

**APPENDIX A:
SURVEY INSTRUMENTS**

PERFORMANCE REVIEW OF THE HILLSBOROUGH COUNTY SCHOOL DISTRICT

DISTRICT ADMINISTRATOR SURVEY

No attempt will be made to identify individual district administrators in this survey. Please mail your completed survey directly to MGT of America by February 3, 1997 as directed on page 7.

PART A:

DIRECTIONS: For items 1-8, please place a check (✓) on the blank line that completes the statement or answers the question. For items 9 and 10, please write in the numbers.

1. I think the overall quality of public education in Hillsborough County School District is:
- _____ Excellent
_____ Good
_____ Fair
_____ Poor
_____ Don't Know
2. I think the overall quality of education in Hillsborough County School District is:
- _____ Improving
_____ Staying the Same
_____ Getting Worse
_____ Don't Know

Students are often given the grades A, B, C, D and F to denote the quality of their work. Suppose teachers and administrators were graded the same way.

3. In general, what grade would you give the teachers in Hillsborough County School District?
- _____ A
_____ B
_____ C
_____ D
_____ F
_____ Don't Know
4. In general, what grade would you give the school-level administrators in Hillsborough County School District?
- _____ A
_____ B
_____ C
_____ D
_____ F
_____ Don't Know
5. In general, what grade would you give the district-level administrators in the Hillsborough County School District?
- _____ A
_____ B
_____ C
_____ D
_____ F
_____ Don't Know
6. In what area of the district office do you work this year?
- _____ Human Resources
_____ Business Services
_____ Curriculum and Instruction
_____ Student Support Services
_____ Facilities/Transportation
_____ Other (Please categorize) _____
7. I am a:
- _____ Female _____ Male
8. What is your race/ethnic group?
- _____ White _____ Black
_____ Hispanic _____ Asian
_____ Other
- 9a. How long have you been in your current position in the Hillsborough County School District?
- _____ Years
- 9b. How long have you been in a similar position in the Hillsborough County School District?
- _____ Years
10. How long have you worked in the Hillsborough County School District?
- _____ Years

PART B:

DIRECTIONS: Please indicate whether you strongly agree (SA), agree (A), neither agree or disagree (N), disagree (D), or strongly disagree (SD) with each statement. Please circle the appropriate response (SA, A, N, D, SD) located to the right of each item. If you feel you do not have enough information to give an opinion, circle the don't know (DK) response.

- | | | | | | | |
|---|----|---|---|---|----|----|
| 1. The emphasis on learning in Hillsborough County School District has increased in recent years. | SA | A | N | D | SD | DK |
| 2. Hillsborough County schools are safe and secure from crime. | SA | A | N | D | SD | DK |
| 3. Our schools do not effectively handle misbehavior problems. | SA | A | N | D | SD | DK |
| 4. Our schools have sufficient space and facilities to support the instructional programs. | SA | A | N | D | SD | DK |
| 5. Our schools do not have the materials and supplies necessary for instruction in basic skills programs such as writing and mathematics. | SA | A | N | D | SD | DK |
| 6. Our schools can be described as "good places to learn." | SA | A | N | D | SD | DK |
| 7. There is administrative support for controlling student behavior in our schools. | SA | A | N | D | SD | DK |
| 8. Most students in our schools are motivated to learn. | SA | A | N | D | SD | DK |
| 9. Lessons are organized to meet students' needs. | SA | A | N | D | SD | DK |
| 10. The curriculum is broad and challenging for most students. | SA | A | N | D | SD | DK |
| 11. There is little a teacher can do to overcome education problems due to a student's home life. | SA | A | N | D | SD | DK |
| 12. Teachers in our schools know the material they teach. | SA | A | N | D | SD | DK |
| 13. Teachers in our schools care about students' needs. | SA | A | N | D | SD | DK |
| 14. Teachers expect students to do their very best. | SA | A | N | D | SD | DK |
| 15. Principals and assistant principals in our schools care about students' needs. | SA | A | N | D | SD | DK |
| 16. In general, parents do not take responsibility for their children's behavior in our schools. | SA | A | N | D | SD | DK |
| 17. Parents in this district are satisfied with the education their children are receiving. | SA | A | N | D | SD | DK |
| 18. Most parents really don't seem to know what goes on in our schools. | SA | A | N | D | SD | DK |
| 19. Parents play an active role in decision-making in my school. | SA | A | N | D | SD | DK |
| 20. This community really cares about its children's education. | SA | A | N | D | SD | DK |
| 21. Taxpayer dollars are being used wisely to support public education in the Hillsborough County School District. | SA | A | N | D | SD | DK |
| 22. Sufficient student services are provided in the Hillsborough County School District (e.g., counseling, speech therapy, health) | SA | A | N | D | SD | DK |
| 23. Site-based management has been implemented effectively in the Hillsborough County School District. | SA | A | N | D | SD | DK |

PART C:

DIRECTIONS: For each item, please indicate whether you feel the Hillsborough County School District situation is excellent (E), good (G), fair (F), or poor (P). Please circle the appropriate response (E, G, F, P) located to the right of each item. If you feel you do not have enough information to give an opinion, circle the don't know (DK) response.

- | | | | | | |
|---|---|---|---|---|----|
| 1. School board members' knowledge of the educational needs of students in the Hillsborough County School District. | E | G | F | P | DK |
| 2. School board members' knowledge of operations in the Hillsborough County School District. | E | G | F | P | DK |
| 3. School board members' work at setting or revising policies for the Hillsborough County School District. | E | G | F | P | DK |
| 4. The district school superintendents' work as the educational leader of the Hillsborough County School District. | E | G | F | P | DK |
| 5. The district school superintendents' work as the chief administrator (manager) of the Hillsborough County School District. | E | G | F | P | DK |
| 6. Principals' work as the instructional leaders of their schools. | E | G | F | P | DK |
| 7. Principals' work as the managers of the staff and teachers. | E | G | F | P | DK |
| 8. Teachers' work in meeting students' individual learning needs. | E | G | F | P | DK |
| 9. Teachers' work in communicating with parents. | E | G | F | P | DK |
| 10. Teachers' attitudes about their jobs. | E | G | F | P | DK |
| 11. Students' ability to learn. | E | G | F | P | DK |
| 12. The amount of time students spend on task learning in the classroom. | E | G | F | P | DK |
| 13. Parents' efforts in helping their children to do better in school. | E | G | F | P | DK |
| 14. Parents' participation in school activities and organizations. | E | G | F | P | DK |
| 15. How well students' test results are explained to parents. | E | G | F | P | DK |
| 16. The condition in which Hillsborough County School District schools are kept. | E | G | F | P | DK |
| 17. How well relations are maintained with various groups in the community. | E | G | F | P | DK |
| 18. The opportunities provided by the district to improve the skills of teachers. | E | G | F | P | DK |
| 19. The opportunity provided by the district to improve the skills of school administrators. | E | G | F | P | DK |
| 20. The district's job of providing adequate instructional technology. | E | G | F | P | DK |
| 21. The district's use of technology for administrative purposes. | E | G | F | P | DK |

PART D: Work Environment. Please indicate your level of agreement or disagreement with each statement by placing an "X" in the appropriate column. (Definitions of Columns: SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; SD = Strongly Disagree; DK = Don't Know).

STATEMENT	SA	A	N	D	SD	DK
1. I find the Hillsborough County School District to be an exciting, challenging place to work.						
2. The work standards and expectations in the Hillsborough County School District are equal to or above those of most other school districts.						
3. Hillsborough County School District officials enforce high work standards.						
4. Most Hillsborough County School District teachers enforce high student learning standards.						
5. Hillsborough County School District teachers and administrators have excellent working relationships.						
6. <u>Teachers</u> who do not meet expected work standards are disciplined.						
7. <u>Staff</u> who do not meet expected work standards are disciplined.						
8. <u>Teacher</u> promotions and pay increases are based upon individual performance.						
9. <u>Staff</u> promotions and pay increases are based upon individual productivity.						
10. I feel that I have the authority to adequately perform my job responsibilities.						
11. I have adequate facilities in which to conduct my work.						
12. I have adequate equipment and computer support to conduct my work.						
13. The workloads are equitably distributed among teachers and among staff members.						
14. No one knows or cares about the amount or quality of work that I perform.						
15. Workload is evenly distributed.						
16. The failure of Hillsborough County School District officials to enforce high work standards results in poor quality work.						
17. I often observe other teachers and/or staff socializing rather than working while on the job.						

PART E: Job Satisfaction. Please indicate your level of agreement or disagreement with each statement by placing an "X" in the appropriate column. (Definitions of Columns: SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; SD = Strongly Disagree; DK = Don't Know).

STATEMENT	SA	A	N	D	SD	DK
1. I am very satisfied with my job in the Hillsborough County School District.						
2. I plan to make a career in the Hillsborough County School District.						
3. I am actively looking for a job outside of the Hillsborough County School District.						
4. Salary levels in the Hillsborough County School District are competitive.						
5. I feel that my work is appreciated by my supervisor(s).						
6. I feel that I am an integral part of the Hillsborough County School District team.						
7. I feel that there is no future for me in the Hillsborough County School District.						
8. My salary level is adequate for my level of work and experience.						
9. I enjoy working in a culturally diverse environment.						

PART F: Administrative Structure and Practices. Please indicate your level of agreement or disagreement with each statement by placing an "X" in the appropriate column. (Definitions of Columns: SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; SD = Strongly Disagree; DK = Don't Know).

STATEMENT	SA	A	N	D	SD	DK
1. Most administrative practices in Hillsborough County School District are highly effective and efficient.						
2. Administrative decisions are made quickly and decisively.						
3. Hillsborough County School District administrators are easily accessible and open to input.						
4. Authority for administrative decisions are delegated to the lowest possible level.						
5. Teachers and staff are empowered with sufficient authority to effectively perform their responsibilities.						
6. Major bottlenecks exist in many administrative processes which cause unnecessary time delays.						
7. The extensive committee structure in Hillsborough County School District ensures adequate input from teachers and staff on most important decisions.						
8. Hillsborough County School District has too many committees.						
9. Hillsborough County School District has too many layers of administrators.						
10. Most Hillsborough County School District administrative processes (e.g., purchasing, travel requests, leave applications, personnel, etc.) are highly efficient and responsive.						
11. Central Office Administrators are responsive to school needs.						
12. Central Office Administrators provide quality service to schools.						

PART G: Hillsborough County School District Operations. Please indicate your opinion of the operations of each of the following district functions by placing an "X" in the appropriate column for each function.

District/Program Function	Should Be Eliminated	Needs Major Improvement	Needs Some Improvement	Adequate	Outstanding	Don't Know
a. Budgeting						
b. Strategic planning						
c. Curriculum planning						
d. Financial management and accounting						
e. Community relations						
f. Program evaluation, research, and assessment						
g. Instructional technology						
h. Pupil accounting						
i. Instructional coordination/supervision						
j. Instructional support						
k. Federal Program (e.g., Chapter I, Special Education) coordination						
l. Personnel recruitment						
m. Personnel selection						
n. Personnel evaluation						
o. Staff development						
p. Data processing						
q. Purchasing						
r. Law enforcement/security						
s. Plant maintenance						
t. Facilities planning						
u. Pupil transportation						
v. Food service						
w. Custodial services						
x. Risk management						
y. Administrative technology						

PART H: General Questions

DIRECTIONS: Please respond to each item as indicated. Please print your comments.

1. The overall operation of the Hillsborough County School District is **(Check [✓] one)**.

- Highly efficient
- Above average in efficiency
- Less efficient than most other school districts
- Don't know

2. The operational efficiency of the Hillsborough County School District could be improved by **(Check [✓] as many as apply)**:

- Offering fewer programs
- Increasing some class sizes
- Increasing teacher workload
- Reducing the number of administrators
- Reducing the number of support staff
- Privatizing some support services
- Joining with other districts to provide joint services (e.g., transportation, purchasing, maintenance, etc.)
- Taking advantage of more regional services
- Reducing the number of facilities operated by the district
- Other (please specify) _____

3. Do you have suggestions to improve the overall efficiency and effectiveness of the management and performance of the Hillsborough County School District? Please attach an additional page or write on back with comments, if needed.

PLEASE RETURN YOUR COMPLETED SURVEY BY FEBRUARY 3, 1997 IN THE ATTACHED POSTAGE-PAID ENVELOPE TO:

**MGT of America, Inc.
Post Office Box 38430
Tallahassee, Florida 32315-9958**

THANK YOU FOR YOUR COOPERATION!

PERFORMANCE REVIEW OF THE HILLSBOROUGH COUNTY SCHOOL DISTRICT

PRINCIPAL SURVEY

No attempt will be made to identify individual principals in this survey. Please mail your completed survey directly to MGT of America by February 3, 1997 as directed on page 7.

PART A:

DIRECTIONS: For items 1-8, please place a check (✓) on the blank line that completes the statement or answers the question. For items 9 and 10, please write in the numbers.

1. I think the overall quality of public education in Hillsborough County School District is:
- _____ Excellent
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Students are often given the grades A, B, C, D and F to denote the quality of their work. Suppose teachers and administrators were graded the same way.

3. In general, what grade would you give the teachers in Hillsborough County School District?
- _____ A
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4. In general, what grade would you give the school-level administrators in Hillsborough County School District?
- _____ A
_____ B
_____ C
_____ D
_____ F
_____ Don't Know
5. In general, what grade would you give the district-level administrators in the Hillsborough County School District?
- _____ A
_____ B
_____ C
_____ D
_____ F
_____ Don't Know
6. In what type of school do you work this year?
- _____ Elementary School
_____ Junior High/Middle School
_____ High School
_____ District Office
_____ Other (Please categorize)

7. I am a:
- _____ Female _____ Male
8. What is your race/ethnic group?
- _____ White
_____ Hispanic
_____ Other
_____ Black
_____ Asian
- 9a. How long have you been in your current position in the Hillsborough County School District?
- _____ Years
- 9b. How long have you been in a similar position in the Hillsborough County School District?
- _____ Years
10. How long have you worked in the Hillsborough County School District?
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PART B:

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- | | | | | | | |
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- | | | | | | |
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PART F: Administrative Structure and Practices. Please indicate your level of agreement or disagreement with each statement by placing an "X" in the appropriate column. (Definitions of Columns: SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; SD = Strongly Disagree; DK = Don't Know).

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d. Financial management and accounting						
e. Community relations						
f. Program evaluation, research, and assessment						
g. Instructional technology						
h. Pupil accounting						
i. Instructional coordination/supervision						
j. Instructional support						
k. Federal Program (e.g., Chapter I, Special Education) coordination						
l. Personnel recruitment						
m. Personnel selection						
n. Personnel evaluation						
o. Staff development						
p. Data processing						
q. Purchasing						
r. Law enforcement/security						
s. Plant maintenance						
t. Facilities planning						
u. Transportation						
v. Food service						
w. Custodial services						
x. Risk management						
y. Administrative Technology						

PART H: General Questions

DIRECTIONS: Please respond to each item as indicated. Please print your comments.

1. The overall operation of the Hillsborough County School District is **(Check [✓] one)**.

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- Don't know

2. The operational efficiency of the Hillsborough County School District could be improved by **(Check [✓] as many as apply)**:

- Offering fewer programs
- Increasing some class sizes
- Increasing teacher workload
- Reducing the number of administrators
- Reducing the number of support staff
- Privatizing some support services
- Joining with other districts to provide joint services (e.g., transportation, purchasing, maintenance, etc.)
- Taking advantage of more regional services
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3. Do you have suggestions to improve the overall efficiency and effectiveness of the management and performance of the Hillsborough County School District? Please attach an additional page with comments or write on back, if needed.

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THANK YOU FOR YOUR COOPERATION!

PERFORMANCE REVIEW OF THE HILLSBOROUGH COUNTY SCHOOL DISTRICT

TEACHER SURVEY

No attempt will be made to identify individual teachers in this survey. Please mail your completed survey directly to MGT of America by February 3, 1997 as directed on page 7.

PART A:

DIRECTIONS: For items 1-9, please place a check (✓) on the blank line that completes the statement or answers the question. For item 10, please write in the number.

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5. In general, what grade would you give the district-level administrators in the Hillsborough County School District?
- _____ A
_____ B
_____ C
_____ D
_____ F
_____ Don't Know
6. In what type of school do you teach this year?
- _____ Elementary School
_____ Junior High/Middle School
_____ High School
_____ District Office
_____ Other (Please categorize) _____
7. I am a:
- _____ Female
_____ Male
8. What is your race/ethnic group?
- _____ White
_____ Hispanic
_____ Other
_____ Black
_____ Asian
9. What grade or grades are you teaching this year?
- _____ Pre-K
_____ K
_____ 1
_____ 2
_____ 3
_____ 4
_____ 5
_____ 6
- _____ 7
_____ 8
_____ 9
_____ 10
_____ 11
_____ 12
_____ Adult
10. How long have you taught in the Hillsborough County School District?
- _____ Years

PART B:

DIRECTIONS: Please indicate whether you strongly agree (SA), agree (A), neither agree or disagree (N), disagree (D), or strongly disagree (SD) with each statement. Please circle the appropriate response (SA, A, N, D, SD) located to the right of each item. If you feel you do not have enough information to give an opinion, circle the don't know (DK) response.

1. The emphasis on learning in Hillsborough County School District has increased in recent years.	SA	A	N	D	SD	DK
2. Hillsborough County schools are safe and secure from crime.	SA	A	N	D	SD	DK
3. Our schools do not effectively handle misbehavior problems.	SA	A	N	D	SD	DK
4. Our schools have sufficient space and facilities to support the instructional programs.	SA	A	N	D	SD	DK
5. Our schools do not have the materials and supplies necessary for instruction in basic skills programs such as writing and mathematics.	SA	A	N	D	SD	DK
6. Our schools can be described as "good places to learn."	SA	A	N	D	SD	DK
7. There is administrative support for controlling student behavior in our schools.	SA	A	N	D	SD	DK
8. Most students in our schools are motivated to learn.	SA	A	N	D	SD	DK
9. Lessons are organized to meet students' needs.	SA	A	N	D	SD	DK
10. The curriculum is broad and challenging for most students.	SA	A	N	D	SD	DK
11. There is little a teacher can do to overcome education problems due to a student's home life.	SA	A	N	D	SD	DK
12. Teachers in our schools know the material they teach.	SA	A	N	D	SD	DK
13. Teachers in our schools care about students' needs.	SA	A	N	D	SD	DK
14. Teachers expect students to do their very best.	SA	A	N	D	SD	DK
15. Principals and assistant principals in our schools care about students' needs.	SA	A	N	D	SD	DK
16. In general, parents do not take responsibility for their children's behavior in our schools.	SA	A	N	D	SD	DK
17. Parents in this district are satisfied with the education their children are receiving.	SA	A	N	D	SD	DK
18. Most parents really don't seem to know what goes on in our schools.	SA	A	N	D	SD	DK
19. Parents play an active role in decision-making in my school.	SA	A	N	D	SD	DK
20. This community really cares about its children's education.	SA	A	N	D	SD	DK
21. Taxpayer dollars are being used wisely to support public education in the Hillsborough County School District.	SA	A	N	D	SD	DK
22. Sufficient student services are provided in the Hillsborough County School District (e.g., counseling, speech therapy, health)	SA	A	N	D	SD	DK
23. Site-based management has been implemented effectively in the Hillsborough County School District.	SA	A	N	D	SD	DK

PART C:

DIRECTIONS: For each item, please indicate whether you feel the Hillsborough County School District situation is excellent (E), good (G), fair (F), or poor (P). Please circle the appropriate response (E, G, F, P) located to the right of each item. If you feel you do not have enough information to give an opinion, circle the don't know (DK) response.

- | | | | | | |
|---|---|---|---|---|----|
| 1. School board members' knowledge of the educational needs of students in the Hillsborough County School District. | E | G | F | P | DK |
| 2. School board members' knowledge of operations in the Hillsborough County School District. | E | G | F | P | DK |
| 3. School board members' work at setting or revising policies for the Hillsborough County School District. | E | G | F | P | DK |
| 4. The district school superintendents' work as the educational leader of the Hillsborough County School District. | E | G | F | P | DK |
| 5. The district school superintendents' work as the chief administrator (manager) of the Hillsborough County School District. | E | G | F | P | DK |
| 6. Principals' work as the instructional leaders of their schools. | E | G | F | P | DK |
| 7. Principals' work as the managers of the staff and teachers. | E | G | F | P | DK |
| 8. Teachers' work in meeting students' individual learning needs. | E | G | F | P | DK |
| 9. Teachers' work in communicating with parents. | E | G | F | P | DK |
| 10. Teachers' attitudes about their jobs. | E | G | F | P | DK |
| 11. Students' ability to learn. | E | G | F | P | DK |
| 12. The amount of time students spend on task learning in the classroom. | E | G | F | P | DK |
| 13. Parents' efforts in helping their children to do better in school. | E | G | F | P | DK |
| 14. Parents' participation in school activities and organizations. | E | G | F | P | DK |
| 15. How well students' test results are explained to parents. | E | G | F | P | DK |
| 16. The condition in which Hillsborough County School District schools are kept. | E | G | F | P | DK |
| 17. How well relations are maintained with various groups in the community. | E | G | F | P | DK |
| 18. The opportunities provided by the district to improve the skills of teachers. | E | G | F | P | DK |
| 19. The opportunity provided by the district to improve the skills of school administrators. | E | G | F | P | DK |
| 20. The district's job of providing adequate instructional technology. | E | G | F | P | DK |
| 21. The district's use of technology for administrative purposes. | E | G | F | P | DK |

PART D: Work Environment. Please indicate your level of agreement or disagreement with each statement by placing an "X" in the appropriate column. (Definitions of Columns: SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; SD = Strongly Disagree; DK = Don't Know).

STATEMENT	SA	A	N	D	SD	DK
1. I find the Hillsborough County School District to be an exciting, challenging place to work.						
2. The work standards and expectations in the Hillsborough County School District are equal to or above those of most other school districts.						
3. Hillsborough County School District officials enforce high work standards.						
4. Most Hillsborough County School District teachers enforce high student learning standards.						
5. Hillsborough County School District teachers and administrators have excellent working relationships.						
6. <u>Teachers</u> who do not meet expected work standards are disciplined.						
7. <u>Staff</u> who do not meet expected work standards are disciplined.						
8. <u>Teacher</u> promotions and pay increases are based upon individual performance.						
9. <u>Staff</u> promotions and pay increases are based upon individual productivity.						
10. I feel that I have the authority to adequately perform my job responsibilities.						
11. I have adequate facilities in which to conduct my work.						
12. I have adequate equipment and computer support to conduct my work.						
13. The workloads are equitably distributed among teachers and among staff members.						
14. No one knows or cares about the amount or quality of work that I perform.						
15. Workload is evenly distributed.						
16. The failure of Hillsborough County School District officials to enforce high work standards results in poor quality work.						
17. I often observe other teachers and/or staff socializing rather than working while on the job.						

PART E: Job Satisfaction. Please indicate your level of agreement or disagreement with each statement by placing an "X" in the appropriate column. (Definitions of Columns: SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; SD = Strongly Disagree; DK = Don't Know).

STATEMENT	SA	A	N	D	SD	DK
1. I am very satisfied with my job in the Hillsborough County School District.						
2. I plan to make a career in the Hillsborough County School District.						
3. I am actively looking for a job outside of the Hillsborough County School District.						
4. Salary levels in the Hillsborough County School District are competitive.						
5. I feel that my work is appreciated by my supervisor(s).						
6. I feel that I am an integral part of the Hillsborough County School District team.						
7. I feel that there is no future for me in the Hillsborough County School District.						
8. My salary level is adequate for my level of work and experience.						
9. I enjoy working in a culturally diverse environment.						

PART F: Administrative Structure and Practices. Please indicate your level of agreement or disagreement with each statement by placing an "X" in the appropriate column. (Definitions of Columns: SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; SD = Strongly Disagree; DK = Don't Know).

STATEMENT	SA	A	N	D	SD	DK
1. Most administrative practices in Hillsborough County School District are highly effective and efficient.						
2. Administrative decisions are made quickly and decisively.						
3. Hillsborough County School District administrators are easily accessible and open to input.						
4. Authority for administrative decisions are delegated to the lowest possible level.						
5. Teachers and staff are empowered with sufficient authority to effectively perform their responsibilities.						
6. Major bottlenecks exist in many administrative processes which cause unnecessary time delays.						
7. The extensive committee structure in Hillsborough County School District ensures adequate input from teachers and staff on most important decisions.						
8. Hillsborough County School District has too many committees.						
9. Hillsborough County School District has too many layers of administrators.						
10. Most Hillsborough County School District administrative processes (e.g., purchasing, travel requests, leave applications, personnel, etc.) are highly efficient and responsive.						
11. Central Office Administrators are responsive to school needs.						
12. Central Office Administrators provide quality service to schools.						

PART G: Hillsborough County School District Operations. Please indicate your opinion of the operations of each of the following district functions by placing an "X" in the appropriate column for each function.

District/Program Function	Should Be Eliminated	Needs Major Improvement	Needs Some Improvement	Adequate	Outstanding	Don't Know
a. Budgeting						
b. Strategic planning						
c. Curriculum planning						
d. Financial management and accounting						
e. Community relations						
f. Program evaluation, research, and assessment						
g. Instructional technology						
h. Pupil accounting						
i. Instructional coordination/supervision						
j. Instructional support						
k. Federal Program (e.g., Chapter I, Special Education) coordination						
l. Personnel recruitment						
m. Personnel selection						
n. Personnel evaluation						
o. Staff development						
p. Data processing						
q. Purchasing						
r. Law enforcement/security						
s. Plant maintenance						
t. Facilities planning						
u. Transportation						
v. Food service						
w. Custodial services						
x. Risk management						
y. Administrative Technology						

PART H: General Questions

DIRECTIONS: Please respond to each item as indicated. Please print your comments.

1. The overall operation of the Hillsborough County School District is **(Check [✓] one)**.

- Highly efficient
- Above average in efficiency
- Less efficient than most other school districts
- Don't know

2. The operational efficiency of the Hillsborough County School District could be improved by **(Check [✓] as many as apply)**:

- Offering fewer programs
- Increasing some class sizes
- Increasing teacher workload
- Reducing the number of administrators
- Reducing the number of support staff
- Privatizing some support services
- Joining with other districts to provide joint services (e.g., transportation, purchasing, maintenance, etc.)
- Taking advantage of more regional services
- Reducing the number of facilities operated by the district
- Other (please specify) _____

3. Do you have suggestions to improve the overall efficiency and effectiveness of the management and performance of the Hillsborough County School District? Please attach an additional page with comments or write on back, if needed.

PLEASE RETURN YOUR COMPLETED SURVEY BY FEBRUARY 3, 1997 IN THE ATTACHED POSTAGE-PAID ENVELOPE TO:

**MGT of America, Inc.
Post Office Box 38430
Tallahassee, Florida 32315-9958**

THANK YOU FOR YOUR COOPERATION!

**APPENDIX B:
SURVEY RESULTS**

PERFORMANCE REVIEW OF HILLSBOROUGH COUNTY SCHOOL DISTRICT

DISTRICT ADMINISTRATOR SURVEY RESULTS (n=137)

PART A:

<p>1. I think the overall quality of public education in Hillsborough County School District is:</p> <table border="0" style="width: 100%;"> <tr><td>Excellent</td><td style="text-align: right;">37%</td></tr> <tr><td>Good</td><td style="text-align: right;">56</td></tr> <tr><td>Fair</td><td style="text-align: right;">5</td></tr> <tr><td>Poor</td><td style="text-align: right;">2</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">0</td></tr> </table>	Excellent	37%	Good	56	Fair	5	Poor	2	Don't Know	0	<p>2. I think the overall quality of education in Hillsborough County School District is:</p> <table border="0" style="width: 100%;"> <tr><td>Improving</td><td style="text-align: right;">80%</td></tr> <tr><td>Staying the Same</td><td style="text-align: right;">15</td></tr> <tr><td>Getting Worse</td><td style="text-align: right;">6</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">0</td></tr> </table>	Improving	80%	Staying the Same	15	Getting Worse	6	Don't Know	0
Excellent	37%																		
Good	56																		
Fair	5																		
Poor	2																		
Don't Know	0																		
Improving	80%																		
Staying the Same	15																		
Getting Worse	6																		
Don't Know	0																		

Students are often given the grades A, B, C, D and F to denote the quality of their work. Suppose teachers and administrators were graded the same way.

<p>3. In general, what grade would you give the teachers in Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>A</td><td style="text-align: right;">18%</td></tr> <tr><td>B</td><td style="text-align: right;">68</td></tr> <tr><td>C</td><td style="text-align: right;">12</td></tr> <tr><td>D</td><td style="text-align: right;">2</td></tr> <tr><td>F</td><td style="text-align: right;">0</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">0</td></tr> </table>	A	18%	B	68	C	12	D	2	F	0	Don't Know	0	<p>4. In general, what grade would you give the school-level administrators in Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>A</td><td style="text-align: right;">28%</td></tr> <tr><td>B</td><td style="text-align: right;">56</td></tr> <tr><td>C</td><td style="text-align: right;">13</td></tr> <tr><td>D</td><td style="text-align: right;">2</td></tr> <tr><td>F</td><td style="text-align: right;">2</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">0</td></tr> </table>	A	28%	B	56	C	13	D	2	F	2	Don't Know	0
A	18%																								
B	68																								
C	12																								
D	2																								
F	0																								
Don't Know	0																								
A	28%																								
B	56																								
C	13																								
D	2																								
F	2																								
Don't Know	0																								

<p>5. In general, what grade would you give the district-level administrators in the Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>A</td><td style="text-align: right;">27%</td></tr> <tr><td>B</td><td style="text-align: right;">57</td></tr> <tr><td>C</td><td style="text-align: right;">11</td></tr> <tr><td>D</td><td style="text-align: right;">3</td></tr> <tr><td>F</td><td style="text-align: right;">2</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">0</td></tr> </table>	A	27%	B	57	C	11	D	3	F	2	Don't Know	0	<p>6. In what area of the district office do you work this year?</p> <table border="0" style="width: 100%;"> <tr><td>Human Resources</td><td style="text-align: right;">9%</td></tr> <tr><td>Business Services</td><td style="text-align: right;">4</td></tr> <tr><td>Curriculum and Instruction</td><td style="text-align: right;">49</td></tr> <tr><td>Student Support Services</td><td style="text-align: right;">11</td></tr> <tr><td>Facilities/Transportation</td><td style="text-align: right;">5</td></tr> <tr><td>Other</td><td style="text-align: right;">22</td></tr> </table>	Human Resources	9%	Business Services	4	Curriculum and Instruction	49	Student Support Services	11	Facilities/Transportation	5	Other	22
A	27%																								
B	57																								
C	11																								
D	3																								
F	2																								
Don't Know	0																								
Human Resources	9%																								
Business Services	4																								
Curriculum and Instruction	49																								
Student Support Services	11																								
Facilities/Transportation	5																								
Other	22																								

<p>7. I am a:</p> <table border="0" style="width: 100%;"> <tr><td>Female</td><td style="text-align: right;">53%</td></tr> <tr><td>Male</td><td style="text-align: right;">47</td></tr> </table>	Female	53%	Male	47	<p>9a. How long have you been in your current position in the Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>1-5 years</td><td style="text-align: right;">46%</td></tr> <tr><td>6-10</td><td style="text-align: right;">26</td></tr> <tr><td>11-15</td><td style="text-align: right;">14</td></tr> <tr><td>16 to 20 years</td><td style="text-align: right;">10</td></tr> <tr><td>21 years or over</td><td style="text-align: right;">4</td></tr> </table>	1-5 years	46%	6-10	26	11-15	14	16 to 20 years	10	21 years or over	4
Female	53%														
Male	47														
1-5 years	46%														
6-10	26														
11-15	14														
16 to 20 years	10														
21 years or over	4														

<p>8. What is your race/ethnic group?</p> <table border="0" style="width: 100%;"> <tr><td>African American</td><td style="text-align: right;">9%</td></tr> <tr><td>Asian</td><td style="text-align: right;">4</td></tr> <tr><td>Hispanic</td><td style="text-align: right;">2</td></tr> <tr><td>White</td><td style="text-align: right;">85</td></tr> <tr><td>Other</td><td style="text-align: right;">0</td></tr> </table>	African American	9%	Asian	4	Hispanic	2	White	85	Other	0	<p>9b. How long have you been in a similar position in the Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>1-5 years</td><td style="text-align: right;">28%</td></tr> <tr><td>6-10</td><td style="text-align: right;">28</td></tr> <tr><td>11-15</td><td style="text-align: right;">18</td></tr> <tr><td>16 to 20 years</td><td style="text-align: right;">17</td></tr> <tr><td>21 years or over</td><td style="text-align: right;">10</td></tr> </table>	1-5 years	28%	6-10	28	11-15	18	16 to 20 years	17	21 years or over	10
African American	9%																				
Asian	4																				
Hispanic	2																				
White	85																				
Other	0																				
1-5 years	28%																				
6-10	28																				
11-15	18																				
16 to 20 years	17																				
21 years or over	10																				
<p>10. How long have you worked in the Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>1-5 years</td><td style="text-align: right;">6%</td></tr> <tr><td>6-10</td><td style="text-align: right;">3</td></tr> <tr><td>11-15</td><td style="text-align: right;">12</td></tr> <tr><td>16 to 20 years</td><td style="text-align: right;">16</td></tr> <tr><td>21 years or over</td><td style="text-align: right;">64</td></tr> </table>	1-5 years	6%	6-10	3	11-15	12	16 to 20 years	16	21 years or over	64											
1-5 years	6%																				
6-10	3																				
11-15	12																				
16 to 20 years	16																				
21 years or over	64																				

PART B:

STATEMENTS ON SURVEY INSTRUMENT	CATEGORY (SEE LEGEND)*					
	SA (%)	A (%)	N (%)	D (%)	SD (%)	DK (%)
1. The emphasis on learning in Hillsborough County School District has increased in recent years.	45	44	3	6	1	2
2. Hillsborough County School District schools are safe and secure from crime.	6	54	20	16	4	0
3. Our schools do not effectively handle misbehavior problems.	4	19	15	45	15	3
4. Our schools have sufficient space and facilities to support the instructional programs.	4	11	5	45	35	1
5. Our schools do not have the materials and supplies necessary for instruction in basic skills programs such as writing and mathematics.	4	20	16	33	22	5
6. Our schools can be described as "good places to learn."	25	64	6	5	0	10
7. There is administrative support for controlling student behavior in our schools.	21	49	13	11	2	3
8. Most students in our schools are motivated to learn.	8	63	13	11	1	4
9. Lessons are organized to meet students' needs.	10	63	10	11	1	7
10. The curriculum is broad and challenging for most students.	18	60	6	12	1	4
11. There is little a teacher can do to overcome education problems due to a student's home life.	6	11	12	45	23	3
12. Teachers in our schools know the material they teach.	10	67	12	9	0	2
13. Teachers in our schools care about students' needs.	20	65	10	2	1	2
14. Teachers expect students to do their very best.	21	59	11	7	1	2
15. Principals and assistant principals in our schools care about students' needs.	30	59	6	0	2	3
16. In general, parents do not take responsibility for their children's behavior in our schools.	10	29	11	42	6	2
17. Parents in this district are satisfied with the education their children are receiving.	4	58	14	17	4	3
18. Most parents really don't seem to know what goes on in our schools.	4	41	10	40	2	2
19. Parents play an active role in decision-making in my school.	6	19	26	12	3	34
20. This community really cares about its children's education.	11	55	10	19	4	0
21. Taxpayer dollars are being used wisely to support public education in Hillsborough County School District.	27	56	3	7	5	2
22. Sufficient student services are provided in Hillsborough County School District (e.g., counseling, speech therapy, health).	10	37	12	24	16	2
23. Site-based management has been implemented effectively in the Hillsborough County School District.	13	44	21	13	4	5

Legend:

*SA = Strongly Agree, A = Agree, N = Neither Agree/Disagree, D = Disagree, SD = Strongly Disagree, DK = Don't Know

PART C:

STATEMENTS ON SURVEY INSTRUMENT	CATEGORY (see legend)				
	E (%)	G (%)	F (%)	P (%)	DK (%)
1. School board members' knowledge of the educational needs of students in the Hillsborough County School District.	26	42	24	6	2
2. School board members' knowledge of operations in the Hillsborough County School District.	21	45	25	7	2
3. School board members' work at setting or revising policies for the Hillsborough County School District.	24	45	21	6	4
4. The district school superintendent's work as the instructional leader of the Hillsborough County School District.	49	37	11	2	2
5. The district school superintendent's work as the chief administrator (manager) of the Hillsborough County School District.	53	32	10	4	2
6. Principals' work as the instructional leaders of their schools.	21	53	20	4	2
7. Principals' work as the managers of the staff and teachers.	26	60	10	3	2
8. Teachers' work in meeting students' individual learning needs.	10	61	23	4	2
9. Teachers' work in communicating with parents.	9	42	39	6	4
10. Teachers' attitudes about their jobs.	5	39	48	7	2
11. Students' ability to learn.	15	62	19	0	4
12. The amount of time students spend on task learning in the classroom.	6	51	32	5	6
13. Parents' efforts in helping their children to do better in school.	3	27	54	11	5
14. Parents' participation in school activities and organizations.	2	20	58	17	3
15. How well students' test results are explained to parents.	10	36	36	13	5
16. The condition in which Hillsborough County School District schools are kept.	28	52	15	5	1
17. How well relations are maintained with various groups in the community.	12	51	31	3	3
18. The opportunities provided by the district to improve the skills of teachers.	18	53	24	4	2
19. The opportunity provided by the district to improve the skills of school administrators.	19	50	22	8	1
20. The district's job of providing adequate instructional technology.	5	35	43	15	2
21. The district's use of technology for administrative purposes.	9	44	34	12	2

Legend:

*E = Excellent, G = Good, F = Fair, P = Poor, DK = Don't Know

PART D: Work Environment.

STATEMENT	SA (%)	A (%)	N (%)	D (%)	SD (%)	DK (%)
1. I find the Hillsborough County School District to be an exciting, challenging place to work.	46	41	4	6	3	0
2. The work standards and expectations in the Hillsborough County School District are equal to or above those of most other school districts.	49	33	5	5	1	7
3. Hillsborough County School District officials enforce high work standards.	36	45	10	5	4	1
4. Most Hillsborough County School District teachers enforce high student learning standards.	15	58	8	13	0	6
5. Hillsborough County School District teachers and administrators have excellent working relationships.	12	51	19	12	4	2
6. <u>Teachers</u> who do not meet expected work standards are disciplined.	4	20	20	37	10	9
7. <u>Staff</u> who do not meet expected work standards are disciplined.	7	31	18	29	10	5
8. <u>Teacher</u> promotions and pay increases are based upon individual performance.	2	7	7	38	44	3
9. <u>Staff</u> promotions and pay increases are based upon individual productivity.	3	13	12	30	40	2
10. I feel that I have the authority to adequately perform my job responsibilities.	38	47	4	7	4	0
11. I have adequate facilities to do my work.	41	45	6	4	4	0
12. I have adequate equipment and computer support to do my work.	34	39	7	12	7	0
13. The workloads are equitably distributed among teachers and among staff members.	10	31	20	17	9	14
14. No one knows or cares about the amount or quality of work that I perform.	8	5	13	36	37	1
15. Workload is evenly distributed.	7	30	15	33	13	3
16. The failure of Hillsborough County School District officials to enforce high work standards results in poor quality work.	4	9	17	28	40	3
17. I often observe other teachers and/or staff socializing rather than working while on the job.	5	9	12	37	33	4

Legend:

*SA = Strongly Agree, A = Agree, N = Neither Agree/Disagree, D = Disagree, SD = Strongly Disagree, DK = Don't Know

PART E: Job Satisfaction.

STATEMENT	SA (%)	A (%)	N (%)	D (%)	SD (%)	DK (%)
1. I am very satisfied with my job in the Hillsborough County School District.	50	30	5	14	2	0
2. I plan to make a career in the Hillsborough County School District.	69	20	5	2	2	2
3. I am actively looking for a job outside of the Hillsborough County School District.	1	3	7	21	68	0
4. Salary levels in the Hillsborough County School District are competitive.	15	43	11	21	10	1
5. I feel that my work is appreciated by my supervisor(s).	39	38	9	8	6	1
6. I am an integral part of the Hillsborough County School District team.	39	33	13	10	5	1
7. There is no future for me in the Hillsborough County School District.	4	4	8	21	63	1
8. My salary level is adequate for my level of work and experience.	19	36	10	23	13	0
9. I enjoy working in a culturally diverse environment.	55	39	5	0	1	0

Legend:

*SA = Strongly Agree A = Agree, N = Neither Agree/Disagree, D = Disagree, SD = Strongly Disagree, DK = Don't Know

PART F: Administrative Structure and Practices.

STATEMENT	SA (%)	A (%)	N (%)	D (%)	SD (%)	DK (%)
1. Most administrative practices in Hillsborough County School District are highly effective and efficient.	19	53	13	11	4	0
2. Administrative decisions are made quickly and decisively.	10	32	21	27	10	1
3. Hillsborough County School District administrators are easily accessible and open to input.	22	53	7	12	7	0
4. Authority for administrative decisions are delegated to the lowest possible level.	6	28	16	34	13	2
5. Teachers and staff are empowered with sufficient authority to effectively perform their responsibilities.	14	45	18	15	4	5
6. Major bottlenecks exist in many administrative processes which cause unnecessary time delays.	10	20	21	35	12	2
7. The extensive committee structure in Hillsborough County School District ensures adequate input from teachers and staff on most important decisions.	14	54	14	10	6	3
8. Hillsborough County School District has too many committees.	17	29	20	26	6	3
9. Hillsborough County School District has too many layers of administrators.	5	6	13	41	34	1
10. Most Hillsborough County School District administrative processes (e.g., purchasing, travel requests, leave applications, personnel, etc.) are highly efficient and responsive.	14	50	12	20	4	0
11. Central Office Administrators are responsive to school needs.	32	52	6	4	4	3
12. Central Office Administrators provide quality service to schools.	33	52	5	4	2	3

Legend:

*SA = Strongly Agree, A = Agree, N = Neither Agree/Disagree, D = Disagree, SD = Strongly Disagree, DK = Don't Know

PART G: Hillsborough County School District Operations.

District/Program Function	Should Be Eliminated (%)	Needs Major Improvement (%)	Needs Some Improvement (%)	Adequate (%)	Outstanding (%)	Don't Know (%)
a. Budgeting	0	20	31	34	12	3
b. Strategic planning	1	17	27	39	10	7
c. Curriculum planning	1	7	19	41	25	7
d. Financial management and accounting	0	13	24	39	19	6
e. Community relations	1	14	30	37	16	2
f. Program evaluation, research, and assessment	2	6	23	47	19	4
g. Instructional technology	1	21	34	31	8	5
h. Pupil accounting	1	6	10	52	14	16
i. Instructional coordination/supervision	2	4	20	48	19	7
j. Instructional support	1	7	20	46	21	6
k. Federal Program (e.g., Chapter I, Special Education) coordination	4	9	24	34	20	10
l. Personnel recruitment	2	18	22	39	10	10
m. Personnel selection	1	9	29	43	15	4
n. Personnel evaluation	0	13	20	54	12	2
o. Staff development	1	17	21	41	20	1
p. Data processing	1	12	15	48	21	4
q. Purchasing	1	10	16	53	13	7
r. Law enforcement/security	3	4	12	54	20	7
s. Plant maintenance	1	7	15	49	23	4
t. Facilities planning	2	9	15	45	18	12
u. Pupil transportation	0	8	18	42	21	11
v. Food service	1	12	16	49	15	7
w. Custodial services	1	12	24	49	12	2
x. Risk management	3	7	18	53	9	11
y. Administrative technology	2	12	28	42	8	9

PART H: General Questions

1. The overall operation of Hillsborough County School District is:

Highly efficient	17%
Above average in efficiency	75
Less efficient than most other school districts	7
Don't know	1

2. The operational efficiency of Hillsborough County School District could be improved by:

Offering fewer programs	24%
Increasing some class sizes	10
Increasing teacher workload	3
Reducing the number of administrators	8
Reducing the number of support staff	5
Privatizing some support services	52
Joining with other districts to provide joint services (e.g., transportation, purchasing, maintenance, etc.)	20
Taking advantage of more regional services	19
Reducing the number of facilities operated by the district	5
Other	32

PERFORMANCE REVIEW OF HILLSBOROUGH COUNTY SCHOOL DISTRICT

PRINCIPAL SURVEY RESULTS (n=121)

PART A:

<p>1. I think the overall quality of public education in Hillsborough County School District is:</p> <table border="0" style="width: 100%;"> <tr><td>Excellent</td><td style="text-align: right;">60%</td></tr> <tr><td>Good</td><td style="text-align: right;">38</td></tr> <tr><td>Fair</td><td style="text-align: right;">3</td></tr> <tr><td>Poor</td><td style="text-align: right;">0</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">0</td></tr> </table>	Excellent	60%	Good	38	Fair	3	Poor	0	Don't Know	0	<p>2. I think the overall quality of education in Hillsborough County School District is:</p> <table border="0" style="width: 100%;"> <tr><td>Improving</td><td style="text-align: right;">92%</td></tr> <tr><td>Staying the Same</td><td style="text-align: right;">5</td></tr> <tr><td>Getting Worse</td><td style="text-align: right;">2</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">2</td></tr> </table>	Improving	92%	Staying the Same	5	Getting Worse	2	Don't Know	2
Excellent	60%																		
Good	38																		
Fair	3																		
Poor	0																		
Don't Know	0																		
Improving	92%																		
Staying the Same	5																		
Getting Worse	2																		
Don't Know	2																		

Students are often given the grades A, B, C, D and F to denote the quality of their work. Suppose teachers and administrators were graded the same way.

<p>3. In general, what grade would you give the teachers in Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>A</td><td style="text-align: right;">37%</td></tr> <tr><td>B</td><td style="text-align: right;">60</td></tr> <tr><td>C</td><td style="text-align: right;">3</td></tr> <tr><td>D</td><td style="text-align: right;">0</td></tr> <tr><td>F</td><td style="text-align: right;">0</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">0</td></tr> </table>	A	37%	B	60	C	3	D	0	F	0	Don't Know	0	<p>4. In general, what grade would you give the school-level administrators in Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>A</td><td style="text-align: right;">44%</td></tr> <tr><td>B</td><td style="text-align: right;">53</td></tr> <tr><td>C</td><td style="text-align: right;">3</td></tr> <tr><td>D</td><td style="text-align: right;">0</td></tr> <tr><td>F</td><td style="text-align: right;">0</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">0</td></tr> </table>	A	44%	B	53	C	3	D	0	F	0	Don't Know	0
A	37%																								
B	60																								
C	3																								
D	0																								
F	0																								
Don't Know	0																								
A	44%																								
B	53																								
C	3																								
D	0																								
F	0																								
Don't Know	0																								

<p>5. In general, what grade would you give the district-level administrators in the Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>A</td><td style="text-align: right;">34%</td></tr> <tr><td>B</td><td style="text-align: right;">51</td></tr> <tr><td>C</td><td style="text-align: right;">12</td></tr> <tr><td>D</td><td style="text-align: right;">3</td></tr> <tr><td>F</td><td style="text-align: right;">1</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">0</td></tr> </table>	A	34%	B	51	C	12	D	3	F	1	Don't Know	0	<p>6. In what type of school do you work this year?</p> <table border="0" style="width: 100%;"> <tr><td>Elementary School</td><td style="text-align: right;">71%</td></tr> <tr><td>Junior High/Middle School</td><td style="text-align: right;">18</td></tr> <tr><td>High School</td><td style="text-align: right;">12</td></tr> <tr><td>District Office</td><td style="text-align: right;">0</td></tr> <tr><td>Other (Please categorize)</td><td style="text-align: right;">0</td></tr> </table> <p>9a. How long have you been in your current position in Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>1-5 years</td><td style="text-align: right;">50%</td></tr> <tr><td>6-10</td><td style="text-align: right;">29</td></tr> <tr><td>11-15</td><td style="text-align: right;">14</td></tr> <tr><td>16-20</td><td style="text-align: right;">3</td></tr> <tr><td>21 years or more</td><td style="text-align: right;">4</td></tr> </table>	Elementary School	71%	Junior High/Middle School	18	High School	12	District Office	0	Other (Please categorize)	0	1-5 years	50%	6-10	29	11-15	14	16-20	3	21 years or more	4
A	34%																																
B	51																																
C	12																																
D	3																																
F	1																																
Don't Know	0																																
Elementary School	71%																																
Junior High/Middle School	18																																
High School	12																																
District Office	0																																
Other (Please categorize)	0																																
1-5 years	50%																																
6-10	29																																
11-15	14																																
16-20	3																																
21 years or more	4																																

<p>7. I am a:</p> <table border="0" style="width: 100%;"> <tr><td>Female</td><td style="text-align: right;">70%</td></tr> <tr><td>Male</td><td style="text-align: right;">30</td></tr> </table>	Female	70%	Male	30	<p>9b. How long have you been in a similar position in the Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>1-5 years</td><td style="text-align: right;">23%</td></tr> <tr><td>6-10</td><td style="text-align: right;">33</td></tr> <tr><td>11-15</td><td style="text-align: right;">24</td></tr> <tr><td>16-20</td><td style="text-align: right;">14</td></tr> <tr><td>21 years or more</td><td style="text-align: right;">6</td></tr> </table>	1-5 years	23%	6-10	33	11-15	24	16-20	14	21 years or more	6
Female	70%														
Male	30														
1-5 years	23%														
6-10	33														
11-15	24														
16-20	14														
21 years or more	6														

<p>8. What is your race/ethnic group?</p> <table border="0" style="width: 100%;"> <tr><td>African American</td><td style="text-align: right;">13%</td></tr> <tr><td>Asian</td><td style="text-align: right;">0</td></tr> <tr><td>Hispanic</td><td style="text-align: right;">13</td></tr> <tr><td>White</td><td style="text-align: right;">73</td></tr> <tr><td>Other</td><td style="text-align: right;">2</td></tr> </table>	African American	13%	Asian	0	Hispanic	13	White	73	Other	2	<p>10. How long have you worked in Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>1-5 years</td><td style="text-align: right;">1%</td></tr> <tr><td>6-10</td><td style="text-align: right;">2</td></tr> <tr><td>11-15</td><td style="text-align: right;">4</td></tr> <tr><td>16-20</td><td style="text-align: right;">18</td></tr> <tr><td>21 years or more</td><td style="text-align: right;">75</td></tr> </table>	1-5 years	1%	6-10	2	11-15	4	16-20	18	21 years or more	75
African American	13%																				
Asian	0																				
Hispanic	13																				
White	73																				
Other	2																				
1-5 years	1%																				
6-10	2																				
11-15	4																				
16-20	18																				
21 years or more	75																				

PART B:

STATEMENTS ON SURVEY INSTRUMENT	CATEGORY (SEE LEGEND)*					
	SA (%)	A (%)	N (%)	D (%)	SD (%)	DK (%)
1. The emphasis on learning in Hillsborough County School District has increased in recent years.	75	22	3	1	0	0
2. Hillsborough County School District schools are safe and secure from crime.	12	68	11	7	3	0
3. Our schools do not effectively handle misbehavior problems.	3	12	7	48	30	0
4. Our schools have sufficient space and facilities to support the instructional programs.	1	15	13	43	29	0
5. Our schools do not have the materials and supplies necessary for instruction in basic skills programs such as writing and mathematics.	3	9	6	50	32	0
6. Our schools can be described as "good places to learn."	45	54	1	1	0	0
7. There is administrative support for controlling student behavior in our schools.	51	41	3	3	1	1
8. Most students in our schools are motivated to learn.	16	63	9	11	1	0
9. Lessons are organized to meet students' needs.	13	82	3	2	0	0
10. The curriculum is broad and challenging for most students.	22	72	3	1	1	1
11. There is little a teacher can do to overcome education problems due to a student's home life.	6	17	9	53	15	0
12. Teachers in our schools know the material they teach.	35	63	2	1	0	0
13. Teachers in our schools care about students' needs.	49	48	3	1	0	0
14. Teachers expect students to do their very best.	43	53	4	1	0	0
15. Principals and assistant principals in our schools care about students' needs.	69	30	0	1	0	0
16. In general, parents do not take responsibility for their children's behavior in our schools.	11	23	13	45	8	0
17. Parents in this district are satisfied with the education their children are receiving.	5	69	17	7	0	3
18. Most parents really don't seem to know what goes on in our schools.	7	30	15	39	8	2
19. Parents play an active role in decision-making in my school.	16	56	15	13	1	0
20. This community really cares about its children's education.	22	51	15	9	3	0
21. Taxpayer dollars are being used wisely to support public education in the Hillsborough County School District.	22	61	8	5	3	2
22. Sufficient student services are provided in the Hillsborough County School District (e.g., counseling, speech therapy, health).	11	21	8	35	25	1
23. Site-based management has been implemented effectively in the Hillsborough County School District.	23	56	8	10	3	1

Legend:

*SA = Strongly Agree, A = Agree, N = Neither Agree/Disagree, D = Disagree, SD = Strongly Disagree, DK = Don't Know

PART C:

STATEMENTS ON SURVEY INSTRUMENT	CATEGORY (see legend)				
	E (%)	G (%)	F (%)	P (%)	DK (%)
1. School board members' knowledge of the educational needs of students in the Hillsborough County School District.	23	56	17	3	1
2. School board members' knowledge of operations in the Hillsborough County School District.	20	57	19	4	0
3. School board members' work at setting or revising policies for the Hillsborough County School District.	25	61	13	2	0
4. The district school superintendent's work as the instructional leader of the Hillsborough County School District.	66	30	2	3	0
5. The district school superintendent's work as the chief administrator (manager) of the Hillsborough County School District.	68	29	2	2	0
6. Principal's work as the instructional leaders of their schools.	55	40	4	1	0
7. Principal's work as the managers of the staff and teachers.	67	30	3	0	0
8. Teachers' work in meeting students' individual learning needs.	31	58	9	2	0
9. Teachers' work in communicating with parents.	25	61	11	3	0
10. Teachers' attitudes about their jobs.	18	61	19	3	0
11. Students' ability to learn.	15	66	18	1	0
12. The amount of time students spend on task learning in the classroom.	14	61	23	2	0
13. Parents' efforts in helping their children to do better in school.	4	29	58	8	1
14. Parents' participation in school activities and organizations.	9	25	49	16	1
15. How well students' test results are explained to parents.	17	43	37	3	0
16. The condition in which Hillsborough County School District schools are kept.	21	62	13	4	1
17. How well relations are maintained with various groups in the community.	16	67	13	2	3
18. The opportunities provided by the district to improve the skills of teachers.	41	43	13	3	0
19. The opportunity provided by the district to improve the skills of school administrators.	42	44	10	4	0
20. The district's job of providing adequate instructional technology.	9	36	39	15	1
21. The district's use of technology for administrative purposes.	14	51	27	8	1

Legend:

*E = Excellent, G = Good, F = Fair, P = Poor, DK = Don't Know

PART D: Work Environment.

STATEMENT	SA (%)	A (%)	N (%)	D (%)	SD (%)	DK (%)
1. I find the Hillsborough County School District to be an exciting, challenging place to work.	58	40	1	1	1	0
2. The work standards and expectations in Hillsborough County School District are equal to or above those of most other school districts.	66	25	5	1	1	3
3. Hillsborough County School District officials enforce high work standards.	50	39	7	4	1	0
4. Most Hillsborough County School District teachers enforce high student learning standards.	30	60	7	3	1	0
5. Hillsborough County School District teachers and administrators have excellent working relationships.	29	55	12	2	1	2
6. <u>Teachers</u> who do not meet expected work standards are disciplined.	5	44	17	31	3	0
7. <u>Staff</u> who do not meet expected work standards are disciplined.	5	55	17	21	2	1
8. <u>Teacher</u> promotions and pay increases are based upon individual performance.	2	6	7	30	54	1
9. <u>Staff</u> promotions and pay increases are based upon individual productivity.	2	15	10	27	46	1
10. I feel that I have the authority to adequately perform my job responsibilities.	43	43	7	6	2	0
11. I have adequate facilities to conduct my work.	35	43	5	11	7	0
12. I have adequate equipment and computer support to conduct my work.	21	35	10	24	9	0
13. The workloads are equitably distributed among teachers and among staff members.	21	57	8	11	3	0
14. No one knows or cares about the amount or quality of work that I perform.	4	7	8	41	40	1
15. Workload is evenly distributed.	10	46	18	21	3	2
16. The failure of Hillsborough County School District officials to enforce high work standards results in poor quality work.	3	13	10	32	38	3
17. I often observe other teachers and/or staff socializing rather than working while on the job.	1	8	7	43	42	0

Legend:

*SA = Strongly Agree, A = Agree, N = Neither Agree/Disagree, D = Disagree, SD = Strongly Disagree, DK = Don't Know

PART E: Job Satisfaction.

STATEMENT	SA (%)	A (%)	N (%)	D (%)	SD (%)	DK (%)
1. I am very satisfied with my job in the Hillsborough County School District.	58	33	5	2	2	0
2. I plan to make a career in the Hillsborough County School District.	75	21	2	1	1	1
3. I am actively looking for a job outside of the Hillsborough County School District.	0	1	3	14	83	0
4. Salary levels in the Hillsborough County School District are competitive.	6	29	12	36	15	3
5. I feel that my work is appreciated by my supervisor(s).	39	43	10	5	3	1
6. I feel that I am an integral part of the Hillsborough County School District team.	45	35	13	4	3	0
7. I feel that there is no future for me in the Hillsborough County School District.	3	1	3	24	68	1
8. My salary level is adequate for my level of work and experience.	4	32	12	31	22	0
9. I enjoy working in a culturally diverse environment.	58	39	1	2	0	0

Legend:

*SA = Strongly Agree A = Agree, N = Neither Agree/Disagree, D = Disagree, SD = Strongly Disagree, DK = Don't Know

PART F: Administrative Structure and Practices.

STATEMENT	SA (%)	A (%)	N (%)	D (%)	SD (%)	DK (%)
1. Most administrative practices in Hillsborough County School District are highly effective and efficient.	28	61	4	7	1	0
2. Administrative decisions are made quickly and decisively.	18	53	20	9	1	0
3. Hillsborough County School District administrators are easily accessible and open to input.	29	53	8	8	2	0
4. Authority for administrative decisions are delegated to the lowest possible level.	6	40	18	24	8	4
5. Teachers and staff are empowered with sufficient authority to effectively perform their responsibilities.	28	59	6	5	2	1
6. Major bottlenecks exist in many administrative processes which cause unnecessary time delays.	5	26	15	44	8	3
7. The extensive committee structure in Hillsborough County School District ensures adequate input from teachers and staff on most important decisions.	20	57	8	9	5	1
8. Hillsborough County School District has too many committees.	11	22	29	29	8	2
9. Hillsborough County School District has too many layers of administrators.	3	15	14	47	20	9
10. Most Hillsborough County School District administrative processes (e.g., purchasing, travel requests, leave applications, personnel, etc.) are highly efficient and responsive.	11	66	9	10	3	1
11. Central Office Administrators are responsive to school needs.	21	58	11	8	3	0
12. Central Office Administrators provide quality service to schools.	19	58	13	8	3	0

Legend:

*SA = Strongly Agree, A = Agree, N = Neither Agree/Disagree, D = Disagree, SD = Strongly Disagree, DK = Don't Know

PART G: Hillsborough County School District Operations.

District/Program Function	Should Be Eliminated (%)	Needs Major Improvement (%)	Needs Some Improvement (%)	Adequate (%)	Outstanding (%)	Don't Know (%)
a. Budgeting	0	4	40	36	19	2
b. Strategic planning	0	7	26	39	20	8
c. Curriculum planning	0	4	13	44	40	0
d. Financial management and accounting	0	2	25	48	22	4
e. Community relations	0	7	29	39	25	0
f. Program evaluation, research, and assessment	0	2	17	60	20	2
g. Instructional technology	0	17	31	33	17	1
h. Pupil accounting	0	2	13	58	24	3
i. Instructional coordination/supervision	0	4	21	43	32	0
j. Instructional support	0	5	19	35	40	0
k. Federal Program (e.g., Chapter I, Special Education) coordination	1	9	14	37	24	15
l. Personnel recruitment	0	10	34	42	14	1
m. Personnel selection	0	6	17	58	18	1
n. Personnel evaluation	0	10	24	53	13	0
o. Staff development	1	2	19	46	32	0
p. Data processing	0	3	10	51	36	1
q. Purchasing	0	4	20	54	20	2
r. Law enforcement/security	0	2	14	55	28	2
s. Plant maintenance	0	17	31	39	11	1
t. Facilities planning	0	10	30	41	11	8
u. Pupil transportation	0	13	38	39	8	3
v. Food service	0	22	36	30	12	1
w. Custodial services	0	17	37	34	11	1
x. Risk management	0	3	17	58	17	5
y. Administrative Technology	0	11	24	49	12	4

PART H: General Questions

1. The overall operation of Hillsborough County School District is:

Highly efficient	28%
Above average in efficiency	65
Less efficient than most other school districts	4
Don't know	3

2. The operational efficiency of Hillsborough County School District could be improved by:

Offering fewer programs	19%
Increasing some class sizes	7
Increasing teacher workload	2
Reducing the number of administrators	7
Reducing the number of support staff	24
Privatizing some support services	47
Joining with other districts to provide joint services (e.g., transportation, purchasing, maintenance, etc.)	15
Taking advantage of more regional services	17
Reducing the number of facilities operated by the district	8
Other	19

PERFORMANCE REVIEW OF HILLSBOROUGH COUNTY SCHOOL DISTRICT

TEACHER SURVEY RESULTS (n=349)

PART A:

<p>1. I think the overall quality of public education in Hillsborough County School District as:</p> <table border="0" style="width: 100%;"> <tr><td>Excellent</td><td style="text-align: right;">12%</td></tr> <tr><td>Good</td><td style="text-align: right;">59</td></tr> <tr><td>Fair</td><td style="text-align: right;">25</td></tr> <tr><td>Poor</td><td style="text-align: right;">4</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">0</td></tr> </table>	Excellent	12%	Good	59	Fair	25	Poor	4	Don't Know	0	<p>2. I think the overall quality of education in Hillsborough County School District is:</p> <table border="0" style="width: 100%;"> <tr><td>Improving</td><td style="text-align: right;">49%</td></tr> <tr><td>Staying the Same</td><td style="text-align: right;">32</td></tr> <tr><td>Getting Worse</td><td style="text-align: right;">17</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">2</td></tr> </table>	Improving	49%	Staying the Same	32	Getting Worse	17	Don't Know	2
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Students are often given the grades A, B, C, D and F to denote the quality of their work. Suppose teachers and administrators were graded the same way.

<p>3. In general, what grade would you give the teachers in Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>A</td><td style="text-align: right;">24%</td></tr> <tr><td>B</td><td style="text-align: right;">58</td></tr> <tr><td>C</td><td style="text-align: right;">15</td></tr> <tr><td>D</td><td style="text-align: right;">1</td></tr> <tr><td>F</td><td style="text-align: right;">0</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">2</td></tr> </table>	A	24%	B	58	C	15	D	1	F	0	Don't Know	2	<p>4. In general, what grade would you give the school-level administrators in Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>A</td><td style="text-align: right;">16%</td></tr> <tr><td>B</td><td style="text-align: right;">42</td></tr> <tr><td>C</td><td style="text-align: right;">26</td></tr> <tr><td>D</td><td style="text-align: right;">12</td></tr> <tr><td>F</td><td style="text-align: right;">2</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">3</td></tr> </table>	A	16%	B	42	C	26	D	12	F	2	Don't Know	3
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<p>5. In general, what grade would you give the district-level administrators in the Hillsborough County School District?</p> <table border="0" style="width: 100%;"> <tr><td>A</td><td style="text-align: right;">7%</td></tr> <tr><td>B</td><td style="text-align: right;">26</td></tr> <tr><td>C</td><td style="text-align: right;">39</td></tr> <tr><td>D</td><td style="text-align: right;">16</td></tr> <tr><td>F</td><td style="text-align: right;">6</td></tr> <tr><td>Don't Know</td><td style="text-align: right;">6</td></tr> </table>	A	7%	B	26	C	39	D	16	F	6	Don't Know	6	<p>6. In what type of school do you work this year?</p> <table border="0" style="width: 100%;"> <tr><td>Elementary School</td><td style="text-align: right;">58%</td></tr> <tr><td>Junior High/Middle School</td><td style="text-align: right;">23</td></tr> <tr><td>High School</td><td style="text-align: right;">17</td></tr> <tr><td>Other (Please categorize)</td><td style="text-align: right;">2</td></tr> </table>	Elementary School	58%	Junior High/Middle School	23	High School	17	Other (Please categorize)	2
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<p>7. I am a:</p> <table border="0" style="width: 100%;"> <tr><td>Female</td><td style="text-align: right;">84%</td></tr> <tr><td>Male</td><td style="text-align: right;">16</td></tr> </table>	Female	84%	Male	16	<p>9. What grade or grades are you teaching this year?</p> <table border="0" style="width: 100%;"> <tr><td>Pre-K</td><td style="text-align: right;">5%</td><td style="text-align: right;">7</td><td style="text-align: right;">10%</td></tr> <tr><td>K</td><td style="text-align: right;">18</td><td style="text-align: right;">8</td><td style="text-align: right;">14</td></tr> <tr><td>1</td><td style="text-align: right;">18</td><td style="text-align: right;">9</td><td style="text-align: right;">15</td></tr> <tr><td>2</td><td style="text-align: right;">19</td><td style="text-align: right;">10</td><td style="text-align: right;">14</td></tr> <tr><td>3</td><td style="text-align: right;">24</td><td style="text-align: right;">11</td><td style="text-align: right;">14</td></tr> <tr><td>4</td><td style="text-align: right;">23</td><td style="text-align: right;">12</td><td style="text-align: right;">15</td></tr> <tr><td>5</td><td style="text-align: right;">24</td><td style="text-align: right;">Adult</td><td style="text-align: right;">3</td></tr> <tr><td>6</td><td style="text-align: right;">19</td><td></td><td></td></tr> </table>	Pre-K	5%	7	10%	K	18	8	14	1	18	9	15	2	19	10	14	3	24	11	14	4	23	12	15	5	24	Adult	3	6	19		
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<p>8. What is your race/ethnic group?</p> <table border="0" style="width: 100%;"> <tr><td>African American</td><td style="text-align: right;">7%</td></tr> <tr><td>Asian</td><td style="text-align: right;">1</td></tr> <tr><td>Hispanic</td><td style="text-align: right;">6</td></tr> <tr><td>White</td><td style="text-align: right;">86</td></tr> <tr><td>Other</td><td style="text-align: right;">1</td></tr> </table>	African American	7%	Asian	1	Hispanic	6	White	86	Other	1																											
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10. How long have you taught in Hillsborough County School District?

1-5 years	30%
6-10	24
11-15	16
16-20	10
21 years or more	21

PART B:

STATEMENTS ON SURVEY INSTRUMENT	CATEGORY (SEE LEGEND)*					
	SA (%)	A (%)	N (%)	D (%)	SD (%)	DK (%)
1. The emphasis on learning in Hillsborough County School District has increased in recent years.	20	48	13	11	4	4
2. Hillsborough County School District schools are safe and secure from crime.	2	29	14	41	12	1
3. Our schools do not effectively handle misbehavior problems.	25	35	10	23	7	0
4. Our schools have sufficient space and facilities to support the instructional programs.	1	12	4	39	44	0
5. Our schools do not have the materials and supplies necessary for instruction in basic skills programs such as writing and mathematics.	12	27	13	34	10	4
6. Our schools can be described as "good places to learn."	12	55	17	14	2	0
7. There is administrative support for controlling student behavior in our schools.	10	40	14	25	11	0
8. Most students in our schools are motivated to learn.	6	45	11	31	7	1
9. Lessons are organized to meet students' needs.	14	67	11	6	1	1
10. The curriculum is broad and challenging for most students.	13	61	11	13	1	1
11. There is little a teacher can do to overcome education problems due to a student's home life.	10	32	15	33	9	1
12. Teachers in our schools know the material they teach.	26	62	6	4	1	1
13. Teachers in our schools care about students' needs.	33	57	6	4	1	0
14. Teachers expect students to do their very best.	36	49	7	7	1	0
15. Principals and assistant principals in our schools care about students' needs.	23	58	10	6	2	1
16. In general, parents do not take responsibility for their children's behavior in our schools.	24	37	18	19	2	0
17. Parents in this district are satisfied with the education their children are receiving.	3	41	26	20	3	7
18. Most parents really don't seem to know what goes on in our schools.	15	50	14	17	2	2
19. Parents play an active role in decision-making in my school.	9	35	20	24	9	2
20. This community really cares about its children's education.	13	35	21	22	7	1
21. Taxpayer dollars are being used wisely to support public education in the Hillsborough County School District.	3	18	15	34	27	4
22. Sufficient student services are provided in the Hillsborough County School District (e.g., counseling, speech therapy, health).	9	29	7	26	28	1
23. Site-based management has been implemented effectively in the Hillsborough County School District.	6	35	17	22	11	8

Legend:

*SA = Strongly Agree, A = Agree, N = Neither Agree/Disagree, D = Disagree, SD = Strongly Disagree, DK = Don't Know

PART C:

STATEMENTS ON SURVEY INSTRUMENT	CATEGORY (see legend)				
	E (%)	G (%)	F (%)	P (%)	DK (%)
1. School board members' knowledge of the educational needs of students in the Hillsborough County School District.	5	29	40	19	7
2. School board members' knowledge of operations in the Hillsborough County School District.	6	33	38	15	8
3. School board members' work at setting or revising policies for the Hillsborough County School District.	6	28	38	17	11
4. The district school superintendent's work as the instructional leader of the Hillsborough County School District.	13	42	22	9	14
5. The district school superintendent's work as the chief administrator (manager) of the Hillsborough County School District.	12	42	24	6	16
6. Principal's work as the instructional leaders of their schools.	18	41	27	13	1
7. Principal's work as the managers of the staff and teachers.	23	45	21	10	1
8. Teachers' work in meeting students' individual learning needs.	21	56	21	2	0
9. Teachers' work in communicating with parents.	21	53	22	3	1
10. Teachers' attitudes about their jobs.	10	36	42	12	1
11. Students' ability to learn.	8	54	33	4	1
12. The amount of time students spend on task learning in the classroom.	7	43	35	14	0
13. Parents' efforts in helping their children to do better in school.	1	15	50	33	1
14. Parents' participation in school activities and organizations.	4	14	44	37	1
15. How well students' test results are explained to parents.	7	43	29	14	7
16. The condition in which Hillsborough County School District schools are kept.	8	36	41	14	1
17. How well relations are maintained with various groups in the community.	6	44	33	6	11
18. The opportunities provided by the district to improve the skills of teachers.	19	49	23	9	0
19. The opportunity provided by the district to improve the skills of school administrators.	6	26	14	10	44
20. The district's job of providing adequate instructional technology.	7	35	34	21	3
21. The district's use of technology for administrative purposes.	6	38	19	8	28

Legend:

*E = Excellent, G = Good, F = Fair, P = Poor, DK = Don't Know

PART D: Work Environment.

STATEMENT	SA (%)	A (%)	N (%)	D (%)	SD (%)	DK (%)
1. I find the Hillsborough County School District to be an exciting, challenging place to work.	17	48	21	10	4	0
2. The work standards and expectations in the Hillsborough County School District are equal to or above those of most other school districts.	16	36	12	14	4	19
3. Hillsborough County School District officials enforce high work standards.	14	41	19	18	5	3
4. Most Hillsborough County School District teachers enforce high student learning standards.	19	58	13	8	1	3
5. Hillsborough County School District teachers and administrators have excellent working relationships.	7	34	30	19	7	4
6. <u>Teachers</u> who do not meet expected work standards are disciplined.	3	15	12	32	22	17
7. <u>Staff</u> who do not meet expected work standards are disciplined.	3	16	14	30	19	18
8. <u>Teacher</u> promotions and pay increases are based upon individual performance.	1	4	4	26	62	4
9. <u>Staff</u> promotions and pay increases are based upon individual productivity.	1	4	7	24	43	22
10. I feel that I have the authority to adequately perform my job responsibilities.	30	48	8	9	4	0
11. I have adequate facilities to do my work.	21	48	9	14	9	0
12. I have adequate equipment and computer support to do my work.	14	34	7	26	18	0
13. The workloads are equitably distributed among teachers and among staff members.	8	39	10	24	19	1
14. No one knows or cares about the amount or quality of work that I perform.	11	17	17	38	17	1
15. Workload is evenly distributed.	6	31	16	26	18	3
16. The failure of Hillsborough County School District officials to enforce high work standards results in poor quality work.	9	26	23	25	9	8
17. I often observe other teachers and/or staff socializing rather than working while on the job.	5	17	15	39	23	2

Legend:

*SA = Strongly Agree, A = Agree, N = Neither Agree/Disagree, D = Disagree, SD = Strongly Disagree, DK = Don't Know

PART E: Job Satisfaction.

STATEMENT	SA (%)	A (%)	N (%)	D (%)	SD (%)	DK (%)
1. I am very satisfied with my job in Hillsborough County School District.	25	44	15	12	4	0
2. I plan to make a career in Hillsborough County School District.	37	40	12	3	4	4
3. I am actively looking for a job outside of Hillsborough County School District.	3	4	14	26	52	1
4. Salary levels in Hillsborough County School District are competitive.	2	10	9	35	40	5
5. My supervisor(s) appreciates my work.	19	43	12	12	12	2
6. I am an integral part of the Hillsborough County School District team.	14	40	22	16	9	0
7. There is no future for me in the Hillsborough County School District.	2	9	16	29	41	3
8. My salary level is adequate for my level of work and experience.	1	5	7	30	55	2
9. I enjoy working in a culturally diverse environment.	36	49	12	1	1	0

Legend:

*SA = Strongly Agree A = Agree, N = Neither Agree/Disagree, D = Disagree, SD = Strongly Disagree, DK = Don't Know

PART F: Administrative Structure and Practices.

STATEMENT	SA (%)	A (%)	N (%)	D (%)	SD (%)	DK (%)
1. Most administrative practices in Hillsborough County School District are highly effective and efficient.	3	29	21	29	12	6
2. Administrative decisions are made quickly and decisively.	4	27	22	30	10	6
3. Hillsborough County School District administrators are easily accessible and open to input.	4	24	20	31	14	7
4. Authority for administrative decisions is delegated to the lowest possible level.	1	12	23	18	9	37
5. Teachers and staff are empowered with sufficient authority to effectively perform their responsibilities.	4	47	18	21	10	1
6. Major bottlenecks exist in many administrative processes which cause unnecessary time delays.	18	40	14	12	3	13
7. The extensive committee structure in Hillsborough County School District ensures adequate input from teachers and staff on most important decisions.	2	23	20	29	17	10
8. Hillsborough County School District has too many committees.	23	35	16	10	1	16
9. Hillsborough County School District has too many layers of administrators.	40	39	9	6	1	6
10. Most Hillsborough County School District administrative processes (e.g., purchasing, travel requests, leave applications, personnel, etc.) are highly efficient and responsive.	4	27	22	18	11	18
11. Central Office Administrators are responsive to school needs.	2	20	23	23	13	20
12. Central Office Administrators provide quality service to schools.	2	20	25	24	11	19

Legend:

*SA = Strongly Agree, A = Agree, N = Neither Agree/Disagree, D = Disagree, SD = Strongly Disagree, DK = Don't Know

PART G: Hillsborough County School District Operations.

District/Program Function	Should Be Eliminated (%)	Needs Major Improvement (%)	Needs Some Improvement (%)	Adequate (%)	Outstanding (%)	Don't Know (%)
a. Budgeting	1	53	28	8	0	11
b. Strategic planning	2	25	33	14	1	25
c. Curriculum planning	2	21	35	32	6	5
d. Financial management and accounting	1	40	28	12	1	18
e. Community relations	1	17	35	37	5	5
f. Program evaluation, research, and assessment	3	17	25	36	3	16
g. Instructional technology	0	31	30	27	6	6
h. Pupil accounting	2	9	21	38	6	24
i. Instructional coordination/supervision	3	13	30	38	6	11
j. Instructional support	3	20	30	37	6	5
k. Federal Program (e.g., Chapter I, Special Education) coordination	3	19	22	29	5	23
l. Personnel recruitment	4	16	18	33	2	28
m. Personnel selection	1	18	24	39	3	16
n. Personnel evaluation	1	19	27	44	3	7
o. Staff development	2	12	26	44	11	6
p. Data processing	0	5	12	46	11	26
q. Purchasing	1	18	20	28	2	31
r. Law enforcement/security	0	18	28	38	4	13
s. Plant maintenance	0	20	25	36	6	13
t. Facilities planning	1	24	25	25	2	24
u. Pupil transportation	2	16	20	40	3	20
v. Food service	2	28	27	34	4	5
w. Custodial services	0	21	35	33	8	4
x. Risk management	1	8	17	32	2	40
y. Administrative technology	1	12	22	28	1	37

PART H: General Questions

1. The overall operation of Hillsborough County School District is:

Highly efficient	4%
Above average in efficiency	45
Less efficient than most other school districts	35
Don't know	16

2. The operational efficiency of Hillsborough County School District could be improved by:

Offering fewer programs	15%
Increasing some class sizes	3
Increasing teacher workload	1
Reducing the number of administrators	58
Reducing the number of support staff	20
Privatizing some support services	35
Joining with other districts to provide joint services (e.g., transportation, purchasing, maintenance, etc.)	21
Taking advantage of more regional services	24
Reducing the number of facilities operated by the district	13
Other	30