

## APPENDIX B: Full Survey Data

### OHIO SCHOOL LEADER SURVEY FINAL DATA (n=246)

Survey conducted online January 6-30, 2011

Margin of error is +/- 7 percentage points

Percentages don't always total to 100% due to rounding

**1. Are you:**

100 District superintendent

**2. When it comes to doing things according to your own judgment of what is best for your district, which of these statements comes closest to your view?**

- 42 I often feel like my hands are tied by the system (i.e., rules, policies, mandates)
- 34 I must often work around the system to get things done
- 18 The system helps me do the things I think are necessary
- 6 Not sure

**3. If you had to choose between these two things, which do you think would be MORE likely to lead to improvement in student achievement in your district?**

- 44 Significant increases in school funding
- 50 Significant expansion of management authority over staff
- 5 Not sure

**4. Do you view financial hard times in your district as:**

- 33 A chance to make necessary changes that would be tough to make in ordinary times
- 62 Only leading to harmful cutbacks that would be better off avoided
- 1 Not applicable – have not experienced or do not expect to experience financial hard times
- 5 Not sure

**5. Which of the following comes closer to your view?**

- 37 The real problem in public education today is that too little money is spent on the schools
- 52 The real problem in public education today is how and where the money is spent
- 11 Not sure

**6. How about in your OWN district? Would you say that the real problem today is:**

- 50 That too little money is spent
- 39 How and where the money is spent
- 11 Not sure

**7. If you had to name the one or two items in your district's budget whose costs are rising at an alarming rate, what would they be?**

*[Open-end]*

*[Does not add to 100% due to multiple responses.]*

- 85 Health insurance
- 33 Salaries and benefits
- 31 Special education
- 24 Facilities (transportation, fuel, utilities, maintenance)
- 8 Unfunded mandates (unspecified)
- 14 Other (technology, curriculum, workers' comp., purchased services, supplies)

**8. If your district had to go through – or has already gone through – significant cost reductions, what are the top three ways you would – or did – cut spending?**

*[Open-end] [Does not add to 100% due to multiple responses.]*

- 100 Staff (reduction in force, attrition; includes all staff)
- 24 Salary and benefits
- 24 Programs (educational, vocational, extra-curricular)
- 22 Materials, supplies, equipment, technology
- 15 Transportation (bus)
- 12 Health insurance

**9. Imagine that you had no contractual or political constraints. Would your answer to the previous question be the same or different?**

- 49 Same
- 42 Different
- 9 Not sure

**11. Suppose you were given more managerial authority over staff in your district. Do you think this would only lead to better management of resources, or do you think that it would also lead to measurable improvement in student achievement?**

- 14 Only lead to better management of resources
- 72 Also lead to measurable improvement in student achievement
- 9 Neither
- 5 Not sure

**12. How much would you favor or oppose a proposal that would give district superintendents greater authority over managing staff but would also link superintendent pay to improvements in student achievement?**

- 78 NET FAVOR
- 41 Strongly favor
- 37 Somewhat favor
- 13 NET OPPOSE
- 7 Somewhat oppose
- 6 Strongly oppose
- 9 Not sure

**13. In Ohio, schools and districts are evaluated by how well students do on standardized tests, and the results are publicized. Schools that do very badly are identified, watched carefully, and must put an improvement plan into action. Do you think that using test scores this way:**

- 30 Is mostly HARMFUL because it puts students and educators under unfair pressure
- 57 Is mostly GOOD because it calls attention to problems that need to be addressed
- 13 Not sure

**14. Would you say that going through the licensure process in Ohio guarantees that a teacher:**

- 5 Is well-prepared to succeed in the classroom
- 55 At least starts with a base-line of acceptable quality
- 39 Has done little more than gone through procedural compliance
- 2 Not sure

**15. In your view, does the collective bargaining process in Ohio's school districts need:**

65 Fundamental overhaul  
32 Some modification  
2 To be left as is  
1 Not sure

**HOW SERIOUS AN OBSTACLE IS EACH OF THE FOLLOWING WHEN IT COMES TO IMPROVING PUBLIC EDUCATION?**

**16. School boards that are often reluctant to stand firm during collective bargaining because they want to avoid political battles and discord**

76 NET SERIOUS  
33 Very serious  
42 Somewhat serious  
22 NET NOT SERIOUS  
18 Not too serious  
5 Not serious at all  
2 Not sure

**17. State law requiring that teacher pay be based upon longevity and university credits instead of demonstrated skill and performance**

89 NET SERIOUS  
56 Very serious  
33 Somewhat serious  
11 NET NOT SERIOUS  
10 Not too serious  
1 Not serious at all  
0 Not sure

**18. State law that permits district-labor negotiations over a variety of workforce issues that really should be off the table**

93 NET SERIOUS  
59 Very serious

34 Somewhat serious  
6 NET NOT SERIOUS  
5 Not too serious  
1 Not serious at all  
1 Not sure

**19. Local union chapters that can count on statewide or even national support during negotiations or litigation, while a district's leadership is on its own**

84 NET SERIOUS  
52 Very serious  
31 Somewhat serious  
15 NET NOT SERIOUS  
13 Not too serious  
2 Not serious at all  
1 Not sure

**20. If state law were to strengthen management authority over staff, how likely would your school board be to press for contract changes during future rounds of collective bargaining?**

92 NET LIKELY  
61 Very likely  
31 Somewhat likely  
5 NET NOT LIKELY  
4 Not too likely  
1 Not likely at all  
4 Not sure

**TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THE FOLLOWING?**

**21. I may dislike mandates, but some of the problems facing Ohio's school districts require state legislation**

- 81 NET AGREE
- 33 Strongly agree
- 48 Somewhat agree
- 18 NET DISAGREE
- 10 Somewhat disagree
- 8 Strongly disagree
- 1 Not sure

**22. There have been labor issues where the leadership of my district – including myself – should have done more to hold the line**

- 55 NET AGREE
- 17 Strongly agree
- 39 Somewhat agree
- 41 NET DISAGREE
- 24 Somewhat disagree
- 17 Strongly disagree
- 4 Not sure

**23. Suppose some provisions of state law related to school staffing and pay were going to be repealed. Which of the five provisions below do you think would be most and least important to eliminate? Rank them from 1 to 5, where 1 is the provision you would MOST like to see repealed and 5 is the provision that you would LEAST like to see repealed.**

*% Ranked "1" or "2"*

Provision in state law that:

- 73 Mandates automatic step increases in teacher salaries
- 66 Requires a last-in, first-out approach to layoffs

- 28 Restricts a district's ability to reduce employee salaries from one year to the next
- 18 Mandates class size in the early grades
- 16 Specifies how districts treat employee leave time, in all its varieties

**24. Suppose there was an effort to change Ohio's laws relating to school staffing and pay. Which of these six changes below do you think would be most and least important to make? Rank them from 1 to 6, where 1 is the change that is MOST important in your view and 6 is the change that is LEAST important to you.**

*% Ranked "1" or "2"*

- 82 Make it easier to terminate unmotivated or incompetent teachers – even if they are tenured
- 44 Put working conditions, such as the length of the school day or class size, beyond the scope of collective bargaining
- 31 Give traditional public schools much of the same autonomy from regulations as charter or community schools
- 18 Require school districts to use student achievement test data in some fashion to assess teacher effectiveness
- 16 Allow more flexibility in teacher pay, so that positions that are hard to fill get more and those that are easy to fill get less
- 9 Require a streamlined due process system that speeds up resolution of labor and personnel issues while protecting district employees

**26. Approximately what percentage of your district's operating budget is state funded?**

12 1-25  
 36 26-50  
 39 51-75  
 8 76-100  
 0 Zero – district does not receive state funds  
 6 Not sure

**27. Would you favor or oppose a proposal that would greatly expand your district's ability to hire, fire, and deploy instructional staff – in exchange for a 15% reduction in state funding?**

30 Favor  
 55 Oppose  
 15 Not sure

**28. Would you favor or oppose a proposal that would greatly expand your district's ability to differentially compensate teachers based on the needs of the district and assessment of teachers' skills – in exchange for a 15% reduction in state funding?**

24 Favor  
 64 Oppose  
 13 Not sure

**29. Would you favor or oppose a proposal that would greatly expand your district's ability to control working conditions like daily class schedules, staff meetings, and the physical conditions in classrooms and buildings – in exchange for a 15% reduction in state funding?**

25 Favor  
 61 Oppose  
 15 Not sure

**IF IMPLEMENTED, HOW LIKELY IS IT THAT EACH OF THE FOLLOWING WOULD BRING SUBSTANTIAL COST SAVINGS TO SCHOOL DISTRICTS IN OHIO?**

**30. Relying a lot more on technological innovations such as online instruction**

54 NET LIKELY  
 12 Very likely  
 42 Somewhat likely  
 43 NET UNLIKELY  
 33 Not too likely  
 9 Not likely at all  
 4 Not sure

**31. Merging school districts**

31 NET LIKELY  
 8 Very likely  
 23 Somewhat likely  
 66 NET UNLIKELY  
 26 Not too likely  
 40 Not likely at all  
 2 Not sure

**32. Combining state revenue streams while giving districts more flexibility over how the money is spent**

82 NET LIKELY  
 31 Very likely  
 50 Somewhat likely  
 13 NET UNLIKELY  
 11 Not too likely  
 2 Not likely at all  
 5 Not sure

**33. Outsourcing or merging district back-office operations such as accounting and payroll**

44 NET LIKELY

9 Very likely

34 Somewhat likely

55 NET UNLIKELY

38 Not too likely

17 Not likely at all

2 Not sure

**34. Creating a state-mandated health insurance plan that would serve all of Ohio's K-12 system**

74 NET LIKELY

46 Very likely

28 Somewhat likely

22 NET UNLIKELY

11 Not too likely

11 Not likely at all

4 Not sure

**35. Giving districts a lot more freedom to convert traditional schools to charter or community schools**

23 NET LIKELY

5 Very likely

18 Somewhat likely

67 NET UNLIKELY

30 Not too likely

37 Not likely at all

10 Not sure

**36. For how many years have you been the superintendent of your current school district?**

63 1-5

26 6-10

7 11-15

2 16-20

2 21 or more

**37. And for how many years in total have you been a district superintendent?**

49 1-5

26 6-10

13 11-15

5 16-20

7 21 or more

**40. Location**

19 Urban

19 Suburban

13 Small town

49 Rural

*[Population statistics: 19% (urban); 18% (suburban); 13% (town); 50% (rural)]*

**41. Student Enrollment**

31 1,200 or less

41 1,201-2,500

28 2,501 or more

*[Population statistics: 31% (1,200 or less); 40% (1,201-2,500); 29% (2,501+)]*

**43. Percent Students Economically Disadvantaged**

27 0-25%

50 26-50%

19 51-75%

3 76-100%

\* Not sure

**44. 2009-2010 Ohio Department of Education  
Rating**

- 49    Excellent or Excellent with Distinction
- 40    Effective
- 11    Continuous Improvement / Academic  
      Watch / Academic Emergency

*[Population statistics: 47% (excellent or excellent  
with distinction); 42% (effective); 11% (combined:  
continuous improvement, academic watch, academic  
emergency)]*

**45. Are you:**

- 83    Male
- 17    Female