

Texas Middle Management Survey—2012

This survey was administered across six waves between February 14, 2012 and June 26, 2012. Of 5,106 e-mail addresses, 5,004 were valid. The survey had 1,034 total responses, yielding a response rate of 20.66 percent.

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2012 Principal Management Survey Results

Career Information

	Mean	Standard Deviation
How long have you been employed by this school?	9.90	8.06
How long have you been the principal of this school?	5.51	5.47
How many years have you been a principal in any school?	8.39	6.38
How many times have you been a principal in any school?	2.10	2.04

Budget Issues

Since 2008, how many times has your school faced a budget cut?

2.30% none 23.50% one time 34.30% two times 21.40% three times 18.50% four times

Budget cuts have led to counselor layoffs at my school.

9.0% strongly agree 11.50% tend to agree 20.30% tend to disagree 59.20% strongly disagree

Budget cuts have led to teachers layoffs at my school.

28.10% strongly agree 25.80% tend to agree 19.90% tend to disagree 26.20% strongly disagree

Budget cuts have led to increased class sizes at my school.

39.80% strongly agree 34.50% tend to agree 14.90% tend to disagree 10.80% strongly disagree

Budget cuts have reduced my school's number of fine arts and other specialty courses.

16.20% strongly agree 27.20% tend to agree 28.60% tend to disagree 27.90% strongly disagree

Budget cuts have reduced the number of extracurricular activities my school can offer.

11.30% strongly agree 26.70% tend to agree 34.70% tend to disagree 27.20% strongly disagree

Budget cuts have reduced the number of course outside our core curriculum.

13.20% strongly agree 30.50% tend to agree 30.30% tend to disagree 26.00% strongly disagree

Budget cuts have reduced the number of courses, activities, or organizations for gifted and talented/advanced students.

12.00% strongly agree 24.20% tend to agree 36.30% tend to disagree 27.50% strongly disagree

Budget cuts have led to changes in scheduling patterns for students (i.e. block scheduling).

19.90% strongly agree 32.20% tend to agree 25.70% tend to disagree 22.20% strongly disagree

Performance Appraisal

On February 9, the federal government approved waivers for ten states to exempt them from some requirements of the No Child Left Behind Law and provide the state with greater flexibility. The state of Texas has not asked for a waiver. Would you support the Texas Education Agency seeking a waiver of NCLB for Texas?

53.40% strongly support 24.60% support 16.30% not sure 3.70% oppose 2.00% strongly oppose

Estimate the percentage of students who will pass the STAAR exam in your school this year.

68.71% mean 19.74 standard deviation

Compared to other schools, my assessment of our TAKS performance is:

14.60% excellent 39.00% above average 36.90% average 8.90% below average 0.50% inadequate

Compared to other schools, my assessment of our college bound performance is:

9.20% excellent 35.40% above average 36.30% average 17.60% below average 1.40% inadequate

Compared to similar schools, my assessment of the overall quality of education in my school is:

21.60% excellent 50.70% above average 25.60% average 2.20% below average 0% inadequate

Teachers

Compared to other schools, how would you rate the turnover of teachers at your school?

0.90% very high 5.30% somewhat high 23.60% moderate 70.20% low

Please rank order your choices from (1) most important to (6) least important the main reasons that contribute to teacher turnover *at your school*?

- 4.31 Financial reasons
- 2.86 Personal reasons
- 6.49 Disagreement with school management
- 5.80 Classroom management problems
- 6.35 Student behavior problems
- 3.31 Relocation to other school
- 3.53 Career advancement
- 3.29 Retirement

I discuss the following information with teachers (check all that apply):

- 99.70% Student performance
- 79.10% School diversity/race
- 97.20% Disciplinary problems
- 91.10% School finances
- 73.60% Performance of other schools
- 49.10% School nutrition

School Resources

How would you rate the following in your school?

Quality of teachers	40.50% Excellent	54.90% Above Avg	04.60% Below Avg	0.00% Inadequate
Parental involvement	12.40% Excellent	40.10% Above Avg	41.20% Below Avg	6.30% Inadequate
Prof. development	22.00% Excellent	65.10% Above Avg	12.50% Below Avg	0.50% Inadequate
Community support	20.00% Excellent	51.70% Above Avg	26.10% Below Avg	2.20% Inadequate
Superintendent support	48.80% Excellent	38.90% Above Avg	9.70% Below Avg	2.60% Inadequate
School board support	43.90% Excellent	42.70% Above Avg	10.70% Below Avg	2.60% Inadequate

Career Aspirations

I am content with the job I currently have and plan to keep it as long as possible.

38.90% strongly agree 40.90% tend to agree 15.80% tend to disagree 4.40% strongly disagree

If I were offered a principal job at another school with more and better resources, I would take it.

13.20% strongly agree 28.70% tend to agree 39.40% tend to disagree 18.60% strongly disagree

I am actively looking for a new principal job at a school with more and better resources.

5.00% strongly agree 9.00% tend to agree 34.90% tend to disagree 51.20% strongly disagree

One day, I plan to get a job in education administration at the district level

24.90% strongly agree 31.60% tend to agree 23.10% tend to disagree 20.30% strongly disagree

One day, I plan to get a job in education administration at the state level.

2.60% strongly agree 13.90% tend to agree 41.70% tend to disagree 41.80% strongly disagree

One day, I plan to become a superintendent.

16.70% strongly agree 19.20% tend to agree 23.20% tend to disagree 40.90% strongly disagree

I strive to achieve awards and recognitions for my school.

45.20% strongly agree 47.60% tend to agree 6.10% tend to disagree 1.10% strongly disagree

Managerial Strategy

Indicate how frequently you do the following on a scale of 1 (never) to 5 (very frequently) by placing a checkmark in the appropriate column.

	1	2	3	4	5
Justify and define new programs (e.g. curriculum, projects)	0.80%	7.10%	34.40%	41.60%	16.10%
Evaluate the merits of new proposals	0.70%	6.70%	33.90%	45.20%	13.50%
Search for new opportunities	0.80%	6.80%	25.20%	44.50%	22.70%
Propose programs (or curriculum, projects) to the superintendent	9.10%	19.70%	36.80%	27.10%	7.30%
Recommend programs (or curriculum, projects) to other school principals	4.00%	16.30%	39.20%	32.70%	7.90%
Encourage informal discussion and information sharing among faculty and staff	0.20%	1.10%	10.00%	40.10%	48.50%
Relax regulations to get new programs (or curriculum, projects) started	11.30%	27.10%	37.40%	20.50%	3.80%
'Buy time' for experimental programs (or curriculum, projects)	9.00%	25.30%	38.70%	22.30%	4.60%
Locate and provide resources for trial projects	4.30%	19.10%	38.80%	31.90%	5.90%
Provide a safe haven for experimental programs (or curriculum, projects)	2.90%	14.30%	36.60%	34.80%	11.30%
Gather information on the feasibility of new programs (or curriculum, projects)	1.40%	10.80%	39.10%	38.30%	10.50%
Communicate the activities of important stakeholders (other schools, the local community, etc.)	0.70%	9.10%	30.90%	42.30%	16.90%
Assess changes in the external environment	0.80%	10.10%	38.40%	40.40%	10.30%

Monitor activities to support objectives set by the superintendent	0.30%	2.30%	19.20%	45.70%	32.40%
Translate goals into action plans	0.10%	2.10%	17.40%	50.60%	29.80%
Translate goals into individual objectives	0.20%	3.60%	22.60%	51.10%	22.50%
Sell superintendent initiatives to faculty and staff	1.10%	5.50%	17.40%	44.30%	31.70%

Leadership/Management Practices

I give my teachers a great deal of discretion in making decisions.

29.40% strongly agree 64.90% tend to agree 4.10% tend to disagree 1.50% strongly disagree

I always try to limit the influence of external events on my teachers.

19.50% strongly agree 64.90% tend to agree 14.30% tend to disagree 1.40% strongly disagree

Our school continually adjusts our internal activities and structures in response to stakeholder initiatives and activities.

13.30% strongly agree 66.90% tend to agree 18.70% tend to disagree 1.10% strongly disagree

Our school is always among the first to adopt new ideas and practices.

16.40% strongly agree 51.80% tend to agree 29.30% tend to disagree 2.60% strongly disagree

In our approach to improving student performance, my school focuses on only a couple of key educational areas.

9.40% strongly agree 50.70% tend to agree 34.60% tend to disagree 5.20% strongly disagree

Our school frequently undergoes change.

6.80% strongly agree 39.50% tend to agree 49.00% tend to disagree 4.70% strongly disagree

There is a lot of conflict over educational issues in our community.

4.40% strongly agree 18.50% tend to agree 59.60% tend to disagree 17.50% strongly disagree

Schools are asked to do too many things; we should focus more on education.

29.60% strongly agree 52.40% tend to agree 16.70% tend to disagree 1.30% strongly disagree

The major sources for improving student performance are demands from the school board, superintendent, Texas Education Agency, or other actors in the environment.

11.30% strongly agree 37.00% tend to agree 40.60% tend to disagree 11.10% strongly disagree

It takes pressure from outside actors- school board, superintendent, Texas Education Agency- for my school to see changes.

3.00% strongly agree 18.10% tend to agree 56.60% tend to disagree 22.30% strongly disagree

What we do is greatly influenced by the rules and regulations of the Texas Education Agency.

44.10% strongly agree 47.90% tend to agree 7.00% tend to disagree 1.00% strongly disagree

What we do is greatly influenced by the rules and regulations of the No Child Left Behind Act.

40.70% strongly agree 48.10% tend to agree 10.10% tend to disagree 1.10% strongly disagree

I strive to control those factors outside the school that could have an effect on my organization.

17.60% strongly agree 65.10% tend to agree 15.60% tend to disagree 1.70% strongly disagree

With the people I have in this school, we can make virtually any program work.

27.80% strongly agree 61.10% tend to agree 10.40% tend to disagree 0.60% strongly disagree

I am quite likely to recommend a subordinate for a principal position in another school.

30.90% strongly agree 53.30% tend to agree 13.30% tend to disagree 2.50% strongly disagree

Our school concentrates on making use of what we already know how to do.

16.50% strongly agree 63.60% tend to agree 18.70% tend to disagree 1.20% strongly disagree

My school is always looking for new and innovative ways to improve student performance.

35.70% strongly agree 55.70% tend to agree 7.90% tend to disagree 0.90% strongly disagree

I have the ability to implement policies and procedures in my school that are not consistent with district policy if they benefit my students.

11.70% strongly agree 35.90% tend to agree 39.30% tend to disagree 13.20% strongly disagree

A principal should be involved in curriculum planning and selection.

60.80% strongly agree 38.10% tend to agree 0.70% tend to disagree 0.30%strongly disagree

My school balances focusing on accountability measures (NCLB, STAAR) with non-test related courses or activities (fine arts, languages, P.E. etc.)

21.60% strongly agree 55.90% tend to agree 19.70% tend to disagree 2.80% strongly disagree

Imagine that the Texas Education Agency (TEA) decides that all schools must offer multi-cultural curriculum. To what extent do you agree or disagree that this is a good idea?

10.40% strongly agree 27.00% tend to agree 34.40% neither agree or disagree 17.40% tend to disagree 9.20% strongly disagree 1.60% don't know

When it comes to making day-to-day decisions as a principal, which of the following groups would you say generally influences your choices the most?

70.50% Students

0.60% Parents

16.7-% Teachers

6.30% Staff

0.70% School board

5.20% Superintendent

0.10% Members of the local community

When I have concerns about my school, I generally discuss them with (check all that apply):

60.60% Superintendent

4.50% School board

80.40% Other principals

14.50% PTA/parent groups

45.70% Curriculum specialists
2.30% Other local government agencies
17.40% Education consultants

I discuss the following information with the superintendent (check all that apply):

91.60% Student performance
38.10% School racial/ethnic diversity
56.30% School finances
34.90% Dress code
34.40% Performance of other schools
77.70% Concerns from parents/parent organizations
66.50% Issues from the community in which my school is located
35.90% Classroom policies
19.30% Nutrition program

What is the most important problem facing your school?

Please rate your choices: (1) as most important to (4) as least important.

2.13 Bilingual education
2.82 College preparation
2.92 Compliance with No Child Left Behind
3.52 Student performance on the TAKS
3.24 School finances
1.74 Teacher turnover
1.96 Teacher recruitment
1.78 Vocational Education
1.89 Physical Education
1.91 Nutrition Issues
2.47 Discipline Issues
1.60 Sex Education

School Diversity

There are special programs in place in my school to manage diversity among assistant principals, teachers, and staff.

6.00% strongly agree 33.70% tend to agree 47.10% tend to disagree 13.20% strongly disagree

I have difficulty recruiting and retaining people of color.

6.60% strongly agree 31.40% tend to agree 41.30% tend to disagree 20.60% strongly disagree

Hiring and promoting employees from underrepresented groups is a priority in my school.

7.40% strongly agree 43.20% tend to agree 42.10% tend to disagree 7.30% strongly disagree

My school conducts special training and programs on cultural differences and values.

7.00% strongly agree 39.40% tend to agree 44.80% tend to disagree 8.80% strongly disagree

I highly value ethnic and cultural differences

44.50% strongly agree 51.40% tend to agree 3.70% tend to disagree 0.30 strongly disagree

In my school, employees generally value ethnic and cultural differences.

25.10% strongly agree 67.30% tend to agree 7.20% tend to disagree 0.40% strongly disagree

My school is successful in achieving racial balance or reducing racial isolation among students.

24.40% strongly agree 63.30% tend to agree 11.90% tend to disagree 0.40% strongly disagree

It is the *superintendent's* job to maintain racial balance in the schools.

3.30% strongly agree 20.00% tend to agree 53.10% tend to disagree 23.60% strongly disagree

It is the *school board's* job to maintain racial balance in school.

2.70% strongly agree 18.30% tend to agree 52.10% tend to disagree 27.00% strongly disagree

It is the *federal government's* job to maintain racial balance in schools.

1.60% strongly agree 8.20% tend to agree 50.10% tend to disagree 40.00% strongly disagree

It is *my* job to maintain racial balance in schools.

22.80% strongly agree 48.20% tend to agree 18.70% tend to disagree 10.40% strongly disagree

From my perspective, the racial balance of my school is:

19.20% very important 48.20% important 25.01% somewhat important 7.50% not important

Since I have been principal of my current school, the school has experienced a larger student immigrant population.

12.70% strongly agree 31.70% tend to agree 35.50% tend to disagree 20.10% strongly disagree

Our school has difficulty addressing the needs of immigrant students.

2.80% strongly agree 24.40% tend to agree 51.30% tend to disagree 21.50% strongly disagree

Students with limited English proficiency have decreased my school's TAKS performance.

9.50% strongly agree 31.20% tend to agree 44.80% tend to disagree 14.50% strongly disagree

Our school communicates with parents in their language of origin.

28.80% strongly agree 54.20% tend to agree 14.10% tend to disagree 2.90% strongly disagree

At your school, what are the biggest issues in educating immigrant students? (check all that apply)

26.20% Lack of ESL faculty

43.90% Lack of parental involvement

7.30% Disciplinary problems

61.70% Language barriers

17.10% Inability to learn material

58.30% Being on different academic levels than same-age peers

42.30% Mobility of parents

29.90% Attendance

Indicate how frequently you discuss with your staff the following issues regarding immigrant students.

	Daily	Weekly	Monthly	Yearly	Never
Lack of ESL faculty	0.80%	4.00%	10.20%	34.50%	50.40%

Lack of parental involvement	4.20%	12.30%	37.00%	22.60%	23.90%
Disciplinary problems	7.50%	20.00%	28.60%	18.60%	25.30%
Language barriers	4.30%	19.70%	33.70%	29.10%	13.30%
Inability to learn material	5.60%	21.90%	31.80%	14.90%	25.80%
Being on different academic levels than same-age peers	7.10%	29.20%	36.80%	14.80%	12.10%
Mobility of parents	2.30%	10.60%	26.50%	32.70%	27.90%
Attendance	11.10%	26.20%	30.00%	15.70%	17.10%
Immigrant students standardized test scores	3.20%	14.10%	37.90%	27.80%	17.00%

Curriculum and Instruction

How much control do you have over the curriculum in your school?

21.60% no control 47.20% minor control 23.70% moderate control 7.40% major control

Does your school offer multi-cultural curriculum designed for students of different racial or ethnic backgrounds?

29.30% Yes 70.70% No

Health Education in Schools

Are students required to receive instructions on:

Nutrition and dietary behaviors? 79.80% Yes 20.20% No

Tobacco use prevention? 80.30% Yes 19.70% No

Physical activity and fitness? 97.50% Yes 2.50% No

Pregnancy prevention? 37.00% Yes 63.00% No

STD Prevention 37.90% Yes 62.10% No

HIV/AIDS prevention? 39.20% Yes 60.80% No

Who teaches health education to students at this school? (check all that apply)

38.90% Health education teacher(s) or specialist(s)

74.30% Physical education teacher(s) or specialist(s)

36.70% Other classroom teacher(s)

47.70% School nurse(s)

30.90% School counselor(s)

9.70% Other(s)

Does this school notify parents or guardians before students receive instruction on pregnancy prevention, HIV/AIDS prevention, other STD prevention, or human sexuality?

83.00% Yes 17.00% No

Does this school allow parents or guardians to exclude their children from receiving instruction on pregnancy prevention, HIV/AIDS prevention, other STD prevention, or human sexuality?

89.70% Yes 10.30% No

How frequently does this school meet with a parents' organization, such as the PTA, to discuss school health education?

0.20% weekly 17.00% monthly 33.30% more than once a year 26.10% yearly 23.30% never

How frequently does this school provide families with information on school health education?

0.40% weekly 14.10% monthly 48.70% more than once a year 28.90% yearly 7.90% never

How frequently does this school invite family members to attend health education classes?

0.50% weekly 5.00% monthly 25.10% more than once a year 28.00% yearly 41.40% never

Compared to other schools, my assessment of our performance in managing school nutrition plans is:

5.00% excellent 25.70% above average 57.60% average 9.80% below average 1.80% inadequate

Compared to other schools, my assessment of our performance in managing childhood obesity is:

2.80% excellent 20.60% above average 64.30% average 10.00% below average 2.40% inadequate

Our school implements school BMI measures:

56.00% yes 44.00% no

Parental Knowledge and Attitudes toward Childhood Obesity

Parents are aware of school BMI measurements.

11.90% strongly agree 49.00% tend to agree 32.80% tend to disagree 6.20% strongly disagree

Parents do not at all or only have a little concern about classmates finding out about BMI measurements.

8.20% strongly agree 57.70% tend to agree 28.70% tend to disagree 5.40% strongly disagree

Parents are interested in getting BMI reports from my school.

1.30% strongly agree 25.70% tend to agree 58.70% tend to disagree 14.30% strongly disagree

Parents do not at all or only have a little concern about school beverage machines.

28.70% strongly agree 45.00% tend to agree 17.40% tend to disagree 8.80% strongly disagree

Management of Nutrition Services

Currently, does this school outsource its food management services?

24.60% yes 75.40% no

How many outside food services companies does this school use?

1.12 mean 0.62 standard deviation

Special Programs/Services

Does your school have special programs or initiatives to assist at-risk youth (those students who are not experiencing success in school and could be potential dropouts in the future) in their academic work?

94.10% Yes 5.90% No

Does your school offer or allow any of the following programs or services?

	Yes	No
Before-school or after-school tutoring programs	92.40%	7.60%
Summer programs /activities for students who need academic assistance	84.50%	15.50%
Extracurricular programs that promote math and/or science	70.70%	29.30%
A staff member assigned to work on parent involvement	52.30%	47.70%
A service that allows parents to retrieve homework assignments (e.g. website or an automated voice response system)	67.20%	32.80%
Workshops or courses for parents or guardians	61.00%	39.00%
Services to support parent participation, such as providing child care or transportation	44.50%	55.50%
A parent drop-in center or lounge	20.70%	79.30%

Does your school allow outside volunteers to tutor students?

80.60% Yes 19.40% No

What types of groups/individuals tend to offer tutoring at your school? (check all that apply)

- 34.30% community groups
- 26.50% churches
- 92.90% individual volunteers (i.e. parents, college students)
- 8.70% sports organizations

Time Allocation

Indicate how frequently you interact with individuals in the following groups by placing a checkmark in the appropriate column:

	1 (never)	2	3	4	5 (very frequently)
School board members	6.90%	28.90	36.30	19.60	8.30
Superintendent	1.00	8.70	23.40	27.80	39.10
Central office staff	0.40	2.90	17.90	34.50	44.40
Teachers' associations	44.80	37.80	13.70	2.60	1.00
Principals' associations	16.10	42.40	28.20	9.70	3.60
Parent groups, e.g. PTA	9.00	12.40	32.30	28.20	17.60
Local business leaders	13.90	36.00	33.60	12.50	4.10
Other principals	0.40	5.10	19.20	31.00	44.40
Federal education officials	72.10	20.90	5.70	1.10	0.30
State legislators	65.20	27.90	6.30	0.40	0.30
Texas Education Agency	37.60	42.70	15.50	3.30	1.00
City/County Government	35.50	39.50	19.60	3.90	1.40
Local Police/ Fire Depts.	9.30	35.30	34.60	14.80	6.00
Non-profit organizations	24.60	40.10	25.40	7.00	2.90
Health-related organizations	29.20	45.80	20.70	4.30	1.00
Student organizations	19.20	19.40	26.00	20.30	15.00
Athletic booster clubs	44.30	21.20	20.80	10.10	3.70

Indicate how frequently you interact with individuals in the following groups by placing a checkmark in the appropriate column:

	Never	Yearly	Monthly	Weekly	Daily
School board members	6.70%	22.40	59.70	10.10	1.10

Superintendent	0.90	3.00	38.90	35.60	21.60
Central office staff	0.40	1.00	21.50	47.50	29.70
Teachers' associations	45.00	46.50	7.00	1.10	0.50
Principals' associations	16.00	54.20	25.60	3.10	1.10
Parent groups, e.g. PTA	11.00	11.50	54.50	18.10	5.00
Local business leaders	14.60	40.10	33.70	9.90	1.60
Other principals	0.20	4.70	28.60	45.30	21.10
Federal education officials	73.90	20.30	4.60	0.50	0.80
State legislators	68.90	27.00	3.60	0.20	0.20
Texas Education Agency	38.40	43.60	14.40	3.50	0.10
City/County Government	37.80	39.90	18.10	3.50	0.80
Local Police/ Fire Depts.	9.00	37.70	35.90	12.80	4.60
Non-profit organizations	25.80	43.60	24.10	5.00	1.50
Health-related organizations	28.40	50.80	17.30	3.10	0.40
Student organizations	20.30	17.80	29.80	21.70	10.40
Athletic booster clubs	45.40	21.60	24.70	6.50	1.80

Working with the following people/organizations contributes to improving my school:

	Strongly Agree	Tend to Agree	Tend to Disagree	Strongly Disagree
School board members	36.60	48.60	10.90	3.90
Superintendent	63.60	31.30	3.70	1.50
Central office staff	60.10	35.90	2.60	1.50
Teachers' associations	6.10	41.50	37.30	15.10
Principals' associations	15.60	59.50	17.70	7.20
Parent groups, e.g. PTA	34.30	51.70	10.30	3.70
Local business leaders	14.90	60.70	20.10	4.20
Other principals	55.20	38.90	4.40	1.50
Federal education officials	5.20	30.50	40.80	23.50
State legislators	5.40	32.80	37.90	23.90
Texas Education Agency	10.40	46.10	28.80	14.70
City/County Government	6.90	48.20	31.40	13.40
Local Police/ Fire Depts.	14.50	61.70	16.50	7.40
Non-profit organizations	10.60	51.80	27.30	10.40
Health-related organizations	8.00	54.90	26.60	10.40
Student organizations	28.00	49.60	15.20	7.20
Athletic booster clubs	11.50	41.50	27.50	19.50

The Environment

My school's environment – the political, social, and economic factors – is relatively stable.

24.30% strongly agree 62.80% tend to agree 11.30% tend to disagree 1.60% strongly disagree

I would characterize my school's environment as relatively complex.

10.10% strongly agree 43.60% tend to agree 42.10% tend to disagree 4.20% strongly disagree

There is a great deal of uncertainty in the environment in which my school operates.

4.20% strongly agree 17.60% tend to agree 57.90% tend to disagree 20.30% strongly disagree

My school relies upon partnerships with others in order to accomplish policy goals.

8.40% strongly agree 45.40% tend to agree 39.10% tend to disagree 7.10% strongly disagree

Social Capital

In general, people in the communities served by my school:

Exhibit a very high level of social trust towards others.

13.930 strongly agree 60.30% tend to agree 22.30% tend to disagree 3.50% strongly disagree

Make charitable contributions, give blood, do volunteer work, etc.

15.00% strongly agree 52.30% tend to agree 27.30% tend to disagree 5.40% strongly disagree

Are very active in civic and community affairs.

14.50% strongly agree 42.20% tend to agree 36.40% tend to disagree 6.80% strongly disagree

Participate in a wide range of community organizations (e.g. film societies, sports clubs, etc).

12.50% strongly agree 42.40% tend to agree 36.40% tend to disagree 8.70% strongly disagree

Attend PTA meetings/school functions.

11.20% strongly agree 45.10% tend to agree 34.00% tend to disagree 9.60% strongly disagree

General Attitudes About Justice in the World

I think basically the world is a just place

4.60% strongly agree 37.90% agree 23.60% slightly agree 12.40% slightly disagree 12.70% disagree 8.80% strongly disagree

I believe, by and large, people get what they deserve

2.40% strongly agree 26.20% agree 33.70% slightly agree 18.40% slightly disagree 13.90% disagree 5.50% strongly disagree

I am confident that justice always prevails over justice

6.30% strongly agree 33.90% agree 28.00% slightly agree 19.20% slightly disagree 10.00% disagree 2.50% strongly disagree

I am convinced that in the long run, people will be compensated for injustices.

6.70% strongly agree 32.80% agree 32.70% slightly agree 16.00% slightly disagree 9.60% disagree 2.10% strongly disagree

I firmly believe that injustices in all areas of life (e.g. professional, family, politics) are the exception rather than the rule.

4.90% strongly agree 34.90% agree 31.00% slightly agree 20.20% slightly disagree 7.40% disagree 1.60% strongly disagree

I think people try to be fair when making important decisions.

11.00% strongly agree 60.50% agree 22.20% slightly agree 4.70% slightly disagree 1.10% disagree 0.50% strongly disagree

Management Experience and Background

Gender: 41.50% Male 58.50% Female

Race:

White 79.90%

Latino 14.00%

Asian 0.00%

Black 5.50%

Native American 0.60%

Before you became a principal, how many years of elementary or secondary teaching experience did you have?

12.08 Mean 6.09 Standard Deviation

In addition to serving as principal, are you currently teaching in this school?

4.50% Yes 95.50% No

Before you became a principal, did you have any management experience outside of the field of education?

36.90% Yes 63.10% No

Before you became a principal, did you participate in any district or school training or development program for aspiring school principals?

60.20% Yes 39.80% No

In the past 12 months, have you participated in any professional development activities related to your role as a principal?

97.40% Yes 2.60% No

How many assistant or vice-principals do you have to assist you at your school?

1.12 Mean 1.26 Standard Deviation