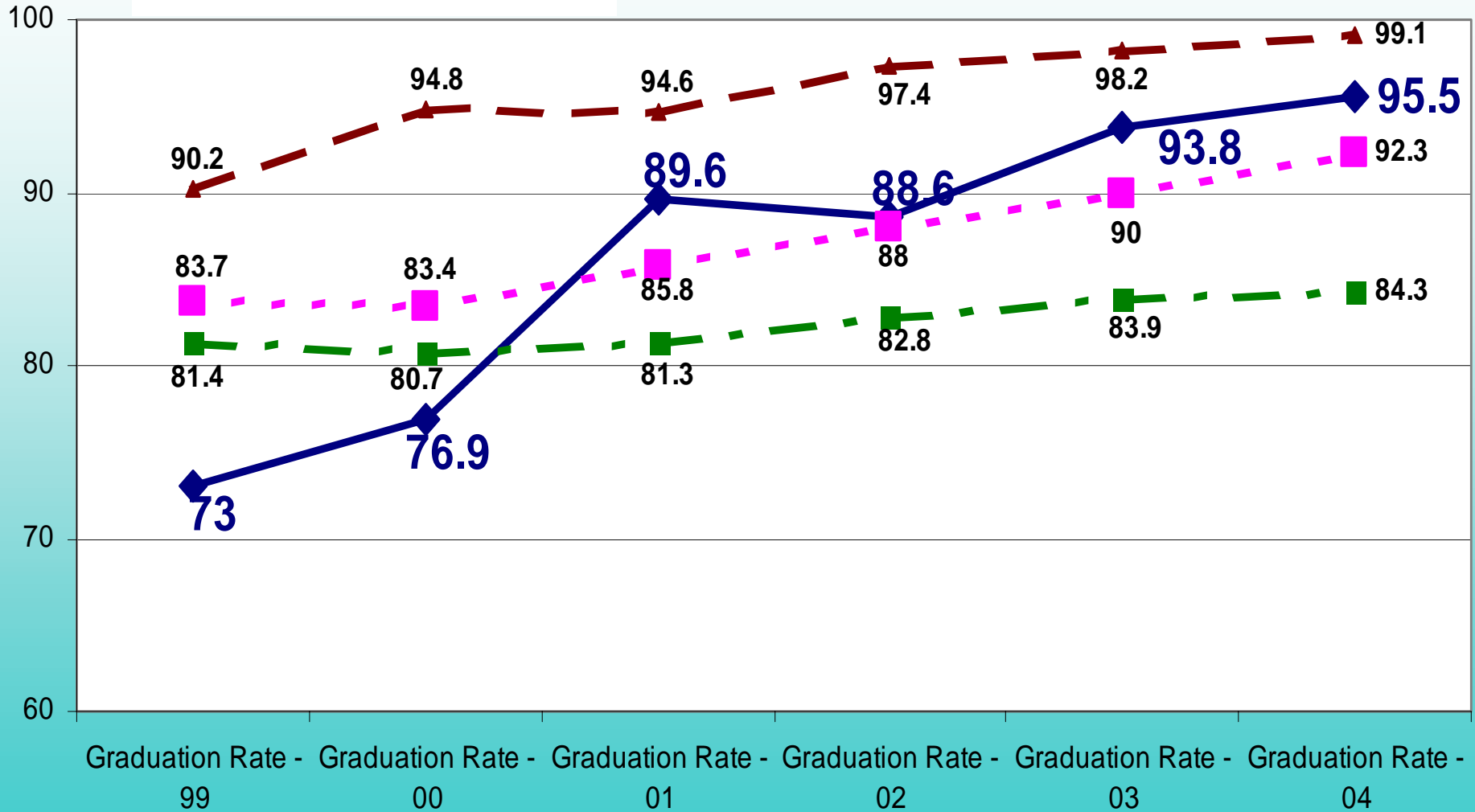
Average Score  
for All Content Areas in  
Grades 4 & 6



Performance  
for Ashland  
City Schools  
is going up

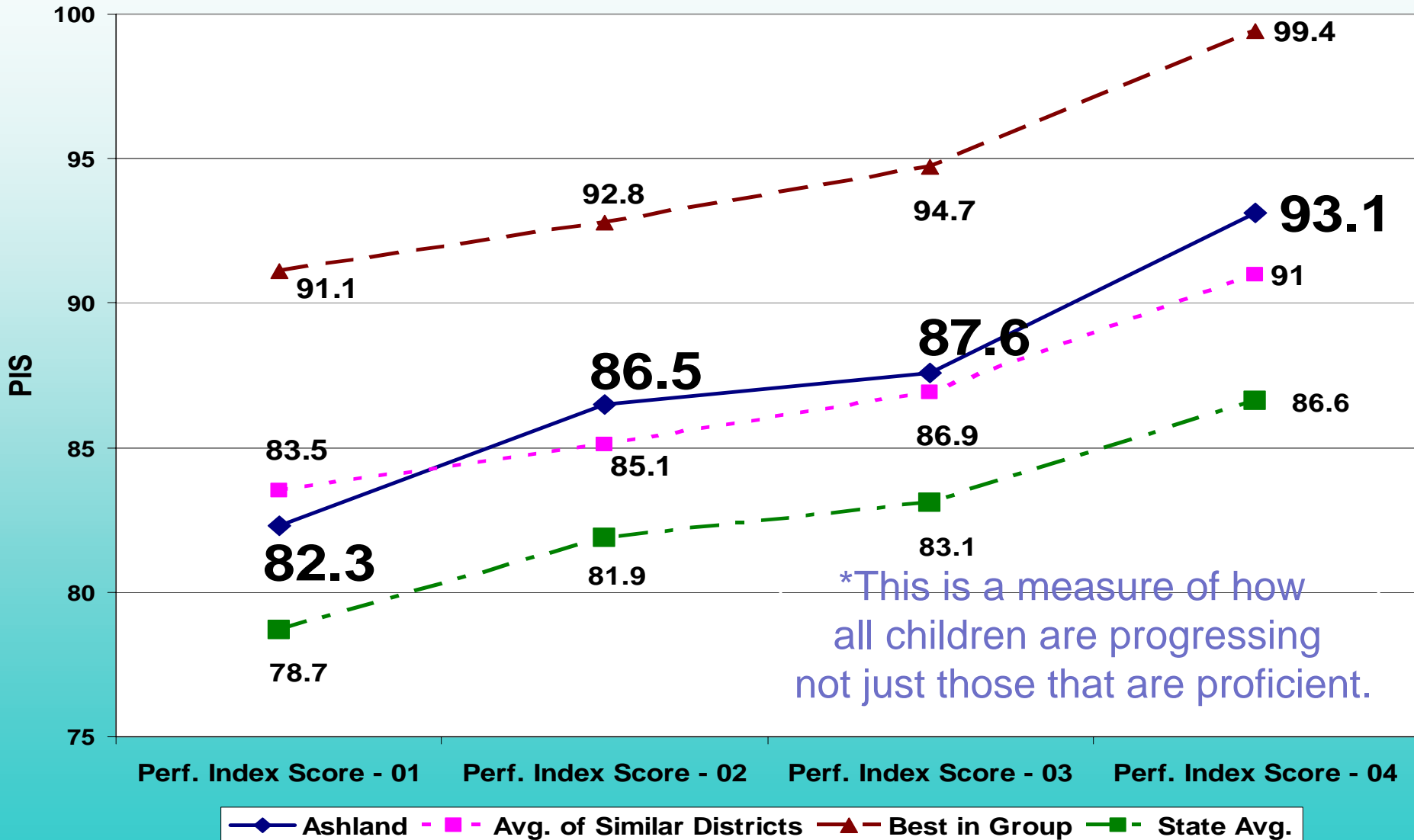
|                             |      |      |      |      |      |      |      |
|-----------------------------|------|------|------|------|------|------|------|
| ■ Ashland                   | 57.9 | 60.8 | 65.1 | 64.4 | 70.4 | 71.9 | 76.6 |
| ■ Avg. of Similar Districts | 73.8 | 69.1 | 70.5 | 67   | 69.6 | 71.3 | 74.8 |

**Graduation Rate**  
**1999-2004**



◆ Ashland 
 ■ Avg. of Similar Districts 
 ▲ Best in Group 
 ■ State Average

# Performance Index Score\*



# Advanced Placement (AP) Results

| <u>School Year</u>     | 96-97 | 97-98 | 98-99 | 99-00 | 00-01 | 01-02 | 02-03 | 03-04 |
|------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| AP Rate*               | 73%   | 60%   | 37%   | 46%   | 43%   | 49%   | 63%   | 61%   |
| AP (# of tests admin.) | 59    | 73    | 115   | 107   | 119   | 174   | 142   | 139   |

\*3 and above is passing

OAE 2005 *“Quest for Success”* Conference

Thank You!