

# ILLINOIS NEW PRINCIPAL MENTORING PROGRAM



OCTOBER 2008



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# I. INTRODUCTION

In the fall of 2008, the Illinois New Principal Mentoring Program partnered with ECRA Group, Inc., a leader in educational research, to conduct a New Principal Survey in the spirit of continuous quality improvement for the New Principal Mentoring Program. The survey was designed to identify areas in which new principals feel they need the most assistance in preparing for their new role. Because the survey was a self-rated instrument and principals rated their levels of preparedness as generally high, program leadership should look at the items in relation to each other when determining higher and lower levels of preparedness when interpreting results.

## Sample Demographics

A total of 91 new principals participated in the survey, which was conducted online. Demographics of the sample are tabled below.

### Gender

Percent Male	Percent Female
49	51

### Student Population

Number of Students	Percent of Principals
Under 100	7
100-500	64
500-1000	21
1000-2000	2
More than 2000	6

### Race/Ethnicity

	Percent of Principals
White	91
Black	7
Hispanic	2

### School Setting

Setting	Percent of Principals
Rural	48
Suburban	32
Urban	20

### Type of School

Grade Levels	Percent of Principals
Elementary	36
Middle	11
Junior High	4
Secondary	23
K-12	4
Other	21

## II. FINDINGS

1.

New principals feel they are most prepared in areas related to decision-making, accountability, standards and communication. They feel that they are able to facilitate sound decision-making, maintain high expectations of faculty and staff while at the same time recognizing them for their professional accomplishments, and gain trust by effectively communicating with both internal and external stakeholders.

2.

New principals feel generally prepared, but not as confident in areas such as team-building, effective appraisal of job performance, planning-related areas such as goal-setting and implementing organizational change, incorporating technology into the classroom, and negotiating conflicts.

3.

New principals feel the least prepared to take on complex issues such as creating and managing a budget, implementing best practices in their organizations whether in the classroom or in staff development opportunities, using assessment and data effectively to make decisions that will improve their organizations, and engaging support for their schools on a community—wide basis.

4.




Principals view dealing with legislation such as No Child Left Behind and formulating Response to Intervention (RTI) plans as some of the greatest challenges they face today. They also feel challenged ensuring that their initiatives for organizational improvement are reflected in the classroom. Time management is also a major concern, and new principals suggest that the Mentor Program could assist them in learning how to more efficiently deal with paperwork and operations management issues so that they have more time to work on curriculum and instruction. Finally, they emphasize again that dealing with budget issues is one of the most difficult aspects of their new role. Please see the open-ended response on page 15 of this report for a more detailed summary of the challenges new principals feel they face and how they feel the Mentor Program could help them most.

# III. EVIDENCE

For the survey, principals were asked to state their level of preparedness for various items. The mean ratings are tabled, followed by a summary. These ratings are based on a scale from 0, indicating a low level of preparedness for the item, to 4, indicating a high level of preparedness. The following numerical assignment was used for mean calculations.

- 4 = Extremely Prepared
- 3 = Prepared
- 2 = Somewhat Prepared
- 1 = Unprepared

The highest mean rating possible is a 4.0. The following general rules can be used to interpret the mean ratings contained in this report. These rules are meant to provide a general framework for interpretation of items. However, they should not be interpreted as absolute standards.

-  Mean ratings of 3.3 or above reflect areas in which principals feel very well prepared.
-  Ratings between a 3.0 and 3.29 indicate areas in which principals feel generally prepared.
-  Ratings below a 3.0 indicate areas in which principals feel they need the most help.

*In order to help you better understand the ratings, the percentage of principals who stated that they were “extremely prepared” for that item are also included in the tables.*

# A. LEADERSHIP

## Ratings for Leadership Items

Sorted in  
descending  
order  
↓

Item	Mean Rating	Percent Extremely Prepared
Accepting accountability for decisions and actions	3.54	58
Maintaining high expectations for teacher and student performance	3.36	37
Engendering faculty/staff trust, confidence and commitment to the school	3.32	40
Providing clear feedback to subordinates without offending or patronizing people	3.26	36
Facilitating teamwork at all levels of the organization	3.16	24
Implementing best practices of supervision	3.10	14

- Areas in which principals feel very well prepared
- Areas in which principals feel generally prepared
- Areas in which principals feel they need the most help.

## B. INSTRUCTIONAL FOCUS AND RIGOR

### Ratings for Instructional Focus and Rigor Items

Sorted in  
descending  
order  
↓

Item	Mean Rating	Percent Extremely Prepared
Maintaining high academic standards	3.23	27
Incorporating technology into the classroom	3.04	26
Implementing best practices in instruction	2.89	13
Integrating diversity into curriculum and instruction	2.79	12




- Areas in which principals feel very well prepared
- Areas in which principals feel generally prepared
- Areas in which principals feel they need the most help.

## C. ASSESSMENT AND CONTINUOUS QUALITY IMPROVEMENT

### Ratings for Assessment and CQI Items

Sorted in  
descending  
order  
↓

Item	Mean Rating	Percent Extremely Prepared
Reporting assessment and evaluation findings	3.00	22
Using assessment to improve instructional practices	2.98	15
Appraising teaching methods to ensure alignment to curriculum	2.96	14

-  Areas in which principals feel very well prepared
-  Areas in which principals feel generally prepared
-  Areas in which principals feel they need the most help.

# D. PLANNING

## Ratings for Planning Items

Sorted in  
descending  
order  
↓

Item	Mean Rating	Percent Extremely Prepared
Goal-setting	3.27	31
Understanding and implementing organizational change	3.20	15
Strategic planning	2.95	18
Allocating resources	2.69	12
Managing a budget	2.67	13
Creating a budget	2.43	8

- Areas in which principals feel very well prepared
- Areas in which principals feel generally prepared
- Areas in which principals feel they need the most help.

# E. PROFESSIONAL DEVELOPMENT

## Ratings for Professional Development Items

Sorted in  
descending  
order  
↓

Item	Mean Rating	Percent Extremely Prepared
Recognizing and celebrating the professional accomplishments of faculty/staff	3.39	46
Coaching classroom management strategies	3.20	32
Mentoring staff to improve their instruction	3.01	15
Implementing best practices in staff development opportunities	2.93	14

- Areas in which principals feel very well prepared
- Areas in which principals feel generally prepared
- Areas in which principals feel they need the most help.

# F. CULTURE AND COMMUNICATION

## Ratings for Culture and Communication Items

Sorted in  
descending  
order  
↓

Item	Mean Rating	Percent Extremely Prepared
Maintaining an open-door policy	3.72	72
Promoting a culture of respect within the school	3.54	56
Communicating effectively with teachers, counselors, deans and other administrators	3.53	56
Using collaboration to make decisions	3.34	38
Providing timely feedback to all stakeholders	3.32	41
Negotiating school conflicts	3.21	29
Engaging parents to promote achievement	3.00	17
Engaging the community in support of the school	2.83	13
Partnering with the civic and business community to enhance education	2.57	9

Planning budgets assessment and best practices

- Areas in which principals feel very well prepared
- Areas in which principals feel generally prepared
- Areas in which principals feel they need the most help.

## G. AREAS IN WHICH PRINCIPALS FEEL WELL PREPARED

Item
Accepting accountability for decisions and actions
Maintaining high expectations for teacher and student performance
Engendering faculty/staff trust, confidence and commitment to the school
Maintaining high academic standards
Recognizing and celebrating the professional accomplishments of faculty/staff
Maintaining an open-door policy
Promoting a culture of respect within the school
Communicating effectively with teachers, counselors, deans and other administrators
Using collaboration to make decisions
Providing timely feedback to all stakeholders

## H. AREAS IN WHICH PRINCIPALS FEEL GENERALLY PREPARED

Item
Providing clear feedback to subordinates without offending or patronizing people
Facilitating teamwork at all levels of the organization
Implementing best practices of supervision
Incorporating technology into the classroom
Reporting assessment and evaluation findings
Goal-setting
Understanding and implementing organizational change
Coaching classroom management strategies
Mentoring staff to improve their instruction
Negotiating school conflicts
Engaging parents to promote achievement

## I. AREAS IN WHICH PRINCIPALS FEEL LESS PREPARED

Item
Implementing best practices in instruction
Integrating diversity into curriculum and instruction
Using assessment to improve instructional practices
Appraising teaching methods to ensure alignment to curriculum
Strategic planning
Allocating resources
Managing a budget
Creating a budget
Implementing best practices in staff development opportunities
Engaging the community in support of the school
Partnering with the civic and business community to enhance education

## J. OPEN-ENDED RESPONSE

### **In your role, what do you perceive as your major challenges, and how can the Principal Mentor Program help you the most?**

The most stated concerns for new principals are the challenges of comprehending and helping to create a Response to Intervention (RTI) plan (meeting both the national and state requirements), as well as addressing No Child Left Behind, and Annual Yearly Progress issues.

There were many principals who stated that they feel their plans for increased student achievement are not carried through in classrooms. Several respondents stressed that their curriculum changes are meant to increase student achievement, not to insult their teachers; however, teachers do not always view change as a positive thing.

For many of the principals, budgetary issues are also an ongoing concern. They listed lack of textbooks and situations of being short-staffed that considerably impacted the learning process for the students. Others commented that they have problems preparing a budget and completing grant request forms.

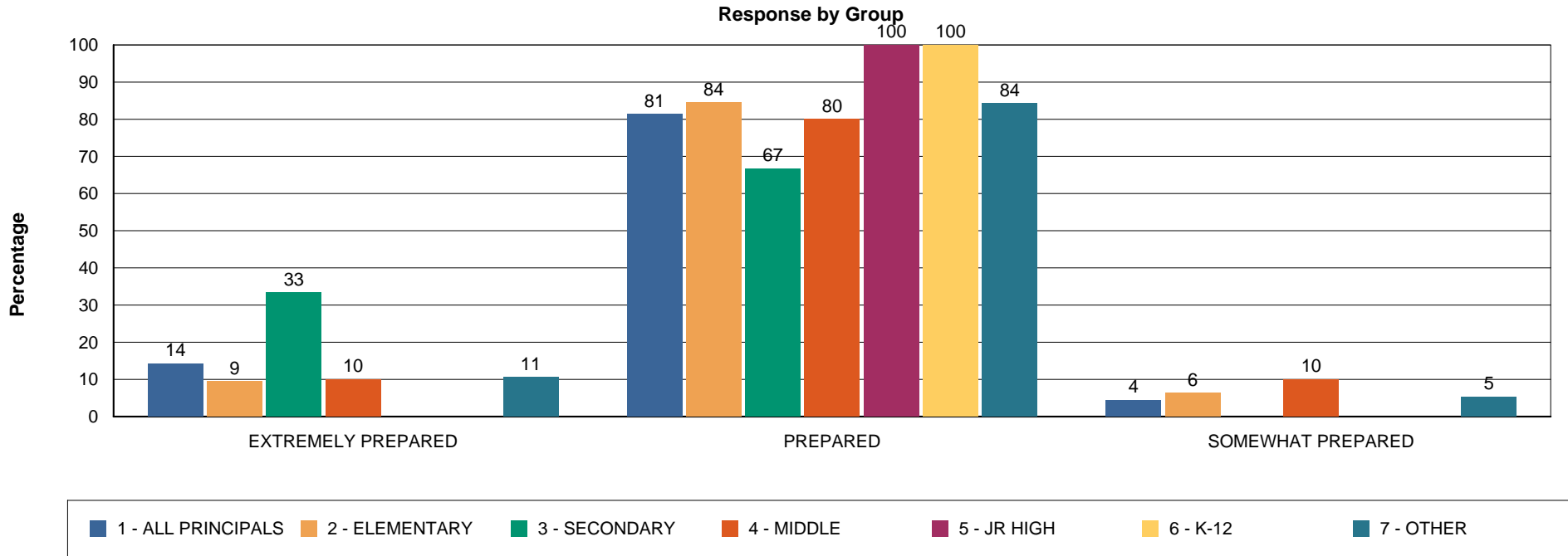
Several principals noted that the mentor program has been or could be a great resource to “newbie” principals to help them cut through the paperwork issues. The mentor program, it was stated, could also help find tangible resources – textbooks, computers, etc. – for schools that are in need. Communication with the parents and the community, according to the respondents, is also something that most principals need to address. The principals show a sincere desire to send, clear, consistent messages around the vision, expectations, and safety of the school/district to staff, parents, and students.

Time management is also an ongoing concern. Many principals noted that too much of their daily time is spent on discipline and management issues rather than staff development and student achievement – where they feel their attention should be spent. They also stated that the mentoring program could help with this issue, that a mentor could share “been-there-done-that” information.

Several principals said that they were new to their school or district and had the distinct sense of being the new kid on the block. These principals mentioned issues working with a more-tenured staff unwilling to adapt to a new curriculum or to keep up with technology. Two very tangible ideas to see from the mentoring program included an e-mail listserv for participants in the mentoring program and a list of “legal do’s and don’ts for Illinois Principals.” Several respondents from schools with at-risk students or that are in a disadvantaged socioeconomic district would like to see more applicable programs to their special needs, specifically, mentors with experience of dealing with students likely to drop-out would be extremely helpful.

# APPENDIX

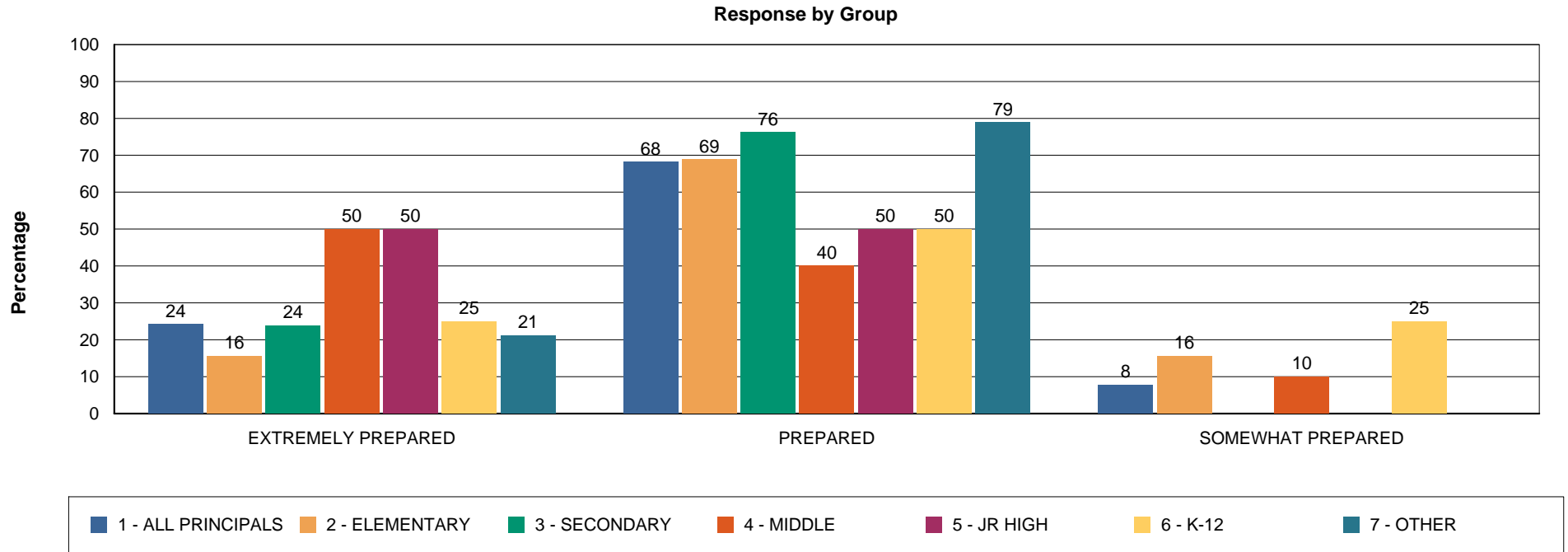
1 Implementing best practices of supervision



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	14%	9%	33%	10%	0%	0%	11%
	<b>Count</b>	13	3	7	1	0	0	2
<b>PREPARED</b>	<b>Percentage</b>	81%	84%	67%	80%	100%	100%	84%
	<b>Count</b>	74	27	14	8	4	4	16
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	4%	6%	0%	10%	0%	0%	5%
	<b>Count</b>	4	2	0	1	0	0	1

<b>Q1</b>	<b>Mean</b>	3.10	3.03	3.33	3.00	3.00	3.00	3.05
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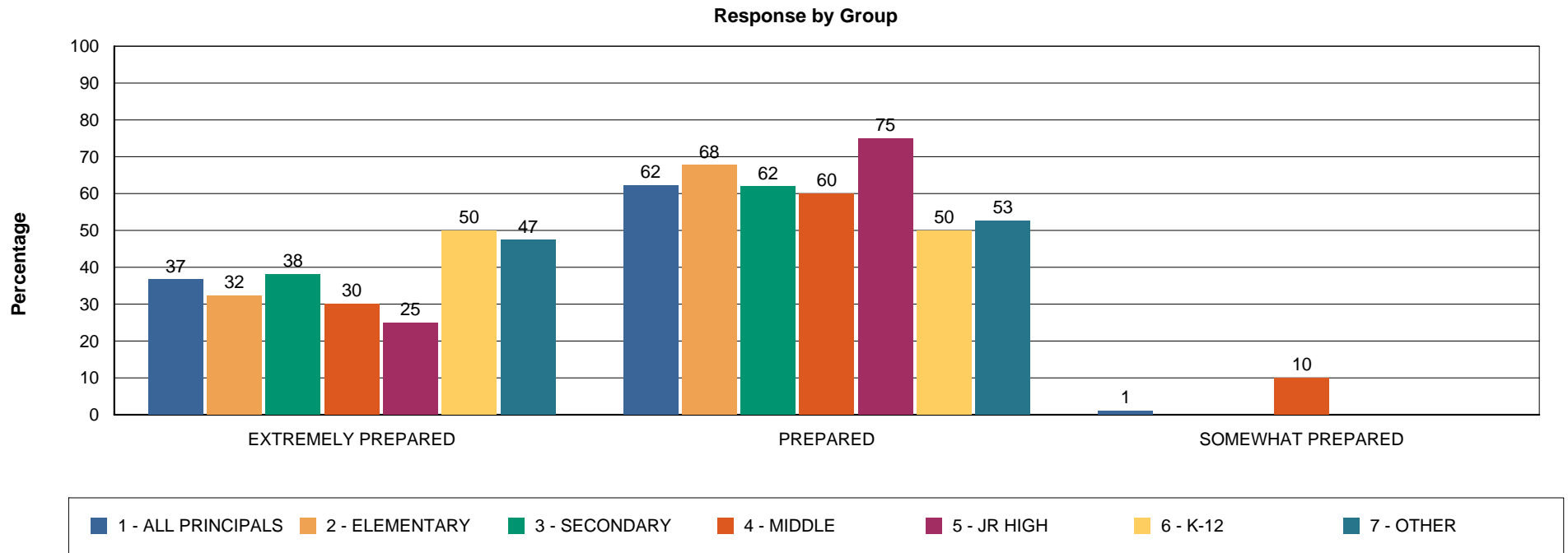
## 2 Facilitating teamwork at all levels of the organization



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	24%	16%	24%	50%	50%	25%	21%
	<b>Count</b>	22	5	5	5	2	1	4
<b>PREPARED</b>	<b>Percentage</b>	68%	69%	76%	40%	50%	50%	79%
	<b>Count</b>	62	22	16	4	2	2	15
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	8%	16%	0%	10%	0%	25%	0%
	<b>Count</b>	7	5	0	1	0	1	0

<b>Q2</b>	<b>Mean</b>	3.16	3.00	3.24	3.40	3.50	3.00	3.21
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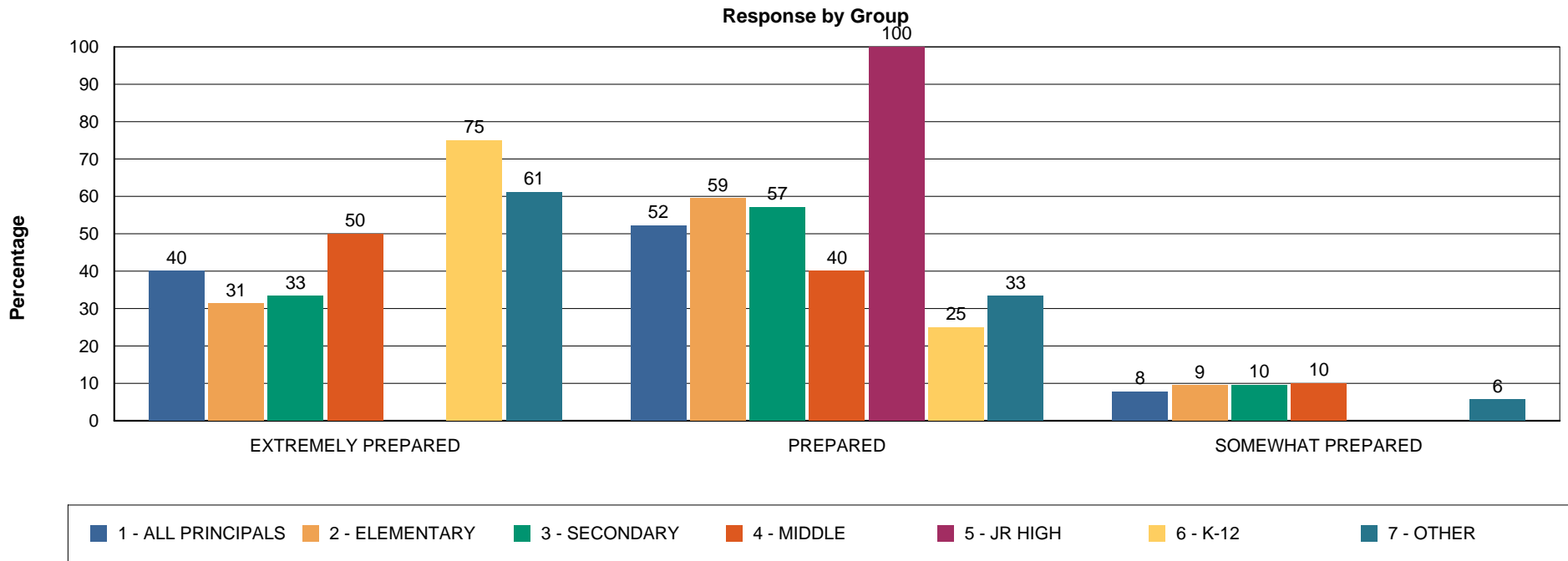
### 3 Maintaining high expectations for teacher and student performance



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	37%	32%	38%	30%	25%	50%	47%
	<b>Count</b>	33	10	8	3	1	2	9
<b>PREPARED</b>	<b>Percentage</b>	62%	68%	62%	60%	75%	50%	53%
	<b>Count</b>	56	21	13	6	3	2	10
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	1%	0%	0%	10%	0%	0%	0%
	<b>Count</b>	1	0	0	1	0	0	0

<b>Q3</b>	<b>Mean</b>	3.36	3.32	3.38	3.20	3.25	3.50	3.47
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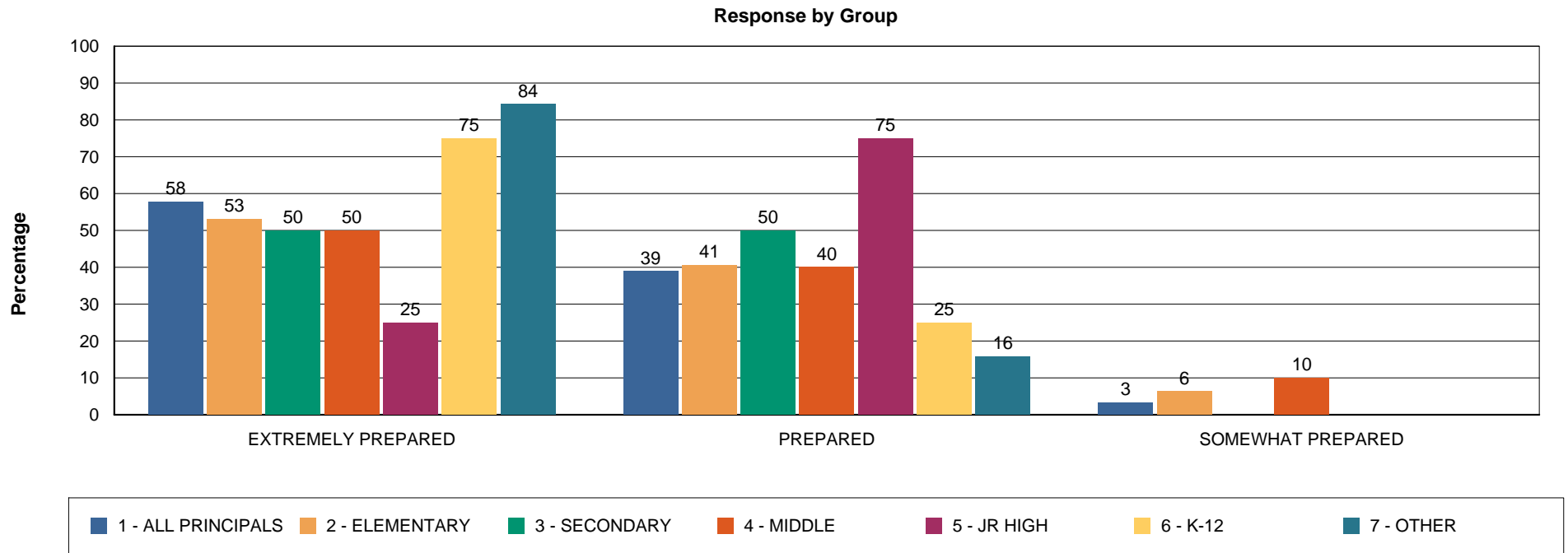
**4** Engendering faculty/staff trust, confidence and commitment to the school



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	40%	31%	33%	50%	0%	75%	61%
	<b>Count</b>	36	10	7	5	0	3	11
<b>PREPARED</b>	<b>Percentage</b>	52%	59%	57%	40%	100%	25%	33%
	<b>Count</b>	47	19	12	4	4	1	6
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	8%	9%	10%	10%	0%	0%	6%
	<b>Count</b>	7	3	2	1	0	0	1

<b>Q4</b>	<b>Mean</b>	3.32	3.22	3.24	3.40	3.00	3.75	3.56
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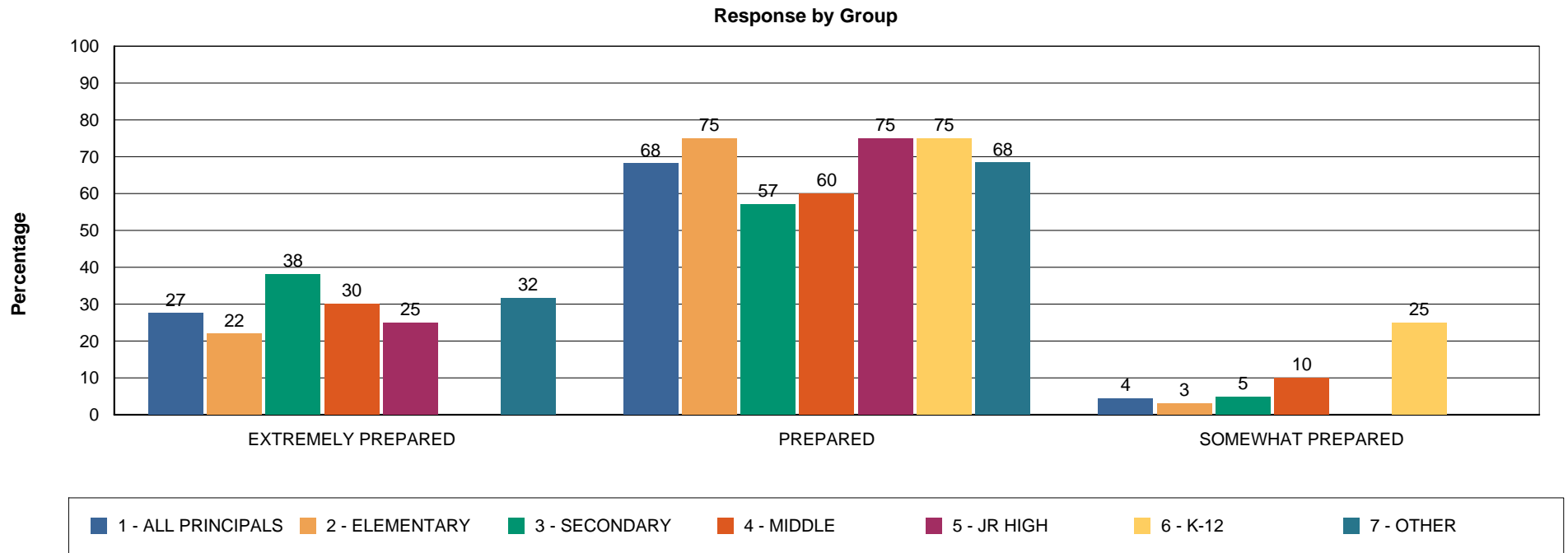
## 5 Accepting accountability for decisions and actions



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	58%	53%	50%	50%	25%	75%	84%
	<b>Count</b>	52	17	10	5	1	3	16
<b>PREPARED</b>	<b>Percentage</b>	39%	41%	50%	40%	75%	25%	16%
	<b>Count</b>	35	13	10	4	3	1	3
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	3%	6%	0%	10%	0%	0%	0%
	<b>Count</b>	3	2	0	1	0	0	0

<b>Q5</b>	<b>Mean</b>	3.54	3.47	3.50	3.40	3.25	3.75	3.84
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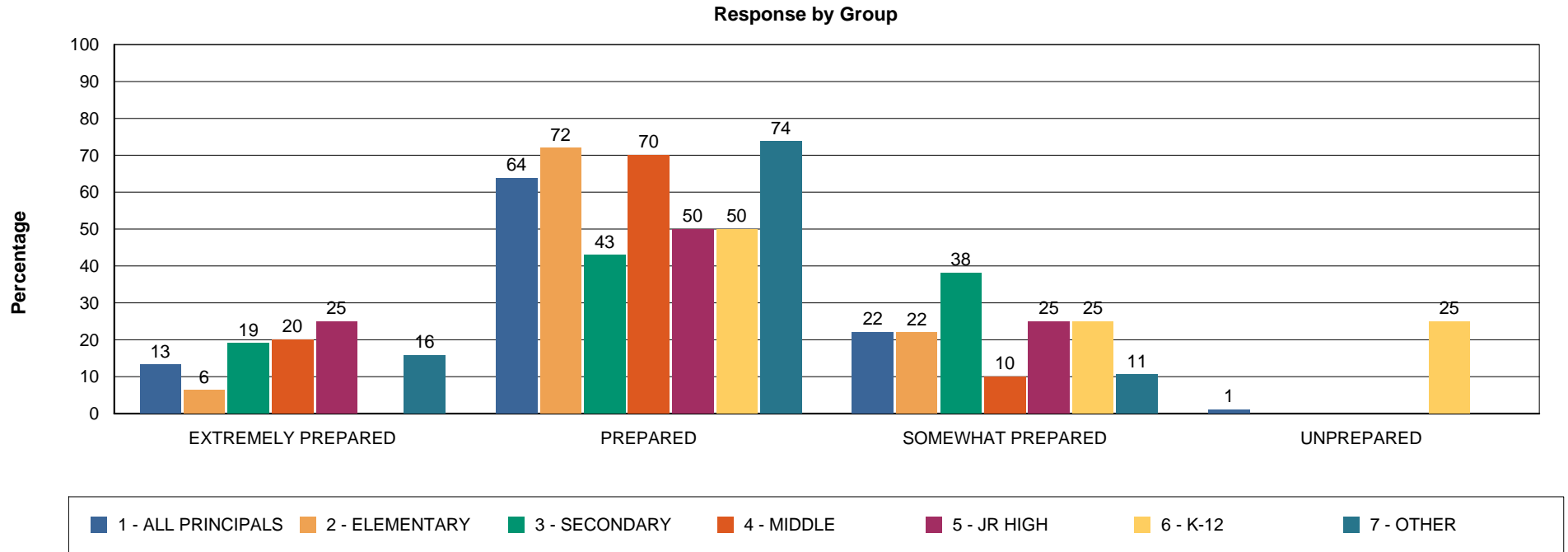
## 6 Maintaining high academic standards



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	27%	22%	38%	30%	25%	0%	32%
	<b>Count</b>	25	7	8	3	1	0	6
<b>PREPARED</b>	<b>Percentage</b>	68%	75%	57%	60%	75%	75%	68%
	<b>Count</b>	62	24	12	6	3	3	13
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	4%	3%	5%	10%	0%	25%	0%
	<b>Count</b>	4	1	1	1	0	1	0

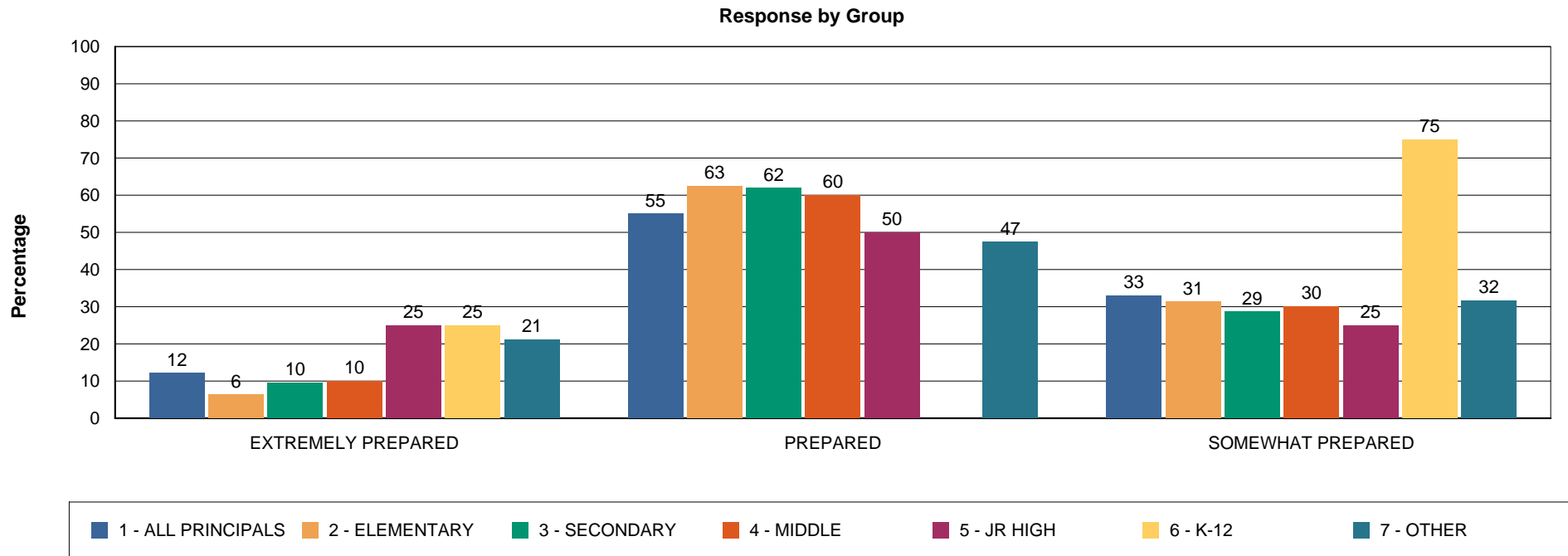
<b>Q6</b>	<b>Mean</b>	3.23	3.19	3.33	3.20	3.25	2.75	3.32
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## 7 Implementing best practices in instruction



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	13%	6%	19%	20%	25%	0%	16%
	<b>Count</b>	12	2	4	2	1	0	3
<b>PREPARED</b>	<b>Percentage</b>	64%	72%	43%	70%	50%	50%	74%
	<b>Count</b>	58	23	9	7	2	2	14
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	22%	22%	38%	10%	25%	25%	11%
	<b>Count</b>	20	7	8	1	1	1	2
<b>UNPREPARED</b>	<b>Percentage</b>	1%	0%	0%	0%	0%	25%	0%
	<b>Count</b>	1	0	0	0	0	1	0
<b>Q7</b>	<b>Mean</b>	2.89	2.84	2.81	3.10	3.00	2.25	3.05

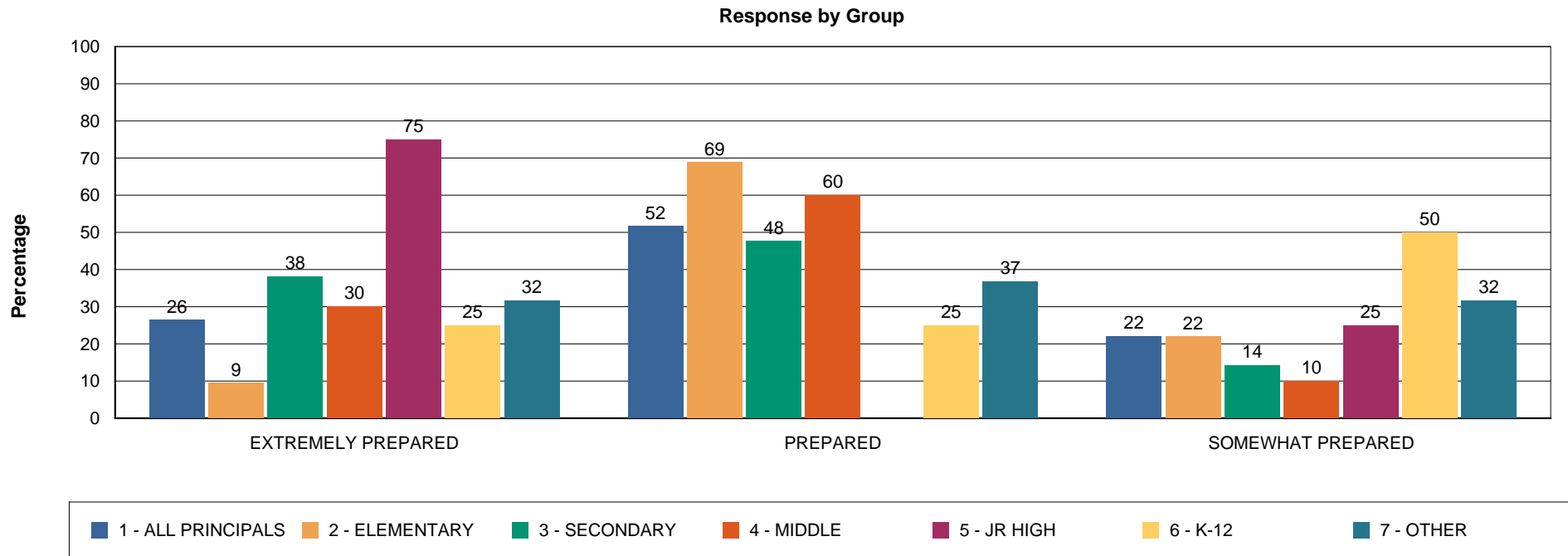
8 Integrating diversity into curriculum and instruction



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	12%	6%	10%	10%	25%	25%	21%
	<b>Count</b>	11	2	2	1	1	1	4
<b>PREPARED</b>	<b>Percentage</b>	55%	63%	62%	60%	50%	0%	47%
	<b>Count</b>	50	20	13	6	2	0	9
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	33%	31%	29%	30%	25%	75%	32%
	<b>Count</b>	30	10	6	3	1	3	6

<b>Q8</b>	<b>Mean</b>	2.79	2.75	2.81	2.80	3.00	2.50	2.89
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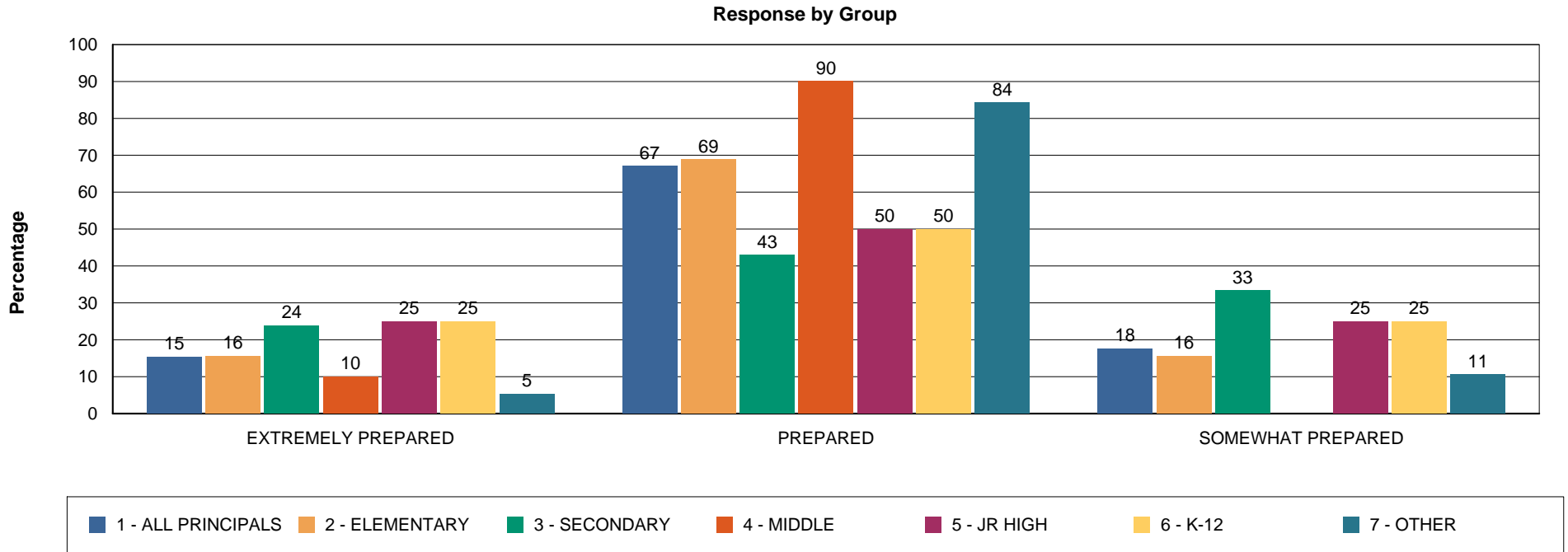
9 Incorporating technology into the classroom to enhance learning



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	26%	9%	38%	30%	75%	25%	32%
	<b>Count</b>	24	3	8	3	3	1	6
<b>PREPARED</b>	<b>Percentage</b>	52%	69%	48%	60%	0%	25%	37%
	<b>Count</b>	47	22	10	6	0	1	7
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	22%	22%	14%	10%	25%	50%	32%
	<b>Count</b>	20	7	3	1	1	2	6

<b>Q9</b>	<b>Mean</b>	3.04	2.88	3.24	3.20	3.50	2.75	3.00
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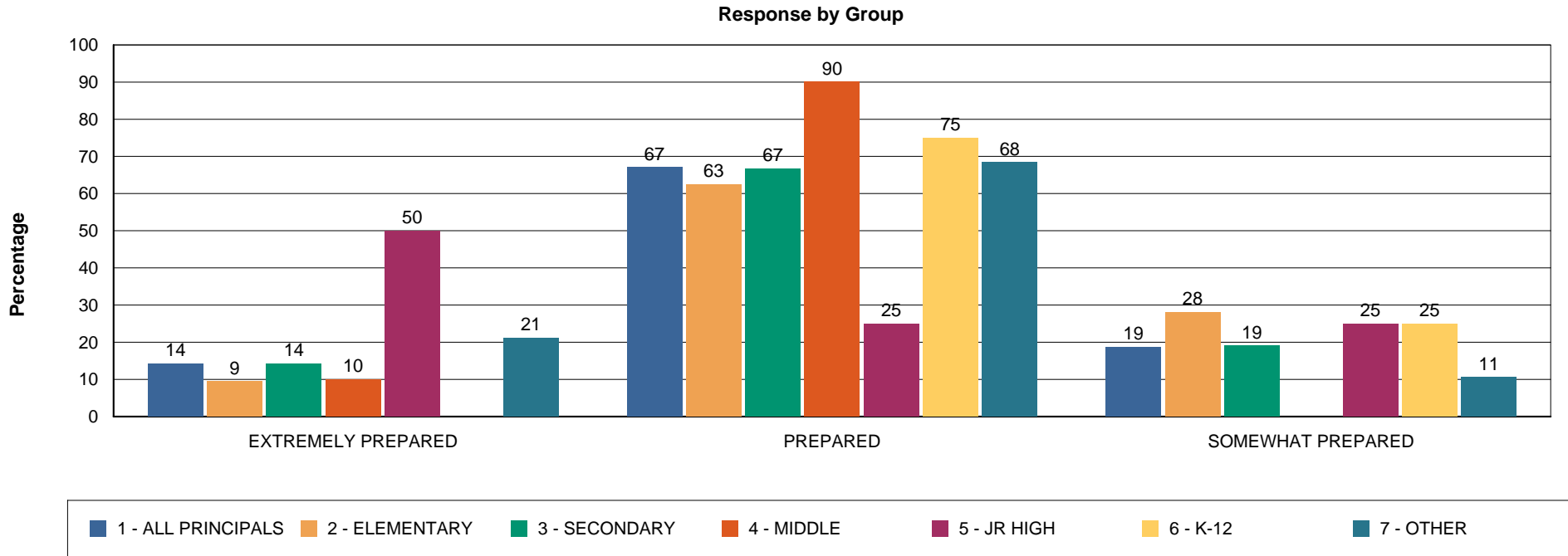
# 10 Using assessment to improve instructional practices



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	15%	16%	24%	10%	25%	25%	5%
	<b>Count</b>	14	5	5	1	1	1	1
<b>PREPARED</b>	<b>Percentage</b>	67%	69%	43%	90%	50%	50%	84%
	<b>Count</b>	61	22	9	9	2	2	16
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	18%	16%	33%	0%	25%	25%	11%
	<b>Count</b>	16	5	7	0	1	1	2

<b>Q10</b>	<b>Mean</b>	2.98	3.00	2.90	3.10	3.00	3.00	2.95
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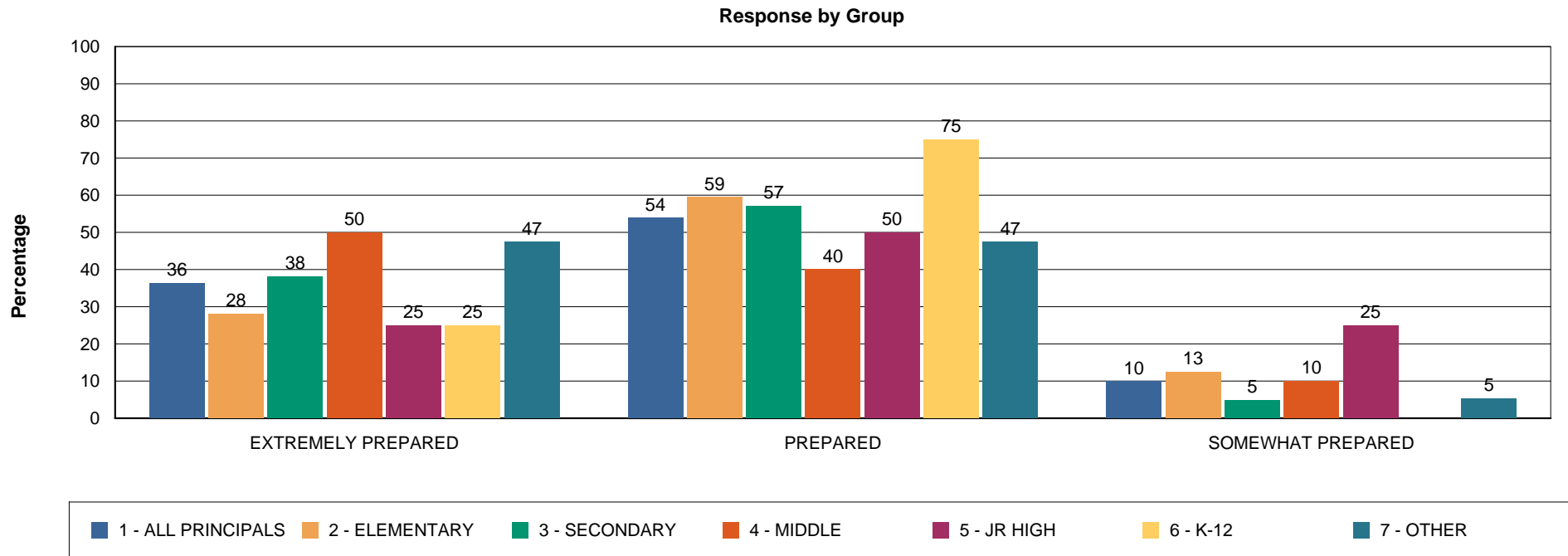
# 11 Appraising teaching methods to ensure alignment to curriculum



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	14%	9%	14%	10%	50%	0%	21%
	<b>Count</b>	13	3	3	1	2	0	4
<b>PREPARED</b>	<b>Percentage</b>	67%	63%	67%	90%	25%	75%	68%
	<b>Count</b>	61	20	14	9	1	3	13
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	19%	28%	19%	0%	25%	25%	11%
	<b>Count</b>	17	9	4	0	1	1	2

<b>Q11</b>	<b>Mean</b>	2.96	2.81	2.95	3.10	3.25	2.75	3.11
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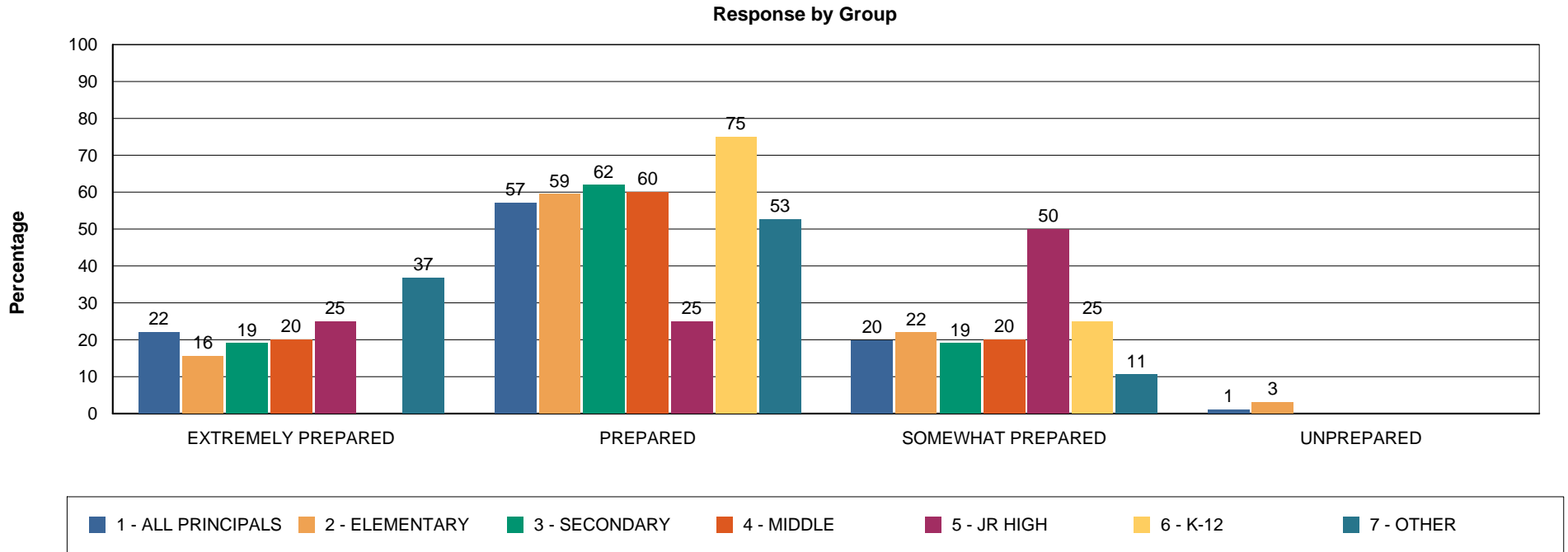
# 12 Providing clear feedback to subordinates without offending or patronizing people



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	36%	28%	38%	50%	25%	25%	47%
	<b>Count</b>	33	9	8	5	1	1	9
<b>PREPARED</b>	<b>Percentage</b>	54%	59%	57%	40%	50%	75%	47%
	<b>Count</b>	49	19	12	4	2	3	9
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	10%	13%	5%	10%	25%	0%	5%
	<b>Count</b>	9	4	1	1	1	0	1

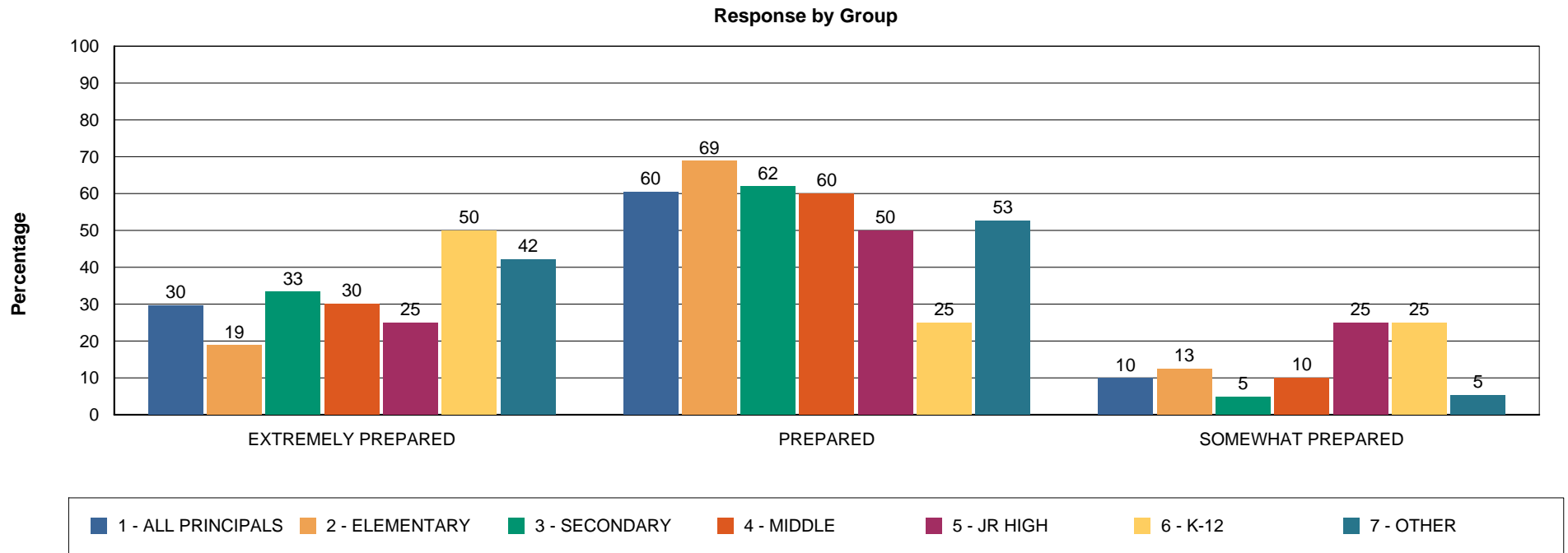
<b>Q12</b>	<b>Mean</b>	3.26	3.16	3.33	3.40	3.00	3.25	3.42
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# 13 Reporting assessment and evaluation findings



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	22%	16%	19%	20%	25%	0%	37%
	<b>Count</b>	20	5	4	2	1	0	7
<b>PREPARED</b>	<b>Percentage</b>	57%	59%	62%	60%	25%	75%	53%
	<b>Count</b>	52	19	13	6	1	3	10
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	20%	22%	19%	20%	50%	25%	11%
	<b>Count</b>	18	7	4	2	2	1	2
<b>UNPREPARED</b>	<b>Percentage</b>	1%	3%	0%	0%	0%	0%	0%
	<b>Count</b>	1	1	0	0	0	0	0
<b>Q13</b>	<b>Mean</b>	3.00	2.88	3.00	3.00	2.75	2.75	3.26

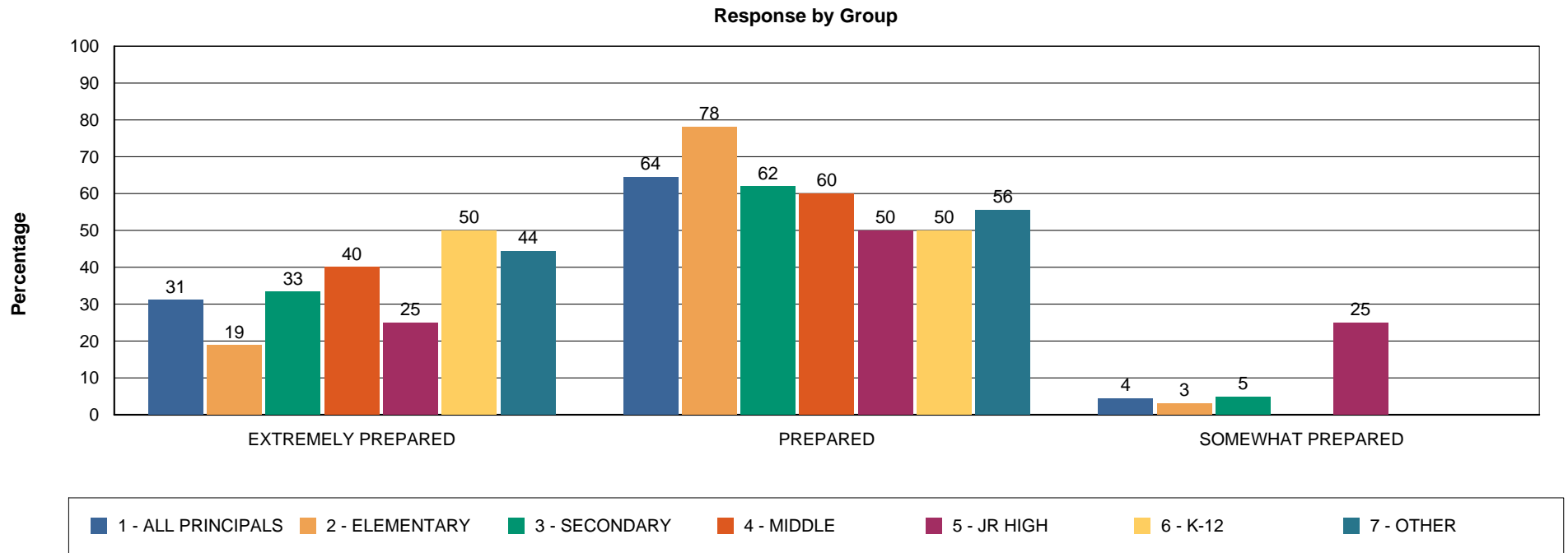
# 14 Understanding and implementing organizational change



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	30%	19%	33%	30%	25%	50%	42%
	<b>Count</b>	27	6	7	3	1	2	8
<b>PREPARED</b>	<b>Percentage</b>	60%	69%	62%	60%	50%	25%	53%
	<b>Count</b>	55	22	13	6	2	1	10
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	10%	13%	5%	10%	25%	25%	5%
	<b>Count</b>	9	4	1	1	1	1	1

<b>Q14</b>	<b>Mean</b>	3.20	3.06	3.29	3.20	3.00	3.25	3.37
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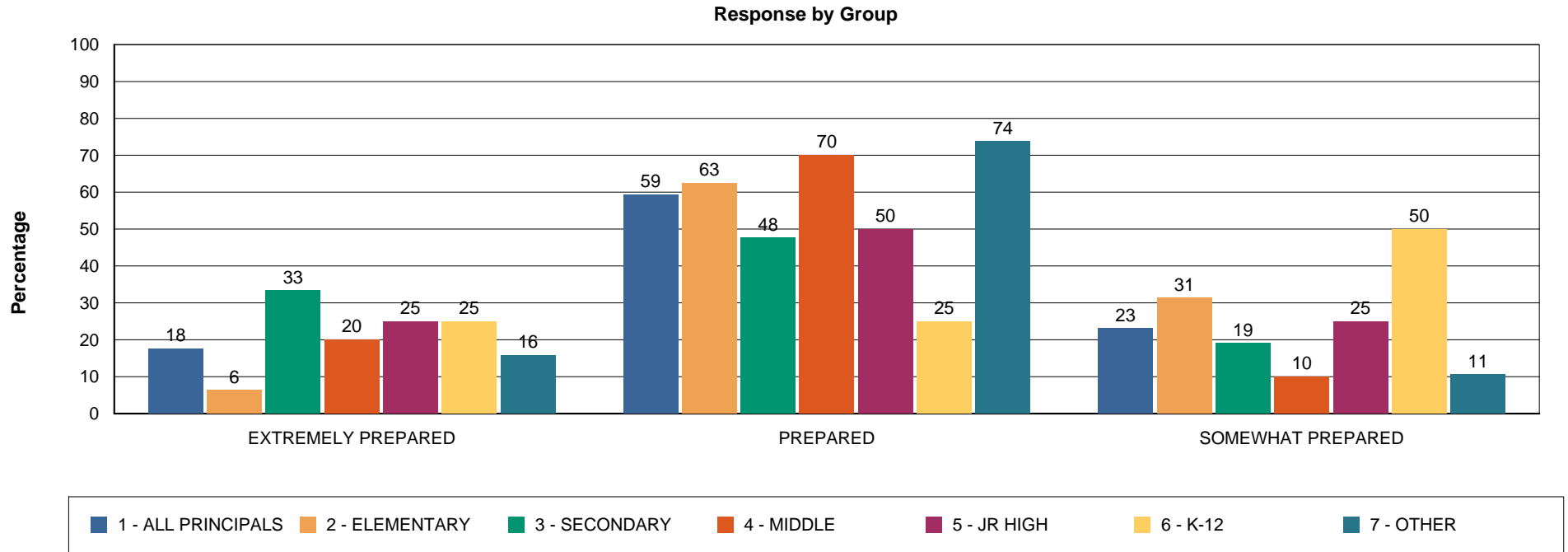
# 15 Goal-setting



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	31%	19%	33%	40%	25%	50%	44%
	<b>Count</b>	28	6	7	4	1	2	8
<b>PREPARED</b>	<b>Percentage</b>	64%	78%	62%	60%	50%	50%	56%
	<b>Count</b>	58	25	13	6	2	2	10
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	4%	3%	5%	0%	25%	0%	0%
	<b>Count</b>	4	1	1	0	1	0	0

<b>Q15</b>	<b>Mean</b>	3.27	3.16	3.29	3.40	3.00	3.50	3.44
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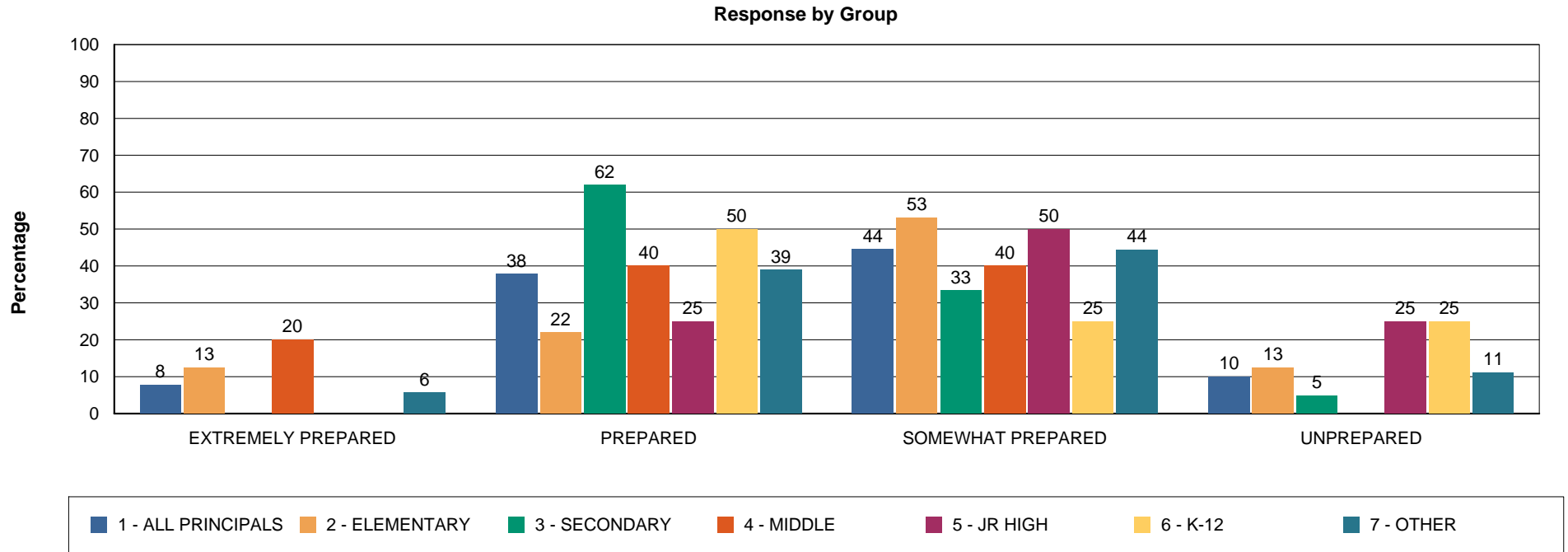
# 16 Strategic planning



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	18%	6%	33%	20%	25%	25%	16%
	<b>Count</b>	16	2	7	2	1	1	3
<b>PREPARED</b>	<b>Percentage</b>	59%	63%	48%	70%	50%	25%	74%
	<b>Count</b>	54	20	10	7	2	1	14
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	23%	31%	19%	10%	25%	50%	11%
	<b>Count</b>	21	10	4	1	1	2	2

<b>Q16</b>	<b>Mean</b>	2.95	2.75	3.14	3.10	3.00	2.75	3.05
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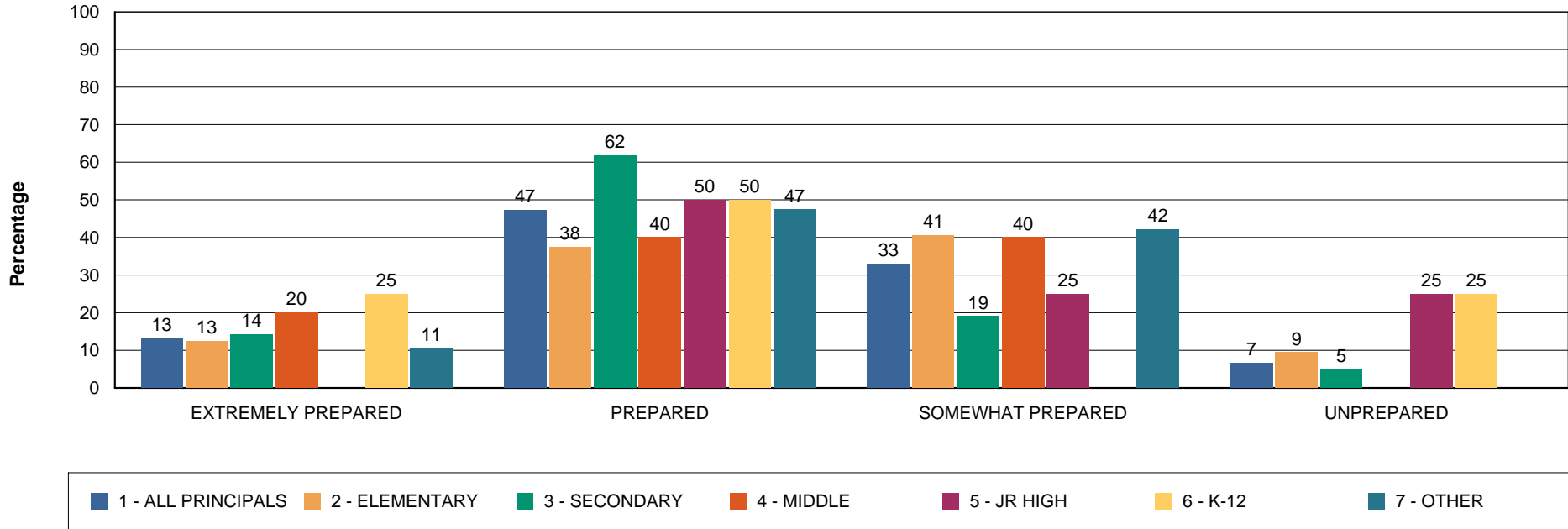
# 17 Creating a budget



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	8%	13%	0%	20%	0%	0%	6%
	<b>Count</b>	7	4	0	2	0	0	1
<b>PREPARED</b>	<b>Percentage</b>	38%	22%	62%	40%	25%	50%	39%
	<b>Count</b>	34	7	13	4	1	2	7
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	44%	53%	33%	40%	50%	25%	44%
	<b>Count</b>	40	17	7	4	2	1	8
<b>UNPREPARED</b>	<b>Percentage</b>	10%	13%	5%	0%	25%	25%	11%
	<b>Count</b>	9	4	1	0	1	1	2
<b>Q17</b>	<b>Mean</b>	2.43	2.34	2.57	2.80	2.00	2.25	2.39

# 18 Implementing a budget

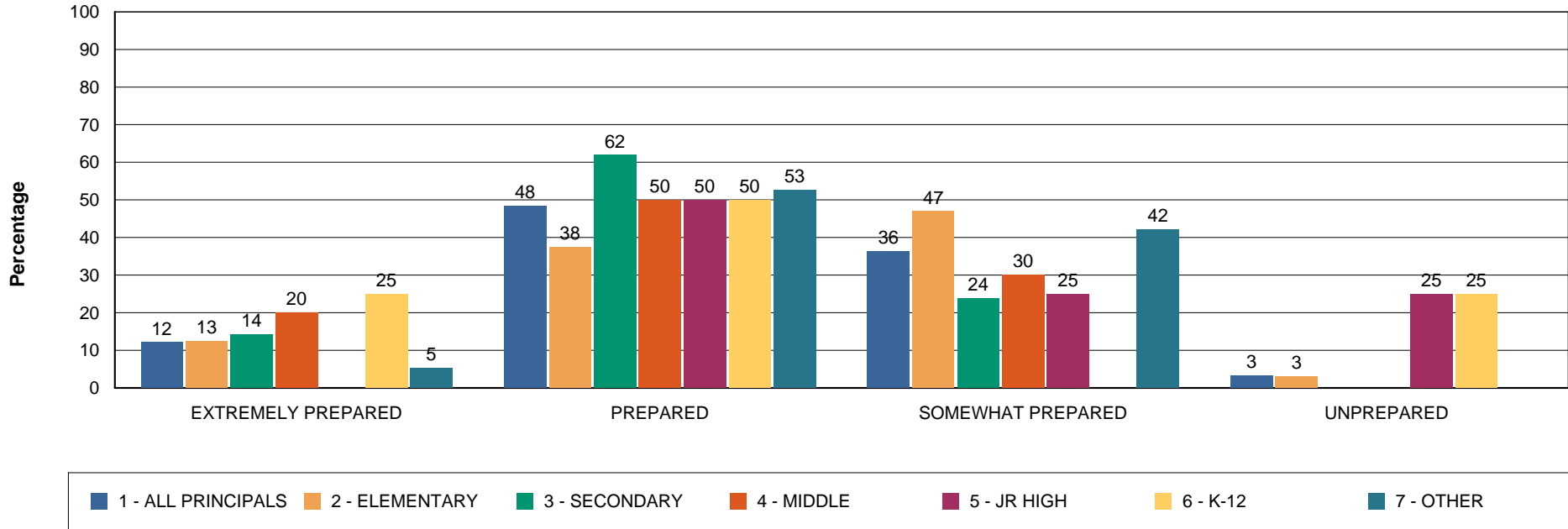
Response by Group



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	13%	13%	14%	20%	0%	25%	11%
	<b>Count</b>	12	4	3	2	0	1	2
<b>PREPARED</b>	<b>Percentage</b>	47%	38%	62%	40%	50%	50%	47%
	<b>Count</b>	43	12	13	4	2	2	9
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	33%	41%	19%	40%	25%	0%	42%
	<b>Count</b>	30	13	4	4	1	0	8
<b>UNPREPARED</b>	<b>Percentage</b>	7%	9%	5%	0%	25%	25%	0%
	<b>Count</b>	6	3	1	0	1	1	0
<b>Q18</b>	<b>Mean</b>	2.67	2.53	2.86	2.80	2.25	2.75	2.68

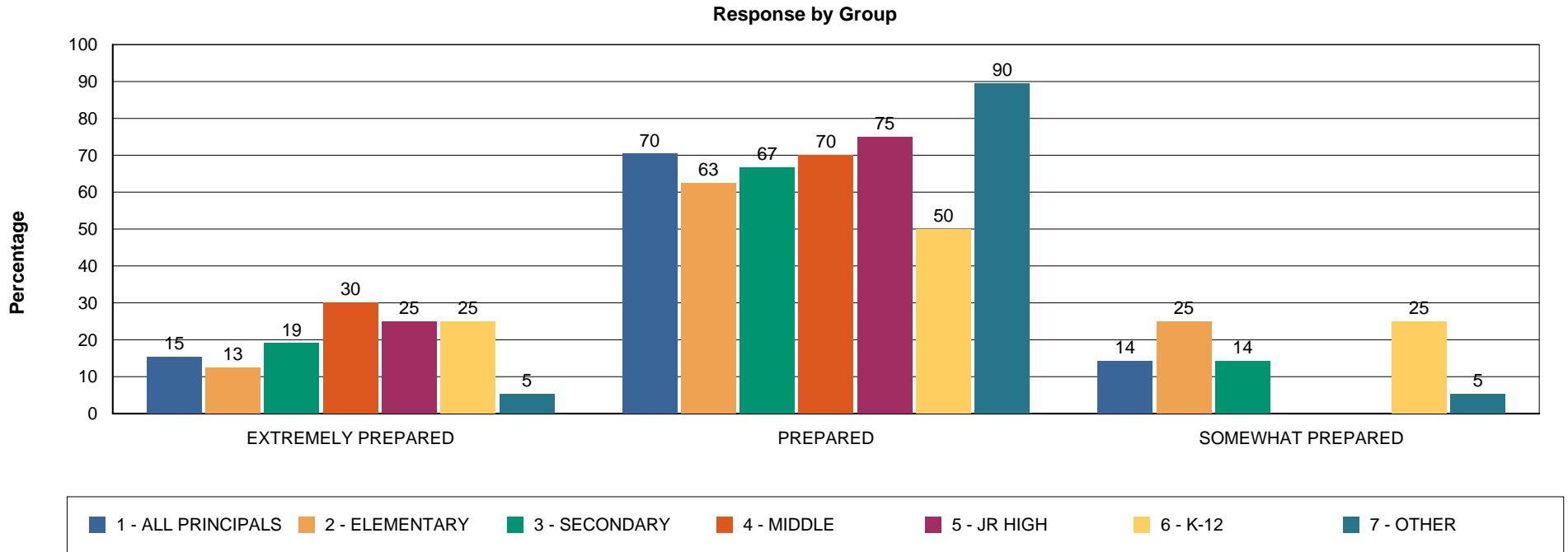
# 19 Allocating resources

Response by Group



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	12%	13%	14%	20%	0%	25%	5%
	<b>Count</b>	11	4	3	2	0	1	1
<b>PREPARED</b>	<b>Percentage</b>	48%	38%	62%	50%	50%	50%	53%
	<b>Count</b>	44	12	13	5	2	2	10
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	36%	47%	24%	30%	25%	0%	42%
	<b>Count</b>	33	15	5	3	1	0	8
<b>UNPREPARED</b>	<b>Percentage</b>	3%	3%	0%	0%	25%	25%	0%
	<b>Count</b>	3	1	0	0	1	1	0
<b>Q19</b>	<b>Mean</b>	2.69	2.59	2.90	2.90	2.25	2.75	2.63

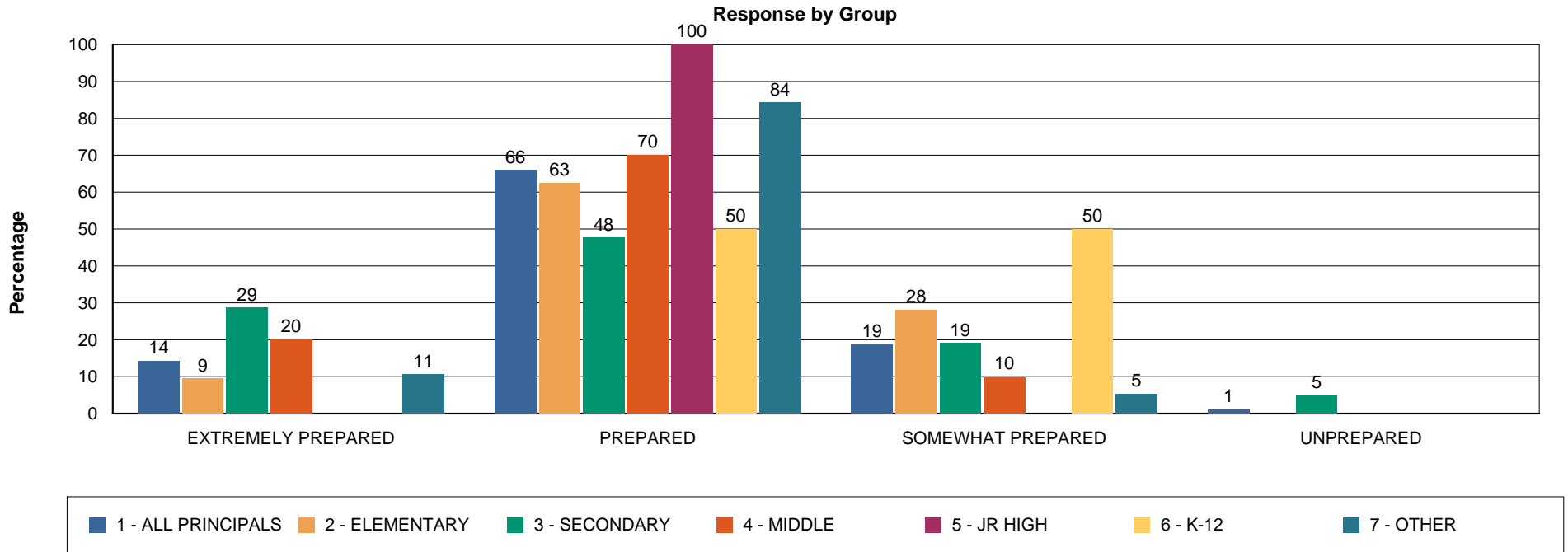
20 Mentoring staff to improve their instruction



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	15%	13%	19%	30%	25%	25%	5%
	<b>Count</b>	14	4	4	3	1	1	1
<b>PREPARED</b>	<b>Percentage</b>	70%	63%	67%	70%	75%	50%	90%
	<b>Count</b>	64	20	14	7	3	2	17
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	14%	25%	14%	0%	0%	25%	5%
	<b>Count</b>	13	8	3	0	0	1	1

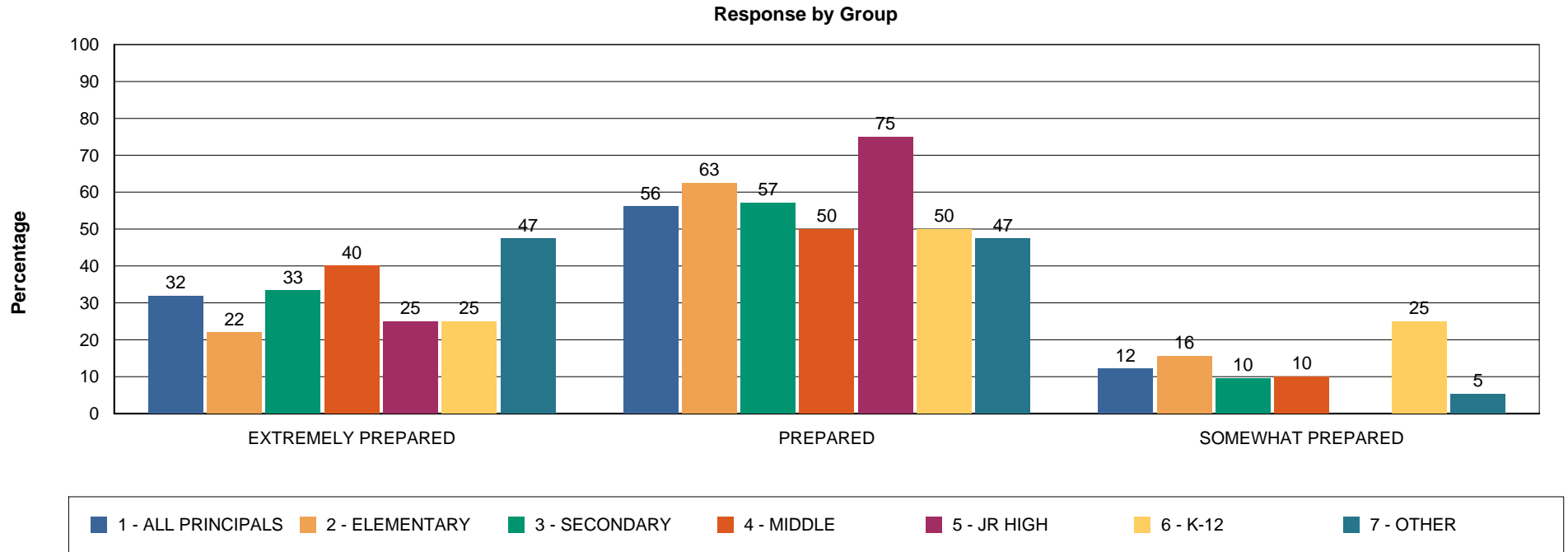
<b>Q20</b>	<b>Mean</b>	3.01	2.88	3.05	3.30	3.25	3.00	3.00
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## 21 Implementing best practices in staff development opportunities



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	14%	9%	29%	20%	0%	0%	11%
	<b>Count</b>	13	3	6	2	0	0	2
<b>PREPARED</b>	<b>Percentage</b>	66%	63%	48%	70%	100%	50%	84%
	<b>Count</b>	60	20	10	7	4	2	16
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	19%	28%	19%	10%	0%	50%	5%
	<b>Count</b>	17	9	4	1	0	2	1
<b>UNPREPARED</b>	<b>Percentage</b>	1%	0%	5%	0%	0%	0%	0%
	<b>Count</b>	1	0	1	0	0	0	0
<b>Q21</b>	<b>Mean</b>	2.93	2.81	3.00	3.10	3.00	2.50	3.05

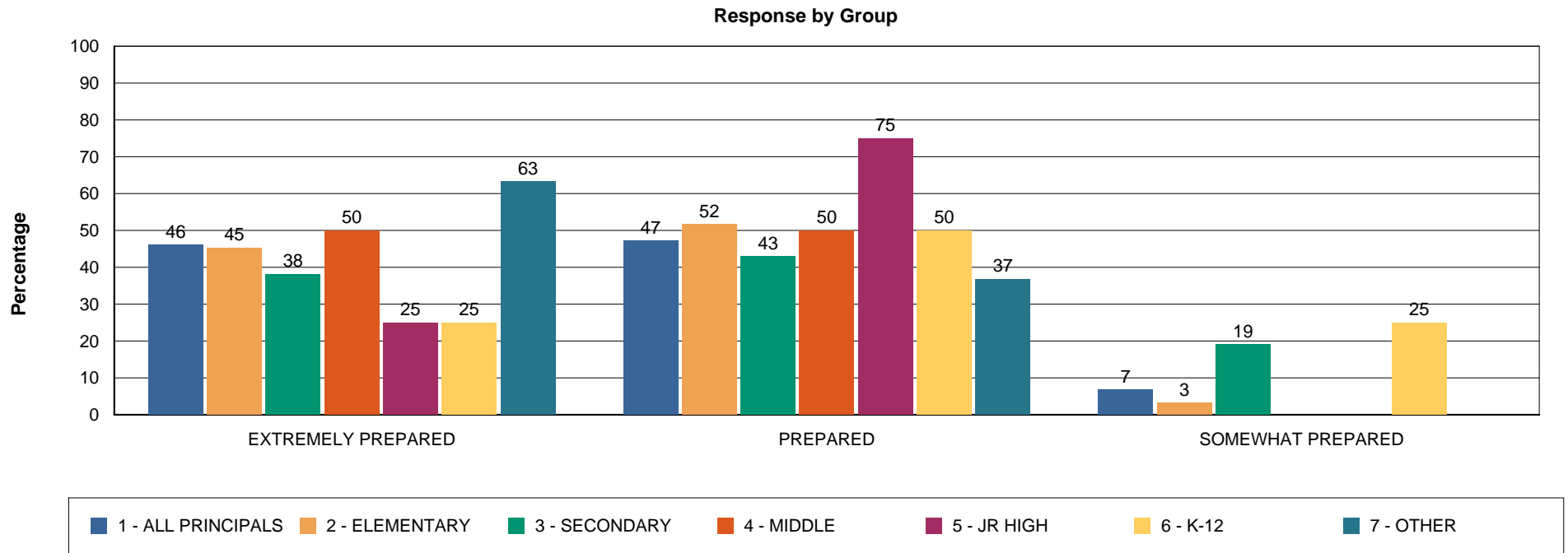
## 22 Coaching classroom management strategies



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	32%	22%	33%	40%	25%	25%	47%
	<b>Count</b>	29	7	7	4	1	1	9
<b>PREPARED</b>	<b>Percentage</b>	56%	63%	57%	50%	75%	50%	47%
	<b>Count</b>	51	20	12	5	3	2	9
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	12%	16%	10%	10%	0%	25%	5%
	<b>Count</b>	11	5	2	1	0	1	1

<b>Q22</b>	<b>Mean</b>	3.20	3.06	3.24	3.30	3.25	3.00	3.42
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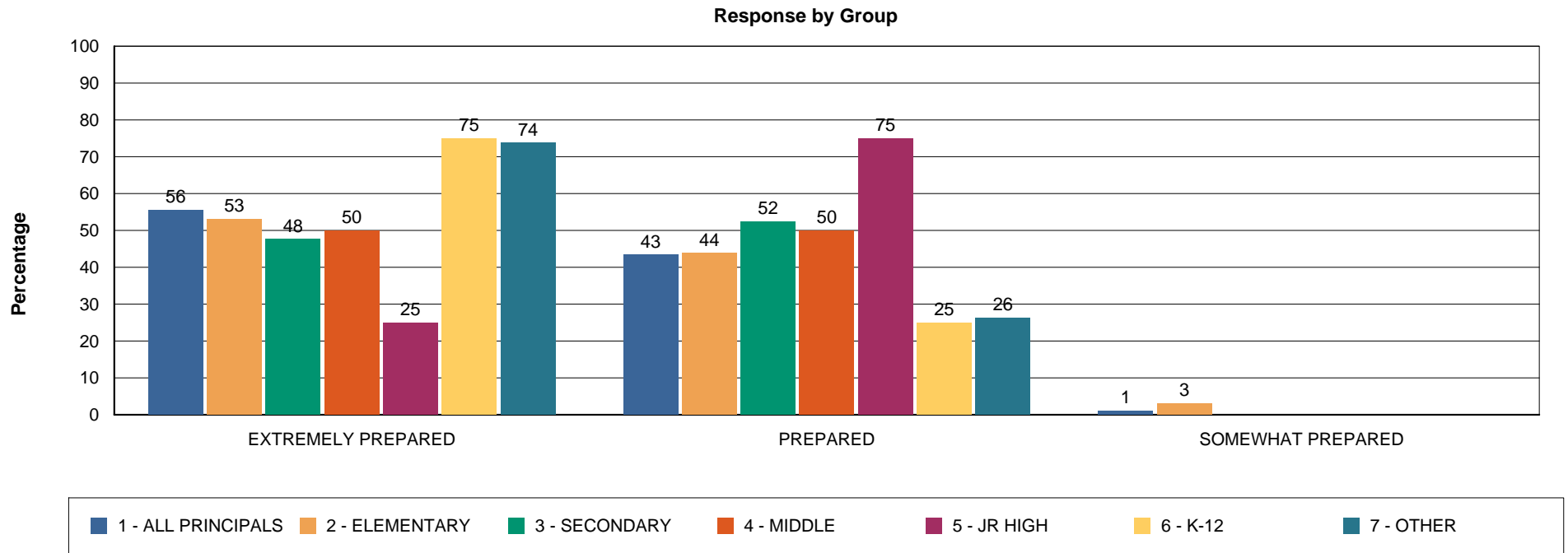
## 23 Recognizing and celebrating the professional accomplishments of faculty/staff



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	46%	45%	38%	50%	25%	25%	63%
	<b>Count</b>	41	14	8	5	1	1	12
<b>PREPARED</b>	<b>Percentage</b>	47%	52%	43%	50%	75%	50%	37%
	<b>Count</b>	42	16	9	5	3	2	7
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	7%	3%	19%	0%	0%	25%	0%
	<b>Count</b>	6	1	4	0	0	1	0

<b>Q23</b>	<b>Mean</b>	3.39	3.42	3.19	3.50	3.25	3.00	3.63
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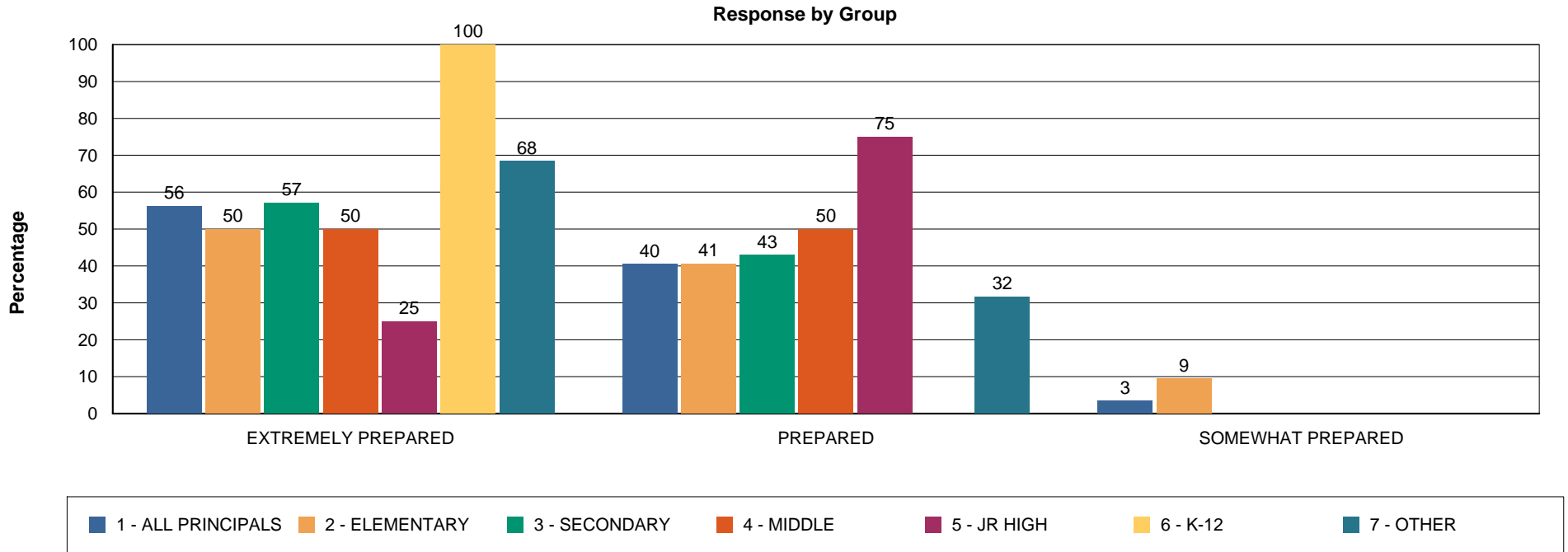
## 24 Promoting a culture of respect within the school



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	56%	53%	48%	50%	25%	75%	74%
	<b>Count</b>	50	17	10	5	1	3	14
<b>PREPARED</b>	<b>Percentage</b>	43%	44%	52%	50%	75%	25%	26%
	<b>Count</b>	39	14	11	5	3	1	5
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	1%	3%	0%	0%	0%	0%	0%
	<b>Count</b>	1	1	0	0	0	0	0

<b>Q24</b>	<b>Mean</b>	3.54	3.50	3.48	3.50	3.25	3.75	3.74
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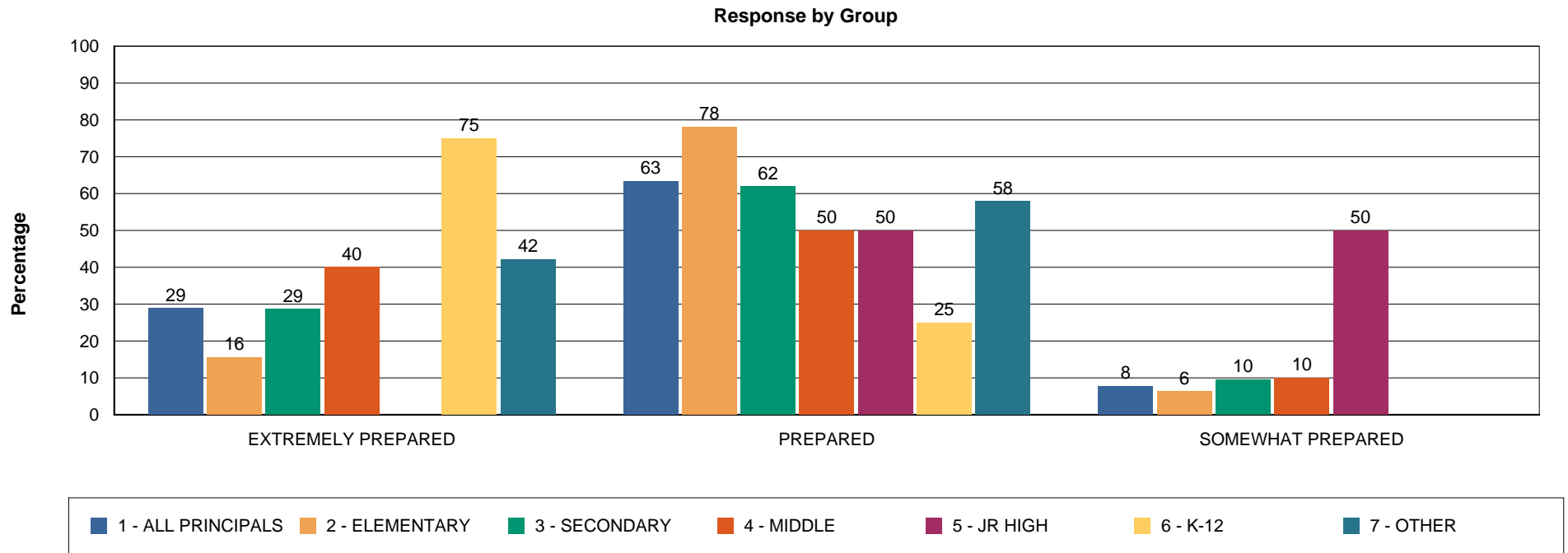
## 25 Communicating effectively with teachers, counselors, deans and other administrators



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	56%	50%	57%	50%	25%	100%	68%
	<b>Count</b>	50	16	12	5	1	3	13
<b>PREPARED</b>	<b>Percentage</b>	40%	41%	43%	50%	75%	0%	32%
	<b>Count</b>	36	13	9	5	3	0	6
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	3%	9%	0%	0%	0%	0%	0%
	<b>Count</b>	3	3	0	0	0	0	0

<b>Q25</b>	<b>Mean</b>	3.53	3.41	3.57	3.50	3.25	4.00	3.68
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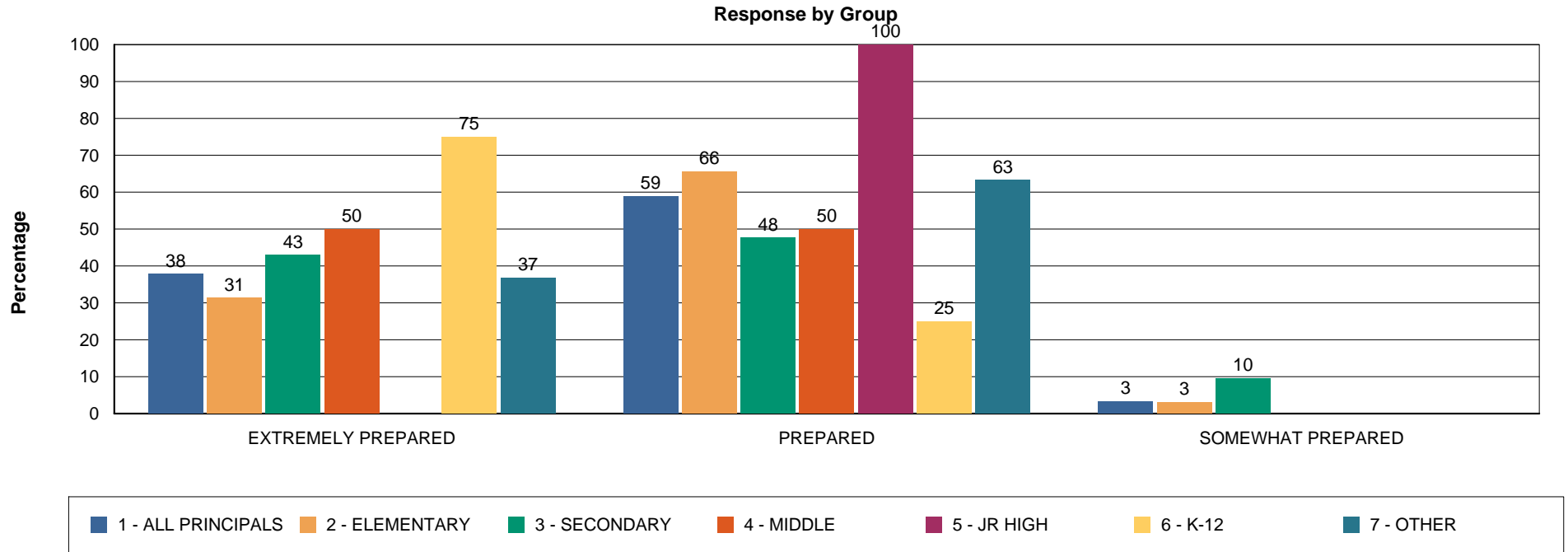
## 26 Negotiating school conflicts



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	29%	16%	29%	40%	0%	75%	42%
	<b>Count</b>	26	5	6	4	0	3	8
<b>PREPARED</b>	<b>Percentage</b>	63%	78%	62%	50%	50%	25%	58%
	<b>Count</b>	57	25	13	5	2	1	11
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	8%	6%	10%	10%	50%	0%	0%
	<b>Count</b>	7	2	2	1	2	0	0

<b>Q26</b>	<b>Mean</b>	3.21	3.09	3.19	3.30	2.50	3.75	3.42
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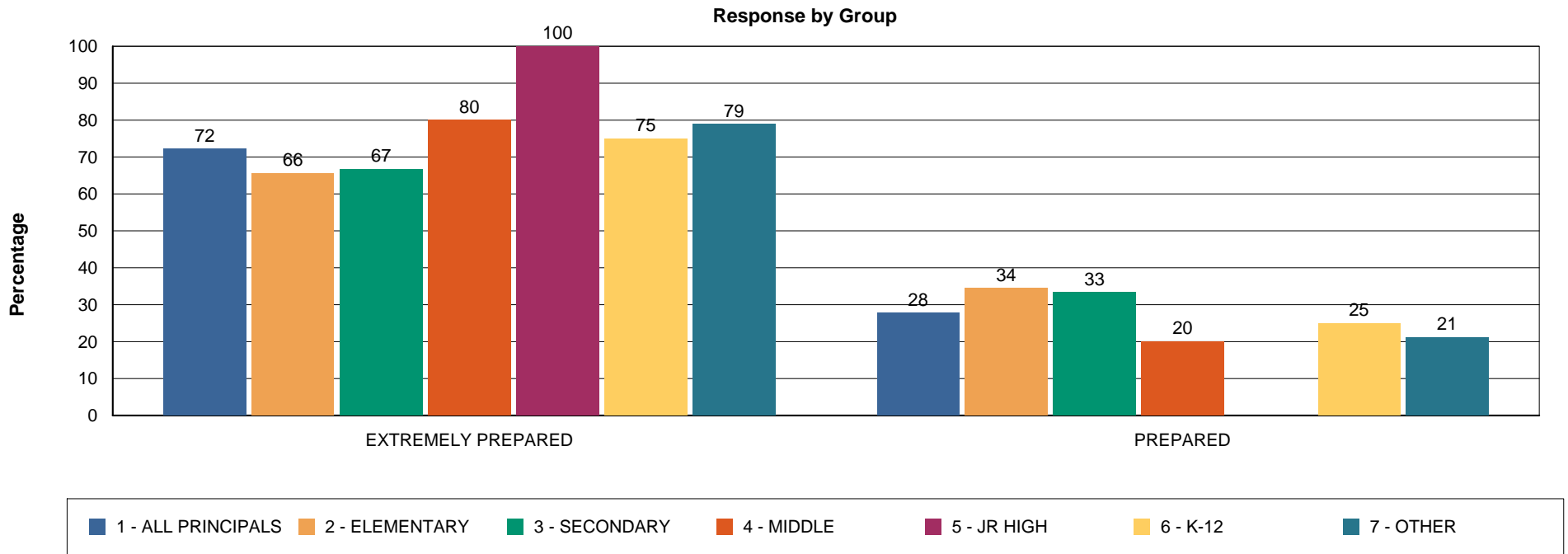
## 27 Using collaboration to make decisions



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	38%	31%	43%	50%	0%	75%	37%
	<b>Count</b>	34	10	9	5	0	3	7
<b>PREPARED</b>	<b>Percentage</b>	59%	66%	48%	50%	100%	25%	63%
	<b>Count</b>	53	21	10	5	4	1	12
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	3%	3%	10%	0%	0%	0%	0%
	<b>Count</b>	3	1	2	0	0	0	0

<b>Q27</b>	<b>Mean</b>	3.34	3.28	3.33	3.50	3.00	3.75	3.37
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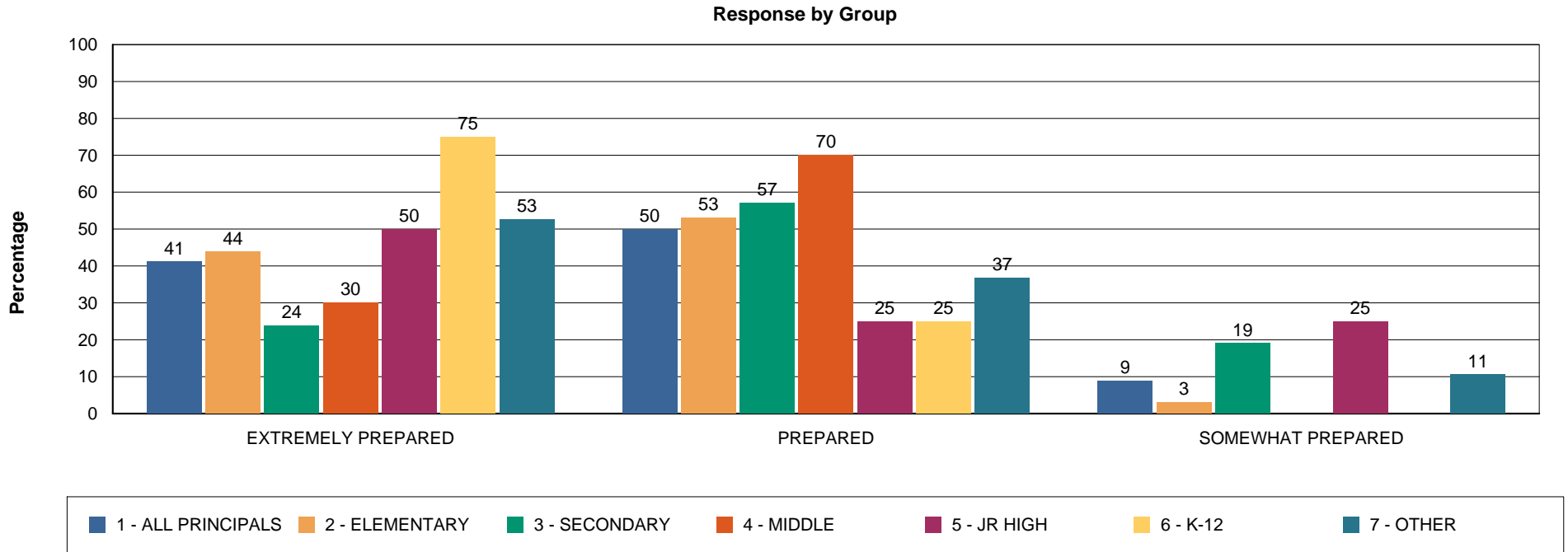
## 28 Maintaining an open-door policy



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	72%	66%	67%	80%	100%	75%	79%
	<b>Count</b>	65	21	14	8	4	3	15
<b>PREPARED</b>	<b>Percentage</b>	28%	34%	33%	20%	0%	25%	21%
	<b>Count</b>	25	11	7	2	0	1	4

<b>Q28</b>	<b>Mean</b>	3.72	3.66	3.67	3.80	4.00	3.75	3.79
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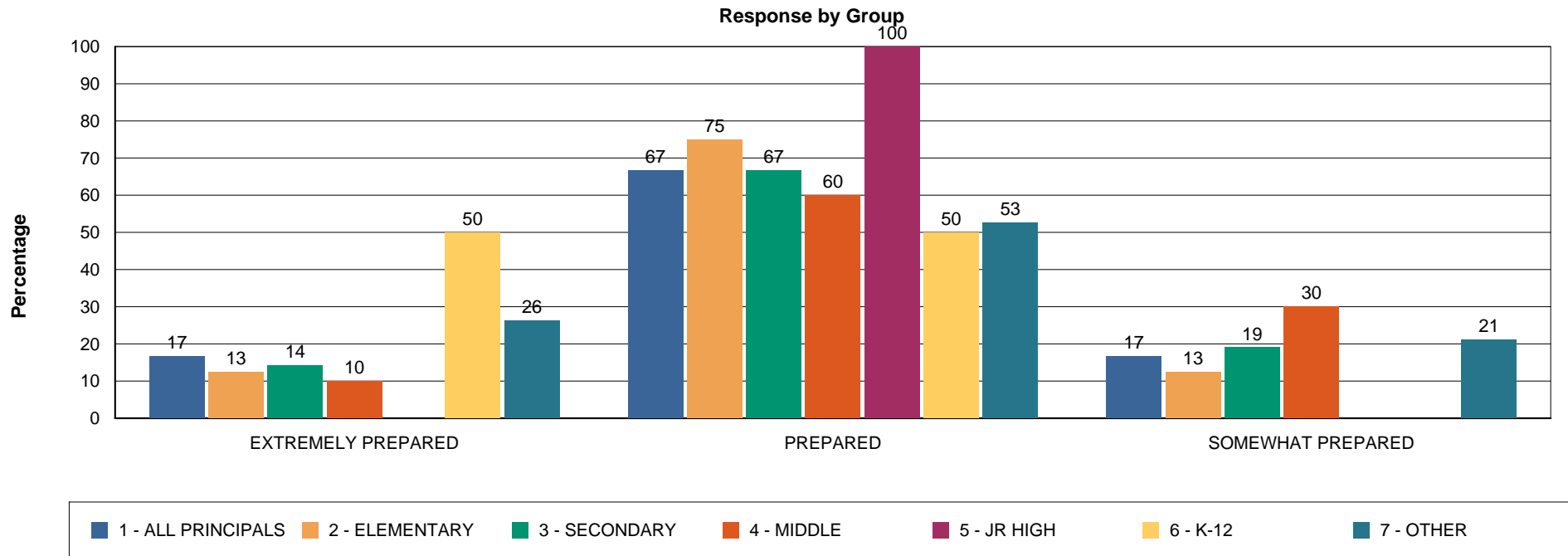
## 29 Providing timely feedback to all stakeholders



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	41%	44%	24%	30%	50%	75%	53%
	<b>Count</b>	37	14	5	3	2	3	10
<b>PREPARED</b>	<b>Percentage</b>	50%	53%	57%	70%	25%	25%	37%
	<b>Count</b>	45	17	12	7	1	1	7
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	9%	3%	19%	0%	25%	0%	11%
	<b>Count</b>	8	1	4	0	1	0	2

<b>Q29</b>	<b>Mean</b>	3.32	3.41	3.05	3.30	3.25	3.75	3.42
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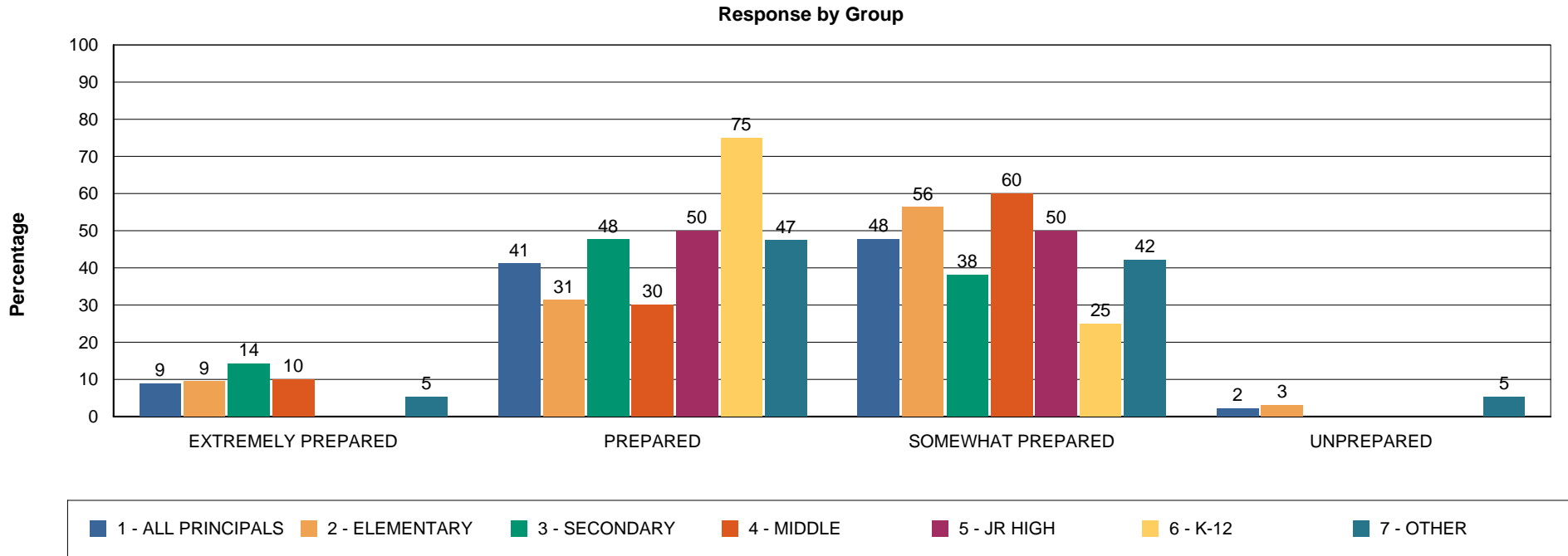
# 30 Engaging parents to promote achievement



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	17%	13%	14%	10%	0%	50%	26%
	<b>Count</b>	15	4	3	1	0	2	5
<b>PREPARED</b>	<b>Percentage</b>	67%	75%	67%	60%	100%	50%	53%
	<b>Count</b>	60	24	14	6	4	2	10
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	17%	13%	19%	30%	0%	0%	21%
	<b>Count</b>	15	4	4	3	0	0	4

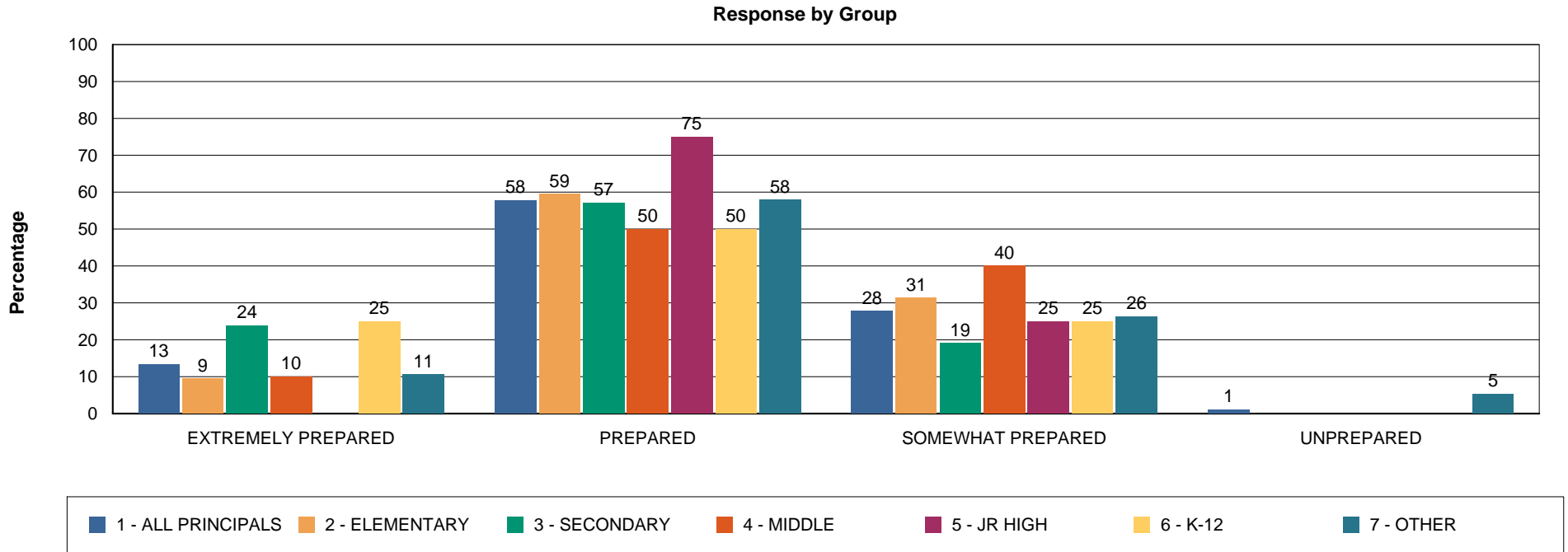
<b>Q30</b>	<b>Mean</b>	3.00	3.00	2.95	2.80	3.00	3.50	3.05
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# 31 Partnering with the civic and business community to enhance education



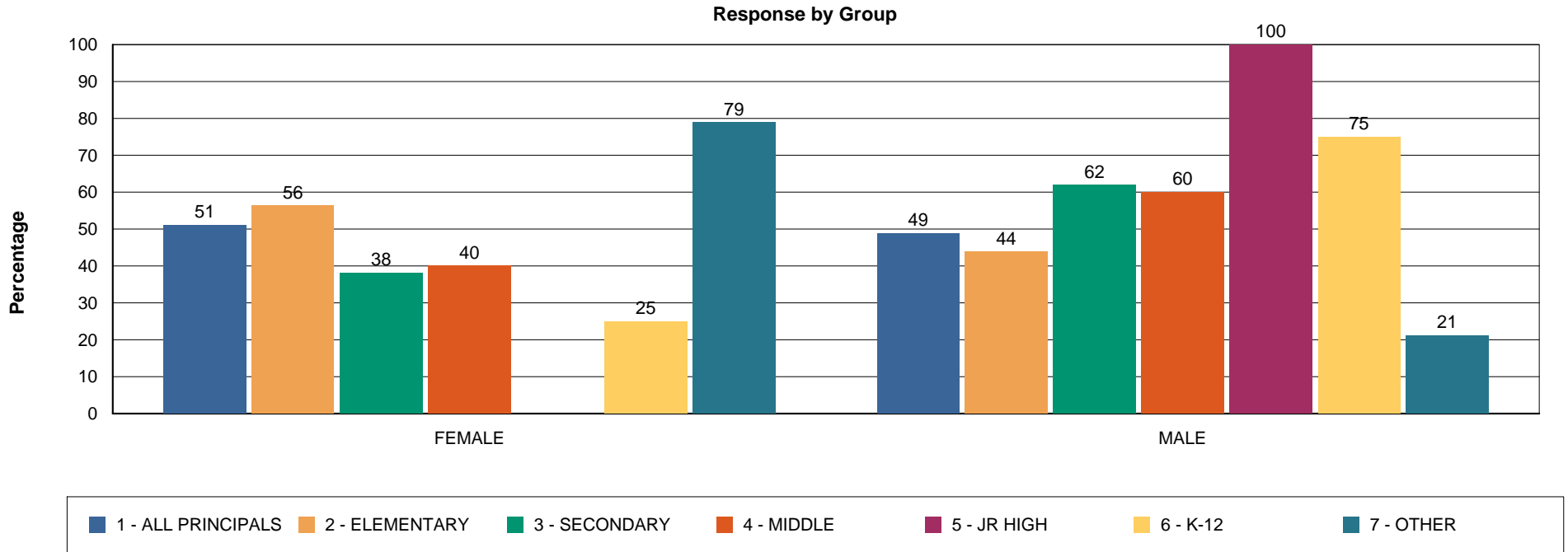
		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	9%	9%	14%	10%	0%	0%	5%
	<b>Count</b>	8	3	3	1	0	0	1
<b>PREPARED</b>	<b>Percentage</b>	41%	31%	48%	30%	50%	75%	47%
	<b>Count</b>	37	10	10	3	2	3	9
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	48%	56%	38%	60%	50%	25%	42%
	<b>Count</b>	43	18	8	6	2	1	8
<b>UNPREPARED</b>	<b>Percentage</b>	2%	3%	0%	0%	0%	0%	5%
	<b>Count</b>	2	1	0	0	0	0	1
<b>Q31</b>	<b>Mean</b>	2.57	2.47	2.76	2.50	2.50	2.75	2.53

### 32 Engaging the community in support of the school



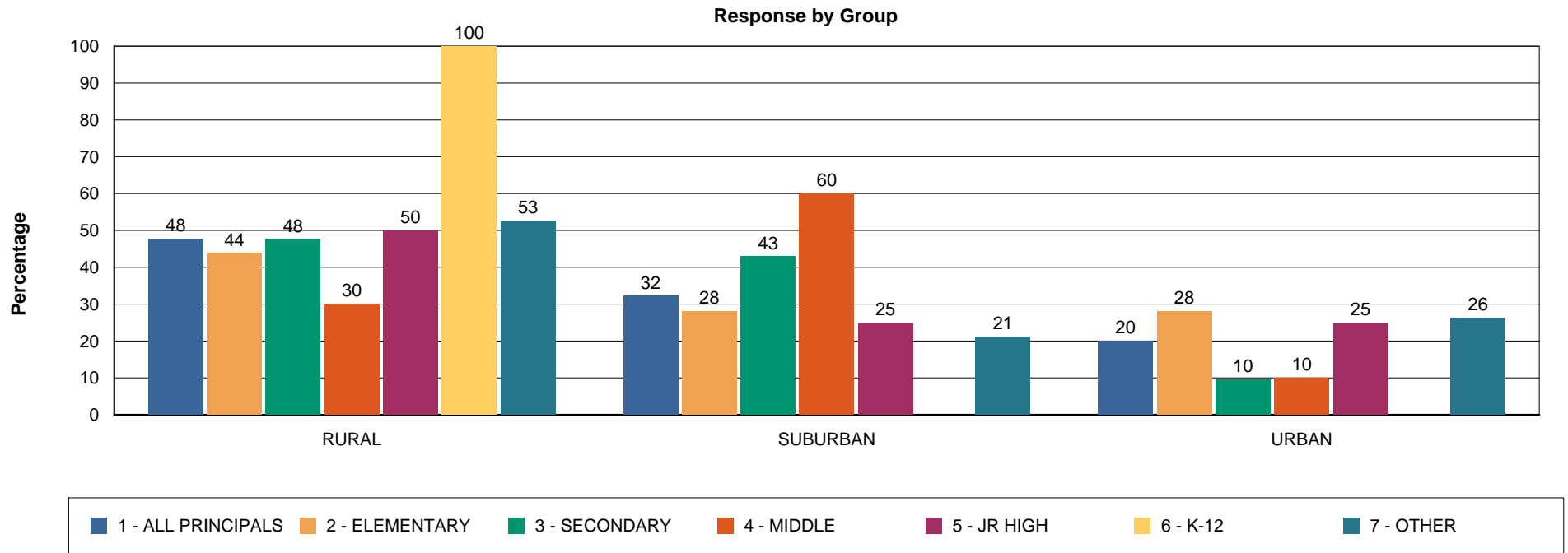
		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	13%	9%	24%	10%	0%	25%	11%
	<b>Count</b>	12	3	5	1	0	1	2
<b>PREPARED</b>	<b>Percentage</b>	58%	59%	57%	50%	75%	50%	58%
	<b>Count</b>	52	19	12	5	3	2	11
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	28%	31%	19%	40%	25%	25%	26%
	<b>Count</b>	25	10	4	4	1	1	5
<b>UNPREPARED</b>	<b>Percentage</b>	1%	0%	0%	0%	0%	0%	5%
	<b>Count</b>	1	0	0	0	0	0	1
<b>Q32</b>	<b>Mean</b>	2.83	2.78	3.05	2.70	2.75	3.00	2.74

**34** Please identify your gender:



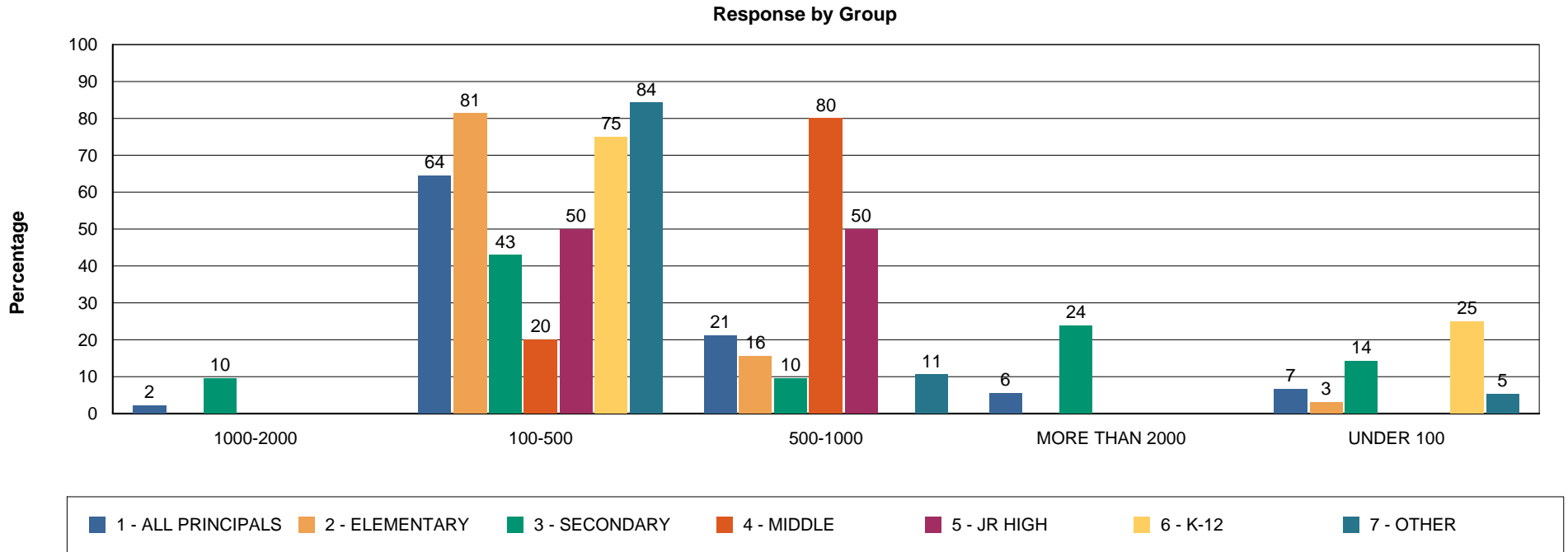
		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>FEMALE</b>	<b>Percentage</b>	51%	56%	38%	40%	0%	25%	79%
	<b>Count</b>	46	18	8	4	0	1	15
<b>MALE</b>	<b>Percentage</b>	49%	44%	62%	60%	100%	75%	21%
	<b>Count</b>	44	14	13	6	4	3	4

**35** Please indicate the school setting that most closely fits your school:



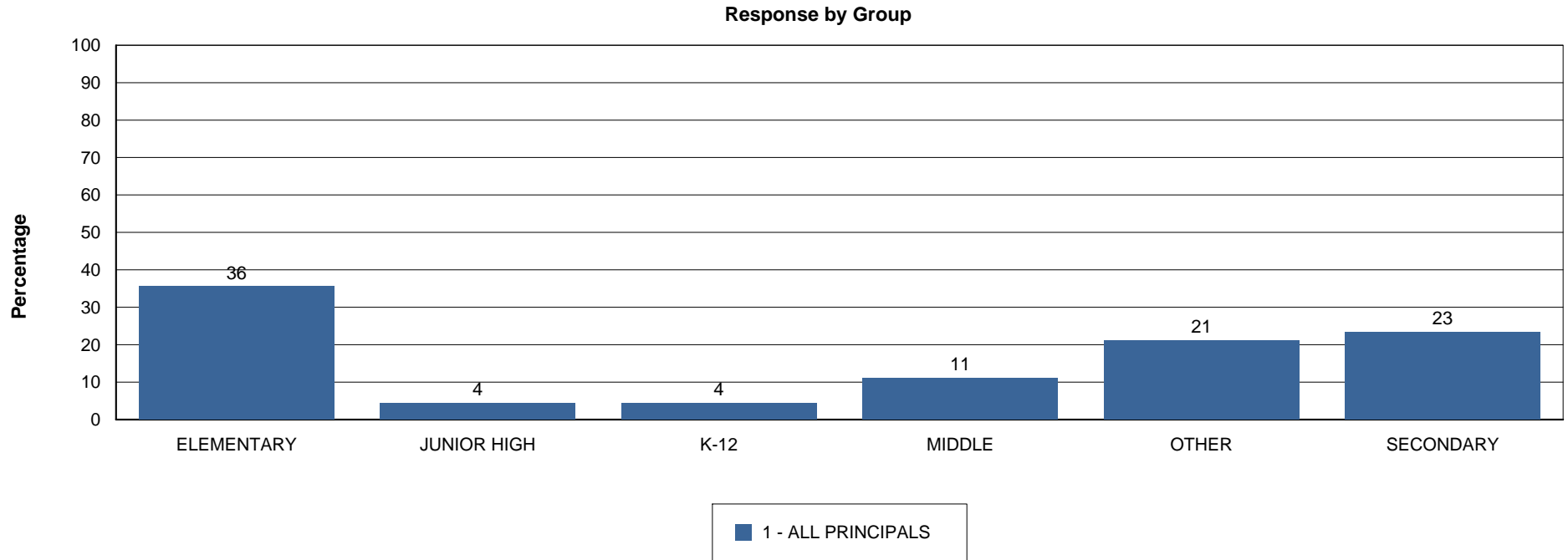
		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>RURAL</b>	<b>Percentage</b>	48%	44%	48%	30%	50%	100%	53%
	<b>Count</b>	43	14	10	3	2	4	10
<b>SUBURBAN</b>	<b>Percentage</b>	32%	28%	43%	60%	25%	0%	21%
	<b>Count</b>	29	9	9	6	1	0	4
<b>URBAN</b>	<b>Percentage</b>	20%	28%	10%	10%	25%	0%	26%
	<b>Count</b>	18	9	2	1	1	0	5

**36** Please indicate the size of the student population at your school:



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>1000-2000</b>	<b>Percentage</b>	2%	0%	10%	0%	0%	0%	0%
	<b>Count</b>	2	0	2	0	0	0	0
<b>100-500</b>	<b>Percentage</b>	64%	81%	43%	20%	50%	75%	84%
	<b>Count</b>	58	26	9	2	2	3	16
<b>500-1000</b>	<b>Percentage</b>	21%	16%	10%	80%	50%	0%	11%
	<b>Count</b>	19	5	2	8	2	0	2
<b>MORE THAN 2000</b>	<b>Percentage</b>	6%	0%	24%	0%	0%	0%	0%
	<b>Count</b>	5	0	5	0	0	0	0
<b>UNDER 100</b>	<b>Percentage</b>	7%	3%	14%	0%	0%	25%	5%
	<b>Count</b>	6	1	3	0	0	1	1

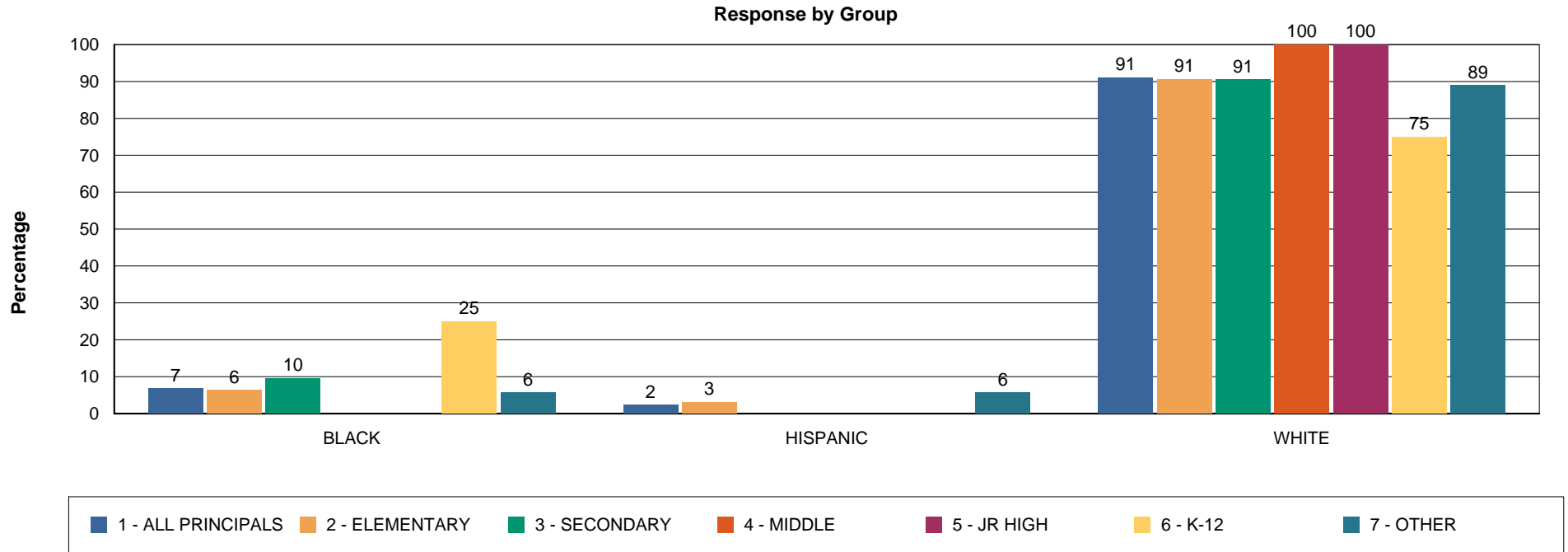
**37** Please identify the level of your school:



		1 - ALL PRINCIPALS
<b>ELEMENTARY</b>	<b>Percentage</b>	36%
	<b>Count</b>	32
<b>JUNIOR HIGH</b>	<b>Percentage</b>	4%
	<b>Count</b>	4
<b>K-12</b>	<b>Percentage</b>	4%
	<b>Count</b>	4
<b>MIDDLE</b>	<b>Percentage</b>	11%
	<b>Count</b>	10
<b>OTHER</b>	<b>Percentage</b>	21%
	<b>Count</b>	19

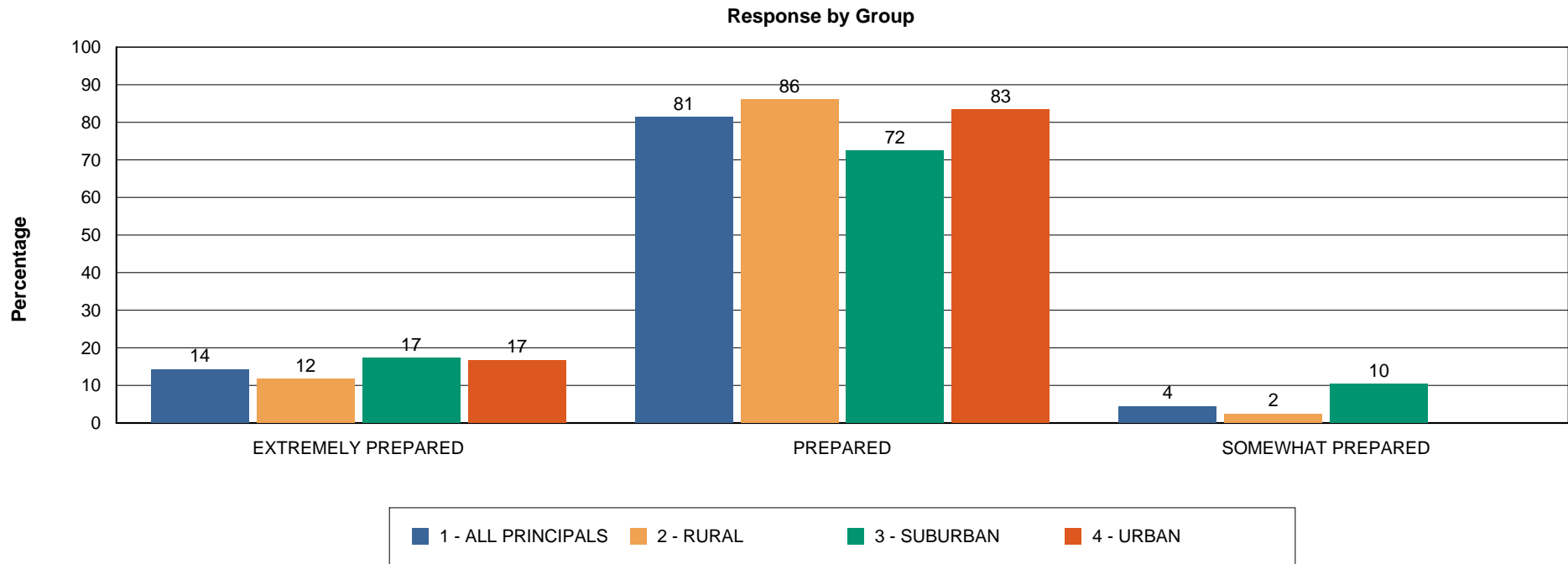
		<b>1 - ALL PRINCIPALS</b>
<b>SECONDARY</b>	<b>Percentage Count</b>	23% 21

**38** Please indicate your race/ethnicity:



		1 - ALL PRINCIPALS	2 - ELEMENTARY	3 - SECONDARY	4 - MIDDLE	5 - JR HIGH	6 - K-12	7 - OTHER
<b>BLACK</b>	<b>Percentage</b>	7%	6%	10%	0%	0%	25%	6%
	<b>Count</b>	6	2	2	0	0	1	1
<b>HISPANIC</b>	<b>Percentage</b>	2%	3%	0%	0%	0%	0%	6%
	<b>Count</b>	2	1	0	0	0	0	1
<b>WHITE</b>	<b>Percentage</b>	91%	91%	91%	100%	100%	75%	89%
	<b>Count</b>	81	29	19	10	4	3	16

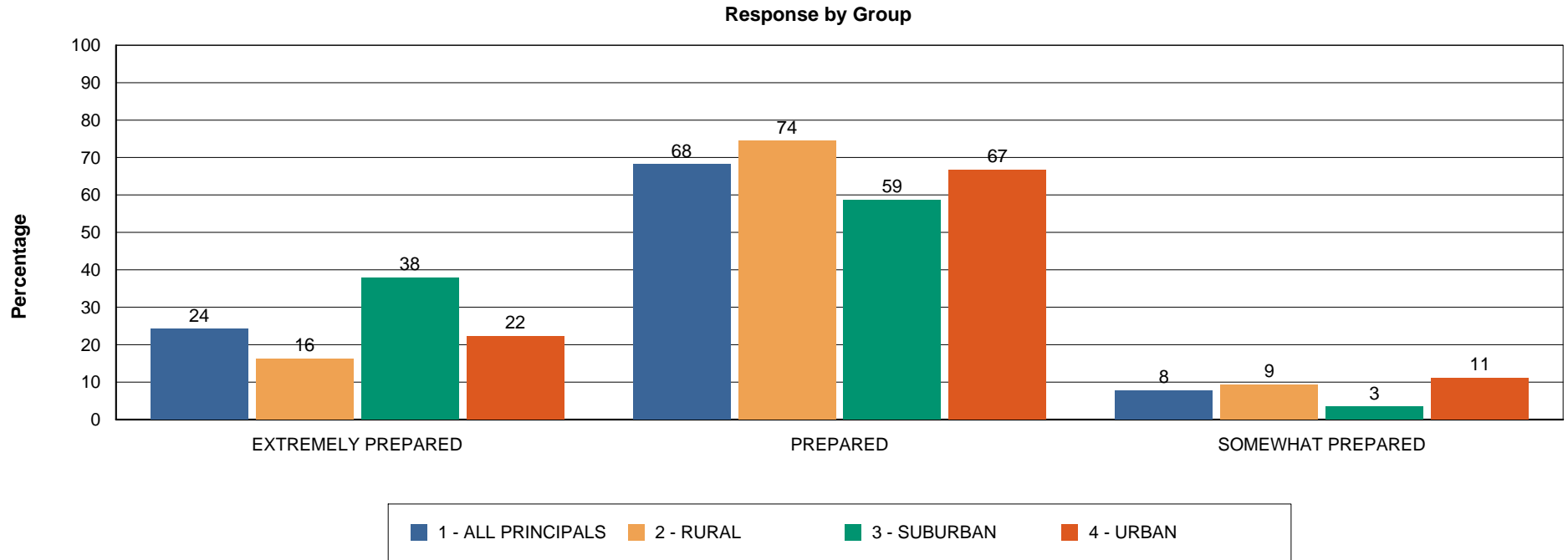
1 Implementing best practices of supervision



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	14%	12%	17%	17%
	<b>Count</b>	13	5	5	3
<b>PREPARED</b>	<b>Percentage</b>	81%	86%	72%	83%
	<b>Count</b>	74	37	21	15
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	4%	2%	10%	0%
	<b>Count</b>	4	1	3	0

<b>Q1</b>	<b>Mean</b>	3.10	3.09	3.07	3.17
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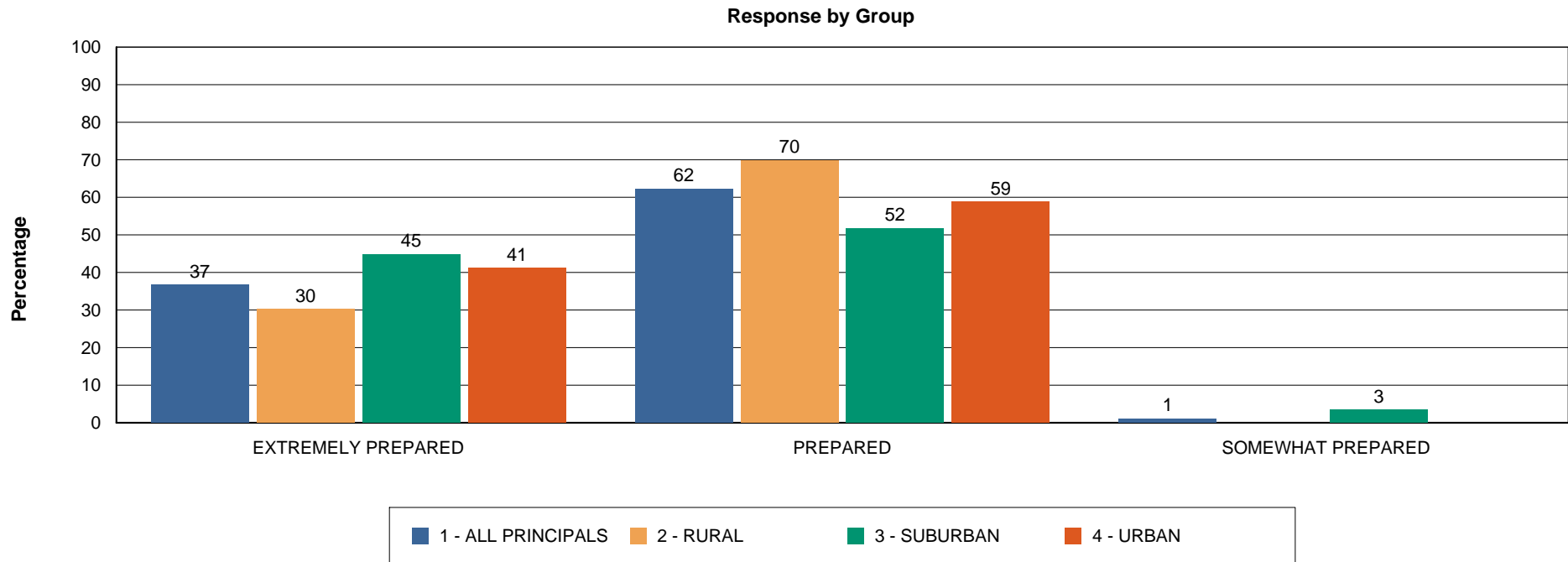
## 2 Facilitating teamwork at all levels of the organization



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	24%	16%	38%	22%
	<b>Count</b>	22	7	11	4
<b>PREPARED</b>	<b>Percentage</b>	68%	74%	59%	67%
	<b>Count</b>	62	32	17	12
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	8%	9%	3%	11%
	<b>Count</b>	7	4	1	2

<b>Q2</b>	<b>Mean</b>	3.16	3.07	3.34	3.11
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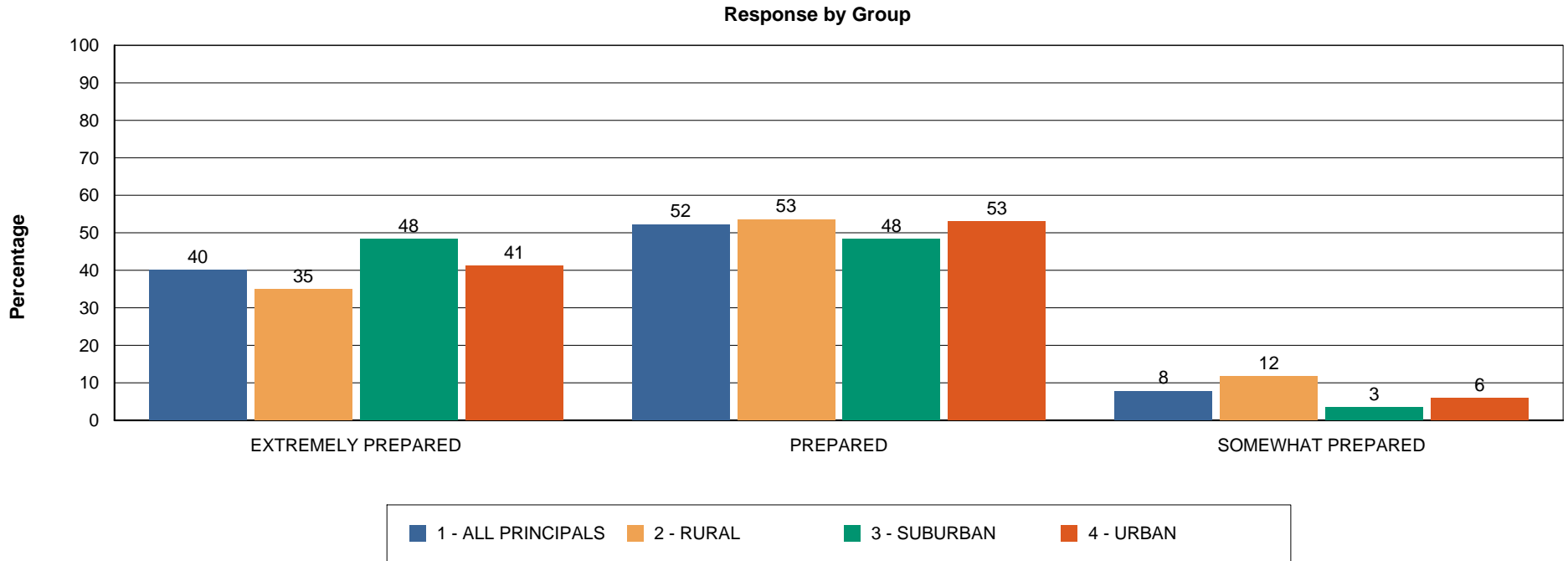
### 3 Maintaining high expectations for teacher and student performance



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	37%	30%	45%	41%
	<b>Count</b>	33	13	13	7
<b>PREPARED</b>	<b>Percentage</b>	62%	70%	52%	59%
	<b>Count</b>	56	30	15	10
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	1%	0%	3%	0%
	<b>Count</b>	1	0	1	0

<b>Q3</b>	<b>Mean</b>	3.36	3.30	3.41	3.41
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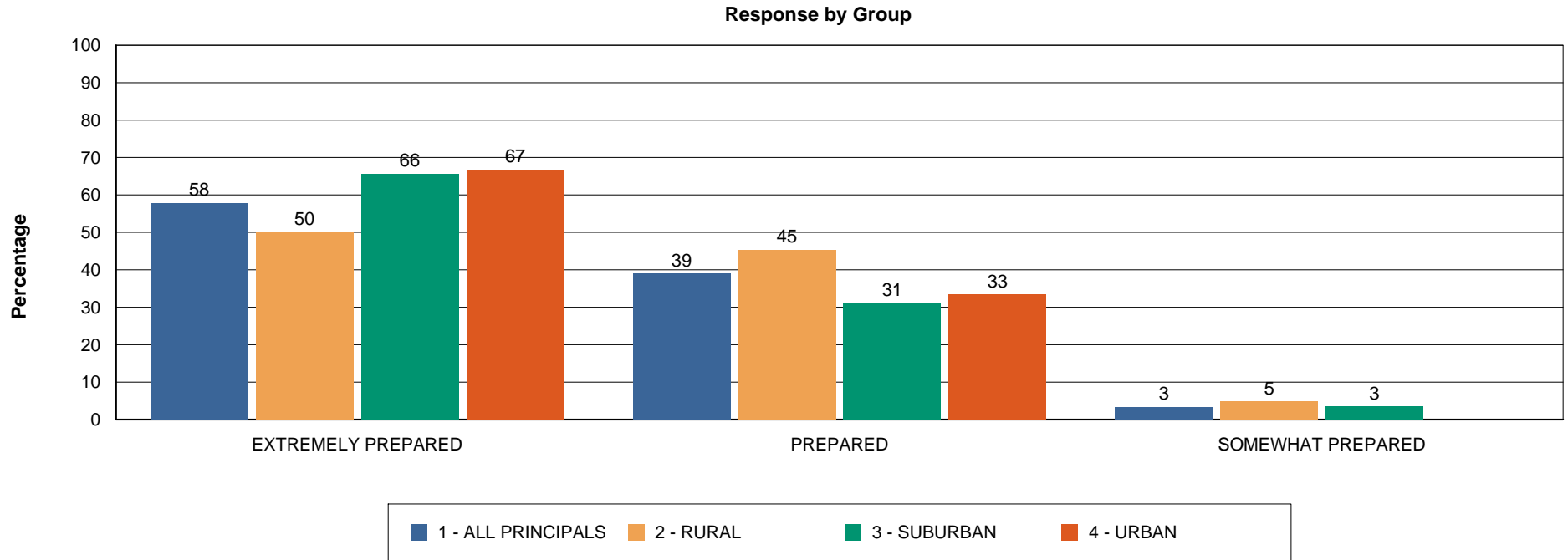
**4** Engendering faculty/staff trust, confidence and commitment to the school



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	40%	35%	48%	41%
	<b>Count</b>	36	15	14	7
<b>PREPARED</b>	<b>Percentage</b>	52%	53%	48%	53%
	<b>Count</b>	47	23	14	9
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	8%	12%	3%	6%
	<b>Count</b>	7	5	1	1

<b>Q4</b>	<b>Mean</b>	3.32	3.23	3.45	3.35
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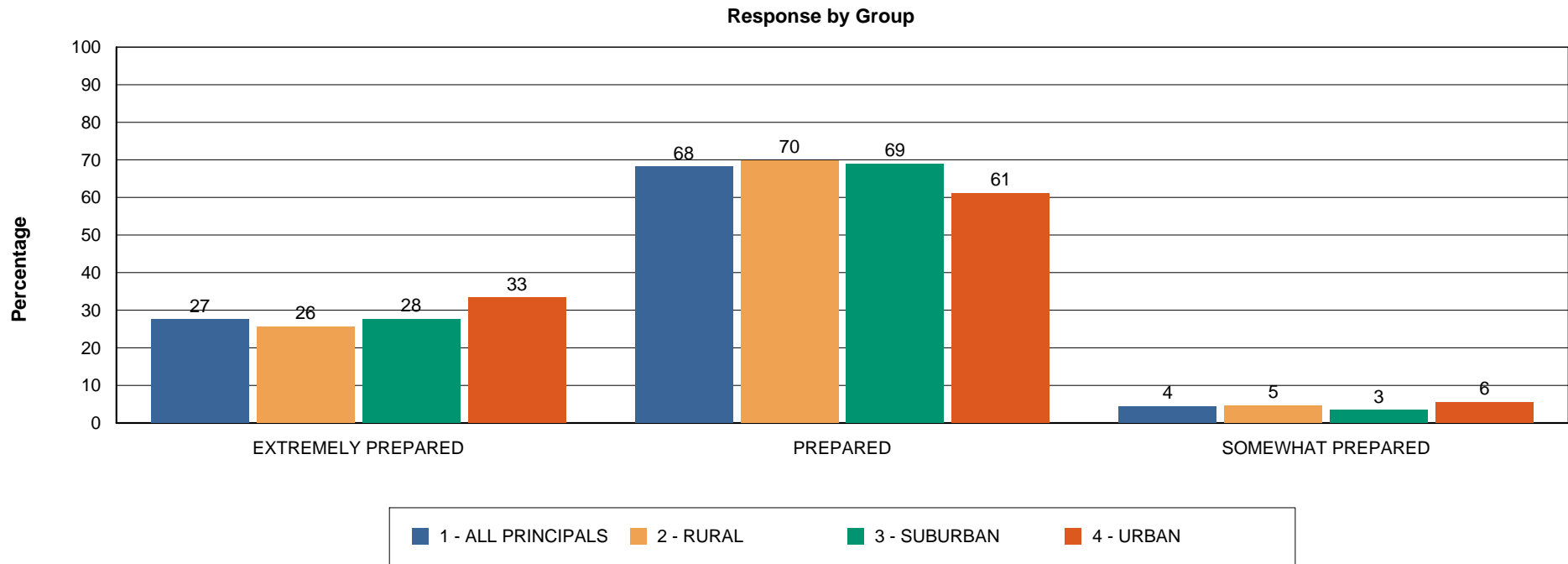
**5** Accepting accountability for decisions and actions



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	58%	50%	66%	67%
	<b>Count</b>	52	21	19	12
<b>PREPARED</b>	<b>Percentage</b>	39%	45%	31%	33%
	<b>Count</b>	35	19	9	6
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	3%	5%	3%	0%
	<b>Count</b>	3	2	1	0

<b>Q5</b>	<b>Mean</b>	3.54	3.45	3.62	3.67
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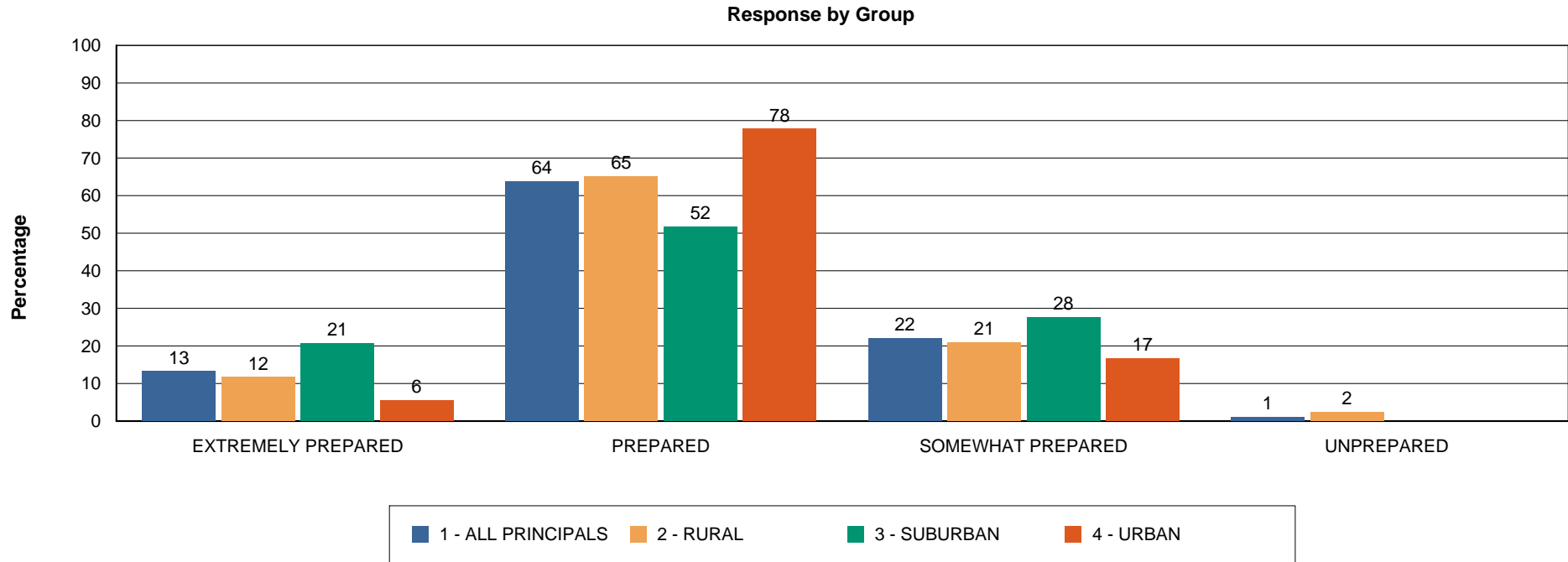
## 6 Maintaining high academic standards



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	27%	26%	28%	33%
	<b>Count</b>	25	11	8	6
<b>PREPARED</b>	<b>Percentage</b>	68%	70%	69%	61%
	<b>Count</b>	62	30	20	11
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	4%	5%	3%	6%
	<b>Count</b>	4	2	1	1

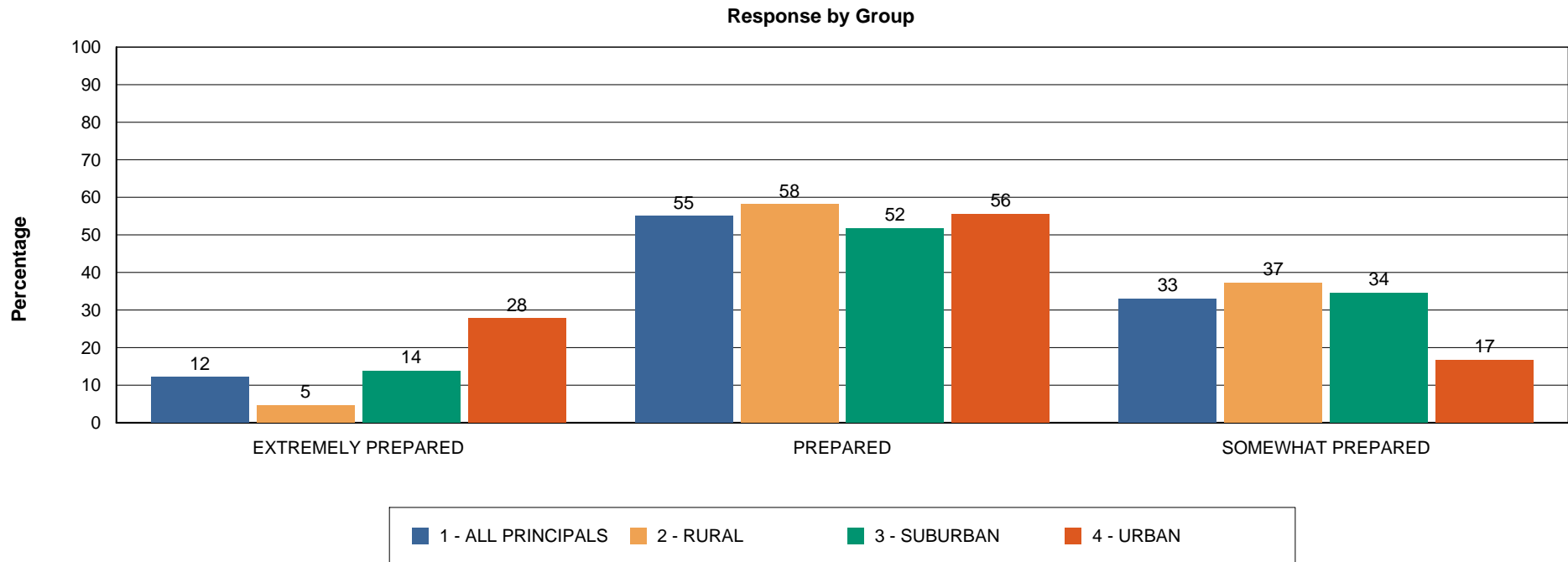
<b>Q6</b>	<b>Mean</b>	3.23	3.21	3.24	3.28
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## 7 Implementing best practices in instruction



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	13%	12%	21%	6%
	<b>Count</b>	12	5	6	1
<b>PREPARED</b>	<b>Percentage</b>	64%	65%	52%	78%
	<b>Count</b>	58	28	15	14
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	22%	21%	28%	17%
	<b>Count</b>	20	9	8	3
<b>UNPREPARED</b>	<b>Percentage</b>	1%	2%	0%	0%
	<b>Count</b>	1	1	0	0
<b>Q7</b>	<b>Mean</b>	2.89	2.86	2.93	2.89

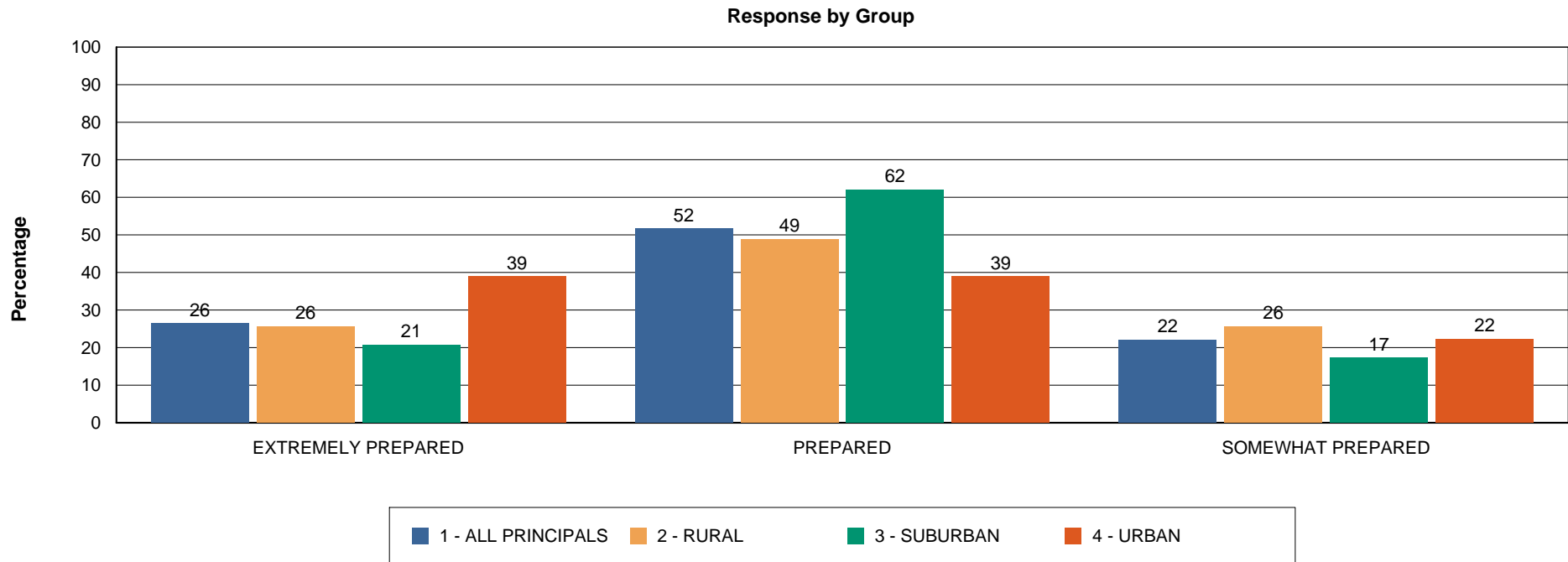
**8** Integrating diversity into curriculum and instruction



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	12%	5%	14%	28%
	<b>Count</b>	11	2	4	5
<b>PREPARED</b>	<b>Percentage</b>	55%	58%	52%	56%
	<b>Count</b>	50	25	15	10
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	33%	37%	34%	17%
	<b>Count</b>	30	16	10	3

<b>Q8</b>	<b>Mean</b>	2.79	2.67	2.79	3.11
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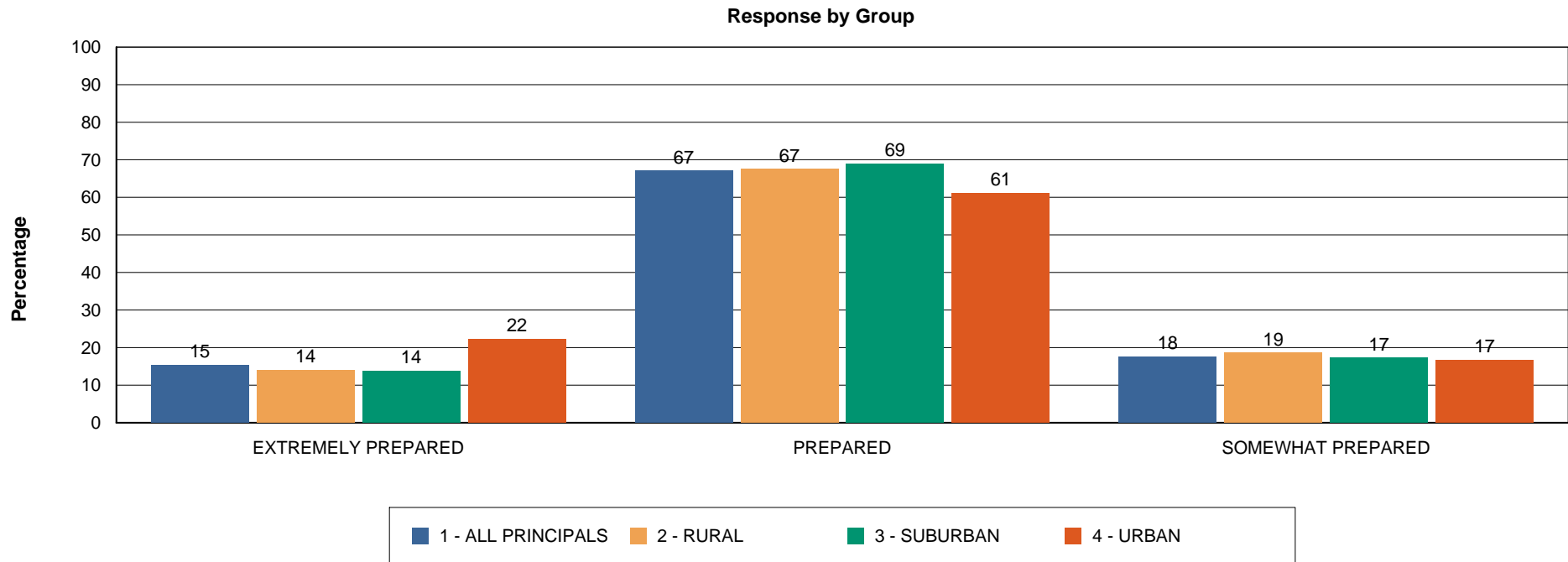
9 Incorporating technology into the classroom to enhance learning



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	26%	26%	21%	39%
	<b>Count</b>	24	11	6	7
<b>PREPARED</b>	<b>Percentage</b>	52%	49%	62%	39%
	<b>Count</b>	47	21	18	7
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	22%	26%	17%	22%
	<b>Count</b>	20	11	5	4

<b>Q9</b>	<b>Mean</b>	3.04	3.00	3.03	3.17
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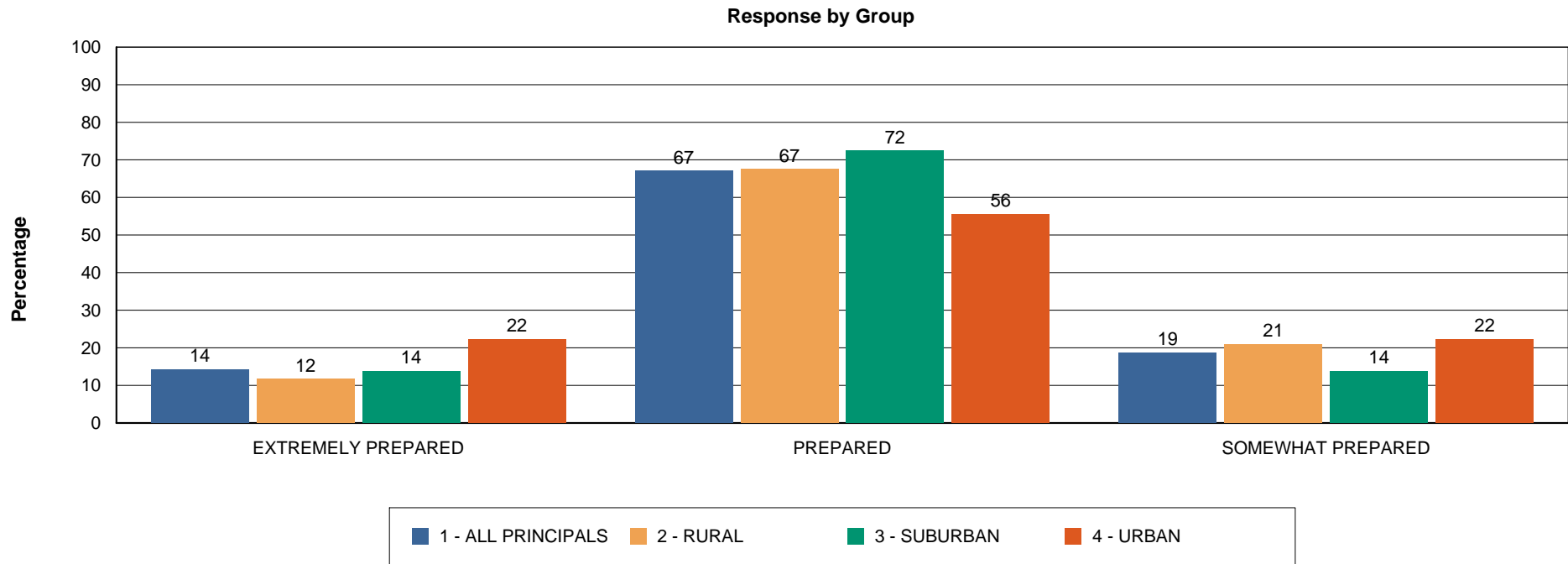
# 10 Using assessment to improve instructional practices



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	15%	14%	14%	22%
	<b>Count</b>	14	6	4	4
<b>PREPARED</b>	<b>Percentage</b>	67%	67%	69%	61%
	<b>Count</b>	61	29	20	11
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	18%	19%	17%	17%
	<b>Count</b>	16	8	5	3

<b>Q10</b>	<b>Mean</b>	2.98	2.95	2.97	3.06
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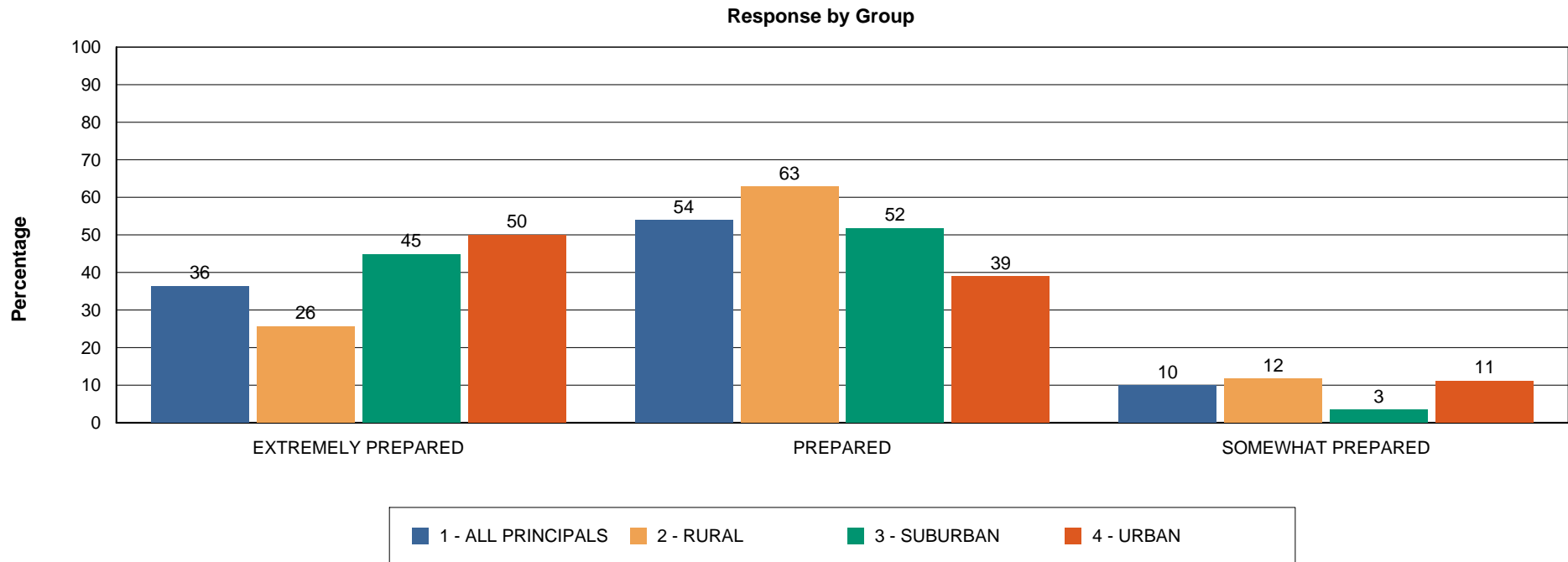
# 11 Appraising teaching methods to ensure alignment to curriculum



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	14%	12%	14%	22%
	<b>Count</b>	13	5	4	4
<b>PREPARED</b>	<b>Percentage</b>	67%	67%	72%	56%
	<b>Count</b>	61	29	21	10
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	19%	21%	14%	22%
	<b>Count</b>	17	9	4	4

<b>Q11</b>	<b>Mean</b>	2.96	2.91	3.00	3.00
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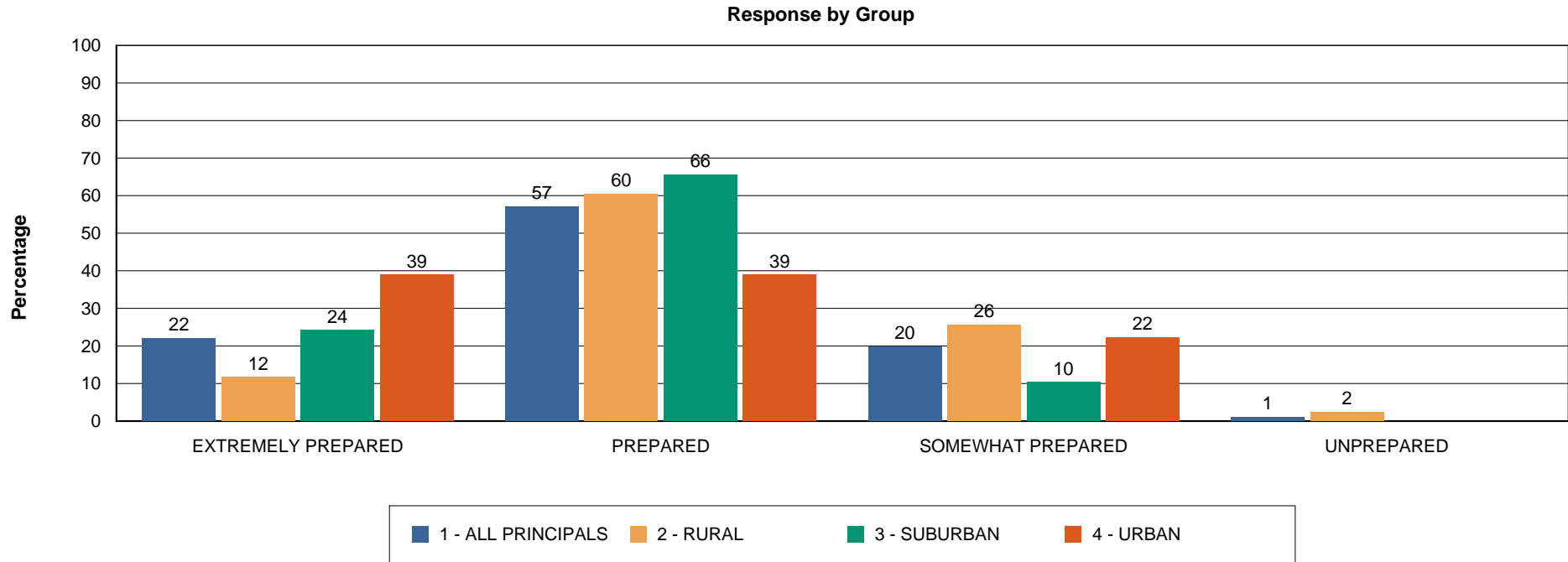
## 12 Providing clear feedback to subordinates without offending or patronizing people



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	36%	26%	45%	50%
	<b>Count</b>	33	11	13	9
<b>PREPARED</b>	<b>Percentage</b>	54%	63%	52%	39%
	<b>Count</b>	49	27	15	7
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	10%	12%	3%	11%
	<b>Count</b>	9	5	1	2

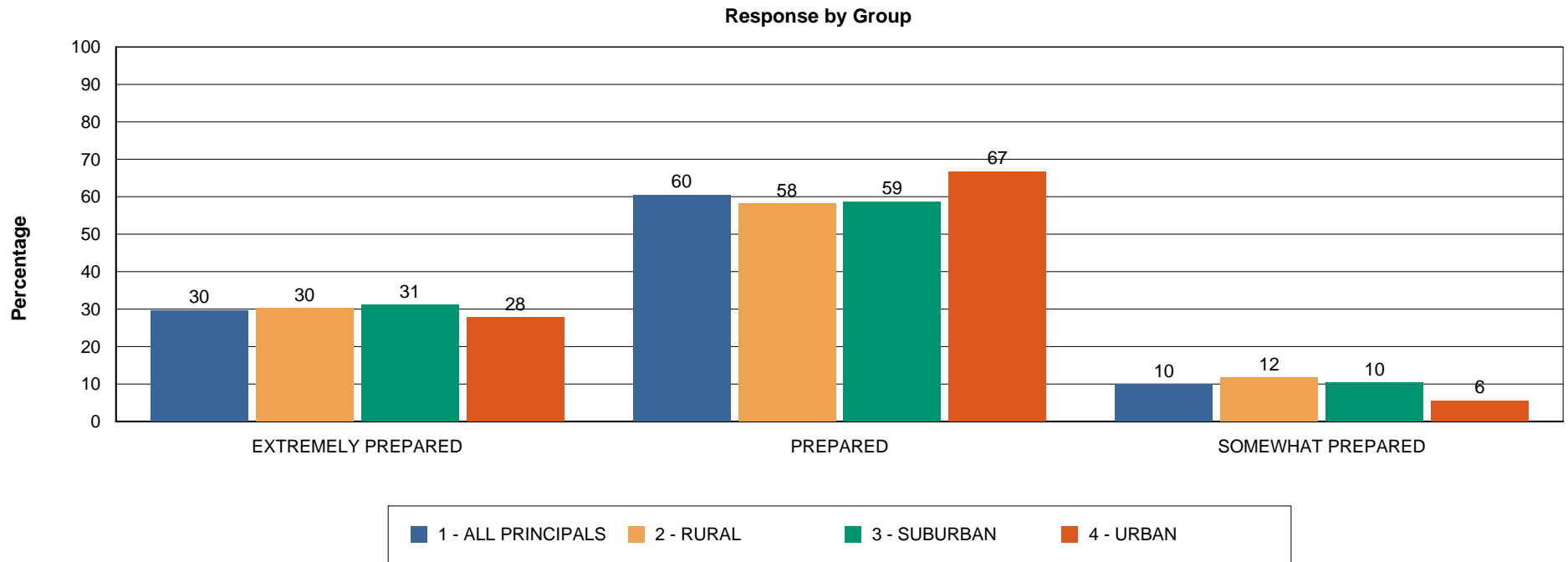
<b>Q12</b>	<b>Mean</b>	3.26	3.14	3.41	3.39
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# 13 Reporting assessment and evaluation findings



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	22%	12%	24%	39%
	<b>Count</b>	20	5	7	7
<b>PREPARED</b>	<b>Percentage</b>	57%	60%	66%	39%
	<b>Count</b>	52	26	19	7
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	20%	26%	10%	22%
	<b>Count</b>	18	11	3	4
<b>UNPREPARED</b>	<b>Percentage</b>	1%	2%	0%	0%
	<b>Count</b>	1	1	0	0
<b>Q13</b>	<b>Mean</b>	3.00	2.81	3.14	3.17

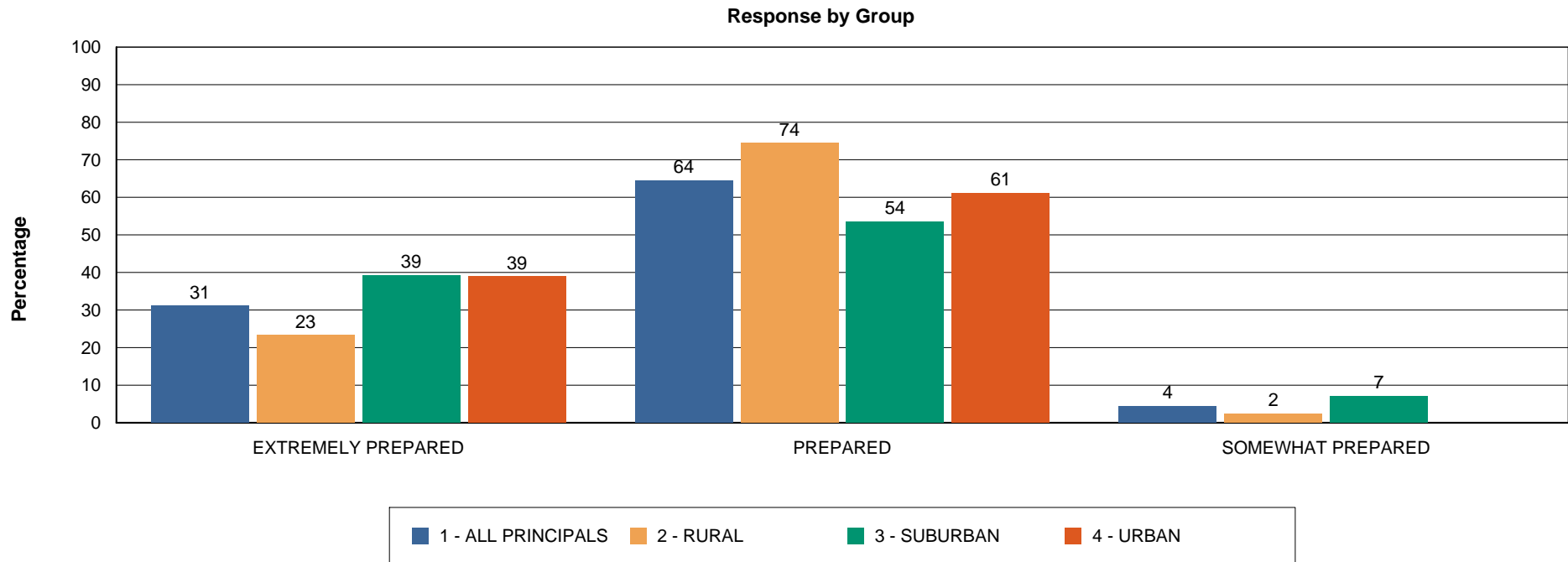
# 14 Understanding and implementing organizational change



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	30%	30%	31%	28%
	<b>Count</b>	27	13	9	5
<b>PREPARED</b>	<b>Percentage</b>	60%	58%	59%	67%
	<b>Count</b>	55	25	17	12
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	10%	12%	10%	6%
	<b>Count</b>	9	5	3	1

<b>Q14</b>	<b>Mean</b>	3.20	3.19	3.21	3.22
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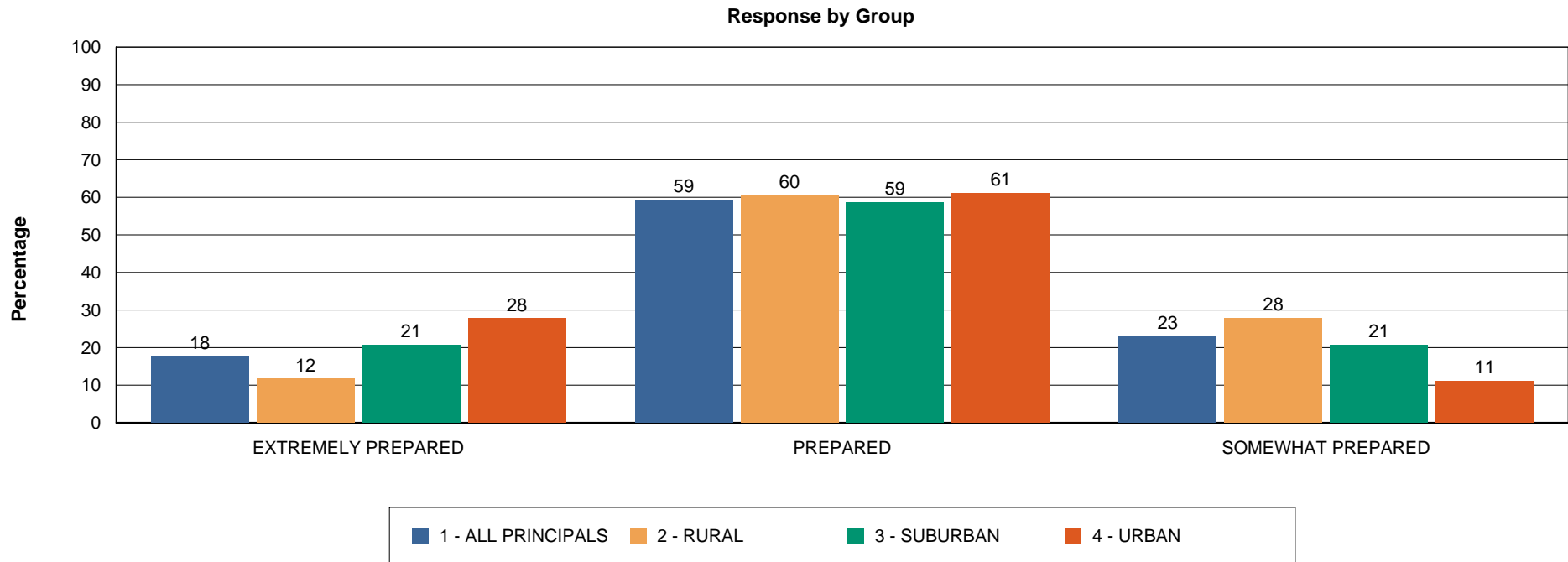
# 15 Goal-setting



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	31%	23%	39%	39%
	<b>Count</b>	28	10	11	7
<b>PREPARED</b>	<b>Percentage</b>	64%	74%	54%	61%
	<b>Count</b>	58	32	15	11
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	4%	2%	7%	0%
	<b>Count</b>	4	1	2	0

<b>Q15</b>	<b>Mean</b>	3.27	3.21	3.32	3.39
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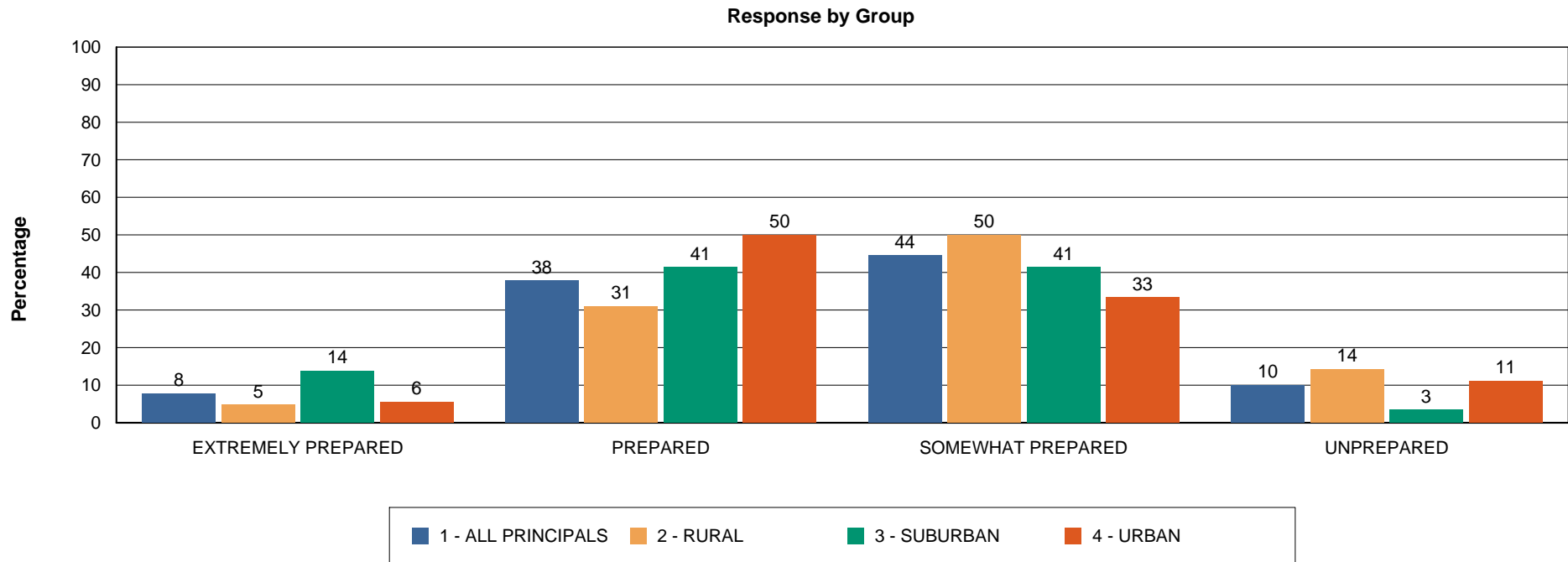
# 16 Strategic planning



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	18%	12%	21%	28%
	<b>Count</b>	16	5	6	5
<b>PREPARED</b>	<b>Percentage</b>	59%	60%	59%	61%
	<b>Count</b>	54	26	17	11
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	23%	28%	21%	11%
	<b>Count</b>	21	12	6	2

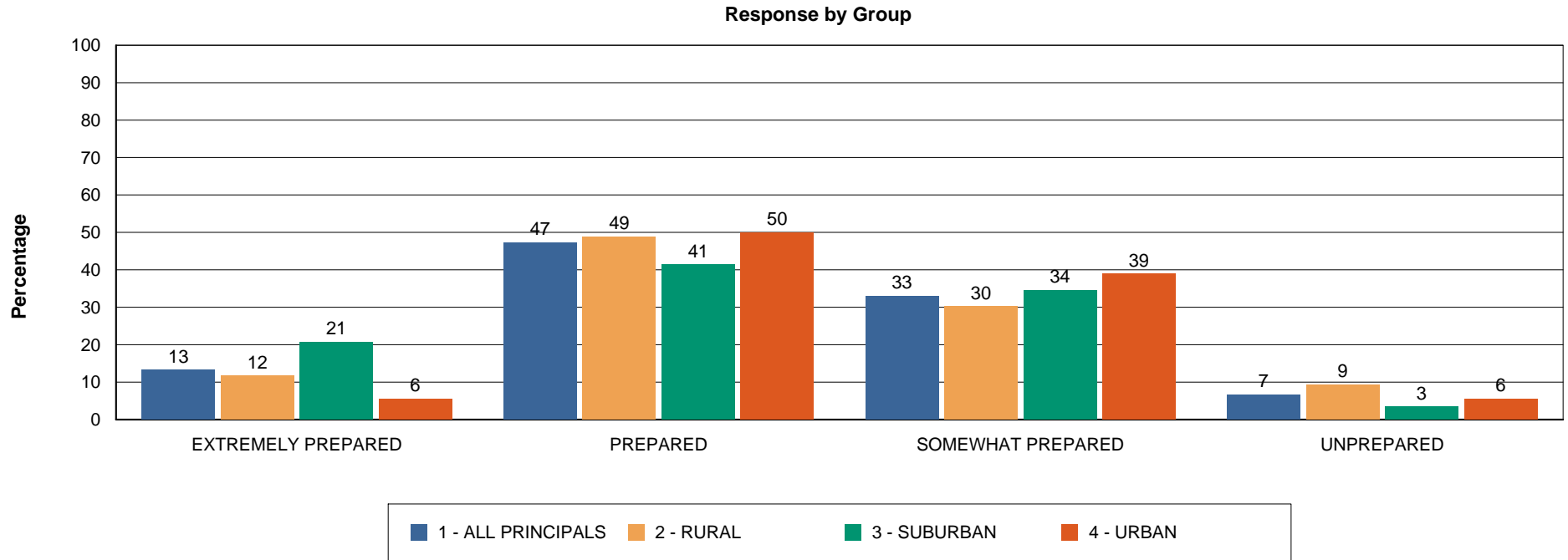
<b>Q16</b>	<b>Mean</b>	2.95	2.84	3.00	3.17
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# 17 Creating a budget



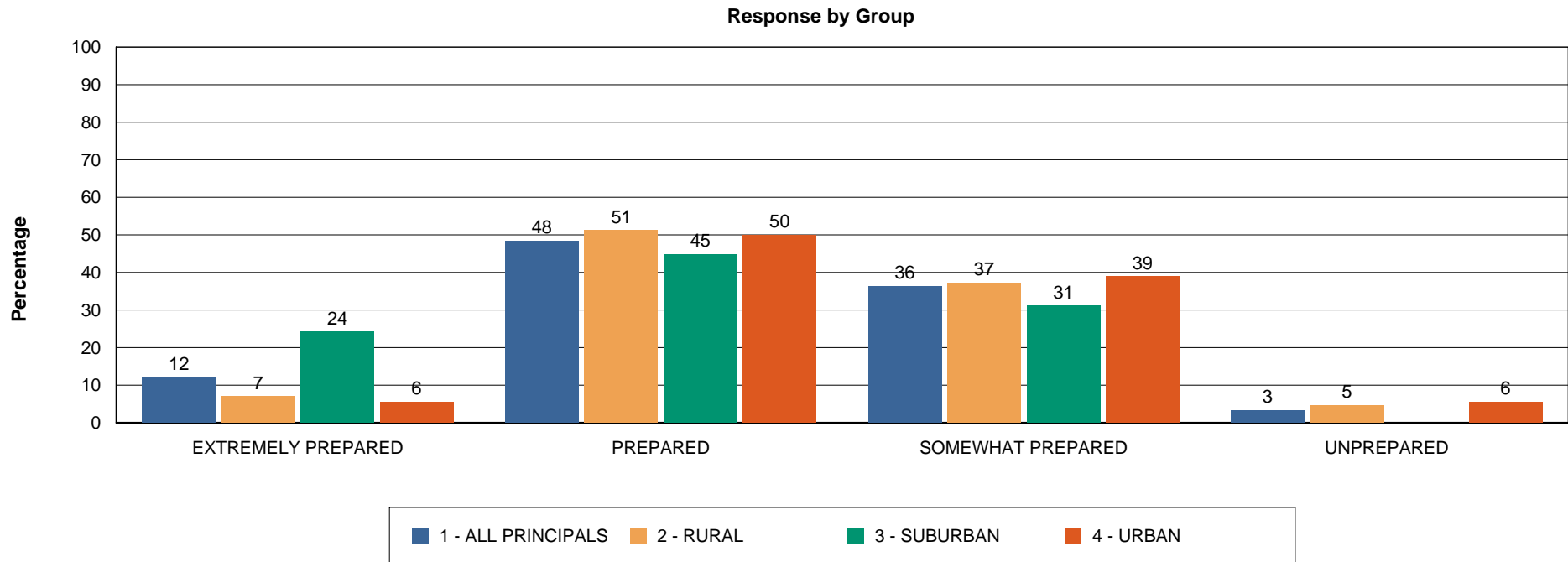
		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	8%	5%	14%	6%
	<b>Count</b>	7	2	4	1
<b>PREPARED</b>	<b>Percentage</b>	38%	31%	41%	50%
	<b>Count</b>	34	13	12	9
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	44%	50%	41%	33%
	<b>Count</b>	40	21	12	6
<b>UNPREPARED</b>	<b>Percentage</b>	10%	14%	3%	11%
	<b>Count</b>	9	6	1	2
<b>Q17</b>	<b>Mean</b>	2.43	2.26	2.66	2.50

# 18 Implementing a budget



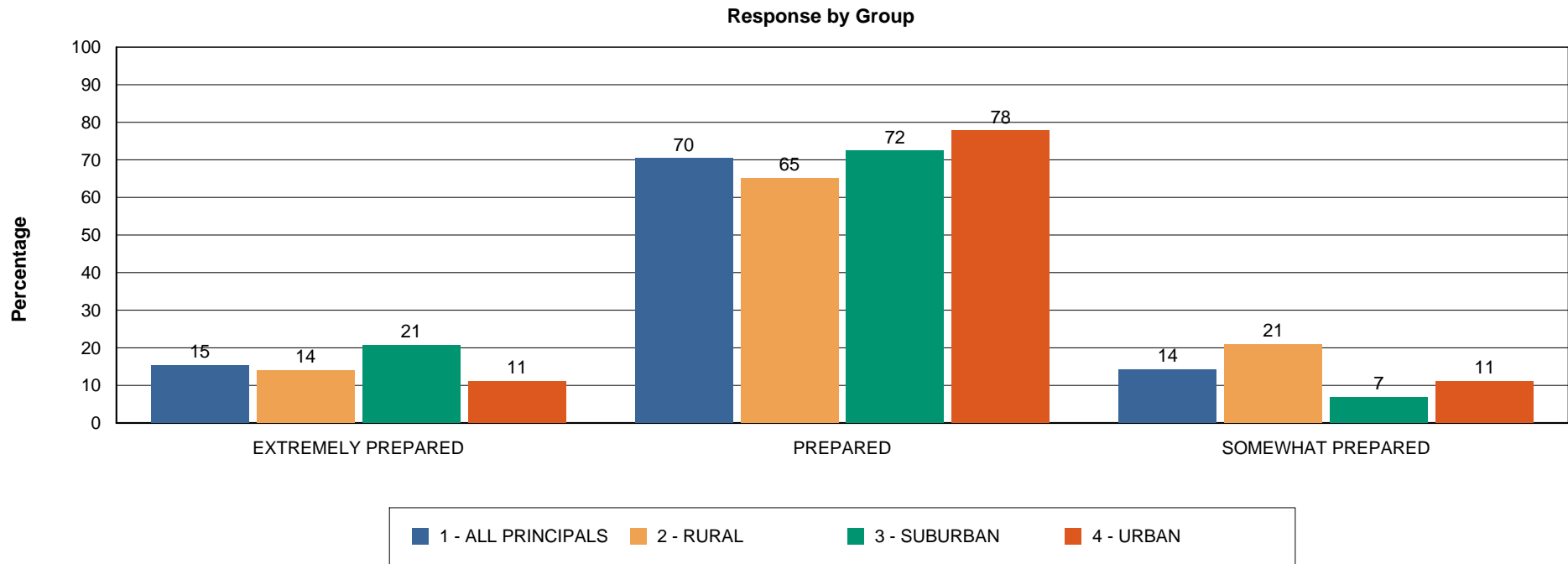
		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	13%	12%	21%	6%
	<b>Count</b>	12	5	6	1
<b>PREPARED</b>	<b>Percentage</b>	47%	49%	41%	50%
	<b>Count</b>	43	21	12	9
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	33%	30%	34%	39%
	<b>Count</b>	30	13	10	7
<b>UNPREPARED</b>	<b>Percentage</b>	7%	9%	3%	6%
	<b>Count</b>	6	4	1	1
<b>Q18</b>	<b>Mean</b>	2.67	2.63	2.79	2.56

# 19 Allocating resources



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	12%	7%	24%	6%
	<b>Count</b>	11	3	7	1
<b>PREPARED</b>	<b>Percentage</b>	48%	51%	45%	50%
	<b>Count</b>	44	22	13	9
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	36%	37%	31%	39%
	<b>Count</b>	33	16	9	7
<b>UNPREPARED</b>	<b>Percentage</b>	3%	5%	0%	6%
	<b>Count</b>	3	2	0	1
<b>Q19</b>	<b>Mean</b>	2.69	2.60	2.93	2.56

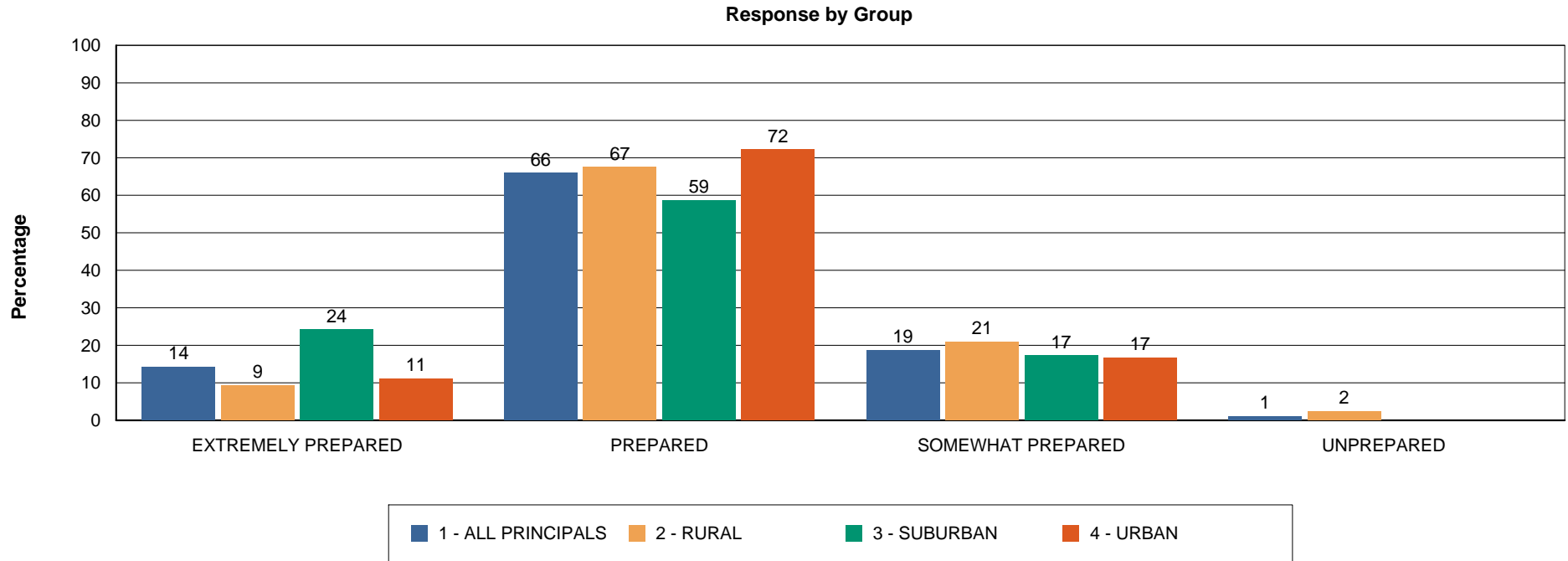
## 20 Mentoring staff to improve their instruction



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	15%	14%	21%	11%
	<b>Count</b>	14	6	6	2
<b>PREPARED</b>	<b>Percentage</b>	70%	65%	72%	78%
	<b>Count</b>	64	28	21	14
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	14%	21%	7%	11%
	<b>Count</b>	13	9	2	2

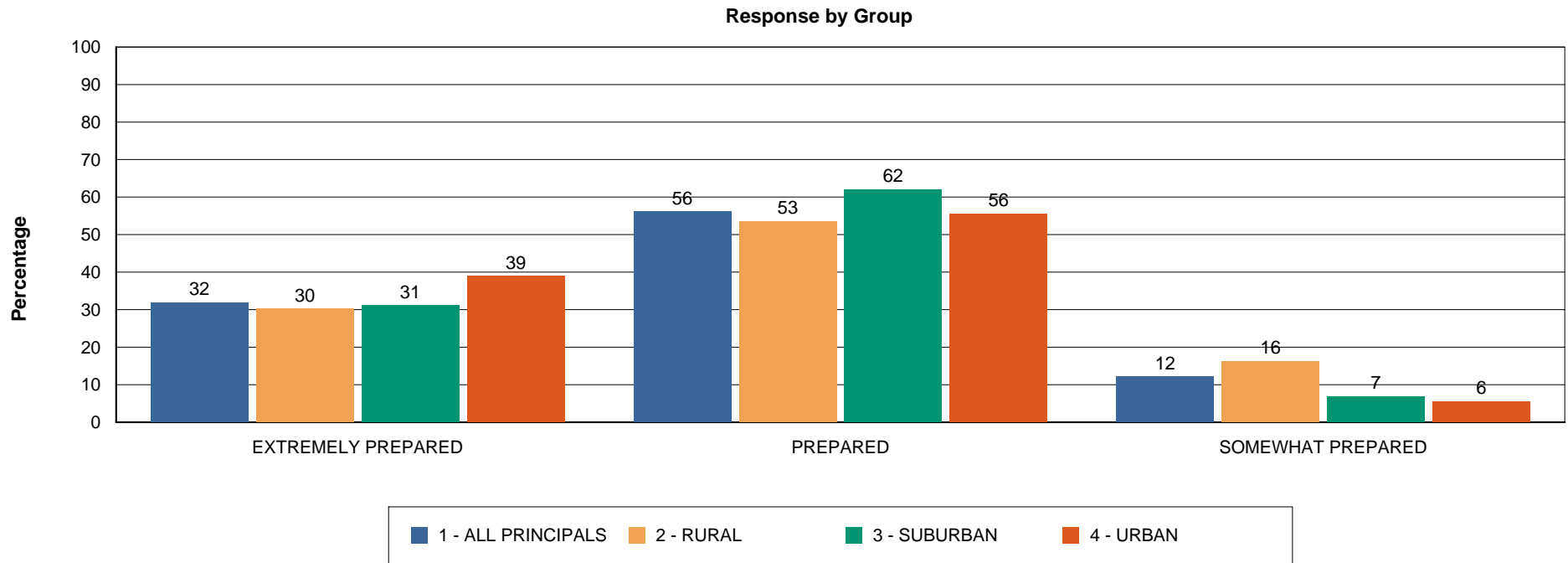
<b>Q20</b>	<b>Mean</b>	3.01	2.93	3.14	3.00
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## 21 Implementing best practices in staff development opportunities



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	14%	9%	24%	11%
	<b>Count</b>	13	4	7	2
<b>PREPARED</b>	<b>Percentage</b>	66%	67%	59%	72%
	<b>Count</b>	60	29	17	13
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	19%	21%	17%	17%
	<b>Count</b>	17	9	5	3
<b>UNPREPARED</b>	<b>Percentage</b>	1%	2%	0%	0%
	<b>Count</b>	1	1	0	0
<b>Q21</b>	<b>Mean</b>	2.93	2.84	3.07	2.94

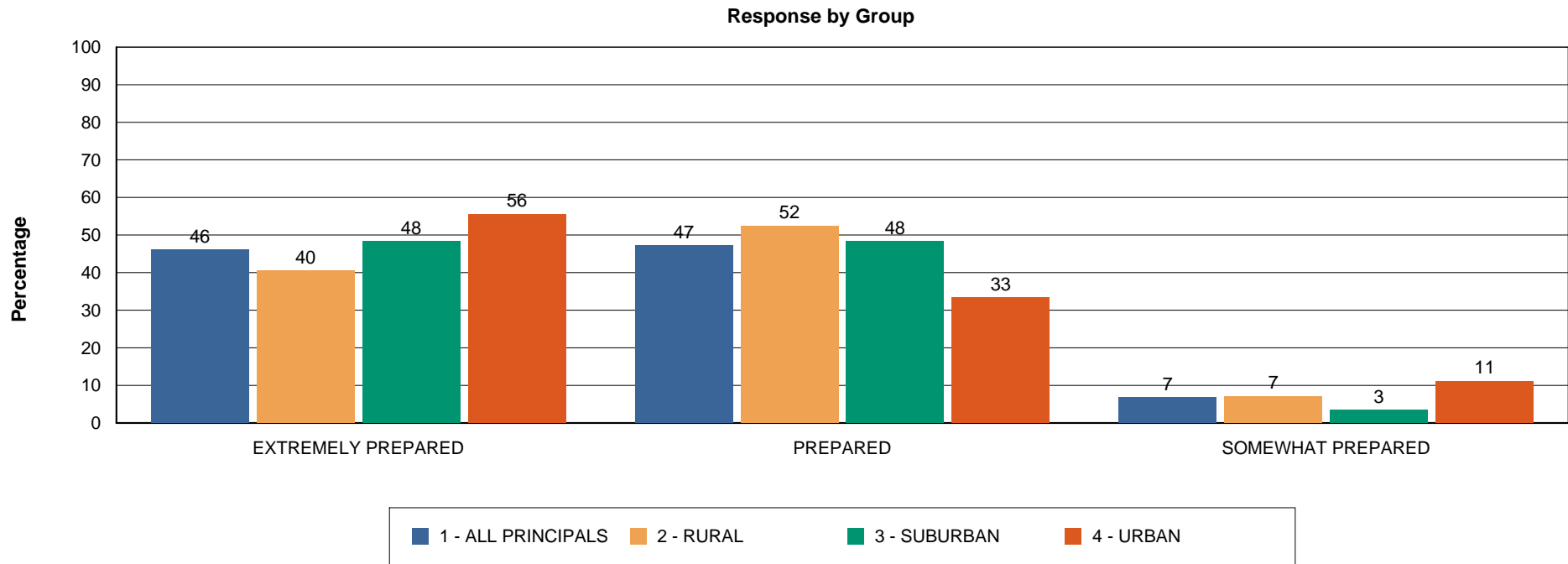
## 22 Coaching classroom management strategies



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	32%	30%	31%	39%
	<b>Count</b>	29	13	9	7
<b>PREPARED</b>	<b>Percentage</b>	56%	53%	62%	56%
	<b>Count</b>	51	23	18	10
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	12%	16%	7%	6%
	<b>Count</b>	11	7	2	1

<b>Q22</b>	<b>Mean</b>	3.20	3.14	3.24	3.33
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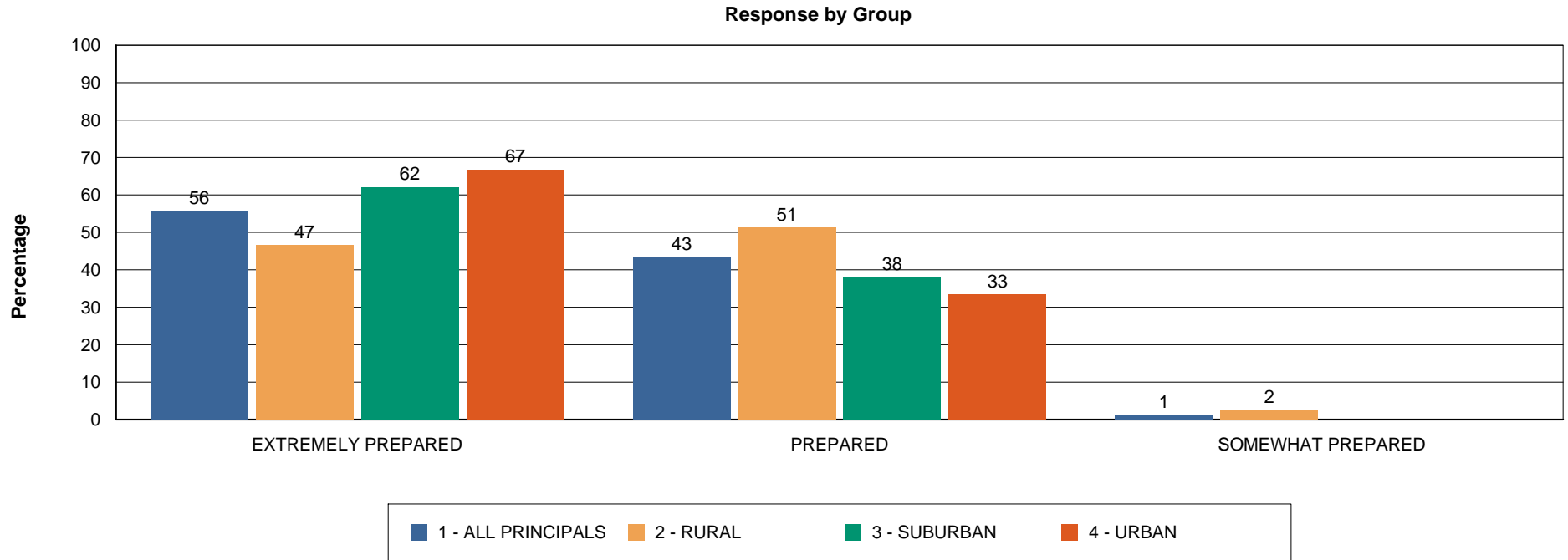
## 23 Recognizing and celebrating the professional accomplishments of faculty/staff



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	46%	40%	48%	56%
	<b>Count</b>	41	17	14	10
<b>PREPARED</b>	<b>Percentage</b>	47%	52%	48%	33%
	<b>Count</b>	42	22	14	6
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	7%	7%	3%	11%
	<b>Count</b>	6	3	1	2

<b>Q23</b>	<b>Mean</b>	3.39	3.33	3.45	3.44
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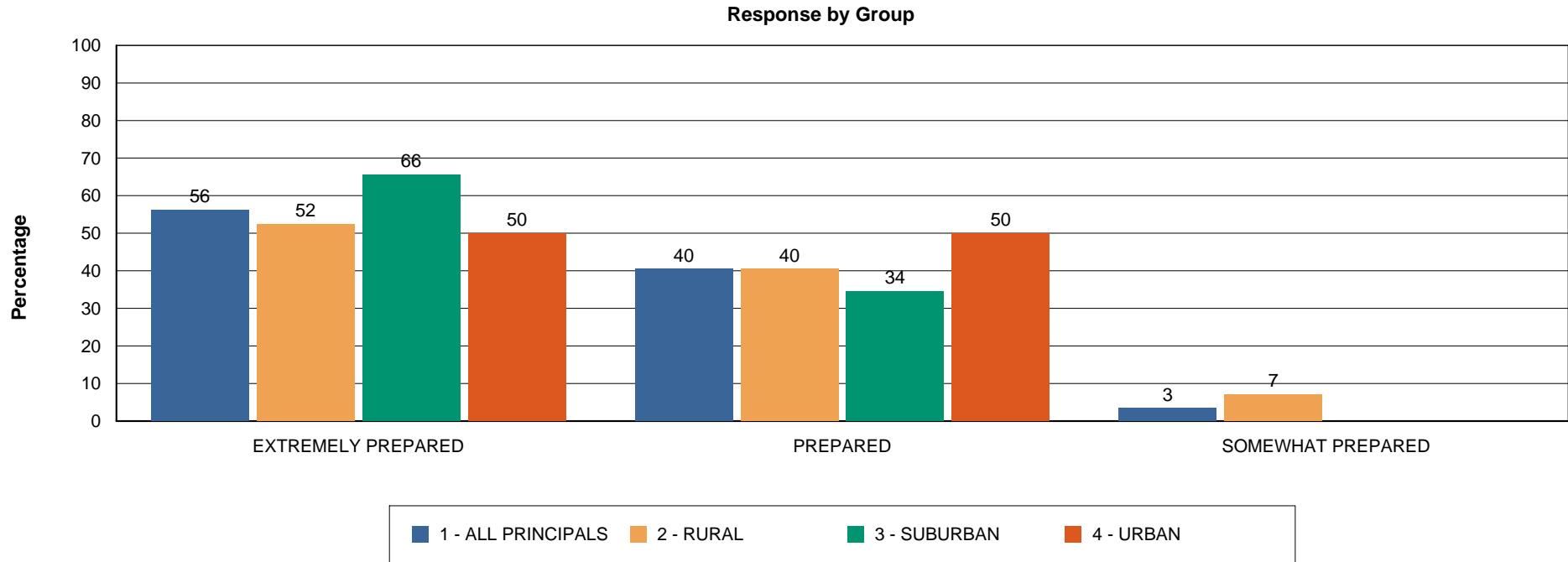
## 24 Promoting a culture of respect within the school



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	56%	47%	62%	67%
	<b>Count</b>	50	20	18	12
<b>PREPARED</b>	<b>Percentage</b>	43%	51%	38%	33%
	<b>Count</b>	39	22	11	6
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	1%	2%	0%	0%
	<b>Count</b>	1	1	0	0

<b>Q24</b>	<b>Mean</b>	3.54	3.44	3.62	3.67
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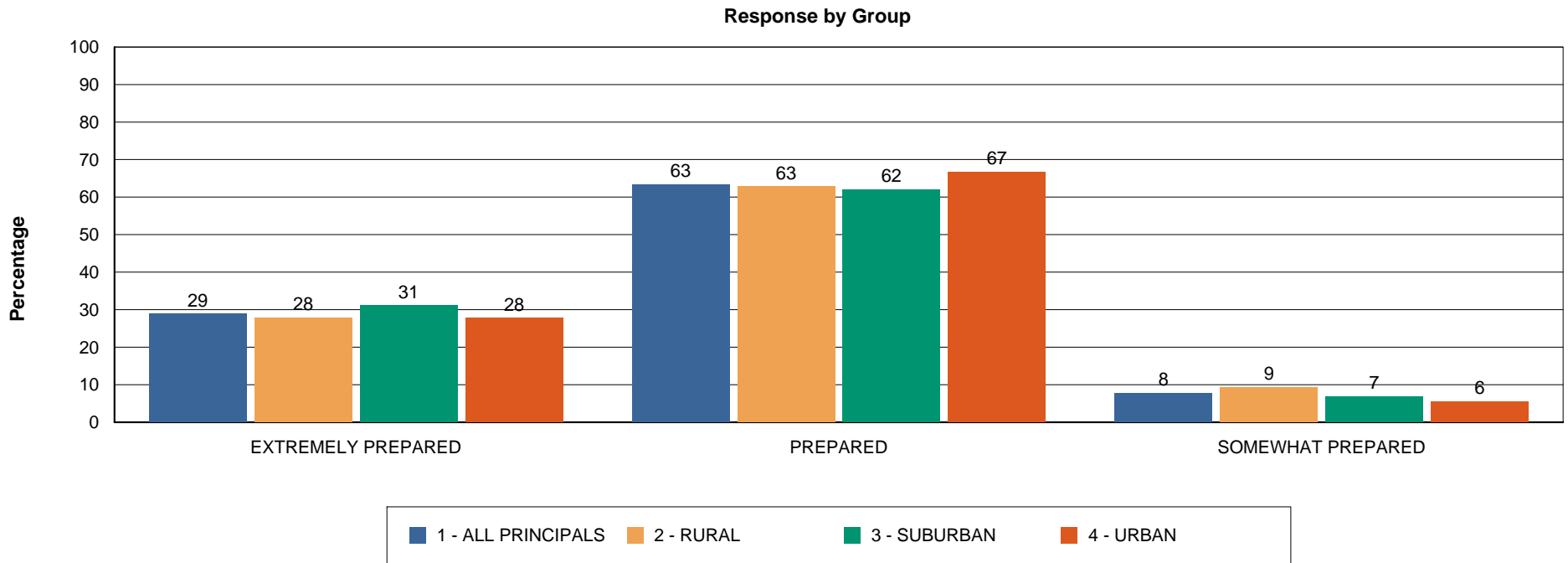
## 25 Communicating effectively with teachers, counselors, deans and other administrators



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	56%	52%	66%	50%
	<b>Count</b>	50	22	19	9
<b>PREPARED</b>	<b>Percentage</b>	40%	40%	34%	50%
	<b>Count</b>	36	17	10	9
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	3%	7%	0%	0%
	<b>Count</b>	3	3	0	0

<b>Q25</b>	<b>Mean</b>	3.53	3.45	3.66	3.50
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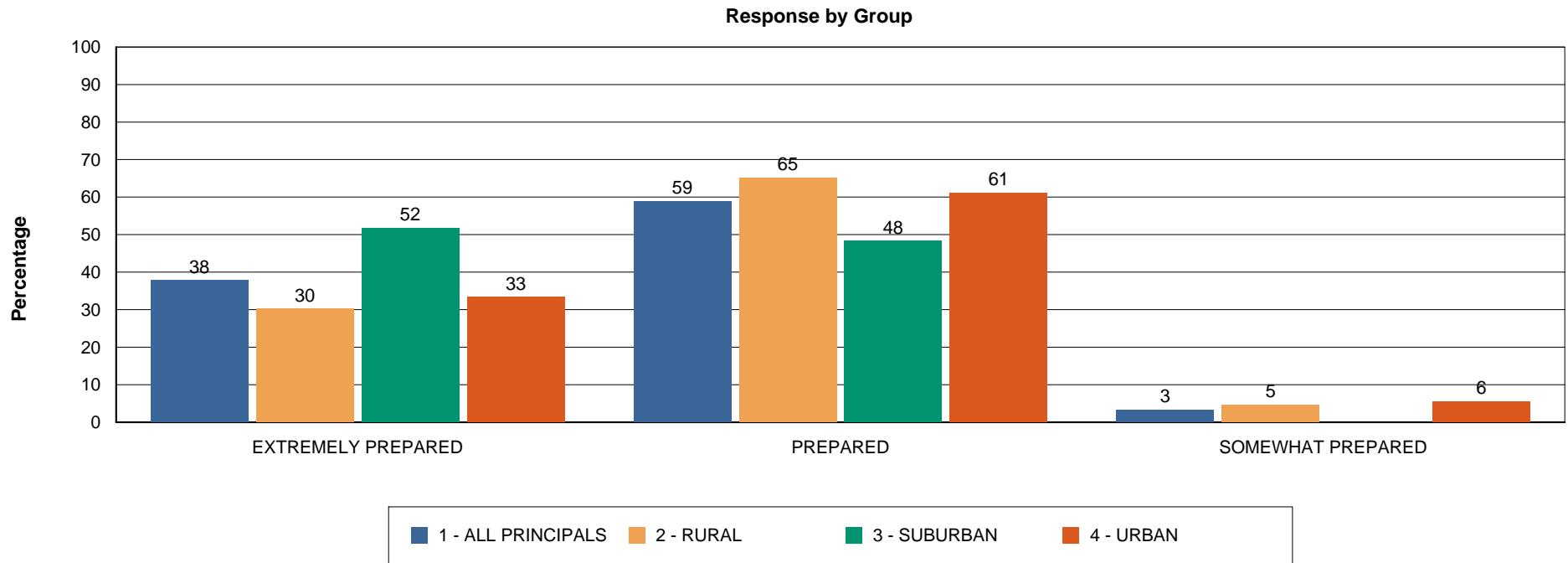
## 26 Negotiating school conflicts



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	29%	28%	31%	28%
	<b>Count</b>	26	12	9	5
<b>PREPARED</b>	<b>Percentage</b>	63%	63%	62%	67%
	<b>Count</b>	57	27	18	12
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	8%	9%	7%	6%
	<b>Count</b>	7	4	2	1

<b>Q26</b>	<b>Mean</b>	3.21	3.19	3.24	3.22
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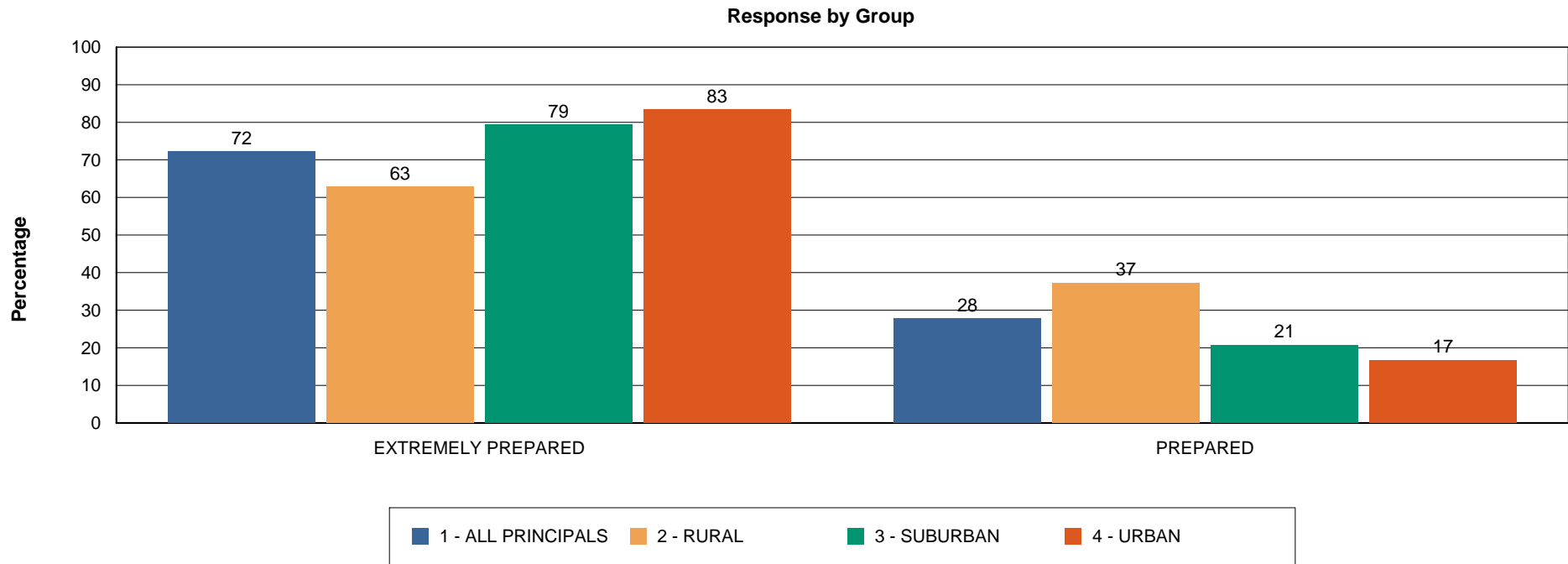
## 27 Using collaboration to make decisions



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	38%	30%	52%	33%
	<b>Count</b>	34	13	15	6
<b>PREPARED</b>	<b>Percentage</b>	59%	65%	48%	61%
	<b>Count</b>	53	28	14	11
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	3%	5%	0%	6%
	<b>Count</b>	3	2	0	1

<b>Q27</b>	<b>Mean</b>	3.34	3.26	3.52	3.28
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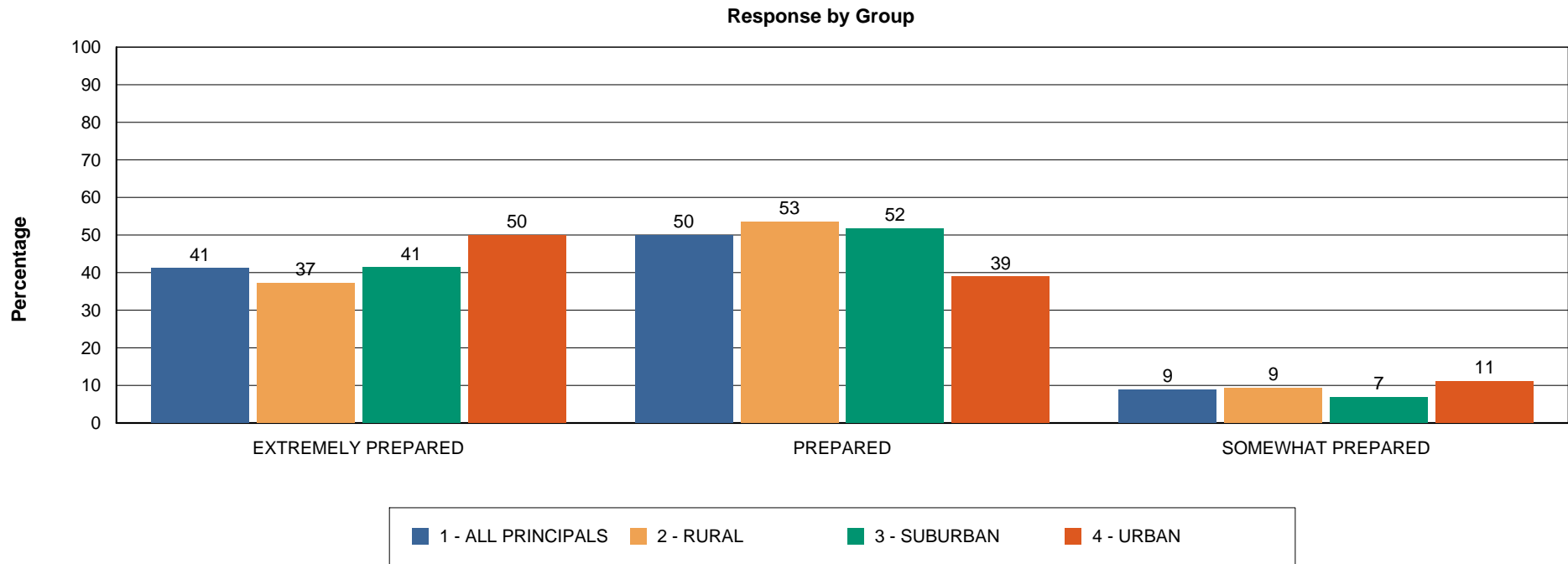
## 28 Maintaining an open-door policy



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	72%	63%	79%	83%
	<b>Count</b>	65	27	23	15
<b>PREPARED</b>	<b>Percentage</b>	28%	37%	21%	17%
	<b>Count</b>	25	16	6	3

<b>Q28</b>	<b>Mean</b>	3.72	3.63	3.79	3.83
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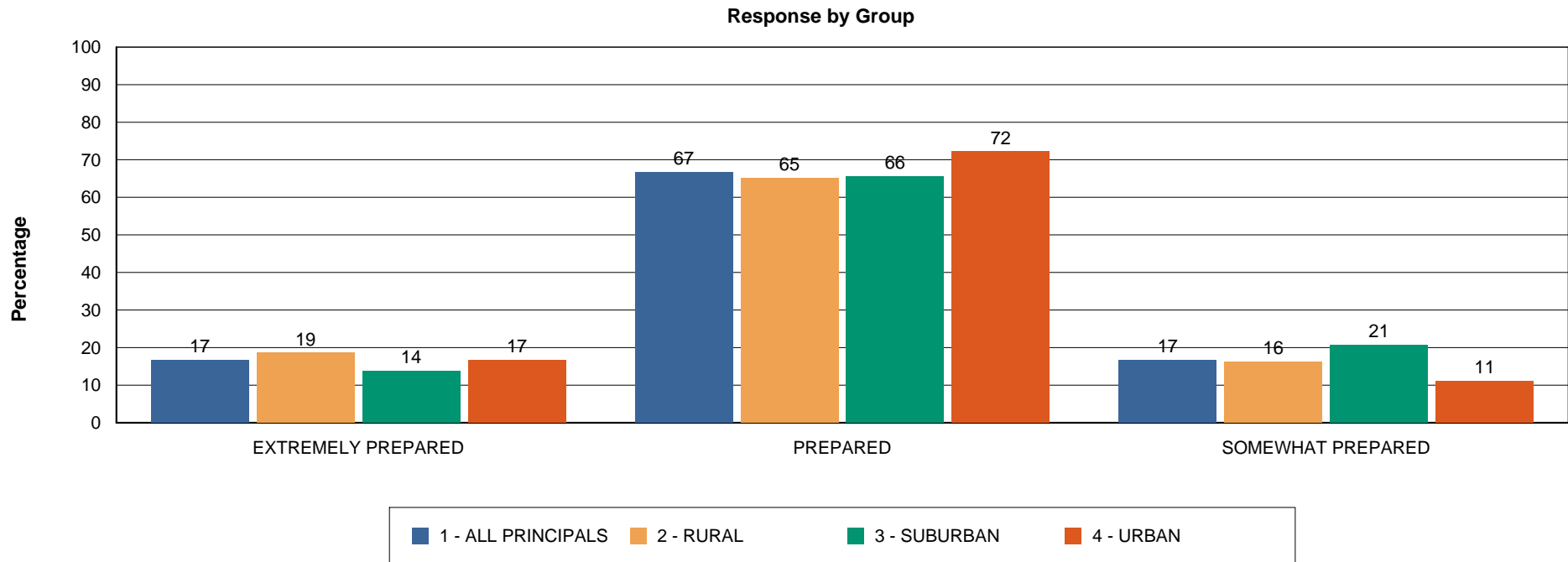
## 29 Providing timely feedback to all stakeholders



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	41%	37%	41%	50%
	<b>Count</b>	37	16	12	9
<b>PREPARED</b>	<b>Percentage</b>	50%	53%	52%	39%
	<b>Count</b>	45	23	15	7
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	9%	9%	7%	11%
	<b>Count</b>	8	4	2	2

<b>Q29</b>	<b>Mean</b>	3.32	3.28	3.34	3.39
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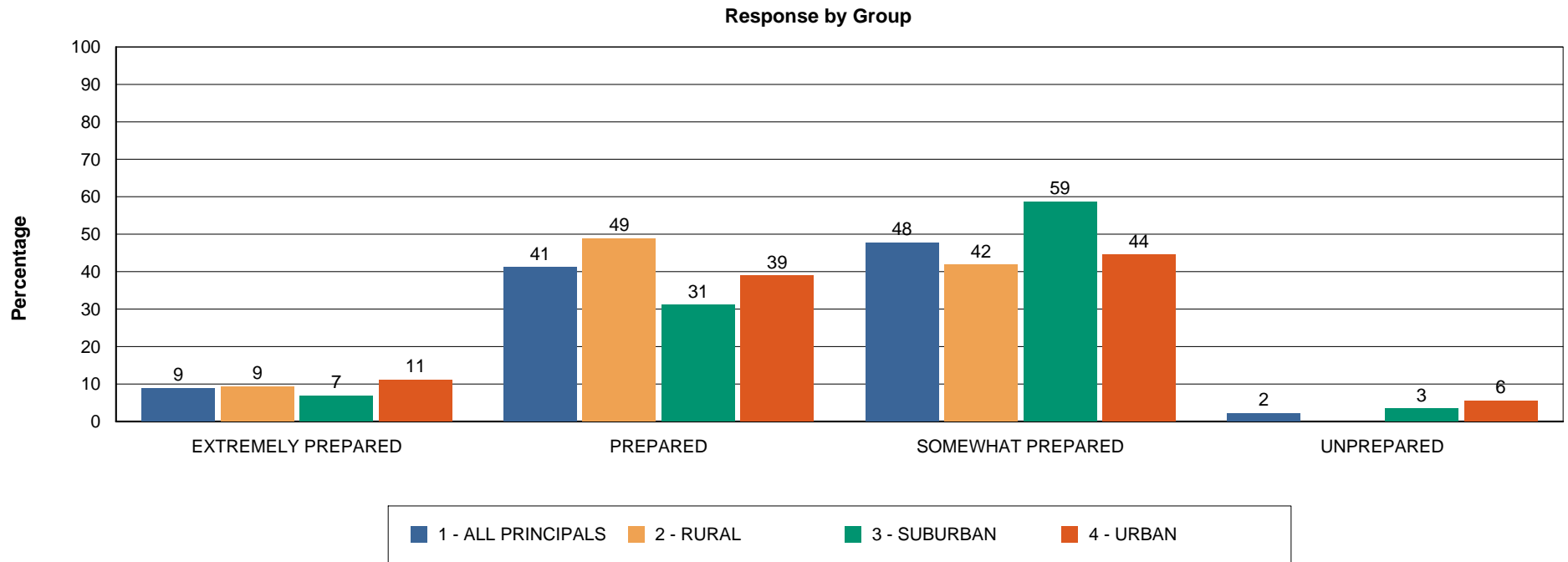
### 30 Engaging parents to promote achievement



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	17%	19%	14%	17%
	<b>Count</b>	15	8	4	3
<b>PREPARED</b>	<b>Percentage</b>	67%	65%	66%	72%
	<b>Count</b>	60	28	19	13
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	17%	16%	21%	11%
	<b>Count</b>	15	7	6	2

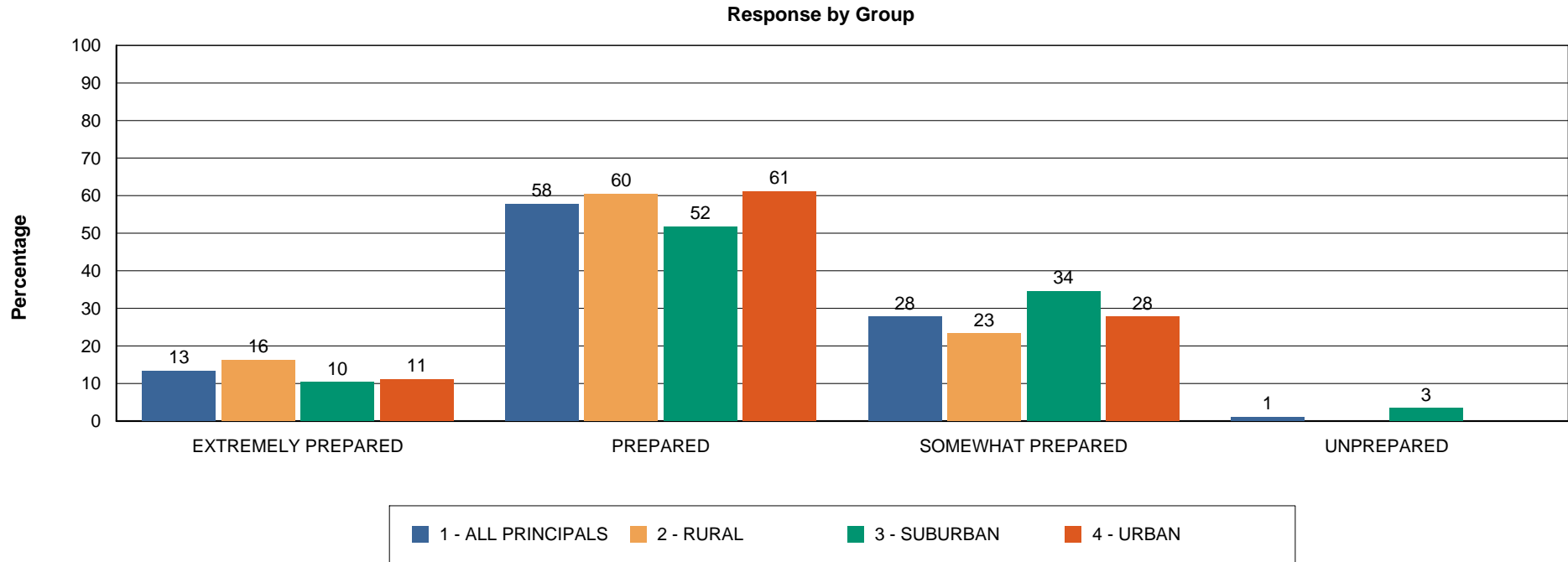
<b>Q30</b>	<b>Mean</b>	3.00	3.02	2.93	3.06
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# 31 Partnering with the civic and business community to enhance education



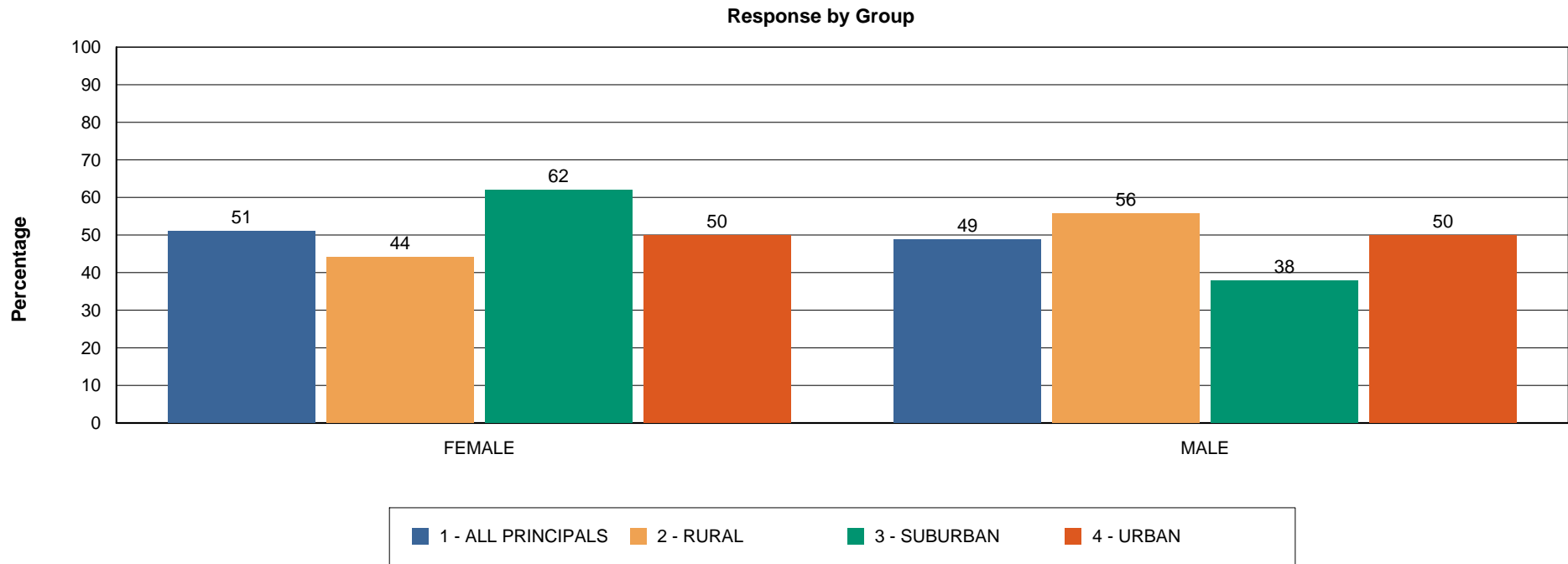
		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	9%	9%	7%	11%
	<b>Count</b>	8	4	2	2
<b>PREPARED</b>	<b>Percentage</b>	41%	49%	31%	39%
	<b>Count</b>	37	21	9	7
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	48%	42%	59%	44%
	<b>Count</b>	43	18	17	8
<b>UNPREPARED</b>	<b>Percentage</b>	2%	0%	3%	6%
	<b>Count</b>	2	0	1	1
<b>Q31</b>	<b>Mean</b>	2.57	2.67	2.41	2.56

### 32 Engaging the community in support of the school



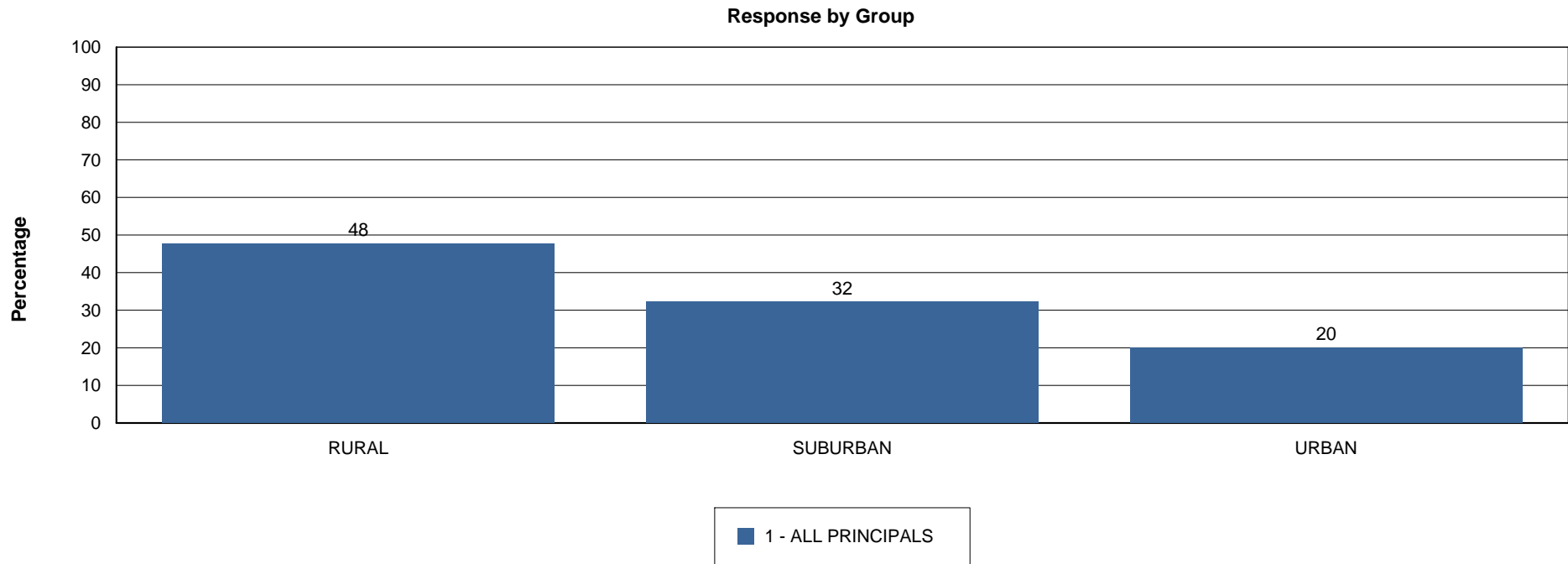
		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>EXTREMELY PREPARED</b>	<b>Percentage</b>	13%	16%	10%	11%
	<b>Count</b>	12	7	3	2
<b>PREPARED</b>	<b>Percentage</b>	58%	60%	52%	61%
	<b>Count</b>	52	26	15	11
<b>SOMEWHAT PREPARED</b>	<b>Percentage</b>	28%	23%	34%	28%
	<b>Count</b>	25	10	10	5
<b>UNPREPARED</b>	<b>Percentage</b>	1%	0%	3%	0%
	<b>Count</b>	1	0	1	0
<b>Q32</b>	<b>Mean</b>	2.83	2.93	2.69	2.83

**34** Please identify your gender:



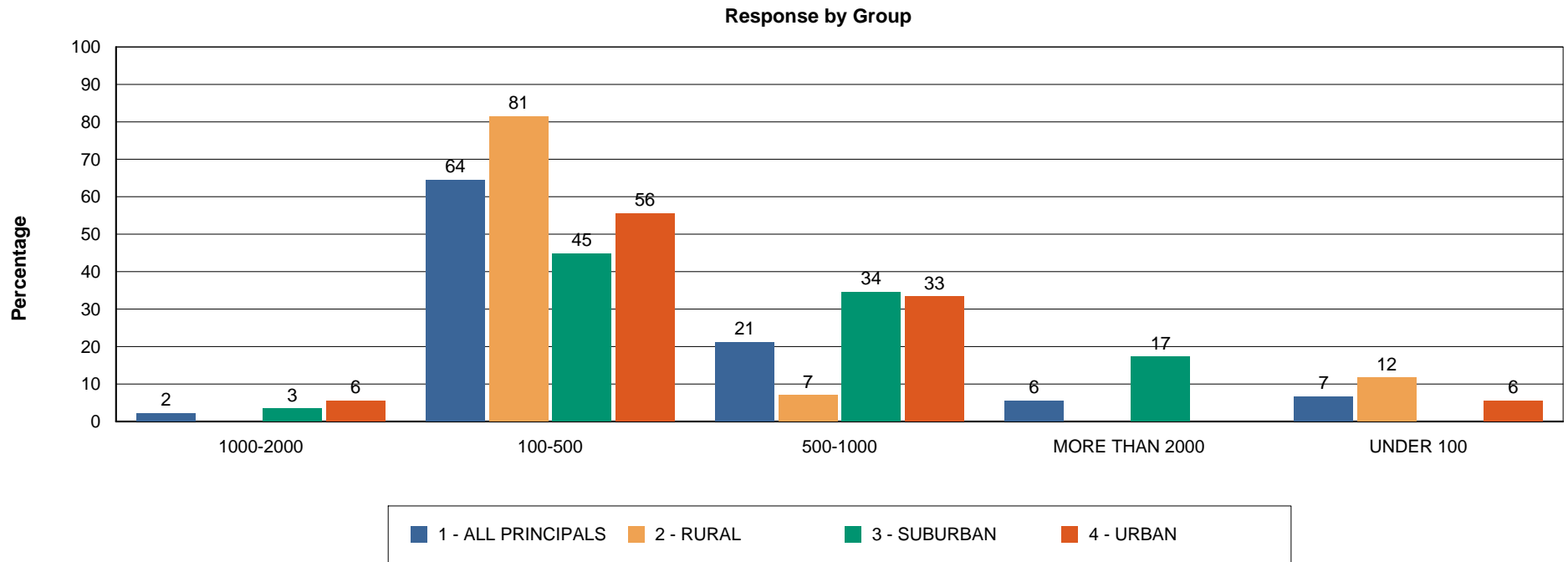
		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>FEMALE</b>	<b>Percentage</b>	51%	44%	62%	50%
	<b>Count</b>	46	19	18	9
<b>MALE</b>	<b>Percentage</b>	49%	56%	38%	50%
	<b>Count</b>	44	24	11	9

**35** Please indicate the school setting that most closely fits your school:



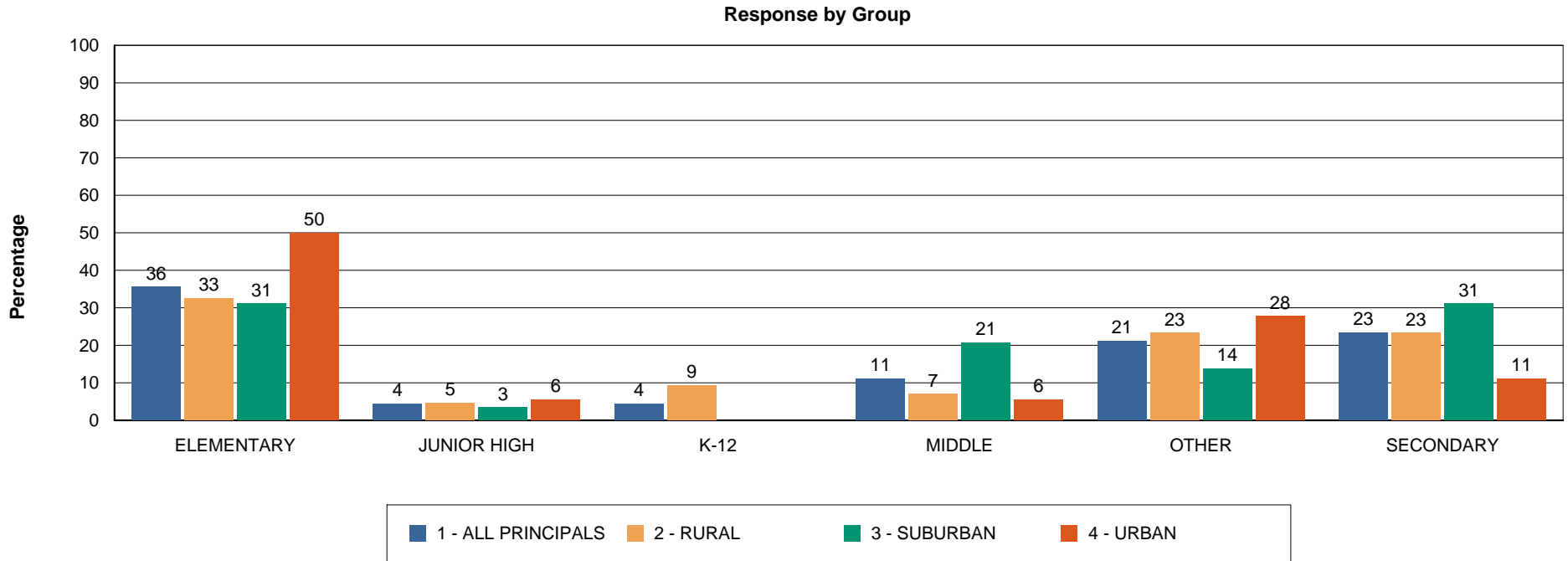
		<b>1 - ALL PRINCIPALS</b>
<b>RURAL</b>	<b>Percentage</b>	48%
	<b>Count</b>	43
<b>SUBURBAN</b>	<b>Percentage</b>	32%
	<b>Count</b>	29
<b>URBAN</b>	<b>Percentage</b>	20%
	<b>Count</b>	18

**36** Please indicate the size of the student population at your school:



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>1000-2000</b>	<b>Percentage</b>	2%	0%	3%	6%
	<b>Count</b>	2	0	1	1
<b>100-500</b>	<b>Percentage</b>	64%	81%	45%	56%
	<b>Count</b>	58	35	13	10
<b>500-1000</b>	<b>Percentage</b>	21%	7%	34%	33%
	<b>Count</b>	19	3	10	6
<b>MORE THAN 2000</b>	<b>Percentage</b>	6%	0%	17%	0%
	<b>Count</b>	5	0	5	0
<b>UNDER 100</b>	<b>Percentage</b>	7%	12%	0%	6%
	<b>Count</b>	6	5	0	1

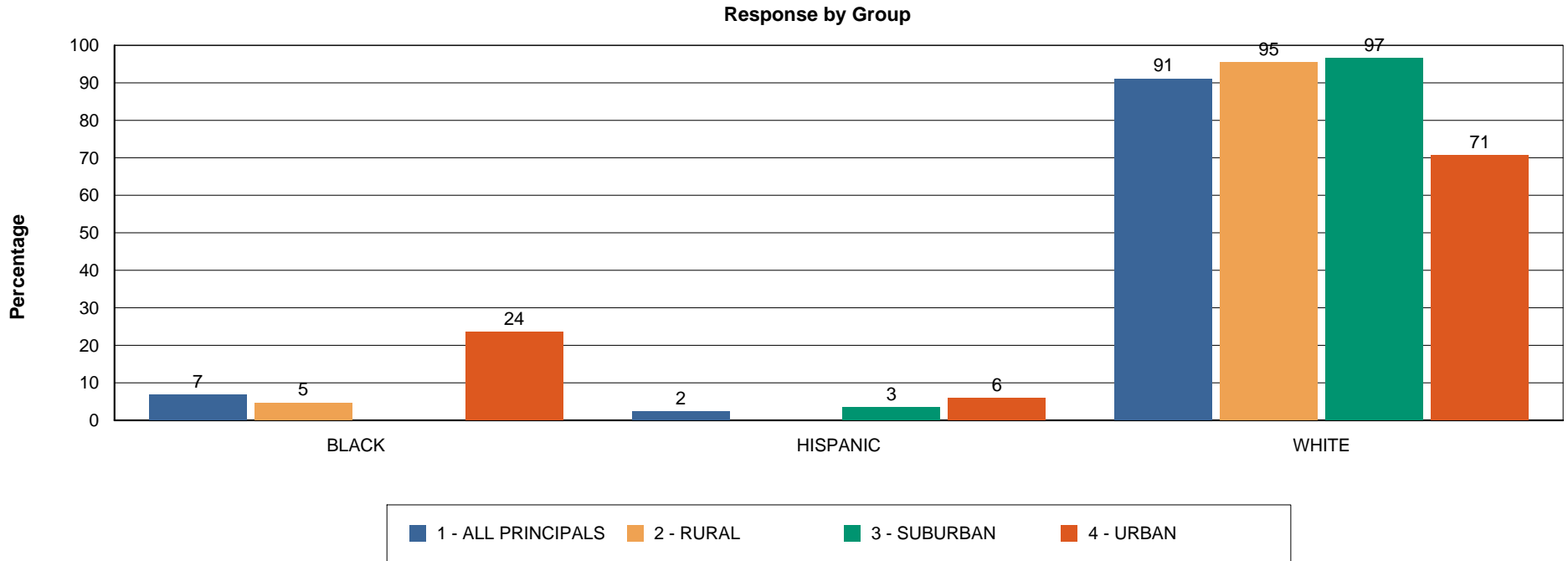
**37** Please identify the level of your school:



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>ELEMENTARY</b>	<b>Percentage</b>	36%	33%	31%	50%
	<b>Count</b>	32	14	9	9
<b>JUNIOR HIGH</b>	<b>Percentage</b>	4%	5%	3%	6%
	<b>Count</b>	4	2	1	1
<b>K-12</b>	<b>Percentage</b>	4%	9%	0%	0%
	<b>Count</b>	4	4	0	0
<b>MIDDLE</b>	<b>Percentage</b>	11%	7%	21%	6%
	<b>Count</b>	10	3	6	1
<b>OTHER</b>	<b>Percentage</b>	21%	23%	14%	28%
	<b>Count</b>	19	10	4	5

		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>SECONDARY</b>	<b>Percentage</b>	23%	23%	31%	11%
	<b>Count</b>	21	10	9	2

**38** Please indicate your race/ethnicity:



		1 - ALL PRINCIPALS	2 - RURAL	3 - SUBURBAN	4 - URBAN
<b>BLACK</b>	<b>Percentage</b>	7%	5%	0%	24%
	<b>Count</b>	6	2	0	4
<b>HISPANIC</b>	<b>Percentage</b>	2%	0%	3%	6%
	<b>Count</b>	2	0	1	1
<b>WHITE</b>	<b>Percentage</b>	91%	95%	97%	71%
	<b>Count</b>	81	41	28	12