

Principal Satisfaction Survey

November/December 2007



**Department of
Education**

Joel I. Klein
Chancellor

Executive Summary

Background

- Principal satisfaction is at the core of the Children First reforms – our goal is to create a system of 1,400 great schools, not a great school system. To do this, we must give principals the resources and support they need to succeed.
- To fulfill this mission and continually improve service to schools, the DOE will seek feedback from principals about its performance three times a year through online surveys. The first of these surveys was conducted in November/December of 2007.

Respondents

- The survey was voluntary and principals did not have to answer all of the questions. In total, 1,024 principals, or about 70%, responded to the survey.
- Responses are anonymous and individual answers are not available to anyone. Based on pre-loaded information, we have the ability to combine answers of schools that have similar characteristics, e.g., SSO or ISC, to target areas that require increased attention and improvement.

Survey Topics

- DOE overall – general questions about the DOE.
- Academic services – questions about the services provided to schools by the School Support Organizations, and the central offices of Teaching and Learning, Human Resources, Labor Relations, and Student Enrollment.
- Operational services – questions about the services provided to schools by the Integrated Service Centers, and the central offices of facilities, food, pupil transportation, health, safety, finance, technology, family engagement and legal and compliance.
- Accountability – questions about the DOE's new accountability tools and support functions, including the Children First Intensive / Inquiry Team process.

Executive Summary (cont'd)

Key Findings

- The survey was extensive, but in no way covers every area of the Department. The purpose was to capture those supports and services that principals rely on most. Below are a few highlights:

DOE Overall

- 71% “feel supported by the **Department** in attaining my overall goals for my school”
- 73% feel “the **Department** has helped me to set clear measures of progress for student achievement”

Accountability Tools

- 94% “understand the principles behind the **DOE accountability tools**”
- 78% “believe the overall set of **accountability tools** helps educators improve student outcomes”

Principals’ “Core Team”

- 92% “satisfied with the overall quality of support provided by my **School Support Organization**”
- 71% “satisfied with the overall quality of support provided by my **Integrated Service Center**”
- 85% “satisfied with the overall quality of support provided by my **Senior Achievement Facilitator**”

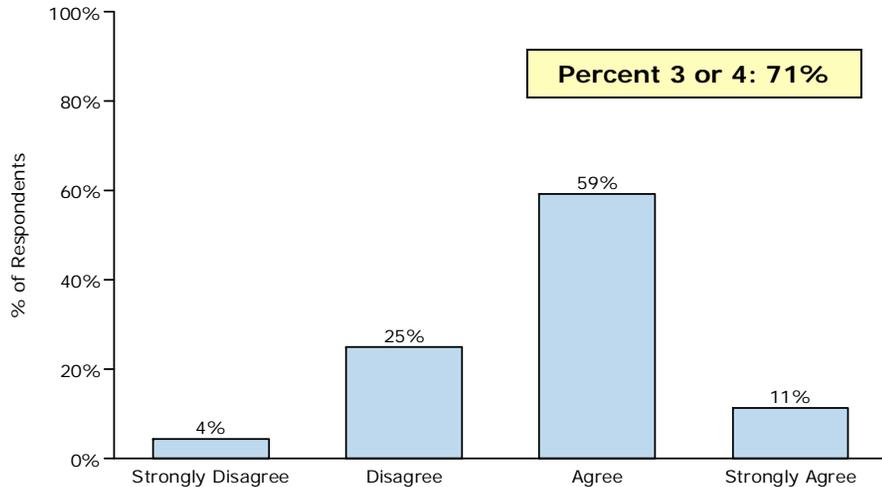
Sample Size and Response Rates

Level of Analysis	Organization	Number of Responses	Total Number Invited	Response Rate
City-wide	NYC DOE	1024	1455	70%
SSO Type	LSO	510	753	68%
	ESO	383	487	79%
	PSO	99	158	63%
	D75	32	57	56%
Individual SSOs	CLSO	95	164	58%
	ICI	252	376	67%
	KNLSO	85	97	88%
	LLSO	78	116	67%
	ESO	383	487	79%
	AED	6	10	60%
	CEIPEA	28	53	53%
	CUNY	9	13	69%
	Fordham	8	10	80%
	New Vision	41	63	65%
	Replication	7	9	78%
ISC	Bronx	234	339	69%
	Brooklyn	181	242	75%
	Manhattan	185	272	68%
	Queens	243	344	71%
	Staten Island	181	258	70%

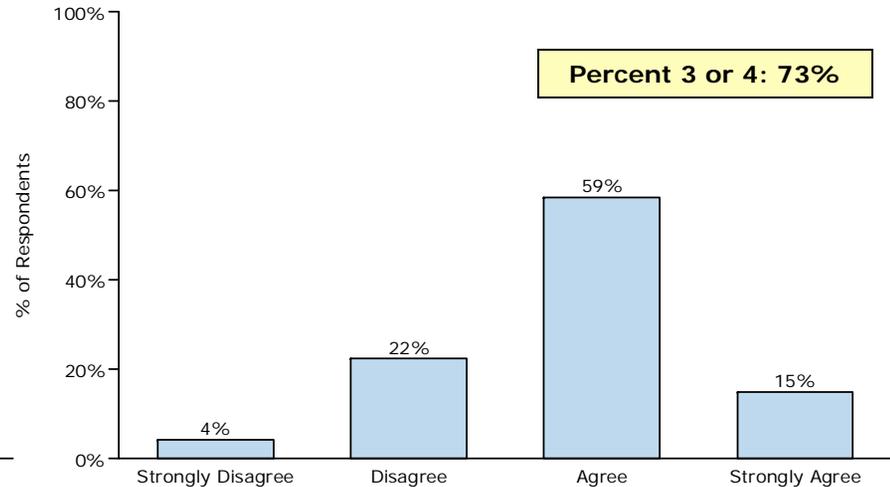
Satisfaction with the Department: Citywide

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

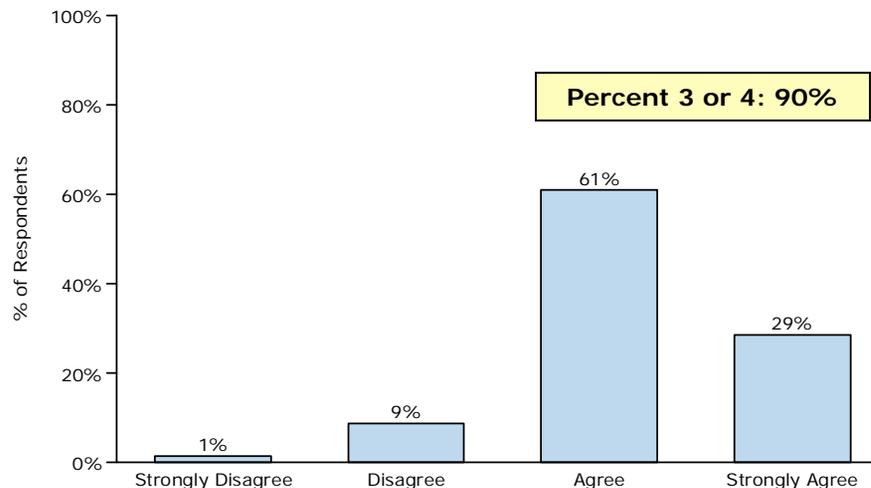
a. I feel supported by the Department in attaining my overall goals for my school



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



c. The Department gets me the important information I need through Principals' Weekly and online resources



3 = "Agree"

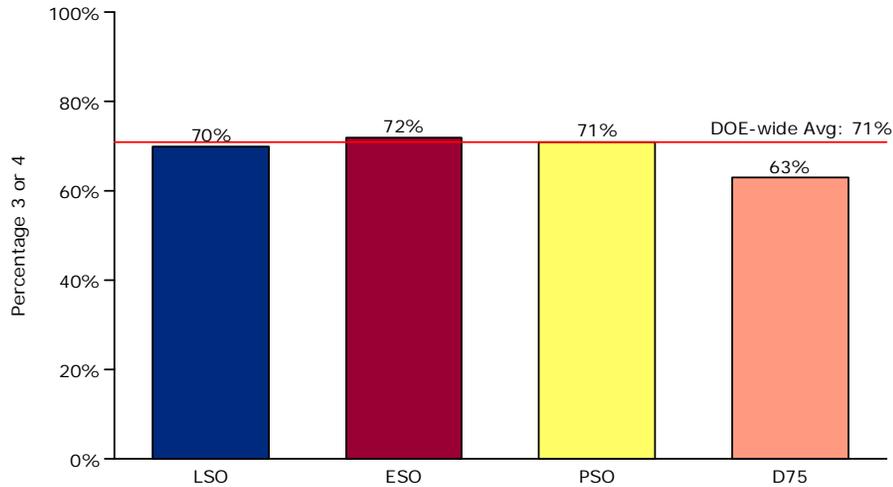
4 = "Strongly Agree"

Note: Totals may not agree with charts due to rounding
Source: DOE Internal Data

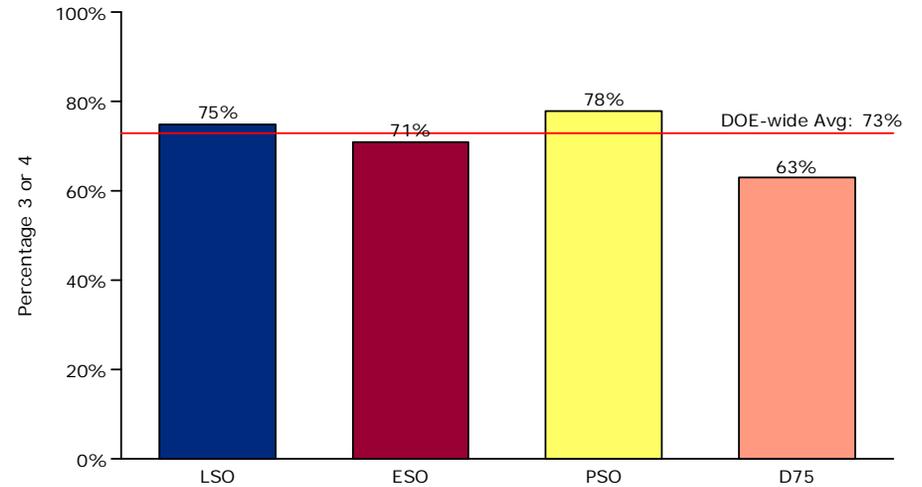
Satisfaction with the Department: By LSO/ESO/PSO/D75

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

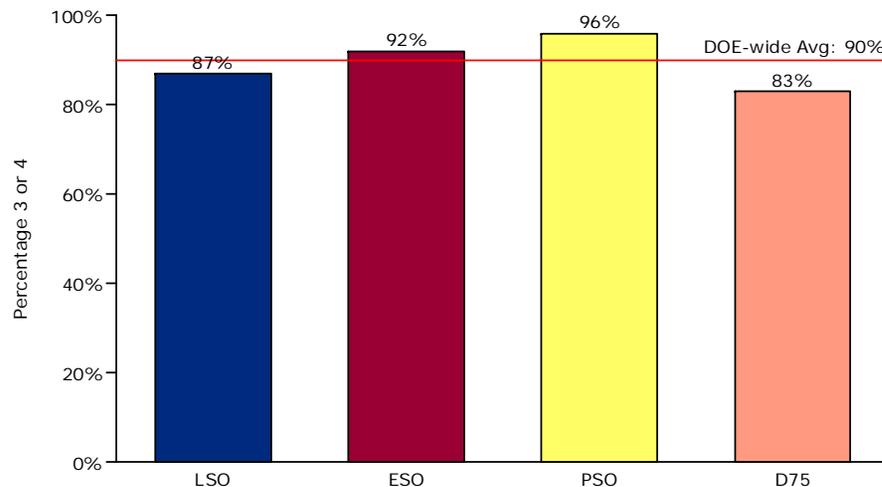
a. I feel supported by the Department in attaining my overall goals for my school



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



c. The Department gets me the important information I need through Principals' Weekly and online resources



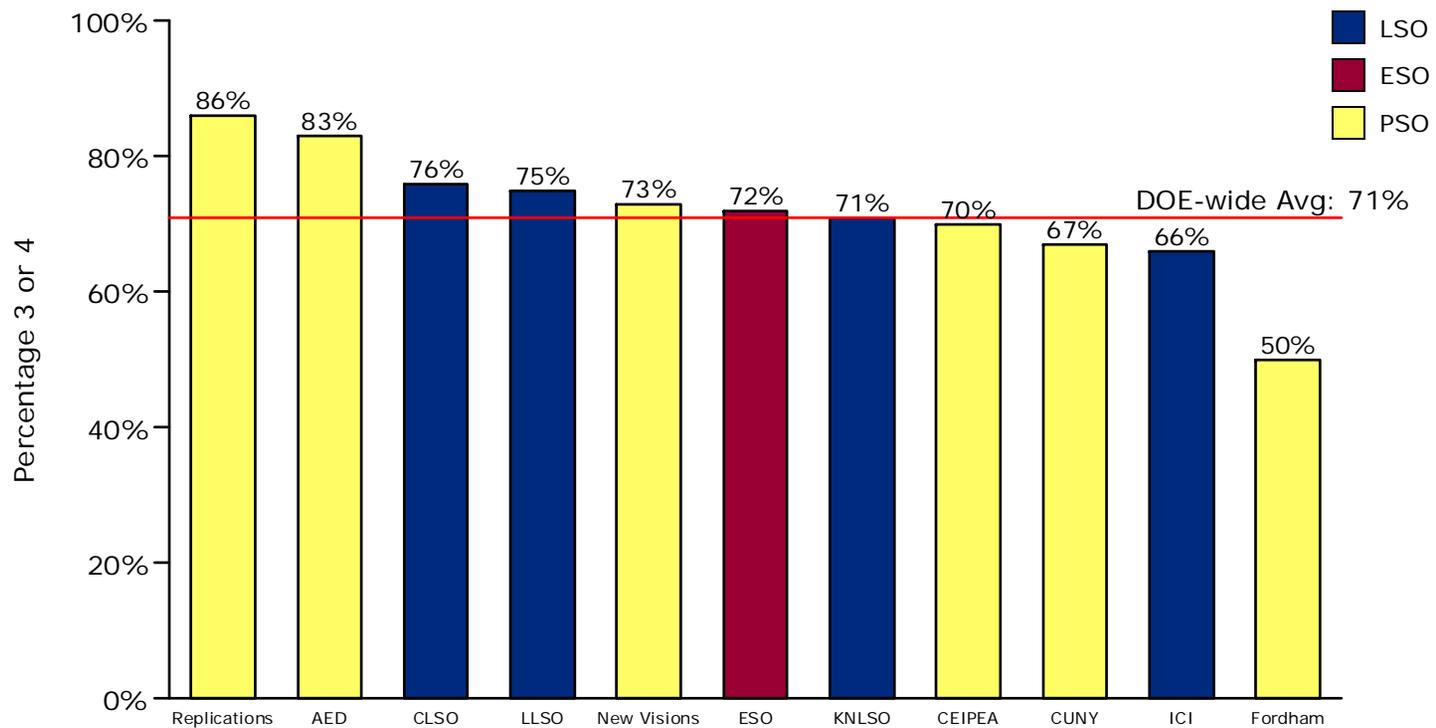
3 = "Agree"

4 = "Strongly Agree"

Satisfaction with the Department: By Individual SSO

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



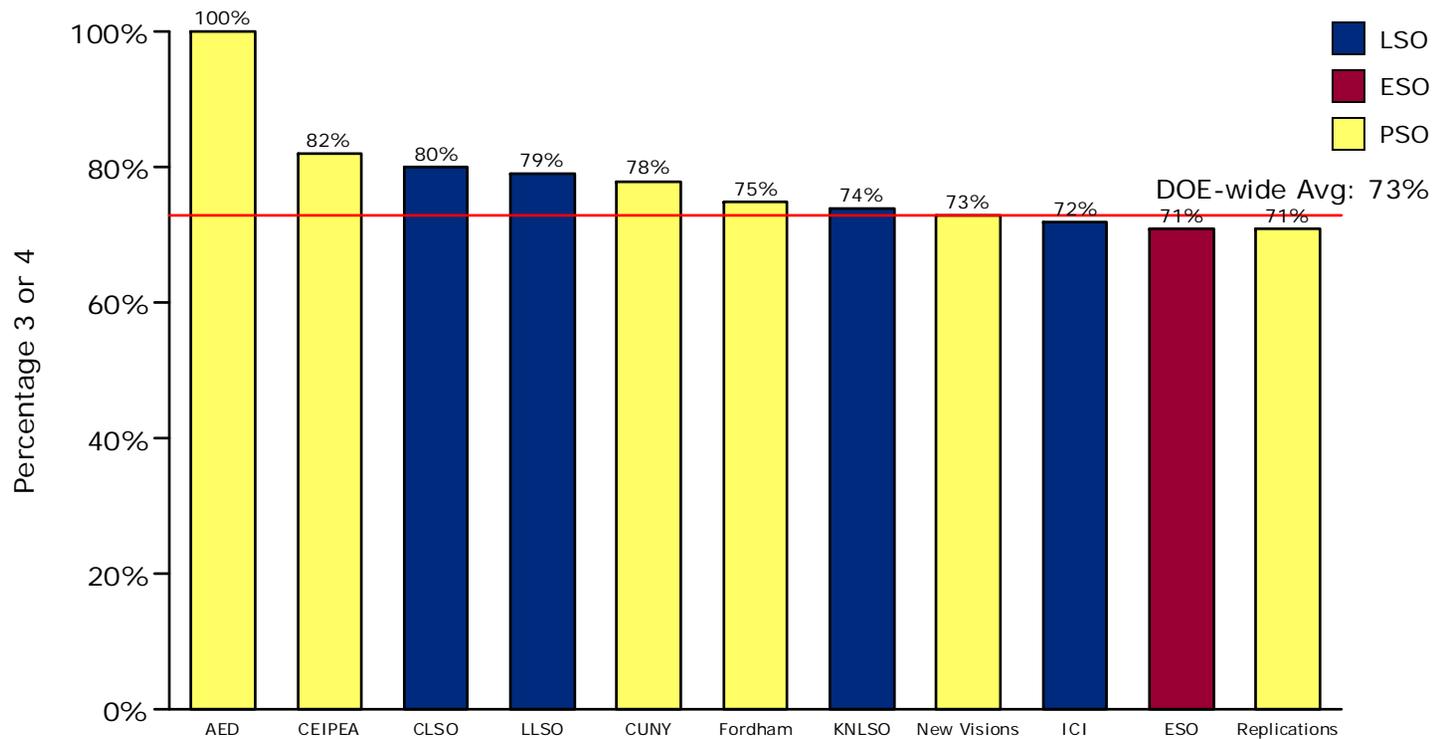
3 = "Agree"

4 = "Strongly Agree"

Satisfaction with the Department: By Individual SSO

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

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



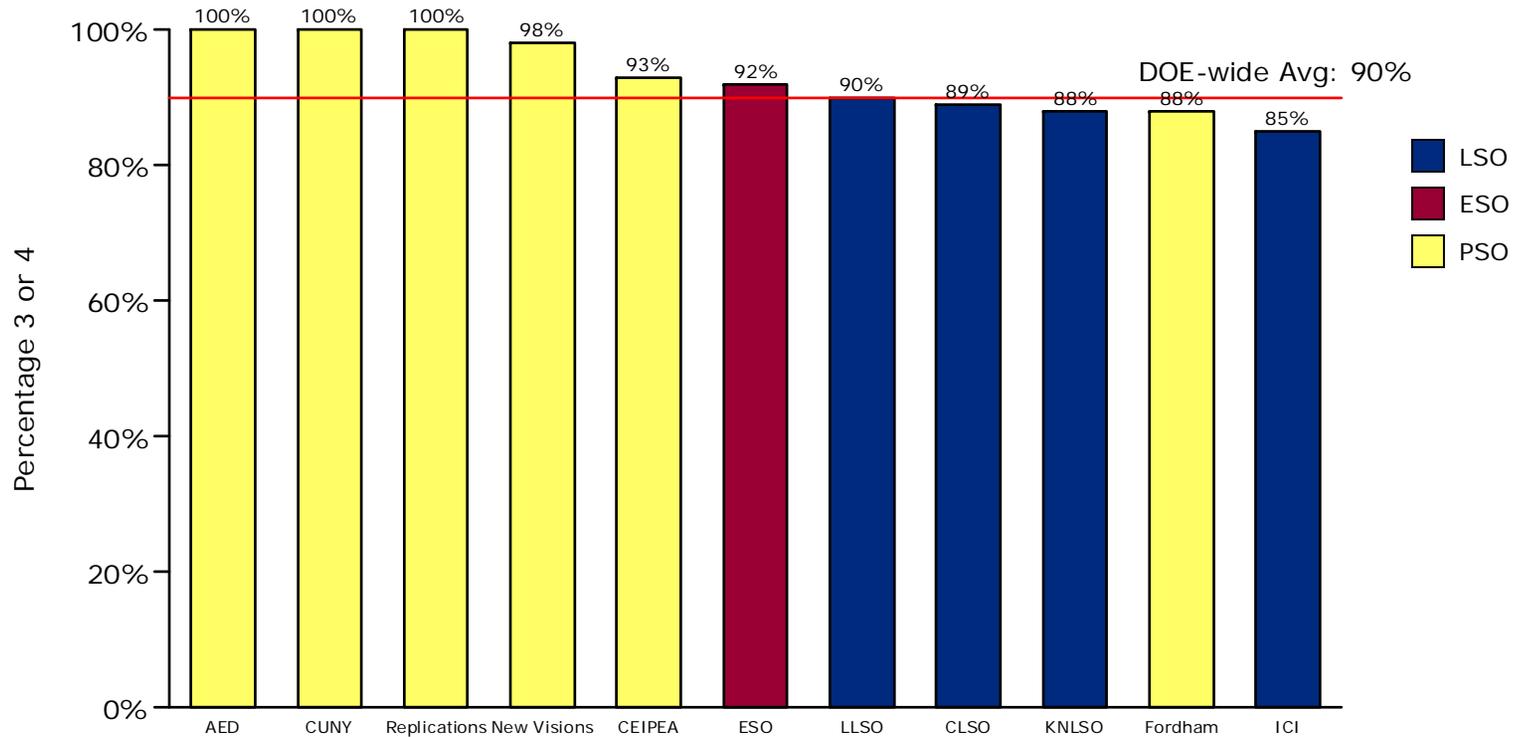
3 = "Agree"

4 = "Strongly Agree"

Satisfaction with the Department: By Individual SSO

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

c. The Department gets me the important information I need through Principals' Weekly and online resources

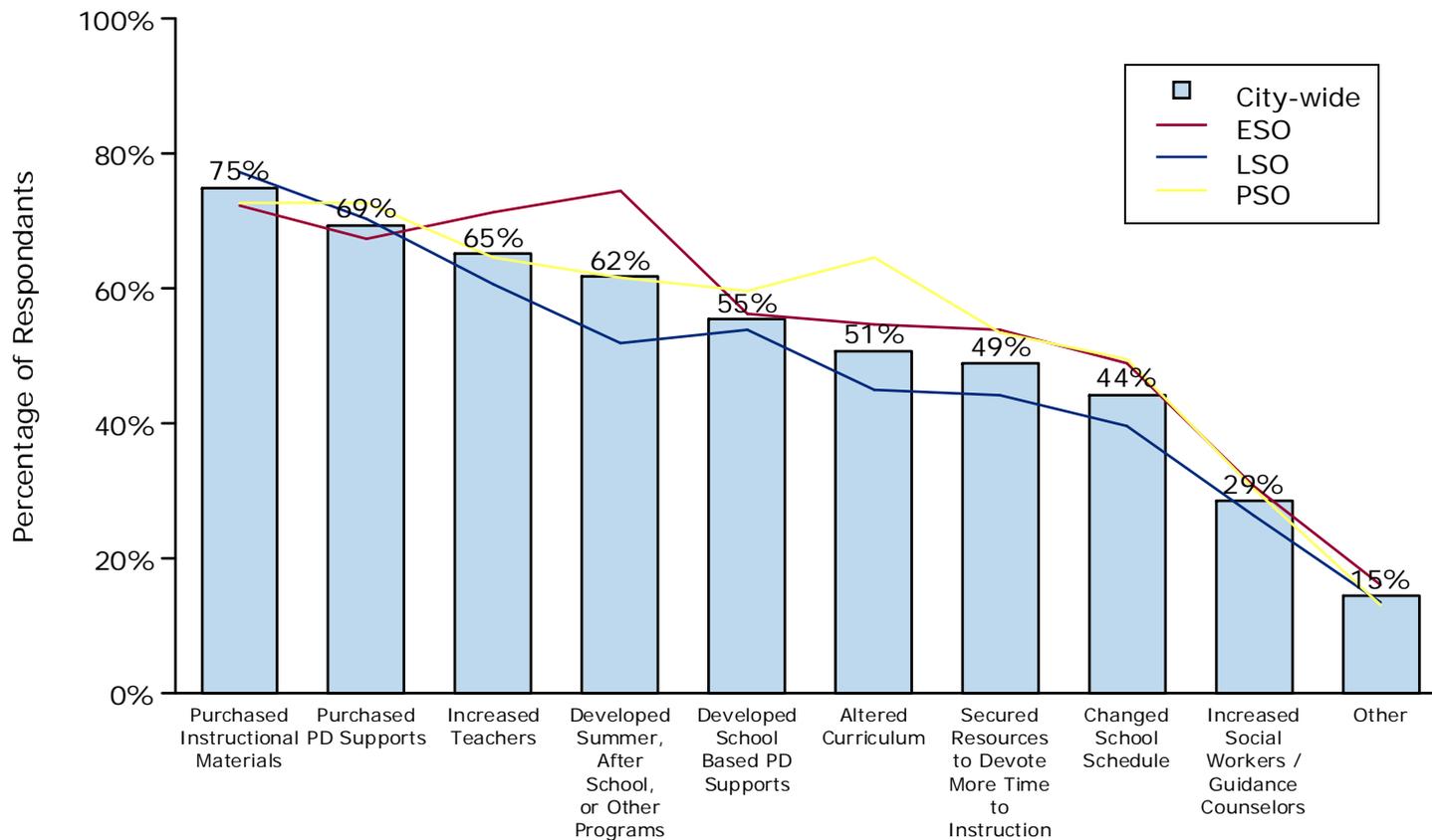


3 = "Agree"

4 = "Strongly Agree"

Use of School Budget: Citywide and By SSO Type

As an empowered principal, how have you made decisions regarding your school and budget resources to improve your school's academic performance? (Mark all that apply)

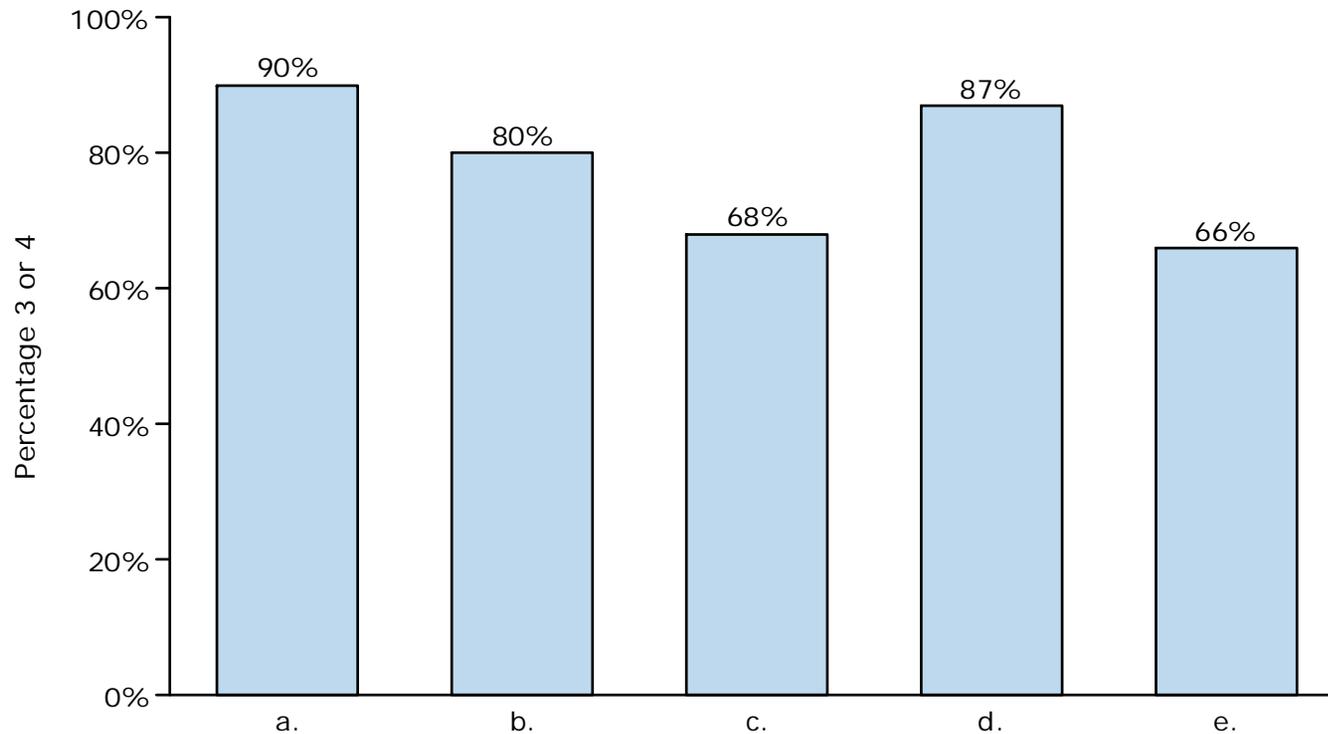


Note: Percentages are the number of respondents who marked a particular choice divided by the total number of applicable respondents
 Source: DOE Internal Data

Satisfaction with Budget Issues: Citywide

How satisfied are you with the following related to your school's budget?

- a. Timeliness of initial school budget allocations
- b. My understanding of the budget allocation formula and how dollars are allocated to my school
- c. Fairness of the school budget allocation process
- d. Level of principal discretion over school budget
- e. Support I receive to apply for school-specific grant funding

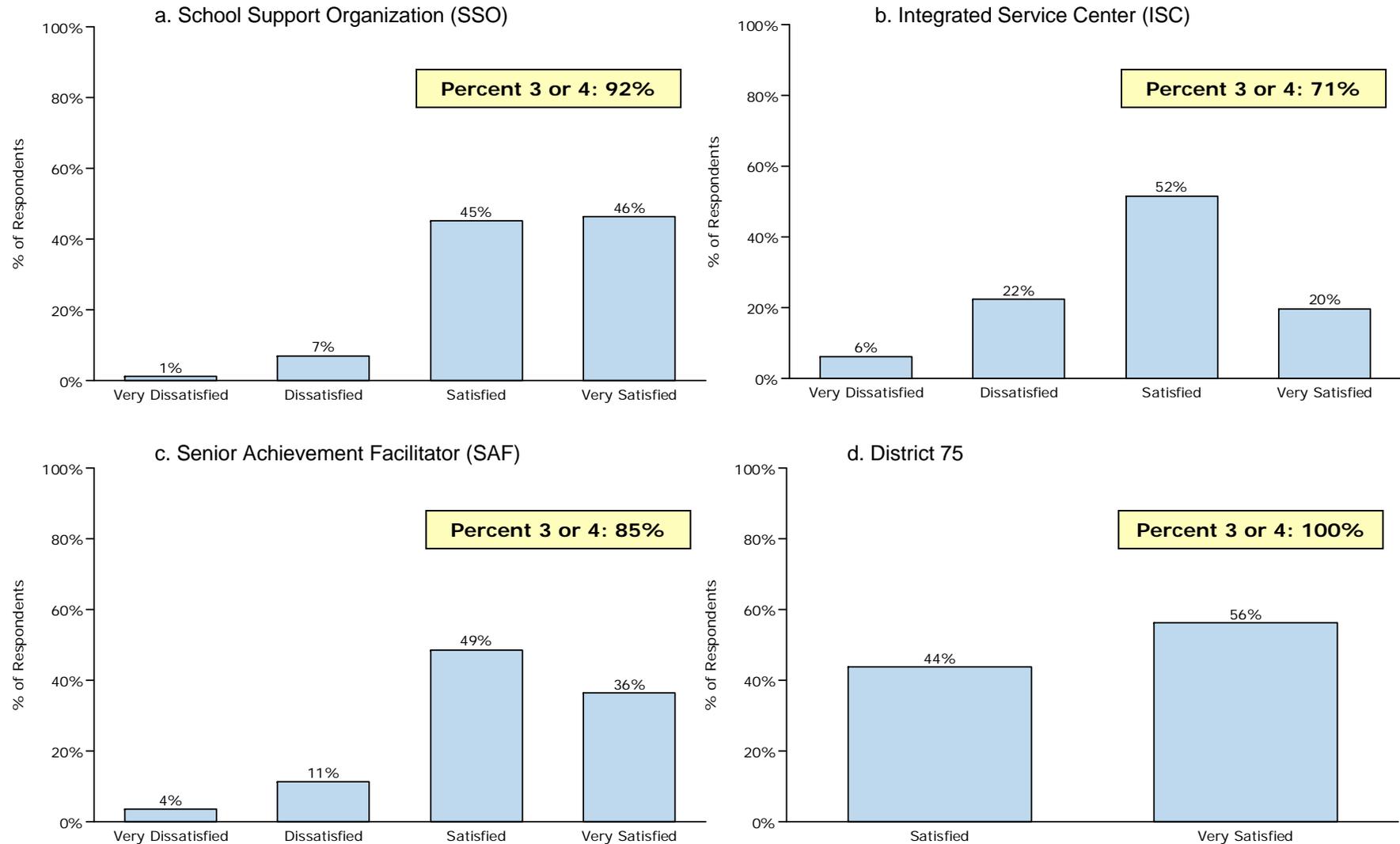


3 = "Satisfied"

4 = "Very Satisfied"

Satisfaction with Core Team Members: Citywide

How satisfied are you with the overall QUALITY of support provided by the following members of your core team?

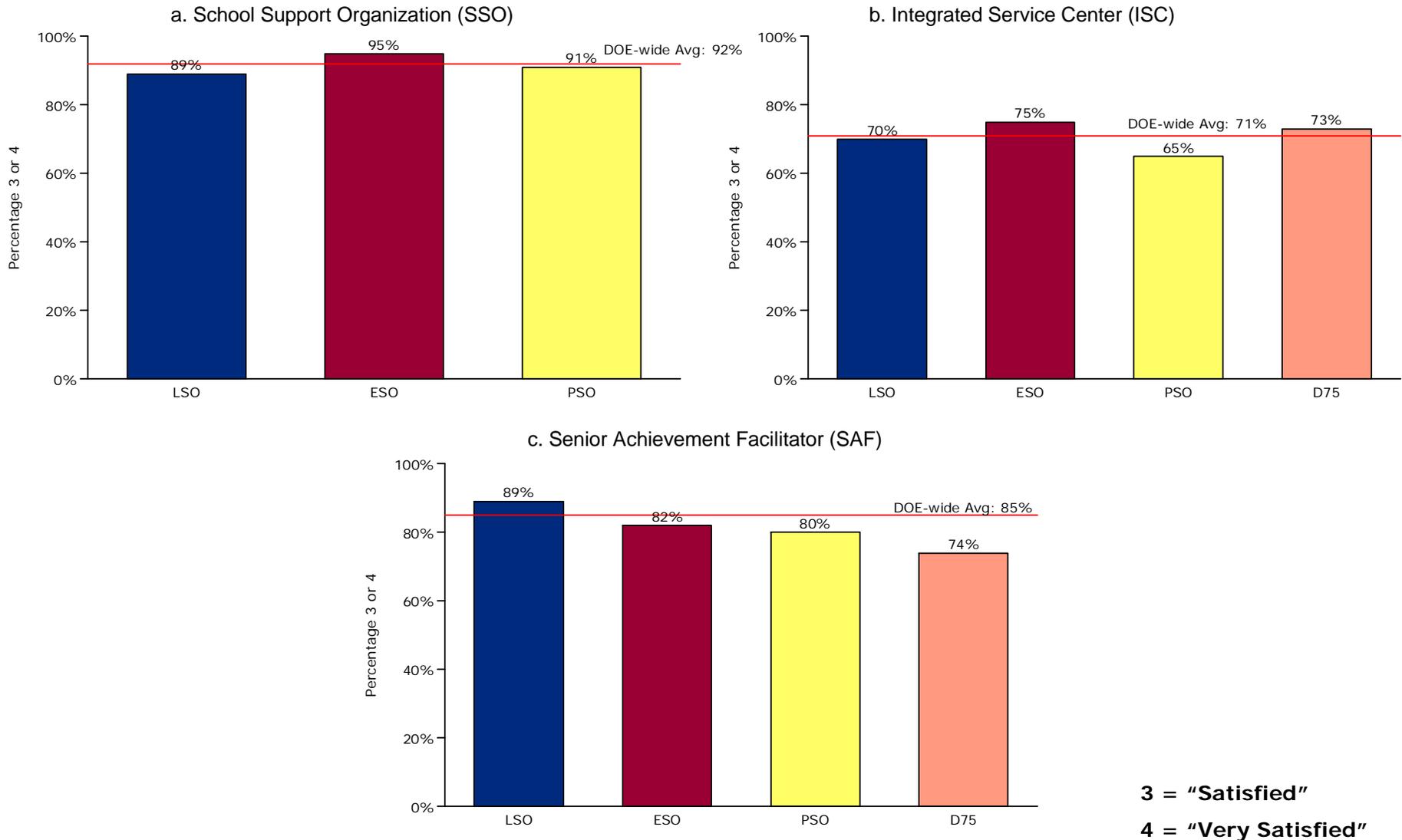


Note: Totals may not agree with charts due to rounding
 Source: DOE Internal Data

3 = "Satisfied"
4 = "Very Satisfied"

Satisfaction with Core Team Members: By LSO/ESO/PSO/D75

How satisfied are you with the overall QUALITY of support provided by the following members of your core team?

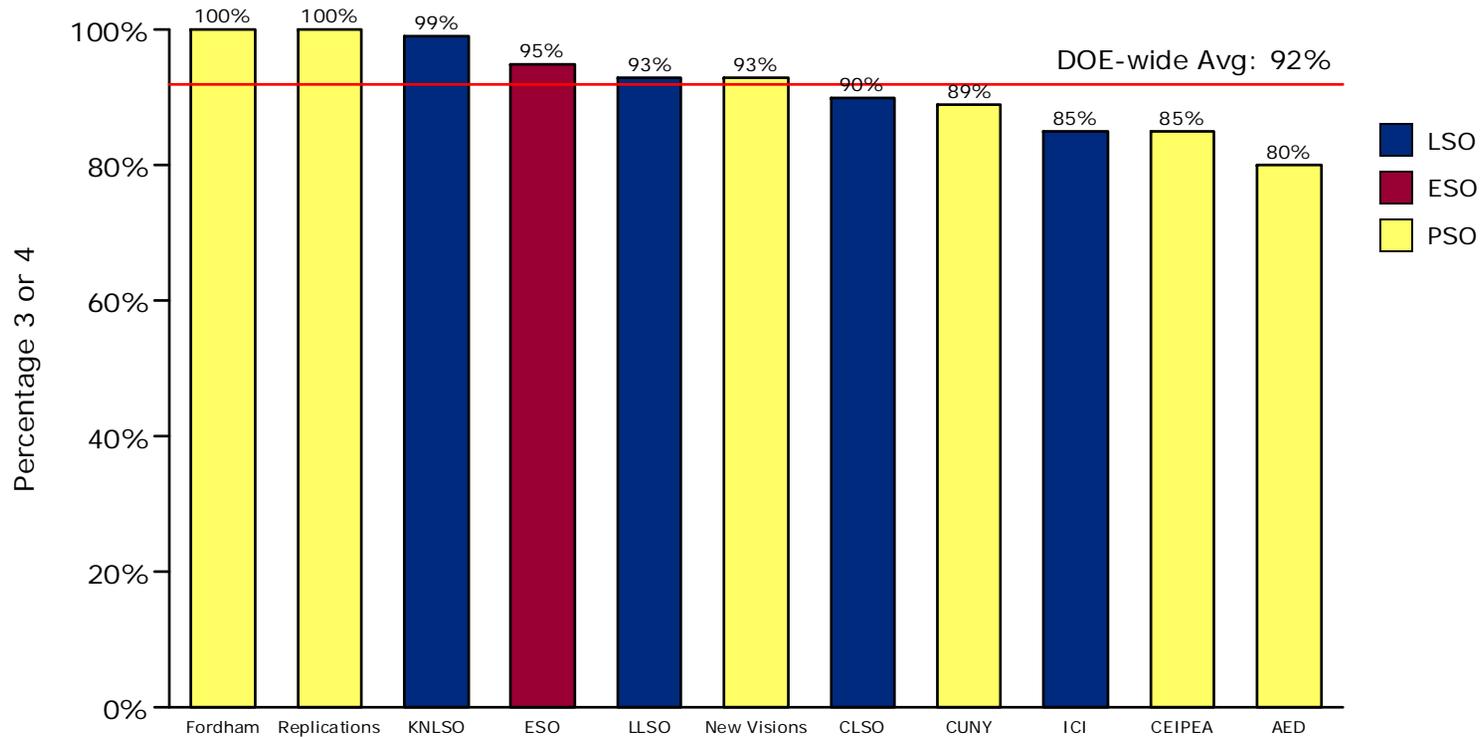


Note: Charts reflect the fact that D75 schools are associated with ISCs and SAFs, but not with an SSO
Source: DOE Internal Data

Satisfaction with Core Team Members: By Individual SSO

How satisfied are you with the overall QUALITY of support provided by the following members of your core team?

a. School Support Organization (SSO)



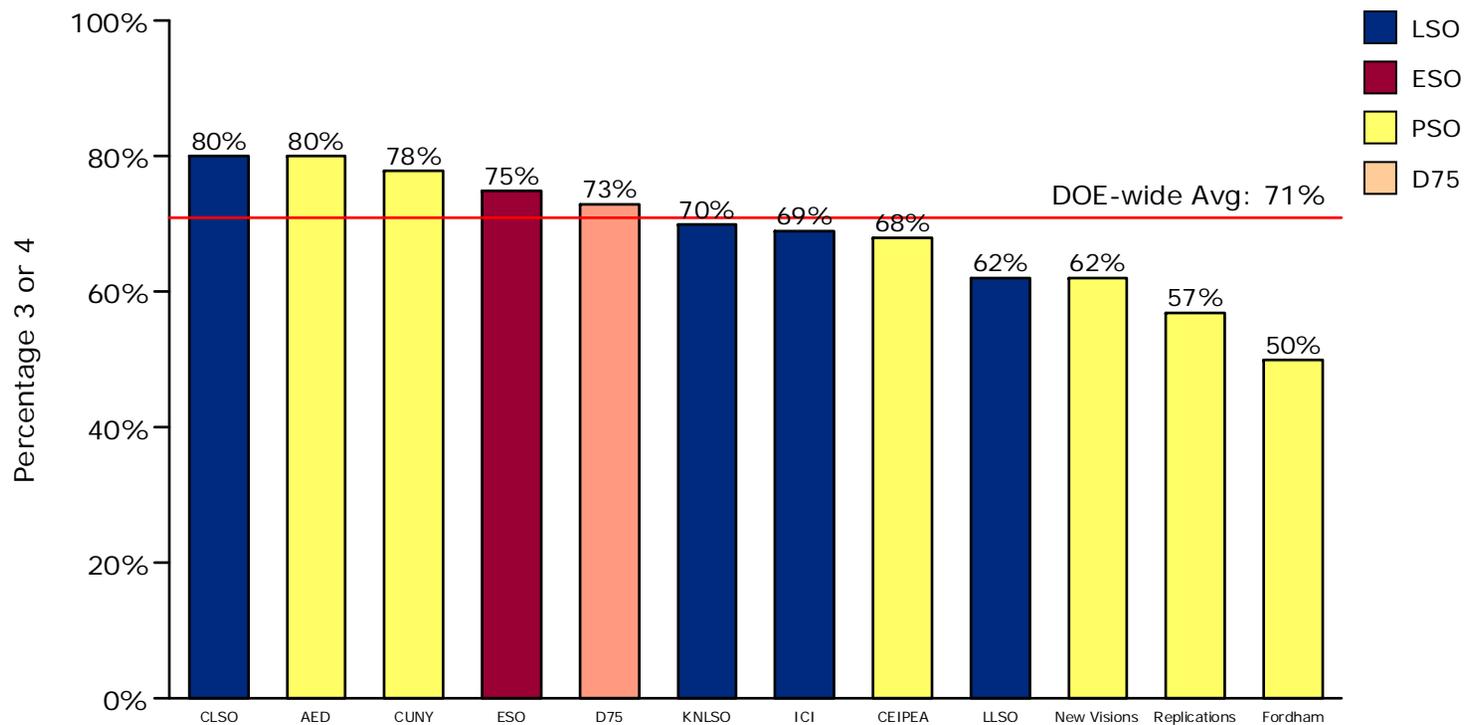
3 = "Satisfied"

4 = "Very Satisfied"

Satisfaction with Core Team Members: By Individual SSO

How satisfied are you with the overall QUALITY of support provided by the following members of your core team?

b. Integrated Service Center (ISC)



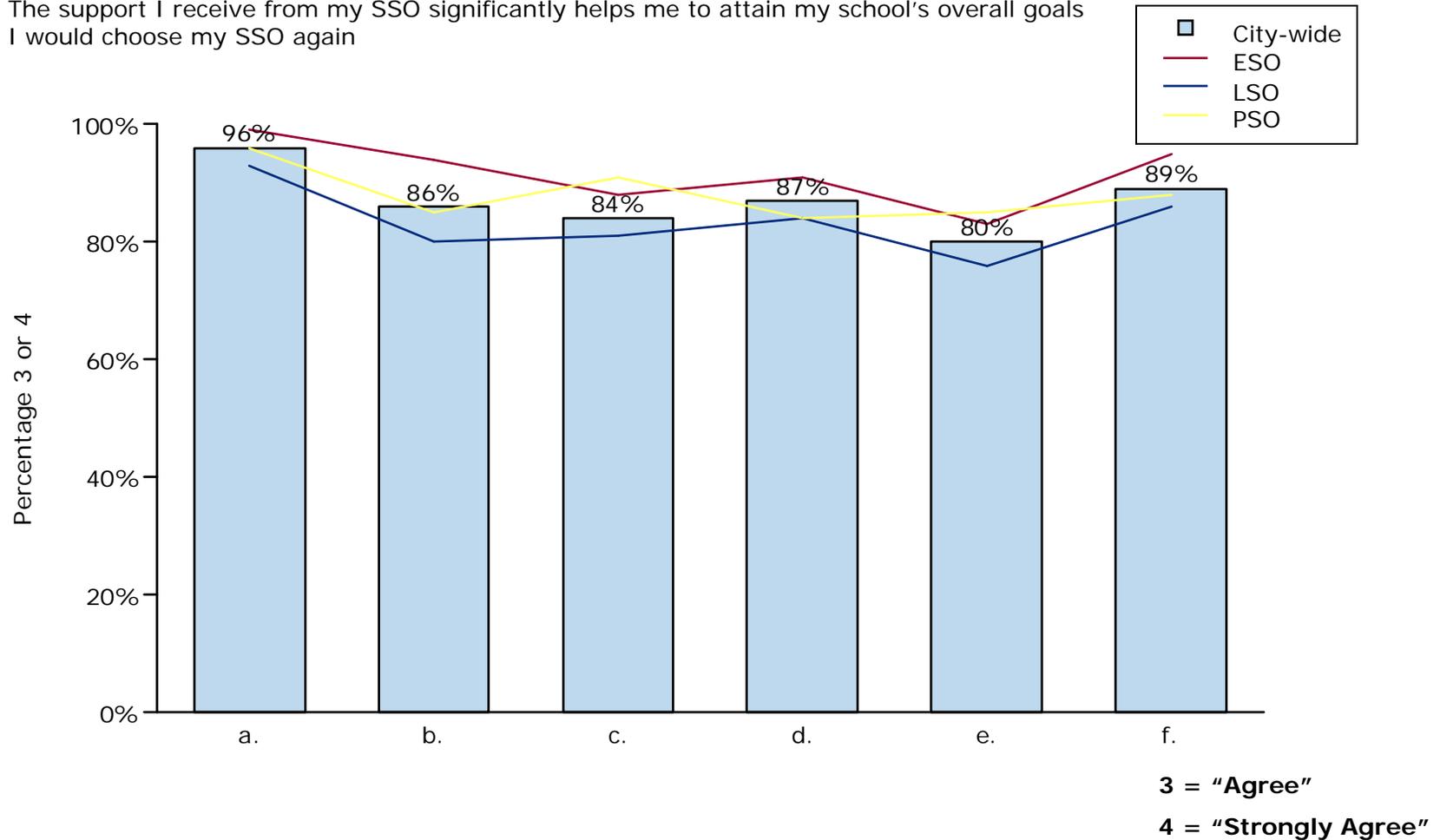
3 = "Satisfied"

4 = "Very Satisfied"

Satisfaction with School Support Org: Citywide and By SSO Type

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

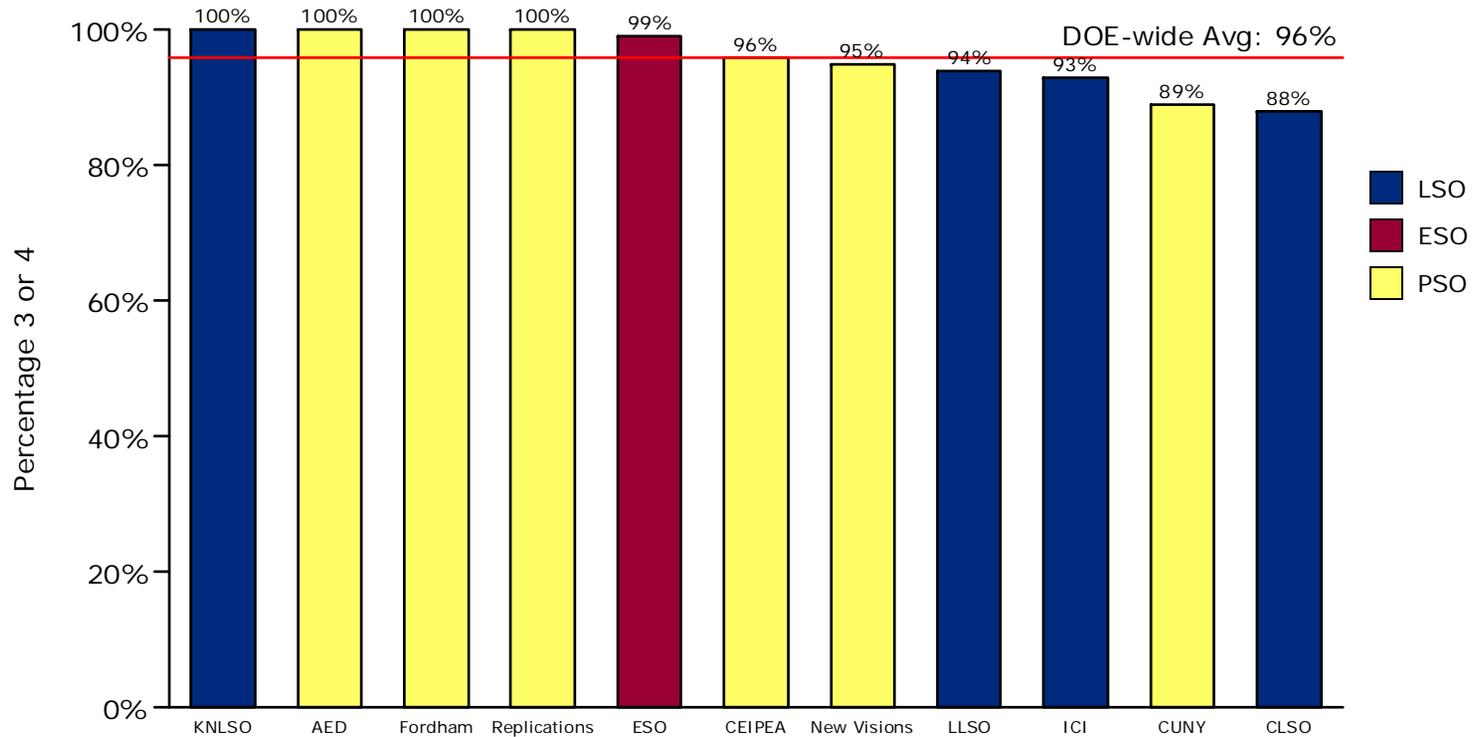
- a. My SSO generally responds to requests or concerns in a timely manner
- b. My SSO helps me to resolve problems with the ISC or other DOE departments
- c. My SSO understands and tailors service to the unique needs of my school
- d. I am clear about what level of service to expect from my SSO
- e. The support I receive from my SSO significantly helps me to attain my school's overall goals
- f. I would choose my SSO again



Satisfaction with School Support Org: By Individual SSO

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

a. My SSO generally responds to requests or concerns in a timely manner



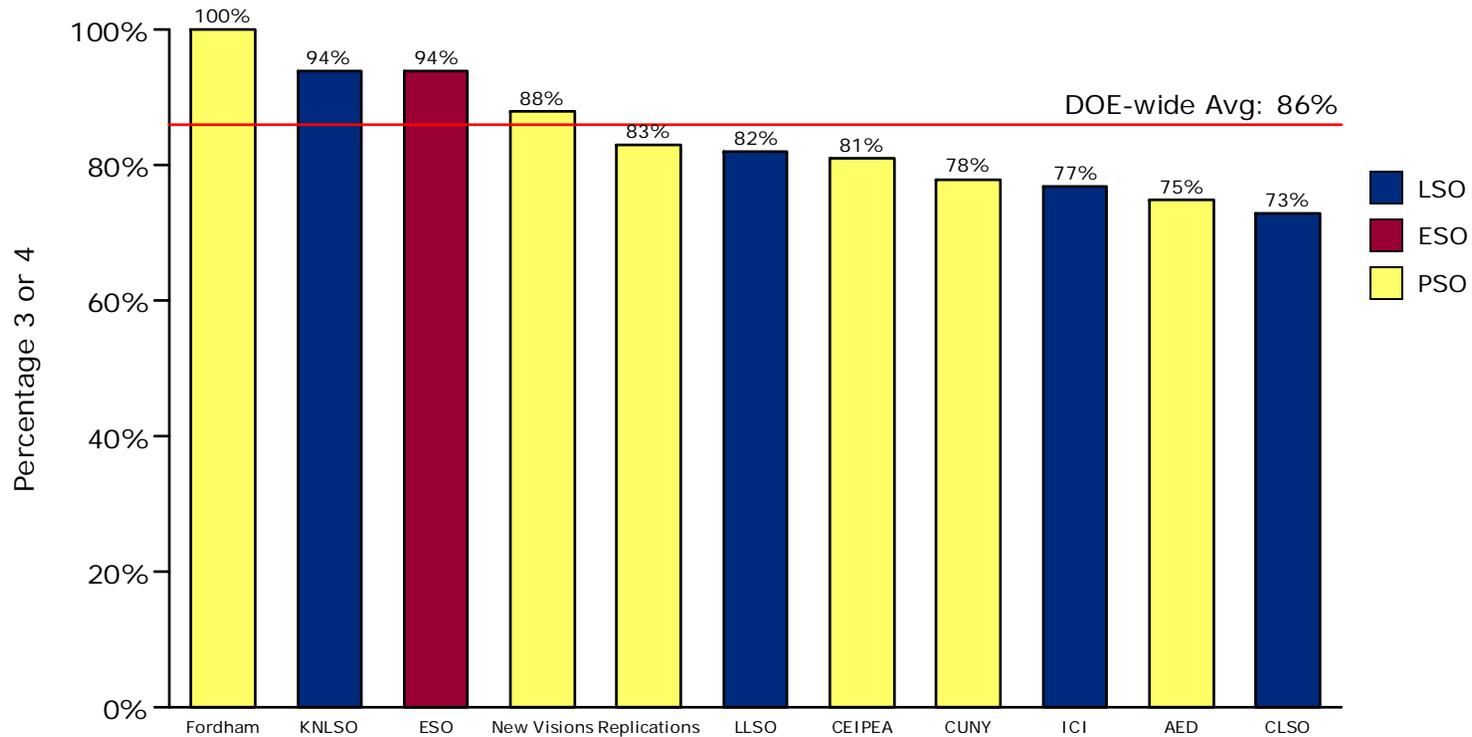
3 = "Agree"

4 = "Strongly Agree"

Satisfaction with School Support Org: By Individual SSO

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

b. My SSO helps me to resolve problems with the ISC or other DOE departments



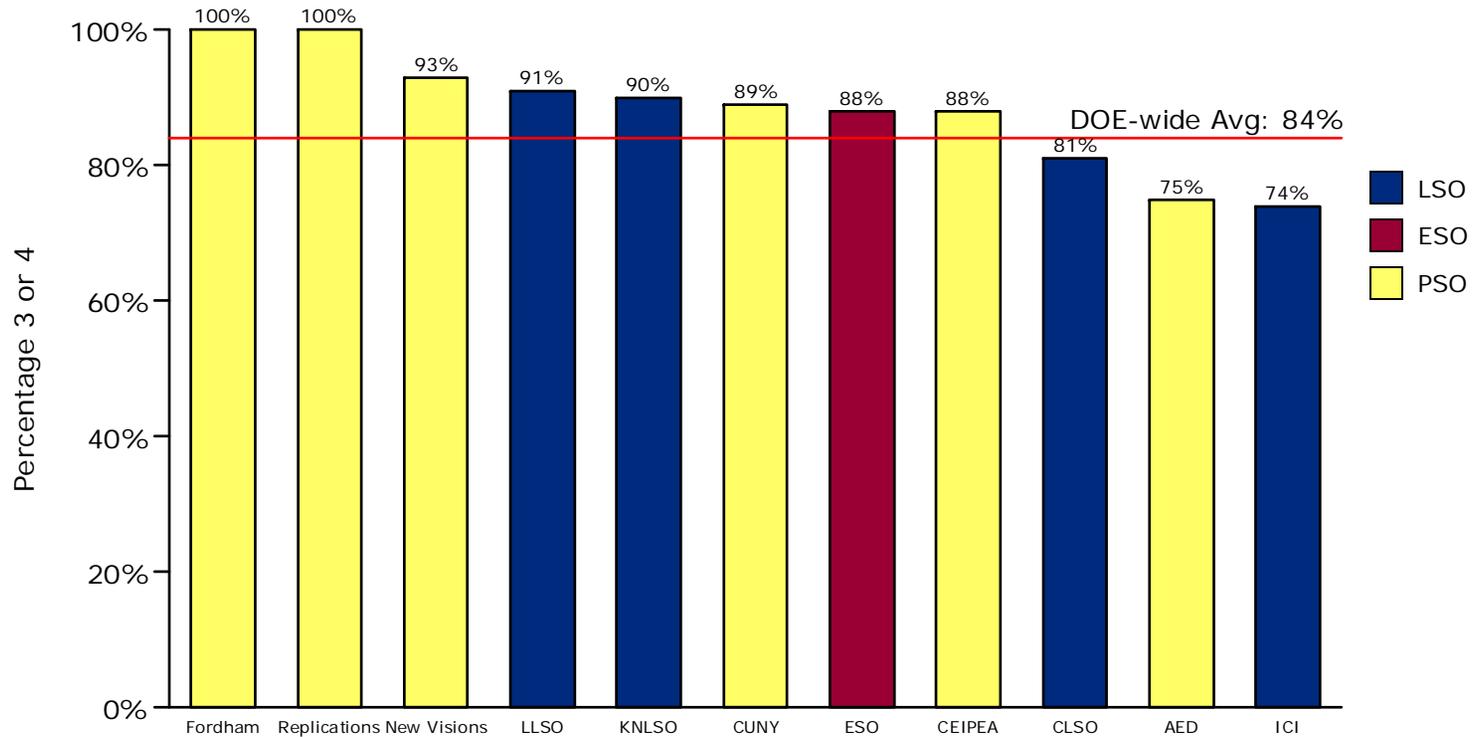
3 = "Agree"

4 = "Strongly Agree"

Satisfaction with School Support Org: By Individual SSO

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

c. My SSO understands and tailors service to the unique needs of my school



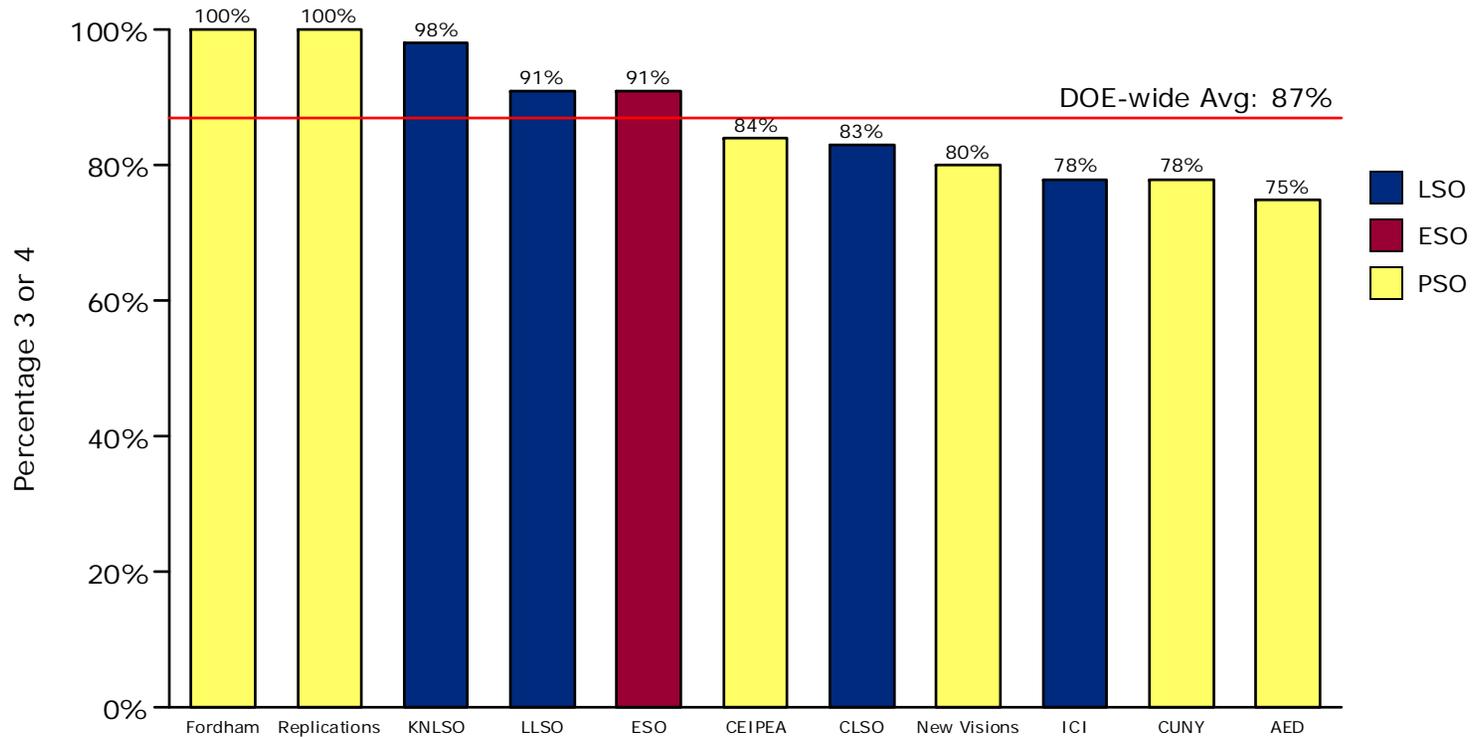
3 = "Agree"

4 = "Strongly Agree"

Satisfaction with School Support Org: By Individual SSO

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

d. I am clear about what level of service to expect from my SSO



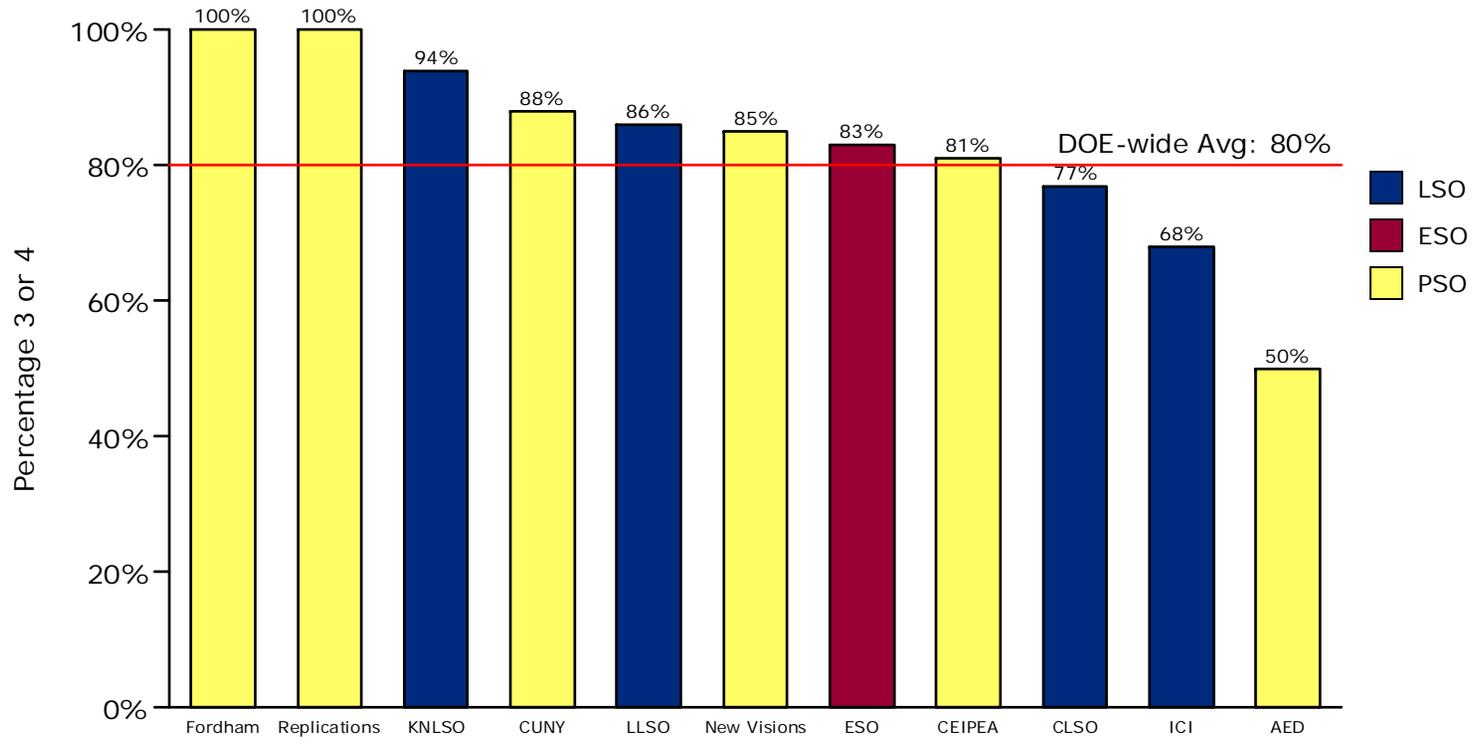
3 = "Agree"

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Satisfaction with School Support Org: By Individual SSO

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

e. The support I receive from my SSO significantly helps me to attain my school's overall goals



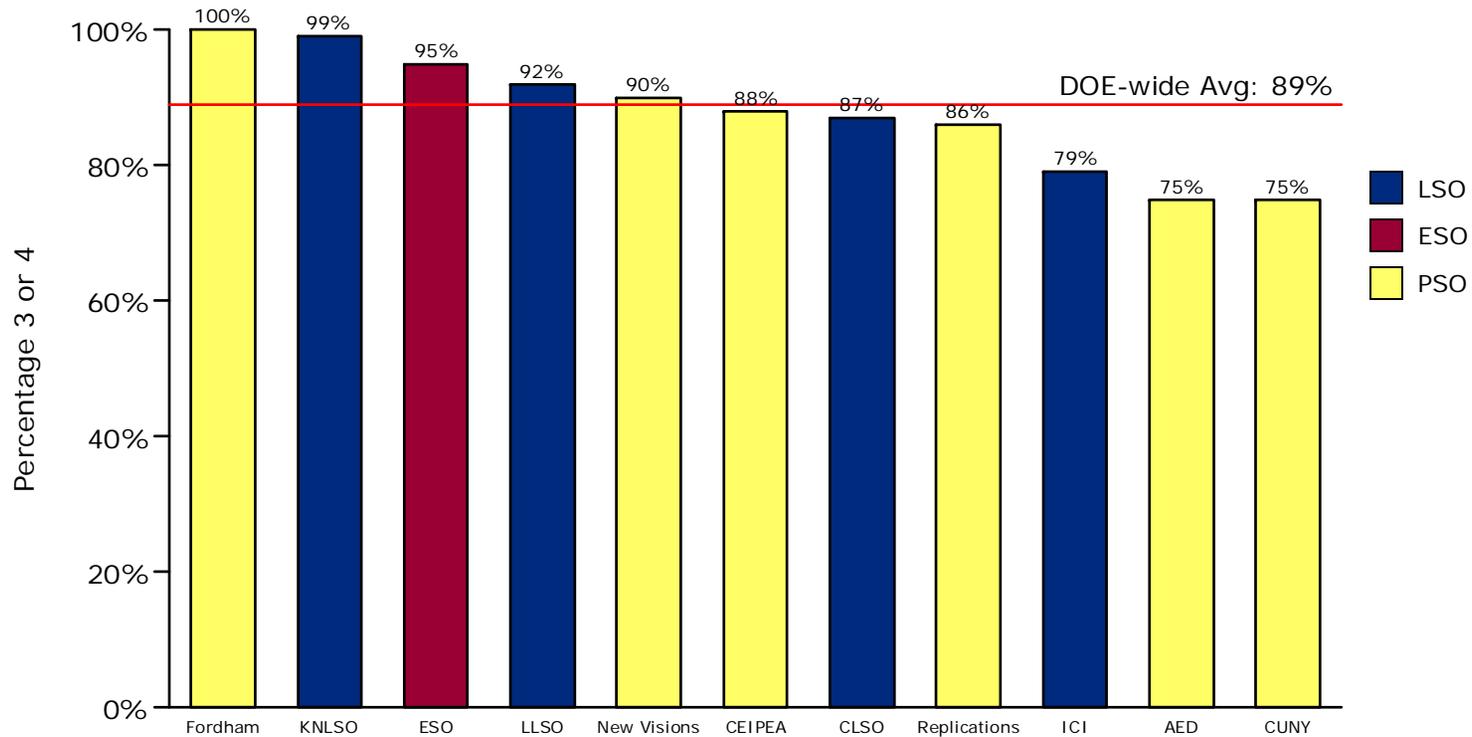
3 = "Agree"

4 = "Strongly Agree"

Satisfaction with School Support Org: By Individual SSO

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

f. I would choose my SSO again



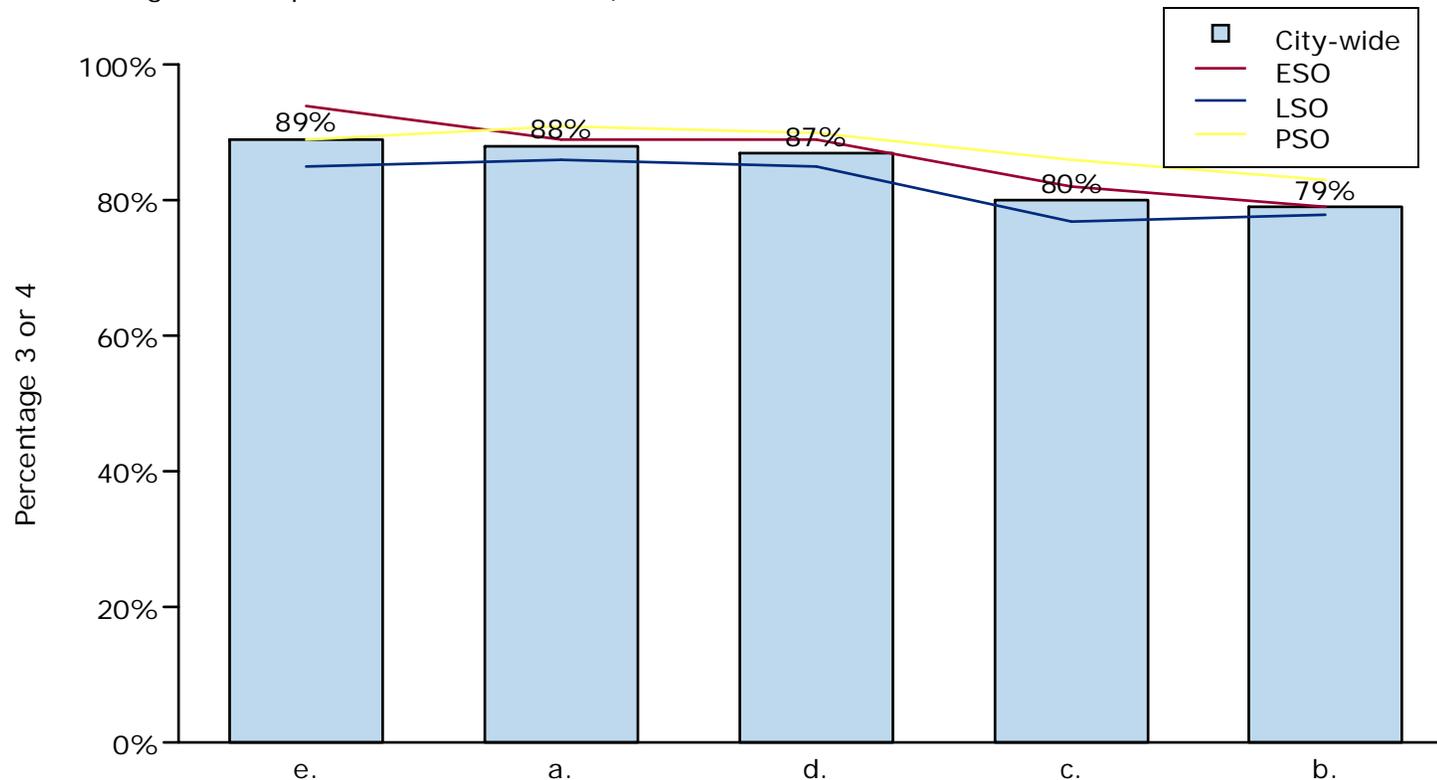
3 = "Agree"

4 = "Strongly Agree"

Satisfaction with School Support Org: Citywide and By SSO Type

How satisfied are you with the QUALITY of support provided by your SSO in the following areas, as outlined in your Service Level Agreement?

- a. **Accountability and instructional supports** (assistance in developing school plans to improve student achievement and building capacity around accountability tools)
- b. **Special needs services coordination** (assistance in designing programs and services to improve the achievement of special needs students, including ELL and special education students)
- c. **Youth development support** (assistance in developing and enhancing co-curricular and affective supports for students, designed to encourage the engagement of students as well as academic success)
- d. **Organizational and staff professional development** (assistance in developing and retaining high quality staff)
- e. **Other services** (may include assistance in trouble shooting day-to-day operations and business services issues or collecting and sharing relevant policies and information)



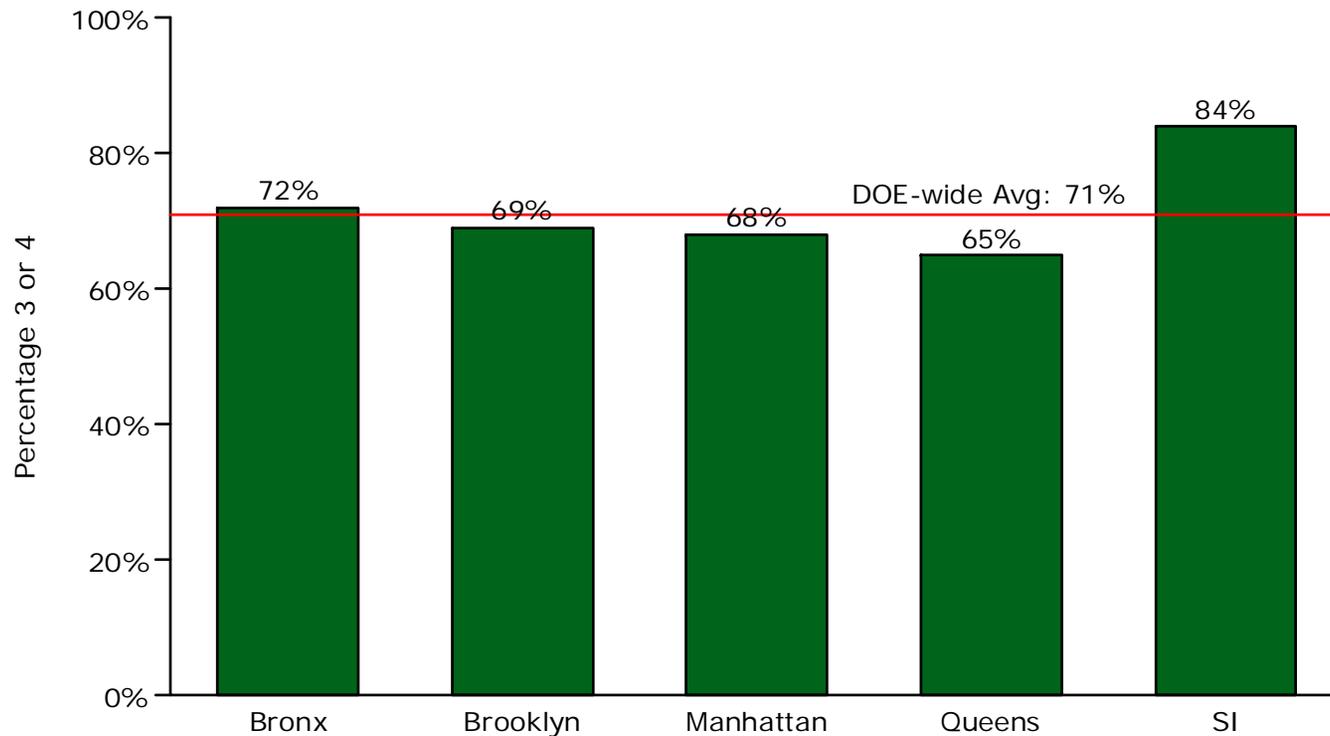
3 = "Satisfied"

4 = "Very Satisfied"

Satisfaction with Integrated Service Center: By Borough

How satisfied are you with the overall QUALITY of support provided by the following members of your core team?

b. Integrated Service Center (ISC)

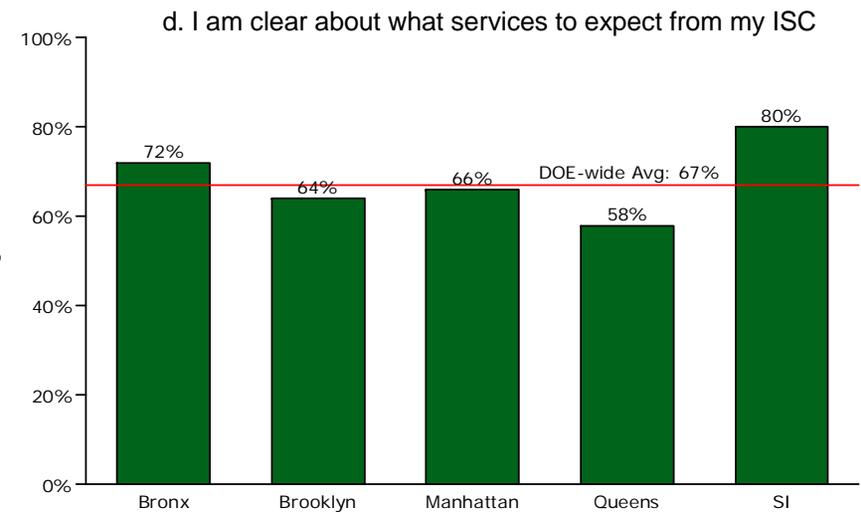
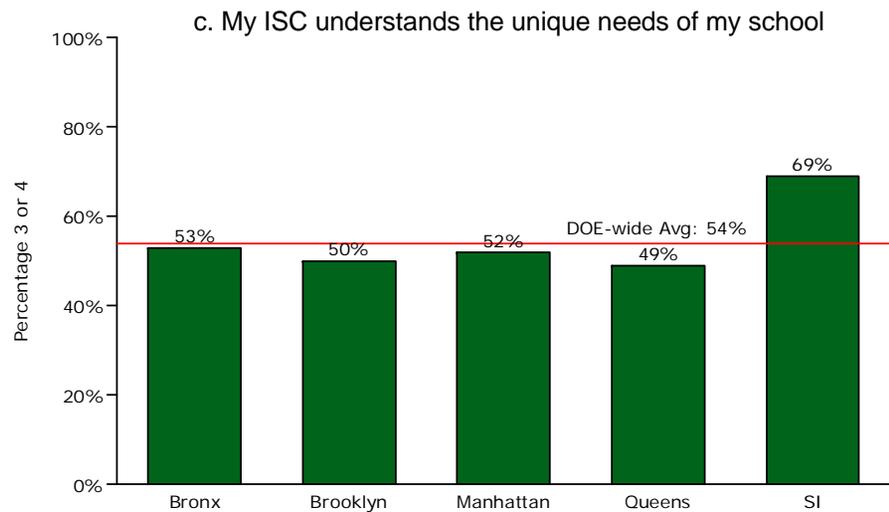
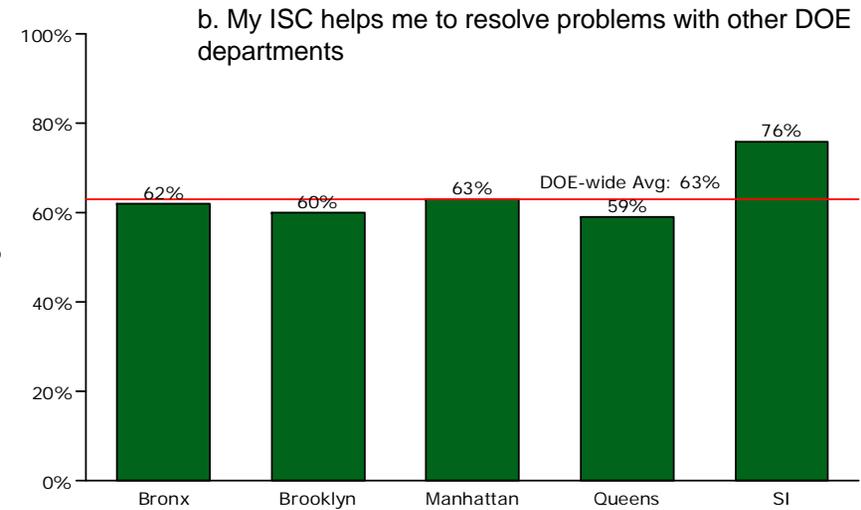
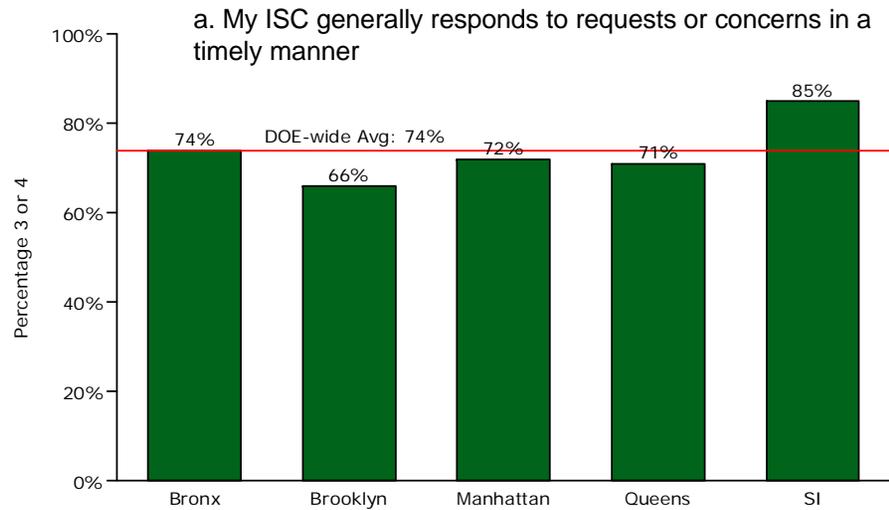


3 = "Satisfied"

4 = "Very Satisfied"

Satisfaction with Integrated Service Center: By Borough

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



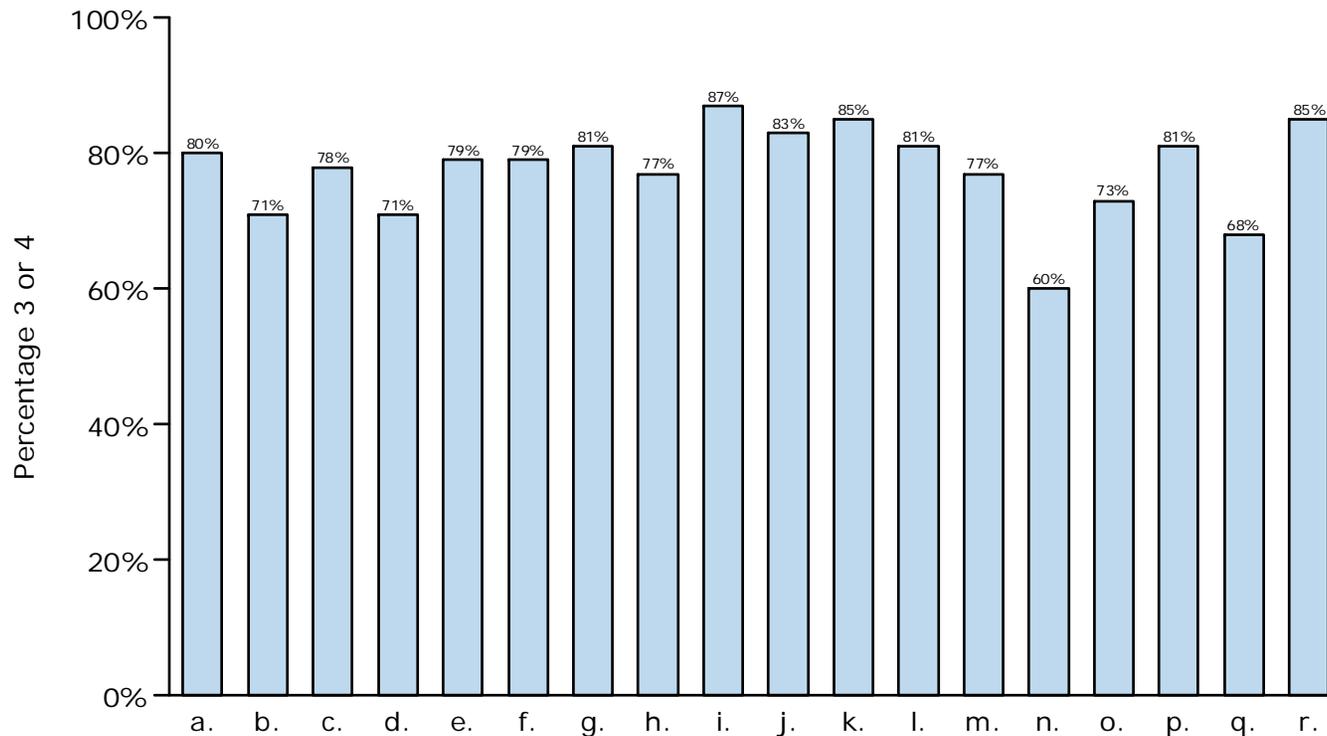
3 = "Agree"

4 = "Strongly Agree"

Satisfaction with Integrated Service Center: Citywide

How satisfied are you with the QUALITY of support provided by your ISC in the following areas?

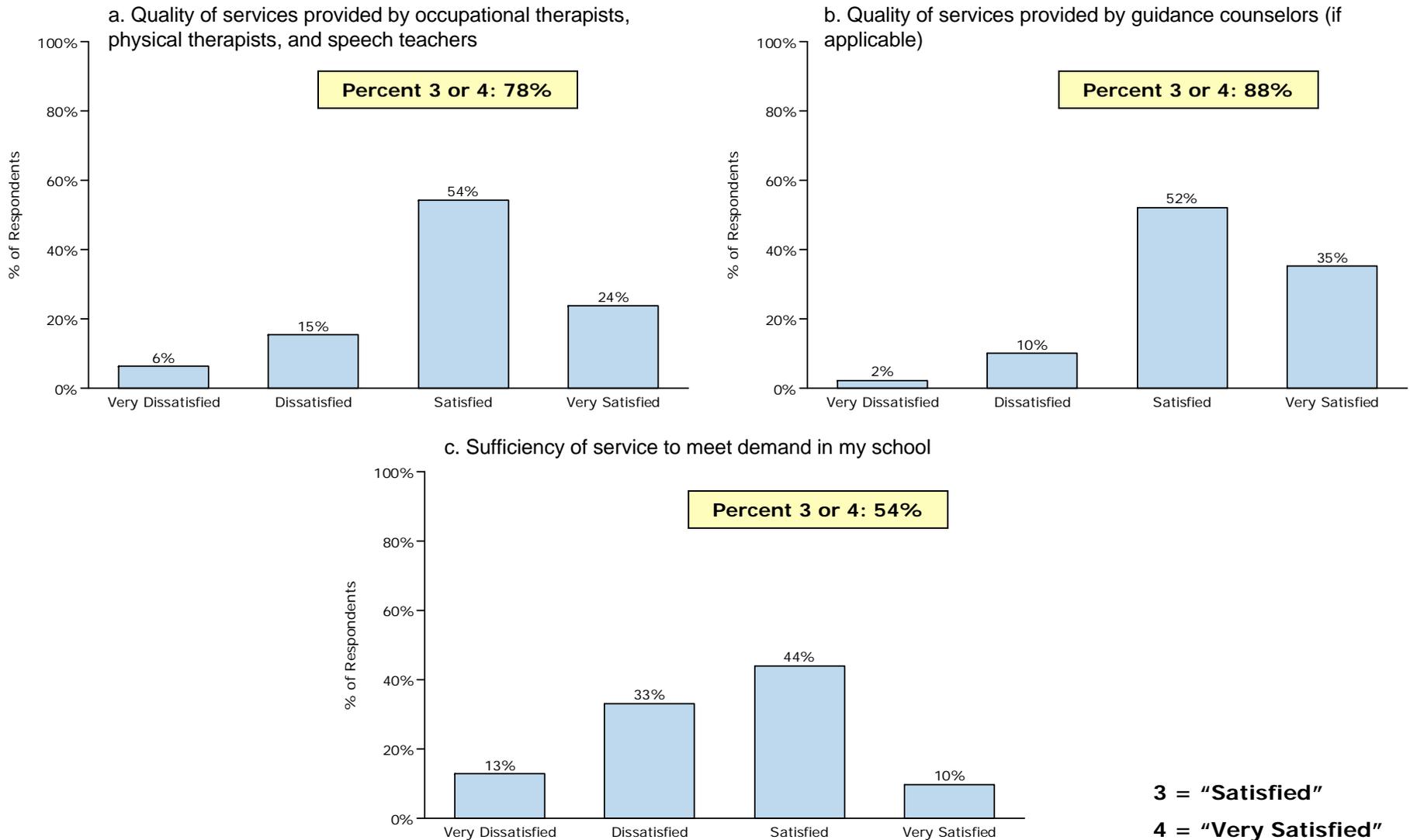
- a. Budget
- b. Compliance
- c. Extended use
- d. Facilities
- e. Grants
- f. Health
- g. Human resources
- h. Information Technology
- i. Legal
- j. Payroll
- k. Procurement
- l. School Food
- m. School Safety
- n. Special education services
- o. Student suspensions
- p. Test administration
- q. Transportation
- r. Youth Development



3 = "Satisfied"
4 = "Very Satisfied"

Satisfaction with Special Ed Related Services: Citywide

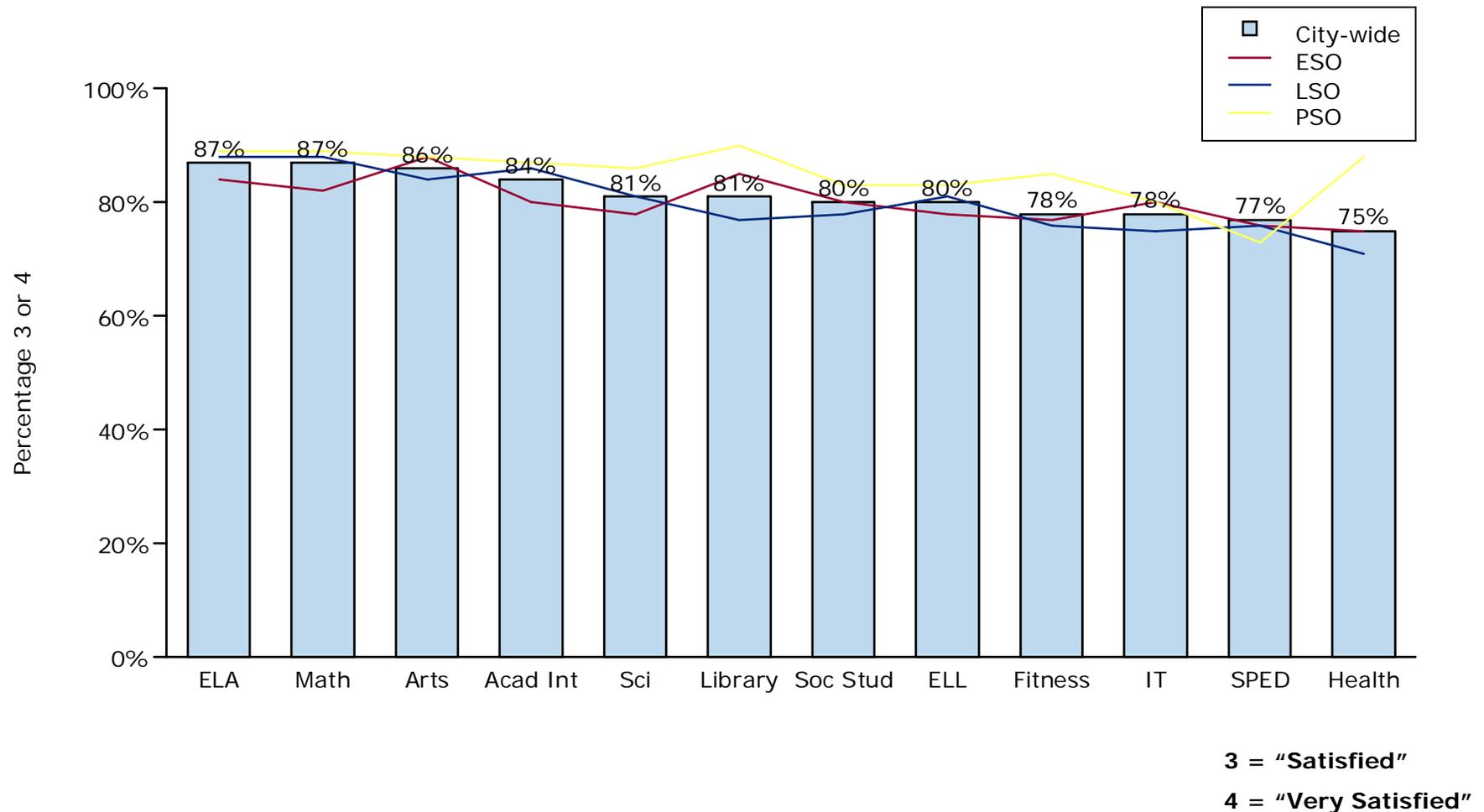
How satisfied are you with the following related to special education related services in your school?



Note: Totals may not agree with charts due to rounding
Source: DOE Internal Data

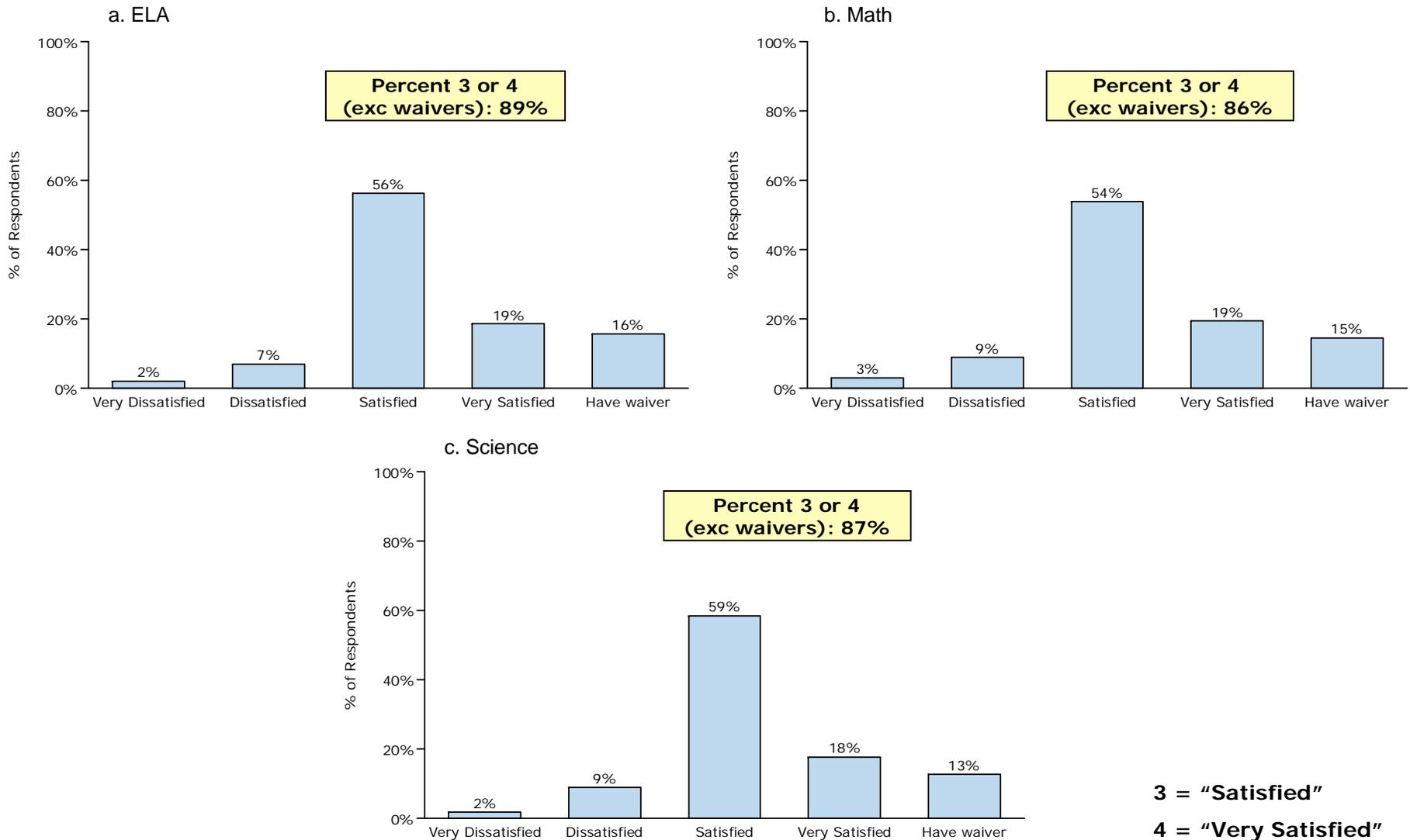
Teaching and Learning PD Offerings: Citywide and By SSO Type

How satisfied are you with the QUALITY of professional development opportunities available to your school (as listed in the professional development catalogs sent to your school) in the following areas?



Teaching and Learning Curriculum: Citywide

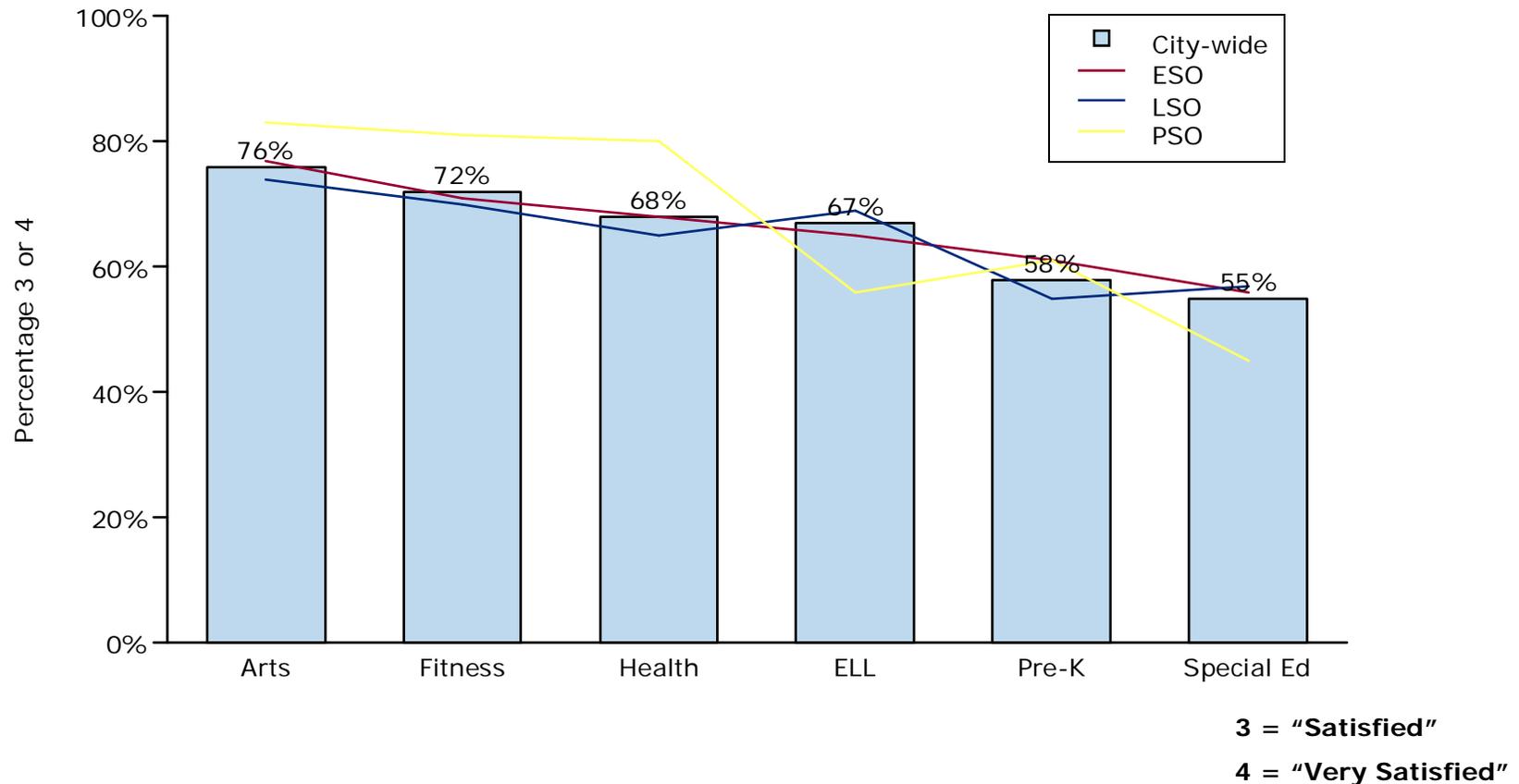
How satisfied are you with the core curricula in terms of effectiveness for student learning?



Note: Totals may not agree with charts due to rounding
Source: DOE Internal Data

Teaching and Learning Supports: Citywide and By SSO Type

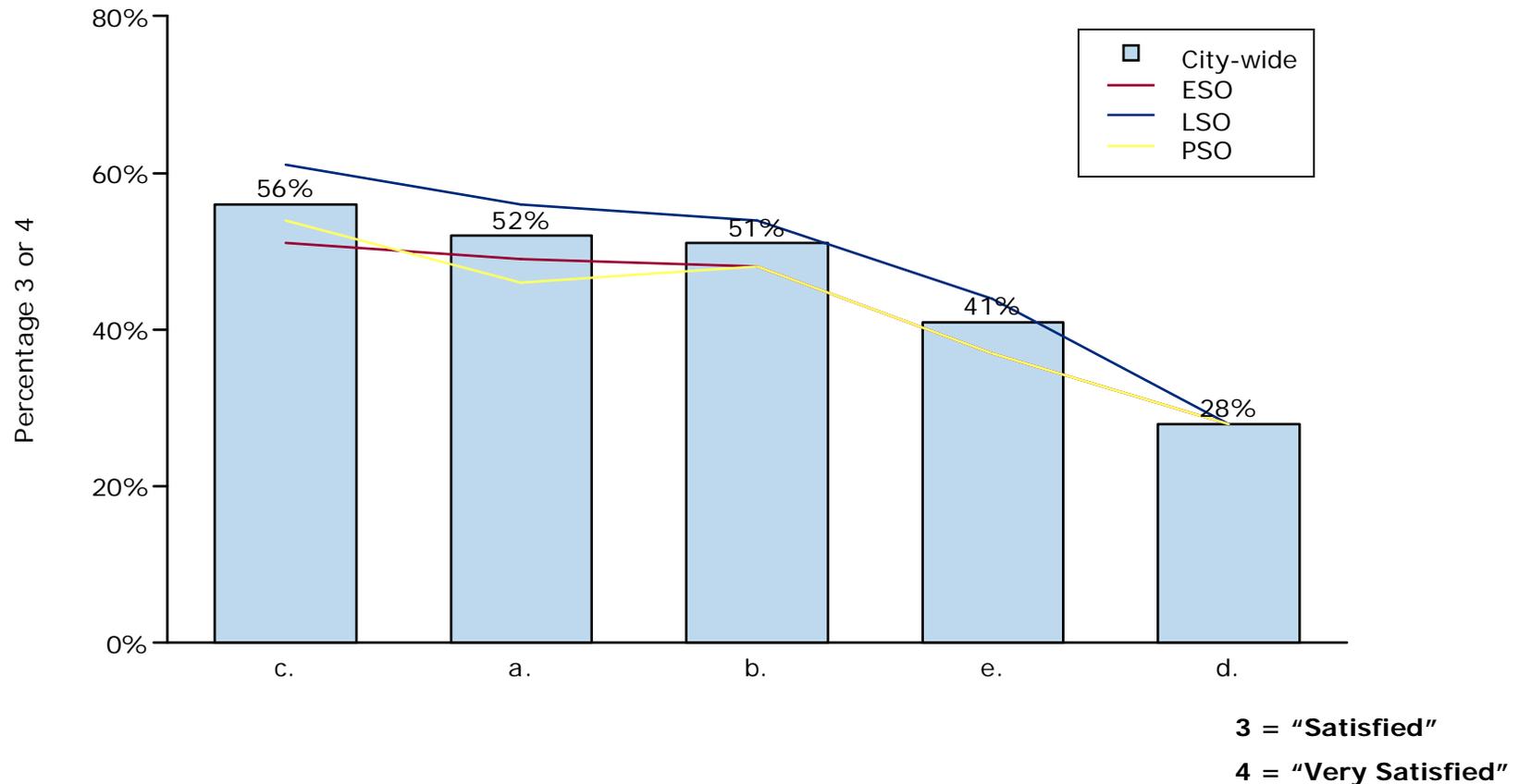
How satisfied are you with the QUALITY of overall support (i.e., access to resources, communication of opportunities or essential information) you receive from the central office of teaching and learning in the following areas?



Satisfaction with OSEPO: Citywide and By SSO Type

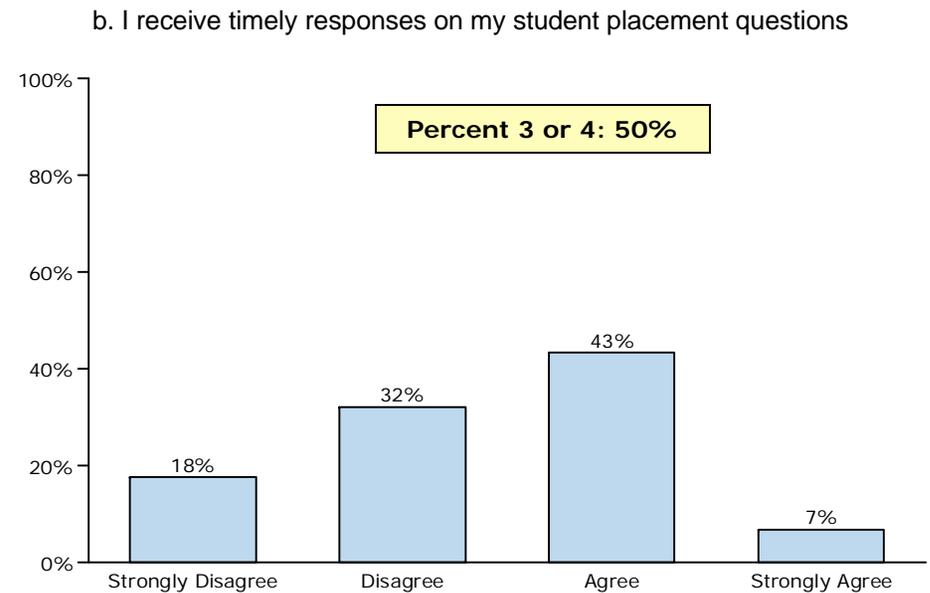
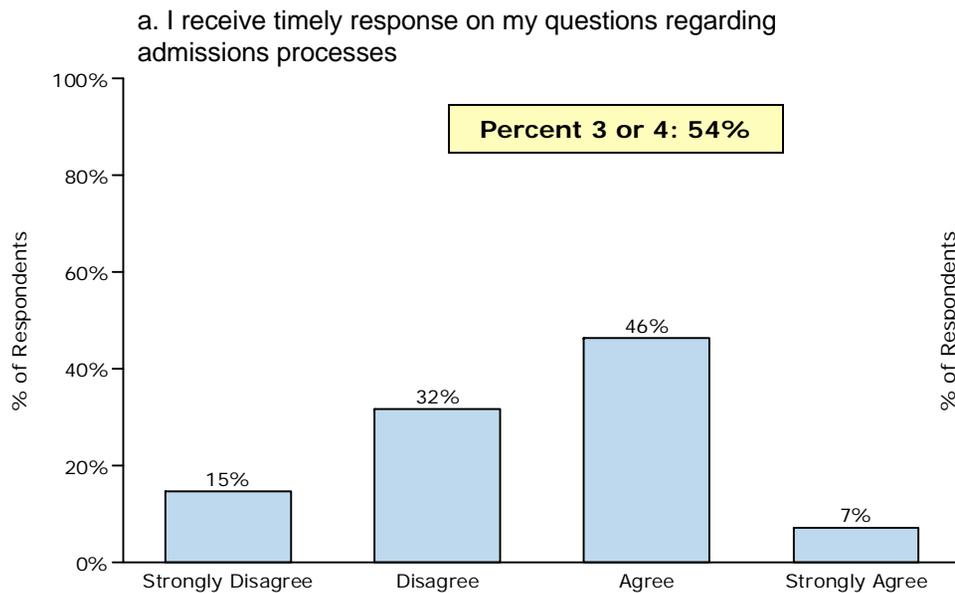
How satisfied are you with the TRANSPARENCY of the following processes and placements administered by the Office of Student Enrollment?

- a. Enrollment projection process
- b. NCLB Public School Choice process
- c. High School Admissions process
- d. Placement of special education students (self-contained and Collaborative Team Teaching)
- e. Over-the-counter placements



Satisfaction with OSEPO: Citywide

How much do you agree or disagree with the following statements regarding student enrollment services?



3 = "Agree"

4 = "Strongly Agree"

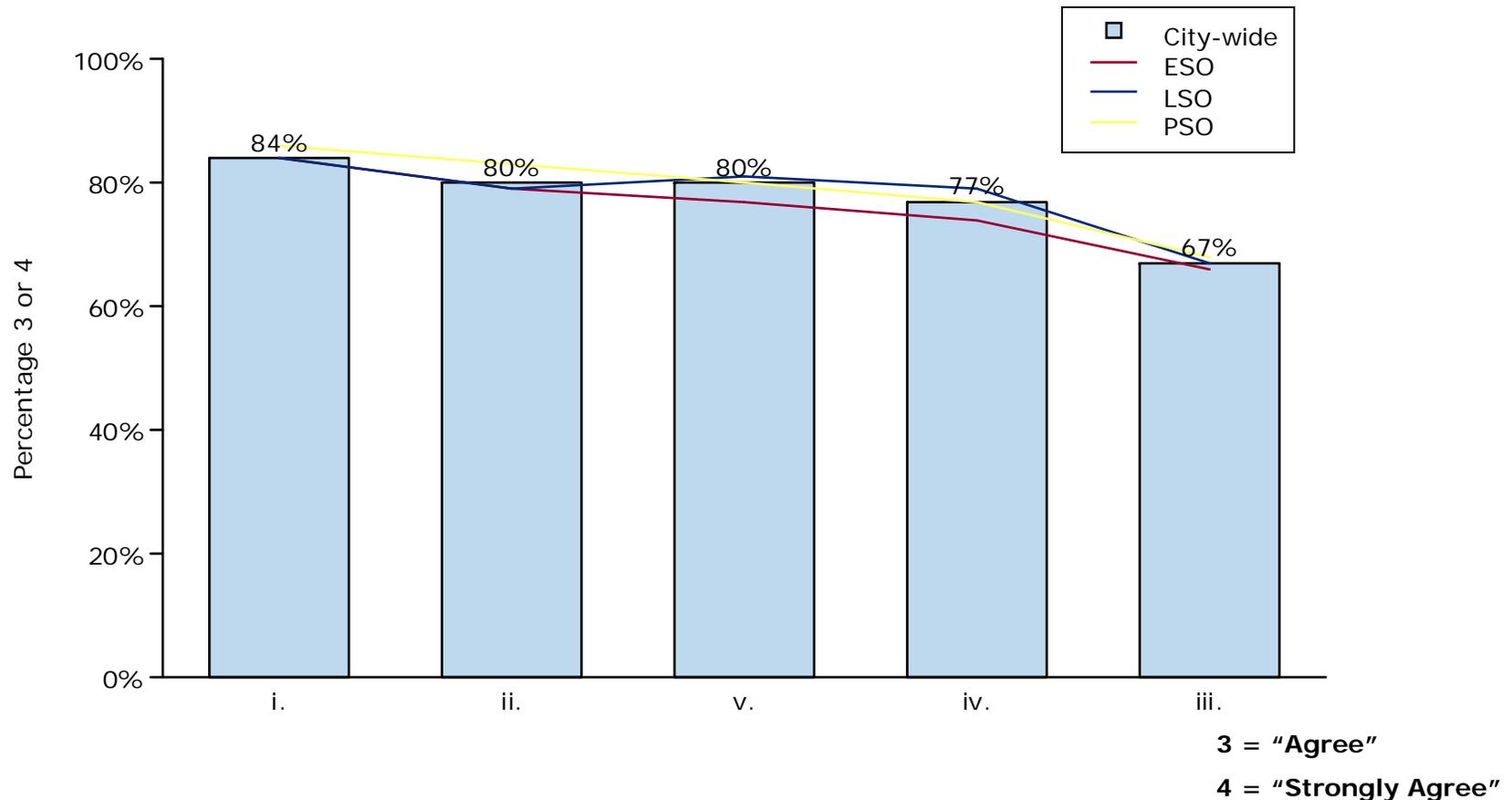
Note: Totals may not agree with charts due to rounding
Source: DOE Internal Data

Satisfaction with OSEPO: Citywide and By SSO Type

How much do you agree or disagree with the following statements regarding student enrollment services?

At my school, we have received sufficient communication about the following:

- i. Admissions Fairs, including Citywide, Boroughwide, High School, Middle School & New Schools
- ii. Admissions timelines
- iii. Enrollment policies
- iv. Parent Workshops
- v. Training on high school admissions process (Middle and High Schools only)

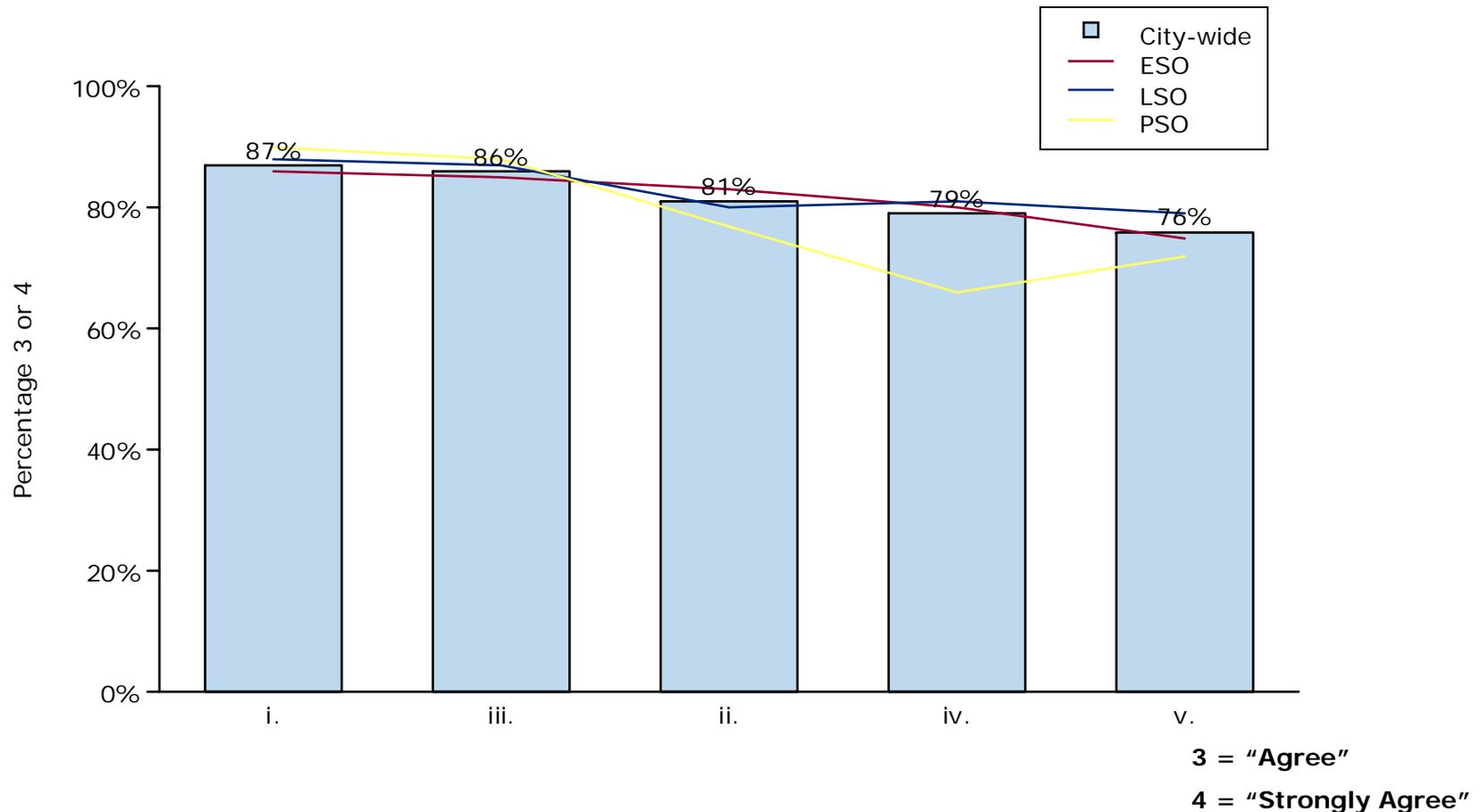


Satisfaction with OSEPO: Citywide and By SSO Type

How much do you agree or disagree with the following statements regarding student enrollment services?

The following publications are helpful to my school community:

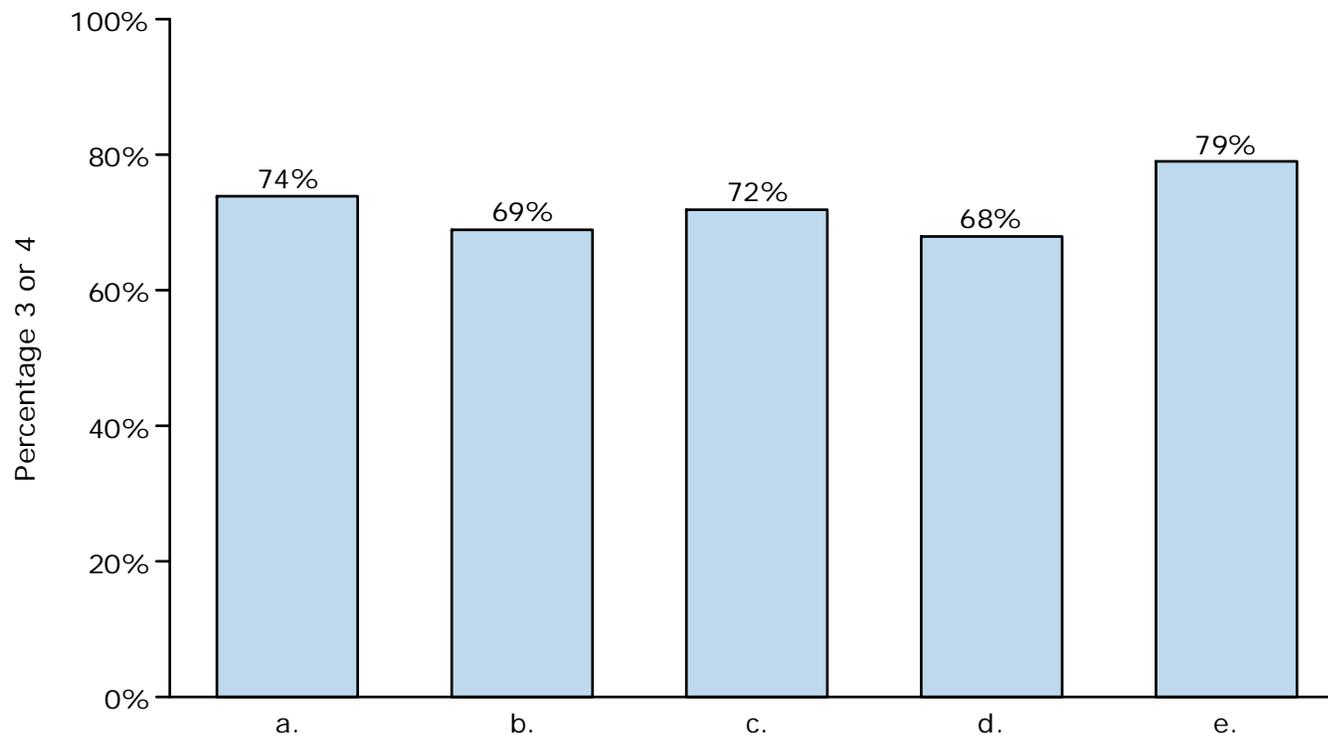
- i. High school Directory (Middle and High Schools only)
- ii. Choosing a High School – for 6th and 7th graders (Middle Schools only)
- iii. Specialized High Schools Handbook (Middle and High Schools only)
- iv. Making Choices (Middle Schools only)
- v. Getting to Know High Schools (High Schools only)



Satisfaction with HR: Citywide

How would you rate the effectiveness of your HR Partner (in the ISC) in providing the following services?

- a. Identifying candidates that I may interview to fill teaching vacancies
- b. Providing strategies to support retention of high performing staff
- c. Supporting my efforts to address underperforming school staff (e.g., probationers, tenured teachers, admin employees)
- d. Assisting in mediating conflict among staff members
- e. Processing HR-related transactions (e.g., on-boarding, terminations)

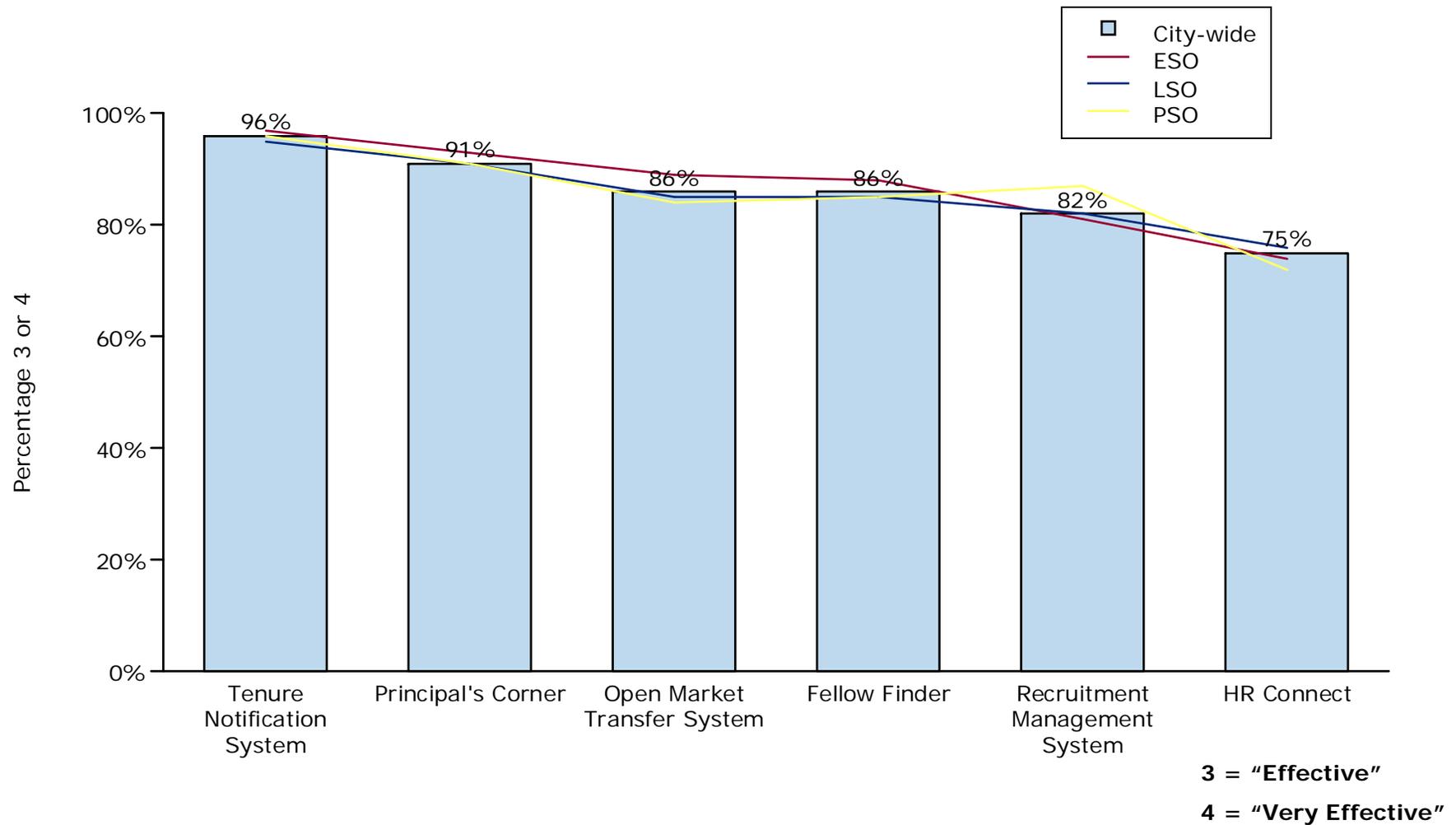


3 = "Effective"

4 = "Very Effective"

Satisfaction with HR: Citywide and By SSO Type

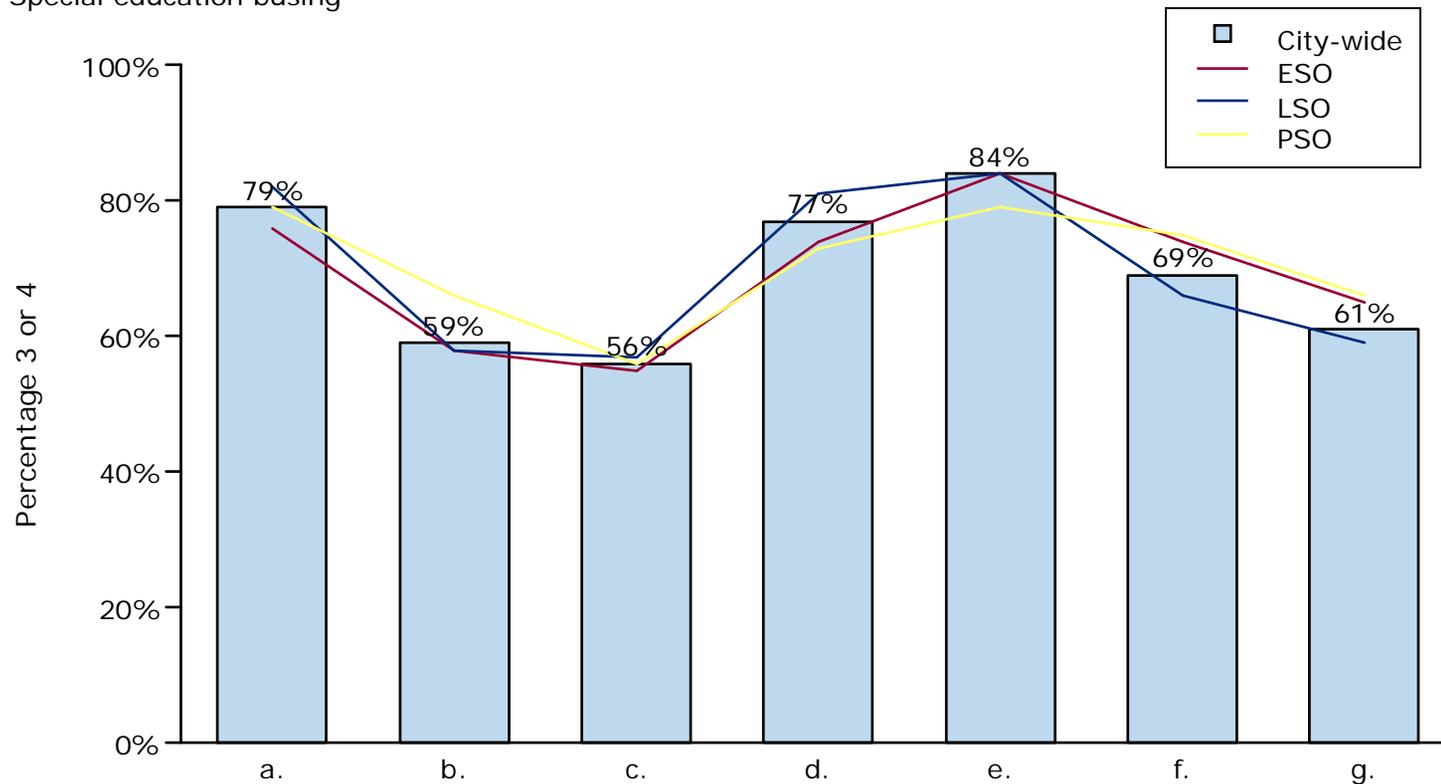
How would you rate the effectiveness of the following HR systems?



Satisfaction with School Support Services: Citywide and By SSO Type

How satisfied are you with the **TIMELINESS** of the services from central in the following areas related to facilities, food, and transportation in your school?

- a. Custodial services
- b. Repair and maintenance services for my school's physical structure/facilities
- c. School construction team (SCA project manager, construction manager, contractor, community relations manager)
- d. Food in the school cafeteria
- e. Food staff in the school cafeteria
- f. General education busing
- g. Special education busing

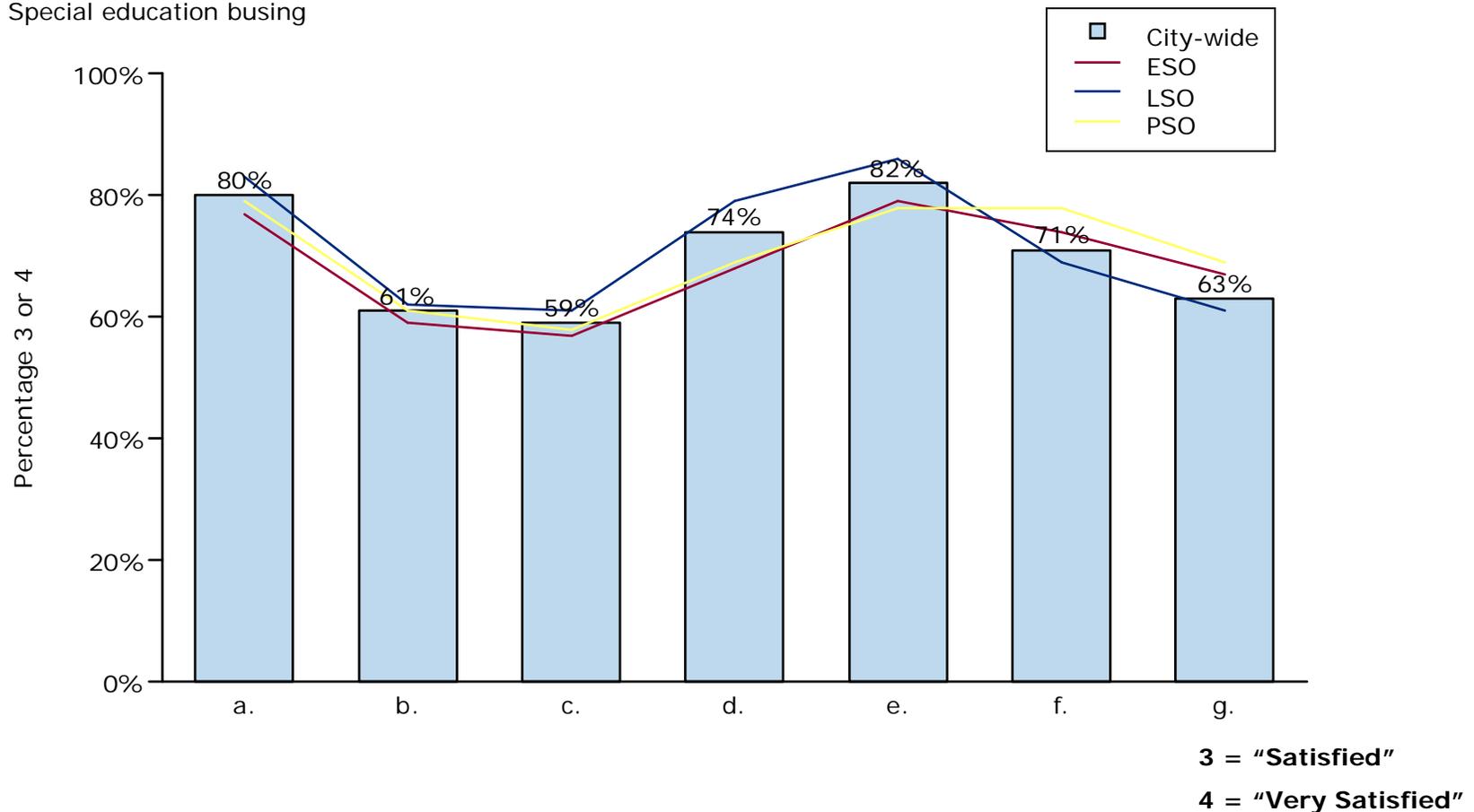


3 = "Satisfied"
4 = "Very Satisfied"

Satisfaction with School Support Services: Citywide and By SSO Type

How satisfied are you with the **QUALITY** of the services from central in the following areas related to facilities, food, and transportation in your school?

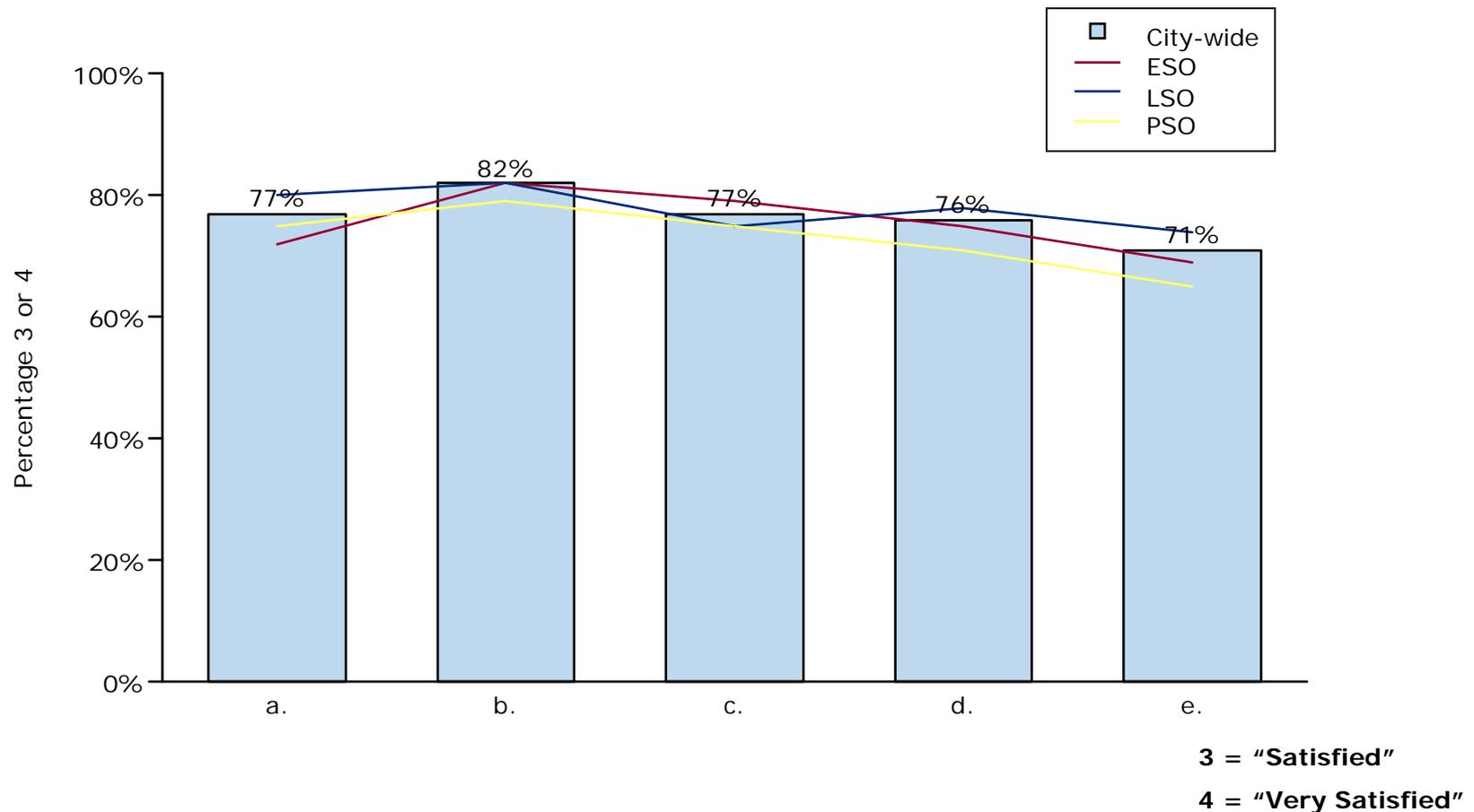
- a. Custodial services
- b. Repair and maintenance services for my school's physical structure/facilities
- c. School construction team (SCA project manager, construction manager, contractor, community relations manager)
- d. Food in the school cafeteria
- e. Food staff in the school cafeteria
- f. General education busing
- g. Special education busing



Satisfaction with Health and Safety: Citywide and By SSO Type

How satisfied are you with the following related to health and safety in your school?

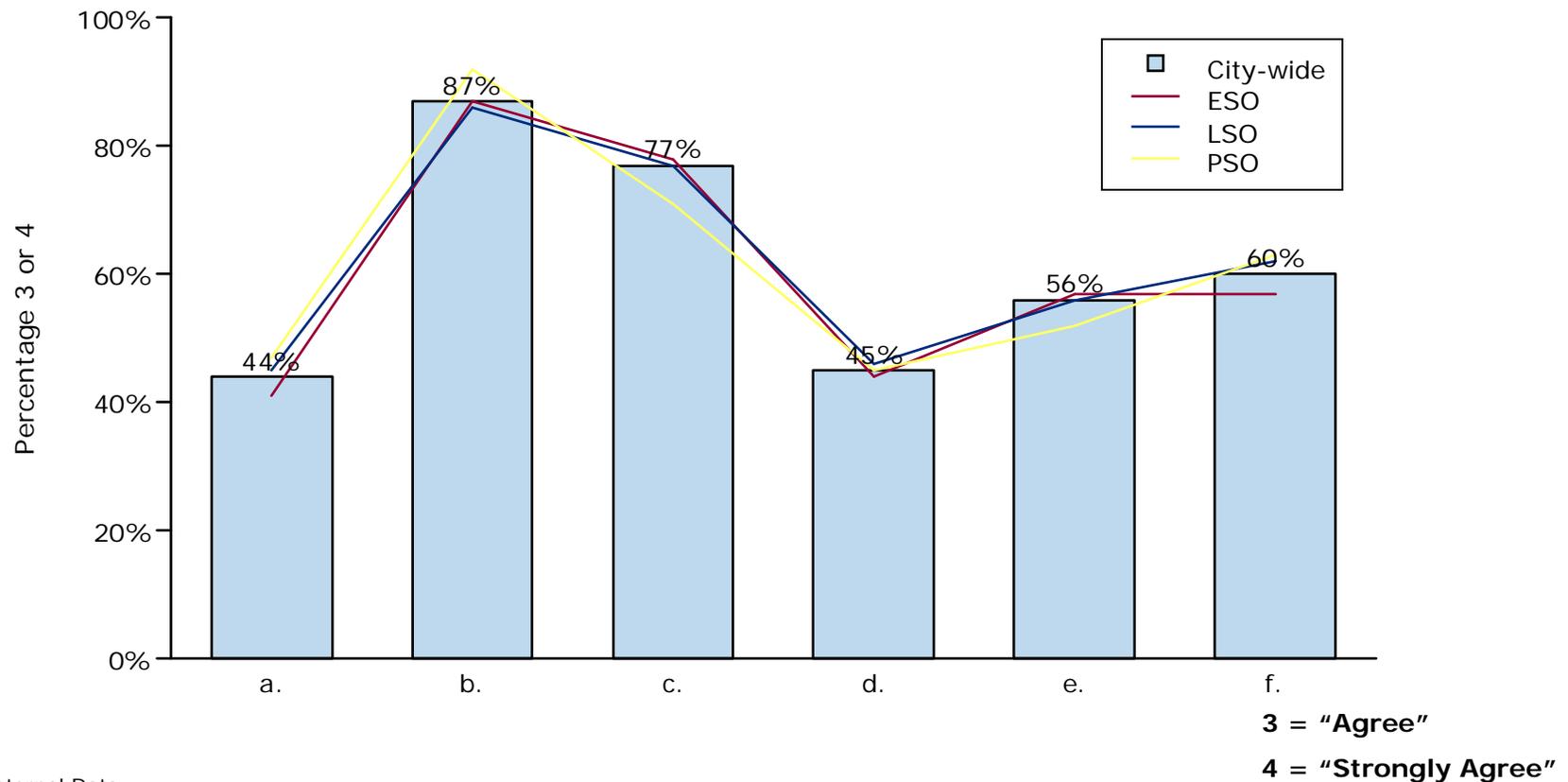
- a. My school nurse
- b. My school based health center
- c. Health consultations and support services provided by the central office when a significant health issue arises
- d. Support services provided by the central office when a significant safety issue arises
- e. Service provided by my School Safety personnel



Satisfaction with Technology: Citywide and By SSO Type

How much do you agree or disagree with the following statements about the services or potential services provided by DIIT?

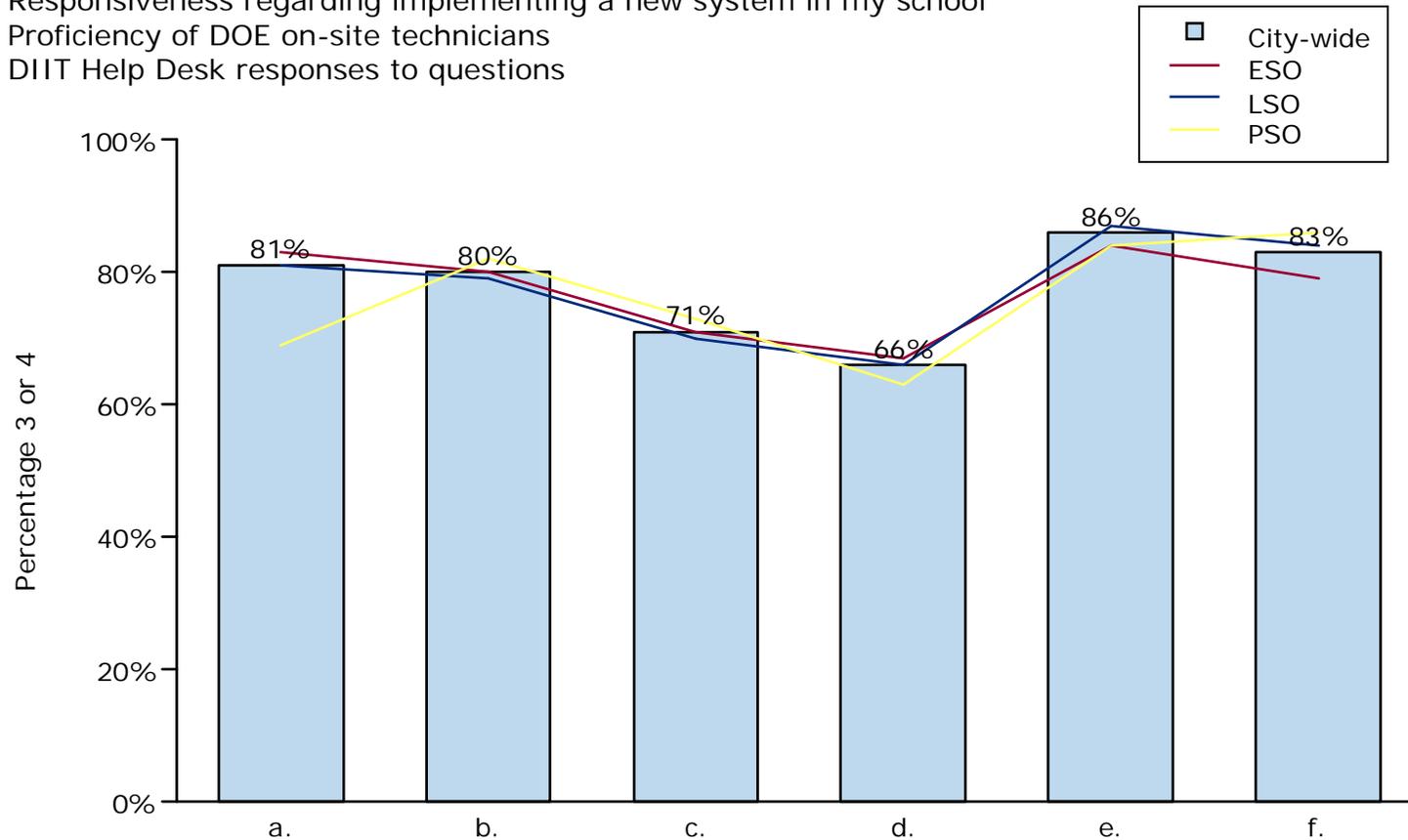
- a. I consult with the Division of Instructional & Information Technology (DIIT) and/or the ISC Technology Teams on the technology planning for my school
- b. I am aware that the Help Desk has a self-help facility (to enter problem tickets and find out the status of a previously reported problem)
- c. The self-help facility is easy to use
- d. The IT hardware capabilities of my school (e.g., phones, computers) meet our needs
- e. The available menu of technology options supports the instructional vision for my school
- f. My school's telephone vendor is responsive in requests made for phone moves and repair issues



Satisfaction with Technology: Citywide and By SSO Type

How satisfied are you with the following DIIT and vendor services?

- a. Dell on-site support
- b. Availability of the DOE network and associated response times for allowing access to the Internet and to DOE applications like ATS and Galaxy
- c. Responsiveness and time to resolve network outages
- d. Responsiveness regarding implementing a new system in my school
- e. Proficiency of DOE on-site technicians
- f. DIIT Help Desk responses to questions



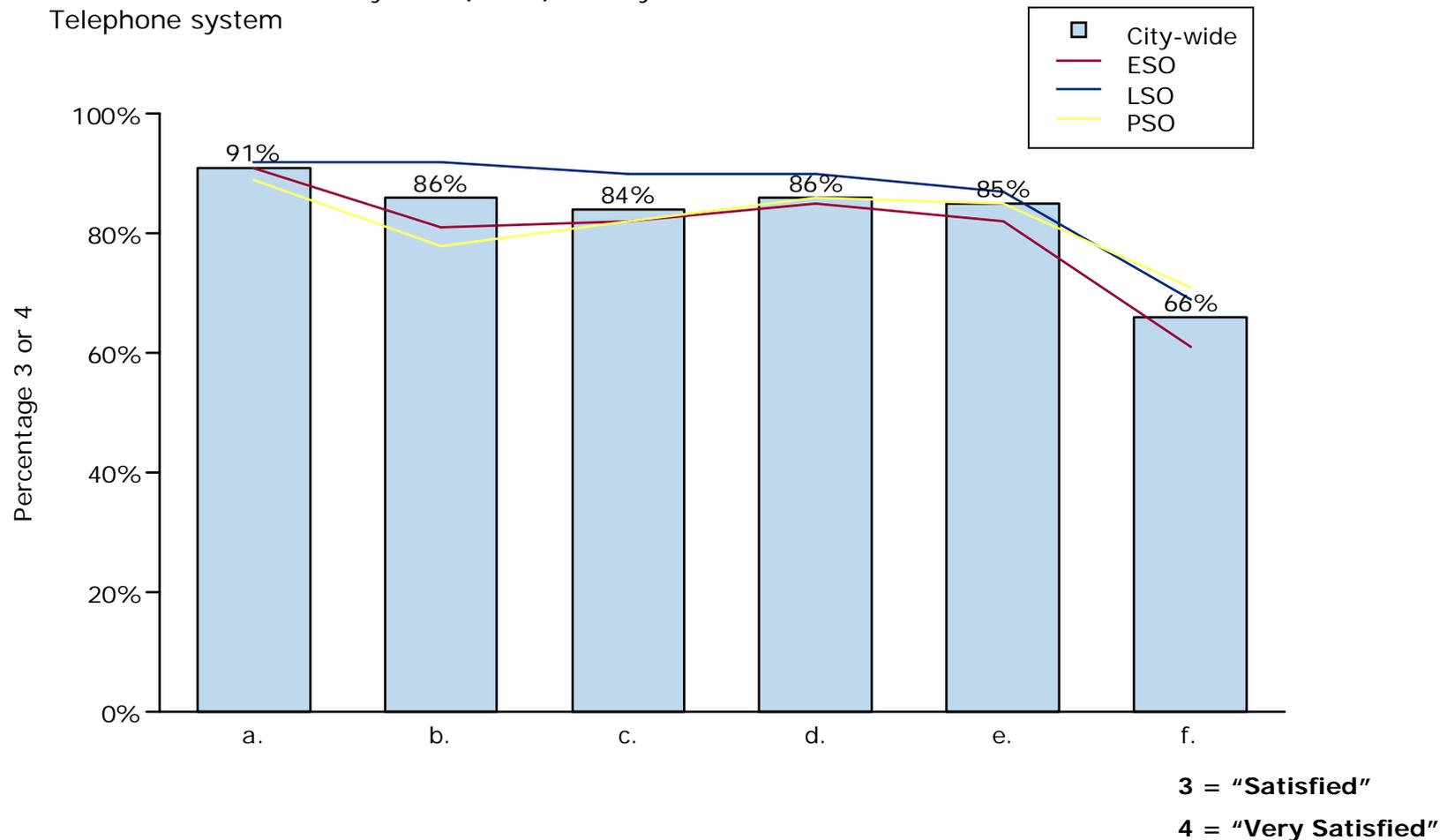
3 = "Satisfied"

4 = "Very Satisfied"

Satisfaction with Technology: Citywide and By SSO Type

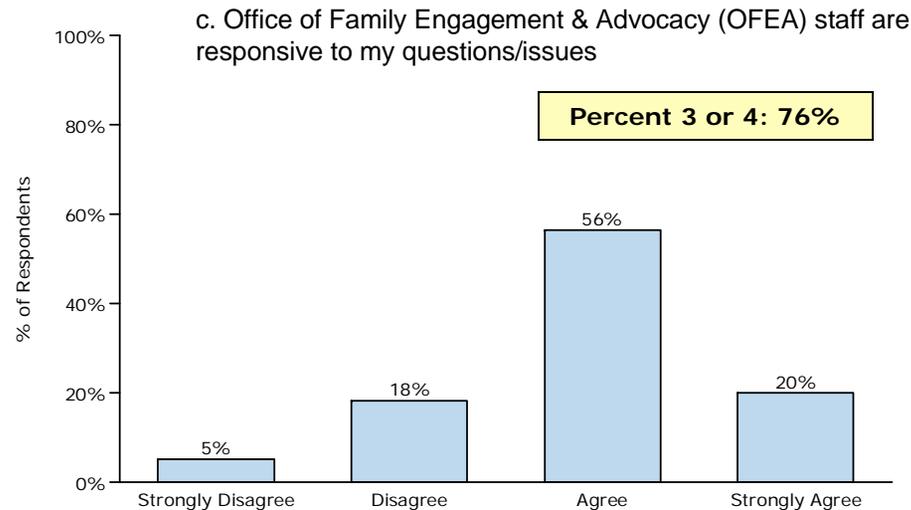
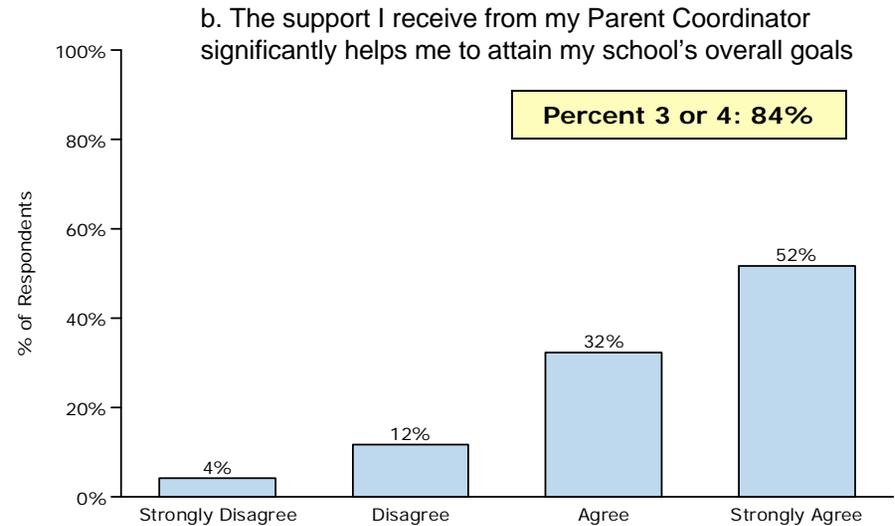
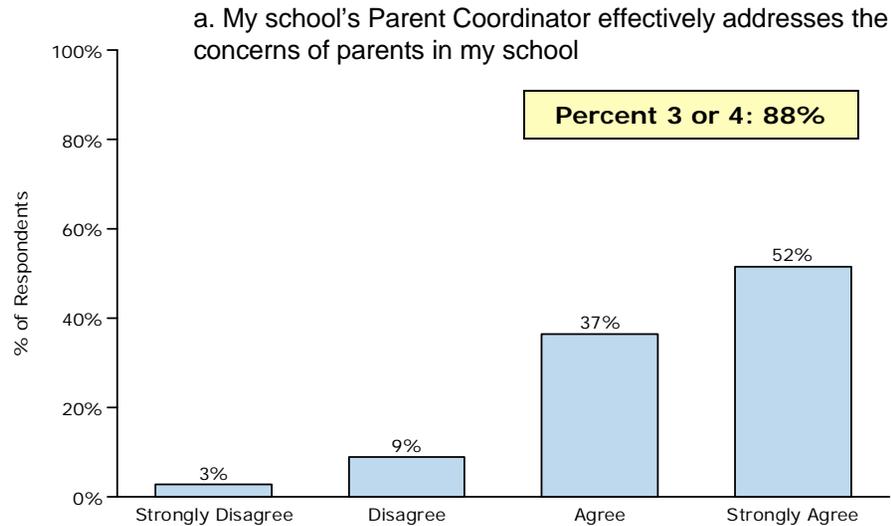
How satisfied are you with the following applications as they relate to your staff carrying out their day-to-day work?

- a. The Outlook E-mail and Calendaring System
- b. Automate the Schools (ATS)
- c. High School Scheduling and Transcript (HSST)
- d. Student Information System (SIS)
- e. Basic Educational Data System (BEDS) Survey
- f. Telephone system



Satisfaction with Family Engagement: Citywide

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



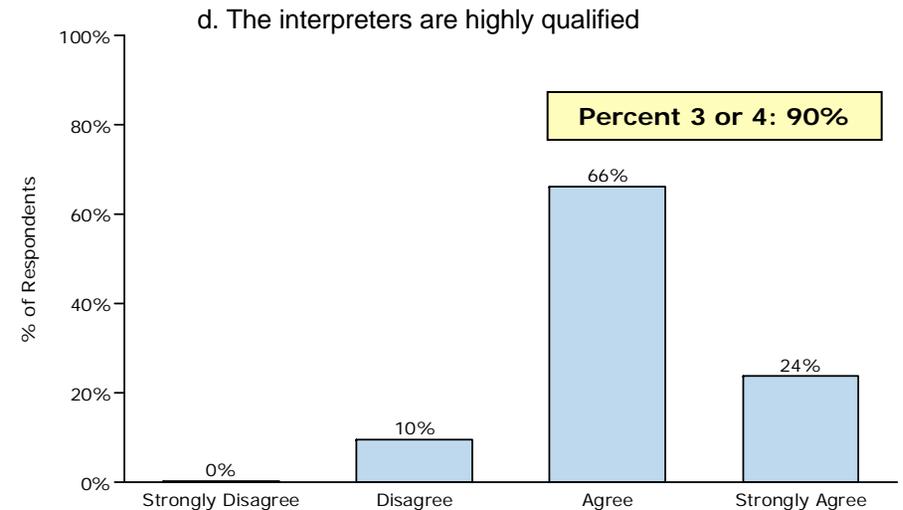
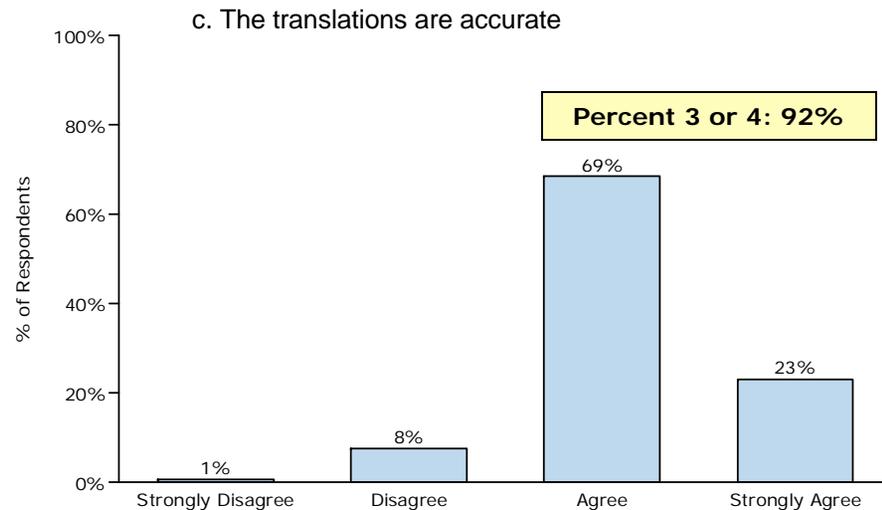
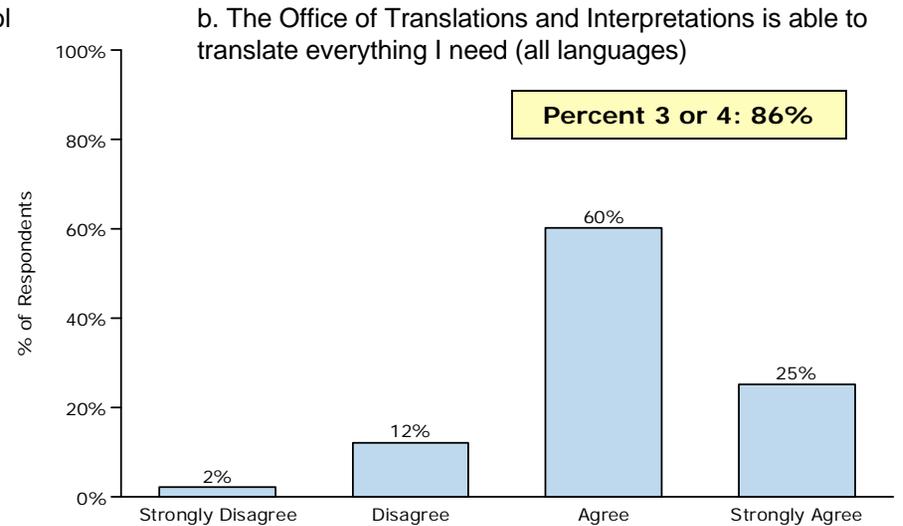
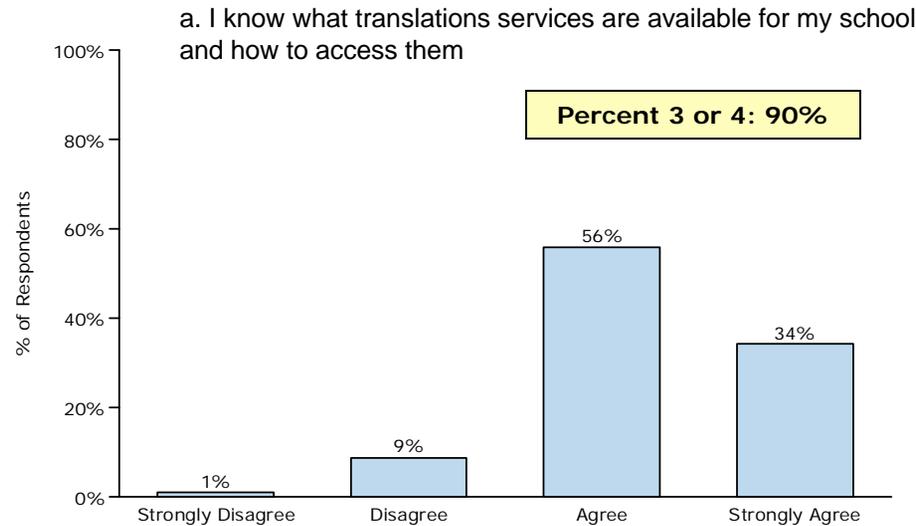
3 = "Agree"

4 = "Strongly Agree"

Note: Totals may not agree with charts due to rounding
Source: DOE Internal Data

Satisfaction with Translations and Interpretation: Citywide

How much do you agree or disagree with the following statements regarding translations and interpretation services



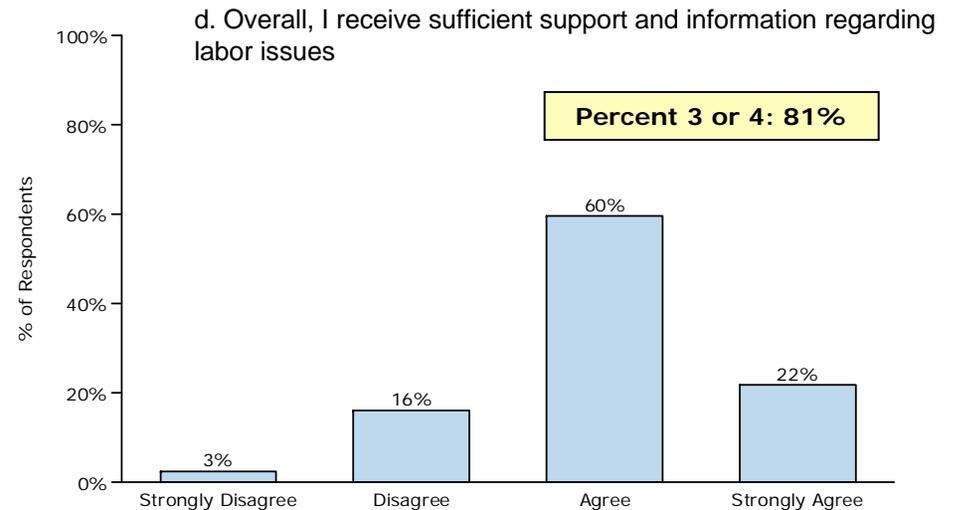
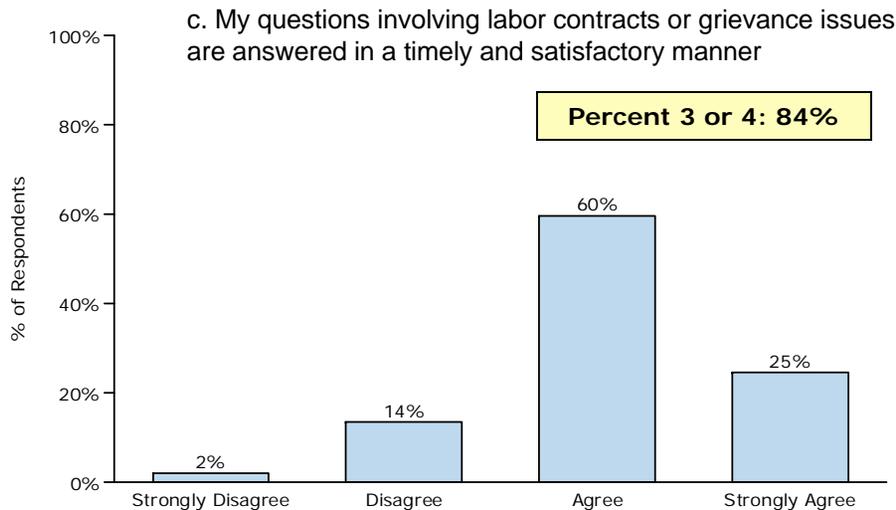
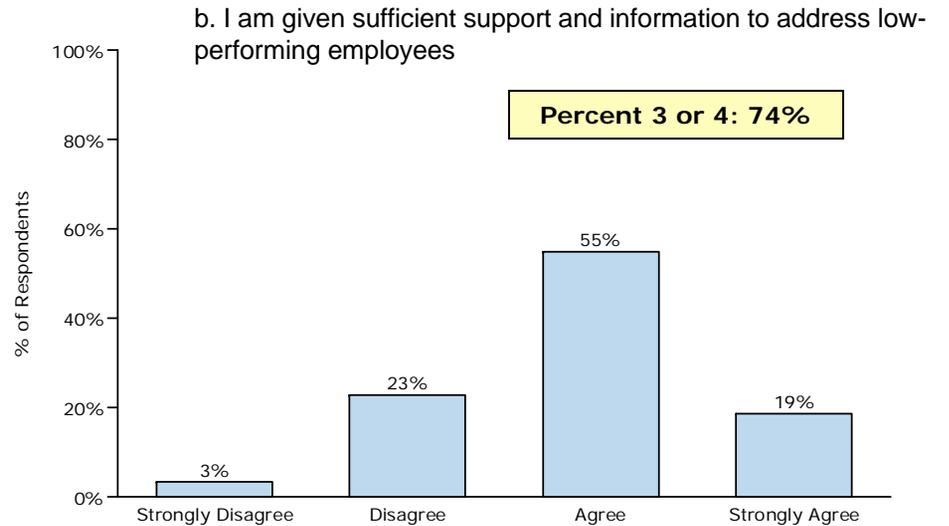
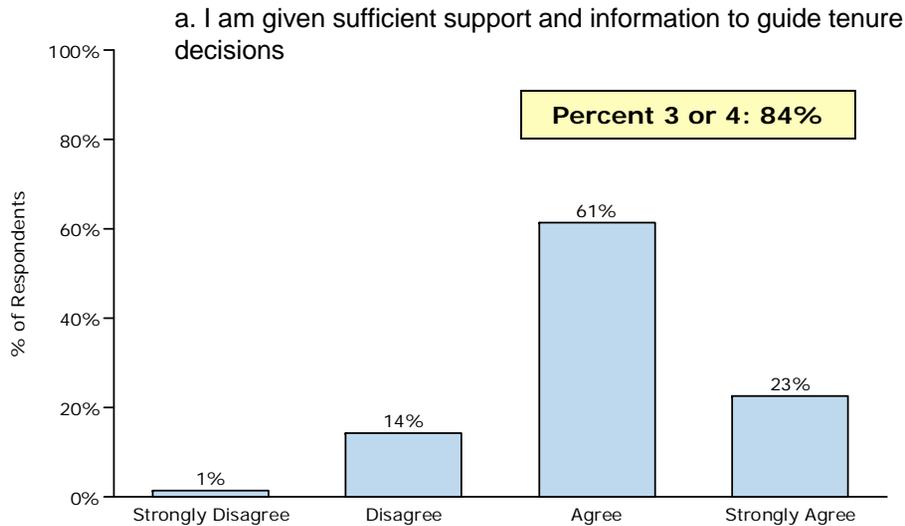
Note: Totals may not agree with charts due to rounding
Source: DOE Internal Data

3 = "Agree"

4 = "Strongly Agree"

Satisfaction with Labor Relations: Citywide

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



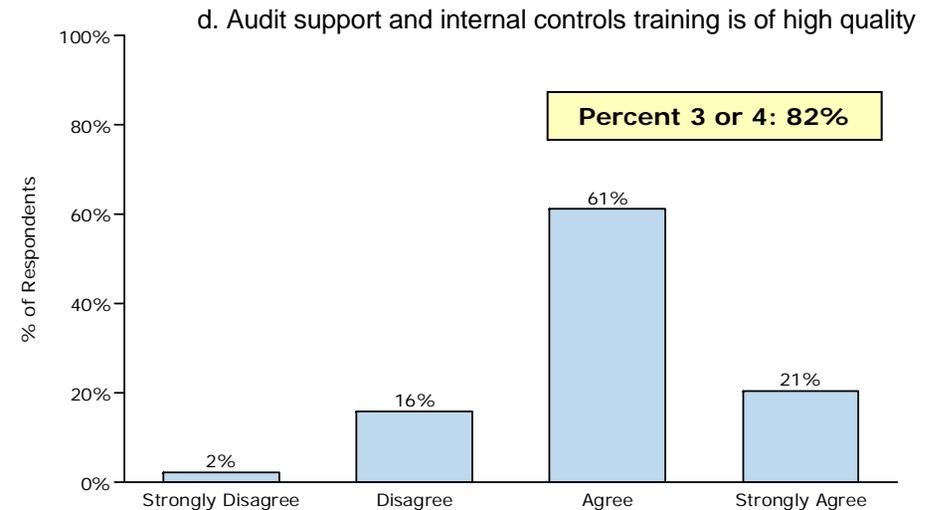
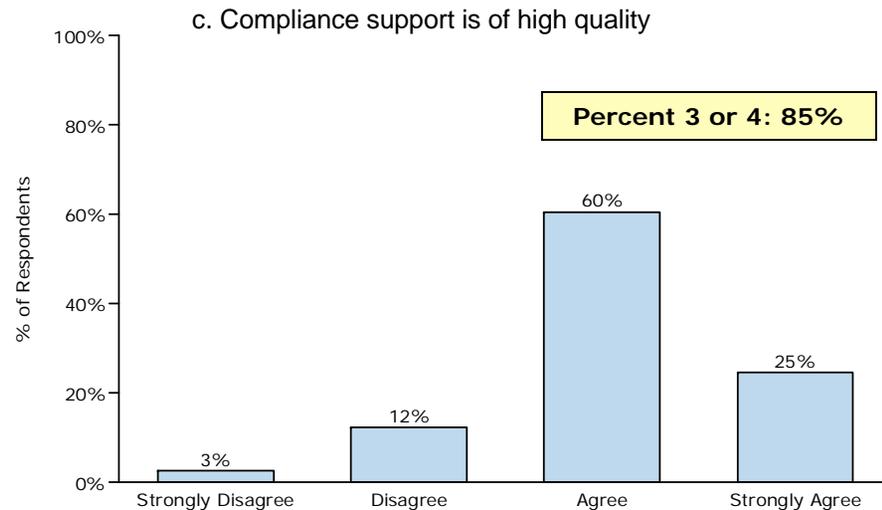
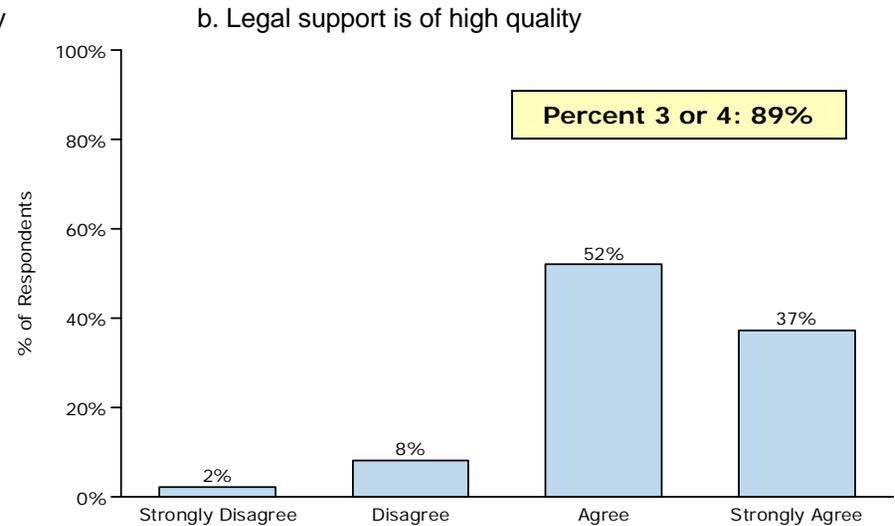
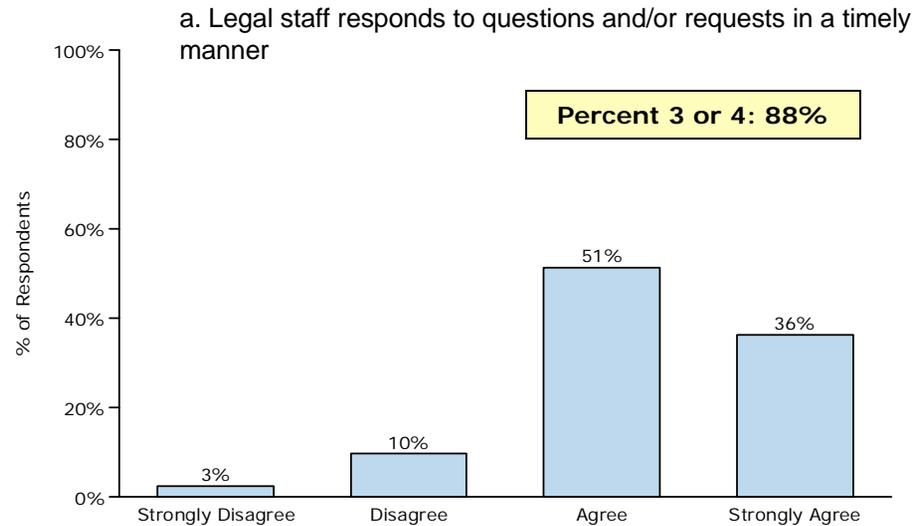
Note: Totals may not agree with charts due to rounding
Source: DOE Internal Data

3 = "Agree"

4 = "Strongly Agree"

Satisfaction with Legal, Compliance, and Audit: Citywide

How much do you agree or disagree with the following statements regarding legal, compliance, and audit



Note: Totals may not agree with charts due to rounding
Source: DOE Internal Data

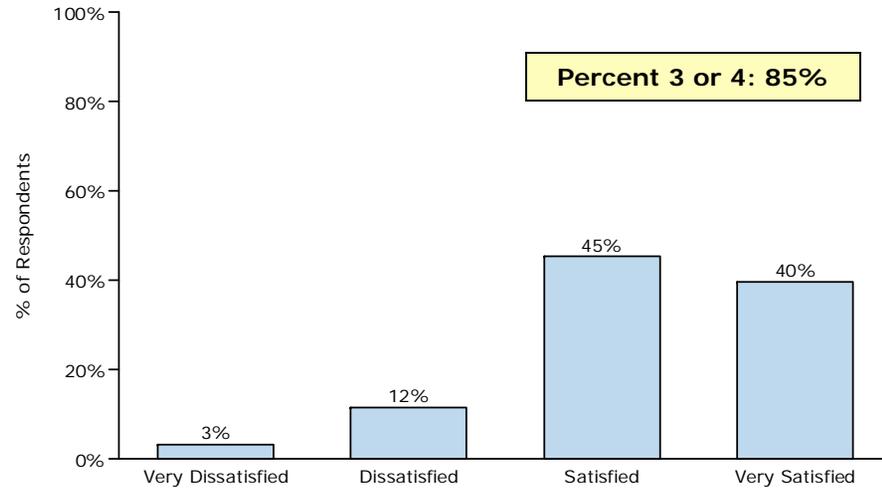
3 = "Agree"

4 = "Strongly Agree"

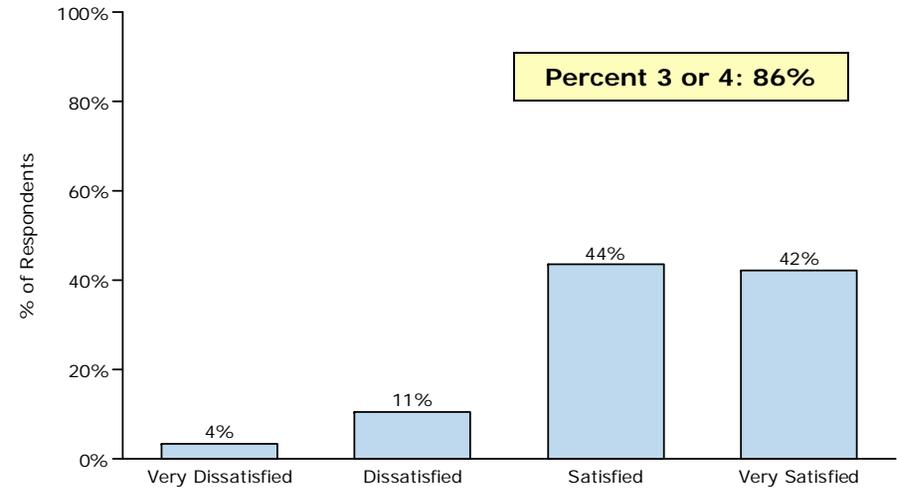
Satisfaction with Accountability: Citywide

How satisfied are you with the QUALITY of support provided by your SAF in the following areas?

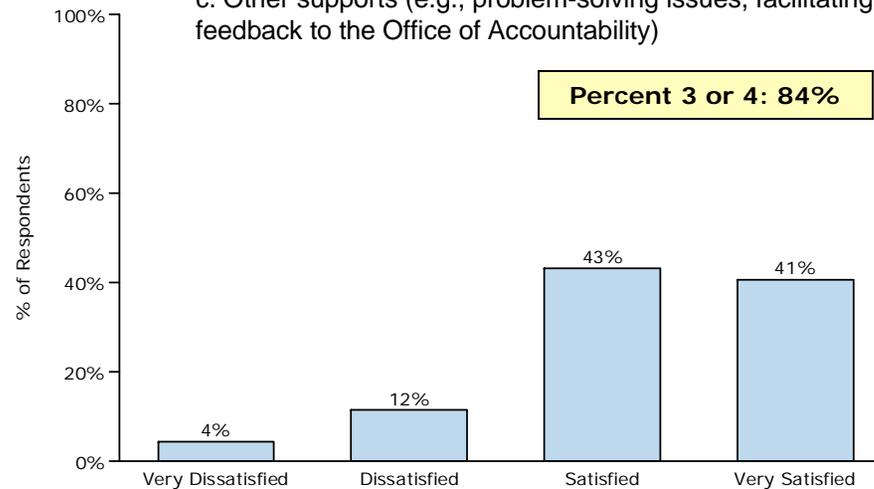
a. Training in the use of accountability tools



b. Guidance in the development of my school's Inquiry Team



c. Other supports (e.g., problem-solving issues, facilitating feedback to the Office of Accountability)



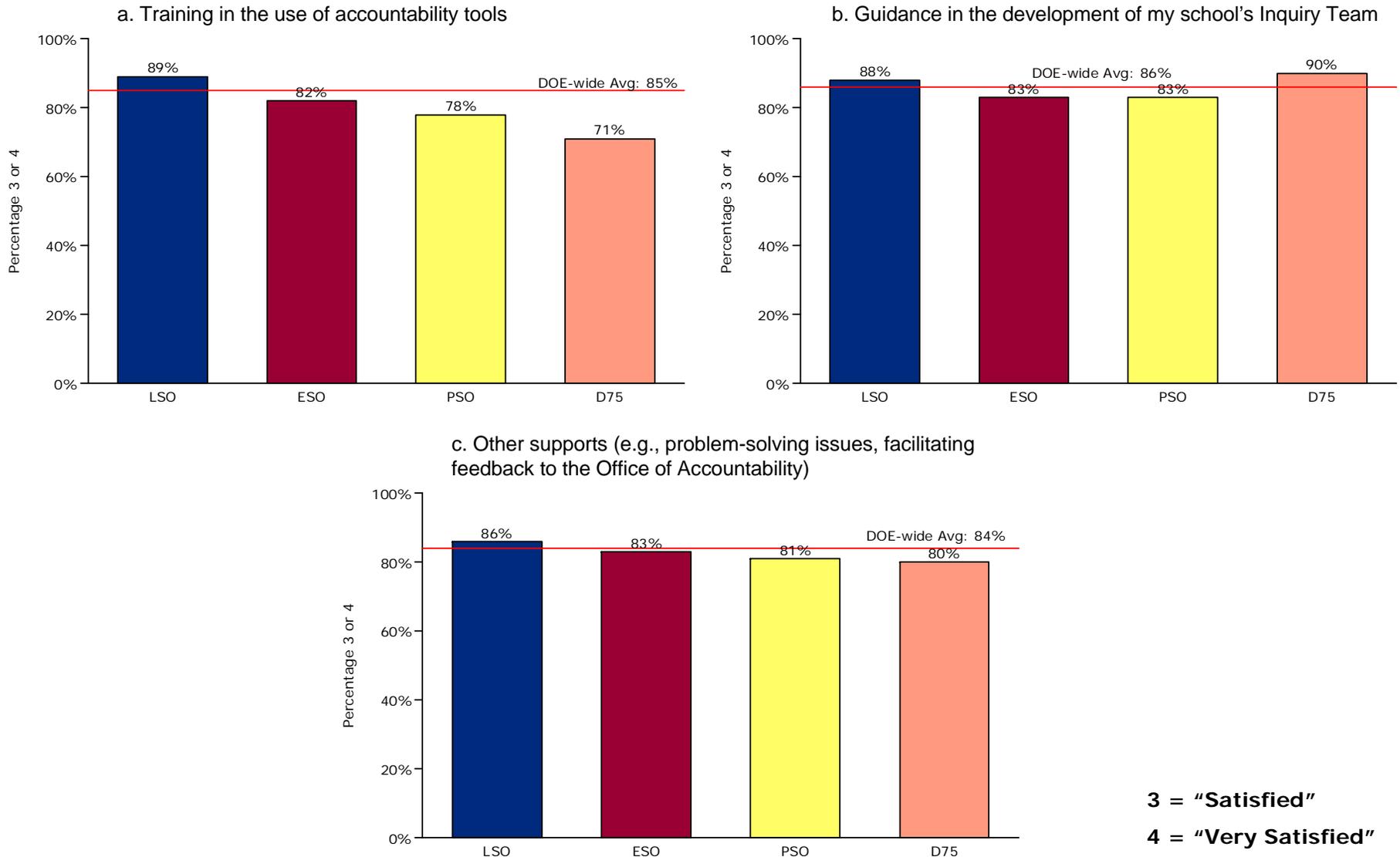
3 = "Satisfied"

4 = "Very Satisfied"

Note: Totals may not agree with charts due to rounding
Source: DOE Internal Data

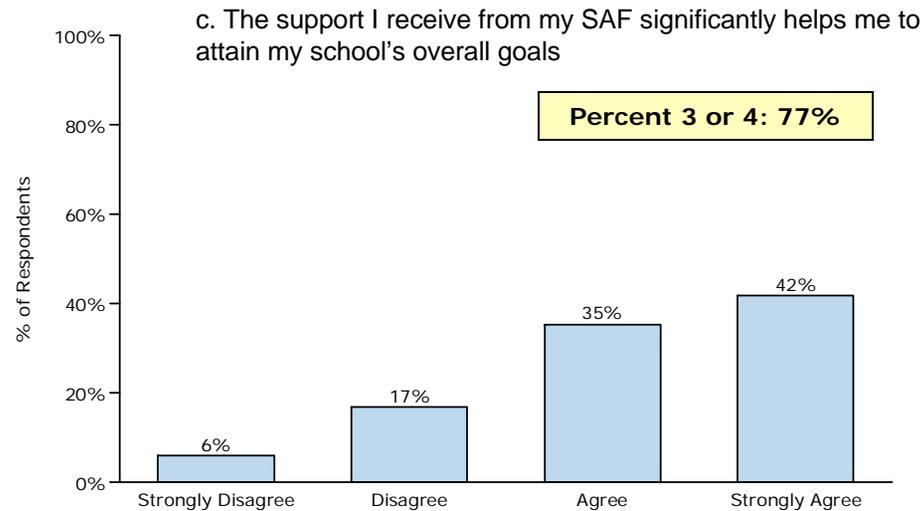
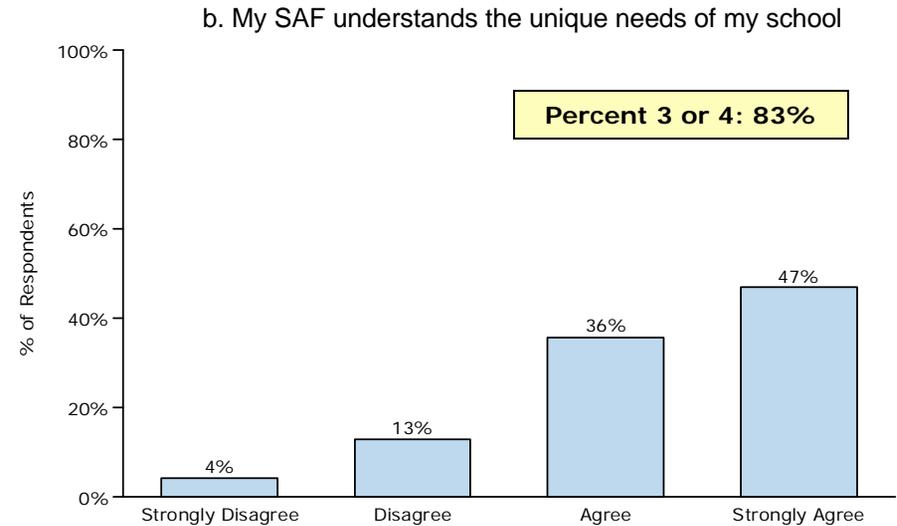
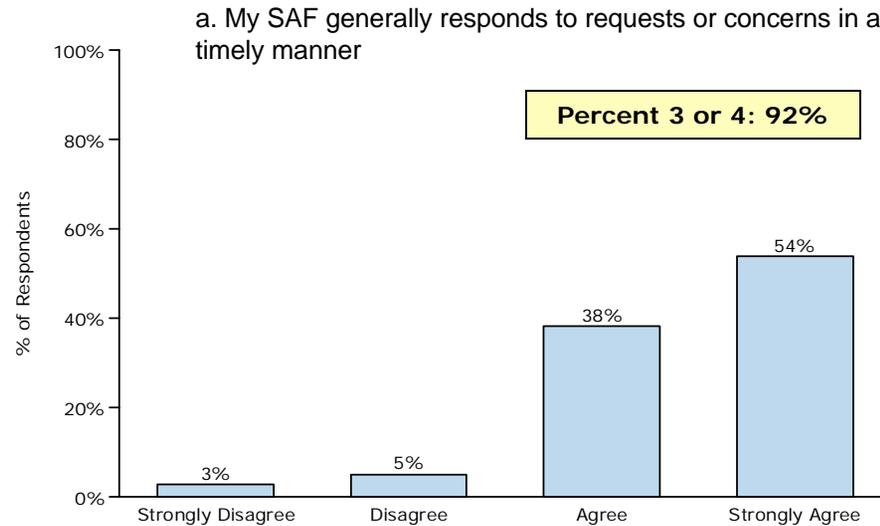
Satisfaction with Accountability: By LSO/ESO/PSO/D75

How satisfied are you with the QUALITY of support provided by your SAF in the following areas?



Satisfaction with Accountability: Citywide

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



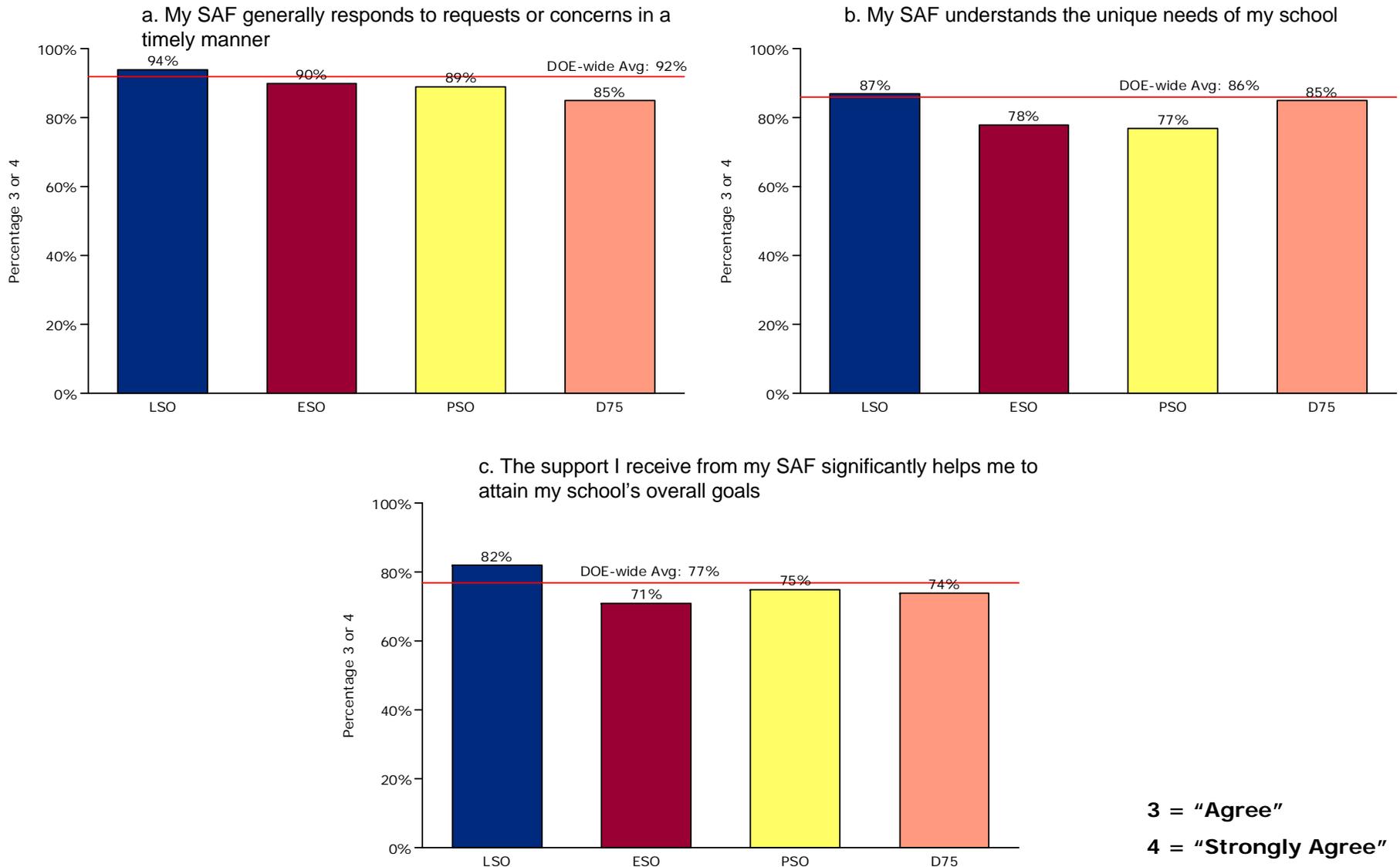
3 = "Agree"

4 = "Strongly Agree"

Note: Totals may not agree with charts due to rounding
Source: DOE Internal Data

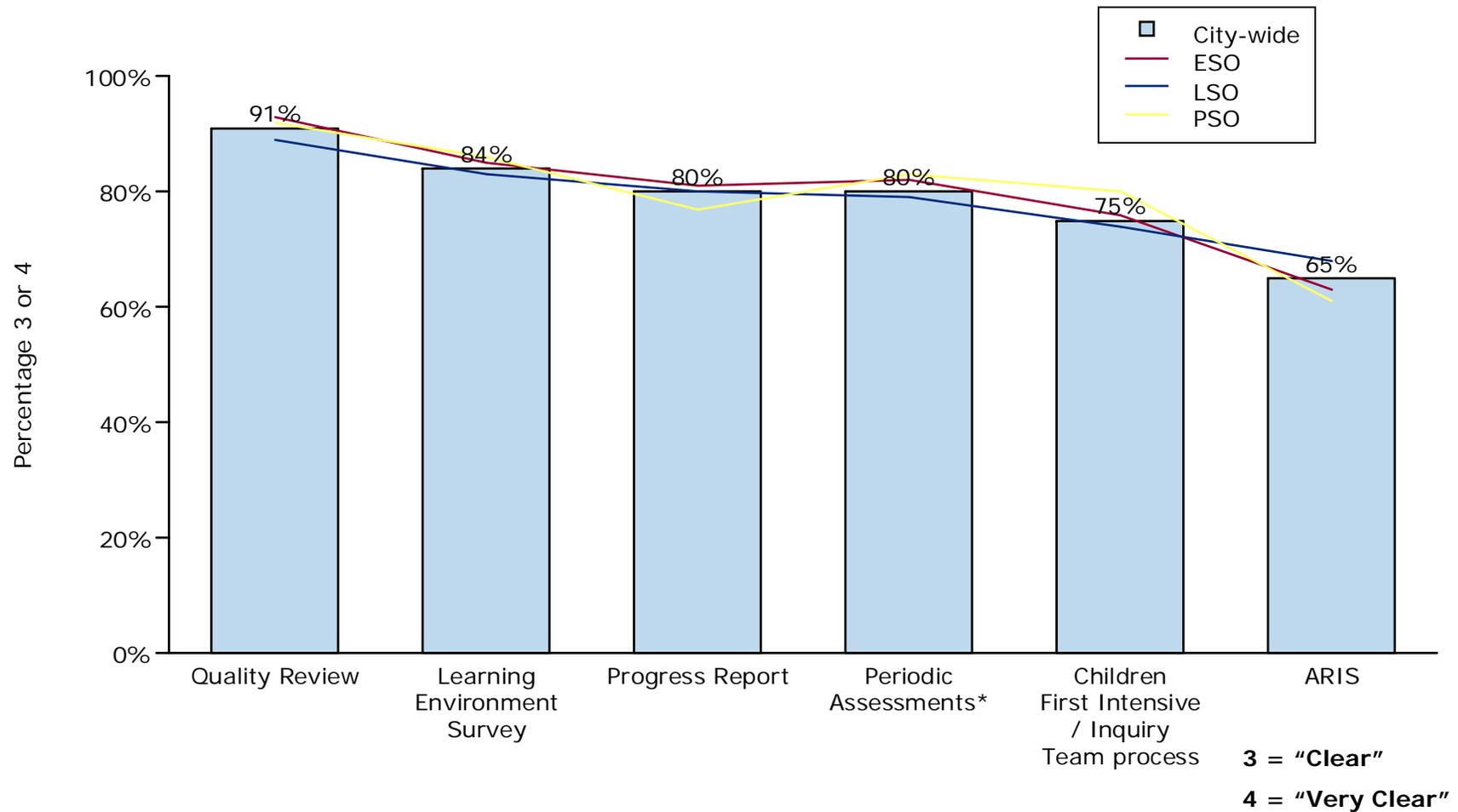
Satisfaction with Accountability: By LSO/ESO/PSO/D75

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



Accountability Tools: Citywide and By SSO Type

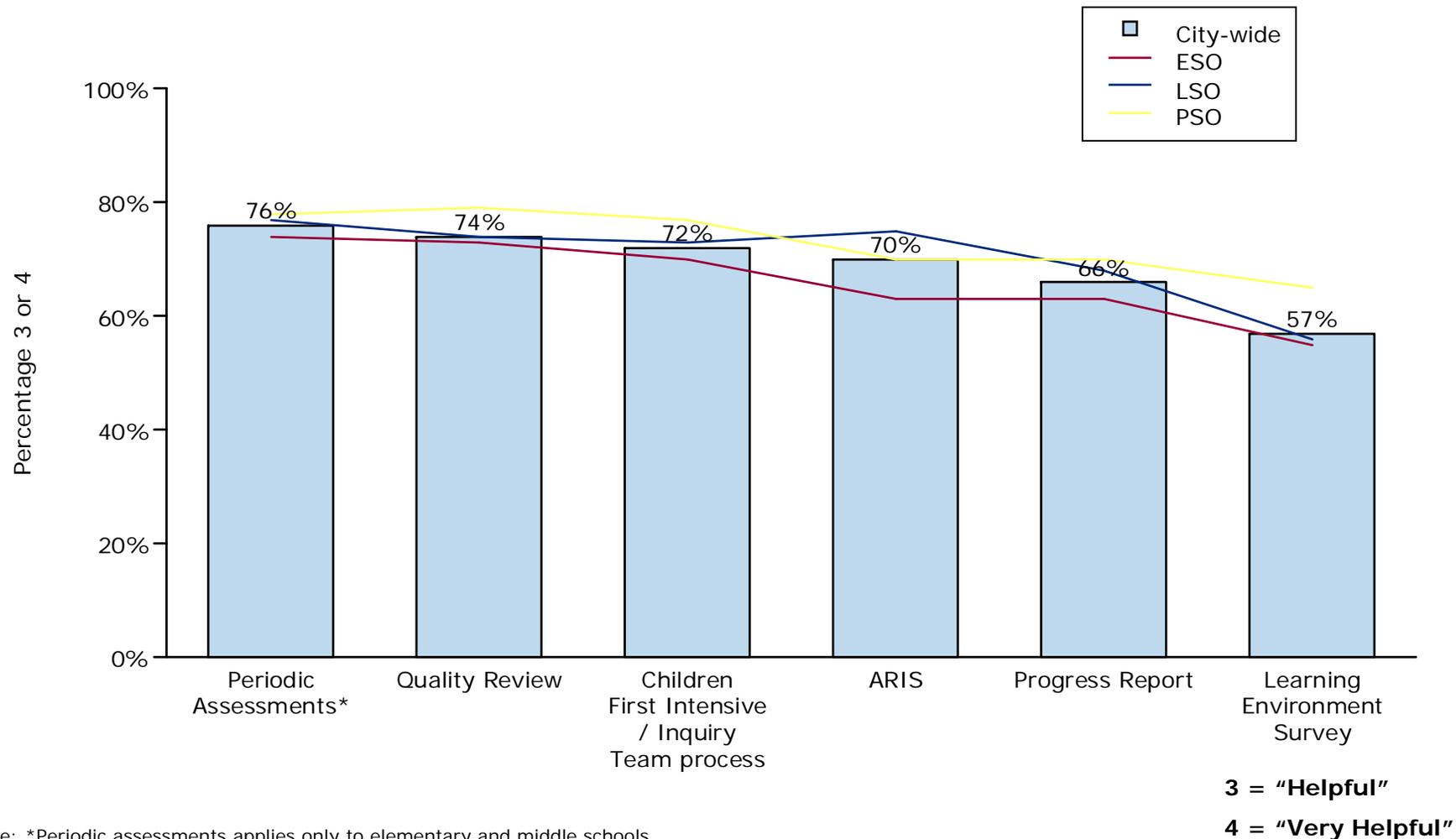
How clear is your understanding of each of the following accountability tools?



Note: *Periodic assessments applies only to elementary and middle schools
 Source: DOE Internal Data

Satisfaction with Accountability: Citywide and By SSO Type

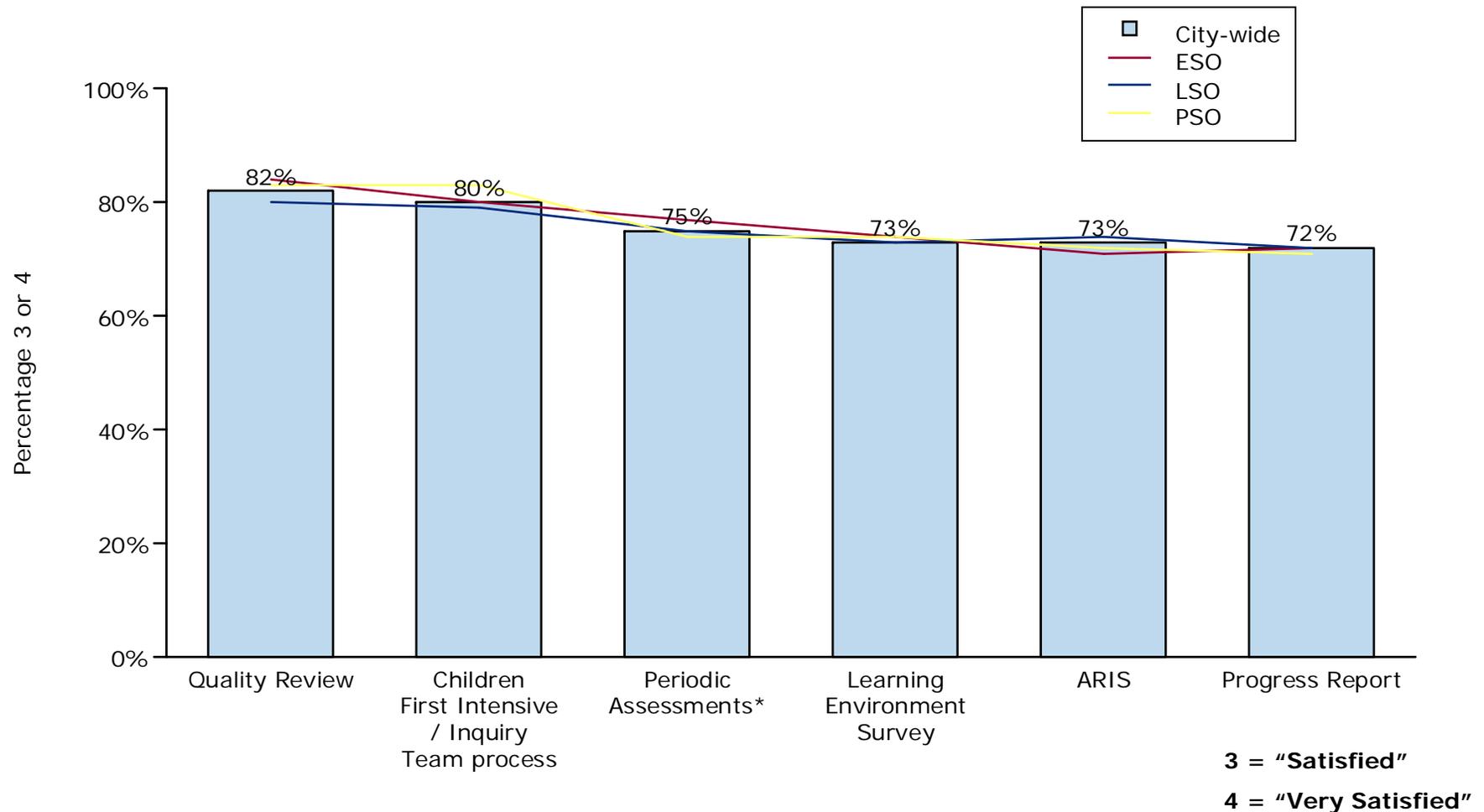
How helpful is each of the following accountability tools in providing you with information you can use to improve student outcomes in your school?



Note: *Periodic assessments applies only to elementary and middle schools
Source: DOE Internal Data

Satisfaction with Accountability: Citywide and By SSO Type

How satisfied are you with the QUALITY and RESPONSIVENESS of support provided by the Office of Accountability in the following areas?

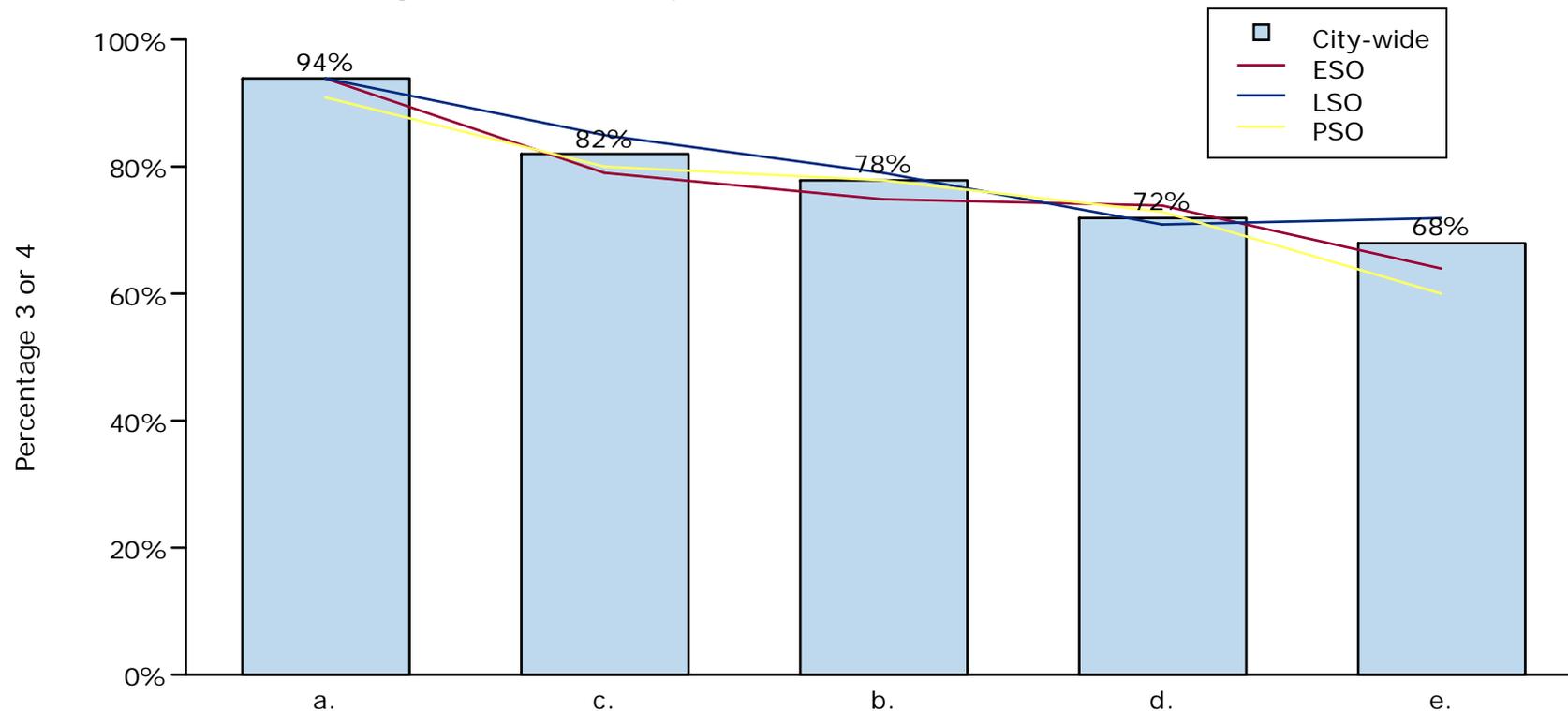


Note: *Periodic assessments applies only to elementary and middle schools
Source: DOE Internal Data

Satisfaction with Accountability: Citywide and By SSO Type

How much do you agree or disagree with the following statements about the accountability tools as a whole, including the Children First Intensive / Inquiry Team process?

- a. I understand the principles behind the DOE accountability tools
- b. I believe the overall set of accountability tools helps educators improve student outcomes
- c. The accountability tools have increased my school's capacity to collect and use data in instructional decision-making
- d. The Office of Accountability responds to questions and/or requests in a timely manner
- e. The ARIS training I received was helpful

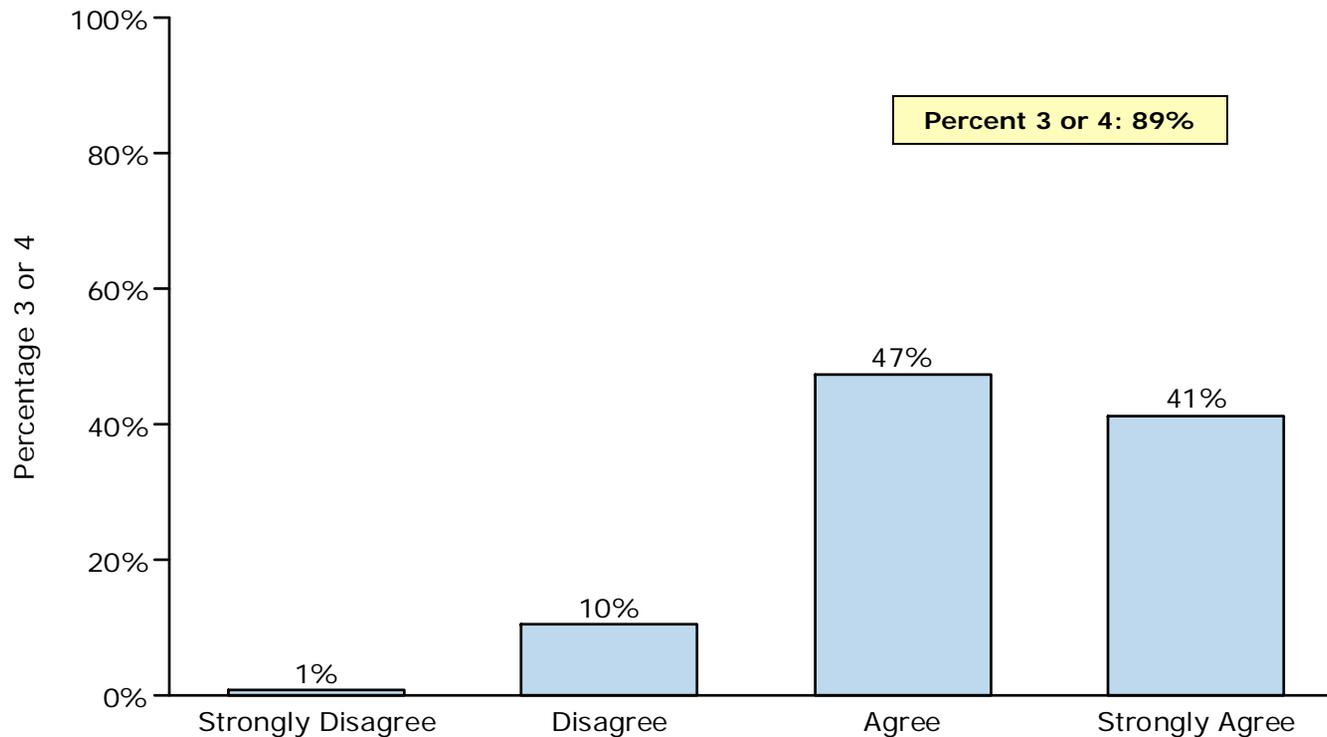


3 = "Agree"

4 = "Strongly Agree"

Satisfaction with Delivery of Testing Materials: Citywide

My school receives delivery of all city and state summative or high stakes testing materials (e.g., grades 3-8 ELA, math, science, social studies; NYSESLAT; high school PSAT and Regents) in a reasonable amount of time prior to test dates?



3 = "Agree"

4 = "Strongly Agree"

Note: Totals may not agree with charts due to rounding
Source: DOE Internal Data