High School SSESS Project
March, 2006

School Leadership Opinion Survey
Technical Report 1

Institute on Community Integration
University of Minnesota
111 Pattee Hall, 150 Pillsbury Drive SE
Minneapolis, MN  55455
Teri Wallace, principle investigator, 612-626-7220
Tom Bartholomay, project coordinator, 612-624-5776
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose of Study</td>
<td>2</td>
</tr>
<tr>
<td>Research Method and Instrument Description</td>
<td>2</td>
</tr>
<tr>
<td>Response Rate</td>
<td>3</td>
</tr>
<tr>
<td>Introduction</td>
<td>4</td>
</tr>
<tr>
<td>Segment 1: Statistically Significant Results</td>
<td>6</td>
</tr>
<tr>
<td>Challenge All Students and Their Teachers to High Standards</td>
<td>7</td>
</tr>
<tr>
<td>Build an Inclusive and Collaborative Community of Learning</td>
<td>7</td>
</tr>
<tr>
<td>Foster a School Culture of Innovation and Creativity</td>
<td>9</td>
</tr>
<tr>
<td>Engage Stakeholders in School Leadership</td>
<td>13</td>
</tr>
<tr>
<td>Promote Professional Development</td>
<td>15</td>
</tr>
<tr>
<td>Hire Staff Who Reinforce School Values and Vision</td>
<td>17</td>
</tr>
<tr>
<td>Use Data for Decision-making and School Improvement Planning</td>
<td>17</td>
</tr>
<tr>
<td>Segment 2: General Survey Results</td>
<td>21</td>
</tr>
<tr>
<td>Challenge All Students and Their Teachers to High Standards</td>
<td>22</td>
</tr>
<tr>
<td>Build an Inclusive and Collaborative Community of Learning</td>
<td>23</td>
</tr>
<tr>
<td>Foster a School Culture of Innovation and Creativity</td>
<td>25</td>
</tr>
<tr>
<td>Engage Stakeholders in School Leadership</td>
<td>28</td>
</tr>
<tr>
<td>Promote Professional Development</td>
<td>29</td>
</tr>
<tr>
<td>Hire Staff Who Reinforce School Values and Vision</td>
<td>31</td>
</tr>
<tr>
<td>Use Data for Decision-making and School Improvement Planning</td>
<td>32</td>
</tr>
<tr>
<td>Segment 3: Results at a Glance</td>
<td>33</td>
</tr>
<tr>
<td>Introduction</td>
<td>34</td>
</tr>
<tr>
<td>Interpreting Boxplots</td>
<td>34</td>
</tr>
<tr>
<td>Using the Boxplots</td>
<td>35</td>
</tr>
<tr>
<td>Challenge All Students and Their Teachers to High Standards</td>
<td>36</td>
</tr>
<tr>
<td>Build an Inclusive and Collaborative Community of Learning</td>
<td>37</td>
</tr>
<tr>
<td>Foster a School Culture of Innovation and Creativity</td>
<td>38</td>
</tr>
<tr>
<td>Engage Stakeholders in School Leadership</td>
<td>39</td>
</tr>
<tr>
<td>Promote Professional Development</td>
<td>40</td>
</tr>
<tr>
<td>Hire Staff Who Reinforce School Values and Vision</td>
<td>41</td>
</tr>
<tr>
<td>Use Data for Decision-making and School Improvement Planning</td>
<td>42</td>
</tr>
</tbody>
</table>
Purpose of Study

The purpose of this study was to evaluate changes in school leadership activities and attributes between the 2001-02 and 2004-05 school years. The leadership indicators used for the survey on which this study is based reflect key leadership activities and attributes associated with the SSESS model, and are directly derived from the Beacons of Excellence research on which the basic SSESS model was developed.

Research Method and Instrument Description

This study consisted of surveying all administrators, teachers, and counselors at the school to determine the level of perceived agreement regarding key leadership indicators aligned with the SSESS model.

The survey used for this study was developed from the School Leadership Self-Assessment Worksheet, published in a Beacons of Excellence study document called The Leadership Factor: A Key to Effective Inclusive High Schools (Bartholomay, 2001). The survey items included leadership activities and attributes associated with four high schools producing exemplary results for students with and without. A four part Likert type scale was added to each item, consisting of agreement levels of strongly agree, agree, disagree, and strongly disagree. The survey was put online.

Administration of the survey took place on the internet in May of 2002 and 2005. The school principal scheduled a period of time during a professional development day that was dedicated to the completion of the survey. All staff were requested to complete the survey at that time. Although the completion of the survey was anonymous, those who submitted the survey were sent to a web page that requested their email address to
identify who had completed it. After 4 days, staff who did not provide their email address were prompted, by email, to complete the survey. Another email prompt was sent 4 days later. A final email prompt was sent 2 days later.

**Response Rate**

<table>
<thead>
<tr>
<th></th>
<th>2002 (Grades 10-12)</th>
<th>2005 (Grades 9-12)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Respondents</td>
</tr>
<tr>
<td>TOTAL</td>
<td>76</td>
<td>66(87%)</td>
</tr>
<tr>
<td>General Educators</td>
<td>59</td>
<td>51 (86%)</td>
</tr>
<tr>
<td>Special Educators</td>
<td>7</td>
<td>5 (71%)</td>
</tr>
<tr>
<td>Others*</td>
<td>10</td>
<td>10(100%)</td>
</tr>
</tbody>
</table>

*Includes categories described below (respondents can choose more than one primary role):

- Dean
- Administrator
- Activities Director
- Senior High Chair
- School Support Staff
- Other

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Administrator</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Activities Director</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Senior High Chair</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td>School Support Staff</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
<td>12</td>
</tr>
</tbody>
</table>
Introduction

This document reports the results of a survey called the School Leadership Opinion Survey, designed through an OSEP sponsored Beacons of Excellence study conducted at the Institute on Community Integration, University of Minnesota. The items included in the School Leadership Survey are aligned with leadership factors found to be associated with 4 high schools producing exemplary outcomes for students with and without disabilities.

Survey items are aligned with the following school leadership themes:

1. Challenge All Students and Their Teachers to High Standards
2. Build an Inclusive and Collaborative Community of Learning
3. Foster a School Culture of Innovation and Creativity
4. Engage Stakeholders in School Leadership
5. Promote Professional Development
6. Hire Staff Who Reinforce School Values and Vision
7. Use Data for Decision-making and School Improvement Planning

This survey was administered to school staff in the spring of 2002 and 2005. Comparison of the difference in teacher perceptions between the years 2002 with 2005 may provide a meaningful measure of school change.

For the purpose of making these survey data more understandable, this report consists of 3 segments. Each segment reports the survey results of 2002 and 2005 in a different way, representing 3 different views of the same data.

Segment 1: Statistically Significant Results
Segment 1 reports survey items in which there was a statistically significant difference between results of 2002 and 2005. Each item reported on consists of:

1. An item question.
2. A table representing the percentage of respondents for each choice.
3. A chart that visually displays the percentage of respondents that chose Agree/Strongly Agree and Disagree/Strongly Disagree.
Segment 2: General Survey Results

*Segment 2* reports all basic data related to each survey question in table form. Data on each item consists of:

1. Percentage of respondents who chose *Agree/Strongly Agree* and *Disagree/Strongly Disagree*.
2. Percentage of respondents who chose each of the survey options.
3. The *mean* of the response distribution.
4. The *standard deviation* of the response distribution.
5. The *median* of the response distribution.

Segment 3: Results at a Glance – The Middle Half of the Response Distribution

*Segment 3* consists of a graphic display of the middle half of all responses for each item. The item question and median is also included.