Introduction

Survey of SFUSD Principals

Welcome to the 2015 Stanford University Survey of SFUSD Principals!

This online survey offers you the opportunity to confidentially share your views and insights about your experiences as a principal in SFUSD. You will be asked questions about your leadership career and your opinions on district and school programs. Your responses will help inform future policy decisions in SFUSD.

CONFIDENTIALITY: Taking this survey is completely voluntary. Your responses are completely confidential. To protect confidentiality, survey results will be reported in aggregate form only and will never identify you.

YOUR INDIVIDUAL RESULTS WILL NOT AT ANY TIME BE REPORTED BACK TO THE DISTRICT.

Completing the survey indicates your consent to participate. This study's confidentiality protections have been reviewed and approved by the Institutional Review Board (IRB) at Stanford University. If you have questions about your rights as a study participant, or are dissatisfied at any time with any aspect of this study, you may contact the Administrative Panels Office, Stanford University, Stanford, CA (USA) 94305-5401, or by phone: (650) 723-2480 (you may call collect).

ABOUT THE RESEARCHERS: The Center for Education Policy Analysis at Stanford University (http://cepa.stanford.edu) works with school districts across the country and has an ongoing research partnership with SFUSD. Our mission is to support high quality, multi-disciplinary empirical research that is informed by collaboration with stakeholders and practitioners and that, in turn, informs the improvement of education policy and practice. If you have any questions about the survey, please contact the researchers at sfusd-cepa-survey@stanford.edu.

Thanks for your participation!

Browser Meta Info

This question will not be displayed to the recipient.
Browser: Chrome
Version: 71.0.3578.98
Operating System: Macintosh
Screen Resolution: 1440x900
Flash Version: -1
Java Support: 0
User Agent: Mozilla/5.0 (Macintosh; Intel Mac OS X 10_14_0) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/71.0.3578.98 Safari/537.36

Warm-Up

Are you currently a principal in SFUSD?

☐ Yes
☐ No

You selected that you are not currently a principal in SFUSD. At this time, we are only seeking responses from principals, and we will not require further responses from you. Thank you for taking the time to enter the survey. Please press the NEXT button below to submit your response.

At which type of school do you work?

Elementary/Early Education School ☐ Middle School ☐ K-8 School ☐ High School ☐

Teacher Hiring
Teacher Recruitment

We are interested in your personnel management practices – particularly how you recruit good teachers.

When was the last time you hired a classroom teacher?

- This month
- This spring
- This past winter
- Last fall
- Last summer
- Last spring
- Before last spring
- Never

Is teacher HIRING a challenge for your school? (Check only one.)

- Generally, yes.
- Yes, but only for certain positions (please specify):
- No, we have no problem hiring teachers.

Are you concerned that your school will not find high quality teachers to fill all your vacant positions for next year?

- Yes, very much so
- Somewhat
- No

For which position are you most concerned?

Please rate your satisfaction with the QUALITY of teachers in each of the following pools.

<table>
<thead>
<tr>
<th>Pools</th>
<th>Very Dissatisfied</th>
<th>Dissatisfied</th>
<th>Satisfied</th>
<th>Very Satisfied</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidated teachers</td>
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<tr>
<td>Voluntary transfers</td>
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<tr>
<td>Laid off teachers who have been recalled</td>
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<tr>
<td>Teachers returning from leave (from another school)</td>
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<tr>
<td>External (new) hires</td>
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<tr>
<td>Early hires (i.e. spring contracts for upcoming year)</td>
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<tr>
<td>Mid hires (i.e. early summer contracts for upcoming year)</td>
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<tr>
<td>Late hires (i.e. late summer/early fall contracts for upcoming year)</td>
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</tbody>
</table>

To what extent do you agree/disagree with the following statements?

- The hiring and transfer process allows me to hire the teachers that create the best possible instructional team for my school.
- SFUSD Human Resources is helpful to me in staffing my school with high quality teachers.
Teacher retention

Teacher Retention

*We are interested in your personnel management practices - particularly how you retain good teachers.*

Is teacher RETENTION a challenge for your school? (Check only one.)

- Generally, yes.
- Yes, but only in certain subjects (please specify):
- No, I have no problem retaining teachers.

Are you concerned that a staff member whom you would really like to stay will leave your school after this school year?

- Yes, very much so
- Somewhat
- No

Think about the staff member you are most concerned will leave. Have you used any of the following practices this past year as part of a strategic effort to keep this staff member at your school? (Check all that apply.)

- Verbal public recognition (e.g., at staff meeting)
- Private recognition
- Release time for special projects
- Funds for additional professional development
- Funds for class projects
- Allowing them to choose the courses they want to teach
- Promoting them into leadership roles while still teaching
- Other (please specify):
- None of the above

Are there steps that the district could take to help you to retain him or her? (Please describe.)

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Support

School Structure and Supports

*We are interested in learning about the structures and supports you have in place in your school.*
On a typical day how many of each of the following types of staff members do you have available to help teachers?

<table>
<thead>
<tr>
<th>Staff Members</th>
<th>None</th>
<th>1-2</th>
<th>3-5</th>
<th>6-10</th>
<th>More than 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructional specialists (e.g., coach, iRP, program specialist)</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Aides/Para-professionals</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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</tr>
<tr>
<td>Volunteers</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Other (please specify)</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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</tr>
</tbody>
</table>

During this school year, how often were teachers provided with formal time built into the schedule to meet in grade-level or department teams?

- ○ Never
- ○ Less than once per term
- ○ About once per term
- ○ Every couple of months
- ○ About once per month
- ○ More than once per month but less than every week
- ○ About once per week
- ○ More than once per week

Of the following sources of information, which do you rely on the MOST and SECOND MOST to find out about teachers’ instructional practices? (Check only one in each column.)

<table>
<thead>
<tr>
<th>Source of Information</th>
<th>MOST (Check only ONE in this column)</th>
<th>SECOND MOST (Check only ONE in this column)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reports from other school leaders (e.g., AP, coach, teacher mentor)</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Unscheduled classroom walk-throughs</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Reports from parents</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Reports from students</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Reviewing student work</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Monitoring student performance data</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Targeted observations of specific teachers</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Reports from other teachers</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Discussions with teachers about what happens in the classroom</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Formal evaluation process</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

Student Achievement

Students

We are interested in learning what you think about student attendance and student achievement gaps.

Thinking of students at your school who have UNEXCUSED absences from classes (not counting absences due to illness or other excused reasons), how frequently are each of the following an important reason for unexcused absences among students at your school?
There are a number of achievement gaps that may concern educators when they are deciding how to allocate their time and effort. Consider the gaps described below.

Please rank them according to the amount of effort YOU FEEL that YOUR SCHOOL should devote to each gap.

1 = Most effort; 4 = Least effort

How much do you agree with each of the following statements?

Most teachers who are new to my school come with the skills they need to close achievement gaps in my school.

Teachers’ work with students within their classrooms is the best lever for closing achievement gaps in my school.

I allocate teachers within my school in ways that help close achievement gaps in my school.

I (directly or indirectly) help teachers within my school develop the skills they need to close achievement gaps in my school.

The non-teaching staff that students interact with outside of the classroom are my best lever for closing achievement gaps in my school.

If you could set priorities for SFUSD, which of the following 5-year achievement trends for low and high income students do you think would be a more desirable goal?

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First Click: 0 seconds
Last Click: 0 seconds
Page Submit: 0 seconds
Click Count: 0 clicks
If you could set priorities for SFUSD, which of the following 5-year achievement trends for low and high income students do you think would be a more desirable goal?

Satisfaction

We are interested in your satisfaction as a principal.

To what extent are you SATISFIED with each of the following?

<table>
<thead>
<tr>
<th></th>
<th>Very Dissatisfied</th>
<th>Dissatisfied</th>
<th>Satisfied</th>
<th>Very Satisfied</th>
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</thead>
<tbody>
<tr>
<td></td>
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</tr>
<tr>
<td>Question</td>
<td>Very Satisfied</td>
<td>Dissatisfied</td>
<td>Satisfied</td>
<td>Very Satisfied</td>
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<tr>
<td>-------------------------------------------------------------------------</td>
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<tr>
<td>Being a principal</td>
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<tr>
<td>Being a principal at your current school</td>
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<tr>
<td>Being a principal in SFUSD</td>
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<tr>
<td>Your performance as a principal at your current school</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>How satisfied are you with the amount of recognition you receive for your role as a principal from each of the following sources?</th>
</tr>
</thead>
<tbody>
<tr>
<td>The District</td>
</tr>
<tr>
<td>Overall recognition</td>
</tr>
<tr>
<td>Recognition of job difficulty</td>
</tr>
<tr>
<td>Recognition of job performance</td>
</tr>
</tbody>
</table>

Please tell us about your greatest success this year.

Future Plans

Future plans

These next questions ask about your future plans.

What are your plans for the coming 2015-2016 school year?

<table>
<thead>
<tr>
<th>Plan</th>
<th>Stay in SFUSD</th>
<th>Leave of Absence</th>
<th>Sabbatical Leave</th>
<th>Retire</th>
<th>Resign</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>☐</td>
<td>☐</td>
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</tbody>
</table>

If you retire, what do you think you will do?

☒ Exit the workforce
☒ Retire but continue working in SFUSD
☒ Retire but continue working outside of SFUSD

If you stay in SFUSD, what do you think you will do?

☒ Remain as a principal in your current school
☒ Voluntarily transfer to another school within SFUSD as a principal
☒ Involuntarily transfer to another SFUSD school as a principal
☒ Have a central office job as part of district-level leadership
Have a new position in SFUSD (e.g., other school leadership, teaching etc.) either at your current school or at a new school

If you do not return to SFUSD, what do you think you will do?

- Be a principal in a different district or private school
- Teach in a different district or private school
- Have a district leadership role in a different district
- Work in a different district or private school but not as a teacher, principal or district leader
- Work in education but not in another district or private school
- Work but outside of the field of education
- Seek additional training in the education field
- Seek additional training outside of the education field
- Exit the workforce

If you could have a position like yours at ANY SCHOOL IN THE DISTRICT other than the one you currently work in, what would be your FIRST choice school?

Consider your FIRST choice school. Which of the following characteristics of that school are particularly APPEALING to you?

Please check your top 3 choices.

- Quality of the facility
- School reputation
- School's teaching philosophy
- Resources provided to teachers to aid instruction
- Geographic location
- Student demographics
- Student academic performance
- School program
- Opportunity for a different assignment
- Parental involvement
- Salary or bonuses
- Other leaders at the school
- The teaching staff

Background

This last set of questions ask about your own background and home life. As with other questions, your answers to these questions are only used in aggregate. They help us to understand the lives of SFUSD principals more generally.
How do you normally commute to work?

- By car
- On foot
- By bike
- On public transportation
- Other (please describe):

How long is your daily commute? Please write in the number of minutes it usually takes you to get to work.

With whom do you live? (Choose all that apply)

- Alone
- With spouse/domestic/romantic partner
- With my children
- With roommates
- With other relatives

How many children do you have who are under the age of 5?

- 0
- 1
- 2
- 3 or more

How many children do you have who are between the ages of 5 and 18?

- 0
- 1
- 2
- 3 or more

Where did you graduate from high school?

- School name
- District
- City
- State

Was or is either of your parents a teacher?

- Yes
- No

Did either of your parents complete a bachelor’s degree (e.g., B.A., B.S.) or a higher level of education (e.g. J.D., M.A., Ph.D., M.D.)?

- Yes
- No
LAST BLOCK (NEXT button becomes FINISH)

What was the total income for your household (you and anyone you live with who you consider family) in 2014?

- Under $50,000
- $50,000-$74,999
- $75,000-$99,000
- $100,000-$124,999
- $125,000-$149,999
- $150,000-$250,000
- Over $250,000