

Research Brief



Central Services Principal Satisfaction Survey

Executive Summary

Charlotte-Mecklenburg Schools administered a Central Services Principal Satisfaction Survey to gather information about the services provided to schools by central administrative offices. Generally, the distribution of responses across the survey was skewed toward the positive end, with principals reporting High or Very High levels of satisfaction. Some items focused on specific departments generated more positive results, while other items generated more negative results. The same survey was administered in 2006/2007; therefore, comparisons were made across years. A few of the response patterns worthy of note were:

- The Public Information department had the highest principal satisfaction rating of any other department/category on the survey. The lowest levels of satisfaction reported were for the Office of Accountability.
- School law enforcement and Area Superintendents had high levels of satisfaction in 2006/2007 and in 2007/2008.
- 86% of principals reported that the Superintendent's message is clear and consistent.
- There was a 10 point increase from 2006/2007 to 2007/2008 in satisfaction levels on the item "Technology personnel is responding quickly and proactively to NCWise concerns."
- There was an increase in satisfaction with all items associated with transportation.
- There were similar results between 2006/2007 and 2007/2008 student assignment and family/parent items. For both years, Parent Hotline personnel provide timely, accurate and courteous service/information received responses reflecting low levels of satisfaction.
- Principal satisfaction on CMS central administration being responsive to needs dropped to 38% responding "High" or "Very High" from 61.8% in 2006/2007.

Given the current change in culture to strive toward world-class service, the response change in distributions across years should be reviewed in order to target areas that may warrant further investigation or are in need of improvement. Future administrations of this survey should involve strengthening some of the items by teasing out aspects of items that may contain more than one content area. Additionally, it may be advantageous to include more items for departments that are currently included under "Central Administration." For instance, Coordinated School Health and Volunteers/Partnerships are, at this administration, clumped into one Central Administration category. Lastly, some items need to have different response categories.

Introduction

In 2006/2007, the Public Information Office administered a mid-year Central Services Principal Satisfaction Survey—the Office of Accountability assisted with the analysis of the results. To determine whether principal satisfaction levels changed one year later, the same survey was administered in 2007/2008 around the same time of the school year. Again, the Office of Accountability assisted with the analysis of the results.

Methods

The Central Services Principal Satisfaction Survey was constructed by the Public Information Office and distributed through the Office of Accountability and the Chief Accountability Officer. Many of the questions on the survey asked principals to report their level of satisfaction with particular central administration offices and the services provided by their personnel. Other items asked about more detailed services and information provided by a subset of the central administration office, such as Public Information, Accountability (Assessment), Human Resources, and Technology. The response scale ranged from “Very Low” to “Very High” and was 5 points.

The Central Services Principal Satisfaction Survey was deployed on February 11, 2008 via email using an on-line platform by K12 *Insight*. This platform allows for follow-up surveys to be sent anonymously to those who have not responded—providing an opportunity for an acceptable return rate. Three reminders were emailed to non-responders prior to ending the survey. Of the 164 original surveys sent, 126 were returned, resulting in a response rate of 77%.

Results

The items in the survey were logically categorized for analysis purposes by department (i.e. transportation items were grouped together, public information items were groups together, etc). The first analysis consisted of ranking the departments in terms of highest mean level of satisfaction to the lowest mean level of satisfaction for the 2007/2008 results. Second, frequencies were performed at each response level (Very Low – Very High) by department category for years 2006/2007 and 2007/2008. Lastly, included as an appendix, the means of all items were broken down by learning community.

Ranking of the departments revealed that the highest satisfaction levels by principals were on items pertaining to the Public Information Department, followed by Area Superintendents and School Law Enforcement. The lowest levels of satisfaction were associated with Accountability.

Ranking of Departments from Highest to Lowest on Levels of Satisfaction				
Department/Category	Mean	SD	Minimum Principal Score	Maximum Principal Score
Public Information	4.0	0.6	2.43	5.00
Area Superintendents	3.9	1.2	1.00	5.00
School Law Enforcement	3.8	0.9	1.00	5.00
Superintendent	3.7	1.0	1.00	5.00
Textbooks	3.7	0.7	2.00	5.00
Technology	3.5	0.8	1.33	5.00
Central Administration	3.5	0.6	2.53	5.00
Transportation	3.5	0.9	1.00	5.00
Facilities	3.4	0.7	1.43	5.00
Student Assignment Family	3.4	0.8	1.67	5.00
Human Resources	3.2	0.8	1.33	5.00
Accountability	2.6	1.1	1.00	5.00

N = 126

This next section presents frequency comparisons on each item between the years (2006/2007 and 2007/2008). The first category deals with supplies, materials, and textbook ordering. The levels of satisfaction with textbook, instructional materials and supplies being delivered to all classrooms were slightly lower in 2007/2008 than was reported in 2006/2007 with 70.5% of respondents reporting “High” or “Very High” levels of satisfaction in 2007/2008 versus 77.3% in 2006/2007. However, the levels of satisfaction with the process for ordering materials increased from 61% responding High or Very High in 2006/2007 to 67% in 2007/2008. Overall, principals supplied positive feedback regarding supply availability and the process for ordering supplies, though in both years, 25% did not feel one way or the other about the process for ordering.

Textbooks & Supplies 2006/2007												
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Textbooks, instructional materials and supplies have been delivered to all classrooms.	5	4.1%	2	1.6%	6	4.9%	15	12.2%	67	54.5%	28	22.8%
The process for ordering materials and supplies is easy to understand and use.	2	1.6%	2	1.6%	13	10.6%	31	25.2%	62	50.4%	13	10.6%

Textbooks & Supplies 2007/2008												
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Textbooks, instructional materials and supplies have been delivered to all classrooms.	1	.8%	2	1.6%	12	9.8%	21	17.2%	63	51.6%	23	18.9%
The process for ordering materials and supplies is easy to understand and use.	0	.0%	2	1.6%	8	6.4%	31	24.8%	68	54.4%	16	12.8%

The results for Human Resources were less positive in 2007/2008 than in 2006/2007. In 2007/2008, 52.8% responded “High” or “Very High” levels of satisfaction regarding instructional vacancies being filled with high-quality teachers. This is a decrease from 2006/2007 which had 58.5% reporting “High” or “Very High” levels of satisfaction on this item. The results for both years on the item “Non-instructional vacancies are filled with high quality teachers” were similar with 49% reporting “High” or “Very High” levels of satisfaction in 2007/2008 versus 52% in 2006/2007. The biggest gap in satisfaction levels across years for Human Resources was on the item “Human resources personnel provide timely, accurate and helpful service/information.” In 2007/2008, only 32% responded “High” or “Very High” satisfaction levels, whereas in 2006/2007 the results were 65% on this item.

	Human Resources 2006/2007											
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Instructional vacancies are filled with high-quality teachers.	1	.8%	6	4.9%	17	13.8%	27	22.0%	62	50.4%	10	8.1%
Non-instructional vacancies are filled with highly-qualified employees.	7	5.7%	2	1.6%	19	15.4%	31	25.2%	54	43.9%	10	8.1%
Human resources personnel provide timely, accurate and helpful service/information.	0	.0%	5	4.1%	22	17.9%	16	13.0%	59	48.0%	21	17.1%

Human Resources 2007/2008												
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Instructional vacancies are filled with high-quality teachers.	3	2.4%	4	3.2%	29	23.2%	23	18.4%	54	43.2%	12	9.6%
Non-instructional vacancies are filled with highly-qualified employees.	4	3.2%	2	1.6%	19	15.2%	39	31.2%	48	38.4%	13	10.4%
Human resources personnel provide timely, accurate and helpful service/information.	0	.0%	16	12.8%	46	36.8%	23	18.4%	30	24.0%	10	8.0%

The Transportation category consisted of items regarding busing and Transportation personnel. Satisfaction levels of buses delivering students on time in the morning increased over the 2 years. In 2006/2007 and in 2007/2008, 66% responded “High” or “Very High” levels of satisfaction on this item; however, there was a 12 percentage point increase in 2007/2008 in those who responded “Very High” levels of satisfaction. Similarly, with the remaining items representing Transportation, there was an increase in satisfaction in 2007/2008 when compared to 2006/2007. The item with the next highest increase in 2007/2008 was “Student bus assignments and stops are accurate.”

Transportation 2006/2007												
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Buses are delivering students on time in the morning.	1	.8%	7	5.7%	22	17.9%	12	9.8%	64	52.0%	17	13.8%
Buses arrive at school on time for afternoon dismissals.	2	1.6%	16	13.0%	30	24.4%	24	19.5%	45	36.6%	6	4.9%
Student bus assignments and stops are accurate.	2	1.6%	5	4.1%	15	12.2%	32	26.0%	57	46.3%	12	9.8%
Information regarding new bus assignments and stops is clearly communicated to principals.	4	3.3%	11	8.9%	30	24.4%	22	17.9%	50	40.7%	6	4.9%
Transportation personnel provide timely, accurate and courteous service/information.	4	3.3%	10	8.1%	28	22.8%	28	22.8%	46	37.4%	7	5.7%

Transportation 2007/2008												
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Buses are delivering students on time in the morning.	1	.8%	3	2.4%	19	15.2%	20	16.0%	50	40.0%	32	25.6%
Buses arrive at school on time for afternoon dismissals.	1	.8%	12	9.6%	27	21.6%	22	17.6%	45	36.0%	18	14.4%
Student bus assignments and stops are accurate.	1	.8%	2	1.6%	14	11.2%	24	19.2%	63	50.4%	21	16.8%
Information regarding new bus assignments and stops is clearly communicated to principals.	1	.8%	9	7.2%	22	17.6%	26	20.8%	50	40.0%	17	13.6%
Transportation personnel provide timely, accurate and courteous service/information.	0	.0%	7	5.6%	24	19.4%	27	21.8%	50	40.3%	16	12.9%

The following table presents the response distribution for those items related to Student Assignment and Family/Parent issues. When compared to 2006/2007, the results for 2007/2008 were almost identical. The level of satisfaction went up slightly on the item “Student assignment, transfer and placement personnel provide timely, accurate and courteous service/information. The results were basically the same across years for the remaining two items. For both years, Parent Hotline personnel provide timely, accurate and courteous service/information received responses reflecting low levels of satisfaction.

Student Assignment & Family/Parent 2006/2007												
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Student assignment, transfer and placement personnel provide timely, accurate and courteous service/information.	3	2.4%	3	2.4%	22	17.9%	31	25.2%	47	38.2%	17	13.8%
The Family Application Center personnel provide timely, accurate and courteous service/information.	11	8.9%	4	3.3%	14	11.4%	39	31.7%	46	37.4%	9	7.3%
Parent Hotline personnel provide timely, accurate and courteous service/information.	40	32.5%	2	1.6%	1	.8%	51	41.5%	25	20.3%	4	3.3%

Student Assignment & Family/Parent 2007/2008												
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Student assignment, transfer and placement personnel provide timely, accurate and courteous service/information.	2	1.6%	6	4.8%	19	15.2%	30	24.0%	53	42.4%	15	12.0%
The Family Application Center personnel provide timely, accurate and courteous service/information.	7	5.6%	7	5.6%	14	11.2%	42	33.6%	45	36.0%	10	8.0%
Parent Hotline personnel provide timely, accurate and courteous service/information.	44	35.2%	1	.8%	2	1.6%	48	38.4%	24	19.2%	6	4.8%

The wording was slightly changed in the 2007/2008 survey to reflect area superintendents as opposed to regional superintendents in 2006/2007. There was a decrease in satisfaction levels on both items when 2007/2008 is compared to 2006/2007, with the largest decrease associated with “Area superintendents help solve problems and remove barriers” (20 point decrease). Nevertheless, when both items were averaged, the overall score revealed that satisfaction levels for area superintendents were ranked 2nd based on the categories computed in this survey.

Regional Superintendents 2006/2007												
	N/A		Very Low		Low		Neutral		High		Very High	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Regional superintendents provide timely, accurate and courteous information/service.	3	2.4%	1	.8%	6	4.9%	11	8.9%	37	30.1%	65	52.8%
Regional superintendents help solve problems and remove barriers.	2	1.6%	1	.8%	5	4.1%	8	6.5%	44	35.8%	63	51.2%

Area Superintendents 2007/2008												
	N/A		Very Low		Low		Neutral		High		Very High	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Area superintendents provide timely, accurate and courteous information/service.	0	.0%	7	5.7%	12	9.8%	11	8.9%	32	26.0%	61	49.6%
Area superintendents help solve problems and remove barriers.	0	.0%	8	6.5%	17	13.7%	16	12.9%	29	23.4%	54	43.5%

The following table summarizes principal responses to the items related to Public Information. The percent of principals responding “High” or “Very High” on the item “Public Information personnel provide timely, accurate and courteous service/information” increased from 2006/2007 to 2007/2008. Conversely, the items “CMS home page provides useful and up-to-date information” and “Media relations personnel provide timely, accurate and courteous service/information” both had a lower level of satisfaction in 2007/2008 than in 2006/2007. Overall, the Public Information category ranked the highest in principal’s levels of satisfaction when all response categories were averaged.

	Public Information 2006/2007											
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Public Information personnel provide timely, accurate and courteous service/information.	3	2.4%	2	1.6%	1	.8%	18	14.6%	68	55.3%	31	25.2%
Materials prepared and distributed by public information communicate useful information.	1	.8%	1	.8%	5	4.1%	19	15.4%	72	58.5%	25	20.3%
Principal communication toolkits posted on the Intranet are useful.	2	1.6%	0	.0%	7	5.7%	23	18.7%	59	48.0%	32	26.0%
The CMS home page provides useful and up-to-date information.	1	.8%	1	.8%	4	3.3%	10	8.1%	69	56.1%	38	30.9%
The CMS Intranet provides useful and up-to-date information.	0	.0%	0	.0%	4	3.3%	8	6.5%	73	59.3%	38	30.9%
CMS-TV3 personnel provide timely, accurate and courteous service/information.	16	13.0%	0	.0%	3	2.4%	29	23.6%	52	42.3%	23	18.7%
Media relations personnel provide timely, accurate and courteous service/information.	2	1.6%	0	.0%	5	4.1%	20	16.3%	64	52.0%	32	26.0%

Public Information 2007/2008												
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Public Information personnel provide timely, accurate and courteous service/information.	0	.0%	1	.8%	4	3.2%	11	8.8%	72	57.6%	37	29.6%
Materials prepared and distributed by public information communicate useful information.	0	.0%	2	1.6%	3	2.4%	22	17.7%	64	51.6%	33	26.6%
Principal communication toolkits posted on the Intranet are useful.	1	.8%	0	.0%	9	7.3%	22	17.7%	55	44.4%	37	29.8%
The CMS home page provides useful and up-to-date information.	0	.0%	0	.0%	5	4.0%	21	16.8%	64	51.2%	35	28.0%
The CMS Intranet provides useful and up-to-date information.	0	.0%	0	.0%	2	1.6%	11	8.8%	71	56.8%	41	32.8%
CMS-TV3 personnel provide timely, accurate and courteous service/information.	13	10.4%	0	.0%	1	.8%	36	28.8%	49	39.2%	26	20.8%
Media relations personnel provide timely, accurate and courteous service/information.	5	4.0%	0	.0%	3	2.4%	30	24.0%	56	44.8%	31	24.8%

The next category of items provided information pertaining to Facilities. Satisfaction levels remained high between both years on the item “School buildings and facilities are clean and orderly.” For both years, satisfaction levels were low on the item “Mobile classrooms are in good working order.” There was a difference in principal satisfaction levels between 2006/2007 and 2007/2008 on “Furniture and equipment are in good working order at my school.” The percent who responded “High” or “Very High” on that item fell by 13 points.

	Facilities 2006/2007											
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Facility work orders are being completed in a timely fashion.	4	3.3%	5	4.1%	31	25.2%	18	14.6%	48	39.0%	17	13.8%
Construction and/or renovation projects are being completed on time.	47	38.2%	2	1.6%	9	7.3%	36	29.3%	20	16.3%	9	7.3%
Mobile classrooms are in good working order.	45	36.6%	6	4.9%	18	14.6%	22	17.9%	26	21.1%	6	4.9%
Furniture and equipment are in good working order at my school.	2	1.6%	4	3.3%	19	15.4%	15	12.2%	62	50.4%	21	17.1%
School buildings and facilities are clean and orderly.	2	1.6%	0	.0%	7	5.7%	19	15.4%	67	54.5%	28	22.8%
School grounds are in good shape.	2	1.6%	7	5.7%	25	20.3%	20	16.3%	53	43.1%	16	13.0%
Property managers provide timely, accurate and courteous service/information.	0	.0%	1	.8%	18	14.6%	16	13.0%	62	50.4%	26	21.1%

Facilities 2007/2008												
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Facility work orders are being completed in a timely fashion.	1	.8%	6	4.8%	33	26.4%	24	19.2%	46	36.8%	15	12.0%
Construction and/or renovation projects are being completed on time.	53	42.7%	2	1.6%	13	10.5%	28	22.6%	20	16.1%	8	6.5%
Mobile classrooms are in good working order.	48	38.4%	5	4.0%	15	12.0%	25	20.0%	28	22.4%	4	3.2%
Furniture and equipment are in good working order at my school.	2	1.6%	2	1.6%	25	20.2%	28	22.6%	43	34.7%	24	19.4%
School buildings and facilities are clean and orderly.	1	.8%	1	.8%	12	9.6%	15	12.0%	68	54.4%	28	22.4%
School grounds are in good shape.	1	.8%	6	4.8%	32	25.6%	23	18.4%	50	40.0%	13	10.4%
Property managers provide timely, accurate and courteous service/information.	1	.8%	2	1.6%	22	17.7%	13	10.5%	46	37.1%	40	32.3%

There was only one item assessing professional development. The respondents were more satisfied in 2007/2008 than in 2006/2007 on the item “professional development programs for teachers and administrators are meeting my school’s needs.” In 2007/2008, there was an 11.8 point increase in principals responding “High” or “Very High” levels of satisfaction.

Professional Development 2006/2007												
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Professional development programs for teachers and administrators are meeting my school’s needs.	3	2.4%	7	5.7%	38	30.9%	29	23.6%	39	31.7%	7	5.7%

Professional Development 2007/2008												
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Professional development programs for teachers and administrators are meeting my schools needs.	0	.0%	11	8.9%	23	18.5%	29	23.4%	49	39.5%	12	9.7%

The table below summarizes principals' responses to items related to technology. In 2006/2007, 71.5% of respondents reported "High" or "Very High" levels of satisfaction with the service provided by Technology personnel. In 2007/2008, this percent dropped to 64.8%. There were increases in the percent who responded "High" or "Very High" for the remaining items. There was a 10 point increase in satisfaction levels on the item "Technology personnel is responding quickly and proactively to NCWise concerns."

	Technology 2006/2007											
	N/A		Very Low		Low		Neutral		High		Very High	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>N</i>	%
Technology/telecommunications personnel provide timely, accurate and courteous service/information.	0	.0%	2	1.6%	13	10.6%	20	16.3%	63	51.2%	25	20.3%
The training provided regarding student data systems and scheduling is helpful.	7	5.7%	1	.8%	27	22.0%	32	26.0%	48	39.0%	8	6.5%
Technology personnel is responding quickly and proactively to NCWise concerns.	10	8.1%	7	5.7%	13	10.6%	33	26.8%	47	38.2%	13	10.6%

	Technology 2007/2008											
	N/A		Very Low		Low		Neutral		High		Very High	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>N</i>	%
Technology/telecommunications personnel provide timely, accurate and courteous service/information.	1	.8%	4	3.2%	21	16.8%	18	14.4%	61	48.8%	20	16.0%
The training provided regarding student data systems and scheduling is helpful.	2	1.6%	8	6.5%	19	15.3%	29	23.4%	55	44.4%	11	8.9%
Technology personnel is responding quickly and proactively to NCWise concerns.	1	.8%	4	3.2%	17	13.7%	29	23.4%	50	40.3%	23	18.5%

The next category of items deals in general with Central Administration as a whole, encompassing items about services provided by individual departments that had no other representation on the survey. The biggest drop in levels of satisfaction occurred on the item “CMS central administration is responsive to my needs.” In 2007/2008, 38% of the principals responded “High” or “Very High” levels of satisfaction on this item, as opposed to 61.8% in 2006/2007. The next biggest drop in levels of satisfaction occurred on the item “CMS central administration is headed in the right direction in terms of improving systems, processes and results.” In 2007/2008, 41% of the principals responded “High” or “Very High” on that item, versus 62% in 2006/2007. Third, payroll satisfaction dropped in 2007/2008. On the item “Payroll personnel provide timely, accurate and courteous service/information,” 70% responded “High” or “Very High” levels of satisfaction in 2006/2008. Conversely, only 51% reported “High” or “Very High” levels in 2007/2008.

General - Central Administration 2006/2007												
	N/A		Very Low		Low		Neutral		High		Very High	
	n	%	n	%	n	%	n	%	n	%	n	%
Central administration is providing better service than last year.	2	1.6%	9	7.3%	23	18.7%	41	33.3%	37	30.1%	11	8.9%
CMS central administration is responsive to my needs.	0	.0%	1	.8%	16	13.0%	30	24.4%	56	45.5%	20	16.3%
CMS central administration is headed in the right direction in terms of improving systems, processes and results.	2	1.6%	2	1.6%	12	9.8%	31	25.2%	61	49.6%	15	12.2%
Family services personnel provide timely, accurate and courteous service/information.	10	8.1%	2	1.6%	12	9.8%	42	34.1%	46	37.4%	11	8.9%
Prevention and intervention services personnel provide timely, accurate and courteous service/information.	11	8.9%	5	4.1%	20	16.3%	27	22.0%	52	42.3%	8	6.5%
Coordinated school health personnel provide timely, accurate and courteous service/information.	3	2.4%	3	2.4%	9	7.3%	33	26.8%	60	48.8%	15	12.2%
General accounting personnel provide timely, accurate and courteous	6	4.9%	2	1.6%	11	8.9%	23	18.7%	70	56.9%	11	8.9%

General - Central Administration 2006/2007												
	N/A		Very Low		Low		Neutral		High		Very High	
	n	%	n	%	n	%	n	%	n	%	n	%
service/information.												
Accounts payable personnel provide timely, accurate and courteous service/information.	4	3.3%	2	1.6%	9	7.3%	23	18.7%	69	56.1%	16	13.0%
Volunteers and partnerships personnel provide timely, accurate and courteous service/information.	10	8.1%	1	.8%	10	8.1%	48	39.0%	46	37.4%	8	6.5%
Payroll personnel provide timely, accurate and courteous service/information.	4	3.3%	2	1.6%	14	11.4%	17	13.8%	69	56.1%	17	13.8%
Budget personnel provide timely, accurate and courteous service/information.	1	.8%	3	2.4%	13	10.6%	26	21.1%	62	50.4%	18	14.6%
Curriculum and instruction personnel provide timely, accurate and courteous service/information.	2	1.6%	3	2.4%	13	10.6%	27	22.0%	64	52.0%	14	11.4%
Graphic production personnel provide timely, accurate and courteous service/information.	18	14.6%	0	.0%	4	3.3%	30	24.4%	51	41.5%	20	16.3%
Purchasing personnel provide timely, accurate and courteous service/information.	2	1.6%	2	1.6%	9	7.3%	35	28.5%	61	49.6%	14	11.4%
Child nutrition personnel provide timely, accurate and courteous service/information.	0	.0%	1	.8%	12	9.8%	20	16.3%	67	54.5%	23	18.7%
Alternative education personnel provide timely, accurate and courteous service/information.	41	33.3%	5	4.1%	12	9.8%	25	20.3%	32	26.0%	8	6.5%
The new CMS strategic plan vision	3	2.4%	1	.8%	2	1.6%	8	6.5%	64	52.0%	45	36.6%

General - Central Administration 2006/2007												
	N/A		Very Low		Low		Neutral		High		Very High	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
and direction have been clearly communicated.												
CMS is headed in the right direction in terms of improving academic achievement.	4	3.3%	2	1.6%	4	3.3%	29	23.6%	65	52.8%	19	15.4%
CMS is headed in the right direction in terms of the decentralization and reorganization of central office.	5	4.1%	6	4.9%	5	4.1%	35	28.5%	49	39.8%	23	18.7%

General - Central Administration 2007/2008												
	N/A		Very Low		Low		Neutral		High		Very High	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Central administration is providing better service than last year.	5	4.1%	14	11.4%	32	26.0%	37	30.1%	24	19.5%	11	8.9%
CMS central administration is responsive to my needs.	1	.8%	12	9.6%	25	20.0%	39	31.2%	38	30.4%	10	8.0%
CMS central administration is headed in the right direction in terms of improving systems, processes and results.	1	.8%	8	6.5%	30	24.4%	34	27.6%	36	29.3%	14	11.4%
Family services personnel provide timely, accurate and courteous service/information.	13	10.4%	2	1.6%	8	6.4%	51	40.8%	39	31.2%	12	9.6%
Prevention and intervention services personnel provide timely, accurate and courteous service/information.	7	5.6%	2	1.6%	11	8.8%	38	30.4%	58	46.4%	9	7.2%
Coordinated school health personnel provide timely, accurate and	4	3.2%	1	.8%	9	7.3%	29	23.4%	60	48.4%	21	16.9%

General - Central Administration 2007/2008												
	N/A		Very Low		Low		Neutral		High		Very High	
	n	%	n	%	n	%	n	%	n	%	n	%
courteous service/information. General accounting personnel provide timely, accurate and courteous service/information.	2	1.6%	1	.8%	14	11.3%	36	29.0%	60	48.4%	11	8.9%
Accounts payable personnel provide timely, accurate and courteous service/information.	2	1.6%	1	.8%	13	10.4%	37	29.6%	61	48.8%	11	8.8%
Volunteers and partnerships personnel provide timely, accurate and courteous service/information.	3	2.4%	1	.8%	14	11.2%	44	35.2%	48	38.4%	15	12.0%
Payroll personnel provide timely, accurate and courteous service/information.	1	.8%	4	3.2%	24	19.4%	32	25.8%	52	41.9%	11	8.9%
Budget personnel provide timely, accurate and courteous service/information.	2	1.6%	2	1.6%	15	12.0%	33	26.4%	61	48.8%	12	9.6%
Curriculum and instruction personnel provide timely, accurate and courteous service/information.	0	.0%	5	4.0%	26	20.8%	38	30.4%	44	35.2%	12	9.6%
Graphic production personnel provide timely, accurate and courteous service/information.	23	18.4%	0	.0%	1	.8%	35	28.0%	45	36.0%	21	16.8%
Purchasing personnel provide timely, accurate and courteous service/information.	4	3.2%	0	.0%	9	7.3%	30	24.2%	62	50.0%	19	15.3%
Child nutrition personnel provide timely, accurate and courteous service/information.	5	4.0%	0	.0%	6	4.8%	31	24.8%	68	54.4%	15	12.0%
Alternative education personnel	42	33.9%	2	1.6%	5	4.0%	35	28.2%	25	20.2%	15	12.1%

General - Central Administration 2007/2008												
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
provide timely, accurate and courteous service/information. The strategic plan, goals and objectives, have been clearly communicated.	0	.0%	1	.8%	4	3.2%	4	3.2%	68	54.0%	48	38.0%
CMS is headed in the right direction in terms of improving academic achievement.	0	.0%	4	3.2%	12	9.7%	32	25.8%	48	38.7%	28	22.6%
CMS is headed in the right direction as a school system.	0	.0%	4	3.2%	17	13.6%	30	24.0%	48	38.4%	26	20.8%

The table below summarizes principal responses to services provided by the Office of Accountability. Two items related to quarterly assessments were eliminated from the 2007/2008 survey because this initiative is no longer mandatory. Of the remaining four items, satisfaction levels decreased in all instances. There was a 17 percentage point drop in satisfaction on the item “accountability personnel help principals and teachers use data wisely.” On that item, in 2006/2007, the percent of principals responding “High” or “Very High” was 41.4%; in 2007/2008, that number decreased to 24%. In 2006/2007, on the item “Accountability personnel provide timely, accurate and courteous service/information,” the percent responding “High” or “Very High” was 58.5%; in 2007/2008, that number decreased to 33.3%. Similarly, the drop in satisfaction for the item “The CMS accountability program helps identify teaching and learning challenges my school faces” was 24 percentage points (from 47.2% to 23.2%).

	Accountability 2006/2007											
	N/A		Very Low		Low		Neutral		High		Very High	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Assessment personnel provide timely, accurate and courteous service/information.	1	.8%	7	5.7%	23	18.7%	20	16.3%	63	51.2%	9	7.3%
Quarterly assessments are useful in helping adjust classroom instruction to meet student needs.	6	4.9%	10	8.1%	18	14.6%	4	3.3%	49	39.8%	36	29.3%
Quarterly assessments align well with the curriculum and pacing guides.	7	5.7%	9	7.3%	28	22.8%	20	16.3%	50	40.7%	9	7.3%
Assessment personnel help principals and teachers use data wisely.	5	4.1%	9	7.3%	30	24.4%	28	22.8%	42	34.1%	9	7.3%
Assessment personnel help meet my schools needs regarding testing, data, analysis and other assessment-related concerns.	3	2.4%	7	5.7%	24	19.5%	27	22.0%	50	40.7%	12	9.8%
The CMS assessment program helps identify teaching and learning challenges my school faces.	3	2.4%	10	8.1%	24	19.5%	28	22.8%	45	36.6%	13	10.6%

	Accountability 2007/2008											
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Accountability personnel provide timely, accurate and courteous service/information.	1	.8%	19	15.4%	36	29.3%	26	21.1%	31	25.2%	10	8.1%
Accountability personnel help principals and teachers use data wisely.	1	.8%	21	16.8%	45	36.0%	28	22.4%	20	16.0%	10	8.0%
Accountability personnel help meet my schools needs regarding testing, data, analysis and other assessment-related concerns.	2	1.6%	22	17.7%	42	33.9%	28	22.6%	21	16.9%	9	7.3%
The CMS accountability program helps identify teaching and learning challenges my school faces.	2	1.6%	25	20.0%	46	36.8%	23	18.4%	22	17.6%	7	5.6%

Two items were used to assess satisfaction of school law enforcement. For both years, 2006/2007 and 2007/2008, there was a high level of satisfaction. However, there was a decrease in principals responding “High” or “Very High” on the item “School law enforcement personnel provide timely, accurate and courteous service/information (78% in 2006/2007; 70% in 2007/2008). Conversely, there was an increase in satisfaction on the item “Safe schools personnel provide timely, accurate and courteous service/information.”

School Law Enforcement & Safe Schools 2006/2007													
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>		
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	
School law enforcement personnel provide timely, accurate and courteous service/information.	4	3.3%	1	.8%	7	5.7%	15	12.2%	67	54.5%	29	23.6%	
Safe schools personnel provide timely, accurate and courteous service/information.	4	3.3%	5	4.1%	10	8.1%	21	17.1%	59	48.0%	24	19.5%	

School Law Enforcement & Safe Schools 2007/2008													
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>		
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	
School law enforcement personnel provide timely, accurate and courteous service/information.	4	3.3%	6	4.9%	9	7.4%	18	14.8%	55	45.1%	30	24.6%	
Safe schools personnel provide timely, accurate and courteous service/information.	2	1.6%	3	2.4%	10	8.1%	19	15.3%	61	49.2%	29	23.4%	

The last group of items asked principals to provide feedback about the superintendent. For two of the three items, the percent of principals who responded “High” or “Very High” decreased. There was and is a high level of satisfaction on item “The superintendent’s message is clear and consistent.” The largest decrease in satisfaction occurred on the item “The superintendent is accessible to principals.”

	Superintendent 2006/2007											
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
The superintendent communicates effectively with principals.	3	2.4%	2	1.6%	7	5.7%	19	15.4%	51	41.5%	41	33.3%
The superintendent is accessible to principals.	4	3.3%	2	1.6%	11	8.9%	28	22.8%	40	32.5%	38	30.9%
The superintendent’s message is clear and consistent.	3	2.4%	1	.8%	2	1.6%	10	8.1%	44	35.8%	63	51.2%

	Superintendent 2007/2008											
	<i>N/A</i>		<i>Very Low</i>		<i>Low</i>		<i>Neutral</i>		<i>High</i>		<i>Very High</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
The superintendent communicates effectively with principals.	0	.0%	6	4.8%	12	9.6%	21	16.8%	51	40.8%	35	28.0%
The superintendent is accessible to principals.	8	6.4%	12	9.6%	20	16.0%	29	23.2%	37	29.6%	19	15.2%
The superintendent’s message is clear and consistent.	0	.0%	1	.8%	6	4.8%	11	8.8%	56	44.8%	51	40.8%

Conclusion

There were mixed results in the 2007/2008 survey when comparisons were made to results from 2006/2007. However, when only 2007/2008 results are reviewed, of the 12 categories/departments, 11 had a higher mean than the middle scale point (scale 1 – 5). Eight of the 12 categories/departments were at a mean of 3.5 or higher. Public Information scored the highest mean (4.0); and Accountability had the lowest mean score (2.6).

Approximately 71% of principals reported positive feedback regarding the services provided by Area Superintendents. When averaged, the satisfaction levels of area superintendents was ranked 2nd, behind Public Information. Nevertheless, there was a 20 percentage point decrease on the item “Area superintendents help solve problems and remove barriers.”

The items relating to the Superintendent, when averaged, indicated high levels of satisfaction. However, two of the three items posted a decrease in levels of satisfaction. For both 2006/2007 and 2007/2008, there was a high level of satisfaction on item “The superintendent’s message is clear and consistent.”

The Central Administration category encompassed items relating to many different departments and general questions relating to CMS as a whole. The biggest drop in levels of satisfaction occurred on the item “CMS central administration is responsive to my needs.” In 2007/2008, 38% of the principals responded “High” or “Very High” levels of satisfaction on this item, as opposed to 61.8% in 2006/2007. The next biggest drop in levels of satisfaction occurred on the item “CMS central administration is headed in the right direction in terms of improving systems, processes and results.” In 2007/2008, 41% of the principals responded “High” or “Very High” on that item, versus 62% in 2006/2007. Third, payroll satisfaction dropped in 2007/2008. On the item “Payroll personnel provide timely, accurate and courteous service/information,” 70% responded “High” or “Very High” levels of satisfaction in 2006/2007. Conversely, only 51% reported “High” or “Very High” levels in 2007/2008.

For the category “technology,” there was an increase in satisfaction for two items and a decrease in satisfaction for one item. In 2006/2007, 71.5% of respondents reported “High” or “Very High” levels of satisfaction with the service provided by Technology personnel. In 2007/2008, this percent dropped to 64.8%. Conversely, there was a 10 point increase in satisfaction levels on the item “Technology personnel is responding quickly and proactively to NCWise concerns.”

The satisfaction levels for school law enforcement remained high in 2007/2008. However, there was a decrease in principals responding “High” or “Very High” on the item “School law enforcement personnel provide timely, accurate and courteous service/information (78% in 2006/2007; 70% in 2007/2008). There was an increase in satisfaction on the item “Safe schools personnel provide timely, accurate and courteous service/information.”

For accountability, levels of satisfaction decreased on all instances. There was a 17 percentage point drop in satisfaction on the item “accountability personnel help principals and

teachers use data wisely;" a 24 percentage point drop on the item "The CMS accountability program helps identify teaching and learning challenges my school faces;" and a 25 percentage point drop on the item "Accountability personnel provide timely, accurate and courteous service/information."

Facilities had mixed results. Satisfaction levels remained high between both years on the item "School buildings and facilities are clean and orderly." However, for both years, satisfaction levels were low on the item "Mobile classrooms are in good working order." There was a difference in principal satisfaction levels between 2006/2007 and 2007/2008 on "Furniture and equipment are in good working order at my school." The percent who responded "High" or "Very High" on that item fell by 13 points.

Satisfaction levels relating to transportation increased in 2007/2008 with the results of the items being in the middle range of satisfaction levels. There was only one item assessing professional development and the respondents were more satisfied in 2007/2008 than in 2006/2007 on the item "Professional development programs for teachers and administrators are meeting my school's needs."

Items related to Student Assignment and Family/Parent issues, when compared to 2006/2007, the results for 2007/2008 were almost identical. The level of satisfaction went up slightly on the item "Student assignment, transfer and placement personnel provide timely, accurate and courteous service/information. For both years, Parent Hotline personnel provide timely, accurate and courteous service/information received responses indicating low levels of satisfaction.

The levels of satisfaction with textbook, instructional materials and supplies being delivered to all classrooms were slightly lower in 2007/2008 than was reported in 2006/2007 with 70.5% of respondents reporting "High" or "Very High" levels of satisfaction in 2007/2008 versus 77.3% in 2006/2007. However, the levels of satisfaction with the process for ordering materials increased from 61% responding High or Very High in 2006/2007 to 67% in 2007/2008.

The results for Human Resources were less positive in 2007/2008 than in 2006/2007. In 2007/2008, 52.8% responded "High" or "Very High" levels of satisfaction regarding instructional vacancies being filled with high-quality teachers. This is a decrease from 2006/2007 which had 58.5% reporting "High" or "Very High" levels of satisfaction on this item. The results for both years on the item "Non-instructional vacancies are filled with high quality teachers" were similar. The biggest gap in satisfaction levels across years for Human Resources was on the item "Human resources personnel provide timely, accurate and helpful service/information." In 2007/2008, only 32% responded "High" or "Very High" satisfaction levels, whereas in 2006/2007 the results were 65% on this item.

The information collected through this survey, when compared to 2006/2007 results, provide a general gauge for the principal's levels of satisfaction with various central administration departments/services at the mid-year point. There is also similar information collected from principals at the beginning of each school year using slightly different item wording. However, because of the differences in item wording, it is difficult to make valid

comparisons of results from beginning to mid-year. During this school year (2007/2008) and during the mid-year of 2006/2007, the Center for Research and Evaluation has analyzed the results. Should the Center for Research and Evaluation take over the bi-annual administration and analysis of this survey, we recommend a re-development of the instrument over the summer of 2008. Additionally, we believe that we obtained high response rates because of our ability to do anonymous follow-ups on the surveys. Again, should the Center for Research and Evaluation take over the survey, we desire to maintain our ability to do anonymous follow-ups.

First, we would strengthen some of the items in an effort to tease out aspects of satisfaction that may be strong or weak. For instance, many of the items presented in this survey were ‘double’ or ‘triple-barreled’ (meaning the content covered multiple areas), such as ‘Payroll personnel provide timely, accurate and courteous service/information’. An item worded in this manner forces the respondent to make a decision about how timely, how accurate, and how courteous the service was within one response. Those principals that may have received very timely service, but were provided inaccurate information were forced to come up with a singular representation of their experience. Second, we would attempt to include more items with select departments that are currently categorized under “Central Administration.” For instance, Coordinated School Health and Volunteers/Partnerships were clumped into the Central Administration category because there were not enough items to justify a single category. However, this modification needs to be balanced with maintaining a reasonable survey length; thus, some current items may need to be eliminated. Lastly, some items need to have different response categories. For instance, many of the items were worded in such a way that a “Strongly Agree” to “Strongly Disagree” response category was more appropriate, as opposed to a “Very Low” to “Very High” response category.

The re-development of this survey will begin with collecting information through focus groups comprised of Senior and Executive staff and principals to determine appropriate categories/departments and the content areas within each category/department to be included in the survey. Once established, Research & Evaluation staff will craft items that are aligned with the suggestions of the focus groups using appropriate wording and response categories. The draft versions of the items will be available for review and a follow-up focus group will be convened to determine whether the survey development process effectively captured the areas of interest expressed during the initial focus groups. Upon approval, the final survey will be loaded into the on-line platform by Research & Evaluation staff in time for the Fall 2008/2009 administration of the survey.

Prepared by

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Appendix A
Central Services Principal Satisfaction Survey
By Learning Community

Item	Learning Community Zone.													
	ACHZONE		CENTRAL		EAST		NORTH		NORTHEAST		SOUTH		WEST	
	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD
Textbooks, instructional materials and supplies have been delivered to all classrooms.	4.1	.7	4.0	.8	3.8	.9	3.7	1.1	3.7	1.0	3.5	1.2	3.6	1.0
Instructional vacancies are filled with high-quality teachers.	2.9	1.2	2.7	1.3	3.7	.5	3.8	.9	3.1	1.1	3.4	1.2	3.4	1.2
Non-instructional vacancies are filled with highly-qualified employees.	3.4	1.1	2.9	1.3	3.4	.8	3.5	1.4	3.5	.9	3.7	1.0	3.2	1.0
Human resources personnel provide timely, accurate and helpful service/information.	3.0	1.3	2.9	1.1	3.1	1.0	2.5	1.1	3.2	1.2	2.0	1.0	2.9	1.3
Buses are delivering students on time in the morning.	4.4	.8	3.5	1.0	3.4	1.4	3.7	.9	3.7	1.1	4.0	1.2	3.5	1.1
Buses arrive at school on time for afternoon dismissals.	3.6	1.0	3.3	1.1	2.7	1.4	2.8	1.2	3.4	1.3	3.7	1.2	3.2	1.2
Student bus assignments and stops are accurate.	3.7	1.0	3.7	.9	3.3	1.2	3.6	1.3	3.7	1.1	3.9	.9	3.8	.8
Information regarding new bus assignments and stops is clearly communicated to principals.	3.9	1.5	3.1	1.4	2.9	1.2	3.3	1.2	3.5	1.0	3.8	.8	3.4	1.1
Transportation personnel provide timely, accurate and courteous service/information.	3.6	1.3	3.0	1.3	3.2	1.0	3.1	1.1	3.6	1.1	3.6	1.0	3.7	.8
Student assignment, transfer and placement personnel provide timely, accurate and courteous service/information.	3.3	1.4	3.5	1.1	3.3	.8	3.1	1.1	3.5	.9	3.6	1.4	3.2	1.2
The Family Application Center personnel provide timely, accurate and courteous service/information.	2.9	2.0	3.4	1.3	3.3	.7	2.6	1.3	2.9	1.1	3.2	1.3	3.2	1.0
Parent Hotline personnel provide timely, accurate and courteous service/information.	2.3	2.1	1.9	1.8	2.3	1.7	1.8	1.5	2.7	1.5	2.0	1.8	2.4	1.9

Item	Learning Community Zone.													
	ACHZONE		CENTRAL		EAST		NORTH		NORTHEAST		SOUTH		WEST	
	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD
Purchasing personnel provide timely, accurate and courteous service/information.	2.9	1.8	3.8	.8	3.5	1.1	3.4	1.3	3.5	.8	3.7	1.2	3.9	.7
Area superintendents provide timely, accurate and courteous information/service.	4.4	1.1	4.6	.7	4.0	1.1	4.6	.7	4.3	1.0	3.9	1.3	2.6	1.4
Area superintendents help solve problems and remove barriers.	4.3	1.3	4.5	.9	3.9	1.0	3.9	1.3	4.2	1.1	3.7	1.3	2.3	1.3
Public information personnel provide timely, accurate and courteous service/information.	4.3	.8	4.4	.6	3.9	.6	3.7	1.1	4.1	.8	4.1	.9	4.1	.7
Volunteers and partnerships personnel provide timely, accurate and courteous service/information.	4.0	1.0	3.6	1.1	3.3	.8	2.8	1.2	3.5	.8	3.4	1.3	3.3	.9
Materials prepared and distributed by public information communicate useful information.	4.0	.6	4.3	.7	3.5	1.0	3.7	1.1	3.8	.8	4.1	.9	4.1	.6
Principal communication toolkits posted on the Intranet are useful.	3.9	1.1	4.2	1.0	3.7	1.0	4.0	.5	3.8	.9	3.9	1.0	4.0	1.0
The CMS home page provides useful and up-to-date information.	4.0	.8	4.2	.6	4.1	.7	4.0	.7	4.0	.9	4.0	.8	3.9	1.0
The CMS Intranet provides useful and up-to-date information.	4.1	.7	4.5	.6	4.2	.8	4.1	.6	4.0	.7	4.2	.4	4.1	.8
Facility work orders are being completed in a timely fashion.	3.7	1.1	3.1	1.3	3.3	1.3	2.5	1.0	3.1	1.0	3.9	.9	3.2	1.1
Construction and/or renovation projects are being completed on time.	2.4	1.8	1.4	1.8	1.9	1.7	.9	1.0	2.6	1.8	1.7	2.1	2.5	1.5
Mobile classrooms are in good working order.	.9	1.5	1.1	1.6	2.6	1.8	2.1	1.7	2.3	1.4	2.3	1.9	2.2	1.8
Furniture and equipment are in good working order at my school.	3.1	1.3	3.6	1.2	3.2	1.4	3.4	1.1	3.3	1.2	3.6	1.0	3.5	.9
School buildings and facilities are clean and orderly.	4.4	.8	3.8	.9	3.6	1.4	3.8	.8	4.0	.9	4.1	.4	3.7	1.1
School grounds are in good shape.	3.4	1.1	3.3	1.2	3.2	1.3	2.5	1.1	3.2	1.2	3.6	.7	3.2	1.2

Item	Learning Community Zone.													
	ACHZONE		CENTRAL		EAST		NORTH		NORTHEAST		SOUTH		WEST	
	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD
Professional development programs for teachers and administrators are meeting my needs.	3.4	1.1	3.5	1.2	3.0	1.1	2.9	.7	3.7	1.1	2.9	1.1	2.9	1.1
The process for ordering materials and supplies is easy to understand and use.	3.4	.8	4.0	.8	3.8	.8	3.5	.8	3.6	.8	3.6	1.1	3.8	.6
Technology/telecommunications personnel provide timely, accurate and courteous service/information.	3.4	1.4	3.5	1.2	3.6	1.0	3.3	1.1	3.6	1.0	3.9	1.0	3.4	1.2
The training provided regarding student data systems and scheduling is helpful.	3.3	1.8	3.4	1.2	3.4	1.0	2.9	1.3	3.5	.7	3.5	.9	2.6	1.2
Property managers provide timely, accurate and courteous service/information.	4.7	.5	3.4	1.1	3.6	1.7	3.4	1.1	3.6	1.1	4.5	.7	3.8	1.0
Central administration is providing better service than last year.	3.4	1.0	2.9	1.5	3.0	1.0	2.5	1.2	2.7	1.3	2.7	1.3	2.5	1.2
CMS central administration is responsive to my needs.	3.6	1.0	3.4	1.1	3.1	.7	2.8	1.0	3.0	1.3	3.0	1.2	2.7	1.3
CMS central administration is headed in the right direction in terms of improving systems, processes and results.	3.4	1.0	3.6	1.0	2.9	1.1	3.0	.9	3.3	1.2	2.8	1.2	2.7	1.4
Technology personnel is responding quickly and proactively to NCWISE concerns.	3.3	1.2	3.8	1.2	3.6	1.1	3.1	1.0	3.2	.9	3.8	.8	3.5	1.2
Family services personnel provide timely, accurate and courteous service/information.	3.3	1.6	3.3	1.3	3.2	1.1	2.6	1.5	3.1	1.1	3.0	1.5	3.2	1.2
Prevention and intervention services personnel provide timely, accurate and courteous service/information.	3.3	.8	3.4	1.3	3.4	1.1	2.9	1.4	3.5	1.1	3.7	.9	3.2	1.2
Coordinated school health personnel provide timely, accurate and courteous service/information.	3.4	1.0	3.8	.8	3.6	1.1	3.2	1.3	3.6	1.2	4.1	.5	3.6	1.3

Item	Learning Community Zone.													
	ACHZONE		CENTRAL		EAST		NORTH		NORTHEAST		SOUTH		WEST	
	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD
General accounting personnel provide timely, accurate and courteous service/information.	3.3	.8	3.7	.9	3.7	.8	3.3	.8	3.2	1.1	3.6	1.1	3.5	.8
Accounts payable personnel provide timely, accurate and courteous service/information.	3.3	.8	3.6	.9	3.6	.8	3.3	.8	3.0	1.3	3.8	.7	3.6	.7
Payroll personnel provide timely, accurate and courteous service/information.	2.7	1.1	3.7	.9	3.4	1.0	3.2	.9	3.0	1.2	3.3	1.1	3.2	.9
Budget personnel provide timely, accurate and courteous service/information.	2.9	.9	3.5	1.1	3.5	.9	3.4	.8	3.4	1.2	3.6	1.0	3.6	.6
CMS-TV3 personnel provide timely, accurate and courteous service/information.	3.6	1.8	3.6	1.4	3.7	1.1	3.2	1.3	3.6	1.4	3.4	1.6	3.4	1.1
Media relations personnel provide timely, accurate and courteous service/information.	4.0	.8	4.0	1.1	3.4	1.2	3.3	1.3	4.1	.8	3.7	1.4	3.7	.7
Curriculum and instruction personnel provide timely, accurate and courteous service/information.	3.7	1.1	3.3	1.1	3.3	1.0	2.7	1.1	3.4	1.1	3.3	1.1	3.1	.9
Graphic production personnel provide timely, accurate and courteous service/information.	3.4	1.7	2.9	2.0	3.4	1.4	2.6	1.4	3.2	1.6	2.8	1.9	3.8	.6
Child nutrition personnel provide timely, accurate and courteous service/information.	3.3	1.1	3.7	1.2	3.6	1.0	2.7	1.3	4.0	.7	3.6	1.0	3.8	.4
School law enforcement personnel provide timely, accurate and courteous service/information.	3.7	1.6	3.5	1.3	3.6	1.2	3.6	1.5	3.9	1.2	3.6	1.2	3.6	1.2
Safe schools personnel provide timely, accurate and courteous service/information.	3.9	1.2	3.7	1.2	3.7	1.2	3.4	1.3	4.1	.9	3.7	1.0	3.8	.8
Alternative education personnel provide timely, accurate and courteous service/information.	3.6	.8	1.9	1.9	3.1	1.4	2.2	1.9	3.0	1.7	1.4	1.9	2.5	1.9
Accountability personnel provide timely, accurate and courteous service/information.	3.4	1.1	2.9	1.3	2.9	1.2	2.5	.8	3.0	1.2	2.7	1.2	2.4	1.4

Item	Learning Community Zone.													
	ACHZONE		CENTRAL		EAST		NORTH		NORTHEAST		SOUTH		WEST	
	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD
Accountability personnel help principals and teachers use data wisely.	3.1	1.2	2.8	1.4	2.6	1.1	2.2	.8	2.9	1.1	2.3	1.1	2.4	1.4
Accountability personnel help meet my school's needs regarding testing, data, analysis, and other assessment-related concerns.	3.1	1.2	2.9	1.3	2.6	1.1	2.3	.8	2.9	1.1	2.3	1.1	1.9	1.4
The CMS accountability program helps identify teaching and learning challenges my school faces.	3.0	1.3	2.5	1.1	2.6	1.1	2.2	1.0	2.8	1.2	2.2	1.2	2.1	1.4
The strategic plan, goals and objectives, have been clearly communicated.	4.3	.8	4.5	.5	3.9	.8	4.4	.5	4.0	1.1	4.5	.5	4.2	.4
CMS is headed in the right direction in terms of improving academic achievement.	4.1	.9	3.9	1.0	3.6	.9	3.8	.8	3.7	1.1	3.6	1.2	3.2	1.0
CMS is headed in the right direction as a school system.	4.1	1.1	3.9	1.0	3.7	.8	3.8	.8	3.3	1.2	3.6	1.1	3.1	1.0
The superintendent communicates effectively with principals.	4.6	.5	3.8	1.0	3.6	1.0	3.8	.8	3.8	1.3	4.0	.9	3.3	1.4
The superintendent is accessible to principals.	4.3	.8	2.6	1.6	3.1	1.5	3.2	1.6	3.2	1.4	2.9	1.2	3.0	1.4
The superintendent's message is clear and consistent.	4.4	.8	4.3	.8	4.1	1.0	4.3	.5	4.2	.9	4.4	.6	3.8	1.1

M = Mean, SD = Standard Deviation