

2009 Superintendent Management Results

I. Career Information

	Mean	Standard Deviation
How long have you been employed by this district?	9.26	9.11
How long have you been the superintendent in this district?	4.92	4.37
How many years have you been a superintendent in any district?	8.10	6.95

II. Time Allocation

Indicate how frequently you interact with individuals in the following groups by placing a checkmark in the appropriate column:

In your last interaction who initiated contact?

	Daily	More than Once a Week	Weekly	Monthly	Yearly	Never	% I did
School board members	11.1%	36.1	39.6	12.3	0	0	61.1
Teachers' associations	0.1	0.1	2.4	20.6	42.4	30.2	18.8
Parent groups, e.g. PTA	1.2	4.0	11.5	52.3	23.8	5.5	40.3
Local business leaders	6.2	14.5	32.3	32.9	11.1	1.7	54.2
Other superintendents	5.1	24.9	33.5	33.3	1.9	0.5	47.1
Federal education officials	0.6	0.5	2.8	12.6	43.9	37.9	20.2
State legislators	0.5	1.2	6.1	35.4	48.8	6.7	52.6
Texas Education Agency	0.8	5.6	16.2	57.9	17.4	0.9	44.8
City/County Government	2.0	5.6	22.2	48.1	17.4	3.1	50.2
Local Police/ Fire Depts.	1.6	4.8	18.1	46.3	24.1	3.7	45.3
Non-profit organizations	1.2	2.6	10.3	37.2	31.5	13.1	27.1

III. Performance Appraisal

Superintendents are provided with substantial detail on the performance of students and employees. To what extent do you use this type of performance data to:

	Very Frequently	Frequently	Not Frequently	Never
Make personnel decisions	43.5%	50.3	4.7	0.8
Make strategic decisions	56.1	40.8	2.5	0
Make day-to-day management decisions	32.7	49.5	16.7	0.3
Advocate for my district to stakeholders	38.5	53.0	7.5	0.2
Allocate resources	45.2	48.3	5.9	0
Learn how to make services more efficient	37.2	56.1	5.6	0.3

IV. District Resources

How would you rate the following in your district?

	Excellent	Above Average	Below Average	Inadequate
Quality of teachers	36.4%	59.3	3.6	0
Parental involvement	16.2	42.5	36.6	3.9
Professional development	26.5	59.7	12.6	0.6
Community support	32.6	50.0	14.8	1.7
Principals' management skills	28.5	63.8	7.5	0.5
School board support	57.9	36.1	4.4	1.1

V. Leadership/Management Practices

I give my principals a great deal of discretion in making decisions.

64.1% strongly agree 33.3% tend to agree 1.6% tend to disagree 0.2% strongly disagree

I always try to limit the influence of external events on my principals and teachers.

29.3% strongly agree 56.7% tend to agree 11.5% tend to disagree 1.2% strongly disagree

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

16.4% strongly agree 63.6% tend to agree 17.4% tend to disagree 1.9% strongly disagree

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

12.5% strongly agree 51.4% tend to agree 34.9% tend to disagree 0.8% strongly disagree

Our district frequently undergoes change.

10.7% strongly agree 48.3% tend to agree 38.6% tend to disagree 1.7% strongly disagree

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

2.6% strongly agree 11.1% tend to agree 53.3% tend to disagree 32.2% strongly disagree

We continually search for new opportunities to provide services to our community.

24.8% strongly agree 62% tend to agree 11.8% tend to disagree 0.8% strongly disagree

I like to implement consistent policies and procedures in all my schools.

57% strongly agree 39.6% tend to agree 2.6% tend to disagree 0.1% strongly disagree

Our district emphasizes the importance of learning from the experience of others.

31.5% strongly agree 61.4% tend to agree 6.2% tend to disagree 0.3% strongly disagree

School districts are asked to do too many things; we should focus more on education.

38.9% strongly agree 47.8% tend to agree 11.5% tend to disagree 0.9% strongly disagree

What we do is greatly influenced by the rules and regulations of the Texas Education Agency.

50.4% strongly agree 39.7% tend to agree 5.3% tend to disagree 0.5% strongly disagree

I strive to control those factors outside the school district that could have an effect on my organization.

26.1% strongly agree 61.1% tend to agree 11.2% tend to disagree 0.9% strongly disagree

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

29.3% strongly agree 57.8% tend to agree 12.0% tend to disagree 6.2% strongly disagree

I am quite likely to recommend a subordinate for a superintendent position in another district.

32.7% strongly agree 47.5% tend to agree 14.3% tend to disagree 3.1% strongly disagree

I rely on advice from a senior management team to help make important decisions.

40.2% strongly agree 41.3% tend to agree 11.2% tend to disagree 3.7% strongly disagree

Our district resolves conflicts by taking all interests into account.

43.4% strongly agree 25.3% tend to agree 3.2% tend to disagree 0.5% strongly disagree

Our district works to build a common identity and culture among district employees.

50.9% strongly agree 45.5% tend to agree 3.1% tend to disagree 0.2% strongly disagree

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

29.1% strongly agree 59.5% tend to agree 10.3% tend to disagree 0.6% strongly disagree

What is the most important problem facing your district?

Please rank order your choices: 1 as most important to 8 as least important.

- 4.96 Bilingual education
- 2.91 College preparation
- 3.27 Compliance with No Child Left Behind
- 1.98 Student performance on the TAKS
- 4.86 Vocational Education
- 6.45 Physical Education
- 6.18 Nutrition Issues
- 5.15 Discipline Issues

VI. Diversity Programs

Please indicate to what extent you agree with following statements on diversity management:

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

7.8% strongly agree 43.3% tend to agree 41.0% tend to disagree 6.7% strongly disagree

I have difficulty recruiting and retaining people of color.

16.2% strongly agree 38.8% tend to agree 33.8% tend to disagree 10.1% strongly disagree

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

11.1% strongly agree 42.4% tend to agree 38.5% tend to disagree 6.2% strongly disagree

My district conducts special training and programs on cultural differences and values.

7.3% strongly agree 45.6% tend to agree 41.4% tend to disagree 3.9% strongly disagree

In my district, employees generally value ethnic and cultural differences.

25.5% strongly agree 63.6% tend to agree 9.3% tend to disagree 1.1% strongly disagree

I would characterize relations between diverse groups in my district as harmonious.

33.5% strongly agree 60.1% tend to agree 5.0% tend to disagree 0.5% strongly disagree

VII. The Environment

My district's environment – the political, social, and economic factors – is relatively stable.

32.2% strongly agree 52.8% tend to agree 12.1% tend to disagree 21.8% strongly disagree

I would characterize my district's environment as relatively complex.

11.3% strongly agree 38.6% tend to agree 45.5% tend to disagree 4.5% strongly disagree

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

3.9% strongly agree 16.7% tend to agree 57.8% tend to disagree 21.2% strongly disagree

My district relies upon partnerships with others in order to accomplish policy goals.

13.1% strongly agree 49.2% tend to agree 33.3% tend to disagree 3.7% strongly disagree

State and federal laws put such limits on my discretion that it is difficult to run my district effectively.

15.6% strongly agree 40.0% tend to agree 37.9% tend to disagree 6.7% strongly disagree

VIII. Discipline Issues

As a superintendent, how often do you spend time on discipline issues pertaining to:

	Daily	More than Once a Week	Weekly	Monthly	Yearly	Never
Principals	1.6%	4.8	7.2	23.8	40.7	20.4
Teachers	0.9	2.4	9.2	35.7	46.0	5.3
Students	2.0	7.1	13.6	42.1	26.8	7.8

IX. Social Capital

In general, citizens and other people in the communities served by my school district:

Exhibit a very high level of social trust towards others.

13.6% strongly agree 60.0% tend to agree 21.0% tend to disagree 1.1% strongly disagree

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

25.1% strongly agree 55.0% tend to agree 17.4% tend to disagree 1.2% strongly disagree

Are very active in civic and community affairs.

17.9% strongly agree 48.8% tend to agree 30.0% tend to disagree 2.2% strongly disagree

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

15.6% strongly agree 44.4% tend to agree 33.6% tend to disagree 5.0 % strongly disagree

The involved groups in this school district fulfill in general their agreements with one another.

18.1% strongly agree 72.2% tend to agree 6.7% tend to disagree 0.9% strongly disagree

X. District Performance

Compared to similar districts, my assessment of our TAKS performance is:

21.5% Excellent 45.5% Above Average 25.2% Average 6.5% Below Average 0.2% Inadequate

Compared to similar districts, my assessment of our college bound performance is:

12.1% Excellent 32.2% Above Average 38.3% Average 12.6% Below Average 4.6% Inadequate

Compared to similar districts, my assessment of the overall quality of education in my district is:

24.9% Excellent 49.8% Above Average 21.3% Average 2.8% Below Average 0.2% Inadequate

Compared to similar districts, my assessment our performance in managing school nutrition plans is:

17.9% Excellent 35.4% Above Average 31.5% Average 4.9% Below Average 0.8% Inadequate

Compared to similar districts, my assessment of our performance in managing childhood obesity is:

6.2% Excellent 31.2% Above Average 52.0% Average 8.7% Below Average 0.3% Inadequate

XI. Physical Education

Has your district adopted a policy stating that:

	% Yes	Elementary	Middle	High
Schools will teach physical education	89.3	71.2	69.9	62.0
Schools cannot reduce the time of physical education to punish students for bad behavior	51.7	53.3	51.7	35.7

Does your district require or recommend that schools give:

	Required	Recommended	No
Written tests related to physical education?	12.9	28.5	43.3
Performance tests related to physical education skills?	46.4	28.3	10.6
Performance tests related to physical fitness?	58.6	21.0	5.8