

CTP Principal Survey Scale Definitions

The following survey scales were derived from the 2001-2002 CTP Principal Survey in 7 school districts in 4 states (San Diego¹ and Fresno, CA; Wake, NC; District 3 and District 11, NY; Highline, Bellevue, and Seattle, WA. N = 302). The construction of scales was theoretical in nature; Cronbach's alpha coefficients indicate the internal consistence of the scale.

I. DOMAINS OF DISTRICT ACTION

Improving Teaching and Learning: (11 items; 5-point Likert scale; alpha = .84)

4. *Please indicate the extent to which you agree or disagree with each of the following statements about students' experiences in your school. Circle one number for each item.*
 - a. This school has well-defined learning expectations for all students
 - b. This school has high standards for students' academic performance
 - d. Students are well aware of the learning expectations of this school
 - e. This school has consistent standards from classroom to classroom

12. *Please indicate how strongly you agree or disagree with the following statements regarding your district.*
 - g. The district is committed to high standards for every student
 - p. This district has consistent standards from school to school
 - q. The district emphasizes academic standards at all levels of the system

18. *Now consider your district's general approach to school improvement. To what extent do you agree or disagree with the following statements?*
 - h. This district ensures that student learning is the "bottom line" in this school
 - i. The district helps my school focus on teaching and learning

19. *Please indicate the extent to which your district provides each of the following kinds of support for school improvement.*
 - b. This district helps me promote and nurture a focus on teaching and learning in the school
 - d. This district provides support to enable teachers to adjust curriculum and instruction to meet all students' individual needs

¹ San Diego Principal Survey was administered in Spring 2001, it did not have the identical items; thus some scales and their construction did not include the data from San Diego.

Developing the Profession: (8 items; 5-point Likert scale; alpha = .74)

7. *How important is each of the following in determining the in-service professional development activities of teachers in this school?*
 - d. Implementation of state or local ACADEMIC standards
 - e. Implementation of state or local SKILLS standards

8. *How often is professional development for teachers at this school...*
 - b. Designed or chosen to support the district's improvement goals
 - d. Evaluated for evidence of improvement in teacher classroom practice
 - f. Considered part of teachers' regular work

9. *In the last 12 months, how often have you participated in professional development activities with teachers from YOUR school? Circle only one number.*
(Score was converted into a 1-5 scale.)
 1. Never
 2. Once or twice
 3. 3-5 times
 4. 6 or more times

12. *Please indicate how strongly you agree or disagree with the following statements regarding your district.*
 - e. The district promotes my professional development
 - f. This district promotes the professional development of teachers

Allocating Resources: (3 items; 5-point Likert scale; alpha = .70)

12. *Please indicate how strongly you agree or disagree with the following statements regarding your district.*
 - o. Resources are distributed equitably across all schools in the district
 - r. The district office provides needed resources to the schools

18. *Now consider your district's general approach to **school improvement**. To what extent do you agree or disagree with the following statements?*
 - a. This district provides all schools the same level and kind of support for reform

Communicating Within and Beyond: (5 items; 5-point Likert scale; alpha = .73)

12. Please indicate how strongly you agree or disagree with the following statements regarding your district.
- d. The district builds community confidence in our school
13. Please mark the extent to which you agree or disagree with these statements about your district's relationship with **parents and the community**.
- c. The district encourages and supports parents to help their children succeed academically
14. Now please consider the trust between principals and district administrators in your district. To what extent do you agree or disagree with the following statements?
- a. It's OK in this district to discuss feelings, frustrations, and worries with administrators in the district office
18. Now consider your district's general approach to **school improvement**. To what extent do you agree or disagree with the following statements?
- c. This district fosters communication between different schools in the district
19. Please indicate the extent to which your district provides each of the following **kinds of support for school improvement**.
- i. The district fosters communication between my school and other schools in the district

Creating Local Accountability: (5 items; 5-point Likert scale; alpha = .72)

12. Please indicate how strongly you agree or disagree with the following statements regarding your district.
- b. The district holds high expectations for our school
 - m. I receive adequate feedback from district administrators about my own performance
 - n. I know what the district expects of me as a principal
19. Please indicate the extent to which your district provides each of the following **kinds of support for school improvement**.
- c. This district supports my school's efforts to be accountable to its own local community
 - d. This district provides support to enable teachers to adjust curriculum and instruction to meet all students' individual needs

Partnering with Nonsystem Actors: (3 items; 5-point Likert scale; alpha = .80)

13. Please mark the extent to which you agree or disagree with these statements about your district's relationship with **parents and the community**.

- a. District staff make an effort to reach out to individuals and organizations outside of the school district
- d. Parents and other community members are actively involved in setting goals and strategies for educational improvement in our district
- e. District staff work hard to partner with outside individuals and organizations to build capacity for educational improvement

State Policy Influence on Establishing Curriculum: (single item; 5-point Likert scale)

16. The following set of questions concerns decision-making influence. Please indicate how much ACTUAL influence you think each group or person has on decisions concerning the following activities. **(Leave blank if not applicable.)**

- a. ESTABLISHING CURRICULUM AT THIS SCHOOL
 - 1) State Department of Education

State Policy Influence on Setting Performance Standards: (single item; 5-point Likert scale)

16. The following set of questions concerns decision-making influence. Please indicate how much ACTUAL influence you think each group or person has on decisions concerning the following activities. **(Leave blank if not applicable.)**

- e. SETTING PERFORMANCE STANDARDS FOR STUDENTS OF THIS SCHOOL
 - 1) State Department of Education

II. QUALITY INDICATORS

School Learning Community: (4 items; 5-point Likert scale; alpha = .89)

5. *Now please consider the professional climate in your school. To what extent do you agree or disagree with each of the following statements about **general school climate**? Circle one number for each item.*
- a. Teachers in this school are continually learning and seeking new ideas
 - c. Teachers in this school work together to improve student learning
 - f. Teachers' stance towards their work is one of inquiry and reflection
6. *Considering your current job as school principal, how much do you agree or disagree with the following statements?*
- c. Helping teachers improve is an important part of my job
 - e. The district administrators place the needs of children ahead of their personal and political interests

Distributed Leadership: (4 items; 5-point Likert scale; alpha = .72)

6. *Considering your current job as school principal, how much do you agree or disagree with the following statements?*
- e. I work to develop others' leadership skills and opportunities
 - g. I work to create ways for everyone to have voice and power
8. *How often is professional development for teachers at this school...*
- g. Planned by teachers in this school or district
 - h. Presented by teachers in this school or district

Sustainability: (3 items; 5-point Likert scale; alpha = .57)

17. *How would you characterize your school's relationship with each of the following individuals or groups?*
- b. School Board
 - c. Teachers' Union
 - e. District Office Staff

Low Constraints on School Hiring: (2 items, reverse scored; 5-point Likert scale; alpha = .88)

2. *Using the scale provided, how much of barrier do you consider each of the following factors to be in obtaining teachers with excellent qualifications? Circle one number for each item.*
- f. Too many teachers transferred to this school by the central office
 - g. Too much control over hiring decisions in the hands of the central office

Top-Down Culture: (3 items; 5-point Likert scale; alpha = .52)

12. *Please indicate how strongly you agree or disagree with the following statements regarding your district.*
- k. This district is centralized and hierarchical
18. *Now consider your district's general approach to **school improvement**. To what extent do you agree or disagree with the following statements?*
- g. The district creates mandates without providing adequate support
 - j. The district does not understand my school's reform agenda

Pride: (4 items; 5-point Likert scale; alpha = .81)

12. *Please indicate how strongly you agree or disagree with the following statements regarding your district.*
- a. I feel that this district inspires the very best in the job performance of its personnel
 - i. I am proud to tell others that I work for this district
14. *Now please consider the trust between principals and district administrators in your district. To what extent do you agree or disagree with the following statements?*
- b. District-level administrators look out for the personal welfare of the principals in the district

III. DISTRICT LEADERSHIP

Content

Setting Performance Standards

Budgets

Professional Development

(No scales. Items are in Q16.)

IV. DATA

District Data Support: (2 items; 5-point Likert scale; alpha = .84)

19. *Please indicate the extent to which your district provides each of the following **kinds of support for school improvement**.*

- e. This district helps my school use information about student achievement relative to standards in order to improve instruction
- f. This district routinely helps my school set benchmarks and evaluate progress toward school and district standards

School Use of Data: (7 items; 5-point Likert scale; alpha = .87)

5. *Now please consider the professional climate in your school. To what extent do you agree or disagree with each of the following statements about **general school climate**? Circle one number for each item.*

- b. Teachers are engaged in systematic analysis of student performance data
 - g. Assessment of student performance leads to changes in our school's curriculum
 - h. Assessment of student performance leads to changes in our school's professional development activities
 - l. Teachers in this school regularly examine school performance
 - m. Useful information to make informed decisions is readily available to teachers (e.g., about student performance, resources, community satisfaction)
8. *How often is professional development for teachers at this school...*
- d. Evaluated for evidence of improvement in teacher classroom practice
 - e. Evaluated for evidence of effects on student achievement