

# 2012 Principal Satisfaction Survey

# Executive Summary

The NYC Department of Education's ninth Principal Satisfaction Survey was administered as part of the Chancellor's commitment to improving the quality of services that the DOE provides to schools.

## *Respondents*

This voluntary survey was conducted in the spring (May and June 2012), with a total of 1,198 principals responding, or a **2012 response rate of 76%**. Prior surveys included:

- *Spring 2011*: 90% principal response rate
- *Fall 2010*: 88% principal response rate
- *Spring 2010*: 84% principal response rate
- *Fall 2009*: 86% principal response rate
- *Spring 2009*: 80% principal response rate
- *Fall 2008*: 91% principal response rate
- *Spring 2008*: 80% principal response rate
- *Fall 2007*: 70% principal response rate

## *Survey Topics*

**DOE overall** – general questions about the DOE support and resources.

**Academic services** – questions about the services provided to schools by their network teams, and central office supports for human resources, talent, students with disabilities and English language learners, and instruction.

**Operational services** – questions about operational services provided to schools by their network teams, and central office supports for facilities, food, pupil transportation, health, safety, finance, technology, family engagement, legal and compliance.

**Accountability** – questions about the DOE's accountability and performance tools and support functions.

# Executive Summary (cont.)

## *Changes to the Survey occurred this year*

- The Principal Satisfaction Survey was designed as a performance management tool to hold networks and central offices accountable for the quality of support they provide schools and inform networks' and central's efforts to continuously improve their performance. In addition, the survey enables tracking of longitudinal progress, while at the same time allowing for adjustments to the survey to support alignment with new structures and priorities.
- A priority of the Chancellor is to reduce principals' administrative workload. With that in mind, the following changes were made during the 2011-12 school year:
  - The survey was only administered once instead of twice as in previous years
  - Almost a third of the questions were removed. Reasons included:
    - Responses reached a plateau.
    - Questions were no longer relevant.
    - Questions did not provide clearly actionable feedback.
    - Questions that were redundant between offices or asked in other surveys.
  - Additionally, the language of some questions were aligned to make the survey more consistent. Some changes were large enough to effect the longitudinal nature of the results. These changes are noted with dashed lines.

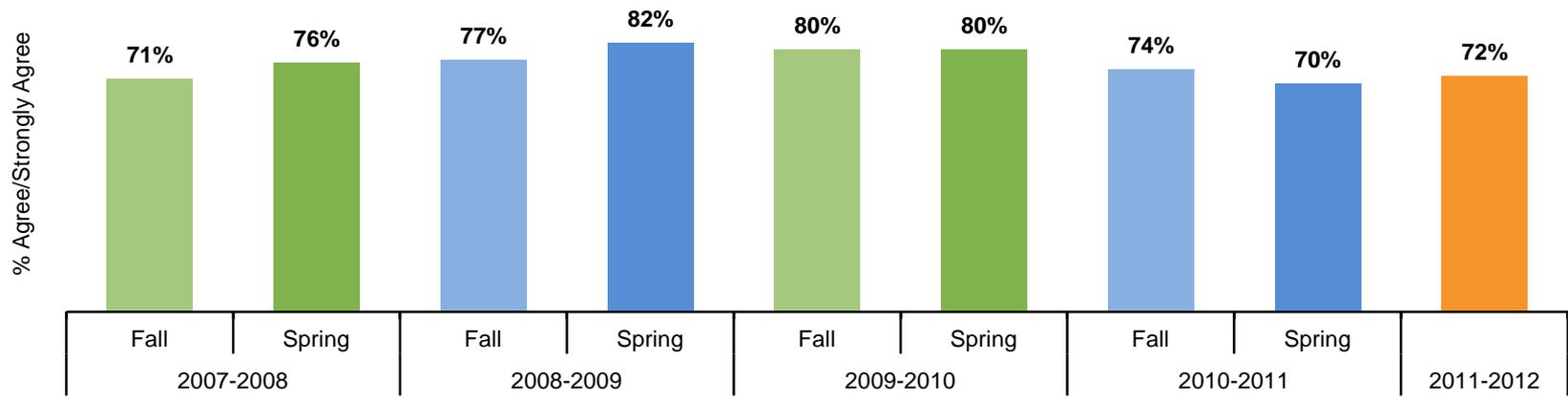
# Sample Size and Response Rates

Level of Analysis	Organization	Number of Respondents	Total Number Invited	Response Rate
Citywide	NYC DOE	1568	1198	76%
Borough	Brooklyn	484	387	80%
	Manhattan	309	221	72%
	Queens	332	260	78%
	Staten Island	70	55	79%
	Bronx	373	275	74%
Grade Level	Early Childhood	31	25	81%
	Elementary	607	470	77%
	High school	395	294	74%
	Junior High-Intermediate-Middle	281	216	77%
	K-12 all grades	37	33	89%
	K-8	140	108	77%
	Secondary School	77	52	68%

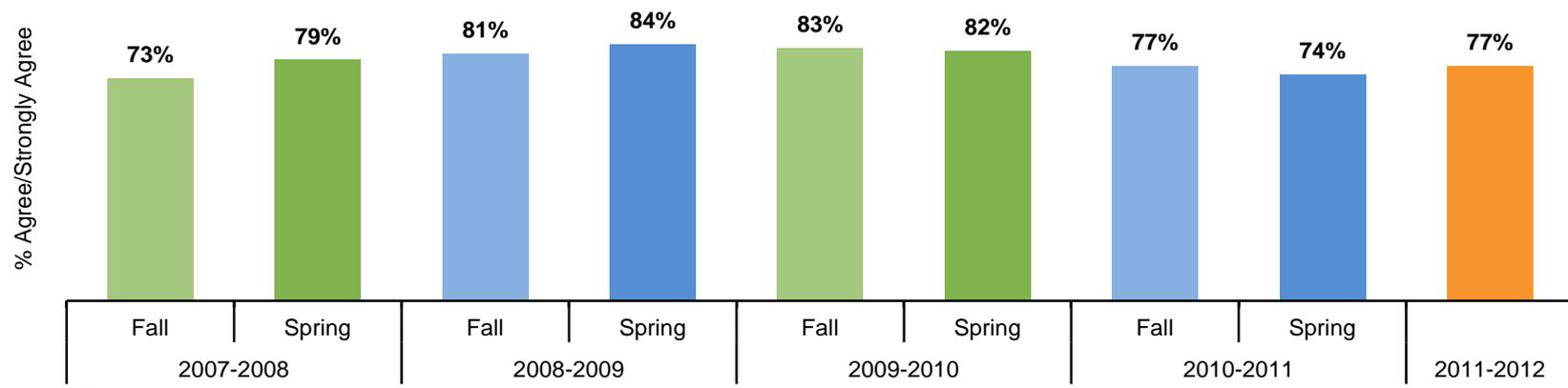
# Satisfaction with the Department

How much do you agree or disagree with the following statements about the DOE?

a. I feel supported by the Department in attaining my overall goals for my school.



b. The Department has helped me to set clear measures of progress for student achievement.



# Areas of Highest Satisfaction Among Principals

*90% of principals reported being satisfied or very satisfied with the overall quality of support provided by their network. (Slide 8)*

*95% of principals reported the use of a rubric enabled them to provide teachers with more specific and actionable feedback on their instruction. (Slide 22)*

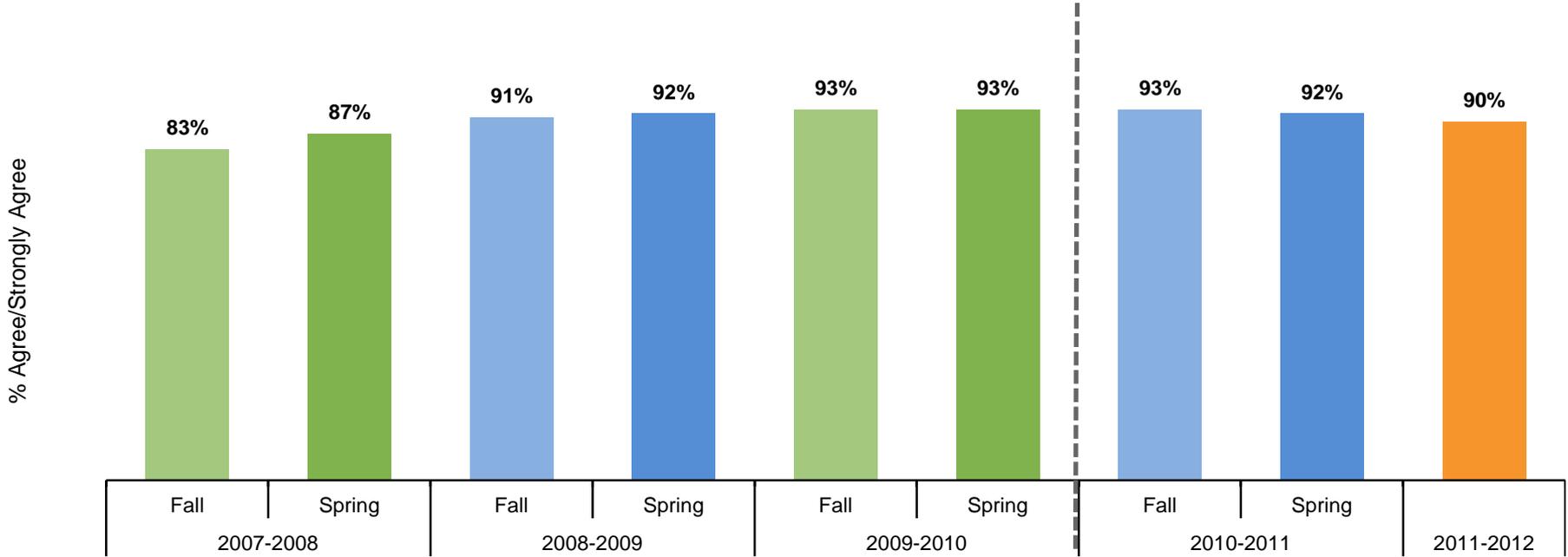
*96% of principals agreed or strongly agreed that the DIIT Help Desk answers calls and resolves technology issues in a timely manner. (Slide 27)*

*94% of principals agreed or strongly agreed that they got the help they needed from legal support. (Slide 32)*

# Division of Academics, Performance and Support

# Office of School Support – Satisfaction with Networks

Since the Fall 2010 Survey: How satisfied are you with the overall quality of support provided by your network?



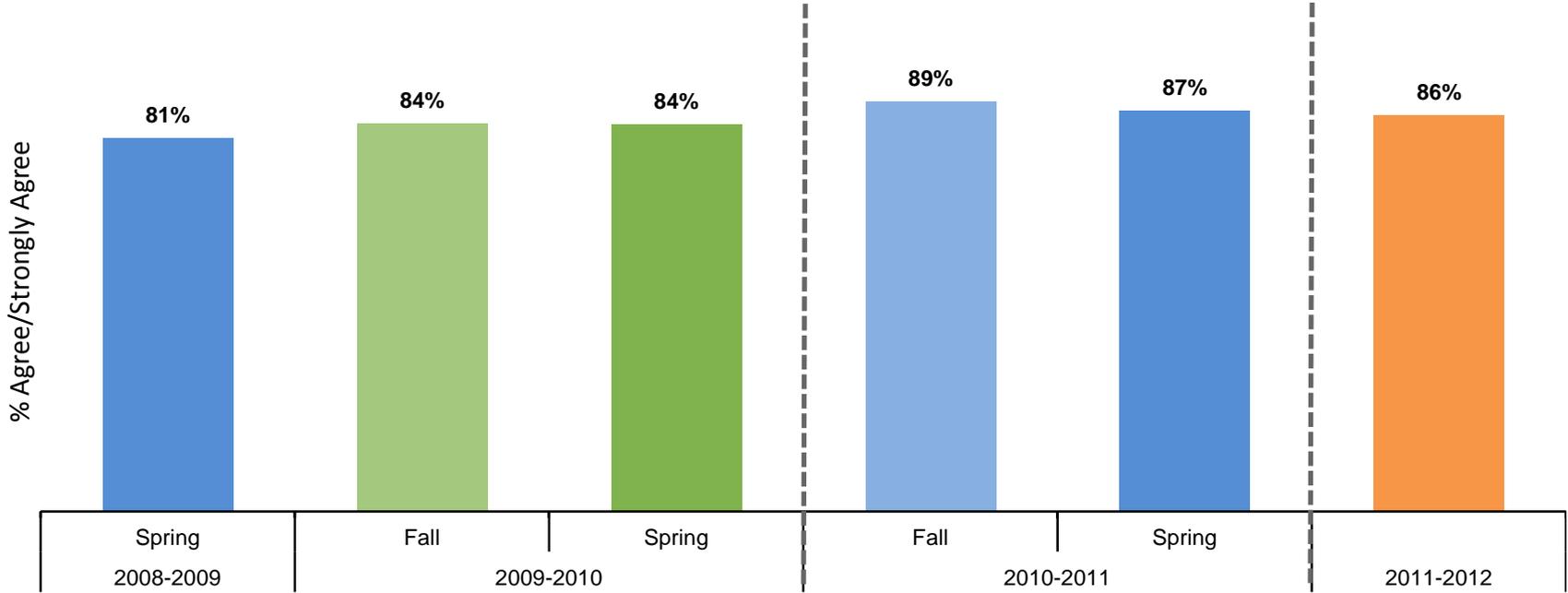
•Pre-Fall 2010 surveys: How satisfied are you with the overall QUALITY of support provided by members of your core team: a) Network Team/Network Instructional Support (formerly SSO)/D75 and b) ISC/Network Operational Support (CFN)?

Notes: Responses for prior surveys prior to Fall 2010 were averaged as networks now provide supports that were previously covered by different core team members.

# Office of School Support – Satisfaction with Networks

Since the Fall 2010 Survey: How much do you agree or disagree with the following statement?

The support I receive from my network assists me in improving student outcomes.



- Pre-Fall 2010 surveys: How helpful is the support received from each of the following members of your core team in helping you to improve student outcomes in your school: a) Network Team/Network Instructional Support (formerly SSO)/D75 and b) ISC/Network Operational Support (CFN)?
- Fall 2010 to Spring 2011: The question was phrased as “The support I receive from my network assists me in improving student outcomes in my school.”

Notes: Responses for prior years were averaged as networks now provide supports that were previously covered by different core team members.

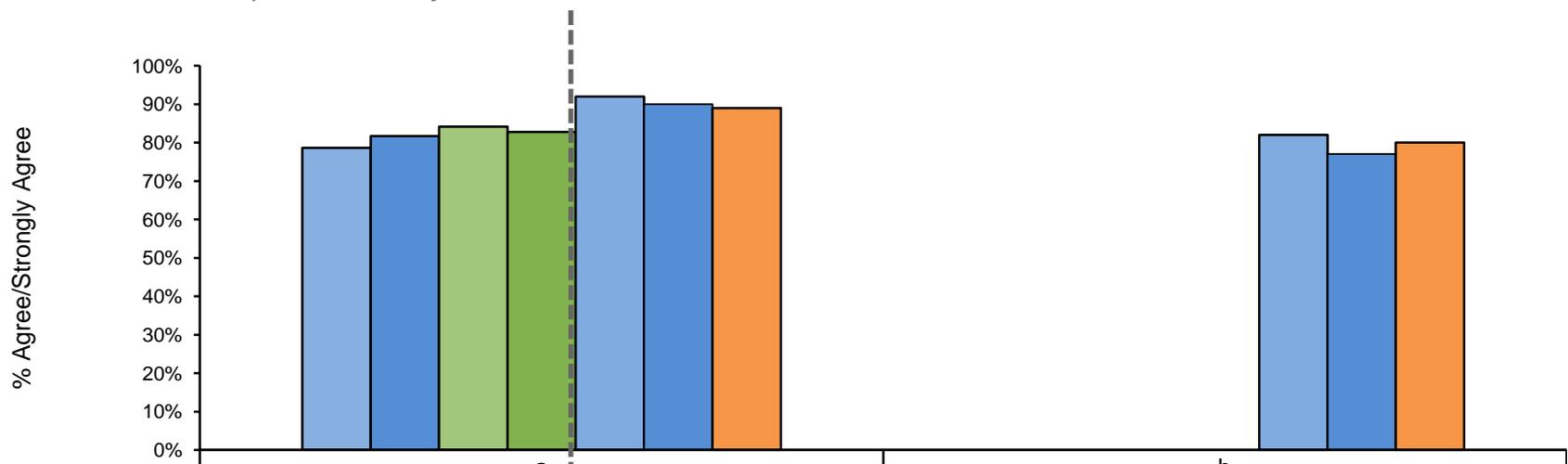
# Office of School Support – Satisfaction with Networks

Since the Fall 2010 Survey: How much do you agree or disagree with the following statements?

a. My network understands the unique needs of my school.

b. The support I receive from my network leads to an increase in time I can spend on instructional issues.

*Pre-Fall 2010 surveys: My ISC/CFN understands the unique needs of my school.*



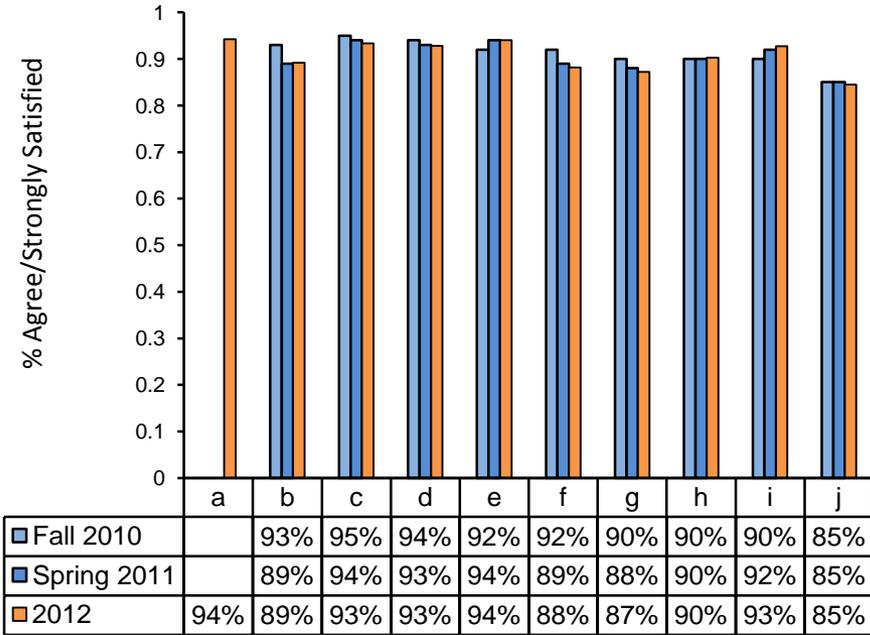
	a	b
Fall 2008	79%	
Spring 2009	82%	
Fall 2009	84%	
Spring 2010	83%	
Fall 2010	92%	82%
Spring 2011	90%	77%
2012	89%	80%

# Office of School Support – Satisfaction with Network Support

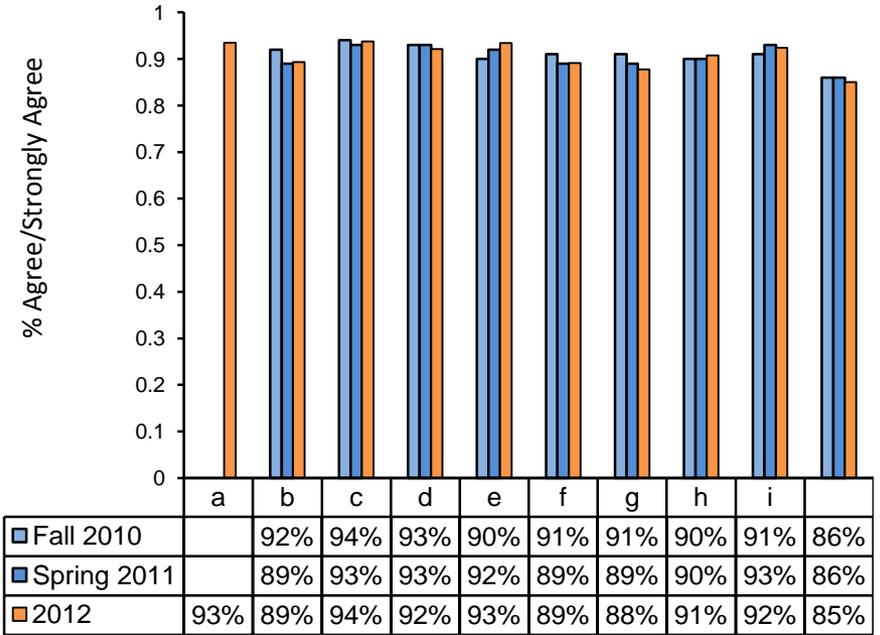
How satisfied are you with the content knowledge and support provided by your network in the following areas?

- a. Academic Policy (e.g. certification for graduation)
- b. Achievement / Instructional Support
- c. Assessment (Test Administration)
- d. Attendance
- e. Budget
- f. Data / Information Technology
- g. ELL
- h. Facilities and Space Planning
- i. Food
- j. Grants

1. Content Knowledge



2. Support in an Appropriate and Timely Manner



Notes: This question was introduced in Fall 2010. Pre-Fall 2010, the question was: "How satisfied are you with the quality of support provided by your Children First Network Team or other field-based supports in the following areas?" District 75 principals are rating their district-based CFN team. In 2012, calculations exclude those who responded with "N/A".

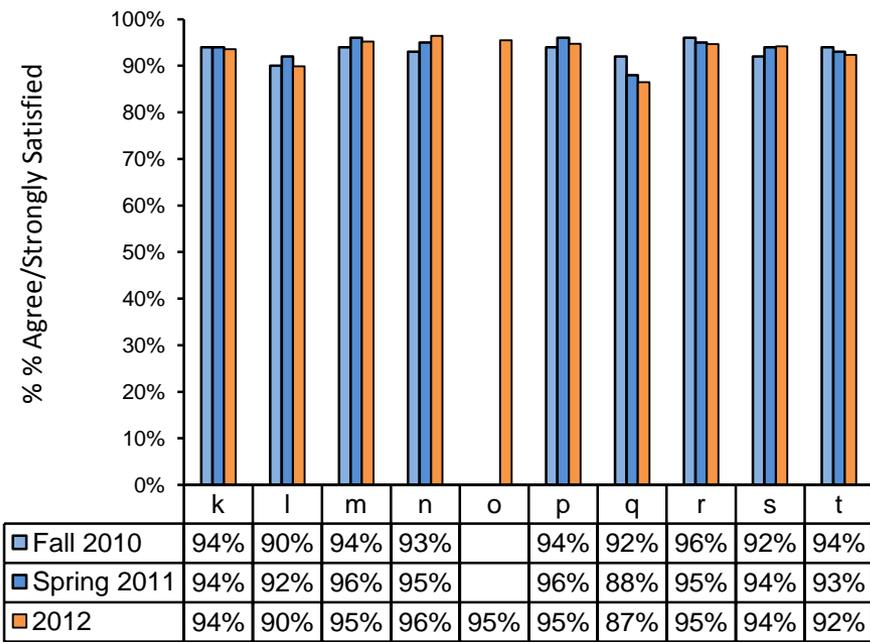
# Office of School Support – Satisfaction with Network Support (cont.)

How satisfied are you with the content knowledge and support provided by your network in the following areas?

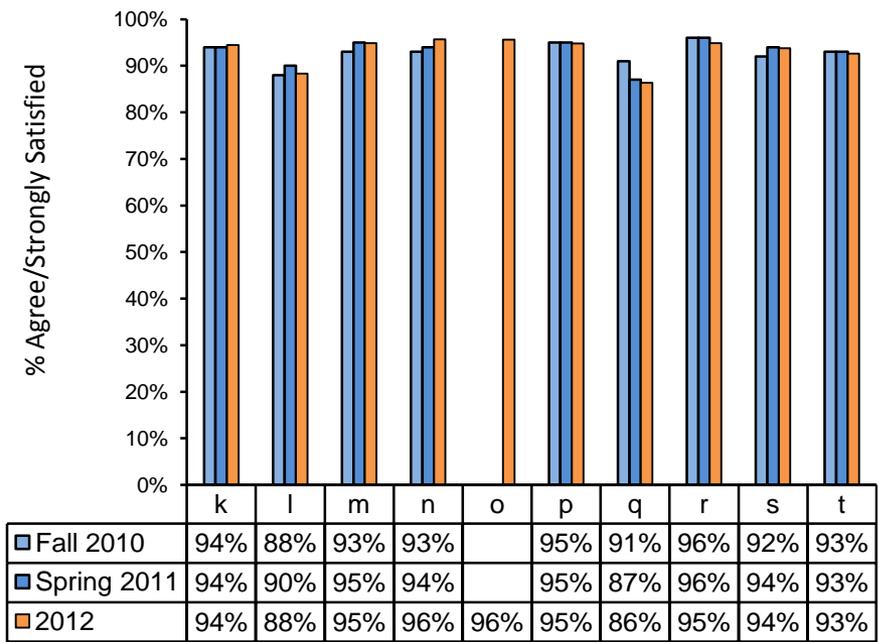
- k. Health
- l. Human Resources
- m. Payroll
- n. Procurement
- o. Promotion

- p. Safety
- q. Special Education Services
- r. Suspensions
- s. Transportation
- t. Youth Development

1. Content Knowledge



2. Support in an Appropriate and Timely Manner



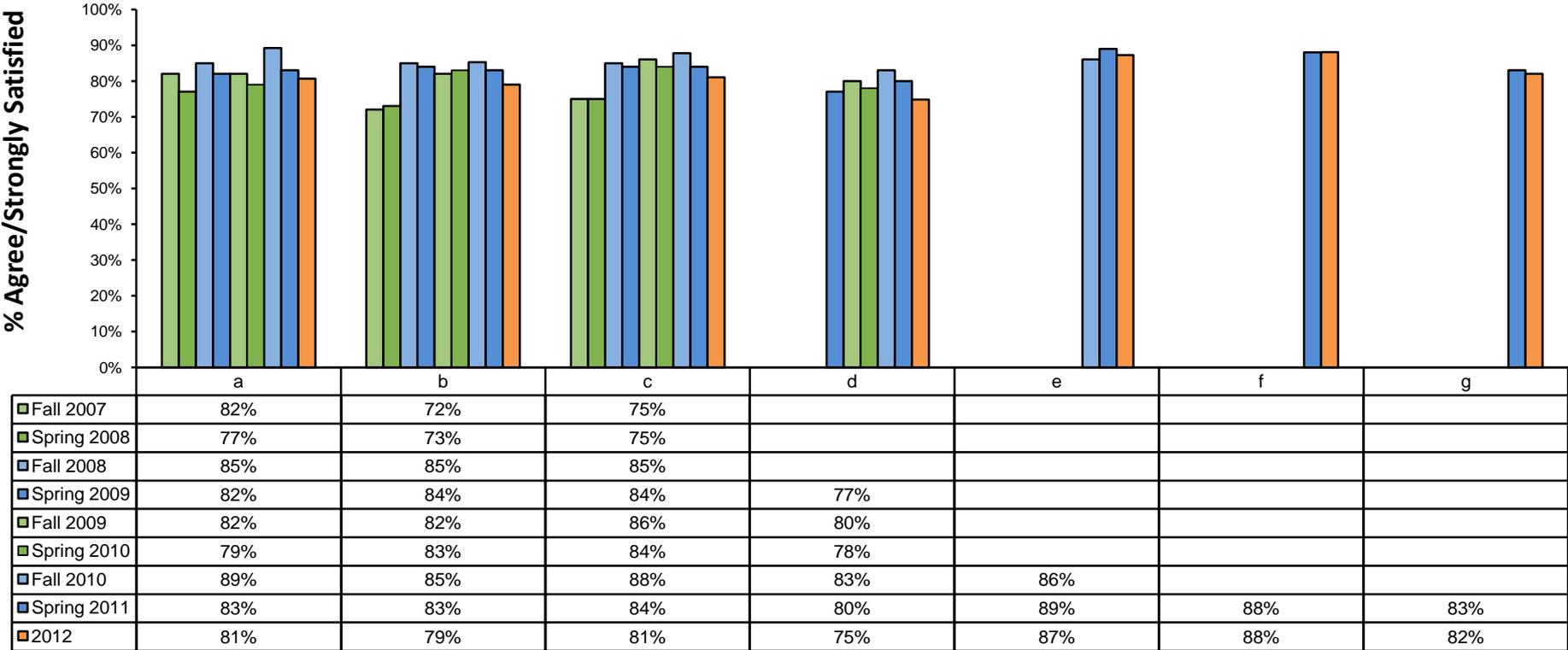
Before 2012, questions were phrased as “1. How satisfied are you with your network’s content knowledge in the following areas? 2. In each of the areas below, how much do you agree or disagree with the following statement: The support I receive from my network is provided in an appropriate and timely manner.”



# Satisfaction with Accountability Tools

Since Fall 2010 Survey: **How** satisfied are you with the quality of support you receive from different sources in the following areas? Your network; Central staff; and DOE online resources. (Responses are averaged below)

- a. Quality Review
- b. Progress Report
- c. Periodic Assessments (including DYO assessments)
- d. New York State/NCLB accountability and data verification
- e. Academic policies (e.g., Grade 3-8 promotion policies, high school graduation requirements, credit accumulation)
- f. State test administration (Central Support and the Borough Assessment Implementation Directors)
- g. School Survey



Notes: Excludes respondents who answered "N/A." Since the April 2010 Survey, results for "a" only included respondents who received Quality Reviews. Results for "b" include D75; Previously, D75 respondents were excluded because D75 schools did not receive Progress Reports. Until 2012, respondents were asked to also rate the quality of support they received from external vendor/partner organizations and these responses are included in the averages before 2012.

# Satisfaction with Citywide Instructional Expectations and Performance Measurement Tools

How helpful are each of the following tools for 1) improving student outcomes and 2) improving teacher practice in your school?

**% of principals reporting helpful or very helpful**

	Improving <u>student outcomes</u>	Improving <u>teacher practice</u>
<i>Aligning tasks and units to the Common Core*</i>	<b>76%</b>	<b>76%</b>
<i>Reviewing student work from Common Core-aligned units to provide teachers with feedback and to determine instructional next steps*</i>	<b>79%</b>	<b>79%</b>
<i>Utilizing a research-based rubric of teacher practice to observe teachers and provide formative feedback*</i>	<b>77%</b>	<b>79%</b>
<i>Quality Review</i>	<b>55%</b>	<b>60%</b>
<i>Progress Reports</i>	<b>57%</b>	<b>53%</b>
<i>Periodic Assessments (including DY0 assessments)</i>	<b>67%</b>	<b>62%</b>

\* These questions were specifically phrased as “How helpful are each of the following components of the 2011-12 citywide instructional expectations for 1) improving student outcomes and 2) improving teacher practice in your school?”



# Implementation of Citywide Instructional Expectations

This year, about how many teachers in your school...

% of principals reporting

	Most or all	About half	Less than half	None
<i>Know the shifts required by the Common Core in math (counting only teachers of math)?</i>	<b>79%</b>	<b>15%</b>	<b>6%</b>	<b>1%</b>
<i>Know the shifts required by the Common Core in literacy (counting only teachers of science, social studies and ELA)?</i>	<b>82%</b>	<b>14%</b>	<b>4%</b>	<b>0%</b>
<i>Received professional development on a research-based rubric of teacher practice?</i>	<b>84%</b>	<b>10%</b>	<b>4%</b>	<b>2%</b>
<i>Received feedback using a research-based rubric of teacher practice?</i>	<b>82%</b>	<b>13%</b>	<b>4%</b>	<b>1%</b>
<i>Integrated the Common Core standards into their instruction as a result of the feedback they received?</i>	<b>71%</b>	<b>24%</b>	<b>4%</b>	<b>0%</b>

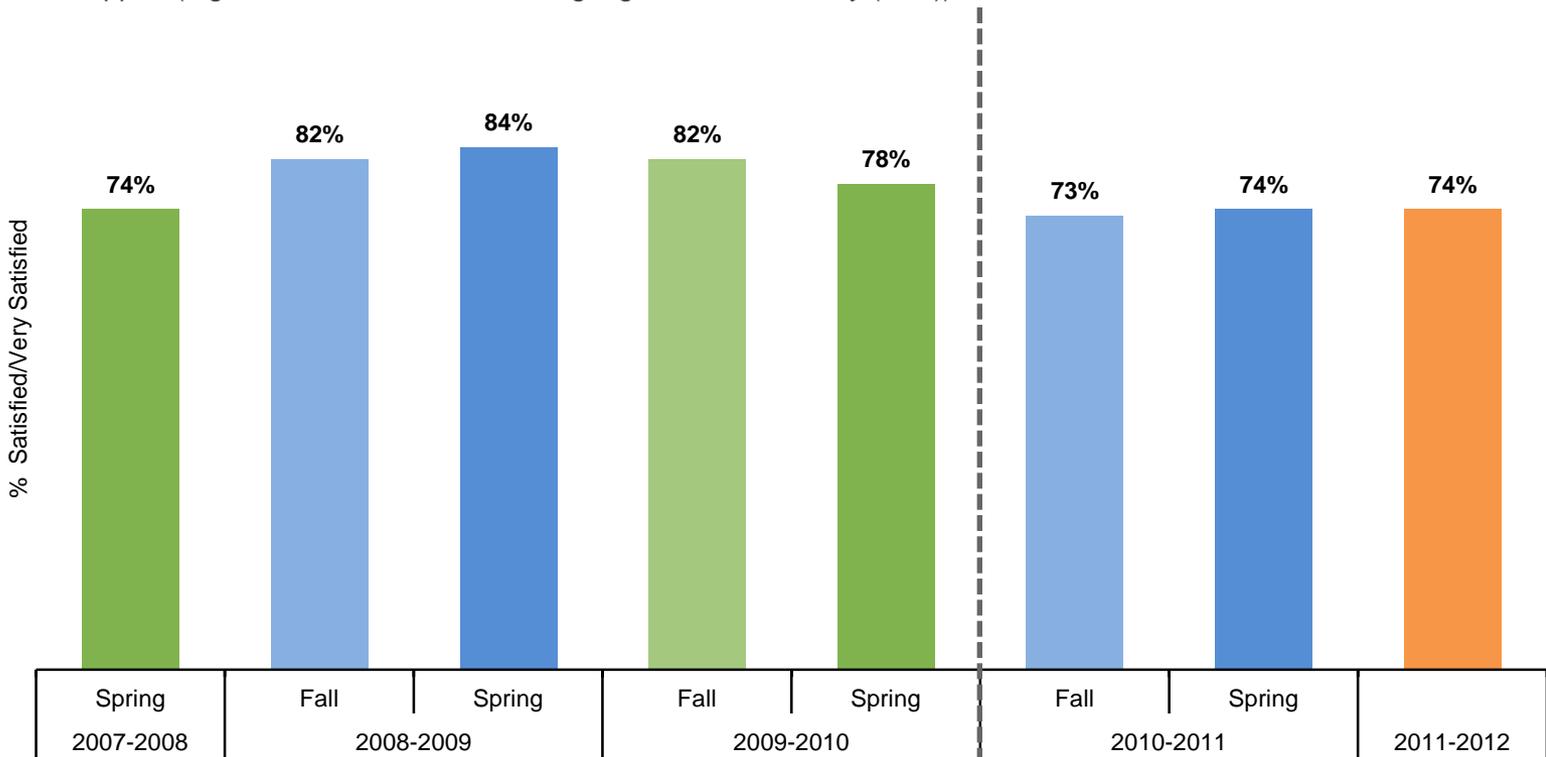
# Division of Students with Disabilities & English Language Learners

# Satisfaction with English Language Learner Supports

## How satisfied are you with the quality of support provided for English Language Learners?

(Responses to a-c are averaged in the graph and reported individually on the next slide)

- a. Professional Development (e.g., full day conferences, workshops, institutes)
- b. Grant Support (e.g., Transitional Bilingual Education (TBE) and/or Dual Language Implementation, Students with Interrupted Formal Education (SIFE) and Long Term ELLs),
- c. Technical Support (e.g., Title III Plans, BESIS, Language Allocation Policy (LAP))

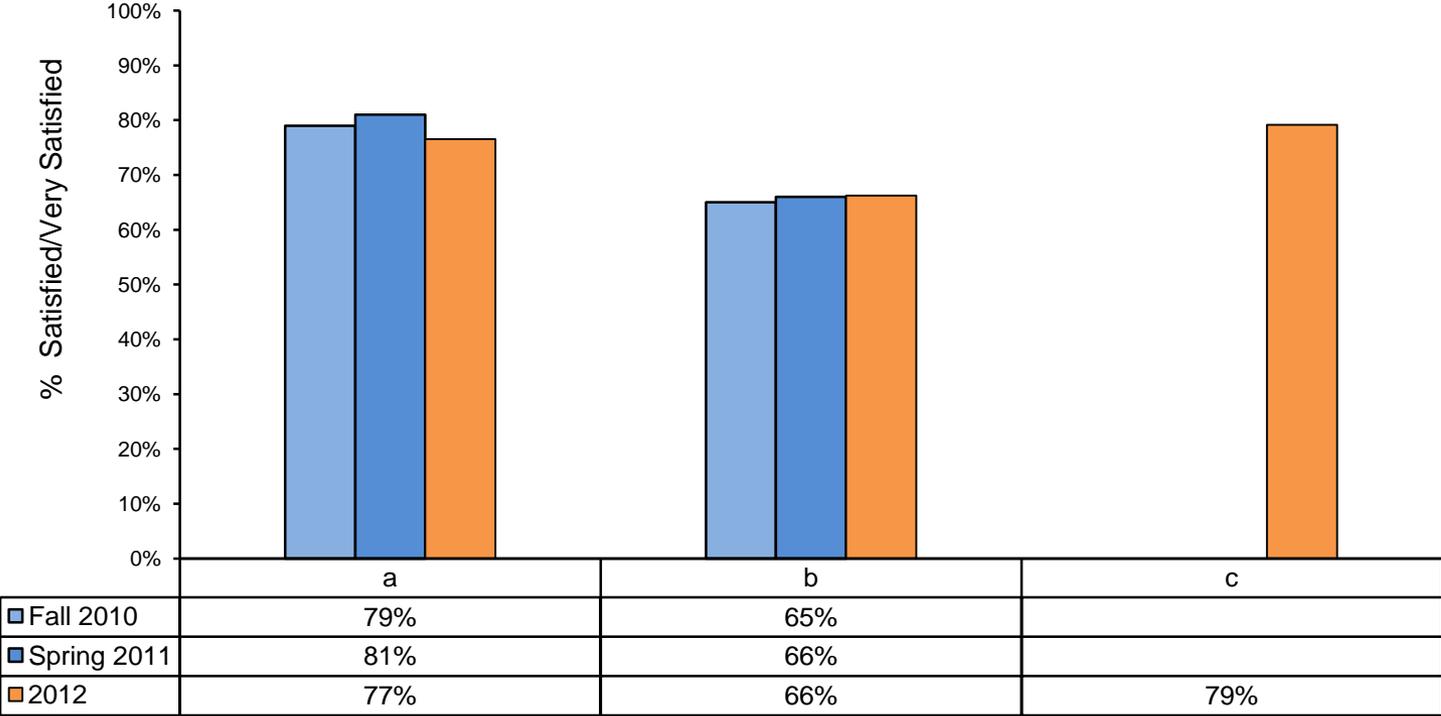


- Pre-Fall 2010 surveys: “How satisfied are you with the quality of support provided by the Division for Students with Disabilities and English Language Learners in the following area: English Language Learners?”
- Fall 2010 to Spring 2012: “How satisfied are you with the quality of support provided by the Division for Students with Disabilities and English Language Learners in the following area?”

# Satisfaction with English Language Learner Supports *(cont.)*

How satisfied are you with the quality of support provided for English Language Learners?

- a. Professional Development (e.g., full day conferences, workshops, institutes)
- b. Grant Support (e.g., Transitional Bilingual Education (TBE) and/or Dual Language Implementation, Students with Interrupted Formal Education (SIFE) and Long Term ELLs),
- c. Technical Support (e.g., Title III Plans, BESIS, Language Allocation Policy (LAP))



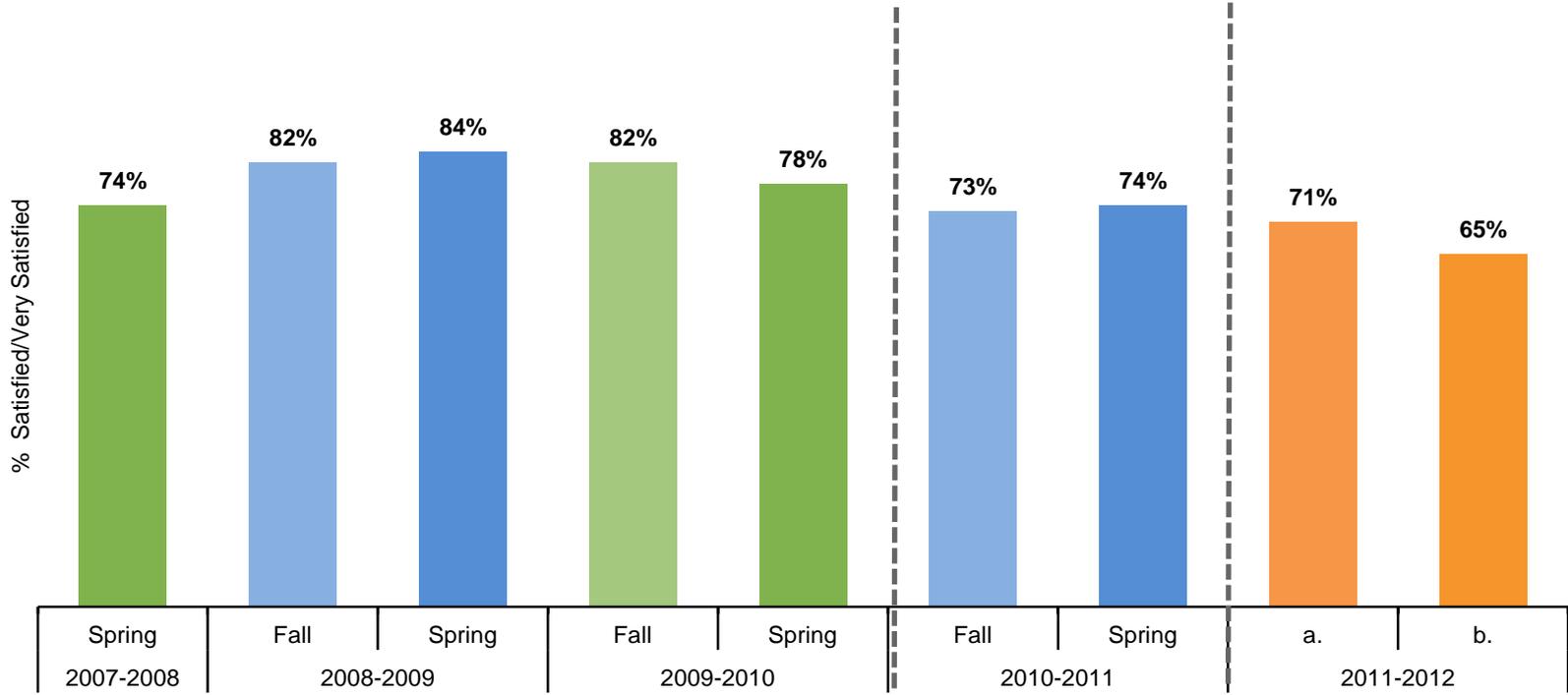
•Pre-Fall 2010 surveys: “How satisfied are you with the quality of support provided by the Division for Students with Disabilities and English Language Learners in the following area: English Language Learners?”  
 •Fall 2010 to Spring 2012: “How satisfied are you with the quality of support provided by the Division for Students with Disabilities and English Language Learners in the following area?”

# Satisfaction with Special Education Supports

## How satisfied are you with the quality of support provided for Students with Disabilities?

(Responses to a & b are averaged in the graph for 2012; the question did not contain subcomponents prior to 2012)

- a. Professional Development
- b. Technical Support (e.g., School Improvement Specialists, Phase 1 Support Specialists, Coordinators of Early Intervening Services (CEIS), RSE-TASC).



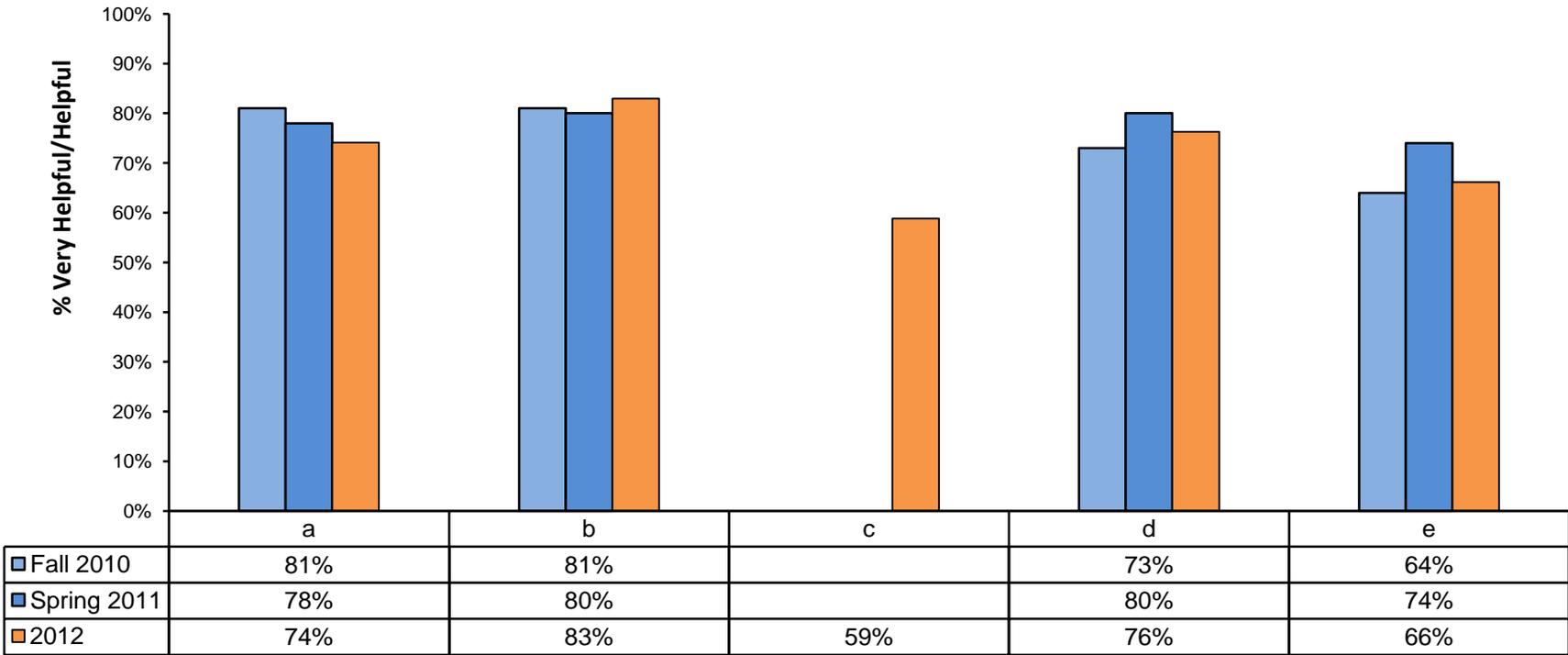
Pre-Fall 2010 surveys: "How satisfied are you with the quality of support provided by the Division for Students with Disabilities and English Language Learners in the following area: Students with Disabilities?"

# Division of Talent, Labor, and Innovation

# Satisfaction with Talent, Labor, and Innovation

How helpful are the following tools in making decisions about the staff in your school?

- a. **Human Capital Profile System** (System that provides staff certification, license, seniority and other information)
- b. **Tenure Notification System** (System that processes principal tenure recommendations)
- c. **ARIS Learn** (professional development resources)
- d. **Tenure Toolkit** (on the Principals' Portal) (tenure decision-making resources)
- e. **Teacher Development Toolkit** (on the Principals' Portal) (teacher development resources)



*Before 2012, the question for components a & b was phrased as “How helpful are the following for assisting you in making decisions about staff at your school?”*

*Before 2012, the question for components d & e was phrased as “How helpful are the following tools in supporting you in the development and evaluation of staff in your building?”*

Note: Excludes respondents who answered “N/A or “Haven’t used.” Responses to “b” for Fall 2010 only include principals of schools that had received Teacher Data Reports in 2009-10 and for Spring 2011 only those who received Teacher Data Reports for 2010-2011.



# Satisfaction with Talent, Labor, and Innovation and Citywide Instructional Expectations

Please indicate your level of agreement with the following statements.

**% of principals reporting agree or strongly agree**

<i>The current Satisfactory/Unsatisfactory teacher evaluation process in New York City recognizes exemplary teacher performance.</i>	<b>19%</b>
<i>The current Satisfactory/Unsatisfactory teacher evaluation process in New York City helps teachers improve their instructional performance by providing specific and useful feedback.</i>	<b>26%</b>

If you are using a rubric of teacher practice, please indicate your agreement with the following statements:

**% of principals reporting agree or strongly agree**

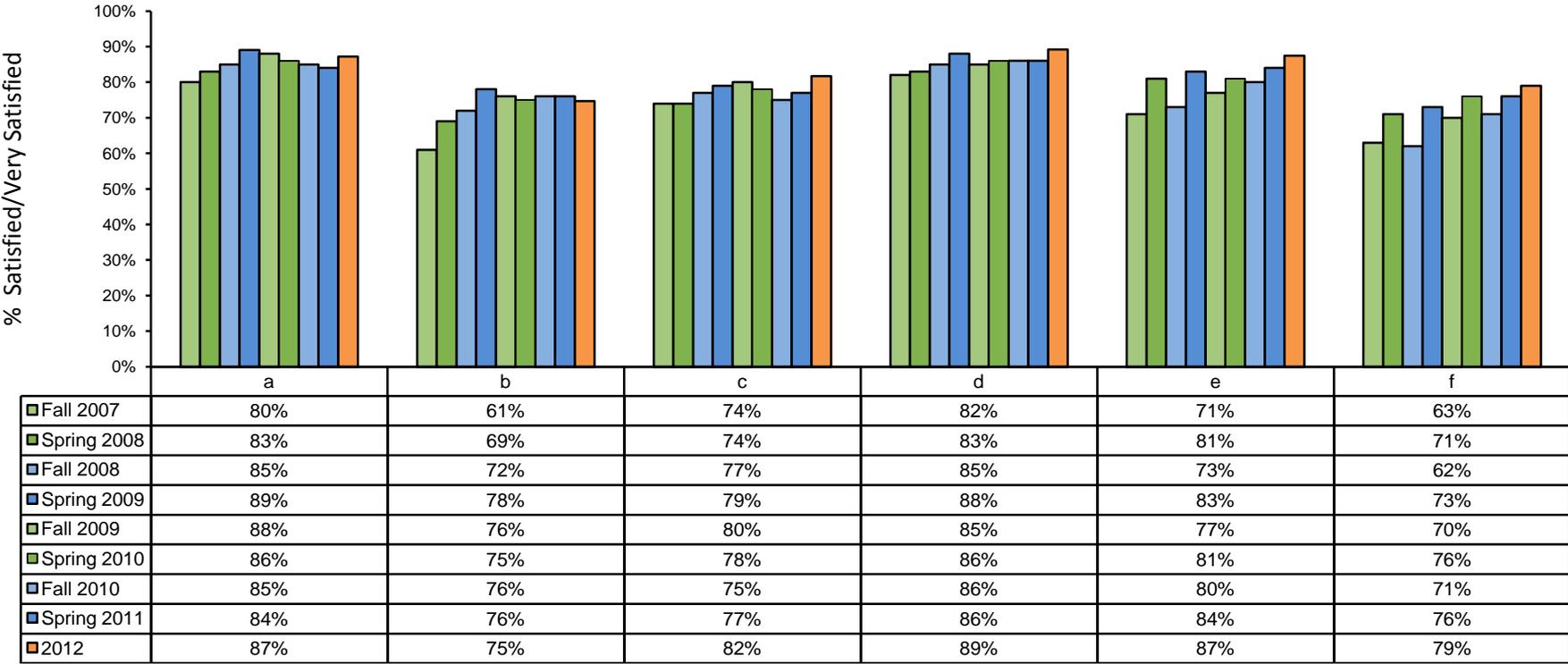
<i>Use of a rubric enables me to provide teachers with more specific and actionable feedback on their instruction.</i>	<b>95%</b>
<i>Teachers at my school have engaged in collaborative study of the rubric.</i>	<b>84%</b>

# Division of Operations

# Satisfaction with Food, Facilities, and Transportation

How satisfied are you with the quality of the services from central this year in the following areas?

- a. Custodial services
- b. Repair and maintenance services for my school’s physical structure/facilities
- c. Food services
- d. Cafeteria staff
- e. Busing for general education students
- f. Busing for students with disabilities



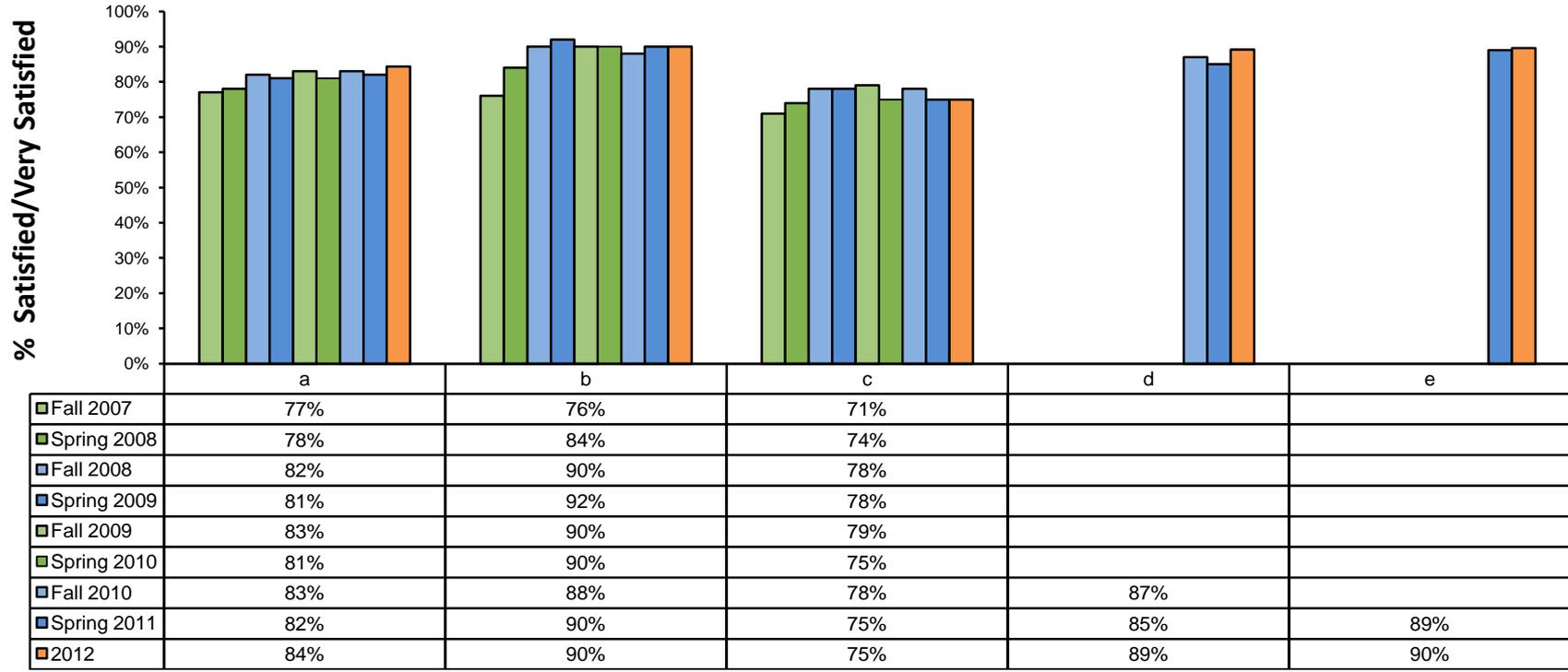
Before 2012, “Repair and maintenance services” was “Repair and maintenance services for my school’s physical structure/facilities.”

Note: In 2012, excludes respondents who answered “N/A.”

# Satisfaction with Health and Safety

How satisfied are you with the following areas?

- a. The school nurse
- b. Support services provided by Central when a significant safety issue arises
- c. Service provided by my School Safety personnel
- d. The Sustainability Team (Custodian Engineer/Building Manager, Sustainability Coordinator, etc.) for recycling, and energy conservation
- e. Deputy Director of Facilities



Pre-Fall 2010 surveys, question "e" was "The level of support provided by your Sustainability Team for the DOE Sustainability Initiatives (Custodian Engineer/Building Manager, Sustainability Coordinator, etc.) ."

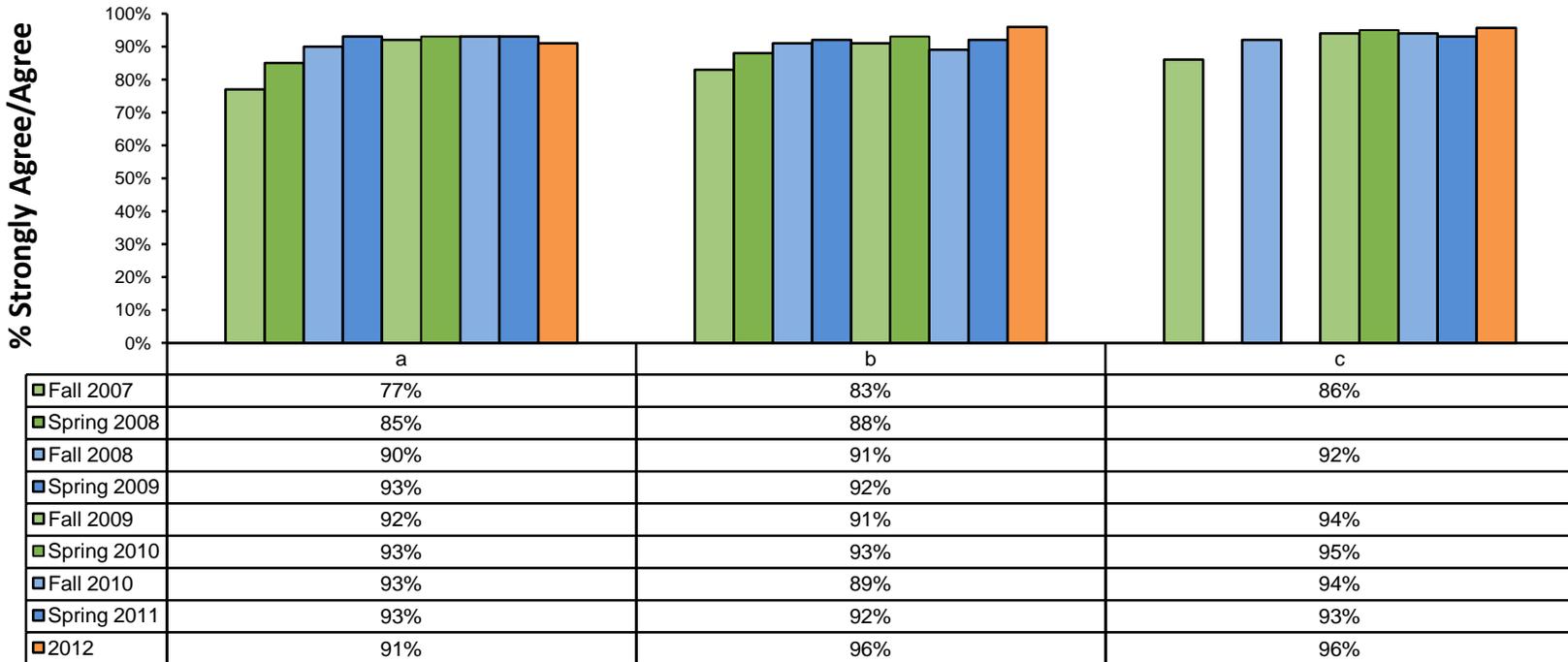
Notes: Respondents were instructed to skip question "a" if their school does not have a school nurse and question "b" if a significant safety issue has not occurred this year.

# Division of Technology

# Satisfaction with Technology Services

## How much do you agree or disagree with the following statements?

- a. The DIIT Help Desk self-help facility is an effective tool to report and resolve school-based technology issues.
- b. The DIIT Help Desk answers calls and resolves technology issues in a timely manner.
- c. DIIT on-site technicians (DOE employees) are able to effectively diagnose a reported problem and resolve onsite or direct to the appropriate vendor.



•Pre-Fall 2010 the questions were phrased as “How much do you agree or disagree with the following statement regarding the Division of Instructional and Information Technology? a. The Help Desk self-help facility (for entering problem tickets; checking on the status of a previously reported problem) is easy to use.”

•Fall 2010- Spring 2011: How much do you agree or disagree with the following statements regarding the Division of Instructional and Information Technology? A. The DIIT Help Desk self-help facility is an effective tool to report and resolve school-based technology issues. B. The DIIT Help Desk answers calls and resolves technology issues in a timely manner. c. DIIT on-site technicians (DOE employees) are able to effectively diagnose a reported problem and resolve onsite or direct to the appropriate vendor.

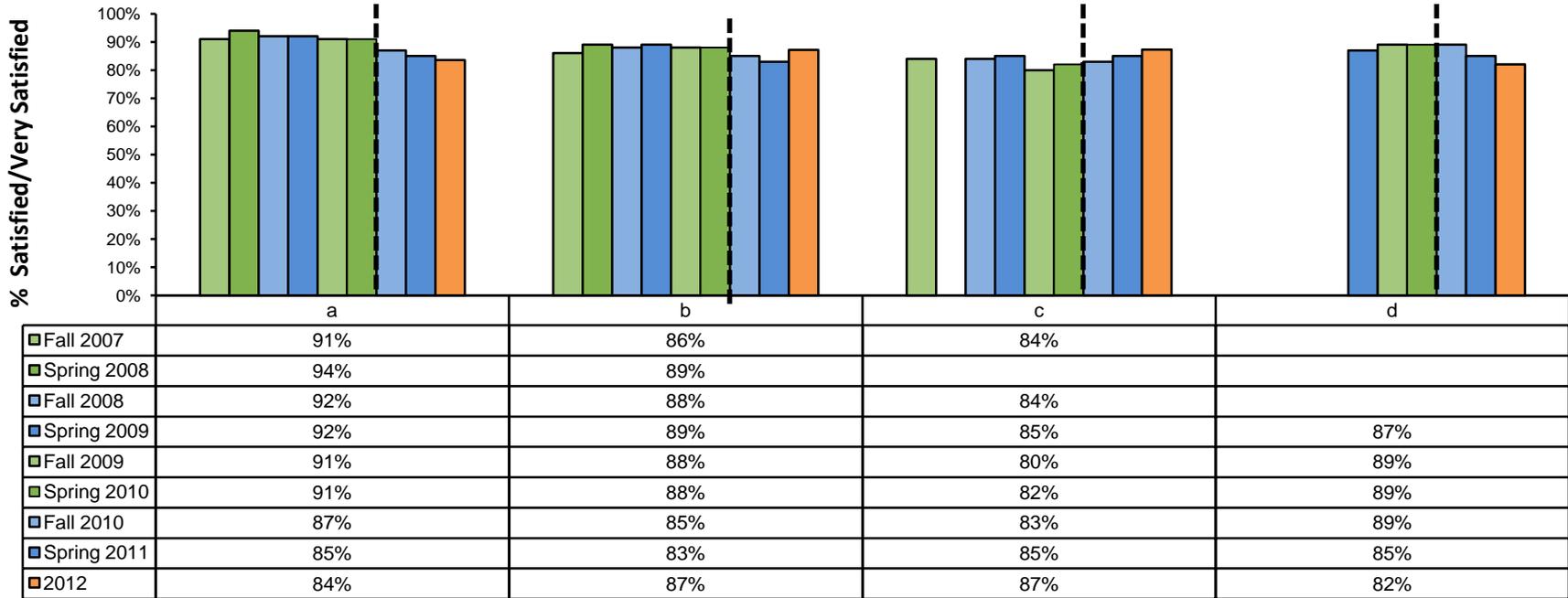
Note: Excludes respondents who answered “N/A or Haven’t Used.”

# Satisfaction with Technology Systems

How satisfied are you with the following technology systems?

- a. Outlook email and calendaring systems
- b. ATS (Automate the Schools)
- c. STARS (Student Transcript and Academic Reporting System)
- d. ARIS\*

Pre-Fall 2010 surveys: "How satisfied are you with following applications as they relate to your staff carrying out their day-to-day work?". Pre-Fall 2010, question "c" was "High School Scheduling and Transcript (HSST/STARS)." Fall 2010 to Spring 2011 Survey: "How satisfied are you with the following systems as they relate to your staff carrying out their daily work?"



- e. Internet access in my school **65% satisfied or very satisfied**
- f. Telephone system in my school **69% satisfied or very satisfied**
- g. SESIS **34% satisfied or very satisfied**

\* Before 2012, question d was phrased as: "How satisfied are you with the QUALITY of support you receive from different resources in the following areas?" – "Your Network", "Central Staff:", "DOE Online Resources", "External Vendor/Partner Organization". Responses to question d prior to 2012 are averaged.

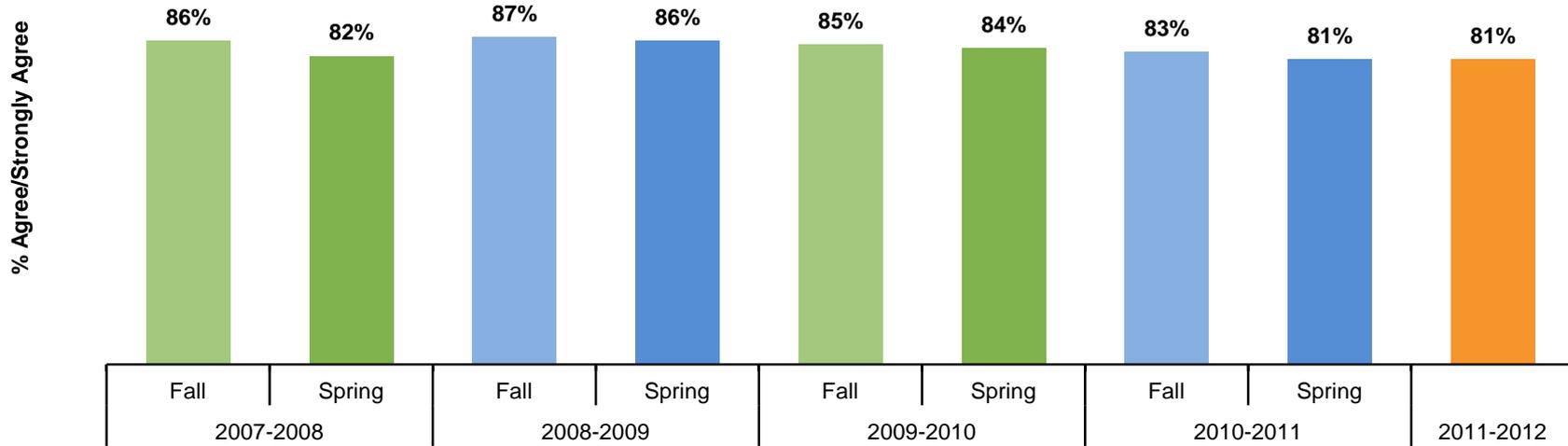
Note: Excludes respondents who answered "N/A or Haven't Used." Results are not longitudinal for sub-questions e. through g. as the questions changed substantially in 2012.

# Division of Family and Community Engagement

# Satisfaction with Translations and Interpretation

How much do you agree or disagree with the following statements?

a. I am satisfied with the document translation assistance my school has received



b. I am satisfied with the over-the-phone translation assistance my school has received.

*87% of principals reported Agree or Strongly Agree.*

Before 2012, this question was phrased as "The Office of Translation and Interpretation has been able to translate everything I need."

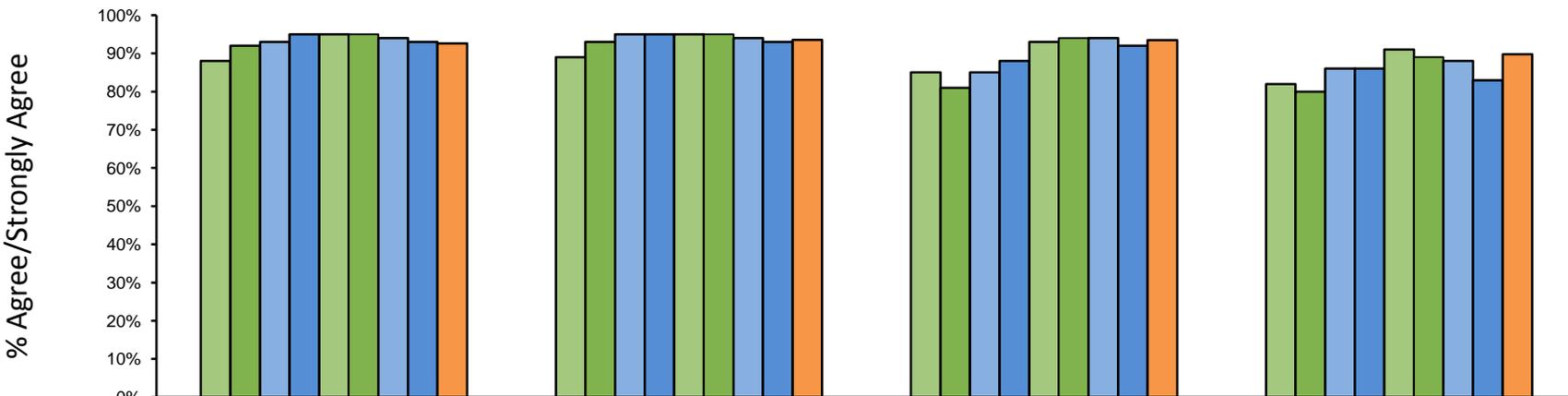
Note: Excludes respondents who answered "I have not used the Office of Translation & Interpretation services this year" or "N/A".

# Division of Legal Services

# Satisfaction with Legal, Compliance, and Audit

How much do you agree or disagree with the following statements?

- a. Legal staff responds to questions and/or requests in a timely manner
- b. I get the help I need from legal support.
- c. I get the support I need on compliance tasks.
- d. I get the help I need with audits.



	a	b	c	d
■ Fall 2007	88%	89%	85%	82%
■ Spring 2008	92%	93%	81%	80%
■ Fall 2008	93%	95%	85%	86%
■ Spring 2009	95%	95%	88%	86%
■ Fall 2009	95%	95%	93%	91%
■ Spring 2010	95%	95%	94%	89%
■ Fall 2010	94%	94%	94%	88%
■ Spring 2011	93%	93%	92%	83%
■ 2012	93%	94%	93%	90%

Before 2012, the question was phrased as: "How much do you agree or disagree with the following statements regarding legal, compliance, and audit? A. Legal staff responds to questions and/or requests in a timely manner. b. Legal support is of high quality. c. Compliance support is of high quality. d. Audit support and internal controls training is of high quality."