

2014 Superintendent Management Survey

Response rate: 43.70%

I. Career Information

Highest Degree Received _____ Year _____ School Attended _____

How long have you been employed by this district? 9.69 years

How long have you been the superintendent in this district? 5.02 years

How long have you been the superintendent in any district? 8.15 years

What do you consider the most important problem facing your district? _____

II. District Resources

How would you rate the following in your district?

	Excellent	Above Average	Below Average	Inadequate
Quality of teachers ¹	27.62%	65.26%	5.35%	4.5%
Parental involvement ²	14.80%	47.09%	34.30%	3.14%
Professional development ³	24.94%	63.03%	11.58%	0%
Community support ⁴	29.46	53.79%	14.96%	1.34%
Principals' management skills ⁵	25.61	64.81%	8.91%	0%
School board support ⁶	56.70	34.60%	7.14%	.89%

III. Leadership/Management Practices

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

32.96% strongly agree 58.30% tend to agree 8.30% tend to disagree .45% strongly disagree

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

58.88% strongly agree 38.88% tend to agree 2.02% tend to disagree .22% strongly disagree

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

34.91% strongly agree 58.33% tend to agree 6.31% tend to disagree .45% strongly disagree

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

36.24% strongly agree 47.20% tend to agree 14.77% tend to disagree 1.79% strongly disagree

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

28.57% strongly agree 55.58% tend to agree 14.96% tend to disagree .89% strongly disagree

I am quite likely to recommend a subordinate for a superintendent position in another district.

40.13% strongly agree 44.62% tend to agree 12.56% tend to disagree 2.69% strongly disagree

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

16.52% strongly agree 46.43% tend to agree 35.04% tend to disagree 2.01% strongly disagree

Our district concentrates on making use of what we already know how to do.⁷

¹ 2 respondents indicated their district was between Excellent and Above Average, 4 respondents indicated that their district was between Above Average and Below Average

² 2 respondents indicated that their district was between Above Average and Below Average, 1 respondents indicated that their district was between Below Average and Inadequate

³ 2 respondents indicated that their district was between Above Average and Below Average

⁴ 2 respondents indicated that their district was between Above Average and Below Average

⁵ 3 respondents indicated that their district was between Above Average and Below Average

⁶ 1 respondents indicated their district was between Excellent and Above Average, 2 respondents indicated that their district was between Above Average and Below Average

⁷ 1 respondent indicated that they were between Strongly Agree and Agree.

24.66% strongly agree 60.99% tend to agree 13.23% tend to disagree .90% strongly disagree

IV. International Motivation Questions

Meaningful public service is very important to me.

59.98% strongly agree 38.89% tend to agree 1.33% tend to disagree 0% strongly disagree

I am often reminded by daily events about how dependent we are on one another.

55.56% strongly agree 41.33% tend to agree 3.11% tend to disagree 0% strongly disagree

Making a difference in society means more to me than personal achievements.

64.06% strongly agree 34.60% tend to agree 1.34% tend to disagree 0% strongly disagree

I am prepared to make enormous sacrifices for the good of society.

34.08% strongly agree 55.01% tend to agree 10.47% tend to disagree .45% strongly disagree

I am not afraid to go to bat for the rights of others even if it means I will be ridiculed.

58.67% strongly agree 38.67% tend to agree 1.56% tend to disagree 1.11% strongly disagree

V. Employee Participation

To what extent on a scale from 1 (none) to 5 (very much) do you actively involve your employees in:

	(None)	1	2	3	4	5 (Very Much)
Formulating goals for your district		.22%	2.44%	14%	44.67%	38.67%
Initiating change processes in your district		.22%	2%	10.44%	47.56%	39.78%
Coordinating different functions in your district		.22%	2%	18%	42%	37.78%
Communication of decisions and plans regarding the operation and development of your district		0%	1.11%	16.22%	48.89%	33.78%
Management and allocation of resources in your district		0%	.89%	18%	50.89%	30%
Planning and arranging activities regarding employees' skills/development ⁸		.22%	2.24%	18.79%	55.26%	23.49%
Motivating colleagues for their inclusion in management		.22%	2.24%	18.79%	55.26%	23.49%
Formulating strategies for the development of HR policy		1.56%	9.11%	37.56%	38.89%	12.89%

VI. Accountability

Federal (NCLB) or State (TEA) accountability measures influence my decisions in the following areas:

	No Influence	Minor Influence	Moderate Influence	High Influence
Extra Curricular Activities	23.56%	38.44%	28.67%	9.33%
Setting Performance Standards	2.68%	7.38%	31.77%	58.17%
Curriculum Design ⁹	.89%	8%	35.33%	55.56%
Preparation for State Testing	1.78%	6.67%	26.89%	64.44%
Evaluating Teachers	4.22%	22.67%	50.44%	22.67%
Classroom Policies ¹⁰	7.56%	31.33%	46.89%	13.78%
Budget/Financial Decisions	2.44%	13.56%	45.11%	38.89%
College Preparation	6.50%	18.61%	50.67%	24.22%
Hiring Principals	8.76%	22.92%	40.67%	27.64%

VII. The Environment

⁸ 1 respondent indicated that they were between a 4 and 5.

⁹ 1 respondent indicated that federal and state influence was between Minor and Moderate Influence

¹⁰ 1 respondent indicated that federal and state influence was between No Influence and Minor Influence, 1 respondent indicated that federal and state influence was between Minor and Moderate Influence.

How would you describe the stability of your district's overall environment, including the political, social, and economic factors on a scale from 0 (very unstable) to 10 (very stable)?

Mean: 7.46 Standard Deviation: 1.97
Neutral

How would you describe the complexity of your district's overall environment on a scale from 0 (No complexity) to 10 (high complexity)?

Mean: 6.71 Standard Deviation: 1.93

How would you describe the degree of uncertainty in which your district operates on a scale from 0 (very uncertain) to 10 (very certain)?

Mean: 6.56 Standard Deviation: 2.36

VIII. Human Resources Management

Even if a school teacher is a poor performer, formal rules make it hard to remove him or her from the district.

18.04% strongly agree 40.76% tend to agree 27.62% tend to disagree 13.59% strongly disagree

The rules governing promotion make it hard for a good teacher to move up faster than a poor one.

5.86% strongly agree 17.34% tend to agree 46.86% tend to disagree 29.95% strongly disagree

Due to rules, pay raises for teachers are based more on seniority than performance.

33.18% strongly agree 41.43% tend to agree 15.59% tend to disagree 9.80% strongly disagree

The formal pay structures and rules make it hard to reward a good administrator with higher pay here.

14.73% strongly agree 44.87% tend to agree 30.13% tend to disagree 10.27% strongly disagree

The personnel rules and procedures that govern education in Texas make it easier for me to reward employees for good performance.

3.36% strongly agree 14.13% tend to agree 60.09% tend to disagree 22.42% strongly disagree

If a teaching vacancy occurred in the middle of the school year and you had the funds to hire, how many working days would it take to hire a permanent replacement? Mean: 18.69 Days Minimum Days: 1 Day

Standard Deviation: 15.48 Days Maximum Days: 120 Days

IX. District Performance

Compared to similar districts, my assessment of our STAAR performance is:

9.44% Excellent 40.90% Above Average 35.06% Average 12.13% Below Average 2.47% Inadequate

Compared to similar districts, my assessment of our college bound performance is:

11.31% Excellent 37.56% Above Average 35.75% Average 13.80% Below Average 1.58% Inadequate

Compared to similar districts, my assessment of the overall quality of education in my district is:¹¹

18.43% Excellent 49.66% Above Average 27.64% Average 3.37% Below Average .67% Inadequate

Compared to similar districts, my assessment of our performance in managing teacher wellbeing is:¹²

12.36% Excellent 54.16% Above Average 28.09% Average 4.72% Below Average .45% Inadequate

Compared to similar districts, my assessment of our performance in managing student wellbeing is:¹³

23.20% Excellent 56.53% Above Average 17.79% Average 2.03% Below Average .23% Inadequate

X. Community Social Capital

In general, citizens and other people in the communities served by my school district:

Exhibit a very high level of social trust towards others.

14.29% strongly agree 60.71% tend to agree 20.76% tend to disagree 4.24% strongly disagree

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

23.44% strongly agree 56.03% tend to agree 18.53% tend to disagree 2.01% strongly disagree

Are very active in civic and community affairs.

¹¹ 1 respondent indicated that their district's overall quality was between Excellent and Above Average.

¹² 1 respondent indicated that their district's overall management of teacher wellbeing was between Excellent and Above Average

¹³ 1 respondent indicated that their district's overall management of student wellbeing was between Excellent and Above Average

17.19% strongly agree 49.11% tend to agree 29.69% tend to disagree 4.02% strongly disagree

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

14.73% strongly agree 46.43% tend to agree 31.70% tend to disagree 7.14% strongly disagree

XI. Parental Involvement

How involved are parents currently in the decision making in your district on a scale of 0 (no involvement) to 10 (highly involved)?

Mean: 5.57 Standard Deviation: 2.09

Ideally, how involved do you think parents should be in the decision making in a school district on a scale of 0 (no involvement) to 10 (highly involved)?

Mean: 7.32 Standard Deviation: 1.74

Parental input influences my decisions in the following areas:

	No Influence	Minor Influence	Moderate Influence	High Influence
Extra Curricular Activities	6.71%	36.02%	46.31%	10.96%
Setting Performance Standards	11.16%	41.96%	37.72%	9.15%
Curriculum Design	16.48%	51%	29.18%	3.34%
Preparation for State Testing	19.64%	50.89%	26.12%	3.35%
Classroom Policies	10.96%	45.64%	38.03%	5.37%
Budget/Financial Decisions	14.57%	47.09%	34.30%	4.04%
College Preparation	7.64%	38.88%	43.60%	9.89%
Hiring Principals ¹⁴	24.04%	46.97%	24.04%	4.04%
Evaluating Teachers ¹⁵	37.19%	45.88%	14.03%	2.45%

XII. Network Management -- Time Allocation

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

	Daily	More than once a week	Weekly	Monthly	Yearly	Never
School board members	15.21%	38.70%	36.24%	9.40%	.45%	0%
Teachers' associations	.23%	.68%	1.59%	23.86%	39.77%	33.86%
Parent groups, e.g. PTA	.45%	2.04%	7.71%	56.46%	26.30%	7.03%
Local business leaders ¹⁶	3.36%	10.54%	35.20%	35.43%	11.43%	3.36%
Other superintendents	4.49%	21.80%	31.91%	38.65%	2.92%	.22%
Federal education officials	.45%	.45%	.67%	10.79%	35.28%	52.36%
State legislators ¹⁷	.22%	1.34%	1.57%	28.64%	59.73%	8.05%
Texas Education Agency	.45%	2.69%	14.35%	51.57%	28.25%	2.69%
City/County Government	1.35%	6.32%	24.38%	45.82%	18.28%	3.84%
Local Police/ Fire Depts. ¹⁸	2.01%	5.59%	24.38%	43.18%	22.15%	2.46%
Non-profit organizations ¹⁹	.90%	4.26%	14.35%	39.24%	28.48%	12.56%
Health-related organizations ²⁰	.45%	1.80%	7.42%	32.81%	47.19%	10.11%
Principals ²¹	72.01%	18.74%	6.55%	2.48	0%	0%

If red tape is defined as “burdensome administrative rules and procedures that have negative effects on school

¹⁴ 2 respondents indicated that parental influence is between No Influence and Minor Influence
¹⁵ 1 respondents indicated that parental influence is between No Influence and Minor Influence, 1 respondent indicated that parental influence is between Minor and Moderate Influence
¹⁶ 1 respondent indicated that they network between More than once a week and Weekly, 1 respondent indicated that they network between Weekly and Monthly, 1 respondent indicated that they network between Monthly and Yearly.
¹⁷ 1 respondent indicated that they network between Yearly and Never.
¹⁸ 1 respondent indicated that they network between Monthly and Weekly.
¹⁹ 1 respondent indicated that they network between Never and Yearly.
²⁰ 1 respondent indicated that they network between Yearly and Monthly.
²¹ 1 respondent indicated that they network between Daily and Weekly.

performance” how would you assess the level of red tape in your organization on a scale of 1 to 10 with 1 indicating “Almost no red tape” and 10 indicating a “great deal of red tape”?

Mean: 5.46 Standard Deviation: 2.43

Which administrative rules and procedures are the most burdensome?

If you were asked to predict your districts overall pass rate for all students on the STAAR in 2014-2015 (from the accountability subset) what percentage would you pick? Mean: 75.51% Standard Deviation: 15.59%

I am content with my current job and plan to keep it as long as possible.

45.82% strongly agree 42.21% tend to agree 10.16% tend to disagree 1.81% strongly disagree

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

10.56% strongly agree 25.84% tend to agree 39.55% tend to disagree 24.04% strongly disagree

I am actively looking for or considering a new superintendent job at another district.

4.04% strongly agree 7.40% tend to agree 32.74% tend to disagree 55.83% strongly disagree

I plan to seek a job in education administration at the state level in the future.

1.81% strongly agree 10.63% tend to agree 29.41% tend to disagree 58.14% strongly disagree

I plan to retire from full-time work 7.88 years from now. Standard Deviation: 6.11

Please return to: Superintendents’ Survey, Texas Educational Excellence Project, 4348 TAMU, Texas A&M University, College Station, TX 77843-4348. Results of the survey will be posted at <http://perg.tamu.edu>