Educational Leadership Program
Advanced Completer Survey
Fall 2019
Report Snapshot

This report addresses the following items from the CAEP Annual report:

4.1 Annual Reporting Measures (CAEP Component 5.4|A.5.4):

- Impact Measures (CAEP Standard 4)
- 3. Satisfaction of Employers and Employment Milestones
- 4. Satisfaction of Completers

The following report contains figures and graphs from an external evaluation using the INSPIRE Leaders in Practice Survey designed to assess Educational Leadership graduates’ perceptions about their leadership preparation experiences and provide a source of evidence on leadership program outcomes. The survey was most recently administered in Spring 2019 to cohort members who completed the program of studies from 2015 to 2019.

Data Highlights

Cohort members reported high satisfaction with:

- Literature used in all our classes paralleled that of the district use
- Having a co-taught classroom where a university professor taught alongside a working school administrator.
- Having a full-time semester long internship at a school site
- The coordination of the University with the school district provided practical and essential information for navigating through district expectations and procedures.
Overall Quality of Preparation for School Leadership

To what extent do you agree or disagree with the following statements about your educational leadership preparation program?

1. My leadership preparation program prepared me well for the duties and responsibilities of a school leader/principal.
   - Strongly Disagree: 22%
   - Disagree: 4%
   - Neither Agree or Disagree: 13%
   - Agree: 61%

2. My preparation program has a good reputation among most educators in my state or region.
   - Strongly Disagree: 22%
   - Disagree: 22%
   - Neither Agree or Disagree: 57%
Please rate your agreement with how well you do the following:

- **Act in an open and transparent manner:**
  - Strongly Disagree: 10%
  - Disagree: 90%

- **Engage in self-reflection and opportunities to learn:**
  - Strongly Disagree: 5%
  - Disagree: 33%
  - Neither Agree nor Disagree: 62%

- **Maintain visibility and approachability to stakeholders:**
  - Strongly Disagree: 24%
  - Disagree: 76%

- **Act as a moral compass for the school or district:**
  - Strongly Disagree: 5%
  - Disagree: 19%
  - Neither Agree nor Disagree: 76%

- **Place children at the center of education with a focus on each child’s success and well-being:**
  - Strongly Disagree: 10%
  - Disagree: 90%

- **Promote the values of democracy, individual freedom and responsibility, equity, and diversity:**
  - Strongly Disagree: 19%
  - Disagree: 81%

- **Lead with interpersonal communication skills, social-emotional insight, and sensitivity to students' and staff members' backgrounds and cultures:**
  - Strongly Disagree: 19%
  - Disagree: 81%
Please rate how often you engage in this behavior or practice:

- Act in an open and transparent manner: 100%
- Engage in self-reflection and opportunities to learn: 5% Seldom or Never, 29% Once a month, 67% Twice a month
- Maintain visibility and approachability to stakeholders: 14% Seldom or Never, 86% Daily
- Act as a moral compass for the school or district: 5% Seldom or Never, 5% Once a month, 86% Twice a month
- Place children at the center of education with a focus on each child’s success and well-being: 100%
- Promote the values of democracy, individual freedom and responsibility, equity, and diversity: 14% Seldom or Never, 86% Daily
- Lead with interpersonal communication skills, social-emotional insight, and sensitivity to students’ and staff members’ backgrounds and cultures: 10% Seldom or Never, 90% Daily
Strategic Leadership

Please rate your agreement with how well you do the following:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead change efforts to promote school improvement</td>
<td>5%</td>
<td>33%</td>
<td>62%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design the school’s organization to enhance teaching and learning</td>
<td>5%</td>
<td>24%</td>
<td>71%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish high expectations for student learning</td>
<td></td>
<td></td>
<td></td>
<td>29%</td>
<td>71%</td>
</tr>
<tr>
<td>Use school or district data to promote school improvement</td>
<td></td>
<td></td>
<td></td>
<td>43%</td>
<td>57%</td>
</tr>
<tr>
<td>Modify actions to reflect vision and mission of school</td>
<td>10%</td>
<td>33%</td>
<td>57%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Please rate *how often* you engage in this behavior or practice:

- **Lead change efforts to promote school improvement**
  - Seldom or Never: 14%
  - Once a month: 38%
  - Twice a month: 48%

- **Design the school’s organization to enhance teaching and learning**
  - Seldom or Never: 10%
  - Once a month: 14%
  - Twice a month: 33%
  - Daily: 43%

- **Establish high expectations for student learning**
  - Seldom or Never: 5%
  - Once a month: 5%
  - Twice a month: 38%
  - Daily: 90%

- **Use school or district data to promote school improvement**
  - Seldom or Never: 5%
  - Once a month: 29%
  - Twice a month: 38%
  - Daily: 20%

- **Modify actions to reflect vision and mission of school**
  - Seldom or Never: 5%
  - Once a month: 14%
  - Twice a month: 14%
  - Once or twice a week: 14%
  - Daily: 52%
Operations & Management
Please rate your agreement with how well you do the following:

- Manage school resources effectively and efficiently to support school vision (e.g., technology, personnel, instructional time, public funds, and supplies/equipment)
  - Strongly Disagree: 5%
  - Disagree: 29%
  - Neither Agree nor Disagree: 67%

- Manage discipline effectively by ensuring that each student is treated fairly, respectfully, and with an understanding of each student’s culture and context
  - Strongly Disagree: 33%
  - Disagree: 67%

- Manage facilities and their maintenance to promote a safe and orderly learning environment
  - Strongly Disagree: 10%
  - Disagree: 33%
  - Neither Agree nor Disagree: 57%

- Recruit, hire, and retain high quality personnel
  - Strongly Disagree: 29%
  - Disagree: 71%

- Manage and use data to provide actionable information
  - Strongly Disagree: 38%
  - Disagree: 62%

- Develop and manage productive relationships with the district office
  - Strongly Disagree: 24%
  - Disagree: 76%
<table>
<thead>
<tr>
<th>Operation</th>
<th>Rating Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage school resources effectively and efficiently and to support school vision (e.g. technology, personnel, instructional time, public funds, and supplies/equipment)</td>
<td>10% 10% 19% 62%</td>
</tr>
<tr>
<td>Manage discipline effectively by ensuring that each student is treated fairly, respectfully, and with an understanding of each student’s culture and context</td>
<td>90% 10%</td>
</tr>
<tr>
<td>Manage facilities and their maintenance to promote a safe and orderly learning environment</td>
<td>71% 10% 14%</td>
</tr>
<tr>
<td>Recruit, hire, and retain high quality personnel</td>
<td>24% 29% 5% 14% 29%</td>
</tr>
<tr>
<td>Manage and use data to provide actionable information</td>
<td>14% 19% 38% 29%</td>
</tr>
<tr>
<td>Develop and manage productive relationships with the district office</td>
<td>48% 38% 5% 10%</td>
</tr>
</tbody>
</table>

Legend:
- Seldom or Never
- Once a month
- Twice a month
- Once or twice a week
- Daily
### Instructional Leadership

Please rate your agreement with how well you do the following:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop the individual and collective instructional capacity of faculty</td>
<td>33%</td>
<td>67%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide constructive feedback for teachers to improve instruction</td>
<td>33%</td>
<td>67%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support differentiated instruction to enhance student learning</td>
<td>33%</td>
<td>67%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support professional development activities for teachers based on identified instructional needs of students</td>
<td>24%</td>
<td>76%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promote rigorous and relevant curricula, instruction, and assessments</td>
<td>5%</td>
<td>38%</td>
<td>57%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure culturally relevant teaching and learning</td>
<td>33%</td>
<td>67%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotes a curriculum that supports college and career readiness</td>
<td>10%</td>
<td>29%</td>
<td>62%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluate curriculum for its use and effectiveness</td>
<td>10%</td>
<td>29%</td>
<td>62%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support the use of technology to enhance teaching and learning</td>
<td>33%</td>
<td>67%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Instructional Leadership

Please rate how often you engage in this behavior or practice:

- Develop the individual and collective instructional capacity of faculty
  - Seldom or Never: 5%  
  - Once a month: 14%  
  - Twice a month: 43%  
  - Once or twice a week: 38%

- Provide constructive feedback for teachers to improve instruction
  - Seldom or Never: 24%  
  - Once a month: 14%  
  - Twice a month: 38%  
  - Once or twice a week: 24%

- Support differentiated instruction to enhance student learning
  - Seldom or Never: 24%  
  - Once a month: 14%  
  - Twice a month: 14%  
  - Once or twice a week: 48%

- Support professional development activities for teachers based on identified instructional needs of students
  - Seldom or Never: 24%  
  - Once a month: 38%  
  - Twice a month: 14%  
  - Once or twice a week: 24%

- Promote rigorous and relevant curricula, instruction, and assessments
  - Seldom or Never: 25%  
  - Once a month: 25%  
  - Twice a month: 50%

- Ensure culturally relevant teaching and learning
  - Seldom or Never: 5%  
  - Once a month: 14%  
  - Twice a month: 19%  
  - Once or twice a week: 19%  
  - Daily: 43%

- Promote a curriculum that supports college and career readiness
  - Seldom or Never: 5%  
  - Once a month: 19%  
  - Twice a month: 14%  
  - Once or twice a week: 10%  
  - Daily: 52%

- Evaluate curriculum for its use and effectiveness
  - Seldom or Never: 10%  
  - Once a month: 24%  
  - Twice a month: 29%  
  - Once or twice a week: 19%  
  - Daily: 19%

- Support the use of technology to enhance teaching and learning
  - Seldom or Never: 5%  
  - Once a month: 14%  
  - Twice a month: 38%  
  - Once or twice a week: 43%
Professional & Organizational Culture

Please rate your agreement with **how well** you do the following:

- Promote effectiveness in serving all students well
  - Strongly Disagree: 24%
  - Disagree: 76%

- Build a collaborative environment
  - Strongly Disagree: 24%
  - Disagree: 76%

- Work with staff to solve school or department problems
  - Strongly Disagree: 5%
  - Disagree: 24%
  - Neither Agree nor Disagree: 71%

- Build and sustain a learning-centered vision for a school
  - Strongly Disagree: 5%
  - Disagree: 25%
  - Neither Agree nor Disagree: 70%

- Use clear ethical principles to safeguard the values of democracy, equity, justice, community, and diversity
  - Strongly Disagree: 19%
  - Disagree: 81%

- Encourage staff members’ initiative and innovative efforts
  - Strongly Disagree: 19%
  - Disagree: 81%

- Engage staff in comprehensive planning for school improvement
  - Strongly Disagree: 38%
  - Disagree: 62%

- Facilitate a culture of shared leadership
  - Strongly Disagree: 24%
  - Disagree: 76%

- Foster staff sensitivity to student diversity
  - Strongly Disagree: 30%
  - Disagree: 70%
<table>
<thead>
<tr>
<th>Professional &amp; Organizational Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please rate how often you engage in this behavior or practice:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Seldom or Never</th>
<th>Once a month</th>
<th>Twice a month</th>
<th>Once or twice a week</th>
<th>Daily</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote effectiveness in serving all students well</td>
<td>5%</td>
<td>5%</td>
<td>10%</td>
<td>81%</td>
<td></td>
</tr>
<tr>
<td>Build a collaborative environment</td>
<td>19%</td>
<td>81%</td>
<td></td>
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<tr>
<td>Work with staff to solve school or department problems</td>
<td>5%</td>
<td>10%</td>
<td>24%</td>
<td>62%</td>
<td></td>
</tr>
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<td>Build and sustain a learning-centered vision for a school</td>
<td>5%</td>
<td>30%</td>
<td>65%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use clear ethical principles to safeguard the values of democracy, equity, justice, community, and diversity</td>
<td>5%</td>
<td>5%</td>
<td>90%</td>
<td></td>
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<tr>
<td>Encourage staff members' initiative and innovative efforts</td>
<td>10%</td>
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<td>Facilitate a culture of shared leadership</td>
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<tr>
<td>Foster staff sensitivity to student diversity</td>
<td>5%</td>
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<td>5%</td>
<td>76%</td>
<td></td>
</tr>
</tbody>
</table>
Supportive & Equitable Learning Environment

Please rate your agreement with how well you do the following:

- Create an equitable and inclusive environment: 18% Strongly Disagree, 6% Disagree, 5% Neither Agree nor Disagree, 20% Agree, 61% Strongly Agree
- Promote trusting relationships: 14% Strongly Disagree, 5% Disagree, 6% Neither Agree nor Disagree, 20% Agree, 65% Strongly Agree
- Create an environment to promote the academic, social, emotional support for students: 14% Strongly Disagree, 5% Disagree, 5% Neither Agree nor Disagree, 20% Agree, 66% Strongly Agree
- Promote a sense of belonging among staff and students: 24% Strongly Disagree, 6% Disagree, 6% Neither Agree nor Disagree, 20% Agree, 54% Strongly Agree
Please rate how often you engage in this behavior or practice:

- Create an equitable and inclusive environment: 90% (90% Daily, 5% Once or twice a week, 5% Twice a month, 5% Once a month, 5% Seldom or Never)
- Promote trusting relationships: 95% (95% Daily, 5% Once or twice a week, 5% Twice a month, 5% Once a month, 5% Seldom or Never)
- Create an environment to promote the academic, social, emotional support for students: 95% (95% Daily, 5% Once or twice a week, 5% Twice a month, 5% Once a month, 5% Seldom or Never)
- Promote a sense of belonging among staff and students: 95% (95% Daily, 5% Once or twice a week, 5% Twice a month, 5% Once a month, 5% Seldom or Never)
Family & Community Engagement

Please rate your agreement with how well you do the following:

- Build and sustain positive relationships with families and caregivers: 29% Strongly Disagree, 71% Disagree
- Effectively communicate and engage with families and caregivers: 24% Strongly Disagree, 76% Disagree
- Build and sustain positive relationships with community partners: 5% Strongly Disagree, 29% Disagree, 67% Agree
- Effectively communicate and engage with community partners: 6% Strongly Disagree, 5% Disagree, 24% Agree, 67% Strongly Agree
- Promote understanding, appreciation, and use of the community’s diverse resources: 43% Strongly Disagree, 57% Disagree
- Advocate for children, families and caregivers: 14% Strongly Disagree, 86% Disagree
### Family & Community Engagement

Please rate how often you engage in this behavior or practice:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Seldom or Never</th>
<th>Once a month</th>
<th>Twice a month</th>
<th>Once or twice a week</th>
<th>Daily</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build and sustain positive relationships with families and caregivers</td>
<td>86%</td>
<td>19%</td>
<td>10%</td>
<td>24%</td>
<td>5%</td>
</tr>
<tr>
<td>Effectively communicate and engage with families and caregivers</td>
<td>62%</td>
<td>24%</td>
<td>29%</td>
<td>29%</td>
<td>10%</td>
</tr>
<tr>
<td>Build and sustain positive relationships with community partners</td>
<td>24%</td>
<td>19%</td>
<td>19%</td>
<td>33%</td>
<td>24%</td>
</tr>
<tr>
<td>Effectively communicate and engage with community partners</td>
<td>24%</td>
<td>19%</td>
<td>19%</td>
<td>29%</td>
<td>10%</td>
</tr>
<tr>
<td>Promote understanding, appreciation, and use of the community’s diverse resources</td>
<td>43%</td>
<td>19%</td>
<td>14%</td>
<td>29%</td>
<td>5%</td>
</tr>
<tr>
<td>Advocate for children, families and caregivers</td>
<td>86%</td>
<td>19%</td>
<td>10%</td>
<td>24%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Please rate your agreement with the statements below about school improvement:

- The school has a well-developed process for facilitating ongoing school-wide improvement & long-range planning: 9% Strongly Disagree, 9% Disagree, 52% Neither Agree Nor Disagree, 35% Agree.

- There is a clear sense of purpose among staff members about what we want our students to accomplish: 4% Strongly Disagree, 4% Disagree, 57% Neither Agree Nor Disagree, 35% Agree.

- Teachers collect and use student performance data to improve teaching and learning: 4% Strongly Disagree, 30% Disagree, 52% Neither Agree Nor Disagree, 13% Agree.

- Teachers strongly support the changes we have undertaken at this school: 5% Strongly Disagree, 35% Disagree, 52% Neither Agree Nor Disagree, 13% Agree.

- Teachers focus on improving and expanding their instructional strategies: 13% Strongly Disagree, 61% Disagree, 26% Neither Agree Nor Disagree, 1% Agree.

- Curriculum, instruction, and learning materials are well coordinated across the different grade levels at this school: 9% Strongly Disagree, 65% Disagree, 26% Neither Agree Nor Disagree, 2% Agree.
Please rate your agreement with the statements below about student engagement:

1. Students spend sufficient effort (in & out of class) to learn what we teach:
   - Strongly Disagree: 0%
   - Disagree: 13%
   - Neither Agree Nor Disagree: 4%
   - Agree: 70%
   - Strongly Agree: 13%

2. Students are academically engaged in their course work:
   - Strongly Disagree: 9%
   - Disagree: 70%
   - Neither Agree Nor Disagree: 22%
   - Agree: 0%
   - Strongly Agree: 0%

3. Students work hard in this school:
   - Strongly Disagree: 4%
   - Disagree: 65%
   - Neither Agree Nor Disagree: 30%
   - Agree: 0%
   - Strongly Agree: 0%

4. There are positive racial, ethnic, and cultural relations among students:
   - Strongly Disagree: 4%
   - Disagree: 52%
   - Neither Agree Nor Disagree: 4%
   - Agree: 39%
   - Strongly Agree: 0%
Please rate your agreement with the statements below about family engagement:

Families take an active role in their child's education:
- Strongly Disagree: 9%
- Disagree: 22%
- Neither Agree Nor Disagree: 52%
- Agree: 17%

Families provide help and/or encouragement with their child's schoolwork at home:
- Strongly Disagree: 9%
- Disagree: 26%
- Neither Agree Nor Disagree: 43%
- Agree: 22%

Families emphasize the importance of educational success with their child:
- Strongly Disagree: 4%
- Disagree: 17%
- Neither Agree Nor Disagree: 52%
- Agree: 26%

The school communicates regularly with families in multiple ways:
- Strongly Disagree: 4%
- Disagree: 39%
- Neither Agree Nor Disagree: 57%
- Agree: 57%
Please rate your agreement with the statements below about teacher collaboration:

- Teachers work together to develop teaching materials or activities for particular classes:
  - Strongly Disagree: 4%
  - Disagree: 4%
  - Neither Agree Nor Disagree: 65%
  - Agree: 26%

- Teachers discuss how to help students having problems:
  - Strongly Disagree: 4%
  - Disagree: 70%
  - Neither Agree Nor Disagree: 26%

- Teachers meet formally to discuss common challenges in the classroom:
  - Strongly Disagree: 9%
  - Disagree: 52%
  - Neither Agree Nor Disagree: 39%
  - Agree: 17%

- Teachers share and discuss student work with other teachers:
  - Strongly Disagree: 4%
  - Disagree: 35%
  - Neither Agree Nor Disagree: 43%
  - Agree: 17%

- Teachers observe each other’s classrooms (e.g. participate in learning walks):
  - Strongly Disagree: 13%
  - Disagree: 30%
  - Neither Agree Nor Disagree: 39%
  - Agree: 17%
Please rate your agreement with the statements below about **shared problem-solving among staff**:

1. Staff take calculated risks to improve their work
   - Strongly Disagree: 4%
   - Disagree: 30%
   - Neither Agree Nor Disagree: 52%
   - Agree: 13%

2. Staff take action to solve problems; they don’t just talk about them
   - Strongly Disagree: 22%
   - Disagree: 65%
   - Neither Agree Nor Disagree: 13%

3. Staff give open and honest feedback to each other
   - Strongly Disagree: 9%
   - Disagree: 30%
   - Neither Agree Nor Disagree: 57%
   - Agree: 4%
Please rate your agreement with the statements below about collective professional efficacy:

- I am able to influence school change: 9% Strongly Disagree, 39% Disagree, 52% Neither Agree Nor Disagree, 22% Agree, 2% Strongly Agree

- Teachers in the school are able to get through to the most difficult students: 17% Strongly Disagree, 61% Disagree, 22% Neither Agree Nor Disagree, 4% Agree, 4% Strongly Agree

- Teachers here are confident they will be able to motivate their students: 4% Strongly Disagree, 9% Disagree, 57% Neither Agree Nor Disagree, 30% Agree, 2% Strongly Agree

- Teachers here have the skills needed to produce meaningful student learning: 4% Strongly Disagree, 61% Disagree, 35% Neither Agree Nor Disagree, 2% Agree, 2% Strongly Agree

- Teachers in this school believe that every child can learn: 13% Strongly Disagree, 2% Disagree, 61% Neither Agree Nor Disagree, 26% Agree, 2% Strongly Agree

- Teachers in this school have the skills to deal with student disciplinary problems: 4% Strongly Disagree, 26% Disagree, 57% Neither Agree Nor Disagree, 13% Agree, 2% Strongly Agree
Please rate your agreement with the statements below about district support:

- The district supports our school’s efforts to improve: 13% Strongly Disagree, 70% Disagree, 17% Neither Agree Nor Disagree, 0% Agree, 0% Strongly Agree

- The district promotes the professional development of school educators: 13% Strongly Disagree, 26% Disagree, 43% Neither Agree Nor Disagree, 17% Agree, 0% Strongly Agree

- The district encourages the school to take risks in order to make changes: 4% Strongly Disagree, 43% Disagree, 39% Neither Agree Nor Disagree, 13% Agree, 0% Strongly Agree

- The district helps the school to promote and nurture a focus on teaching and learning: 4% Strongly Disagree, 35% Disagree, 43% Neither Agree Nor Disagree, 17% Agree, 0% Strongly Agree