

State-Operated and Charter LEAs

# **SurveyWorks! 2011-2012**

## **Administrator Survey Report**

State-Operated and Charter LEAs

# Administrator Survey

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## Introduction to the Administrator Report

This is a report of the 2012 SurveyWorks **School Administrator Survey** for state-operated and charter local education agencies (LEAs) in Rhode Island. Included in this report are the responses of school-based administrators from the following state-operated and charter LEAs:

- Beacon Charter School
- Blackstone Academy
- Blackstone Valley Prep
- Davies Career and Tech
- DCYF
- Highlander Charter
- International Charter
- Paul Cuffee Charter School
- Kingston Hill Academy
- Learning Community Charter
- MET Career and Tech
- Paul Cuffee Charter
- RI Nurses Institute Middle College
- RI School for the Deaf
- Segue Institute for Learning
- The Compass School
- The Greene School
- Trinity Academy for Performing Arts
- Urban Collaborative

Separate School Administrator Survey reports are provided for administrators from schools in urban, urban ring, and suburban LEAs, as well as for state-operated and charter LEAs. LEAs with ten or more responses from administrators will also receive a separate report for their LEA. The 2012 SurveyWorks Student, Parent, and Teacher/Staff Surveys are provided in separate school-level reports.

The Administrator Survey gathered input from school administrators on elements of Rhode Island's Basic Education Program (BEP), including:

- Teaching and Student Achievement;
- Families and Communities;
- Safe and Supportive Schools; and
- Funding and Resources.

This report is organized by each of these categories. These data are intended to be used to inform decisions at all levels - including the classroom, school, district, and state levels.

The survey data are reported in tables showing the total number and percentage of administrators answering each item for state-operated and charter LEAs and across the state. The survey allowed individuals to skip any question that did not apply to them or that they did not wish to answer. Therefore, the number of responses to any one question may vary. In order to protect individuals' rights to confidentiality, items with fewer than ten responses are not reported. In these cases, a dash (-) indicates that there are insufficient responses to report.

### Navigating the Electronic Document

The Table of Contents contains active links to each section based on BEP category.

### Data

Data files are available upon request. Please contact [surveyworks@wested.org](mailto:surveyworks@wested.org) for more information. Survey results and related education data can be found on the RIDE InfoWorks website, <http://infoworks.ride.ri.gov>.

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Demographics

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## Primary Role

What is your primary role at your school?	SO/C LEAs		Statewide	
	#	%	#	%
Principal/Head of School	20	27.4	233	56.1
Assistant Principal/Head of School	7	9.6	108	26.0
Dean	2	2.7	6	1.4
Director	10	13.7	12	2.9
Administrator	24	32.9	34	8.2
Other	10	13.7	22	5.3
<b>Total</b>	<b>73</b>	<b>100.0</b>	<b>415</b>	<b>100.0</b>

## Full or Part-time Status

Are you a full-time or part-time employee at your school?	SO/C LEAs		Statewide	
	#	%	#	%
Full-time	70	95.9	397	95.7
Part-time	3	4.1	18	4.3
<b>Total</b>	<b>73</b>	<b>100.0</b>	<b>415</b>	<b>100.0</b>

## Years as Administrator

Including this school year, how many years have you worked in the field of education as a building administrator?	SO/C LEAs		Statewide	
	#	%	#	%
Less than 1 year	5	6.8	34	8.2
1-3 years	15	20.5	53	12.8
4-10 years	35	47.9	162	39.1
11-20 years	10	13.7	101	24.4
More than 20 years	8	11.0	64	15.5
<b>Total</b>	<b>73</b>	<b>100.0</b>	<b>414</b>	<b>100.0</b>

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## Years in Current Role

Including this school year, how many years have you worked in your current role at this school?	SO/C LEAs		Statewide	
	#	%	#	%
Less than 1 year	8	11.0	82	19.8
1-3 years	21	28.8	126	30.4
4-10 years	40	54.8	181	43.6
11-20 years	3	4.1	23	5.5
More than 20 years	1	1.4	3	0.7
<b>Total</b>	<b>73</b>	<b>100.0</b>	<b>415</b>	<b>100.0</b>

## Education Attained

Please specify your highest level of education.	SO/C LEAs		Statewide	
	#	%	#	%
Bachelor's	21	30.9	21	5.1
Master's	33	48.5	218	53.4
Post-Master's Certificate	12	17.6	130	31.9
Doctorate	2	2.9	39	9.6
<b>Total</b>	<b>68</b>	<b>100.0</b>	<b>408</b>	<b>100.0</b>

## School Structure

How do you characterize your school structure? (Please choose all that apply.)	SO/C LEAs		Statewide	
	#	%	#	%
Elementary school	36	49.3	198	48.2
Middle school	36	49.3	123	29.9
High school	38	52.1	146	35.5
<b>Total</b>	<b>73*</b>	<b>--</b>	<b>411*</b>	<b>--</b>

\*For "choose all that apply" items, the total may not equal the sum of response options, and the percentages may not total 100%.

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## Programs and Practices

For the following statements, please indicate how often the program or practice is used at your school.

	Total	SO/C LEAs %				Total	Statewide %			
		Never tried	Tried, but dis-continued	Not Yet*	Currently using		Never tried	Tried, but dis-continued	Not Yet*	Currently using
Interdisciplinary teams of teachers who share the same students.	58	6.9	6.9	1.7	84.5	302	15.6	7.9	5.6	70.9
A curriculum that is thematic and interdisciplinary across core subjects.	53	5.7	13.2	13.2	67.9	303	20.1	13.9	14.9	51.2
Exploratory or mini-courses for all students at one or more grade levels.	57	19.3	15.8	3.5	61.4	272	52.9	7.4	6.6	33.1
Students assigned to the same homeroom or advisory teacher for all years in the school.	57	29.8	0.0	0.0	70.2	286	33.2	3.8	2.4	60.5
Students assigned to the same interdisciplinary team for all years in the school.	50	58.0	0.0	2.0	40.0	259	69.5	5.0	3.1	22.4
Schools-within-schools plan or houses.	45	57.8	0.0	6.7	35.6	249	64.7	5.2	6.0	24.1
Students from more than one grade level assigned together to the same academic classes.	60	31.7	6.7	5.0	56.7	323	37.2	6.2	3.4	53.3
Integration of career exploration into core curriculum.	55	21.8	1.8	12.7	63.6	302	39.1	1.7	16.2	43.0

\*Full response category: Never tried, but intend to use in the future

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## Programs and Practices- Continued

Please indicate how successful the following programs and practices have been at your school.

	Total	SO/C LEAs %				Total	Statewide %			
		Un-successful	Somewhat Successful	Success-ful	Very Successful		Un-successful	Somewhat Successful	Success-ful	Very Successful
Peer mediation/ counseling programs	44	0.0	15.9	52.3	31.8	214	5.1	41.1	42.5	11.2
Structured before/after- school tutoring programs	57	0.0	15.8	38.6	45.6	317	3.2	34.1	42.9	19.9
Academic enrichment programs (chess club, robotics club)	54	0.0	14.8	51.9	33.3	299	3.3	30.1	43.1	23.4

## Educator Relationships

Teachers in my school...

	Total	SO/C LEAs %				Total	Statewide %			
		Strongly Disagree	Disagree	Agree	Strongly Agree		Strongly Disagree	Disagree	Agree	Strongly Agree
Share what works in their classrooms.	70	1.4	2.9	32.9	62.9	401	0.7	9.0	65.1	25.2
Believe that the educational practices they are being asked to implement are effective.	69	2.9	5.8	42.0	49.3	401	1.0	12.0	69.6	17.5

## Service Learning

Service learning in the community is an integrated part of the core curriculum at my school for:

	SO/C LEAs		Statewide	
	#	%	#	%
No students	15	25.0	170	46.4
A few students	8	13.3	56	15.3
Some students	6	10.0	69	18.9
All students	31	51.7	71	19.4
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>366</b>	<b>100.0</b>

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## Common Planning Time

Please indicate how successful the following programs and practices have been at your school.

	Total	SO/C LEAs %				Total	Statewide %			
		Un-successful	Somewhat Successful	Successful	Very Successful		Un-successful	Somewhat Successful	Successful	Very Successful
Common planning period for members of interdisciplinary teams	59	6.8	11.9	33.9	47.5	309	5.2	35.6	37.5	21.7
Common planning period for members of departments	60	0.0	18.3	35.0	46.7	274	4.0	31.0	40.1	24.8

## Teacher Planning Time

On average, how long is each teacher's individual planning time (during the contracted length of the school day), in addition to their common team planning time?

	SO/C LEAs		Statewide	
	#	%	#	%
Less than half an hour	3	4.5	17	4.2
Half an hour to 45 minutes	20	29.9	171	42.0
46 minutes to 60 minutes	28	41.8	174	42.8
More than 60 minutes	16	23.9	45	11.1
<b>Total</b>	<b>67</b>	<b>100.0</b>	<b>407</b>	<b>100.0</b>

## Grading Policies

Does your school have school-wide grading policies or protocols?

	SO/C LEAs		Statewide	
	#	%	#	%
Yes	62	87.3	307	74.5
No	9	12.7	105	25.5
<b>Total</b>	<b>71</b>	<b>100.0</b>	<b>412</b>	<b>100.0</b>

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## School Improvement Plan

	SO/C LEAs		Statewide	
	#	%	#	%
<b>Does your written school improvement plan include goals/objectives for the following areas? (Check all that apply.)</b>				
Math instruction	57	90.5	333	89.3
Reading instruction	57	90.5	322	86.3
Leading the focus on learning and achievement	54	85.7	305	81.8
Writing instruction	50	79.4	301	80.7
Engaging families and the community	53	84.1	289	77.5
Fostering safe and supportive learning environments	49	77.8	281	75.3
Guiding the implementation of curriculum, instruction and assessment	53	84.1	255	68.4
Using information for planning and accountability	46	73.0	229	61.4
Science instruction	42	66.7	190	50.9
Technology instruction	43	68.3	140	37.5
Recruiting, supporting, and retaining highly effective staff	43	68.3	99	26.5
Ensuring equity and adequacy of fiscal and human resources	32	50.8	84	22.5
Social studies instruction	34	54.0	81	21.7
Arts instruction	28	44.4	75	20.1
Instruction in other subjects	30	47.6	73	19.6
It does not include any of these	1	1.6	3	0.8
<b>Total</b>	<b>63*</b>	<b>--</b>	<b>373*</b>	<b>--</b>

\*For "choose all that apply" items, the total may not equal the sum of response options, and the percentages may not total 100%.

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## Advisories

Does your school have a teacher-led advisory program?	SO/C LEAs		Statewide	
	#	%	#	%
Yes	53	80.3	215	55.7
No	13	19.7	171	44.3
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>386</b>	<b>100.0</b>

The following questions were asked only of administrators who have a teacher-led advisory program.

	Total	SO/C LEAs				Total	Statewide			
		None	A Little	Some	A Lot		None	A Little	Some	A Lot
How much input does the building administrator have on the teacher-led advisory program?	53	1.9	5.7	34.0	58.5	213	3.3	11.3	36.6	48.8

As part of your school's teacher-led advisory program, please indicate if staff members do any of the following activities: (Check all that apply.)	SO/C LEAs		Statewide	
	#	%	#	%
Discuss academic problems or issues	47	92.2	185	89.4
Discuss social relationships with other students	48	94.1	168	83.6
Conduct activities to develop student self-confidence	47	92.2	172	83.1
Orient students to school programs	45	88.2	170	82.1
Use the guidance counselor(s) as a resource to help advise students	37	72.5	166	80.2
Conduct activities to develop student leadership	48	94.1	165	79.7
Teach life and social skills	43	84.3	148	71.5
Provide career information and guidance	40	78.4	143	71.1
Work on community or school service projects	42	82.4	141	68.1
Serve as a link between students and other teachers	41	80.4	133	66.2
Teach study skills	42	82.4	123	59.4
Provide college information and guidance	37	72.5	117	58.2
Work with the counselor(s) and/or health staff to help students obtain health and social services	40	78.4	112	54.1
Provide time for silent reading	22	43.1	89	44.3
Use the period as extended work time for class assignments	19	37.3	87	43.3
Assign and discuss relevant readings	33	64.7	83	41.3
Other	18	35.3	45	22.4
<b>Total</b>	<b>51*</b>	<b>--</b>	<b>207*</b>	<b>--</b>

\*For "choose all that apply" items, the total may not equal the sum of response options, and the percentages may not total 100%.

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## Elementary School Transition

The following questions were asked only of administrators who characterized their school as including elementary school grades.

The following section asks about how your school organizes the transition from preschool to elementary school. Please indicate whether your school engages in each transition issue by answering "yes" or "no".

	SO/C LEAs*		Statewide*	
	#	%	#	%
There are special orientations and/or school visit days for parents of students entering kindergarten or first grade.	34	97.1	176	97.2
There are special orientations and/or school visit days for students entering kindergarten or first grade.	34	94.4	173	94.0
Screenings and assessments are done to determine the educational needs/readiness of students entering the school at kindergarten or first grade.	32	94.1	165	93.8
Kindergarten teachers meet with preschool teachers to address student needs.	8	36.4	73	47.1
Home visits are made for students entering the school for the first time in kindergarten or first grade.	29	85.3	45	27.1
A buddy or big brother/sister program pairs a new student on entry with an older one.	3	10.7	32	19.8
Other	-	-	9	69.2

\*Indicates the number and percentage of administrators who answered affirmatively.

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## Middle School Transition

The following questions were asked only of administrators who characterized their school as including middle school grades.

	SO/C LEAs*		Statewide*	
	#	%	#	%
The following section asks about how your school organizes the transition elementary to middle grades. Please indicate whether your school engages in each transition issue by answering "yes" or "no".				
There are special orientations and/or school visit days for parents of new middle school students.	28	93.3	109	94.8
Elementary school students visit the middle school for assemblies/classes.	21	91.3	90	84.9
Middle school teachers meet with elementary teachers about courses, requirements and student needs.	21	87.5	67	63.2
Home visits are made for students entering the middle school.	22	78.6	28	25.7
There is no transition; middle school grades continue in a K-8 or similar program.	16	64.0	20	23.3
A buddy or big brother/sister program pairs a new student on entry with an older one.	3	12.0	20	18.9
Other	-	-	13	86.7

\*Indicates the number and percentage of administrators who answered affirmatively.

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## High School Transition

The following questions were asked only of administrators who characterized their school as including high school grades.

The following section asks about how your school organizes the transition from middle school to high school. Please indicate whether your school engages in each transition issue by answering "yes" or "no".

	SO/C LEAs*		Statewide*	
	#	%	#	%
There are special orientations and/or school visit days for parents of new high school students.	32	94.1	127	93.4
Middle school students visit the high school for assemblies/classes.	22	78.6	100	78.7
High school teachers meet with middle school teachers about courses, requirements and student needs.	16	61.5	74	60.2
A buddy or big brother/sister program pairs a new student on entry with an older one.	16	53.3	52	40.0
There is no transition; high school grades continue in a K-12, 7-12, or similar program.	7	35.0	23	22.8
Home visits are made for students entering the high school.	12	44.4	17	14.2
Other	-	-	12	85.7

\*Indicates the number and percentage of administrators who answered affirmatively.

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## Student Recognition Program

For the following statement, please indicate how often the program or practice is used at your school.

	Total	SO/C LEAs %				Total	Statewide %			
		Never tried	Tried, but discontinued	Not yet*	Currently using		Never tried	Tried, but discontinued	Not yet*	Currently using
A school-wide program to recognize and reward positive student behavior.	61	4.9	4.9	3.3	86.9	365	6.3	4.4	9.3	80.0

\*Full response category: Never tried, but intend to use in the future

## Respect

Please indicate how strongly you agree or disagree with the following statements about the work climate in your school.

	Total	SO/C LEAs %				Total	Statewide %			
		Strongly Disagree	Disagree	Agree	Strongly Agree		Strongly Disagree	Disagree	Agree	Strongly Agree
Students treat teachers and staff with respect.	71	1.4	2.8	42.3	53.5	408	0.5	2.7	65.4	31.4
Teachers treat students with respect.	71	1.4	0.0	25.4	73.2	407	0.2	1.7	57.2	40.8
Students treat each other with respect.	71	1.4	2.8	47.9	47.9	407	0.5	3.2	77.1	19.2
Teachers treat each other with respect.	71	0.0	4.2	25.4	70.4	407	0.0	2.5	57.7	39.8

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## Teacher Communication

Teachers in my school...	SO/C LEAs %					Statewide %				
	Total	Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Strongly Disagree	Disagree	Agree	Strongly Agree
Discuss problems of specific students and arrange for help.	70	1.4	1.4	31.4	65.7	402	0.2	3.2	58.0	38.6
Communicate openly with building administrators.	71	2.8	4.2	39.4	53.5	404	0.7	5.2	59.9	34.2
Are able to communicate openly with each other.	70	1.4	2.9	38.6	57.1	401	0.7	3.2	58.6	37.4

## Professional Climate

Please indicate how strongly you agree or disagree with the following statements:	SO/C LEAs %					Statewide %				
	Total	Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Strongly Disagree	Disagree	Agree	Strongly Agree
I have a good working relationship with teachers and other staff at my school.	71	1.4	1.4	22.5	74.6	400	0.3	0.5	37.0	62.3
I have a good working relationship with my district administration.	54	1.9	1.9	29.6	66.7	379	0.5	3.4	40.6	55.4
My workload is manageable.	71	4.2	25.4	53.5	16.9	401	14.5	35.7	39.9	10.0

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## Professional Climate- Continued

Please indicate how strongly you agree or disagree with the following statements about the work climate in your school.	SO/C LEAs %					Statewide %				
	Total	Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Strongly Disagree	Disagree	Agree	Strongly Agree
Morale is good among staff in this school.	71	2.8	8.5	36.6	52.1	407	2.0	12.3	58.5	27.3
Staff take pride in this school.	70	1.4	2.9	27.1	68.6	407	0.5	4.2	47.2	48.2
Rules and policies affecting staff are clear.	71	1.4	2.8	47.9	47.9	408	0.2	2.7	61.8	35.3

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## Vision and Decision-making

Please indicate the extent to which you agree or disagree that each of the following statements regarding decision making accurately describes your school.

	SO/C LEAs					Statewide				
	Total	Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Strongly Disagree	Disagree	Agree	Strongly Agree
Teachers and administrators share a common vision of how to achieve school goals.	66	1.5	4.5	34.8	59.1	392	0.5	8.9	61.0	29.6
I take part in decisions about district policies and programs.	53	1.9	3.8	26.4	67.9	366	2.2	15.6	48.9	33.3
The central administration is open to my input about decisions that affect me.	50	4.0	2.0	36.0	58.0	372	2.7	9.9	53.5	33.9
Teachers take part in decisions about policies and programs at this school.	65	0.0	4.6	38.5	56.9	389	0.3	8.2	63.5	28.0

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## Administrator Decision-making

How much decision-making authority do you have regarding each of the following?	SO/C LEAs %					Statewide %				
	Total	None	A Little	Some	A Lot	Total	None	A Little	Some	A Lot
Development of instructional methods and materials	55	7.3	5.5	18.2	69.1	372	8.1	16.1	35.5	40.3
Use of instructional methods and materials	55	7.3	5.5	20.0	67.3	371	5.7	14.6	40.2	39.6
Student behavioral management policies	60	3.3	5.0	15.0	76.7	388	1.0	4.4	18.8	75.8
Allocation of instructional time	56	12.5	8.9	21.4	57.1	372	14.2	13.4	35.5	36.8
Evaluation of student progress	56	7.1	8.9	12.5	71.4	377	4.0	10.9	37.7	47.5
Professional development opportunities	60	0.0	8.3	26.7	65.0	382	4.2	15.4	40.6	39.8
Resource expenditures and allocation	64	3.1	12.5	31.3	53.1	379	9.5	18.2	39.6	32.7

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## Teacher Decision-making

Teachers in my school have decision-making authority regarding:	SO/C LEAs %					Statewide %				
	Total	Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Strongly Disagree	Disagree	Agree	Strongly Agree
Selecting/reassigning team members	69	1.4	33.3	42.0	23.2	382	12.3	52.9	28.8	6.0
Determining the use of common planning time	69	0.0	4.3	60.9	34.8	397	5.0	12.3	64.0	18.6
Setting team or grade level goals	69	1.4	1.4	50.7	46.4	394	2.8	6.6	68.8	21.8
Selecting professional development opportunities	68	0.0	4.4	58.8	36.8	397	2.0	20.4	64.0	13.6
Setting student evaluation and assessment standards	69	0.0	7.2	46.4	46.4	397	1.3	19.6	61.0	18.1
Setting student behavioral management policies	69	0.0	5.8	50.7	43.5	400	0.3	7.5	72.8	19.5

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## Decision-making Responsibility

Who has a significant amount of responsibility for...  
(Please check all that apply.)

	SO/C LEAs		Statewide	
	#	%	#	%
<b>Making curricular decisions</b>				
School faculty	57	82.6	175	44.5
Principal	60	87.0	203	51.7
District-central administration	32	46.4	327	83.2
School board/ school committee	17	24.6	98	24.9
RIDE	14	20.3	93	23.7
<b>Total</b>	<b>69*</b>	<b>--</b>	<b>393*</b>	<b>--</b>

**Determining how your school's instructional budget is allocated**

School faculty	23	33.3	75	19.1
Principal	59	85.5	272	69.4
District-central administration	42	60.9	283	72.2
School board/ school committee	32	46.4	128	32.7
RIDE	10	14.5	23	5.9
<b>Total</b>	<b>69*</b>	<b>--</b>	<b>392*</b>	<b>--</b>

**Determining how your school's student support-related budget is allocated**

School faculty	26	38.2	59	15.2
Principal	60	88.2	232	59.9
District-central administration	40	58.8	284	73.4
School board/ school committee	21	30.9	100	25.8
RIDE	7	10.3	21	5.4
<b>Total</b>	<b>68*</b>	<b>--</b>	<b>387*</b>	<b>--</b>

**Identifying, assessing and planning for school-wide needs and problems**

School faculty	54	78.3	222	57.5
Principal	64	92.8	350	90.7
District-central administration	39	56.5	188	48.7
School board/ school committee	26	37.7	65	16.8
RIDE	2	2.9	9	2.3
<b>Total</b>	<b>69*</b>	<b>--</b>	<b>386*</b>	<b>--</b>

\*For "choose all that apply" items, the total may not equal the sum of response options, and the percentages may not total 100%.

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## Decision-making Responsibility - Continued

Who has a significant amount of responsibility for...  
(Please check all that apply.)

	SO/C LEAs		Statewide	
	#	%	#	%
<b>Deciding school level organizational patterns such as tracking, ability grouping, teacher teaming, etc.</b>				
School faculty	54	80.6	220	57.3
Principal	61	91.0	327	85.2
District-central administration	35	52.2	178	46.4
School board/ school	7	10.4	28	7.3
RIDE	0	0.0	3	0.8
<b>Total</b>	<b>67*</b>	<b>--</b>	<b>384*</b>	<b>--</b>

**Establishing student-related policies and procedures such as discipline, retention, promotion, and school wide rules and regulations**

School faculty	56	81.2	217	55.6
Principal	64	92.8	320	82.1
District-central administration	38	55.1	239	61.3
School board/ school	21	30.4	112	28.7
RIDE	4	5.8	18	4.6
<b>Total</b>	<b>69*</b>	<b>--</b>	<b>390*</b>	<b>--</b>

**Determining the need for additional staff**

School faculty	24	34.8	47	11.9
Principal	61	88.4	269	68.3
District-central administration	41	59.4	320	81.2
School board/ school	24	34.8	118	29.9
RIDE	0	0.0	4	1.0
<b>Total</b>	<b>69*</b>	<b>--</b>	<b>394*</b>	<b>--</b>

**Recommending the hiring/selection of teachers for your school**

School faculty	55	79.7	168	43.0
Principal	63	91.3	331	84.7
District-central administration	39	56.5	265	67.8
School board/ school committee	19	27.5	104	26.6
RIDE	1	1.4	2	0.5
<b>Total</b>	<b>69*</b>	<b>--</b>	<b>391*</b>	<b>--</b>

\*For "choose all that apply" items, the total may not equal the sum of response options, and the percentages may not total 100%.

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## School Improvement

Please indicate yes or no, whether your school's site-based building committee or school improvement team engage in each of the following activities.	SO/C LEAs*		Statewide*	
	#	%	#	%
Using data for school improvement planning	63	95.5	362	94.3
Developing and reviewing the school mission statement	61	92.4	353	93.4
Reviewing progress toward goals and setting targets	62	93.9	346	90.6
Providing regular forums for school issues	60	92.3	290	76.7
Developing school rules	55	83.3	275	71.6
Assisting with curricular decisions	58	87.9	245	64.1
Integrating technology in the school	55	84.6	225	59.2
Selecting professional development opportunities	57	87.7	223	59.0
Managing student discipline/behavioral issues	42	63.6	198	51.6
Allocating resources	51	77.3	150	39.6
Making staff hiring decisions	42	63.6	125	32.4
Other	21	95.5	71	68.9

\*Indicates the number and percentage of administrators who answered affirmatively.

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## School Resources

Please indicate how strongly you agree or disagree with the following statements about your school and its resources.

	Total	SO/C LEAs %				Total	Statewide %			
		Strongly Disagree	Disagree	Agree	Strongly Agree		Strongly Disagree	Disagree	Agree	Strongly Agree
The school has enough space for effective instruction given the current enrollment.	71	2.8	21.1	43.7	32.4	406	5.4	19.7	43.8	31.0
The school is clean and well-maintained.	71	1.4	4.2	32.4	62.0	409	2.0	9.5	51.1	37.4
Students in my school need to share books.	67	32.8	56.7	9.0	1.5	399	26.6	47.9	21.1	4.5
Students have sufficient access to the library/media center.	62	1.6	14.5	41.9	41.9	396	3.5	14.1	50.8	31.6
Teachers at my school have sufficient access to instructional technology to support student learning.	71	2.8	11.3	43.7	42.3	408	9.1	23.0	46.8	21.1

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## Staff Development Frequency

Please indicate how often, on average, your staff participate in the following staff development activities.

	SO/C LEAs %					Statewide %				
	Total	Never	A few times a year	Monthly	Weekly/Daily*	Total	Never	A few times a year	Monthly	Weekly/Daily*
Visits to other classrooms	69	4.3	50.7	15.9	29.0	400	12.3	60.5	12.5	14.8
Exchange resources/ lesson plans with other teachers in the school	70	1.4	12.9	7.1	78.6	399	0.5	23.1	19.8	56.6
Workshops provided by RIDE	68	5.9	76.5	17.6	0.0	398	10.6	78.4	10.3	0.8
Workshops provided by the school district	69	4.3	26.1	39.1	30.4	399	2.3	52.9	34.8	10.0
Peer coaching	69	7.2	18.8	14.5	59.4	390	27.9	39.5	13.3	19.2

\*Response categories are combined.

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## Desired Staff Development

For each of the educational practices below, please indicate how much staff development you want for your staff and/or feel that they need.	SO/C LEAs %					Statewide %				
	Total	None	A little	Some	A lot	Total	None	A little	Some	A lot
Making data-driven decisions.	67	6.0	19.4	52.2	22.4	398	1.3	8.0	38.9	51.8
Identifying and referring students in need of health and social services.	67	10.4	26.9	43.3	19.4	397	5.8	29.7	49.9	14.6
Using performance-based assessment practices (e.g., portfolios, exhibitions).	64	6.3	29.7	45.3	18.8	392	4.1	19.4	45.4	31.1
Using technology as part of instruction.	66	3.0	15.2	48.5	33.3	394	0.8	7.4	47.5	44.4
Working with students at risk of dropping out or performing far below their ability.	66	1.5	24.2	39.4	34.8	384	2.6	10.7	39.6	47.1
Utilizing student recognition practices.	65	16.9	26.2	44.6	12.3	392	8.7	21.4	54.1	15.8
Completing additional preparation in teachers' primary content area.	61	21.3	34.4	31.1	13.1	378	14.0	27.8	47.6	10.6
Managing the classroom and/or behavior.	66	9.1	36.4	34.8	19.7	400	4.5	27.0	49.8	18.8
Working with English Language Learners (ELLs).	64	4.7	23.4	34.4	37.5	364	14.6	25.3	35.4	24.7

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## Desired Staff Development - Continued

For each of the educational practices below, please indicate how much staff development you want for your staff and/or feel that they need.

	Total	SO/C LEAs				Total	Statewide			
		None	A little	Some	A lot		None	A little	Some	A lot
Working with families to involve them in education.	67	3.0	23.9	53.7	19.4	399	3.0	17.5	48.1	31.3
Incorporating community resources into education.	66	1.5	21.2	54.5	22.7	397	2.0	17.1	51.4	29.5
Using developmentally appropriate instructional methods.	67	6.0	17.9	49.3	26.9	399	2.8	18.0	44.9	34.3
Developing standards-based lesson plans.	66	7.6	24.2	51.5	16.7	394	4.6	12.4	50.3	32.7
Participating in interdisciplinary teaming.	65	6.2	26.2	47.7	20.0	375	5.9	15.2	45.1	33.9
Differentiating instruction.	64	3.1	15.6	45.3	35.9	394	1.3	7.6	29.9	61.2
Helping students develop reading skills.	66	4.5	19.7	45.5	30.3	397	2.0	14.1	47.9	36.0
Assigning service learning.	59	8.5	27.1	45.8	18.6	333	13.8	24.6	43.8	17.7
Working within professional learning communities.	65	12.3	27.7	40.0	20.0	388	3.6	18.6	46.6	31.2

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## Teacher Attendance Incentives

	SO/C LEAs*		Statewide*	
	#	%	#	%
Does your district offer teachers any financial incentives for good attendance?	12	16.9	54	13.1
Does your school provide teachers any non-monetary incentives or recognition for good attendance?	15	21.1	59	14.3
<i>The following question is only asked of administrators whose district offers teachers financial incentives for good attendance.</i>				
Is the financial incentive for good teacher attendance part of the collective bargaining agreement?	SO/C LEAs		Statewide	
	#	%	#	%
Yes	5	41.7	43	82.7
No	7	58.3	9	17.3
<b>Total</b>	<b>12</b>	<b>100.0</b>	<b>52</b>	<b>100.0</b>

\*Indicates the number and percentage of administrators who answered affirmatively.

## Teacher Evaluation and Rewards

I am given sufficient support and information from the district administration in my efforts to...	SO/C LEAs					Statewide				
	Total	Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Strongly Disagree	Disagree	Agree	Strongly Agree
Determine tenure decisions.	30	3.3	10.0	36.7	50.0	299	4.7	11.4	58.2	25.8
Address low-performing employees.	44	6.8	9.1	38.6	45.5	366	3.3	12.0	59.0	25.7
Recognize high-performing employees.	43	4.7	9.3	32.6	53.5	347	3.5	17.3	56.5	22.8

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## Evaluation and Feedback

Please indicate how strongly you agree or disagree with the following statements:

	Total	Strongly Disagree	SO/C LEAs %			Total	Strongly Disagree	Statewide %		
			Disagree	Agree	Strongly Agree			Disagree	Agree	Strongly Agree
My performance evaluation process is fair.	54	1.9	3.7	31.5	63.0	363	2.5	8.3	58.1	31.1
I receive timely feedback about my job performance.	62	3.2	4.8	48.4	43.5	371	3.0	16.4	59.8	20.8
I can communicate comfortably with my district administration.	54	1.9	0.0	29.6	68.5	385	2.3	7.8	41.6	48.3

## External Support

Please indicate how strongly you agree or disagree with the following statements:

	Total	Strongly Disagree	SO/C LEAs %			Total	Strongly Disagree	Statewide %		
			Disagree	Agree	Strongly Agree			Disagree	Agree	Strongly Agree
I have adequate support from RIDE.	65	7.7	18.5	63.1	10.8	382	8.6	34.6	52.6	4.2
I have adequate support from the school district.	54	0.0	1.9	37.0	61.1	384	1.8	13.8	56.0	28.4

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## Parent Involvement Strategies

Please indicate how strongly you agree or disagree with the following statement.	SO/C LEAs					Statewide				
	Total	Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Strongly Disagree	Disagree	Agree	Strongly Agree
Staff plan and implement strategies to increase parent involvement.	71	2.8	4.2	40.8	52.1	405	3.2	24.4	52.1	20.2

## Parent Involvement Strategies- Continued

Please indicate how successful the following programs and practices have been at your school.	SO/C LEAs					Statewide				
	Total	Un-successful	Somewhat Successful	Successful	Very Successful	Total	Un-successful	Somewhat Successful	Successful	Very Successful
Parent workshops on school programs	60	5.0	23.3	31.7	40.0	309	12.6	56.3	21.7	9.4
Parenting classes and/or information sessions to help parents understand their children	54	3.7	33.3	31.5	31.5	229	18.3	55.0	17.0	9.6
Parents' Nights or Open Houses for parents	65	0.0	12.3	30.8	56.9	387	1.3	20.7	44.2	33.9
Parent Support Groups/Networking	54	7.4	25.9	44.4	22.2	233	12.4	48.9	30.0	8.6
Family literacy programs	44	0.0	40.9	34.1	25.0	183	13.7	53.0	26.2	7.1
Regular "open-door" time for parents to see the principal	54	0.0	7.4	27.8	64.8	311	2.6	18.6	48.6	30.2

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## Parent Involvement

Please indicate how often parents do the following at your school.	Total	SO/C LEAs %				Total	Statewide %			
		Never	Sometimes	Usually	Always		Never	Sometimes	Usually	Always
Volunteer in classrooms.	69	17.4	55.1	18.8	8.7	407	26.3	46.2	15.5	12.0
Volunteer at this school.	71	4.2	42.3	35.2	18.3	410	4.9	52.0	24.9	18.3

## Parent Participation

Please indicate how often parents do the following at your school.	Total	SO/C LEAs %				Total	Statewide %			
		Never	Sometimes	Usually	Always		Never	Sometimes	Usually	Always
Attend sporting events.	64	25.0	43.8	18.8	12.5	376	23.7	23.7	27.9	24.7
Attend plays, concerts, dances.	69	4.3	21.7	42.0	31.9	401	2.5	21.4	38.9	37.2
Attend Parent Teacher Association or Parent Teacher Organization meetings.	67	4.5	34.3	37.3	23.9	400	3.3	47.8	33.0	16.0
Attend parent teacher conferences.	71	0.0	9.9	26.8	63.4	406	0.5	12.6	45.1	41.9
Attend special events (college nights, open houses, etc.).	71	0.0	12.7	43.7	43.7	408	1.0	18.1	46.6	34.3
Attend workshops or trainings about how to help their child.	70	2.9	32.9	34.3	30.0	399	7.0	58.9	23.6	10.5
Attend book fairs.	61	24.6	36.1	31.1	8.2	381	21.8	31.2	34.1	12.9
Attend other special events.	70	0.0	18.6	54.3	27.1	405	0.5	28.1	50.1	21.2

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## Parent Participation - Continued

Does this school involve parents in these types of school-level decisions? Please select all that apply.	SO/C LEAs		Statewide	
	#	%	#	%
Fundraising	62	91.2	345	86.5
Changes to school programs	51	75.0	202	50.6
Before and after school programs	43	63.2	194	48.6
School rules	45	66.2	185	46.4
Facilities	33	48.5	126	31.6
Changes in curriculum	39	57.4	99	24.8
Budget	26	38.2	80	20.1
Other	8	11.8	54	13.5
The school does not involve parents in any of these.	4	5.9	20	5.0
<b>Total</b>	<b>68*</b>	<b>--</b>	<b>399*</b>	<b>--</b>

\*For "choose all that apply" items, the total may not equal the sum of response options, and the percentages may not total 100%.

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## School-Family Communication

How often does the building administration communicate** with families of students regarding the following items?	SO/C LEAs %					Statewide %				
	Total	Never	A few times a year	Monthly	Weekly/Daily*	Total	Never	A few times a year	Monthly	Weekly/Daily*
Student academic performance	70	0.0	15.7	12.9	71.4	400	0.5	24.0	28.0	47.5
Student accomplishments	70	1.4	15.7	14.3	68.6	401	0.5	23.7	34.7	41.1
Student behavioral problems	67	0.0	6.0	7.5	86.6	399	0.3	12.5	11.3	75.9
Information about events happening in school	70	0.0	5.7	35.7	58.6	402	0.2	6.2	48.5	45.0
Parent support groups/networking	68	4.4	20.6	47.1	27.9	395	4.1	29.4	51.1	15.4
After school programs	70	1.4	28.6	27.1	42.9	399	2.8	36.8	32.3	28.1
Before school programs	62	45.2	16.1	8.1	30.6	379	40.4	27.4	17.9	14.2
Information on school programs	70	0.0	17.1	37.1	45.7	406	0.0	18.0	42.6	39.4
Information on school rules	70	1.4	50.0	25.7	22.9	402	0.7	58.7	24.6	15.9
Talking to students about the importance of school	70	1.4	27.1	22.9	48.6	401	1.0	37.4	25.2	36.4
Various opportunities to volunteer in the school	70	4.3	34.3	37.1	24.3	405	4.7	43.5	37.0	14.8
Availability of health and social service programs	68	2.9	41.2	26.5	29.4	399	4.3	54.1	24.1	17.5
School improvement efforts	68	2.9	38.2	41.2	17.6	404	1.0	36.6	49.8	12.6
Opportunities to be involved in school governance	66	9.1	57.6	21.2	12.1	397	9.1	52.4	30.5	8.1

\*Response categories are combined.

\*\*By telephone, writing, email, text message, social networking site, parent portal, or face-to-face

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## Parent Communication

How does the building administration communicate with parents? Please select all that apply.	SO/C LEAs		Statewide	
	#	%	#	%
Face-to-face	71	100.0	406	99.3
Through parent-teacher conferences	67	94.4	365	89.2
By email	65	91.5	354	86.6
By mail	69	97.2	345	84.4
By written notes sent home with the child	61	85.9	322	78.7
By automated phone system	40	56.3	304	74.3
Through a parent portal (such as schoolnotes.com or other online site)	27	38.0	157	38.4
Through a social networking site (e.g. Facebook, MySpace, Twitter, etc.)	33	46.5	65	15.9
By text message	25	35.2	61	14.9
Other	18	25.4	105	25.7
<b>Total</b>	<b>71*</b>	<b>--</b>	<b>409*</b>	<b>--</b>

\*For "choose all that apply" items, the total may not equal the sum of response options, and the percentages may not total 100%.

## School-Community Relations

For the following statement, please indicate how often the program or practice is used at your school.	SO/C LEAs					Statewide				
	Total	Never tried	Tried, but discontinued	Not Yet*	Currently using	Total	Never tried	Tried, but discontinued	Not Yet*	Currently using
A specific staff person or committee responsible for school-community relations.	63	9.5	0.0	1.6	88.9	345	34.5	2.6	8.7	54.2

\*Full response category: Never tried, but intend to use in the future

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## Community Support

Please indicate how strongly you agree or disagree with the following statement.	SO/C LEAs %					Statewide %				
	Total	Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Strongly Disagree	Disagree	Agree	Strongly Agree
The community is supportive of the school and its programs.	71	0.0	5.6	32.4	62.0	404	1.0	6.7	56.7	35.6

## Business Community Support

How often does the business community in your area provide the following contributions to your school?	SO/C LEAs %					Statewide %				
	Total	Never	Sometimes	Usually	Always	Total	Never	Sometimes	Usually	Always
Providing mentoring for students	63	36.5	38.1	4.8	20.6	370	40.5	40.0	9.2	10.3
Providing financial resources	62	12.9	59.7	16.1	11.3	371	24.5	60.4	10.8	4.3
Providing speakers for career awareness	62	12.9	45.2	22.6	19.4	372	25.0	51.6	16.7	6.7
Sponsoring student visits/field trips	62	11.3	62.9	6.5	19.4	369	30.9	53.1	10.6	5.4
Providing opportunities for job shadowing, internships	63	38.1	30.2	7.9	23.8	369	56.4	28.5	8.4	6.8
Providing volunteers for the school	63	19.0	55.6	9.5	15.9	368	38.6	46.5	8.2	6.8
Other	18	22.2	11.1	33.3	33.3	63	50.8	23.8	15.9	9.5

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## Partnerships

Please indicate how successful the following programs and practices have been at your school.

	Total	SO/C LEAs %				Total	Statewide %			
		Un-successful	Somewhat Successful	Success-ful	Very Success-ful		Un-successful	Somewhat Successful	Success-ful	Very Success-ful
Partnerships with local businesses	<b>58</b>	1.7	32.8	31.0	34.5	<b>295</b>	8.1	52.5	27.8	11.5
Partnerships with local community organizations/agencies	<b>65</b>	1.5	16.9	40.0	41.5	<b>345</b>	3.8	45.5	35.1	15.7
Programs that involve students in the community (e.g. volunteer program, mentoring program, school-to-career activities)	<b>52</b>	0.0	23.1	36.5	40.4	<b>259</b>	3.1	39.4	40.5	17.0
Partnerships with a university or college	<b>57</b>	0.0	21.1	43.9	35.1	<b>273</b>	5.1	28.6	47.6	18.7