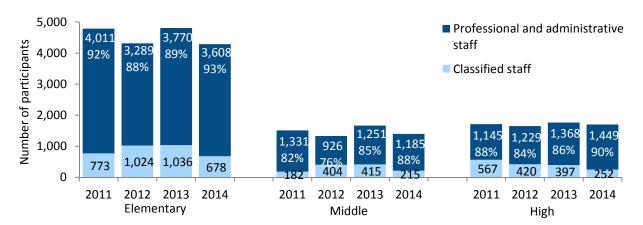


Research and 2014 TELL AISD Staff Working Conditions Survey Evaluation District Report

To do their jobs well, educators need supportive school environments where they are valued, are trusted, and can collaborate to improve instruction. The Teaching, Empowering, Leading and Learning (TELL) AISD Survey is a unique opportunity to gather information about school conditions from those whose views matter most—practicing educators. Respondents are asked for their perceptions on a variety of issues related to student achievement and staff retention, including Time, Leadership, Facilities and Resources, Student Behavior Management, Community Support, Professional Development, Instructional Practice, and New Teacher Support. Since 2011, TELL AISD has been administered in January and February to all campus-based staff. Figure 1 displays participant counts and response rates for each year.

Figure 1. Number of participants and response rates by level and staff type, 2011 through 2014.



Note. Response rates for campus classified staff cannot be determined using available district database codes for work location of some non-teaching staff; response rates for professional and administrative staff were computed based on staff counts in January 2014.



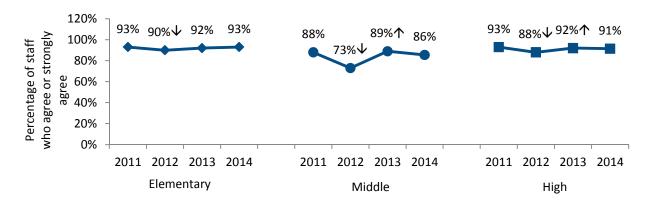
In 2010 TELL AISD was developed in partnership with the New Teacher Center, based on their work with over 22,000 schools in 18 states. The survey has been conducted annually in AISD since 2011. Results for AISD campuses for the past four years can be found on the AISD Department of Research and Evaluation's website at www.aisd.oprg/dre.

In 2013, a teaching and learning conditions survey was mandated by the Texas Legislature and the New Teacher Center was selected to develop and administer the TELL survey to educators across the state. Now, TELL survey results will be available for all Texas districts and schools, including AISD, on the www.telltexas.org website along with training materials and suggestions for how best to use TELL results for school improvement.

For each item in the tables and charts that follow, the percentage displayed represents the percentage of respondents who **agreed or strongly agreed** with the statement. Arrows ($\uparrow \downarrow$) indicate statistically meaningful changes from one year to the next.

OVERALL

Figure 2. "Overall, my school is a good place to work and learn."



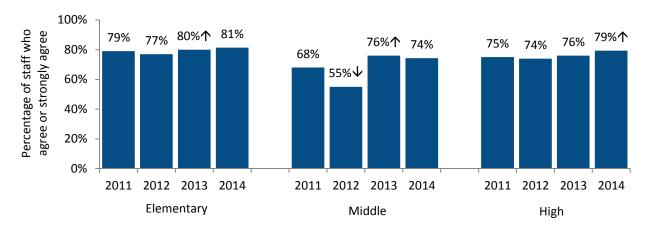
GENERAL CLIMATE

		2011	2012	2013	2014
All campus staff are friendly to each other.	Elementary	83%	81%	84%个	85%
	Middle	78%	75%	84%↑	83%
	High	83%	82%	83%	86%
All campus staff exhibit pride in their affiliation with the $$	Elementary	87%	85%	88%个	89%
school.	Middle	82%	71%↓	84%↑	82%
	High	86%	85%	87%	87%
All campus staff are willing to go out of their way to help	. Elementary	80%	80%	83%个	84%
	Middle	75%	73%	81%个	81%
	High	79%	80%	81%	84%
All campus staff accomplish their jobs with enthusiasm.	Elementary	76%	75%	79%个	80%
	Middle	66%	60%↓	74%个	73%
	High	72%	73%	76%	75%
All campus staff are committed to their jobs.	Elementary	85%	84%	86%	87%
	Middle	78%	74%↓	82%个	81%
	High	79%	80%	83%	83%
The goals of my school are made clear.	Elementary	92%	90%	91%	93%
	Middle	90%	79%↓	87%个	87%
	High	90%	87%	91%个	91%

Note. All items include responses from teaching and non-teaching staff.

SCHOOL LEADERSHIP

Figure 3. "There is an atmosphere of trust and mutual respect."



		2011	2012	2013	2014
The faculty and leadership have a shared vision.	Elementary	85%	82%↓	85%个	87%
	Middle	74%	62%↓	80%个	77%
	High	80%	75%↓	82%个	85%
Teachers feel comfortable raising issues and concerns	Elementary	73%	70%↓	75%个	78%个
that are important to them.	Middle	61%	47%↓	71%个	74%
	High	73%	69%↓	74%个	76%
The school leadership consistently supports teachers.	Elementary	78%	74%↓	80%个	82%
	Middle	66%	52%↓	75%个	73%
	High	74%	69%↓	75%个	78%
Teachers are held to high professional standards for	Elementary	94%	93%	94%	95%
delivering instruction.	Middle	93%	90%	94%	93%
	High	92%	92%	93%	93%
The school leadership facilitates using data to improve	Elementary	96%	95%	96%	97%
student learning.	Middle	94%	90%↓	94%	94%
	High	93%	95%	95%	95%
Teacher performance is assessed objectively.	Elementary	85%	84%	87%个	88%
	Middle	78%	72%↓	82%个	84%
	High	80%	79%	82%	82%
Teachers receive feedback that can help them improve	Elementary	81%	81%	84%个	86%
teaching.	Middle	79%	72%↓	82%个	81%
	High	76%	79%	82%	83%
The procedures for teacher evaluation are consistent.	Elementary	84%	82%	86%个	87%
	Middle	76%	69%↓	80%个	80%
	High	75%	74%	76%	80%个

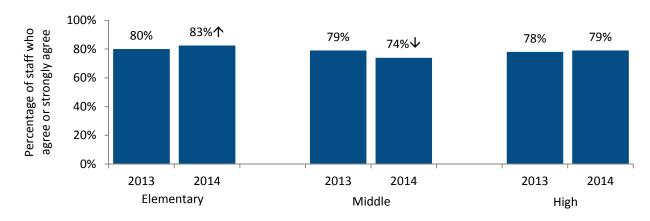
SCHOOL LEADERSHIP, continued

		2011	2012	2013	2014
School leadership effectively communicates policy.	Elementary	85%	84%	86%	87%
	Middle	79%	67%↓	82%个	78%
	High	79%	79%	79%	81%
The faculty are recognized for accomplishments.	Elementary	81%	79%	83%个	85%
	Middle	77%	67%↓	81%个	83%
	High	83%	82%	82%	83%
Teachers are recognized as educational experts.	Elementary	83%	82%	85%个	86%
	Middle	71%	65%↓	78%个	80%
	High	78%	77%	79%	82%
Teachers are trusted to make sound professional	Elementary	82%	80%	85%个	85%
decisions about instruction.	Middle	72%	63%↓	77%个	81%个
	High	81%	78%	79%	82%
Teachers are relied upon to make decisions about	Elementary	83%	83%	86%↑	86%
educational issues.	Middle	72%	66%↓	78%个	81%
	High	80%	76%	81%个	82%
Teachers are encouraged to participate in school	Elementary	90%	88%	90%	91%
leadership roles.	Middle	83%	79%↓	89%个	89%
	High	89%	87%	89%	89%
The faculty has an effective process for making group	Elementary	76%	75%	78%个	81%个
decisions to solve problems.	Middle	62%	53%↓	73%个	73%
	High	68%	69%	71%	74%
In this school we take steps to solve problems.	Elementary	84%	82%	85%个	87%
	Middle	75%	64%↓	82%个	80%
	High	82%	81%	86%个	85%
Teachers are effective leaders in this school.	Elementary	88%	87%	90%	89%
	Middle	83%	76%↓	85%	88%
	High	87%	84%	89%	87%
Teachers have an appropriate level of influence on	Elementary	*	74%	78%个	79%
decision making in this school.	Middle	*	70%	72%	72%
	High	*	66%	71%个	73%
		2011	2012	2013	2014
The goals of my school are made clear.	Elementary	92%	90%	91%	93%

		2011	2012	2013	2014
The goals of my school are made clear.	Elementary	92%	90%	91%	93%
	Middle	90%	79%↓	87%	87%
	High	90%	87%	91%	84%↓
There are clear goals and structures for teaching and	Elementary	87%	85%	89%	90%
learning in AISD.	Middle	81%	82%	82%	87%个
	High	79%	75%	87%个	89%
There is a clear vision for the use of data to inform education in AISD.	Elementary	89%	85%	90%	90%
	Middle	85%	82%	83%	87%
	High	80%	76%	85%个	88%

SCHOOL LEADERSHIP, continued

Figure 4. "Teachers at this school trust the principal to make sound professional decisions about instruction."



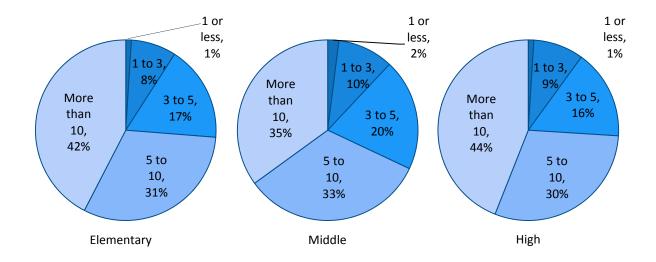
		2013	2014
My principal involves faculty in decisions that directly impact the	Elementary	80%	83%个
operations of my school.	Middle	81%	74%↓
	High	76%	77%
My principal clearly defines expectations for our school.	Elementary	88%	90%
	Middle	90%	84%↓
	High	89%	91%
My principal provides constructive feedback to teachers toward	Elementary	84%	85%
improving their performance.	Middle	84%	79%↓
	High	78%	81%
My principal has a clearly defined mission and vision for my school.	Elementary	89%	91%
	Middle	90%	85%↓
	High	91%	91%
My principal encourages cooperation among faculty and staff toward	Elementary	92%	93%
improving student performance.	Middle	92%	88%↓
	High	92%	92%

"School leadership makes a sustained effort to address teacher concerns about..."

		2011	2012	2013	2014
School leadership	Elementary	86%	85%	88%↑	89%
	Middle	76%	69%↓	84%个	83%
	High	84%	80%↓	84%个	86%
The use of time in my school	Elementary	77%	76%	80%个	82%
	Middle	69%	59%↓	77%个	77%
	High	68%	71%	76%个	79%
Teacher leadership	Elementary	88%	86%	89	90%
	Middle	80%	74%↓	85%个	85%
	High	85%	85%	87%	88%
Professional development	Elementary	90%	89%	90%	91%
·	Middle	82%	81%	89%个	85%↓
	High	81%	84%	88%个	87%
Community support and involvement	Elementary	88%	88%	90%	91%
	Middle	84%	77%↓	87%个	86%
	High	87%	85%	89%个	89%
Facilities and resources	Elementary	88%	89%	91%	91%
	Middle	83%	79%↓	87%个	86%
	High	82%	82%	84%	84%
Managing student conduct	Elementary	81%	77%↓	82%个	83%
	Middle	67%	54%↓	75%个	73%
	High	72%	74%	77%	79%
Instructional practices and support	Elementary	90%	88%	90%	91%
	Middle	85%	80%↓	88%个	87%
	High	86%	86%	88%	89%
General school climate	Elementary	83%	80%↓	84%个	86%
	Middle	71%	57%↓	80%个	79%
	High	82%	78%↓	82%个	84%
Achievement press	Elementary	89%	89%	91%	91%
•	Middle	83%	76%↓	86%个	86%
	High	85%	86%	87%	88%
New teacher support	Elementary	84%	85%	86%	88%
	Middle	80%	71%↓	82%个	81%
	High	81%	82%	83%	84%

TIME

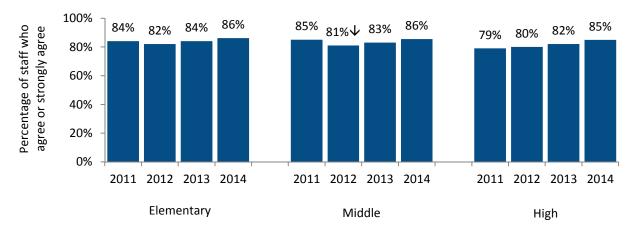
Figure 5. "In an average week, how many hours do you spend on school-related activities outside of the regular school work day (before or after school, and/or on the weekends?"



		2011	2012	2013	2014
Class sizes are reasonable such that teachers have the time available to meet the needs of all students.	Elementary	57%	45%↓	56%个	60%个
	Middle	50%	31%↓	48% ↑	50%
	High	49%	42%↓	50%个	55%个
Teachers have time available to collaborate with	Elementary	56%	54%↓	59%个	64%个
colleagues.	Middle	66%	54%₩	64% 个	69%个
	High	69%	70%	72%	75%
The non-instructional time provided for teachers in my school is sufficient.	Elementary	42%	41%	46% ↑	50%个
	Middle	54%	45%₩	57%个	63%个
	High	53%	58%↓	60%	64%个

FACILITIES AND RESOURCES

Figure 6. "Teachers have sufficient access to appropriate instructional materials (including items such as textbooks, curriculum materials, content references, etc.)."

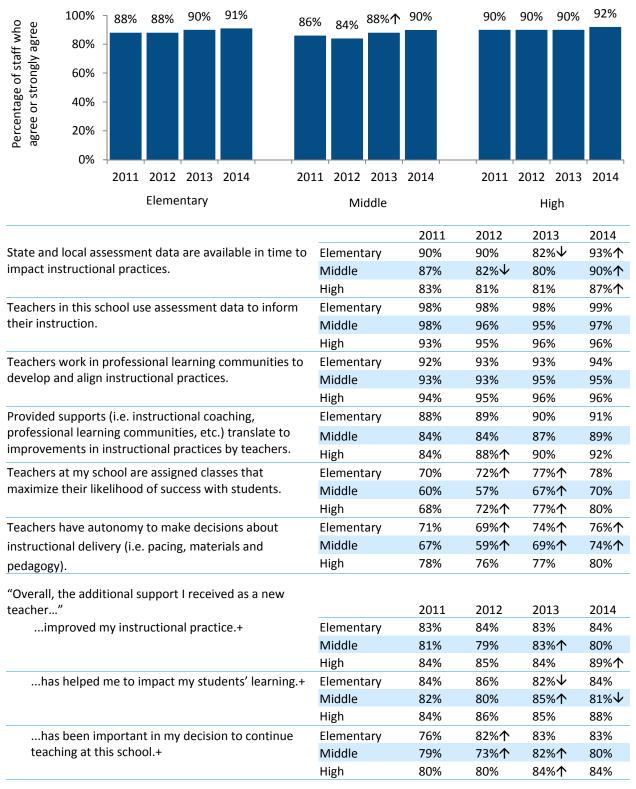


		2011	2012	2013	2014
Teachers have sufficient access to instructional	Elementary	74%	82%个	83%	81%
$technology, including \ computers, \ printers, \ software \ and$	Middle	78%	82%个	80%	74%↓
internet access.	High	72%	79%个	74%↓	72%
Teachers have sufficient training and support to fully	Elementary	65%	67%个	70%↓	72%个
utilize the available instructional technology.	Middle	68%	68%	71%	73%
	High	63%	67%个	68%	71%
Teachers have sufficient access to office equipment and	Elementary	76%	82%个	82%	85%个
supplies such as copy machines, paper, pens, etc.	Middle	70%	80%个	79%	81%
	High	66%	72%个	72%	75%
Teachers have sufficient access to a broad range of	Elementary	83%	78%↓	80%	84%个
professional support personnel.	Middle	84%	76%↓	82%↓	83%
	High	87%	83%↓	83%	86%
Teachers have adequate space to work productively.	Elementary	84%	84%	85%	88%个
	Middle	85%	86%	84%	85%
	High	82%	83%	83%	83%
My school is provided sufficient data and information to	Elementary	93%	91%	92%	95%个
make informed decisions.	Middle	92%	86%↓	91%个	92%
	High	89%	90%	92%	94%
The school environment is clean and well maintained.+	Elementary	95%	93%	94%	93%
	Middle	94%	91%	93%	92%
	High	94%	93%	94%	92%
The physical environment of classrooms in this school	Elementary	91%	90%	93%↓	93%
supports teaching and learning.+	Middle	88%	86%	87%	87%
	High	87%	88%	88%	89%

Note. +Includes responses from teaching and nonteaching staff.

INSTRUCTIONAL PRACTICE AND SUPPORT

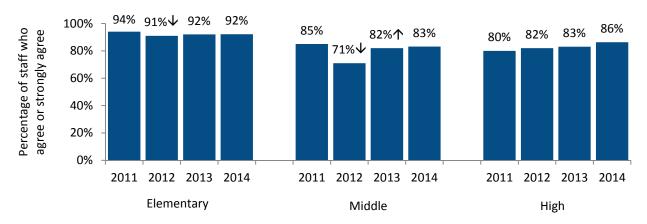
Figure 7. "Teachers are encouraged to try new things to improve instruction."



Note. +Responses from teachers in years 1-3 of teaching.

MANAGING STUDENT CONDUCT

Figure 8. "Students at this school understand expectations for their conduct."

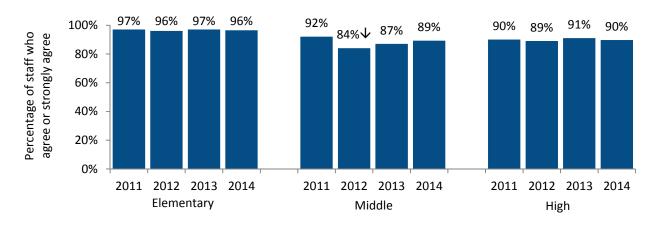


	2011	2012	2013	2014
Elementary	85%	80%↓	84%个	84%
Middle	63%	47%↓	61%个	62%
High	60%	63%	69%个	74%个
Elementary	92%	89%↓	91%	91%
Middle	82%	69%↓	82%个	80%
High	80%	80%	84%个	85%
Elementary	83%	80%↓	84%个	83%
Middle	64%	53%↓	71%个	67%↓
High	61%	65%个	68%	70%
Elementary	87%	84%↓	87%个	87%
Middle	75%	64%↓	79%个	75%
High	77%	78%	81%个	82%
Elementary	92%	91%	93%	93%
Middle	76%	72%↓	78%个	77%
High	66%	69%	73%个	76%
Elementary	95%	94%	94%	96%
Middle	90%	74%↓	87%个	86%
High	92%	91%	94%	94%
t Elementary	90%	90%	90%	91%
Middle	78%	73%↓	80%个	78%
High	68%	72%个	77%个	80%
	Middle High Elementary Middle High	Elementary Middle 63% High 60% Elementary 92% Middle 82% High 80% Elementary 83% Middle 64% High 61% Elementary 87% Middle 75% High 77% Elementary 92% Middle 75% High 77% Elementary 92% Middle 76% High 66% Elementary 95% Middle 90% High 92% Elementary 92% Middle 90% High 92% Elementary 92% Middle 90% High 92% Elementary	Elementary Middle 63% 47% ↓ High 60% 63% Elementary 92% 89% ↓ Middle 82% 69% ↓ High 80% Elementary 83% 80% ↓ Middle 64% 53% ↓ Middle 64% 53% ↓ Elementary 87% 84% ↓ Middle 75% 64% ↓ High 77% 78% Elementary 92% 91% Middle 76% 72% ↓ High 66% 69% Elementary 95% 94% Middle 90% 74% ↓ High 92% 91% Elementary 90% Middle 90% 74% ↓ High 90% 90% Middle 78% 73% ↓	Elementary 85% 80%

Note. All items include responses from teaching and non-teaching staff.

ACHIEVEMENT PRESS

Figure 9. "The school sets high standards for academic performance."

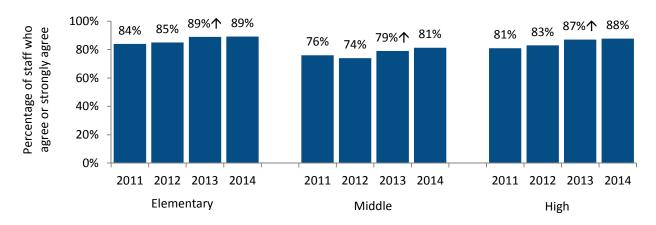


		2011	2012	2013	2014
Teachers in this school believe that their students have	Elementary	97%	95%	95%	95%
the ability to achieve academically.	Middle	92%	88%↓	88%	91%
	High	94%	93%	93%	93%
Parents exert pressure to maintain high standards.	Elementary	62%	62%	62%	65%个
	Middle	53%	49%↓	51%	56%个
	High	56%	59%	56%↓	58%
Academic achievement is recognized and acknowledged	Elementary	94%	92%	92%	93%
by the school.	Middle	92%	84%↓	90%个	89%
<i>,</i>	High	93%	90%	92%	93%
Parents press for school improvement.	Elementary	63%	63%	65%个	67%个
	Middle	59%	55%↓	58%	61%
	High	62%	54%↓	60%个	63%个
Students in this school can achieve the goals that have	Elementary	96%	94%	94%	94%
been set for them.	Middle	93%	86%↓	91%个	93%
	High	95%	94%	95%	96%
Students respect others who get good grades.	Elementary	90%	89%	91%	92%
	Middle	66%	58%↓	66%个	70%个
	High	76%	79%	81%	84%
Students seek extra work so they can get good grades.	Elementary	59%	59%	58%	60%个
	Middle	50%	45%↓	48%↑	57%个
	High	59%	62%	61%	66%个
Students try hard to improve on previous work.	Elementary	80%	79%	79%	81%
·	Middle	60%	48%↓	53%个	59%个
	High	60%	63%	66%	69%
The learning environment is orderly and serious.	Elementary	92%	90%	91%	85%个
	Middle	80%	66%↓	77%个	91%个
	High	80%	81%	85%个	91%个

Note. All items include responses from teaching and non-teaching staff.

COMMUNITY SUPPORT AND ENGAGEMENT

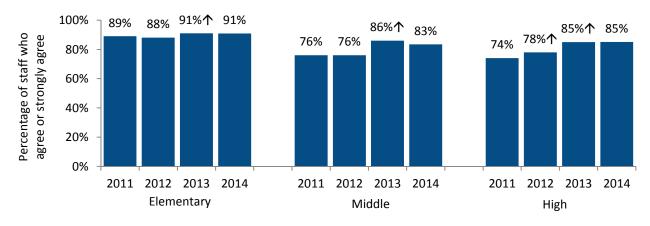
Figure 10. "The community we serve is supportive of this school."



		2011	2012	2013	2014
Parents/guardians are influential decision makers in this	Elementary	65%	65%	73%个	73%
school.	Middle	54%	51%₩	58%个	62%个
	High	59%	60%	61%	65%个
This school works directly with parents/guardians to	Elementary	82%	81%	85%个	86%
improve the educational climate in students' homes.	Middle	70%	66%↓	77%个	78%
	High	73%	73%	79%个	82%
This school maintains clear, two-way communication	Elementary	87%	87%	90%个	91%
with the community.	Middle	78%	75%	85%个	86%
	High	84%	85%	88%	89%
This school does a good job of encouraging parent/	Elementary	86%	87%	89%	90%
guardian involvement.	Middle	80%	74%↓	84%个	84%
	High	83%	86%	88%	87%
Teachers provide parent/guardians with useful	Elementary	95%	95%	95%	96%
information about student learning.	Middle	89%	86%	90%个	91%
	High	88%	91%	92%	91%
Parents/guardians know what is going on in this school.	Elementary	87%	85%	88%个	88%
	Middle	71%	65%↓	75%个	76%
	High	71%	73%	77%个	77%
Parents/guardians support teachers, contributing to	Elementary	77%	77%	81%个	82%
their success with students.	Middle	66%	62%↓	70%个	70%
	High	67%	71%á	76%个	77%
Community members support teachers, contributing to	Elementary	81%	84%á	86%	88%
their success with students.	Middle	72%	71%	75%个	80%个
	High	75%	79%á	82%	83%

PROFESSIONAL DEVELOPMENT

Figure 11. "Professional development enhances teachers' abilities to improve student learning."



Sufficient resources are available for professional development in my school. Middle 81% 80% 85% 83% 81% 86% 85% 83% 81% 85% 83% 81% 85% 85% 83% 81% 85% 85% 85% 83% 81% 85% 85% 85% 85% 85% 85% 85% 85% 85% 85			2011	2012	2013	2014
An appropriate amount of time is provided for professional development. Elementary Middle High 78% 84%↑ 84% 86% Professional development. Middle High 76% 83%↑ 79% 85% ↑ 79% 89% 90%	development in my school.	Elementary	82%	81%	85%个	86%
An appropriate amount of time is provided for professional development. Middle 80% 78% 78% 79% 79% 19% 19% 19% 19% 19% 19% 19% 19% 19% 1		Middle	81%	80%	85%个	83%
professional development. Middle High 80% 78% 78% 79% Professional development offerings are data driven. Elementary Middle B8% 83% ↑ 81% 85% ↑ Professional learning opportunities are aligned with the school's improvement plan. Elementary P0% 90% 92% 93% Professional development is differentiated to meet the needs of individual teachers. Middle High 85% 86% 92% ↑ 93% Professional development deepens teachers' content knowledge. Elementary High 66% ↑ 72% ↑ 72% Professional development deepens teachers' content knowledge. Elementary High 48% 49% 64% ↑ 65% ↑ Professional development deepens teachers' content knowledge. Elementary High 81% 85% ↑ 65% ↑ 66% ↑ Professional development deepens teachers' content High 52% 62% ↑ 67% ↑ 69% ↓ Professional development deepens teachers' content High Elementary 81% 81% 85% ↑ 85% ♠ Professional development deepens teachers' content High 52% 62% ↑ 67% ↑ 68% ↑ 89% ↓		High	78%	84% ↑	84%	86%
High 76% 83%↑ 81% 85%↑ Professional development offerings are data driven. Elementary 85% 87% 89% 90% Middle 88% 84%↓ 88%↑ 87% 89% Professional learning opportunities are aligned with the school's improvement plan. Professional development is differentiated to meet the needs of individual teachers. Middle 48% 49% 64%↑ 65% High 48% 58%↑ 65%↑ 66% Professional development deepens teachers' content knowledge. Middle 59% 60% 73%↑ 69%↓ High 52% 62%↑ 67%↑ 68% Practice. Middle 83% 82% 87%↑ 89% Elementary 81% 81% 85%↑ 85% 85% 85% 92%↑ 93% Elementary 81% 81% 85%↑ 85% 85% 85% 85% 85% 85% 85% 85% 85% 85%	An appropriate amount of time is provided for	Elementary	80%	79%	77%	82%个
Professional development offerings are data driven. Elementary Middle 88% 84%	professional development.	Middle	80%	78%	78%	79%
Middle High 88% 84% ↓ 88% ↑ 87% ★ Professional learning opportunities are aligned with the school's improvement plan. Elementary 90% 90% 92% 93% School's improvement plan. Middle 87% 84% 91% ↑ 90% Professional development is differentiated to meet the needs of individual teachers. High 85% 86% 92% ↑ 93% Professional development deepens teachers. Middle 48% 49% 64% ↑ 65% High 48% 58% ↑ 65% ↑ 66% Professional development deepens teachers' content knowledge. Elementary 81% 81% 85% ↑ 85% Knowledge. Middle 59% 60% 73% ↑ 69% ↓ 69% ↑ 69% ↓ Teachers are encouraged to reflect on their own practice. Elementary 90% 89% 92% ↑ 92% Follow up is provided from professional development in this school. Elementary 68% 70% ↑ 75% ↑ 79% ↑ Professional development provides ongoing Elementary <t< td=""><td></td><td>High</td><td>76%</td><td>83%个</td><td>81%</td><td>85%个</td></t<>		High	76%	83%个	81%	85%个
High 77% 82%↑ 87%↑ 89% Professional learning opportunities are aligned with the school's improvement plan. Middle 87% 84% 91%↑ 90% High 85% 86% 92%↑ 93% Professional development is differentiated to meet the needs of individual teachers. Middle 48% 49% 64%↑ 65% High 48% 58%↑ 65%↑ 66% Professional development deepens teachers' content knowledge. Middle 59% 60% 73%↑ 69%↓ High 52% 62%↑ 67%↑ 68% Practice. Middle 83% 82% 87%↑ 89% Professional development in this school. Middle 62% 59% 69%↑ 99% Professional development provides ongoing Professional development provides ongoing Elementary Riddle 68% 69% 76%↑ 78% Professional development provides ongoing Professional development to this son teachers to work with colleagues to Middle 68% 69% 76%↑ 78%	Professional development offerings are data driven.	Elementary	85%	87%	89%	90%
Professional learning opportunities are aligned with the school's improvement plan. Middle 87% 84% 91%↑ 90% Middle 87% 86% 92%↑ 93% Professional development is differentiated to meet the needs of individual teachers. Middle 48% 49% 64%↑ 65% Middle 48% 58%↑ 65%↑ 66% Professional development deepens teachers' content knowledge. Middle 59% 60% 73%↑ 69%↓ High 52% 62%↑ 67%↑ 68% Teachers are encouraged to reflect on their own practice. Middle 83% 82% 87%↑ 89% High 86% 90%↑ 91% 92% Follow up is provided from professional development in this school. Middle 62% 59% 69%↑ 69% Professional development provides ongoing Elementary 78% 79% 81% 84%↑ Middle 68% 69% 76%↑ 78%		Middle	88%	84%↓	88%个	87%
School's improvement plan. Middle 87% 84% 91%↑ 90% High 85% 86% 92%↑ 93% Professional development is differentiated to meet the needs of individual teachers. Middle 48% 49% 64%↑ 65% High 48% 58%↑ 65%↑ 66% Professional development deepens teachers' content knowledge. Middle 59% 60% 73%↑ 69%↓ High 52% 62%↑ 67%↑ 68% Teachers are encouraged to reflect on their own practice. Middle 83% 82% 87%↑ 89% High 86% 90%↑ 91% 92% Follow up is provided from professional development in this school. Middle 62% 59% 69%↑ 69%↑ Professional development provides ongoing Elementary 78% 79% 81% 84%↑ Professional development to work with colleagues to Middle 68% 69% 76%↑ 78%		High	77%	82%个	87%个	89%
High 85% 86% 92%↑ 93% Professional development is differentiated to meet the needs of individual teachers. Middle 48% 49% 64%↑ 65% High 48% 58%↑ 65%↑ 66% Professional development deepens teachers' content knowledge. Middle 59% 60% 73%↑ 69%↓ High 52% 62%↑ 67%↑ 68% Teachers are encouraged to reflect on their own practice. Middle 83% 82% 87%↑ 89% High 86% 90%↑ 91% 92% Follow up is provided from professional development in this school. Middle 62% 59% 69%↑ 69%↑ Professional development provides ongoing Elementary 78% 79% 81% 84%↑ opportunities for teachers to work with colleagues to Middle 68% 69% 76%↑ 78%	Professional learning opportunities are aligned with the	Elementary	90%	90%	92%	93%
Professional development is differentiated to meet the needs of individual teachers. Middle 48% 49% 64%↑ 65% High 48% 58%↑ 65%↑ 66% Professional development deepens teachers' content knowledge. Middle 59% 60% 73%↑ 69%↓ High 52% 62%↑ 67%↑ 68% Teachers are encouraged to reflect on their own practice. Middle 83% 82% 87%↑ 89% High 86% 90%↑ 91% 92% Follow up is provided from professional development in this school. Middle 62% 59% 69%↑ 75%↑ 79%↑ Professional development provides ongoing Elementary 78% 79% 81% 84%↑ Professional development to teachers to work with colleagues to Middle 68% 69% 76%↑ 78%	school's improvement plan.	Middle	87%	84%	91%个	90%
needs of individual teachers.Middle48%49%64%↑65%High48%58%↑65%↑66%Professional development deepens teachers' content knowledge.Elementary81%81%85%↑85%Middle59%60%73%↑69%↓High52%62%↑67%↑68%Teachers are encouraged to reflect on their own practice.Elementary90%89%92%↑92%Middle83%82%87%↑89%High86%90%↑91%92%Follow up is provided from professional development in this school.Elementary68%70%↑75%↑79%↑Middle62%59%69%↑69%High58%63%69%↑73%↑Professional development provides ongoing opportunities for teachers to work with colleagues toElementary78%79%81%84%↑		High	85%	86%	92%个	93%
High 48% 58%↑ 65%↑ 66% Professional development deepens teachers' content knowledge. Middle 59% 60% 73%↑ 69%↓	Professional development is differentiated to meet the	Elementary	61%	66%个	72%个	72%
Professional development deepens teachers' content knowledge. Middle 59% 60% 73%↑ 69%↓	needs of individual teachers.	Middle	48%	49%	64% 个	65%
knowledge. Middle 59% 60% 73% \uparrow 69% \downarrow High 52% 62% \uparrow 67% \uparrow 68% Teachers are encouraged to reflect on their own practice. Middle 83% 82% 87% \uparrow 89% High 86% 90% \uparrow 91% 92% Follow up is provided from professional development in this school. Middle 62% 59% 69% \uparrow 69% thigh 58% 63% 69% \uparrow 73% \uparrow Professional development provides ongoing Elementary 78% 79% 81% 84% \uparrow opportunities for teachers to work with colleagues to Middle 68% 69% 76% \uparrow 78%		High	48%	58%个	65%个	66%
High 52% 62% 67% 68% Teachers are encouraged to reflect on their own practice. Middle 83% 82% 87% 89% High 86% 90% 91% 92% Follow up is provided from professional development in this school. Middle 62% 59% 69% 69% 70% 73% Professional development provides ongoing Elementary 78% 79% 81% 84% opportunities for teachers to work with colleagues to Middle 68% 69% 76% 78%	Professional development deepens teachers' content	Elementary	81%	81%	85%个	85%
Teachers are encouraged to reflect on their own practice. Middle 83% 82% 87% 89% 92% Follow up is provided from professional development in this school. Middle 62% 59% 69% 69% 73% Professional development provides ongoing Elementary 78% 79% 81% 84% opportunities for teachers to work with colleagues to Middle 68% 69% 76% 78%	knowledge.	Middle	59%	60%	73%个	69%↓
practice. Middle 83% 82% 87% 89% High 86% 90% 91% 92% Follow up is provided from professional development in this school. Elementary 68% 70% 75% 79% this school. Middle 62% 59% 69% 69% 69% Professional development provides ongoing Elementary 78% 79% 81% 84% opportunities for teachers to work with colleagues to Middle 68% 69% 76% 78%		High	52%	62%个	67%个	68%
High 86% 90% 91% 92% Follow up is provided from professional development in this school. High 86% 90% 91% 92% Elementary 68% 70% 75% 79% 79% Middle 62% 59% 69% 69% 69% High 58% 63% 69% 73% 79% Professional development provides ongoing Elementary 78% 79% 81% 84% 70% 78% Opportunities for teachers to work with colleagues to Middle 68% 69% 76% 78%	Teachers are encouraged to reflect on their own	Elementary	90%	89%	92%个	92%
Follow up is provided from professional development in this school. Middle 62% 59% 69% 69% High 58% 63% 69% 73% Professional development provides ongoing Elementary 78% 79% 81% 84% opportunities for teachers to work with colleagues to Middle 68% 69% 76% 78%	practice.	Middle	83%	82%	87%个	89%
this school. Middle 62% 59% 69% 69% 69% Frofessional development provides ongoing Elementary 78% 79% 81% 84% opportunities for teachers to work with colleagues to Middle 68% 69% 76% 78%		High	86%	90%个	91%	92%
High 58% 63% 69%↑ 73%↑ Professional development provides ongoing Elementary 78% 79% 81% 84%↑ opportunities for teachers to work with colleagues to Middle 68% 69% 76%↑ 78%	Follow up is provided from professional development in	Elementary	68%	70%个	75%个	79%个
Professional development provides ongoing Elementary 78% 79% 81% 84% ↑ opportunities for teachers to work with colleagues to Middle 68% 69% 76% ↑ 78%	this school.	Middle	62%	59%	69%个	69%
opportunities for teachers to work with colleagues to Middle 68% 69% 76% 78%		High	58%	63%	69%个	73%个
	Professional development provides ongoing	Elementary	78%	79%	81%	84%个
refine teaching practices. High 72% 76%↑ 80%↑ 82%		Middle	68%	69%	76%个	78%
	refine teaching practices.	High	72%	76%个	80%个	82%

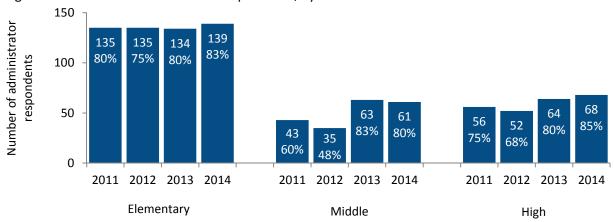
PROFESSIONAL DEVELOPMENT, continued

		2011	2012	2013	2014
Professional development is evaluated and results are communicated to teachers.	Elementary	55%	62%个	68%个	72%个
	Middle	48%	46%	65%个	65%
	High	47%	54%个	64%个	65%
Professional development enhances teachers' ability to implement instructional strategies that meet diverse student learning needs.	Elementary	87%	85%	89%个	89%
	Middle	75%	72%	84%个	81%
	High	71%	76%个	82%个	84%

RESULTS FOR ITEMS FOR CAMPUS ADMINISTRATORS

DISTRICT LEADERSHIP

Figure 12. Number of administrator respondents, by level



2011 81% 93%	2012 71%↓ 91%	2013 86% 个 81%	2014 90%
93%			
	91%	010/	
0.00/		81%	83%
88%	86%	92%	92%
95%	87%	94%	97%
98%	86%	87%	88%
96%	87%	95%	95%
88%	83%	91%	96%
97%	97%	84%	91%
86%	80%	94%	87%
86%	75%↓	86%个	96%
98%	92%	86%	88%
80%	91%	89%	89%
	98% 96% 88% 97% 86% 86% 98%	98% 86% 96% 87% 88% 83% 97% 97% 86% 80% 86% 75%↓ 98% 92%	98% 86% 87% 96% 87% 95% 88% 83% 91% 97% 97% 84% 86% 80% 94% 86% 75% 86% 98% 92% 86%

DISTRICT LEADERSHIP, continued

		2011	2012	2013	2014
The district has a clearly defined mission and vision for all schools.	Elementary	88%	91%	93%	96%
	Middle	95%	82%	83%	94%
	High	79%	81%	86%	83%
District leaders encourage cooperation among schools toward improving student performance.	Elementary	85%	80%	89%	92%
	Middle	97%	89%	72%↓	85%
	High	80%	80%	81%	87%
District leaders trust principals to make sound	Elementary	80%	73%	89%个	94%
professional decisions about instruction.	Middle	90%	79%	80%	87%
	High	88%	85%	93%	91%
Principals are actively involved in district decision making about educational issues.	Elementary	82%	72%↓	81%	92%
	Middle	95%	84%	80%	76%
	High	89%	86%	88%	88%
District leaders take steps to solve problems.	Elementary	92%	84%	90%	96%
	Middle	100%	89%	88%	90%
	High	84%	86%	89%	92%
There is an atmosphere of trust and mutual respect within this district.	Elementary	64%	49%	68%	78%
	Middle	85%	63%	66%	74%
	High	54%	72%	72%	70%

CAMPUS RESOURCES AND ADMINISTRATOR PROFESSIONAL DEVELOPMENT

		2011	2012	2013	2014
My school receives instructional resources commensurate with other schools in the district.	Elementary	72%	70%	79%	84%
	Middle	88%	79%	76%	77%
	High	58%	82%个	73%	78%
My school receives instructional resources commensurate with student needs.	Elementary	75%	76%	82%	83%
	Middle	83%	80%	79%	78%
	High	65%	82%个	72%	79%
Principal professional development is a priority in this district.	Elementary	82%	71%↓	80%	82%
	Middle	88%	87%	63%↓	74%
	High	73%	65%	83%个	81%
Sufficient resources are available to principals to participate in professional development opportunities.	Elementary	76%	69%	80%个	81%
	Middle	83%	81%	65%↓	76%
	High	82%	80%	82%	85%

SUPERINTENDENT OF SCHOOLS Paul Cruz, Ph.D.

(Interim)

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