



# 2013 Texas Middle Management Survey

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Texas A&M University

Suggested Citation: Favero, Nathan, Polly Calderon, and Kenneth J. Meier. 2013. "2013 Texas Middle Manager Survey." Project for Equity, Representation and Governance, Texas A&M University.

## Summary Statistics

### **General Information (openended)**

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#### **How many years have you been employed by this school?**

Mean: 8.54 Years  
Standard Deviation: 7.96 years  
Minimum: 0 years  
Maximum: 42 years

#### **How many years have you been the principal of this school?**

Mean: 4.71 Years  
Standard Deviation: 4.18 years  
Minimum: 0 years  
Maximum: 28 years

#### **How many years have you been a principal in any school?**

Mean: 7.61 Years  
Standard Deviation: 6.18 years  
Minimum: 0 years  
Maximum: 61 years

#### **How many times have you been a principal in any school?**

Mean: 2.16 times  
Standard Deviation: 2.24 times  
Minimum: 0 times  
Maximum: 27 times

### **Budget Cuts**

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#### **Since, 2008 how many times has your school faced a budget cut?**

0: 4.33%  
1: 16.61%  
2: 28.88%  
3: 23.32%  
4: 14.01%  
5: 12.85%

***Budget cuts have led to teacher layoffs at my school.***

Strongly Agree:	29.79%
Agree:	31.01%
Disagree:	16.69%
Strongly Disagree:	22.51%

***Budget cuts have led to increased class sizes at my school.***

Strongly Agree:	38.93%
Agree:	36.42%
Disagree:	15.10%
Strongly Disagree:	9.55%

***Budget cuts have reduced my school's number of fine arts and other specialty courses.***

Strongly Agree:	22.11%
Agree:	27.38%
Disagree:	27.07%
Strongly Disagree:	23.45%

***Budget cuts have reduced the number of courses outside our core curriculum.***

Strongly Agree:	20.45%
Agree:	24.77%
Disagree:	35.08%
Strongly Disagree:	20.45%

***Budget cuts have reduced the number of courses, activities, or organizations for gifted and talented/advanced students.***

Strongly Agree:	16.96%
Agree:	26.88%
Disagree:	33.68%
Strongly Disagree:	22.48%

***I make strategic decisions to plan for possible future budget cuts.***

Strongly Agree:	29.88%
Agree:	58.11%
Disagree:	9.51%
Strongly Disagree:	2.50%

***When I have extra funds, I can allocate them in ways that will help the school during lean years.***

Strongly Agree:	18.27%
Agree:	49.86%
Disagree:	23.57%
Strongly Disagree:	8.31%

***The district allows me to make my own decisions about the budget for my campus.***

Strongly Agree:	21.22%
Agree:	56.13%
Disagree:	17.99%
Strongly Disagree:	4.66%

### ***School Performance***

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***Estimate the percentage of time that is devoted to STAAR preparation in your school. (openended)***

Mean:	55.77%
Standard Deviation:	29.91%
Minimum:	0%
Maximum:	100%

***Estimate the percentage of students who will pass the STAAR exams in your school this year. (openended)***

Mean:	75.62%
Standard Deviation:	14.72%
Minimum:	0%
Maximum:	100%

***Compared to other schools, my assessment of our STAAR performance is***

Excellent:	7.68%
Above Average:	33.56%
Average:	42.24%
Below Average:	15.59%
Inadequate:	0.92%

***Compared to other schools, my assessment of our college bound performance is***

Excellent:	6.94%
Above Average:	30.34%
Average:	42.90%
Below Average:	18.25%
Inadequate:	1.56%

***Compared to other schools, my assessment of the overall quality of education in my school is***

Excellent:	18.49%
Above Average:	53.06%
Average:	26.34%
Below Average:	1.96%
Inadequate:	0.15%

***Compared to other schools, my assessment of the well-being of the students in my school is***

Excellent:	27.76%
Above Average:	51.21%
Average:	16.94%
Below Average:	3.56%
Inadequate:	0.53%

***Compared to other schools, my assessment of the well-being of teachers in my school is***

Excellent:	23.66%
Above Average:	52.83%
Average:	21.78%
Below Average:	1.58%
Inadequate:	0.15%

***Compared to other schools, my assessment of parent satisfaction with my school is***

Excellent:	16.10%
Above Average:	57.67%
Average:	24.41%
Below Average:	1.66%
Inadequate:	0.15%

***Compared to other schools, my assessment of student preparation for subsequent future education in my school is***

Excellent:	13.82%
Above Average:	50.11%
Average:	31.06%
Below Average:	4.71%
Inadequate:	0.30%

***Is part of your salary based on performance?***

Yes:	7.92%
No:	92.08%

**Has the school district/superintendent set separate indicators that measure your school's attainment of the school district goals regarding the academic performance of your school?**

Yes: 50.83%  
No: 49.17%

**Has the school district/superintendent done a formal assessment of whether your school attains the set district goals regarding the academic performance of your school?**

Yes: 56.34  
No: 43.66

**Teachers**

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**In the last school year, how often did school management (principal/vice-principal) give feedback to teachers concerning their teaching?**

Never: 0.08%  
1-2 times: 2.41%  
3-10 times: 27.51%  
11-20 times: 14.37%  
21-50 times: 20.28%  
More than 50 times: 32.56%  
Don't know: 2.80%

**In the last school year, how often did school management (principal/vice-principal) discuss teachers' classroom teaching with teachers either separately or in small groups?**

Never: 0.16%  
1-2 times: 3.03%  
3-10 times: 24.24%  
11-20 times: 19.50%  
21-50 times: 24.94%  
More than 50 times: 25.49%  
Don't know: 2.64%

**Compared to other schools, how would you rate the turnover of teachers at your school?**

Very High: 2.33  
Somewhat High: 8.29  
Moderate: 26.36  
Low: 63.02

**What is your most important duty with respect to teachers? Please rank order your choices from (1) most important to (4) least important.**

***Expose teachers to new ideas***

(most important) 1: 13.06%  
2: 30.09%  
3: 32.85%  
(least important) 4: 24.01%

***Make sure teachers feel appreciated***

(most important) 1: 20.19%  
2: 21.09%  
3: 32.52%  
(least important) 4: 26.20%

***Encourage unity and collaboration among teachers***

(most important) 1: 44.44%  
2: 31.22%  
3: 14.52%  
(least important) 4: 9.81%

***Evaluate teachers' performance***

(most important) 1: 22.30%  
2: 17.60%  
3: 20.11%  
(least important) 4: 39.98%

**Indicate how frequently you experience a conflict between securing a high level of teaching and a low dropout rate on a scale from 1 (never) to 5 (very frequently).**

(Never) 1: 48.33%  
2: 21.27%  
3: 21.84%  
4: 4.65%  
(Very Frequently)5: 3.91%

***The district allows me to make my own decisions about hiring teachers and assistant principals.***

Strongly Agree: 41.34%  
Agree: 45.90%  
Disagree: 9.81%  
Strongly Disagree: 2.94%

***How much control do you have over the curricula in your school?***

Major Control:	16.78%
Moderate Control:	43.31%
Minor Control:	30.32%
No Control:	9.59%

***School Resources***

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***How would you rate the following in your school?***

***Quality of Teachers***

Excellent:	32.47%
Above Average:	62.13%
Below Average:	5.32%
Inadequate:	0.08%

***Parental Involvement***

Excellent:	10.99%
Above Average:	40.35%
Below Average:	42.39%
Inadequate:	6.28%

***Availability of technology***

Excellent:	28.07%
Above Average:	49.49%
Below Average:	19.39%
Inadequate:	3.05%

***Professional Development***

Excellent:	23.26%
Above Average:	61.67%
Below Average:	13.97%
Inadequate:	1.09%



***Mentoring of Principals***

Excellent:	10.62%
Above Average:	50.28%
Below Average:	33.75%
Inadequate:	5.35%

***Community Support***

Excellent:	17.97%
Above Average:	52.73%
Below Average:	26.72%
Inadequate:	2.58%

***Superintendent support***

Excellent:	40.91%
Above Average:	43.03%
Below Average:	11.99%
Inadequate:	4.08%

***School Board support***

Excellent:	37.23%
Above Average:	46.55%
Below Average:	12.15%
Inadequate:	4.08%

***How do you prioritize the following goals? Please rank the goals on a scale from 1 to 7. Please rank order your choices from (1) most important to (7) least important.***

***General education***

(most important) 1:	11.30%
2:	21.80%
3:	26.78%
4:	29.94%
5:	7.82%
6:	1.66%
(least important) 7:	0.71%

**College Preparation**

(most important) 1:	2.76%
2:	3.87%
3:	12.72%
4:	18.33%
5:	38.47%
6:	16.03%
(least important) 7:	7.82%

**Teacher well-being/morale**

(most important) 1:	3.95%
2:	14.69%
3:	23.54%
4:	29.15%
5:	22.51%
6:	5.53%
(least important) 7:	0.63%

**Student well-being**

(most important) 1:	39.81%
2:	26.38%
3:	16.98%
4:	10.58%
5:	4.98%
6:	0.95%
(least important) 7:	0.32%

**Quality teaching**

(most important) 1:	40.36%
2:	31.12%
3:	17.14%
4:	5.85%
5:	4.34%
6:	0.79%
(least important) 7:	0.39%

**Low drop-out rates**

(most important) 1:	0.71%
2:	1.11%
3:	1.90%
4:	3.24%
5:	10.35%
6:	59%
(least important) 7:	23.70%

**Minimum budget deficits**

(most important) 1:	1.11%
2:	1.03%
3:	0.95%
4:	2.92%
5:	11.53%
6:	16.03%
(least important) 7:	66.43%

**Career Aspirations**

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***I am content with the job I currently have and plan to keep it as long as possible.***

Strongly Agree:	35.74%
Agree:	45.14%
Disagree:	15.75%
Strongly Disagree:	3.37%

***I believe I receive adequate compensation in my current job.***

Strongly Agree:	16.39%
Agree:	45.96%
Disagree:	28.16%
Strongly Disagree:	9.49%

***If I were offered a principal job at another school with more and better resources, I would take it.***

Strongly Agree:	14.61%
Agree:	30.09%
Disagree:	39.67%
Strongly Disagree:	15.63%

***I am actively looking for a new principal job at a school with more and better resources.***

Strongly Agree:	5.49%
Agree:	10.43%
Disagree:	36.47%
Strongly Disagree:	47.61%

***One day, I plan to get a job in education administration at the district level.***

Strongly Agree:	23.21%
Agree:	32.42%
Disagree:	24.63%
Strongly Disagree:	19.75%

***One day, I plan to get a job in education administration at the state level.***

Strongly Agree:	3.79%
Agree:	14.38%
Disagree:	40.28%
Strongly Disagree:	41.55%

***One day, I plan to become superintendent.***

Strongly Agree:	15.77%
Agree:	16.80%
Disagree:	27.44%
Strongly Disagree:	39.98%

***Leadership/Management Practices***

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***Our school continually adjusts our internal activities and structures in response to stakeholder initiatives and activities.***

Strongly Agree:	18.74%
Tend to Agree:	65.11%
Tend to Disagree:	15.11%
Strongly Disagree:	1.05%

***Our school is always among the first to adopt new ideas and practices.***

Strongly Agree:	13.55%
Tend to Agree:	53.57%
Tend to Disagree:	31.03%
Strongly Disagree:	1.84%

***I try to isolate my teachers from administrative politics.***

Strongly Agree:	16.92%
Tend to Agree:	62.47%
Tend to Disagree:	18.60%
Strongly Disagree:	2%

***In our approach to improving student performance, my school focuses on only a couple of key educational areas.***

Strongly Agree:	8.35%
Tend to Agree:	49.24%
Tend to Disagree:	36.14%
Strongly Disagree:	6.27%

***There is a lot of conflict over educational issues in our community.***

Strongly Agree:	4.09%
Tend to Agree:	17.40%
Tend to Disagree:	63.51%
Strongly Disagree:	15%

***Schools are asked to do too many things; we should focus more on education.***

Strongly Agree:	30.68%
Tend to Agree:	54.94%
Tend to Disagree:	13.09%
Strongly Disagree:	1.29%

***The major sources for improving student performance are demands from the school board, superintendent, Texas Education Agency, or other actors in the environment.***

Strongly Agree:	12.93%
Tend to Agree:	43.33%
Tend to Disagree:	34.63%
Strongly Disagree:	9.11%

***I sometimes set goals to accomplish things that are difficult or impossible to objectively measure.***

Strongly Agree:	9.07%
Tend to Agree:	50.53%
Tend to Disagree:	37.41%
Strongly Disagree:	3%

***When providing feedback to teachers, it is important to be honest than to be encouraging.***

Strongly Agree:	13.82%
Tend to Agree:	63.95%
Tend to Disagree:	21.75%
Strongly Disagree:	0.49%

***With the people I have in this school, we can make virtually any program work.***

Strongly Agree:	19.52%
Tend to Agree:	65.56%
Tend to Disagree:	14.03%
Strongly Disagree:	0.89%

***I am quite likely to recommend a subordinate for principal position in another school.***

Strongly Agree:	25.83%
Tend to Agree:	56.05%
Tend to Disagree:	14.62%
Strongly Disagree:	3.49%

***Our school concentrates on making use of what we already know how to do.***

Strongly Agree:	10.50%
Tend to Agree:	60.75%
Tend to Disagree:	27.36%
Strongly Disagree:	1.38%

***My school is always looking for new and innovative ways to improve student performance.***

Strongly Agree:	34.08%
Tend to Agree:	57.10%
Tend to Disagree:	8.10%
Strongly Disagree:	0.72%

***I sometimes set goals that are probably too lofty to actually achieve.***

Strongly Agree:	6.66%
Tend to Agree:	32.79%
Tend to Disagree:	55.44%
Strongly Disagree:	5.11%

***I have the ability to implement policies and procedures in my school that are not consistent with district policy if they benefit my students.***

Strongly Agree:	6.44%
Tend to Agree:	30.43%
Tend to Disagree:	47.50%
Strongly Disagree:	15.62%

***A principal should be involved in curriculum planning and selection.***

Strongly Agree:	50.36%
Tend to Agree:	47.23%
Tend to Disagree:	2.33%
Strongly Disagree:	0.08%

***My school balances focusing on accounting measures (NCLB, STAAR) with non- test related courses or activities (fine arts, languages, P.E. etc).***

Strongly Agree:	17.83%
Tend to Agree:	56.65%
Tend to Disagree:	22.20%
Strongly Disagree:	3.32%

**Multi-cultural Curriculum (embedded experiment):**

**Imagine that the Texas Education Agency (TEA) decides that all schools must offer multicultural curriculum. To what extent do you agree or disagree that this is a good idea?**

Strongly agree: 11.86%  
Tend to agree: 29.30%  
Neither agree nor disagree: 31.63%  
Tend to disagree: 15.35%  
Strongly disagree: 10.23%  
Don't know: 1.63%

**Imagine that the Texas Education Agency (TEA) decides that all schools must offer multicultural curriculum in order to value ethnic and cultural differences. To what extent do you agree or disagree that this is a good idea?**

Strongly agree: 14.81%  
Tend to agree: 28.84%  
Neither agree nor disagree: 26.46%  
Tend to disagree: 17.46%  
Strongly disagree: 11.90%  
Don't know: 0.53%

**Imagine that the Texas Education Agency (TEA) decides that all schools must offer multicultural curriculum, because research has shown that such programs can reduce children's prejudices. To what extent do you agree or disagree that this is a good idea?**

Strongly agree: 16.32%  
Tend to agree: 33.42%  
Neither agree nor disagree: 32.12%  
Tend to disagree: 10.10%  
Strongly disagree: 5.18%  
Don't know: 2.85%

**What are the most important problems facing your school? Please rate your choices: (1) as least important to (4) as most important.**

**Bilingual Education**

(least important) 1: 36.63%  
2: 23.68%  
3: 19.17%  
(most important) 4: 20.53%

**College Preparation**

(least important) 1: 15.69%  
2: 25.87%  
3: 35.28%  
(most important) 4: 23.16%

**Compliance with No Child Left Behind**

(least important) 1:	13.15%
2:	23.83%
3:	30.96%
(most important) 4:	32.06%

**Student performance on the STAAR**

(least important) 1:	10.49%
2:	8.26%
3:	22.46%
(most important) 4:	58.79%

**School Finances**

(least important) 1:	8.38%
2:	25.99%
3:	37.34%
(most important) 4:	28.28%

**Teacher Turnover**

(least important) 1:	39.59%
2:	32.96%
3:	18.50%
(most important) 4:	8.95%

**Teacher Recruitment**

(least important) 1:	28.45%
2:	28.79%
3:	26.92%
(most important) 4:	15.84%

**Vocational Education**

(least important) 1:	46.96%
2:	23.44%
3:	17.97%
(most important) 4:	11.63%

**Physical Education**

(least important) 1:	35.04%
2:	37.91%
3:	20.35%
(most important) 4:	6.70%

**Nutrition Issues**

(least important) 1:	31.32%
2:	39.95%
3:	21.74%
(most important) 4:	6.99%



**Discipline Issues**

(least important) 1:	21.11%
2:	37.34%
3:	27.17%
(most important) 4:	14.38%

**Sex Education**

(least important) 1:	54.43%
2:	30.09%
3:	10.17%
(most important) 4:	5.30%

***There are special programs in place in my school to manage diversity among assistant principals, teachers, and staff.***

Strongly Agree:	6.01%
Agree:	30.20%
Disagree:	52.28%
Strongly Disagree:	11.51%

***Hiring and promoting employees from underrepresented groups is a priority in my school.***

Strongly Agree:	6.43%
Agree:	42.13%
Disagree:	43.49%
Strongly Disagree:	7.95%

***My school conducts special training and programs on cultural differences and values.***

Strongly Agree:	4.63%
Agree:	39.73%
Disagree:	46.97%
Strongly Disagree:	8.67%

***My school is successful in achieving racial balance or reducing isolation among students.***

Strongly Agree:	14.90%
Agree:	65.37%
Disagree:	16.51%
Strongly Disagree:	3.22%

***It is the superintendent's job to maintain racial balance in the schools.***

Strongly Agree:	3.66%
Agree:	22.47%
Disagree:	52%
Strongly Disagree:	21.87%

***It is the school board's job to maintain racial balance in schools.***

Strongly Agree:	3.31%
Agree:	18.58%
Disagree:	53.69%
Strongly Disagree:	24.43%

***It is my job to maintain racial balance in schools.***

Strongly Agree:	18.03%
Agree:	50.60%
Disagree:	22.62%
Strongly Disagree:	8.76%

***From my prospective, the racial balance of my school is:***

Very Important:	14.35%
Important:	45.49%
Somewhat Important:	28.35%
Not Important:	11.81%

***I discuss racial/ethnic diversity issues with: (check all that apply)***

***Teachers***

Yes:	81.30%
No:	18.70%

***Superintendent***

Yes:	44.31%
No:	55.69%

***School Board***

Yes:	15.96%
No:	84.04%

***Community Leaders***

Yes:	24.36%
No:	75.64%

***Parents (PTA)***

Yes:	37.82%
No:	62.18%

## ***Health Education in Schools***

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***Are students required to receive instructions on:***

***Nutrition and dietary behaviors?***

Yes: 78.73%

No: 21.27%

***Physical Activity and fitness?***

Yes: 97.73%

No: 2.27%

***Pregnancy prevention?***

Yes: 31.52%

No: 68.48%

***STD prevention?***

Yes: 31.60%

No: 68.40%

***HIV/AIDS prevention?***

Yes: 33.19%

No: 66.81%

***Who teaches health education to students? (Check all that apply)***

***Health education teacher(s) or specialist(s)***

Yes: 36.19%

No: 63.81%

***Physical education teacher(s) or specialist(s)***

Yes: 70.95%

No: 29.05%

***Other classroom teacher(s)***

Yes: 36.36

No: 63.64

***School nurse(s)***

Yes: 48.45

No: 51.55

**School Counselor(s)**

Yes: 29.30

No: 70.70

**Other(s) (openended)**

**How frequently does this school meet with a parents' organization, such as PTA, to discuss school health education ?**

Weekly:	0.34%
Monthly:	19.93%
More than once a year:	31.64%
Yearly:	24.77%
Never:	23.32%

**How frequently does this school provide families with information on school health education?**

Weekly:	1.36%
Monthly:	13.32%
More than once a year:	49.11%
Yearly:	28.50%
Never:	7.72%

**How frequently does this school invite family members to attend health education classes?**

Weekly:	0.43%
Monthly:	4.27%
More than once a year:	25.62%
Yearly:	25.45%
Never:	44.24%

**Compared to other schools, my assessment of our performance in managing school nutrition plans is.**

Excellent:	3.66%
Above Average:	23.49%
Average:	60.68%
Below Average:	9.62%
Inadequate:	2.55%

**Compared to other schools, my assessment of our performance in managing childhood obesity is.**

Excellent:	2.04%
Above Average:	17.72%
Average:	64.48%
Below Average:	12.52%

Inadequate: 3.24%

***Our school uses FitnessGram as the assessment tool to evaluate students' physical fitness.***

Yes: 89.35%

No: 10.65%

***My school has cut back on physical education in favour of increased academics***

Yes: 9.70%

No: 90.30%

***Our school implements school BMI measurements.***

Yes: 42.30%

No: 57.70%

### ***Parental Knowledge and Attitudes toward Childhood Obesity***

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***Parents are aware of school BMI measurements.***

Strongly Agree: 4.12%

Tend to Agree: 25.33%

Tend to Disagree: 49.08%

Strongly Disagree: 21.47%

***Parents have little or no concern about classmates finding out about BMI measurements.***

Strongly Agree: 7.84%

Tend to Agree: 42.12%

Tend to Disagree: 36.69%

Strongly Disagree: 13.36%

***Parents are interested in getting BMI reports from my school.***

Strongly Agree: 1.16%

Tend to Agree: 16.65%

Tend to Disagree: 59.57%

Strongly Disagree: 22.62%

***Parents have little or no concern about school beverage machines.***

Strongly Agree: 15.12%

Tend to Agree: 50.44%

Tend to Disagree: 24.91%

Strongly Disagree: 9.53%

**Currently, does this school outsource its food management services?**

Yes: 22.57%  
No: 77.43%

**Time Allocation**

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**Indicate how frequently you interact with individuals in the following groups on a scale of 1 (never) to 5 (very frequently) by placing a checkmark in the appropriate column: (embedded experiment)**

**School board members**

Never: 5.78%  
Less Frequently: 33.67%  
Moderate: 32.48%  
Frequently: 18.20%  
Very Frequently: 9.86%

**Superintendent**

Never: 2.55%  
Less Frequently: 11.71%  
Moderate: 21.05%  
Frequently: 25.30%  
Very Frequently: 39.39%

**Central office staff**

Never: 0.85%  
Less Frequently: 3.24%  
Moderate: 18.57%  
Frequently: 36.46%  
Very Frequently: 40.89%

**Teachers' associations**

Never: 45.64%  
Less Frequently: 37.09%  
Moderate: 13.68%  
Frequently: 2.91%  
Very Frequently: 0.68%

**Principals' associations**

Never: 17.21%  
Less Frequently: 37.99%  
Moderate: 26.06%  
Frequently: 13.63%  
Very Frequently: 5.11%

***Parent groups, e.g. PTA***

Never: 7.80%  
Less Frequently: 16.78%  
Moderate: 27.80%  
Frequently: 22.54%  
Very Frequently: 25.08%

***Local business leaders***

Never: 12.76%  
Less Frequently: 37.41%  
Moderate: 30.10%  
Frequently: 15.82%  
Very Frequently: 2.91%

***Other principals***

Never: 1.36%  
Less Frequently: 6.81%  
Moderate: 16.52%  
Frequently: 32.20%  
Very Frequently: 43.10%

***Federal education officials***

Never: 70.36%  
Less Frequently: 20.03%  
Moderate: 5.77%  
Frequently: 2.38%  
Very Frequently: 1.19%

***State legislators***

Never: 64.12%  
Less Frequently: 27.12%  
Moderate: 5.61%  
Frequently: 1.70%  
Very Frequently: 1.36%

***Texas Education Agency***

Never: 43.71%  
Less Frequently: 38.95%  
Moderate: 10.37%  
Frequently: 5.61%  
Very Frequently: 1.36%

***City/county government***

Never: 38.91%  
Less Frequently: 35.49%  
Moderate: 17.92%  
Frequently: 4.78%  
Very Frequently: 2.90%

***Local Police/ Fire Depts.***

Never: 6.48%  
Less Frequently: 39.08%  
Moderate: 32.25%  
Frequently: 15.53%  
Very Frequently: 6.66%

***Non-profit organizations***

Never: 23.60%  
Less Frequently: 41.77%  
Moderate: 20.37%  
Frequently: 10.87%  
Very Frequently: 3.40%

***Health-related organizations***

Never: 27.74%  
Less Frequently: 45.21%  
Moderate: 19.52%  
Frequently: 4.79%  
Very Frequently: 2.79%

***Student organizations***

Never: 20.10%  
Less Frequently: 24.19%  
Moderate: 21.19%  
Frequently: 19.76%  
Very Frequently: 14.65%

***Athletic booster***

Never: 47.09%  
Less Frequently: 20.21%  
Moderate: 14.21%  
Frequently: 13.53%  
Very Frequently: 4.97%

***Indicate how frequently you interact with individuals in the following groups by placing a checkmark in the appropriate column: (embedded experiment)***

***School board members***

Never: 5.87%  
Yearly: 27.98%  
Monthly: 56.65%  
Weekly: 8.81%  
Daily: 0.69%



***Superintendent***

Never: 1.56%  
Yearly: 3.29%  
Monthly: 45.50%  
Weekly: 29.41%  
Daily: 20.24%

***Central office staff***

Never: 0.17%  
Yearly: 1.56%  
Monthly: 24.26%  
Weekly: 46.79%  
Daily: 27.21%

***Teachers' associations***

Never: 44.62%  
Yearly: 43.44%  
Monthly: 9.90%  
Weekly: 1.56%  
Daily: 0.52%

***Principals' associations***

Never: 15.92%  
Yearly: 54.15%  
Monthly: 26.30%  
Weekly: 3.29%  
Daily: 0.35%

***Parent groups, e.g. PTA***

Never: 6.60%  
Yearly: 13.37%  
Monthly: 57.12%  
Weekly: 17.53%  
Daily: 5.38%

***Local business leaders***

Never: 12.57%  
Yearly: 35.95%  
Monthly: 37%  
Weekly: 12.91%  
Daily: 1.57%

***Other principals***

Never: 1.21%  
Yearly: 2.94%  
Monthly: 31.38%  
Weekly: 44.98%  
Daily: 19.03%

***Federal education officials***

Never: 75.44%  
Yearly: 17.37%  
Monthly: 4.56%  
Weekly: 1.93%  
Daily: 0.70%

***State legislators***

Never: 66.61%  
Yearly: 29.39%  
Monthly: 3.83%  
Weekly: 0.17%  
Daily: 0%

***Texas Education Agency***

Never: 45.57%  
Yearly: 35.17%  
Monthly: 16.17%  
Weekly: 2.78%  
Daily: 0.25%

***City/county government***

Never: 41.71%  
Yearly: 37%  
Monthly: 17.28%  
Weekly: 3.32%  
Daily: 0.70%

***Local Police/ Fire Depts.***

Never: 10.98%  
Yearly: 39.20%  
Monthly: 31.53%  
Weekly: 12.89%  
Daily: 5.40%

***Non-profit organizations***

Never: 27.53%  
Yearly: 38.68%  
Monthly: 27%  
Weekly: 5.92%  
Daily: 0.87%

**Health-related organizations**

Never: 31.71%  
Yearly: 47.56%  
Monthly: 17.07%  
Weekly: 3.14%  
Daily: 0.52%

**Student organizations**

Never: 21.85%  
Yearly: 16.96%  
Monthly: 29.55%  
Weekly: 20.63%  
Daily: 11.01%

**Athletic booster**

Never: 54.24%  
Yearly: 17.49%  
Monthly: 20.67%  
Weekly: 6.36%  
Daily: 1.24%

**How would you rate the quality of your interaction with the following people/organizations?**

**School Board**

Excellent:	32.70%
Above Average:	30.99%
Average:	26.27%
Below Average:	4.03%
Poor:	3.09%
Don't Know:	2.92%

**Superintendent**

Excellent:	45.92%
Above Average:	28.89%
Average:	17.97%
Below Average:	3.96%
Poor:	2.58%
Don't Know:	0.69%

**Central Office staff**

Excellent:	43.46%
Above Average:	35.71%
Average:	17.21%
Below Average:	2.50%
Poor:	0.52%
Don't Know:	0.60%

**Teachers' Associations**

Excellent:	6.98%
Above Average:	12.65%
Average:	36.21%
Below Average:	6.02%
Poor:	2.97%
Don't Know:	35.17%

**Principals' Associations**

Excellent:	15.81%
Above Average:	19.55%
Average:	41.01%
Below Average:	4.26%
Poor:	1.91%
Don't Know:	17.46%

**Parent groups, e.g. PTA**

Excellent:	25.33%
Above Average:	33.91%
Average:	27.23%
Below Average:	4.42%
Poor:	1.99%
Don't Know:	7.11%

**Local business leaders**

Excellent:	14.21%
Above Average:	27.49%
Average:	37.49%
Below Average:	6.10%
Poor:	2.44%
Don't Know:	12.47%

***Other Principals***

Excellent:	46.97%
Above Average:	34.84%
Average:	15.51%
Below Average:	1.30%
Poor:	0.43%
Don't Know:	0.95%

***Federal Education Officials***

Excellent:	2.97%
Above Average:	5.68%
Average:	24.28%
Below Average:	9.61%
Poor:	6.11%
Don't Know:	51.35%

***State Legislators***

Excellent:	4.01%
Above Average:	6.19%
Average:	26.42%
Below Average:	11.77%
Poor:	8.54%
Don't Know:	43.07

***Texas Education Agency***

Excellent:	4.80%
Above Average:	9.59%
Average:	38.10%
Below Average:	9.15%
Poor:	6.80%
Don't Know:	31.56%

***City/County Government***

Excellent:	9.17%
Above Average:	16.68%
Average:	35.46%
Below Average:	6.72%
Poor:	4.45%
Don't Know:	27.51%

**Local Police/Fire Departments**

Excellent:	20.59%
Above Average:	30.19%
Average:	35.34%
Below Average:	4.28%
Poor:	2.09%
Don't Know:	7.50%

**Non-profit Organizations**

Excellent:	11.09%
Above Average:	20.26%
Average:	35.90%
Below Average:	6.99%
Poor:	3.06%
Don't Know:	22.71%

**Health Related Organizations**

Excellent:	7.01%
Above Average:	15.06%
Average:	39.67%
Below Average:	8.49%
Poor:	3.15%
Don't Know:	26.62%

**Student organizations**

Excellent:	20.94%
Above Average:	25.22%
Average:	27.66%
Below Average:	4.19%
Poor:	1.48%
Don't Know:	20.51%

**Athletic booster club**

Excellent:	11.07%
Above Average:	17.71%
Average:	21.79%
Below Average:	5.05%
Poor:	1.86%
Don't Know:	42.52%

## ***The Environment***

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***My school's environment-the political, social, and economic factors- is relatively stable.***

Strongly agree: 22.52%  
Tend to agree: 63.50%  
Tend to disagree: 11.65%  
Strongly disagree: 2.33%

***I would characterize my school's environment as relatively complex***

Strongly agree: 10.88%  
Tend to agree: 43.18%  
Tend to disagree: 41.02%  
Strongly disagree: 4.92%

***There is a great deal of uncertainty in the environment in which my school operates.***

Strongly agree: 4.83%  
Tend to agree: 17%  
Tend to disagree: 59.02%  
Strongly disagree: 19.15%

***My school relies upon partnerships with other in order to accomplish policy goals.***

Strongly agree: 6.63%  
Tend to agree: 44.81%  
Tend to disagree: 40.19%  
Strongly disagree: 8.37%

## ***Social Capital***

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***In general, people in the communities served by my school:***

***Exhibit a very level of social trust towards others.***

Strongly agree: 11.32%  
Tend to agree: 59.98%  
Tend to disagree: 25.06%  
Strongly disagree: 3.63%

***Make charitable contributions, give blood, do volunteer work, etc.***

Strongly agree: 13.82%  
Tend to agree: 49.83%  
Tend to disagree: 30.14%  
Strongly disagree: 6.22%

***Are very active civic and community affairs***

Strongly agree: 11.76%  
Tend to agree: 43.69%  
Tend to disagree: 36.76%  
Strongly disagree: 7.79%

***Participate in a wide range of community organizations (e.g. film societies, sports clubs, etc.)***

Strongly agree: 10.18%  
Tend to agree: 40.98%  
Tend to disagree: 39.43%  
Strongly disagree: 9.40%

***Attend PTA meetings/school functions.***

Strongly agree: 10.28%  
Tend to agree: 43.70%  
Tend to disagree: 36.96%  
Strongly disagree: 9.07%

***Management Experience and Background***

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***Gender:*** Male 41.23% Female 58.77%

***Black:*** 5.31%

***Latino*** 15.75%

***White*** 77.79%

***Other*** 1.22%

***raceother*** Hispanic: 50.01%  
Mexican American: 11.12%  
White/Latino: 5.56%  
Cuban: 5.56%  
Asian American 5.56%  
Pacific Islander: 5.56%  
Pakistani Descent: 5.56%  
Eurasian: 5.56%  
Mixed: 5.56%



***Before you became a principal, how many years of elementary or secondary teaching experience did you have? (openended)***

Mean:	12.13 Years
Standard Deviation:	6.57 Years
Minimum:	0 Years
Maximum:	77 Years

***Before you became a principal, did you have any management experience outside of the field of education?***

Yes:	38.14%
No:	61.84%

***Before you became a principal, did you participate in any district or school training or development for aspiring school principals?***

Yes:	58.18%
No:	41.82%

***How many assistant or vice-principals do you have to assist you at your school? (openended)***

Mean:	1.23 AVPs
Standard Deviation:	1.39 AVPs
Minimum:	0 AVPs
Maximum:	10 AVPs