

2010-2011 Survey Questions	Overall-2010-2011				Overall- 2009-10				
	Principal N=36, Asst Principal N=36, N=72				Principal=40, Asst Principal=34, N=74				
Component	Exemplary	Satisfactory	Overall Satisfaction	% Needs Improvement to Problematic	Excellent	Satisfactory	Overall Satisfaction	% Needs Improvement to Problematic	Difference 2009-10 & 2010-11
Leadership and Governance	Leadership and Governance				Leadership and Governance				
Communicating a clear, well-publicized vision and goals for the district	45	52	97	3	64	27	92	8	5
Communicating to schools on relevant issues	26	63	89	11	43	47	89	3	-1
Ensuring most policy and operational decisions reflect a strong focus on outcomes and achievement for students	35	52	87	13	40	44	85	15	2
Modeling self evaluation as a strategy for self improvement	23	56	79	20	19	48	67	26	12
Building a culture of trust, openness and teamwork	6	65	71	29	19	47	67	32	4
Supporting schools in achieving the schools' goals	22	48	70	29	25	43	68	31	1
Performance Management	Performance Management				Performance Management				
Establishing systems for holding schools accountable for their students' progress	26	67	93	7	36	42	78	21	15
Allowing schools sufficient flexibility over their program and improvement plans	29	52	81	19	24	36	60	39	22
Affording schools appropriate autonomy commensurate with performance	25	52	77	22	13	38	50	42	27
Providing guidance on school self-evaluation and improvement planning	26	54	80	20	31	43	74	22	6
Providing appropriate supervision and support to struggling schools	17	45	62	25	19	35	54		8
Facilitating schools to share and to learn about examples of good practice elsewhere in the district	13	49	63	37	26	36	63	36	0
Providing effective supervision and support to schools and principals through the Directors of Instruction including:									
Instructional Decisions	29	54	83	17					
Disciplinary Decisions	25	48	72	28					
Operational Decisions	22	63	85	15					
Leadership Development and Coaching	26	49	75	25					
Offering support and training in accessing outside social services for students in need:	9	40	49	50					
Curriculum and Instruction	Curriculum and Instruction				Curriculum and Instruction				
Providing guidance on what constitutes quality learning and instruction	22	59	81	19	40	46	86	14	-5
Providing a curriculum that covers all subjects and grades	32	45	77	23	33	46	79	17	-2
Providing a curriculum that is sufficiently differentiated to meet all students' needs	13	33	46	54					

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	Overall-2010-2011				Overall- 2009-10				
	Principal N=36, Asst Principal N=36, N=72				Principal=40, Asst Principal=34, N=74				
Component	Exemplary	Satisfactory	Overall Satisfaction	% Needs Improvement to Problematic	Excellent	Satisfactory	Overall Satisfaction	% Needs Improvement to Problematic	Difference 2009-10 & 2010-11
Providing a curriculum that enables school-level variation and instructional flexibility	16	45	61	39	21	33	54	43	7
Providing support in curriculum knowledge and implementation via district-wide CIA meetings and/or other settings	26	54	80	19	28	47	75	21	5
Designing programming for students who are:									
ELL	6	53	59	35	10	34	44	41	15
SPED	7	58	65	35	16	35	51	47	15
High achieving students	10	43	53	43	13	44	57	38	-4
Remedial	10	46	57	41					
Early Childhood	Early Childhood*				Early Childhood				
How effective is the district at:									
Providing training in early childhood curriculum	12	26	38	13					
Using data for instruction in early childhood classes	13	25	38	15					
Developmentally appropriate practice	12	31	43	21					
Providing support to early childhood operations:									
Student Enrollment	10	30	41	10					
Staffing	15	27	42	11					
Material Resources	18	29	47	4					
	*High number of responses (>37%) were Don't know/Not Applicable.								
Professional Development and Talent Activities	Professional Development and Talent Activities				Professional Development				
Supporting site based professional development	26	52	78	22	30	55	85	14	-6
Providing appropriate professional development opportunities for new teachers, including mentoring and coaching to all new teachers	25	59	84	16	35	41	76	20	8
Providing appropriate professional development opportunities for experienced teachers	19	57	75	25	21	43	64	34	11
Providing PD on the use of data and analysis for instruction	25	54	78	22					
Providing appropriate supervision, support and development opportunities for school leadership/administration									
Experienced	19	51	70	27					
New	24	41	65	27					
Aspiring	22	54	76	19					
Struggling	5	32	37	32					
Designing and implementing an effective process for teacher evaluation and development.	36	49	86	13					

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	Overall-2010-2011				Overall- 2009-10									
	Principal N=36, Asst Principal N=36, N=72				Principal=40, Asst Principal=34, N=74									
Component	Exemplary	Satisfactory	Overall Satisfaction	% Needs Improvement to Problematic	Excellent	Satisfactory	Overall Satisfaction	% Needs Improvement to Problematic	Difference 2009-10 & 2010-11					
More specifically, how effective is the new district TEVAL process in the following:														
Recognizing exemplary teacher performance	36	54	90	9										
Helping teachers of all abilities to improve by providing specific and useful feedback?	38	52	90	10										
Identifying poor performance, and offering concrete steps to address that performance	30	51	81	18										
Promoting student achievement	28	52	80	19										
Youth Development and Activities	Youth Development and Activities				Youth Development and Activities									
Providing support to schools to:														
Develop appropriate behavior intervention plans	6	45	51	45										
Develop school-based positive behavior supports (PBIS)	7	41	48	38										
Develop understanding of policies and procedures around discipline	9	46	54	46										
Encouraging and supporting student attendance in schools	23	39	62	36										
Providing programs and systems to improve students' success in:														
Gaining college admission when they leave school	16	44	59	16	31	43	74	24	-12					
Employment when they leave school	4	28	32	37	16	36	52	24						
Delivering extended day and other enrichment programs	30	39	70	28	29	41	70	26	0					
Assessment and Data Analysis	Assessment and Data Analysis				Assessment and Data Analysis									
Providing timely and useful analysis of assessments and other student data	55	35	90	9	61	29	90	7	0					
Providing useful information to enable schools to assess student needs in comparison to other students, other schools, and other districts	45	43	88	11	35	39	74	22	14					
Making interim assessments (i.e. DRP, Quarterlies, etc) that help determine student learning needs and guide instruction	38	38	76	21										
Operational and System Support	Operational and System Support									Operational and System Support				
Overall clarity and effectiveness of policies in all areas of district work	15	66	81	16						22	57	78	22	2
Clear and timely school budgeting to enable school planning and improvement	7	64	71	20						19	46	65	30	6
Identifying appropriate and high quality candidates for:														
School level positions	9	61	70	25										
Supporting appointment into school positions	11	64	74	20										
Supporting the hiring and processing (i.e. payroll) of school staff	12	72	84	15										
Maintaining a relationship with the unions which enable professional practice and resolution of disputes	33	57	90	9						39	42	81	18	3
					46	41	87	7	3					

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	Overall-2010-2011				Overall- 2009-10				
	Principal N=36, Asst Principal N=36, N=72				Principal=40, Asst Principal=34, N=74				
Component	Exemplary	Satisfactory	Overall Satisfaction	% Needs Improvement to Problematic	Excellent	Satisfactory	Overall Satisfaction	% Needs Improvement to Problematic	Difference 2009-10 & 2010-11
Registering and transferring students									
At the start of the year	15	63	78	18	29	29	58	17	
In mid-year	17	42	58	37					
Transporting students	49	38	87	9	63	28	91	5	-4
Maintaining building and physical plant	10	51	61	36	12	40	52	47	9
Providing food for students in school	28	59	87	12	37	38	75	25	12
Supporting the procurement of goods and services in the schools	12	69	81	16	19	56	75	25	6
Ensuring security and safety of buildings and schools	14	64	77	23	22	54	75	25	2
Supporting Information Technology systems									
Computers	19	53	72	28	21	62	83	28	
Phone lines	18	65	82	18					
Helping parents to engage in their students education and school	12	50	62	37	18	40	57	43	4
Supporting school and district partnerships with non-profits and other community partners	17	46	64	30	23	35	58	38	6

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	K-8								
	2010-11 Principal =24, Asst Principal =22, N=46				2009-10 Principal=27, Asst Principal=19, N=46				Difference 2009-10 & 2010-11
	Exemplary	Satisfactory	Overall Satisfaction	% Needs Improvement to Problematic	Excellent	Satisfactory	Overall Satisfaction	%Needs Improvement to Problematic	
Leadership and Governance	Leadership and Governance				Leadership and Governance				
Communicating a clear, well-publicized vision and goals for the district	46	55	100		79	21	100	0	0
Communicating to schools on relevant issues	27	62	89	11	48	48	95	5	-6
Ensuring most policy and operational decisions reflect a strong focus on outcomes and achievement for students	41	46	86	14	46	44	90	10	-4
Modeling self evaluation as a strategy for self improvement	22	58	80	20	26	43	69	24	11
Building a culture of trust, openness and teamwork	5	61	65	35	19	45	64	36	1
Supporting schools in achieving the schools' goals	27	43	71	30	27	46	73	27	-3
Performance Management	Performance Management				Performance Management				
Establishing systems for holding schools accountable for their students' progress	25	73	98	2	42	44	85	12	12
Allowing schools sufficient flexibility over their program and improvement plans	30	50	80	21	20	37	56	44	23
Affording schools appropriate autonomy commensurate with performance	26	56	81	19	12	34	46	49	35
Providing guidance on school self-evaluation and improvement planning	30	52	82	18	29	44	73	24	9
Providing appropriate supervision and support to struggling schools	18	55	73	23					
Facilitating schools to share and to learn about examples of good practice elsewhere in the district	14	57	71	29	22	44	66	34	6
Providing effective supervision and support to schools and principals through the Directors of Instruction including:									
Instructional Decisions	32	52	84	16					
Disciplinary Decisions	18	43	61	39					
Operational Decisions	14	64	79	21					
Leadership Development and Coaching	27	50	77	23					
Offering support and training in accessing outside social services for students in need:	9	42	51	49					
Curriculum and Instruction	Curriculum and Instruction				Curriculum and Instruction				
Providing guidance on what constitutes quality learning and instruction	25	61	86	14	46	44	90	10	-4
Providing a curriculum that covers all subjects and grades	39	46	84	16	44	51	95	2	-11
Providing a curriculum that is sufficiently differentiated to meet all students' needs	18	34	52	48					

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	K-8								
	2010-11 Principal =24, Asst Principal =22, N=46				2009-10 Principal=27, Asst Principal=19, N=46				Difference 2009-10 & 2010-11
Component	Exemplary	Satisfactory	Overall Satisfaction	% Needs Improvement to Problematic	Excellent	Satisfactory	Overall Satisfaction	%Needs Improvement to Problematic	
Providing a curriculum that enables school-level variation and instructional flexibility	16	39	55	45	22	34	56	41	-2
Providing support in curriculum knowledge and implementation via district-wide CIA meetings and/or other settings	30	57	86	14	34	56	90	10	-4
Designing programming for students who are:									
ELL	2	61	63	33	5	38	43	43	20
SPED	2	50	52	48	17	32	49	49	4
High achieving students	7	39	45	52	13	40	53	45	-7
Remedial	14	52	66	34					
Early Childhood	Early Childhood				Early Childhood				
How effective is the district at:									
Providing training in early childhood curriculum	14	39	52	21					
Using data for instruction in early childhood classes	11	39	50	23					
Developmentally appropriate practice	11	41	52	23					
Providing support to early childhood operations:									
Student Enrollment	14	41	55	16					
Staffing	21	36	57	14					
Material Resources	23	41	64	7					
Professional Development and Talent Activities	Professional Development and Talent Activities				Professional Development				
Supporting site based professional development	30	50	80	21	35	53	88	13	-8
Providing appropriate professional development opportunities for new teachers, including mentoring and coaching to all new teachers	30	55	84	16	35	43	78	20	7
Providing appropriate professional development opportunities for experienced teachers	23	59	82	18	18	54	72	26	10
Providing PD on the use of data and analysis for instruction	30	57	86	14					
Providing appropriate supervision, support and development opportunities for school leadership/administration									
Experienced	21	57	79	19					
New	24	44	68	24					
Aspiring	21	55	76	19					
Struggling	5	34	39	39					
Designing and implementing an effective process for teacher evaluation and development.	36	46	82	16					

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	K-8													
	2010-11 Principal =24, Asst Principal =22, N=46				2009-10 Principal=27, Asst Principal=19, N=46				Difference 2009-10 & 2010-11					
Component	Exemplary	Satisfactory	Overall Satisfaction	% Needs Improvement to Problematic	Excellent	Satisfactory	Overall Satisfaction	%Needs Improvement to Problematic						
More specifically, how effective is the new district TEVAL process in the following:														
Recognizing exemplary teacher performance	36	52	89	9										
Helping teachers of all abilities to improve by providing specific and useful feedback?	39	52	91	9										
Identifying poor performance, and offering concrete steps to address that performance	30	50	80	21										
Promoting student achievement	32	55	86	11										
Youth Development and Activities	Youth Development and Activities				Youth Development and Activities									
Providing support to schools to:														
Develop appropriate behavior intervention plans	2	50	52	48										
Develop school-based positive behavior supports (PBIS)	7	50	57	41										
Develop understanding of policies and procedures around discipline	5	49	54	47										
Encouraging and supporting student attendance in schools	25	48	73	27										
Providing programs and systems to improve students' success in:														
Gaining college admission when they leave school	39	39	77	11	10	35	45	15						
Employment when they leave school	23	23	45	27	30	48	78	20	0					
Delivering extended day and other enrichment programs	41	36	77	20										
Assessment and Data Analysis	Assessment and Data Analysis									Assessment and Data Analysis				
Providing timely and useful analysis of assessments and other student data	64	32	95	5						78	18	96	5	-1
Providing useful information to enable schools to assess student needs in comparison to other students, other schools, and other districts	60	33	93	7	43	33	75	18	18					
Making interim assessments (i.e. DRP, Quarterlies, etc) that help determine student learning needs and guide instruction	49	40	88	12										
Operational and System Support	Operational and System Support									Operational and System Support				
Overall clarity and effectiveness of policies in all areas of district work	16	65	81	14						18	60	78	23	4
Clear and timely school budgeting to enable school planning and improvement	7	68	75	21	20	50	70	28	5					
Identifying appropriate and high quality candidates for:														
School level positions	9	61	71	25										
Supporting appointment into school positions	10	63	73	22										
Supporting the hiring and processing (i.e. payroll) of school staff	11	77	89	11	29	47	76	21	12					
Maintaining a relationship with the unions which enable professional practice and resolution of disputes	34	57	91	9	45	35	80	10	11					

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	K-8								
	2010-11 Principal =24, Asst Principal =22, N=46				2009-10 Principal=27, Asst Principal=19, N=46				Difference 2009-10 & 2010-11
	Exemplary	Satisfactory	Overall Satisfaction	% Needs Improvement to Problematic	Excellent	Satisfactory	Overall Satisfaction	%Needs Improvement to Problematic	
Registering and transferring students									
At the start of the year	16	59	75	23	18	38	55	43	20
In mid-year	18	40	58	40					
Transporting students	48	36	84	11	51	36	87	8	-3
Maintaining building and physical plant	7	59	66	34	8	46	54	46	12
Providing food for students in school	26	61	86	14	39	39	77	23	9
Supporting the procurement of goods and services in the schools	12	67	79	19	18	59	77	23	2
Ensuring security and safety of buildings and schools	12	59	71	29	13	63	75	25	-4
Supporting Information Technology systems									
Computers	21	55	75	25	26	68	94	18	
Phone lines	21	64	84	14					
Helping parents to engage in their students education and school	12	49	60	40	18	36	54	46	7
Supporting school and district partnerships with non-profits and other community partners	18	39	57	39	19	32	51	41	6

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	High School								
	2010-11 Principal=12, Asst Principal=14, N=26				2009-10 Principal=14, Asst Principal=14, N=28				Difference 2009-10 & 2010-11
	Exemplary	Satisfactory	Overall Satisfaction	%Needs Improvement to Problematic	Excellent	Satisfactory	Overall Satisfaction	%Needs Improvement to Problematic	
Leadership and Governance	Leadership and Governance				Leadership and Governance				
Communicating a clear, well-publicized vision and goals for the district	44	48	92	8	43	39	82	18	10
Communicating to schools on relevant issues	24	64	88	12	32	50	82	18	6
Ensuring most policy and operational decisions reflect a strong focus on outcomes and achievement for students	24	64	88	12	29	50	79	22	9
Modeling self evaluation as a strategy for self improvement	24	52	76	20	7	57	64	29	12
Building a culture of trust, openness and teamwork	8	72	80	20	15	56	70	26	10
Supporting schools in achieving the schools' goals	12	56	68	28	18	43	61	39	7
Performance Management	Performance Management				Performance Management				
Establishing systems for holding schools accountable for their students' progress	28	56	84	16	25	43	68	33	16
Allowing schools sufficient flexibility over their program and improvement plans	28	56	84	16	25	39	64	32	20
Affording schools appropriate autonomy commensurate with performance	24	44	68	28	14	39	54	32	14
Providing guidance on school self-evaluation and improvement planning	20	56	76	24	29	46	75	20	1
Providing appropriate supervision and support to struggling schools	16	28	44	28					
Facilitating schools to share and to learn about examples of good practice elsewhere in the district	12	36	48	52	29	29	57	39	-9
Providing effective supervision and support to schools and principals through the Directors of Instruction including:									
Instructional Decisions	24	56	80	20					
Disciplinary Decisions	36	56	92	8					
Operational Decisions	36	60	96	4					
Leadership Development and Coaching	24	48	72	28					
Offering support and training in accessing outside social services for students in need:	8	36	44	52					
Curriculum and Instruction	Curriculum and Instruction				Curriculum and Instruction				
Providing guidance on what constitutes quality learning and instruction	16	56	72	28	29	54	82	18	-10
Providing a curriculum that covers all subjects and grades	20	44	64	36	14	43	57	36	7
Providing a curriculum that is sufficiently differentiated to meet all students' needs	4	32	36	64					

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	High School								
	2010-11 Principal=12, Asst Principal=14, N=26				2009-10 Principal=14, Asst Principal=14, N=28				Difference 2009-10 & 2010-11
	Exemplary	Satisfactory	Overall Satisfaction	%Needs Improvement to Problematic	Excellent	Satisfactory	Overall Satisfaction	%Needs Improvement to Problematic	
Providing a curriculum that enables school-level variation and instructional flexibility	16	56	72	28	14	36	50	46	22
Providing support in curriculum knowledge and implementation via district-wide CIA meetings and/or other settings	20	48	68	28	18	36	54	36	14
Designing programming for students who are:									
ELL	12	40	52	40	11	29	39	43	13
SPED	16	72	88	12	11	44	56	41	33
High achieving students	17	50	67	25	12	50	62	27	5
Remedial	4	36	40	52					
Early Childhood	Early Childhood				Early Childhood				
How effective is the district at:									
Providing training in early childhood curriculum	8	4	12	0					
Using data for instruction in early childhood classes	17	0	17	0					
Developmentally appropriate practice	13	13	25	18					
Providing support to early childhood operations:									
Student Enrollment	4	12	16	0					
Staffing	4	9	13	4					
Material Resources	8	8	17	0					
Professional Development and Talent Activities	Professional Development and Talent Activities				Professional Development				
Supporting site based professional development	20	56	76	24	18	64	82	14	-6
Providing appropriate professional development opportunities for new teachers, including mentoring and coaching to all new teachers	16	68	84	16	32	43	75	18	9
Providing appropriate professional development opportunities for experienced teachers	12	52	64	36	21	32	54	46	11
Providing PD on the use of data and analysis for instruction	16	48	64	36					
Providing appropriate supervision, support and development opportunities for school leadership/administration									
Experienced	16	40	56	40					
New	24	36	60	32					
Aspiring	24	52	76	20					
Struggling	4	29	33	21					
Designing and implementing an effective process for teacher evaluation and development.	36	56	92	8					

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	High School														
	2010-11 Principal=12, Asst Principal=14, N=26					2009-10 Principal=14, Asst Principal=14, N=28									
	Exemplary	Satisfactory	Overall Satisfaction	%Needs Improvement to Problematic	Excellent	Satisfactory	Overall Satisfaction	%Needs Improvement to Problematic	Difference 2009-10 & 2010-11						
More specifically, how effective is the new district TEVAL process in the following:															
Recognizing exemplary teacher performance	36	56	92	8											
Helping teachers of all abilities to improve by providing specific and useful feedback?	36	52	88	12											
Identifying poor performance, and offering concrete steps to address that performance	32	52	84	16											
Promoting student achievement	20	48	68	32											
Youth Development and Activities	Youth Development and Activities					Youth Development and Activities									
Providing support to schools to:															
Develop appropriate behavior intervention plans	12	36	48	40											
Develop school-based positive behavior supports (PBIS)	8	24	32	32											
Develop understanding of policies and procedures around discipline	16	40	56	44											
Encouraging and supporting student attendance in schools	20	24	44	52											
Providing programs and systems to improve students' success in:															
Gaining college admission when they leave school	24	52	76	24	33	33	67	30	-23						
Employment when they leave school	4	38	42	54	19	41	59	37							
Delivering extended day and other enrichment programs	12	44	56	40	23	35	58	35	-2						
Assessment and Data Analysis	Assessment and Data Analysis					Assessment and data analysis									
Providing timely and useful analysis of assessments and other student data	40	40	80	16	37	48	85	7	-5						
Providing useful information to enable schools to assess student needs in comparison to other students, other schools, and other districts	20	60	80	12	23	50	73	27	7						
Making interim assessments (i.e. DRP, Quarterlies, etc) that help determine student learning needs and guide instruction	20	36	56	36											
Operational and System Support	Operational and System Support									Operational and System Support					
Overall clarity and effectiveness of policies in all areas of district work	13	67	79	21						23	58	81	19	-2	
Clear and timely school budgeting to enable school planning and improvement	8	56	64	20	15	42	58	35	6						
Identifying appropriate and high quality candidates for:															
School level positions	8	60	68	24											
Supporting appointment into school positions	12	64	76	16											
Supporting the hiring and processing (i.e. payroll) of school staff	13	63	75	21	50	39	89	8	-14						
Maintaining a relationship with the unions which enable professional practice and resolution of disputes	32	56	88	8	50	50	100								

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	High School								
	2010-11 Principal=12, Asst Principal=14, N=26				2009-10 Principal=14, Asst Principal=14, N=28				Difference 2009-10 & 2010-11
	Exemplary	Satisfactory	Overall Satisfaction	%Needs Improvement to Problematic	Excellent	Satisfactory	Overall Satisfaction	%Needs Improvement to Problematic	
Registering and transferring students									
At the start of the year	13	71	83	8	46	19	65	31	18
In mid-year	16	44	60	32					
Transporting students	52	40	92	4	76	20	96	4	-4
Maintaining building and physical plant	16	36	52	40	19	31	50	27	2
Providing food for students in school	32	56	88	8	35	35	69	31	19
Supporting the procurement of goods and services in the schools	12	72	84	12	15	58	73	23	11
Ensuring security and safety of buildings and schools	16	72	88	12	31	46	77	27	11
Supporting Information Technology systems									
Computers	17	50	67	33	12	60	72	39	
Phone lines	13	67	79	21					
Helping parents to engage in their students education and school	12	52	64	32	15	46	62	39	2
Supporting school and district partnerships with non-profits and other community partners	16	60	76	16	23	42	65	35	11

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	Principal			Assistant Principal		
	2010-11_ N=36			2010-11_ N=36		
Component	Exemplary	Satisfactory	%Needs Improvement to Problematic	Exemplary	Satisfactory	%Needs Improvement to Problematic
Leadership and Governance	Leadership and Governance			Leadership and Governance		
Communicating a clear, well-publicized vision and goals for the district	35	62	3	54	43	3
Communicating to schools on relevant issues	23	63	14	29	63	9
Ensuring most policy and operational decisions reflect a strong focus on outcomes and achievement for students	34	49	17	35	56	9
Modeling self evaluation as a strategy for self improvement	17	57	23	29	54	17
Building a culture of trust, openness and teamwork	209	69	29	9	61	30
Supporting schools in achieving the schools' goals	21	38	41	23	57	17
Performance Management	Performance Management			Performance Management		
Establishing systems for holding schools accountable for their students' progress	27	68	6	26	66	9
Allowing schools sufficient flexibility over their program and improvement plans	29	53	18	29	51	14
Affording schools appropriate autonomy commensurate with performance	29	56	15	21	47	29
Providing guidance on school self-evaluation and improvement planning	32	47	21	20	60	20
Providing appropriate supervision and support to struggling schools	15	44	26	20	46	23
Facilitating schools to share and to learn about examples of good practice elsewhere in the district	6	52	42	21	47	32
Providing effective supervision and support to schools and principals through the Directors of Instruction including:						
Instructional Decisions	35	50	15	23	57	20
Disciplinary Decisions	35	41	24	14	54	32
Operational Decisions	29	56	15	15	70	15
Leadership Development and Coaching	35	41	24	17	57	26
Offering support and training in accessing outside social services for students in need:	9	42	49	9	37	51
Curriculum and Instruction	Curriculum and Instruction			Curriculum and Instruction		
Providing guidance on what constitutes quality learning and instruction	21	56	24	23	63	14
Providing a curriculum that covers all subjects and grades	35	44	21	29	46	26
Providing a curriculum that is sufficiently differentiated to meet all students' needs	12	35	53	14	31	54

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	Principal			Assistant Principal		
	2010-11_ N=36			2010-11_ N=36		
Component	Exemplary	Satisfactory	%Needs Improvement to Problematic	Exemplary	Satisfactory	%Needs Improvement to Problematic
Providing a curriculum that enables school-level variation and instructional flexibility	21	44	35	11	45	43
Providing support in curriculum knowledge and implementation via district-wide CIA meetings and/or other settings	29	47	21	23	60	17
Designing programming for students who are:						
ELL	9	58	24	3	49	43
SPED	6	62	27	9	54	37
High achieving students	12	42	39	9	43	43
Remedial	6	50	38	14	43	37
Early Childhood	Early Childhood			Early Childhood		
How effective is the district at:						
Providing training in early childhood curriculum	15	21	15	9	31	12
Using data for instruction in early childhood classes	18	18	15	9	31	14
Developmentally appropriate practice	12	21	27	11	40	14
Providing support to early childhood operations:						
Student Enrollment	9	29	9	11	31	11
Staffing	13	31	6	17	23	14
Material Resources	21	27		14	31	9
Professional Development and Talent Activities	Professional Development and Talent Activities			Professional Development and Talent Activities		
Supporting site based professional development	27	53	21	26	51	23
Providing appropriate professional development opportunities for new teachers, including mentoring and coaching to all new teachers	18	59	24	29	54	17
Providing appropriate professional development opportunities for experienced teachers	21	65	15	20	57	26
Providing PD on the use of data and analysis for instruction	27	50	24	23		20
Providing appropriate supervision, support and development opportunities for school leadership/administration						
Experienced	24	49	21	15	53	32
New	31	38	28	18	44	27
Aspiring	27	49	18	18	59	21
Struggling		36	32	9	29	32
Designing and implementing an effective process for teacher evaluation and development.	29	53	15	43	46	11

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	Principal			Assistant Principal		
	2010-11_ N=36			2010-11_ N=36		
Component	Exemplary	Satisfactory	%Needs Improvement to Problematic	Exemplary	Satisfactory	%Needs Improvement to Problematic
More specifically, how effective is the new district TEVAL process in the following:						
Recognizing exemplary teacher performance	24	62	12	49	46	6
Helping teachers of all abilities to improve by providing specific and useful feedback?	29	68	3	46	37	17
Identifying poor performance, and offering concrete steps to address that performance	24	50	26	37	51	11
Promoting student achievement	15	62	21	40	43	17
Youth Development and Activities	Youth Development and Activities			Youth Development and Activities		
Providing support to schools to:						
Develop appropriate behavior intervention plans	3	50	44	9	40	46
Develop school-based positive behavior supports (PBIS)	0	44	41	14	37	34
Develop understanding of policies and procedures around discipline	6	49	46	11	43	46
Encouraging and supporting student attendance in schools	18	44	35	29	34	37
Providing programs and systems to improve students' success in:						
Gaining college admission when they leave school	9	56	18	23	31	14
Employment when they leave school	3	24	45	6	31	29
Delivering extended day and other enrichment programs	18	53	27	43	26	29
Assessment and Data Analysis	Assessment and data analysis			Assessment and data analysis		
Providing timely and useful analysis of assessments and other student data	50	35	12	60	34	6
Providing useful information to enable schools to assess student needs in comparison to other students, other schools, and other districts	38	44	16	51	43	6
Making interim assessments (i.e. DRP, Quarterlies, etc) that help determine student learning needs and guide instruction	39	36	21	37	40	20
Operational and System Support	Operational and System Support			Operational and System Support		
Overall clarity and effectiveness of policies in all areas of district work	12	40	15	18	62	18
Clear and timely school budgeting to enable school planning and improvement	6	71	24	9	57	17
Identifying appropriate and high quality candidates for:						
School level positions	6	65	21	11	57	29
Supporting appointment into school positions	9	70	12	12	58	27
Supporting the hiring and processing (i.e. payroll) of school staff	15	65	21	9	79	10
Maintaining a relationship with the unions which enable professional practice and resolution of disputes	29	62	6	37	51	11

Note: "Don't Know/Not Applicable" responses not shown. The sum of all responses including "Don't Know/Not Applicable" equal 100%.

2010-2011 Survey Questions	Principal			Assistant Principal		
	2010-11_ N=36			2010-11_ N=36		
Component	Exemplary	Satisfactory	%Needs Improvement to Problematic	Exemplary	Satisfactory	%Needs Improvement to Problematic
Registering and transferring students						
At the start of the year	18	58	21	11	69	14
In mid-year	18	39	39	16	44	34
Transporting students	44	41	9	54	34	9
Maintaining building and physical plant	12	47	35	9	54	37
Providing food for students in school	18	67	12	37	51	12
Supporting the procurement of goods and services in the schools	12	73	15	12	65	18
Ensuring security and safety of buildings and schools	16	63	22	12	65	24
Supporting Information Technology systems						
Computers	18	52	30	20	54	26
Phone lines	21	61	18	14	69	17
Helping parents to engage in their students education and school	9	56	32	15	44	41
Supporting school and district partnerships with non-profits and other community partners	12	47	35	23	46	26

	2009-10*	2010-2011								
TEVAL	Overall	Overall			K-8			9_12		
Level of agreement about the current teacher evaluation process in NHPS:	Total Agree	Total Agree	Neutral	Total Disagree	Total Agree	Neutral	Total Disagree	Total Agree	Neutral	Total Disagree
a. The evaluation process recognizes exemplary performance.	48%	90%	8%	3%	88%	7%	5%	92%	8%	0%
b. The evaluation process helps teachers improve their instructional performance by providing specific and useful feedback.	55%	93%	3%	5%	95%	2%	2%	88%	4%	8%
c. The evaluation process identifies and offers concrete steps to remedy poor performance.	36%	70%	22%	8%	77%	16%	7%	58%	33%	8%
d. The evaluation process promotes student achievement.	37%	74%	21%	5%	81%	14%	5%	63%	33%	4%
e. Overall, I am satisfied with the current teacher evaluation process in NHPS.	22%	68%	15%	17%	64%	19%	17%	75%	8%	17%

* Results taken from 2009-10 The New Teacher Project (TNTP) Online Survey of Teachers and Amdinistrators.

	2009-10*	2010-2011								
Evaluation & Development	Overall	Overall			K-8			High School (9-12)		
Level of agreement with the following statements:		Total Agree	Neutral	Total Disagree	Total Agree	Neutral	Total Disagree	Total Agree	Neutral	Total Disagree
NHPS enforces a high standard of instructional performance for all teachers.		73%	9%	18%	49%	12%	12%	67%	4%	29%
NHPS enforces a high standard of instructional leadership for all school administrators.		78%	13%	9%	77%	16%	7%	79%	8%	13%
I have sufficient TIME to focus on the evaluation and development of my teachers.		24%	21%	55%	21%	23%	56%	29%	17%	54%
I am given adequate SUPPORT to sufficiently evaluate and develop my teachers.		44%	26%	30%	47%	23%	30%	39%	30%	30%

K-8										
On average, what percentage of your time each week is spent on each of the following tasks?						On average, what percentage should be spent on the following				
Actual time spent						Desired time spent				
	0-10%	10-20%	20-30%	30-40%	40-50%	0-10%	10-20%	20-30%	30-40%	40-50%
Visiting classrooms and observing teachers	5%	31%	38%	7%	19%	0.00%	5.30%	15.80%	28.90%	50.00%
Providing teachers with feedback on their instructional performance	14%	45%	24%	12%	5%	2.70%	13.50%	32.40%	27.00%	24.30%
Reviewing student achievement data	20%	39%	22%	7%	12%	0.00%	28.90%	34.20%	15.80%	21.10%
Program scheduling, teacher assignments and budgeting	72%	15%	10%	0%	3%	63.90%	25.00%	8.30%	0.00%	2.80%
Hiring and staffing (e.g., teacher recruitment, interviewing)	80%	15%	3%	3%	0%	74.30%	20.00%	0.00%	0.00%	5.70%
District-required paperwork	17%	17%	39%	15%	12%	56.80%	24.30%	13.50%	0.00%	5.40%
Dealing with student disciplinary issues	13%	10%	28%	18%	33%	56.80%	29.70%	2.70%	5.40%	5.40%
Planning and/or delivering teacher professional development	32%	49%	17%	0%	2%	18.40%	31.60%	36.80%	2.60%	10.50%
Talking with or responding to parents, attending parent meetings	10%	25%	30%	25%	10%	19.40%	33.30%	27.80%	11.10%	8.30%
Attending staff or district meetings	43%	30%	20%	5%	3%	52.80%	25.00%	16.70%	2.80%	2.80%
Managing school facilities or logistics (e.g., procurement, supplies)	50%	25%	15%	5%	5%	69.40%	13.90%	8.30%	2.80%	5.60%
Other	47%	33%	7%	7%	7%	71.40%	21.40%	7.10%	0.00%	0.00%

High School										
On average, what percentage of your time each week is spent on each of the following tasks?						On average, what percentage should be spent on the following				
Actual time spent						Desired time spent				
	0-10%	10-20%	20-30%	30-40%	40-50%	0-10%	10-20%	20-30%	30-40%	40-50%
Visiting classrooms and observing teachers	40.00%	40.00%	16.00%	4.00%	0.00%	4.20%	8.30%	33.30%	20.80%	33.30%
Providing teachers with feedback on their instructional performance	50.00%	41.70%	8.30%	0.00%	0.00%	8.70%	21.70%	39.10%	4.30%	26.10%
Reviewing student achievement data	50.00%	33.30%	4.20%	12.50%	0.00%	26.10%	30.40%	21.70%	13.00%	8.70%
Program scheduling, teacher assignments and budgeting	79.20%	12.50%	4.20%	4.20%	0.00%	86.40%	4.50%	9.10%	0.00%	0.00%
Hiring and staffing (e.g., teacher recruitment, interviewing)	100.00%	0.00%	0.00%	0.00%	0.00%	85.70%	14.30%	0.00%	0.00%	0.00%
District-required paperwork	39.10%	30.40%	21.70%	4.30%	4.30%	68.20%	27.30%	4.50%	0.00%	0.00%
Dealing with student disciplinary issues	25.00%	12.50%	25.00%	20.80%	16.70%	68.20%	18.20%	9.10%	0.00%	4.50%
Planning and/or delivering teacher professional development	58.30%	41.70%	0.00%	0.00%	0.00%	22.70%	50.00%	27.30%	0.00%	0.00%
Talking with or responding to parents, attending parent meetings	29.20%	33.30%	33.30%	0.00%	4.20%	31.80%	31.80%	22.70%	4.50%	9.10%
Attending staff or district meetings	47.80%	34.80%	17.40%	0.00%	0.00%	63.60%	27.30%	9.10%	0.00%	0.00%
Managing school facilities or logistics (e.g., procurement, supplies)	54.20%	25.00%	16.70%	4.20%	0.00%	77.30%	18.20%	0.00%	4.50%	0.00%
Other	70.00%	0.00%	10.00%	10.00%	10.00%	87.50%	12.50%	0.00%	0.00%	0.00%