



2014 Texas Middle Management Survey

Texas A&M University

The 2014 Texas Middle Management Survey was administered in six waves between February 2014 and June 2014. The survey was administered to about 8,000 principals out of these emails about 425 were invalid. The survey yielded an 11% response rate. In addition to the survey, approximately 300 principals ,29%, were notified early of the upcoming survey. From this group, 11% responded to the survey.

Miscellaneous Survey Variables

campusname	Name of School Campus
campusid	Texas Campus ID number
degreemajor	Field of concentration (Major)
degree	Highest Degree Received
	BA/BS 1.15%
	Ed.S 5.90%
	JD 0.26%
	MA/MS 85.13%
	PhD 7.56%
degyear ¹	Year (open-ended)
	Mean Year Degree Awarded: 2000
	Standard Deviation: 9 Years
	Min Year: 1972 Max Year: 2015
degSCH	School Attended (open-ended)

General Information (openended)²

emplsch	How many years have you been employed by this school?
	Mean: 8.85 years
	Standard Deviation: 8.42 years
	Min: 0 years
	Max: 47 years
prinany	How many years have you been a principal in any school?
	Mean: 8.56 years
	Standard Deviation: 6.72 years
	Min: 0 years
	Max: 38 years
pritime	How many times have you been a principal in any school?
	Mean: 1.98 times
	Standard Deviation: 1.95 times
	Min: 0 times
	Max: 32 times
satisfied	How satisfied are you with your current job on a scale from 0 (least satisfied) to 10 (most satisfied)?
	Mean: 7.66

¹ In cases where multiple degree years were given the oldest degree year was kept if it was the highest degree, i.e. two Masters or one Master and two certification years.

² Information provided about being an assistant principal/superintendent was ignored. Non-numeric responses which were indistinguishable as a response, i.e. "w", was coded as missing. We used basic math/logic to infer responses when it was answered indirectly, i.e. this is my only time as principal or 1 year and 5 months, we coded accordingly. If responses did not match the question being asked, i.e. 16 years for printime, responses were coded as missing.

Standard Deviation: 2.05

Bullying
Bullying

bullypolicy	Our school significantly revised its policy on bullying for the 2013-2014 academic year Strongly disagree=3.53% Disagree=34.38% Agree=49.02% Strongly agree=13.07%
bpolicydevelop	I was directly involved in developing our school's policy on bullying Strongly disagree= 4.33% Disagree= 26.90% Agree= 50.26% Strongly agree= 18.50%
bpolicyteacher	Teachers in our school were directly involved in developing our school's policy on bullying Strongly disagree= 4.37% Disagree= 38.76% Agree= 46.43% Strongly agree= 10.45%
bullyserious	This year (2013-2014) our school is taking instances of bullying more seriously, compared with the recent past. Strongly disagree= 2.77% Disagree= 22.79% Agree= 54.81% Strongly agree= 19.63%
bullyformal	Our district's formal policy on bullying makes it more difficult to handle instances of bullying effectively. Strongly disagree= 18.60% Disagree= 67.15% Agree= 11.87% Strongly agree= 2.37%

Career Aspirations

Strongly Agree=

	<p>Tend to Agree= Tend to disagree= Strongly Disagree=</p>
keepjob	<p>I am content with the job I currently have and plan to keep it as long as possible.</p> <p>Strongly Agree= 29.71% Tend to Agree= 47.88% Tend to disagree= 17.90% Strongly Disagree= 4.51%</p>
jobcompadequate	<p>I believe I receive adequate compensation in my current job.</p> <p>Strongly Agree= 13.13% Tend to Agree=48.81% Tend to disagree= 29.84% Strongly Disagree=8.22%</p>
betterjob	<p>If I were offered a principal job at another school with more and better resources, I would take it.</p> <p>Strongly Agree=12.73% Tend to Agree=32.49% Tend to disagree= 42.04% Strongly Disagree= 12.73%</p>
seekjob	<p>I am actively looking for a new principal job at a school with more and better resources.</p> <p>Strongly Agree= 4.39% Tend to Agree=11.19% Tend to disagree= 50.87% Strongly Disagree=33.56%</p>
admindst	<p>One day, I plan to get a job in education administration at the district level.</p> <p>Strongly Agree= 22.16% Tend to Agree= 35.51% Tend to disagree= 29.37% Strongly Disagree= 12.95%</p>
adminsta	<p>One day, I plan to get a job in education administration at the state level.</p> <p>Strongly Agree= 2.79% Tend to Agree= 16.45% Tend to disagree= 52.65% Strongly Disagree=28.12%</p>

adminsUPER One day, I plan to become superintendent.

Strongly Agree= 15.18%
Tend to Agree= 19.57%
Tend to disagree= 37.15%
Strongly Disagree= 28.10%

Experimental questions

nostrategy Imagine that you are hired for apposition as school principal in another school district. Your new school has no strategy for innovation (e.g. development of new teaching methods, new curricula or cooperation with local businesses).

Someschools Imagine that you are hired for a position as school principal in another school district. Your new school has no strategy for innovation (e.g. development of new teaching methods, new curricula or cooperation with local businesses). Some schools have found that such a strategy helps increase the number of students who attend college after graduating.

manyschools Imagine that you are hired for a position as school principal in another school district. Your new school has no strategy for innovation (e.g. development of new teaching methods, new curricula or cooperation with local businesses). Many schools have developed such a strategy.

Sbnostrategy Imagine that you are hired for apposition as school principal in another school district. The school board shows concern for the development of the schools in the district and have clearly expressed that they want to see more change. Your new school has no strategy for innovation (e.g. development of new teaching methods, new curricula or cooperation with local businesses).

Sbsomescho Imagine that you are hired for apposition as school principal in another school district. The school board shows concern for the development of the schools in the district and have clearly expressed that they want to see more change. Your new school has no strategy for innovation (e.g. development of new teaching methods, new curricula or cooperation with local businesses). Some school shave found the such a strategy helps increase the number of students who attended college after graduating.

Sbmanyscho Imagine that you are hired for apposition as school principal in another school district. The school board shows concern for the development of the schools in the district and have clearly expressed that they want to see more change. Your new school has no strategy for innovation (e.g. development of new teaching methods, new curricula or cooperation with local businesses). Many schools have developed such a strategy

newstrategy My new school should have such a strategy

Strongly Disagree= 47.26%
Disagree= 42.30%
Neither Agree/Disagree= 9.64%
Agree= 0.67%
Strongly Agree= 0.13%

devotewstrategy	I will devote some portion of time and resources to developing and implementing such a strategy
	Strongly Disagree= 0.27% Disagree= 0.54% Neither Agree/Disagree= 5.92% Agree= 47.91% Strongly Agree= 45.36%
sbstrategy	It would be tactically wise in relation to the school board to develop such a strategy.
	Strongly Disagree= 0.13% Disagree= 1.21% Neither Agree/Disagree= 12.80% Agree= 48.92% Strongly Agree= 36.93%

School Performance³

perfstaar	Estimate the percentage of students who will pass the STAAR exams in your school this year.
	Mean: 73.71% Standard Deviation: 18.29% Min: 0% Max: 100%

perftaks	Compared to other schools, my assessment of our STAAR performance is
	Excellent = 8.26% Above Average= 34.02% Average = 42.98% Below Average = 13.09% Inadequate = 1.65%

perfcoll	Compared to other schools, my assessment of our college bound performance is
	Excellent =8.26%

³ If respondent answered with a range, i.e. 80-90%, an average was taken and recorded as 85%. If respondent answered with about or less than 10%, 10% was recorded as their answer. If the respondent indicated "none PK campus" it was coded as zero. Math was used to code when indirect responses were given, i.e. 5 hours a day, 50 minutes, 5 hours per week. If respondent did not answer in any way that we could mathematically code it was marked as missing, i.e. depends on the time of year, not enough, too much, or too little. "NA" was counted as missing

	<p>Above Average=30.72% Average =42.70% Below Average = 16.39% Inadequate = 1.93%</p>
perfoverqual	<p>Compared to other schools, my assessment of the overall quality of education in my school is</p> <p>Excellent = 14.56% Above Average= 50.20% Average = 31.56% Below Average = 3.27% Inadequate = 0.41%</p>
perfswellbeing	<p>Compared to other schools, my assessment of the well-being of the students in my school is</p> <p>Excellent = 26.49% Above Average= 47.96% Average = 20.79% Below Average = 4.48% Inadequate =0.27%</p>
perftwellbeing	<p>Compared to other schools, my assessment of the well-being of teachers in my school is</p> <p>Excellent = 21.90% Above Average= 51.43% Average = 23.81% Below Average = 2.72% Inadequate = 0.14%</p>
perfparsat	<p>Compared to other schools, my assessment of parent satisfaction with my school is</p> <p>Excellent =12.40% Above Average= 52.32% Average = 32.43% Below Average = 2.86% Inadequate = 0.00%</p>
perfstuprep	<p>Compared to other schools, my assessment of student preparation for subsequent future education in my school is</p> <p>Excellent = 13.41%</p>

Above Average= 43.64%
Average = 36.66%
Below Average = 5.61%
Inadequate = 0.68%

perftturn Compared to other schools, my assessment of teacher turnover at my school is

Excellent = 0.00%
Above Average=2.04%
Average =9.54%
Below Average = 31.88%
Inadequate = 56.54%

perfindicators Has the school district/superintendent set separate indicators that measure your school's attainment of the school district goals regarding the academic performance of your school?

Yes=77.12%
No=22.88%

perfformal Has the school district/superintendent done a formal assessment of whether your school attains the set district goals regarding the academic performance of your school?

Yes= 67.72%
No= 32.28%

School Resources

How would you rate the following in your school?

rateqt Quality of Teachers
Excellent=27.89%
Above Average= 46.53%
Average= 21.63%
Below Average= 3.54%
Inadequate= 0.41%

ratepar Parental Involvement
Excellent= 10.08%
Above Average= 22.21%
Average= 37.19%
Below Average= 25.48%
Inadequate= 5.04%

rateavailtech Availability of technology

	<p>Excellent= 18.64%</p> <p>Above Average= 37.01%</p> <p>Average= 28.57%</p> <p>Below Average= 12.65%</p> <p>Inadequate= 3.13%</p>
rateprofdev	<p>Professional Development</p> <p>Excellent= 15.78%</p> <p>Above Average= 40.95%</p> <p>Average= 35.92%</p> <p>Below Average= 6.67%</p> <p>Inadequate= 0.68%</p>
ratementorprin	<p>Mentoring of Principals</p> <p>Excellent= 6.56%</p> <p>Above Average= 22.40%</p> <p>Average= 43.72%</p> <p>Below Average= 19.95%</p> <p>Inadequate= 7.38%</p>
ratecs	<p>Community Support</p> <p>Excellent= 12.94%</p> <p>Above Average= 32.02%</p> <p>Average= 40.05%</p> <p>Below Average= 13.49%</p> <p>Inadequate= 1.50%</p>
ratessup	<p>Superintendent support</p> <p>Excellent= 33.97%</p> <p>Above Average= 30.29%</p> <p>Average= 23.33%</p> <p>Below Average= 8.05%</p> <p>Inadequate= 4.37%</p>
ratesbsup	<p>School Board support</p> <p>Excellent=30.10%</p> <p>Above Average= 31.87%</p> <p>Average= 27.22%</p> <p>Below Average= 8.07%</p> <p>Inadequate= 2.74%</p>

How do you prioritize the following goals? Please rank the goals on a scale from 1 to 7. Please rank order your choices from (1) most important to (9) least important.⁴

rankgened	General education 1=20.29% 2=18.86% 3=24% 4=19.43% 5=7.71% 6= 3.57% 7= 3.71% 8= 1.00% 9= 1.43%
rankcolprep	College Preparation 1= 3.29% 2= 4.57% 3= 7.71% 4= 11.00% 5= 16.43% 6= 20.43% 7= 17.29% 8= 12.43% 9= 6.86%
ranktmorale	Teacher well-being/morale 1=2.00% 2=10.86% 3= 24.29% 4= 29.43% 5= 17.14% 6= 9.14% 7= 4.29% 8= 1.57% 9= 1.29%
rankswellbeing	Student well-being 1= 24.14% 2= 40.14% 3= 20.29% 4= 9.57% 5=2.86% 6=0.86% 7=1.14% 8= 0.71%

⁴ Answers that were sequentially marked, i.e. rankgened=1, rankcol=2...ranklowdrop=6, rankminbud=7, was coded a missing due to an error in the survey program.

	9= 0.29%
rankschoolsafety	School Safety 1= 47.43% 2= 20.57% 3= 15.00% 4= 6.86% 5= 4.00% 6= 3.57% 7= 1.43% 8= 0.57% 9= 0.57%
ranklowdrop	Low drop-out rates 1= 0.71% 2= 1.71% 3= 1.71% 4= 6.29% 5= 9.29% 6= 11.71% 7= 19.43% 8= 26.86% 9= 22.29%
rankminbud	Minimum budget deficits 1= 0.57% 2= 0.86% 3= 1.29% 4= 2.57% 5= 4.57% 6=13.57% 7= 17.29% 8= 25.14% 9= 34.14%
rankparinvolve	Parental Involvement 1= 0.86% 2= 1.71% 3= 4.14% 4= 13.14% 5= 32.86% 6= 23.71% 7=13.29% 8=7.43% 9=2.86%
rankdiversity	Racial/Ethnic diversity 1= 0.71%

2= 0.71%
 3= 1.57%
 4= 1.71%
 5= 5.14%
 6=13.43%
 7= 22.14%
 8=24.29%
 9= 30.29%

The Environment

envrstable	How would you describe the stability of your school’s overall environment, including the political, social, and economic factors stable on a scale from 0 (Very Unstable) to 10 (Very Stable). Mean: 7.17 Standard Deviation: 2.05
envrpolitical	How would you describe the political climate in your community as it relates to K-12 education on a scale from 0 (very hostile) to 10 (very stable)? Mean: 6.79 Standard Deviation: 2.05
envrcompl	How would you describe the complexity of your school’s overall environment on a scale from 0 (little complexity) to 10 (high complexity)? Mean: 6.42 Standard Deviation: 2.35
envruncert	How would you describe the degree of uncertainty in which your school operates on a scale from 0 (very uncertain) to 10 (very certain)? Mean: 6.44 Standard Deviation: 2.35
chartercomp	I believe that charter schools are competitors of public schools. Strongly Disagree = 7.17% Disagree = 15.47% Neither Agree/Disagree= 28.83% Agree=29.54% Strongly Agree= 18.99%

Social Capital

sctrust	In general, people in the communities served by my school exhibit a very higher level of social trust towards other. Strongly Disagree =1.85% Disagree = 26.17% Agree= 60.74% Strongly Agree= 11.24%
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sccharity	In general, people in the communities served by my school make charitable contributions, give blood, do volunteer work, etc Strongly Disagree = 5.25% Disagree = 29.08% Agree= 52.20% Strongly Agree=13.48%
scivic	In general, people in the communities served by my school are very active in civic and community affairs Strongly Disagree = 6.28% Disagree = 34.81% Agree= 47.93% Strongly Agree= 10.98%
scorgs	In general, people in the communities served by my school participate in a wide range of community organizations (e.g film societies, sports clubs, etc.) Strongly Disagree = 7.56% Disagree = 36.80% Agree= 45.36% Strongly Agree= 10.27%
scpta	In general, people in the communities served by my school attend PTA meetings/school functions. Strongly Disagree = 10.04% Disagree = 32.96% Agree= 49.22% Strongly Agree= 7.78%

Teachers

teachownhire	The district allows me to make my own decisions about hiring teachers and assistant principals. Strongly Disagree = 2.28% Disagree = 9.83% Agree= 44.44% Strongly Agree=43.45%
disciplinet	The district allows me to make my own decision about disciplining and rewarding my teachers. Strongly Disagree = 2.29% Disagree = 12.71% Agree= 56.14% Strongly Agree= 28.86%
treplace	As a principal, I replace teachers if they do not perform satisfactorily over a period of time.

mgmtimprov	<p>In our approach to improving student performance, my school focuses on only a couple of key educational areas.</p> <p>Strongly Agree= 9.74%</p> <p>Tend to Agree=55.67%</p> <p>Tend to disagree= 31.98%</p> <p>Strongly Disagree= 2.62%</p>
mgmtconfl	<p>There is a lot of conflict over educational issues in our community.</p> <p>Strongly Agree= 2.16%</p> <p>Tend to Agree= 16.88%</p> <p>Tend to disagree= 71.57%</p> <p>Strongly Disagree=9.38%</p>
mgmtdemand	<p>The major sources for improving student performance are demands from the school board, superintendent, Texas Education Agency, or other actors in the environment.</p> <p>Strongly Agree= 10.12%</p> <p>Tend to Agree= 45.81%</p> <p>Tend to disagree= 38.15%</p> <p>Strongly Disagree= 5.92%</p>
mgmtwork	<p>With the people I have in this school, we can make virtually any program work.</p> <p>Strongly Agree= 17.15%</p> <p>Tend to Agree= 64.99%</p> <p>Tend to disagree=16.43%</p> <p>Strongly Disagree= 1.44%</p>
mgmtsub	<p>I am quite likely to recommend a subordinate for principal position in another school.</p> <p>Strongly Agree= 24.60%</p> <p>Tend to Agree= 55.90%</p> <p>Tend to disagree=18.05%</p> <p>Strongly Disagree= 1.46%</p>
mgmtuse	<p>Our school concentrates on making use of what we already know how to do.</p> <p>Strongly Agree= 9.00%</p> <p>Tend to Agree= 68.07%</p> <p>Tend to disagree= 22.35%</p> <p>Strongly Disagree= 0.58%</p>
mgmtinno	<p>My school is always looking for new and innovative ways to improve student performance.</p> <p>Strongly Agree= 29.82%</p> <p>Tend to Agree= 62.43%</p> <p>Tend to disagree=7.31%</p> <p>Strongly Disagree=0.44%</p>

deviations	<p>As a principal, I focus attention on irregularities, exceptions, and deviations from what is expected.</p> <p>Strongly Agree= 6.05% Tend to Agree= 48.23% Tend to disagree=44.10% Strongly Disagree= 1.62%</p>
mgmtimpl	<p>I have the ability to implement policies and procedures in my school that are not consistent with district policy if they benefit my students.</p> <p>Strongly Agree= 8.20% Tend to Agree= 35.72% Tend to disagree=46.12% Strongly Disagree= 9.96%</p>
mgmtbalance	<p>My school balances focusing on accounting measures (NCLB, STAAR) with non-test related courses or activities (fine arts, languages, P.E. etc).</p> <p>Strongly Agree= 15.28% Tend to Agree= 65.07% Tend to disagree=17.61% Strongly Disagree= 2.04%</p>
mgmtbudget	<p>The district allows me to make my own decisions about the budget for my campus.</p> <p>Strongly Agree= 16.11% Tend to Agree= 61.97% Tend to disagree=17.27% Strongly Disagree= 4.64%</p>
mgmtfocus	<p>Schools are asked to do too many things; we should focus more on education.</p> <p>Strongly Agree = 26.20% Tend to Agree= 41.92% Neither Agree nor disagree= 23.18% Tend to disagree= 5.82% Strongly Disagree= 0.87%</p>
mgmthonest	<p>When providing feedback to teachers, it is important to be honest than to be encouraging.</p> <p>Strongly Agree = 10.17% Tend to Agree= 47.24% Neither Agree nor disagree= 31.98% Tend to disagree= 10.32% Strongly Disagree= 0.29%</p>
mgmtcurr	<p>A principal should be involved in curriculum planning and selection.</p> <p>Strongly Agree = 37.55% Tend to Agree=55.02%</p>

Neither Agree nor disagree= 6.70%
Tend to disagree= 0.44%
Strongly Disagree= 0.29%

mgmtpolicy	<p>My role is to administer policy, and leave the policy making to the superintendent and school board.</p> <p>Strongly Agree = 4.25% Tend to Agree= 27.53% Neither Agree nor disagree= 28.55% Tend to disagree=34.26% Strongly Disagree= 5.42%</p>
mgmtadvocate	<p>I see myself as an advocate for minority students.</p> <p>Strongly Agree = 34.65% Tend to Agree= 52.57% Neither Agree nor disagree= 11.45% Tend to disagree= 1.17% Strongly Disagree= 0.15%</p>
mgmtinfo	<p>I seek to provide information to my superintendent, school board members, or other policy makers to assist them in making decisions concerning our minority community needs and perspectives.</p> <p>Strongly Agree = 15.56% Tend to Agree= 57.63% Neither Agree nor disagree= 22.67% Tend to disagree= 3.85% Strongly Disagree= 0.30%</p>
mgmtadvomin	<p>I recommend/ or actively advocate in favor of policies which address the needs and concerns/ of minority students.</p> <p>Strongly Agree = 15.98% Tend to Agree= 56.80% Neither Agree nor disagree= 23.52% Tend to disagree= 3.25% Strongly Disagree= 0.44</p>
mgmtopp	<p>I implement and/or encourage changes in school practices that will improve educational opportunities and outcomes for minority students.</p> <p>Strongly Agree = 20.59% Tend to Agree= 63.11% Neither Agree nor disagree= 14.95% Tend to disagree= 1.33% Strongly Disagree= 0.00%</p>
mgmtdiv	<p>I implement and/or encourage hiring and promoting practices that may result in greater minority representation and ethnic balance in school personnel.</p> <p>Strongly Agree = 12.72%</p>

Tend to Agree= 50.59%
 Neither Agree nor disagree= 31.21%
 Tend to disagree= 4.73%
 Strongly Disagree= 0.74%

multicurr I believe all schools should offer multi-cultural curriculum

Don't know=7.12%
 Strongly Agree= 13.06%
 Tend to Agree= 64.24%
 Tend to disagree= 14.09%
 Strongly Disagree= 1.48%

paradmin Parental input directly influences/ administrative decisions.

Strongly Agree= 5.51%
 Tend to Agree= 59.02%
 Tend to disagree= 33.53%
 Strongly Disagree= 1.94%

pardaily I encourage teachers to incorporate parental involvement in day to day decisions.

Strongly Agree=10.67%
 Tend to Agree= 65.19%
 Tend to disagree= 23.26%
 Strongly Disagree= 0.89%

parinform Parents are well informed about their child's classroom standing in my schools

Strongly Agree= 8.26%
 Tend to Agree= 30.09%
 Tend to disagree= 52.06%
 Strongly Disagree= 0.59%

parinvolve I am satisfied with the level of parental involvement in my school

Strongly Agree= 8.26%
 Tend to Agree= 30.09%
 Tend to disagree= 52.06%
 Strongly Disagree= 9.59%

Parental input influences my decisions in the following areas:

parstandards Setting performance standards
 High Influence = 3.83%
 Moderate Influence= 14.16%
 Minor Influence= 36.28%
 No influence= 45.72%

parclassroom Classroom Instruction

High Influence = 2.67%
Moderate Influence=18.96%
Minor Influence= 44.59%
No influence= 33.78%

parcurriculum Curriculum design
High Influence = 0.89%
Moderate Influence= 13.17%
Minor Influence=38.31%
No influence= 47.63%

parsdiscipline Student discipline
High Influence = 5.05%
Moderate Influence= 32.54%
Minor Influence= 43.68%
No influence= 18.72%

parstate Amount of state test preparation
High Influence = 1.33%
Moderate Influence=13.00%
Minor Influence= 37.52%
No influence=48.15%

parteval Teacher evaluations
High Influence = 1.34%
Moderate Influence=8.02%
Minor Influence= 36.40%
No influence= 54.23%

Superintendent input influences my decisions in the following areas:

superstandards Setting performance standards
High Influence = 50.60%
Moderate Influence= 33.89%
Minor Influence= 10.99%
No influence= 4.52%

superclass Classroom Instruction
High Influence = 31.52%
Moderate Influence= 39.37%
Minor Influence=23.08%
No influence= 6.03%

supercurri Curriculum design
High Influence =34.19%
Moderate Influence= 38.78%
Minor Influence= 20.12%

No influence=6.96%

supersdiscipline Curriculum design
High Influence =20.30%
Moderate Influence= 38.48%
Minor Influence= 31.97%
No influence= 9.24%

superstate Amount of state test preparation
High Influence =27.99%
Moderate Influence= 38.48%
Minor Influence= 23.30%
No influence=10.29

superteval Teacher evaluation
High Influence = 20.45%
Moderate Influence= 30.30%
Minor Influence= 36.26%
No influence= 20.45%

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

fedstand Setting performance standards
High Influence = 65.92%
Moderate Influence= 24.17%
Minor Influence= 7.81%
No influence= 2.10%

fedclass Classroom Instruction
High Influence = 40.60%
Moderate Influence= 40.30%
Minor Influence= 14.89%
No influence= 4.21%

fedcurr Curriculum design
High Influence = 41.48%
Moderate Influence= 39.22%
Minor Influence= 14.48%
No influence= 4.83%

fedsdisc Student discipline
High Influence = 17.55%
Moderate Influence= 27.23%
Minor Influence=35.10%
No influence= 20.12%

fedstate Amount of state test preparation
 High Influence = 43.01%
 Moderate Influence= 33.23%
 Minor Influence= 17.74%
 No influence= 6.02%

fedteval Teacher evaluation
 High Influence = 23.41%
 Moderate Influence= 33.23%
 Minor Influence= 30.21%
 No influence= 13.14%

How would you describe the degree of parental involvement in parent associations (PTA) by race/ethnicity?

parwhite White parents involvement in PTA
 N/A=14.48%
 Actively Participate= 38.61%
 Often Participate= 31.07%
 Rarely Participate= 13.12%
 Never= 2.71%

parblack Black parents involvement in PTA
 N/A= 20.45%
 Actively Participate= 37.12%
 Often Participate= 25.30%
 Rarely Participate= 37.12%
 Never= 8.64%

paramin American Indian parents involvement in PTA
 N/A=55.54%
 Actively Participate= 3.49%
 Often Participate=8.19%
 Rarely Participate= 19.88%
 Never= 12.90%

parasian Asian parent involvement in PTA
 N/A= 45.19%
 Actively Participate= 6.87%
 Often Participate= 15.27%
 Rarely Participate= 20.76%
 Never= 11.91%

parhispanic Hispanic parent involvement in PTA
 N/A= 11.23%
 Actively Participate= 17.60%
 Often Participate= 28.05%

Rarely Participate= 28.07%
Never= 4.25%

parpacific Pacific Islander parent involvement in PTA
N/A=60.55%
Actively Participate= 12.23%
Often Participate= 19.11%
Rarely Participate= 6.12%
Never= 1.99%

School Diversity

Strongly Agree=
Tend to Agree=
Tend to disagree=
Strongly Disagree=

divstaff There are special programs in place in my school to manage diversity among assistant principals, teachers, and staff.
Strongly Agree=3.08%
Tend to Agree= 28.62%
Tend to disagree= 54%
Strongly Disagree= 14.31%

divhire Hiring and promoting employees from underrepresented groups is a priority in my school.
Strongly Agree= 4.49%
Tend to Agree= 41.18%
Tend to disagree= 46.75%
Strongly Disagree= 7.59%

divtrain My school conducts special training and programs on cultural differences and values.
Strongly Agree= 4.60%
Tend to Agree= 44.63%
Tend to disagree=43.25%
Strongly Disagree=7.52%

divbalance My school is successful in achieving racial balance or reducing isolation among students.
Strongly Agree=9.55%
Tend to Agree= 68.26%
Tend to disagree= 18.95%
Strongly Disagree=3.24%

divimport From my prospective, the racial balance of my school is:
Very Important=10.77%

Important= 46%
 Somewhat Important= 30.92%
 Not Important= 12.31%

I discuss racial/ethnic diversity issues with: (check all that apply)⁵

divteach Teachers
 No= 34.40%
 Yes= 65.70%

divsuper Superintendent
 No= 59.09%
 Yes= 40.91%

divscbd School Board
 No= 85.44%
 Yes= 14.56%

divcomm Community Leaders
 No= 80.14%
 Yes= 19.86%

divpta Parents (PTA)
 No= 68.35%
 Yes= 31.65%

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

Strongly Agree= 8.09%
 Tend to Agree= 24.43%
 Neither Agree nor disagree= 24.73%
 Tend to disagree= 28.85%
 Strongly Disagree= 13.89%

immneeds Our school has difficulty addressing the needs of immigrant students

Strongly Agree=3.95%
 Tend to Agree= 19.76%
 Neither Agree nor disagree= 27.20%
 Tend to disagree= 35.87%
 Strongly Disagree= 13.22%

⁵ With questions that have a "Check All that Apply" it is difficult to tell whether the respondent deliberately did not answer or if their lack of response means it does not apply. Therefore, if sections before OR after had been answered, but this section was left blank it was coded as "0" for No, but if the either the section before OR after was NOT answered then this sections was coded as "missing."

commleps Our school has difficulty communicating with limited English proficiency students.

Strongly Agree= 4.56%
Tend to Agree= 17.63%
Neither Agree nor disagree= 15.65%
Tend to disagree= 40.58%
Strongly Disagree= 21.58%

tcommlep Teachers have difficulty communicating with limited English proficiency parents.

Strongly Agree= 6.09%
Tend to Agree= 28.92%
Neither Agree nor disagree= 19.03%
Tend to disagree= 31.05%
Strongly Disagree= 14.92%

Time Allocation

Indicate how frequently you interact with individuals in the following groups:

eoftsb School board members
Never= 23.31%
Yearly= 7.94%
Monthly= 56.95%
Weekly= 11.60%
Daily= 0.31%

eoftsuper Superintendent
Never= 3.69%
Yearly= 1.69%
Monthly= 37.79%
Weekly= 34.56%
Daily= 22.27%

eoftcos Central office staff
Never= 1.37%
Yearly= 0.15%
Monthly= 20.92%
Weekly= 47.33%
Daily= 30.23%

eoftta Teachers' associations
Never= 39.82%
Yearly= 49.31%
Monthly= 8.73%
Weekly= 1.07%
Daily= 1.07%

eoftpa	Principals' associations Never= 52.83% Yearly= 19.14% Monthly= 24.20% Weekly= 3.22% Daily= 0.61%
eoftpa	Parent groups, e.g. PTA Never= 8.04% Yearly= 12.98% Monthly= 54.25% Weekly= 17.93% Daily= 6.80%
eoftbl	Local business leaders Never= 33.74% Yearly= 14.33% Monthly= 37.75% Weekly= 12.63% Daily= 1.54%
eoftop	Other principals Never= 3.07% Yearly= 0.92% Monthly= 30.83% Weekly= 48.01% Daily= 17.18%
eoftfo	Federal education officials Never=15.54% Yearly= 79.38% Monthly= 4.15% Weekly= 0.92% Daily= 0.00%
eoftsl	State legislators Never= 25.38% Yearly=73.39% Monthly=0.00% Weekly= 0.00% Daily=0.00%
eofttea	Texas Education Agency Never= 38.69% Yearly= 42.02% Monthly= 17.02% Weekly= 1.84%

	Daily= 0.15%
eoftccg	City/county government Never=31.12% Yearly= 45.92% Monthly= 18.80% Weekly= 3.39% Daily= 0.77%
eoftlpfd	Local Police/ Fire Depts. Never= 35.22% Yearly= 13.48% Monthly= 34.30% Weekly= 13.17% Daily= 3.83%
eoftnpo	Non-profit organizations Never= 41.72% Yearly= 25% Monthly= 25.46% Weekly= 6.60% Daily= 1.23%
eoftthro	Health-related organizations Never=48.01% Yearly=26.99% Monthly=20.86% Weekly= 3.53% Daily= 0.61%
eoftso	Student organizations Never= 11.38% Yearly= 21.69% Monthly= 30.46% Weekly= 25.54% Daily= 10.92%
eoftabc	Athletic booster Never= 13.41% Yearly=50.54% Monthly= 26.50% Weekly= 8.63% Daily=0.92%

charterseffective	<p>Charter schools are an effective way of meeting some students educational needs.</p> <p>Strongly Agree= 6.31% Tend to Agree= 28.31% Neither Agree nor disagree= 34.31% Tend to Disagree= 17.23% Strongly Disagree= 13.85%</p>
charterenroll	<p>The option for parents to send their students to a school of their choosing decreases student enrollment at my school.</p> <p>Strongly Agree= 8.94% Tend to Agree= 23.27% Tend to Disagree=35.29% Strongly Disagree= 16.02% N/A= 16.49%</p>
choicereason	<p>As a result of school choice options, my school has taken measures to prevent a decrease in student enrollment</p> <p>Strongly Agree= 4.64% Tend to Agree= 22.45% Tend to Disagree= 36.53% Strongly Disagree= 13% N/A=4.64%</p>
choicereason	<p>What do you think is the most common reason for parents moving their children to charter schools? (Open-ended)</p>

Transformational Leadership

The following are a set of international leadership questions that are being asked of school principals in several countries. The questions have been designed by an international team to make them as comparable as possible across different countries.

vision	<p>As a leader, I provide a compelling vision of the organization’s future.</p> <p>Strongly Agree= 28.97% Tend to Agree= 61.53% Neither Agree nor disagree= 8.72% Tend to disagree=0.78% Strongly Disagree=0.00%</p>
articulate	<p>As a leader, I articulate and generate enthusiasm for a shared vision and mission.</p> <p>Strongly Agree=36.72% Tend to Agree= 58.75% Neither Agree nor disagree= 4.38% Tend to disagree= 0.16% Strongly Disagree=0.00%</p>

facilitate	<p>As a leader, I facilitate the acceptance of common goals for the school</p> <p>Strongly Agree= 38.87%</p> <p>Tend to Agree= 57.68%</p> <p>Neither Agree nor disagree= 3.29%</p> <p>Tend to disagree= 0.16%</p> <p>Strongly Disagree= 0.00%</p>
proudemploy	<p>As a leader, I say things that make employees proud to be part of the organization</p> <p>Strongly Agree= 40.16%</p> <p>Tend to Agree= 55.63%</p> <p>Neither Agree nor disagree= 4.06%</p> <p>Tend to disagree= .16%</p> <p>Strongly Disagree=0.00%</p>
rewardexpectation	<p>As a leader, I reward my employees' performance (e.g through wage or supplements), when they live up to expectations.</p> <p>Strongly Agree= 5.45%</p> <p>Tend to Agree= 17.76%</p> <p>Neither Agree nor disagree= 35.20%</p> <p>Tend to disagree= 23.83%</p> <p>Strongly Disagree= 17.76%</p>
rewardperf	<p>As a leader, I reward the employees dependent on how well they perform their jobs.</p> <p>Strongly Agree= 3.78%</p> <p>Tend to Agree= 32.76%</p> <p>Neither Agree nor disagree= 38.74%</p> <p>Tend to disagree= 17.01%</p> <p>Strongly Disagree= 7.72%</p>

Management Experience and Background

satisfiedend	<p>All in all, how satisfied are you with your current job on a scale from 0 (least satisfied) to 10 (Most satisfied)</p> <p>Mean: 6.64</p> <p>Standard Deviation: 1.93</p>
elemexp	<p>Before you became a principal, how many years of elementary teaching experience did you have?</p> <p>Mean: 5.64 years</p> <p>Standard Deviation: 6.81 years</p> <p>Min: 0 years</p> <p>Max: 29 years</p>
secondexp	<p>Before you became a principal, how many years of secondary teaching experience did you have?</p> <p>Mean: 6.69 years</p>

Very Liberal= 19.40%
Slightly liberal= 29.65%
Middle of the road= 33.44%
Slightly conservative= 12.15%
Very Conservative= 5.36%

Other Issues

issue

What is the most important issue that was not covered by this survey? (Open-ended)

notify

If respondents received a pre-notification letter about the survey