

2018 Superintendent 360 Survey

Results and Analysis

Ann Arbor Public Schools
School Year 2017 - 2018



Purpose of the Study

The Ann Arbor Public Schools (AAPS) Superintendent 360° Survey asked select members of the AAPS community for feedback on the performance of Superintendent Jeanice Kerr Swift for this school year.

Results will inform Dr. Swift's work during the next school year.

The survey questions, at the Board's request, have remained consistent over 5 years of implementation, 2013 - 2018

K12 *Insight* partnered with Dawn Linden, Executive Director of Elementary Education, to implement the survey, which addressed the following topics:

- **Communication**
- **Community relations**
- **Student opportunities and achievement**
- **Sustainability**
- **Leadership**
- **Innovation**

Details of the Study

The survey was open June 11–20. Email invitations with unique survey links were sent to selected members of the following groups:

- **Blue Ribbon Advisory Committee members**
- **Board of Education members**
- **Community members**
- **Employee group leaders**
- **Instructional leaders**
- **Parents**
- **Principals**
- **Superintendent's leadership team**
- **Teachers**
- **Students**

Reminders were sent June 13, 18, and 20.

Understanding the Results

This report summarizes survey results and compares them with results from 2013–2014, 2014–2015, 2015–2016, and 2016–2017.

Results do not reflect random sampling; therefore, they should not be generalized to all members of the AAPS community. Rather, results reflect only the perceptions and opinions of survey participants.

The survey included a four-point rating scale and a Don't Know option. The four-point rating scale was defined as:

4 = Performance consistently exceeds expectations

3 = Performance consistently meets expectations and may sometimes exceed expectations

2 = Performance sometimes meets expectations and may sometimes fall short of expectations

1 = Performance consistently falls short of expectations

Findings for each item in the report exclude participants who did not answer. In charts and graphs, data labels less than 5 percent are not shown. Percentages may not total 100 due to rounding.

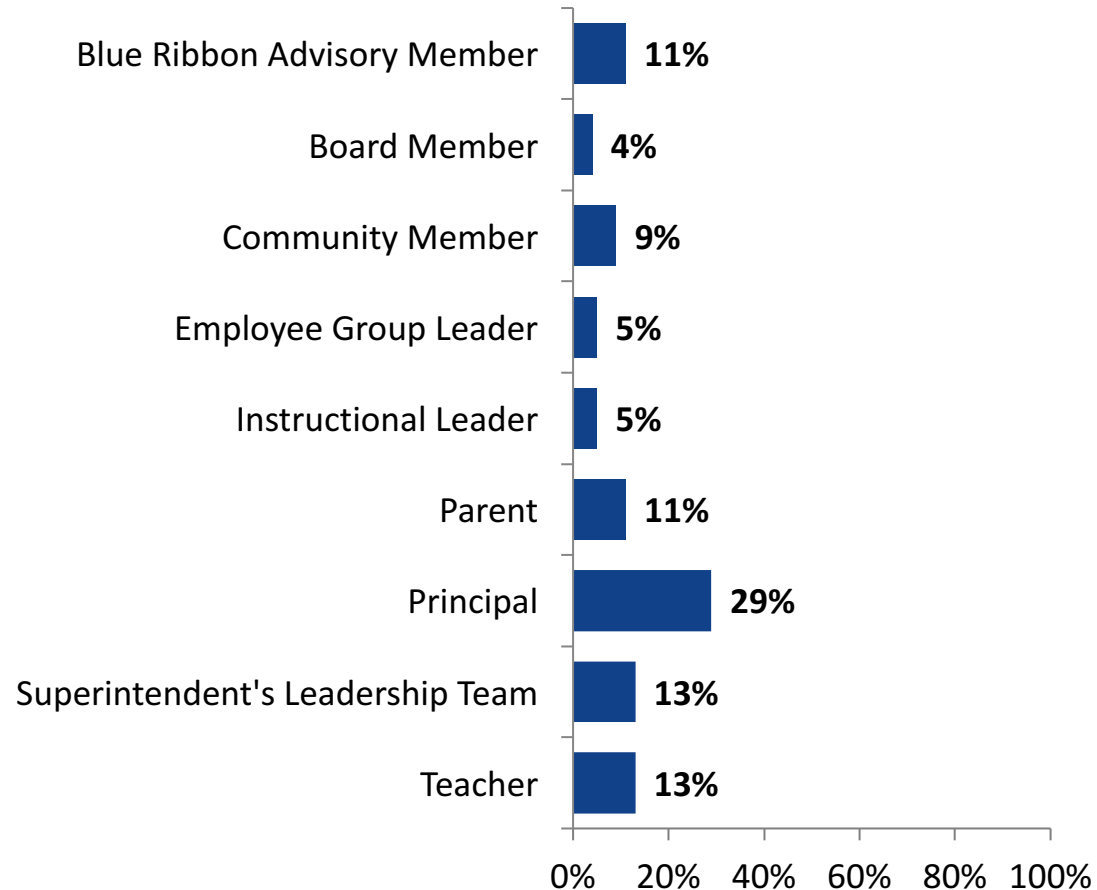
Participation

Responding Group	Number of Invitations Delivered (NMax)	Number of Responses (N)	Response Rate (%)	Total Responses
Community Members	240	82	34%	82

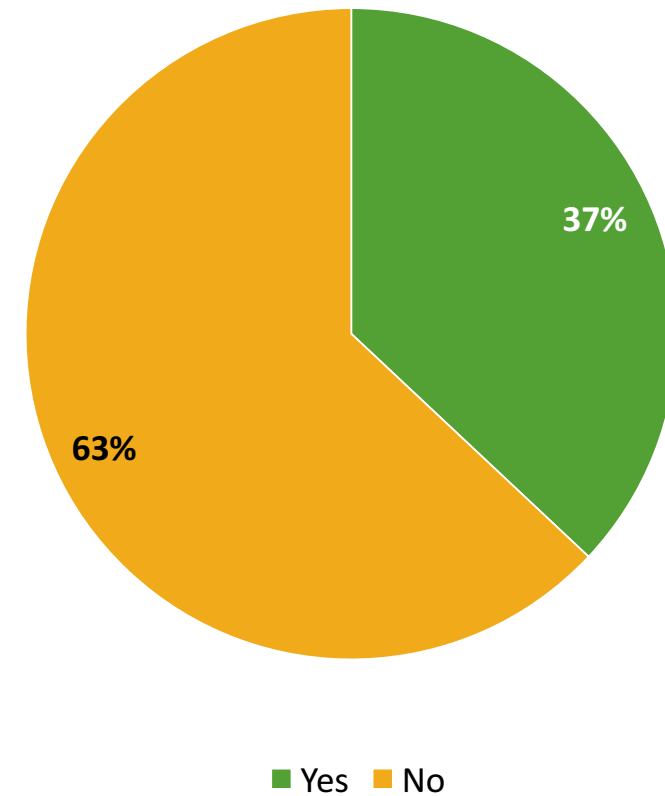
School Year	Total Responses
2017-2018	82
2016-2017	109
2015-2016	100
2014-2015	74
2013-2014	91

Participation (Continued)

Participant Role: (N=82)



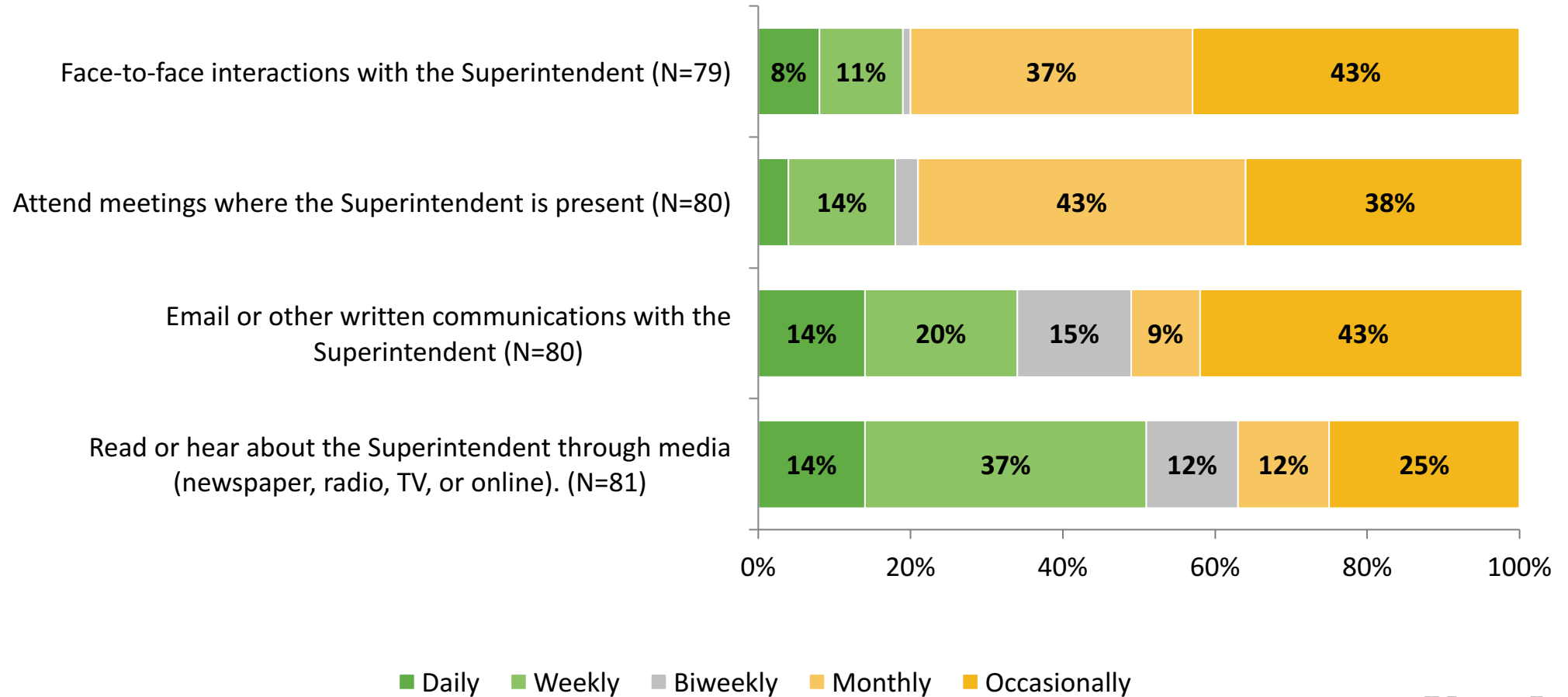
Do you currently have a child enrolled in AAPS? (N=75)



Note: Not Applicable responses have been excluded from calculations.

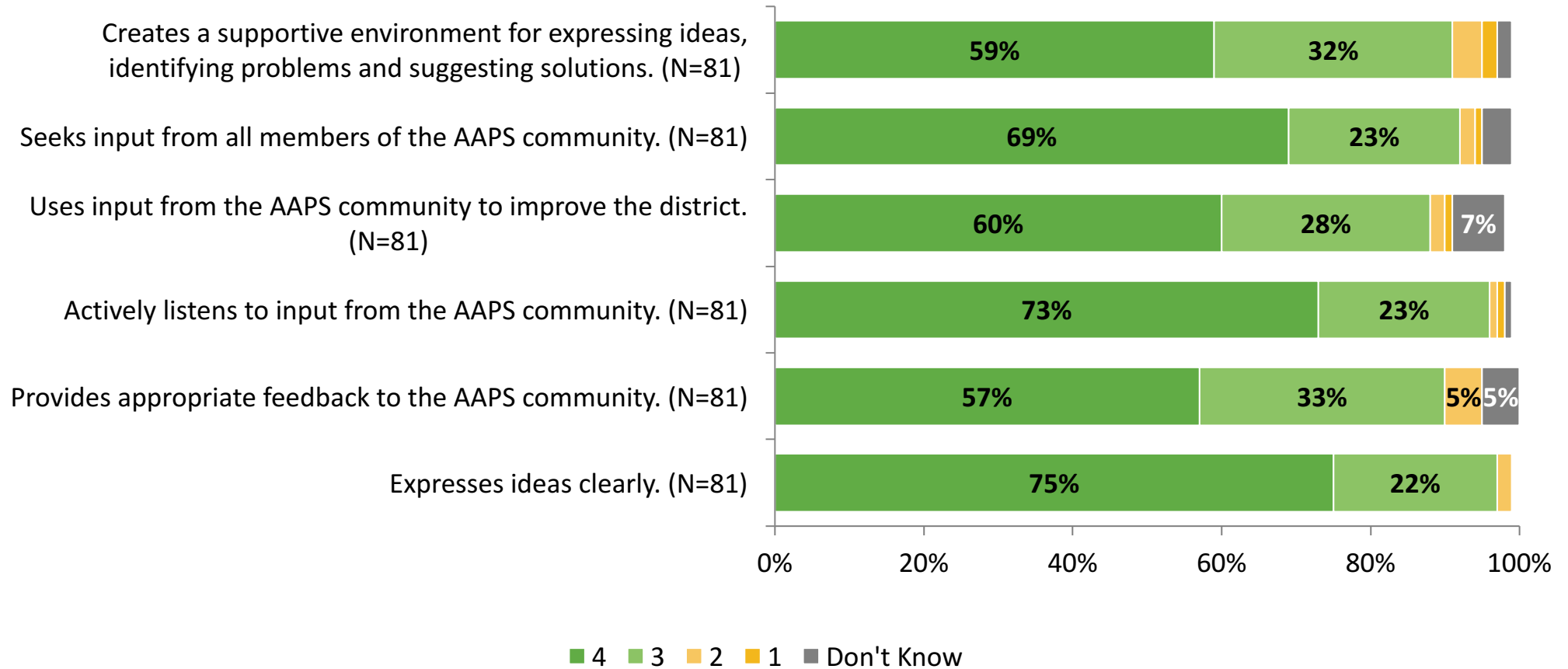
Frequency of Contact

Approximately how often do you have contact with the Superintendent in the following ways?



Communication

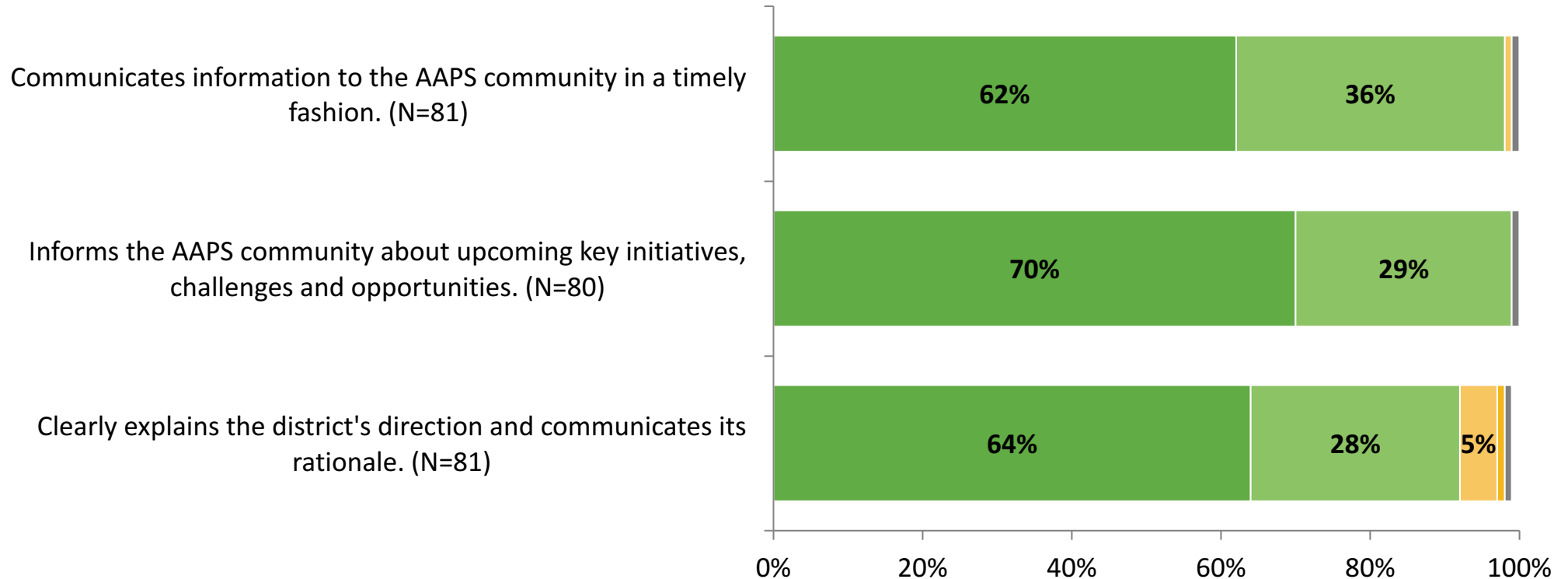
The Superintendent ...



Answer options: 4 = Performance consistently exceeds expectations, 3 = Performance consistently meets expectations and may sometimes exceed expectations, 2 = Performance sometimes meets expectations and may sometimes fall short of expectations, 1 = Performance consistently falls short of expectations

Communication (Continued)

The Superintendent ...



■ 4 ■ 3 ■ 2 ■ 1 ■ Don't Know

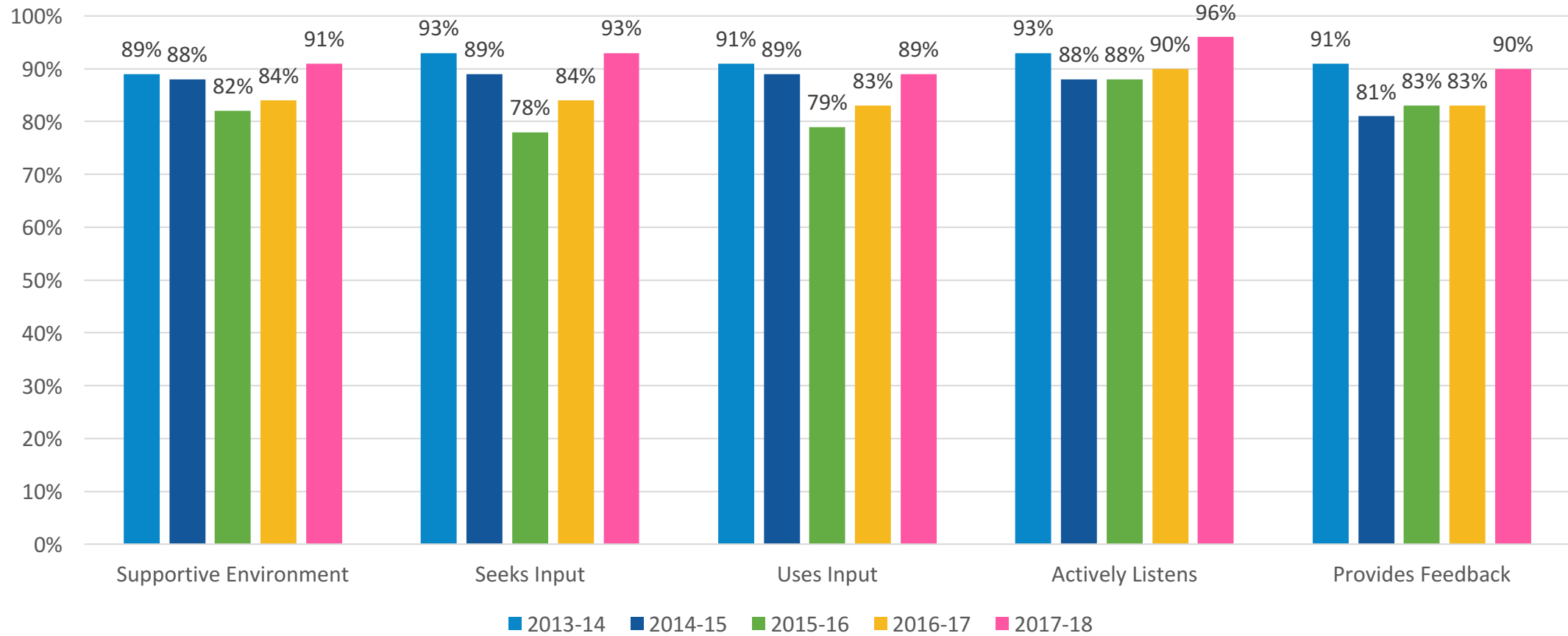
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Communication — Trending

Item	2017-2018 (N=81)	2016-2017 (N=108)	2015-2016 (N=99)	2014-2015 (N=74)	2013-2014 (N=91)
	Percentage Exceeds or Meets Expectations				
Creates a supportive environment for expressing ideas, identifying problems, and suggesting solutions.	91%	84%	82%	88%	89%
Seeks input from all members of the AAPS community.	93%	84%	78%	89%	93%
Uses input from the AAPS community to improve the district.	89%	83%	79%	89%	91%
Actively listens to input from the AAPS community.	96%	90%	88%	88%	93%
Provides appropriate feedback to the AAPS community.	90%	83%	83%	81%	91%

Answer options: 4 = Performance consistently exceeds expectations, 3 = Performance consistently meets expectations and may sometimes exceed expectations, 2 = Performance sometimes meets expectations and may sometimes fall short of expectations, 1 = Performance consistently falls short of expectations

Communication - Trending

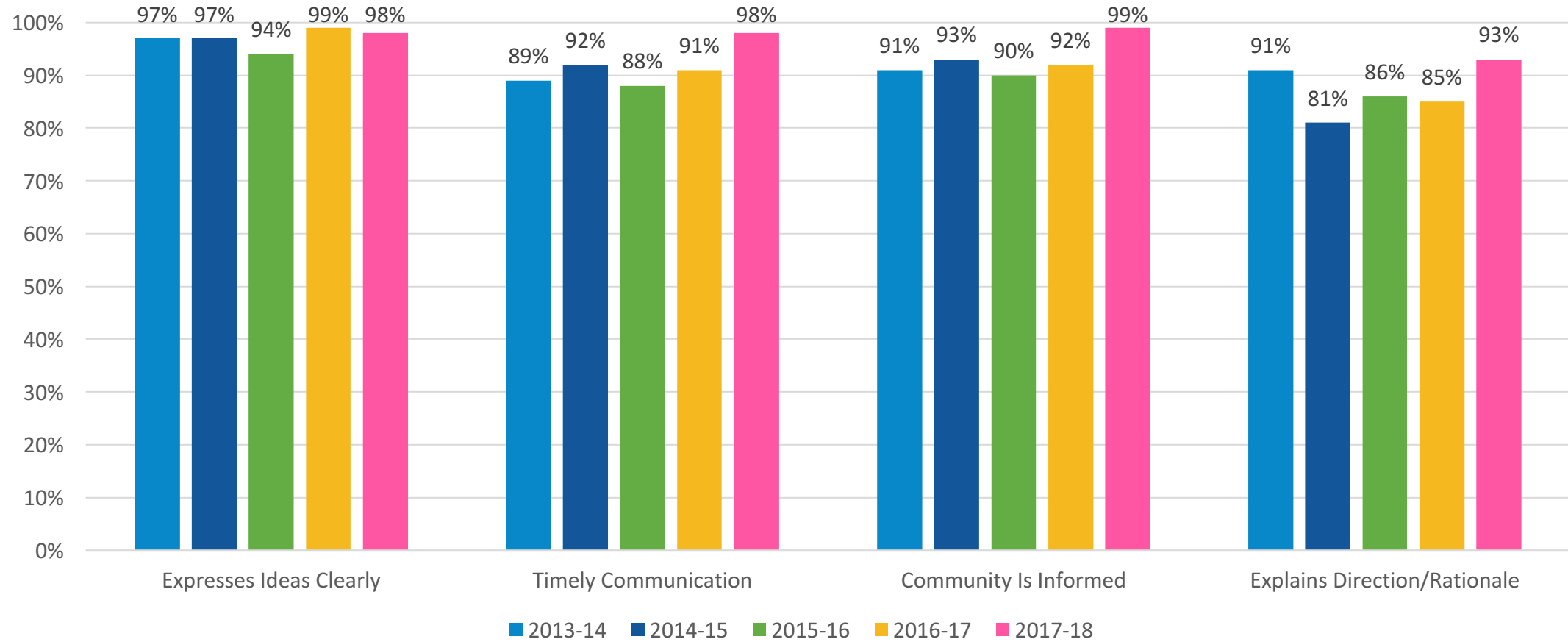


Communication — Trending (Continued)

Item	2017-2018 (N=81)	2016–2017 (N=108)	2015–2016 (N=99)	2014-2015 (N=74)	2013–2014 (N=91)
	Percentage Exceeds or Meets Expectations				
Expresses ideas clearly.	98%	99%	94%	97%	97%
Communicates information to the AAPS community in a timely fashion.	98%	91%	88%	92%	89%
Informs the AAPS community about upcoming key initiatives, challenges, and opportunities.	99%	92%	90%	93%	91%
Clearly explains the district's direction and communicates its rationale.	93%	85%	86%	81%	91%

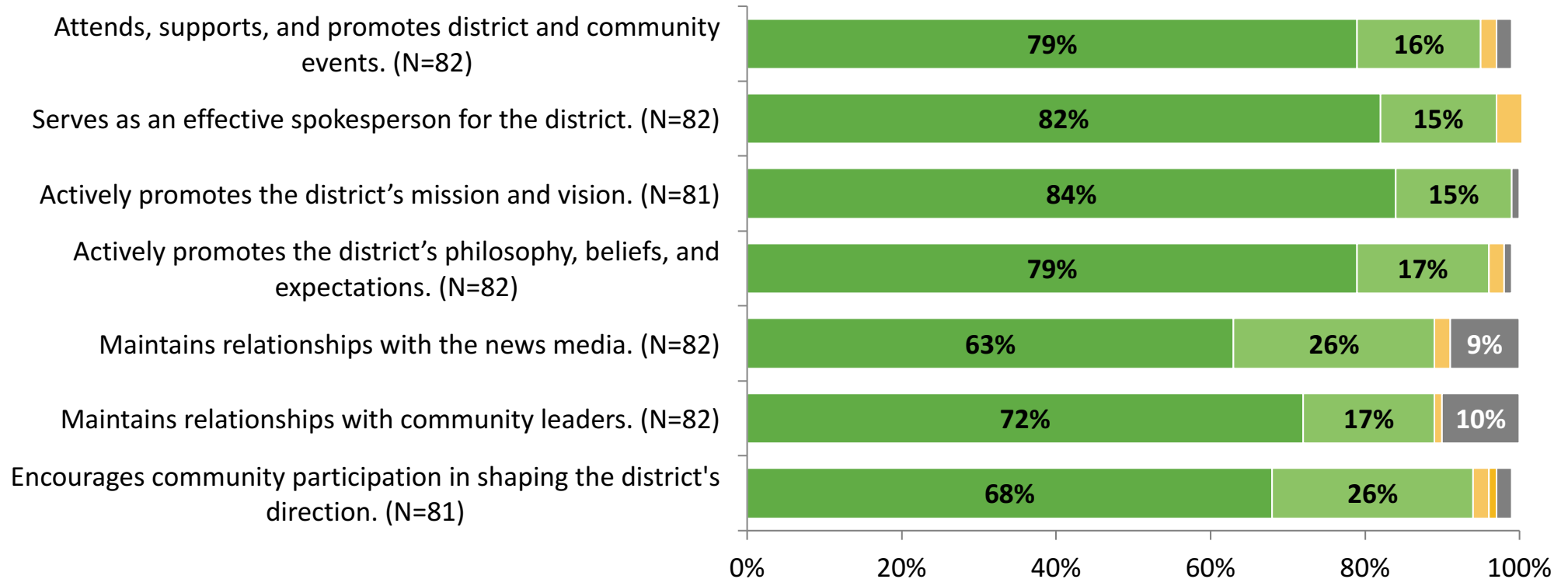
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Communication – Trending (continued)



Community Relations

The Superintendent ...



■ 4 ■ 3 ■ 2 ■ 1 ■ Don't Know

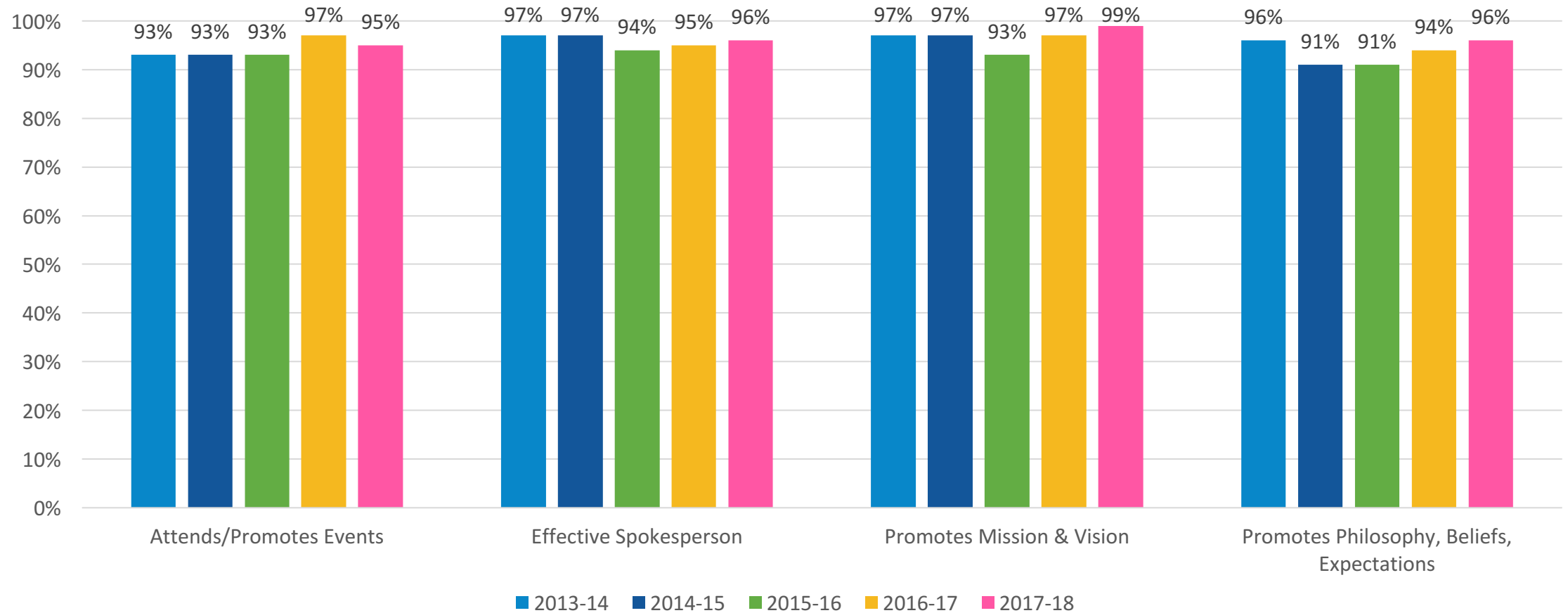
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Community Relations — Trending

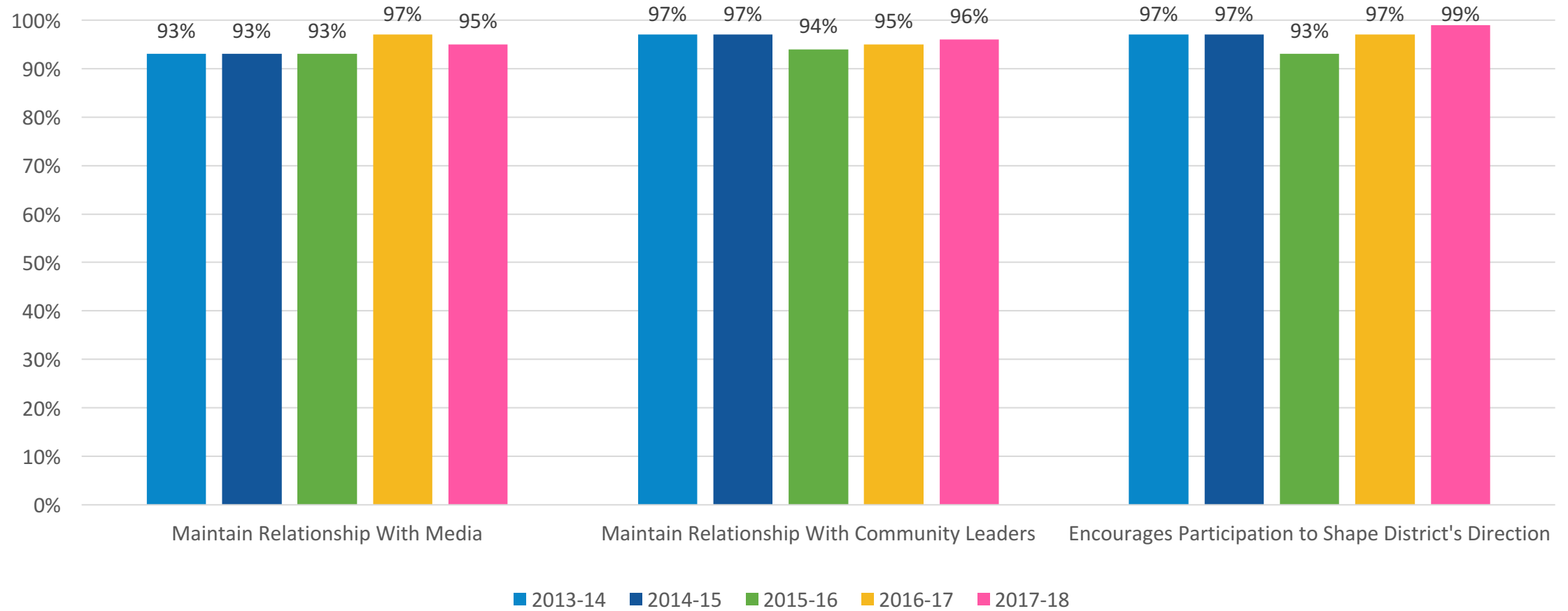
Item	2017-2018 (N=82)	2016–2017 (N=109)	2015–2016 (N=100)	2014–2015 (N=74)	2013–2014 (N=91)
Percentage Exceeds or Meets Expectations					
Attends, supports, and promotes district and community events.	95%	97%	93%	93%	93%
Serves as an effective spokesperson for the district.	96%	95%	94%	97%	97%
Actively promotes the district’s mission and vision.	99%	97%	93%	97%	97%
Actively promotes the district’s philosophy, beliefs, and expectations.	96%	94%	91%	91%	96%
Maintains relationships with the news media.	89%	86%	84%	85%	80%
Maintains relationships with community leaders.	89%	87%	87%	78%	81%
Encourages community participation in shaping the district's direction.	94%	88%	80%	86%	94%

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Community Relations - Trending

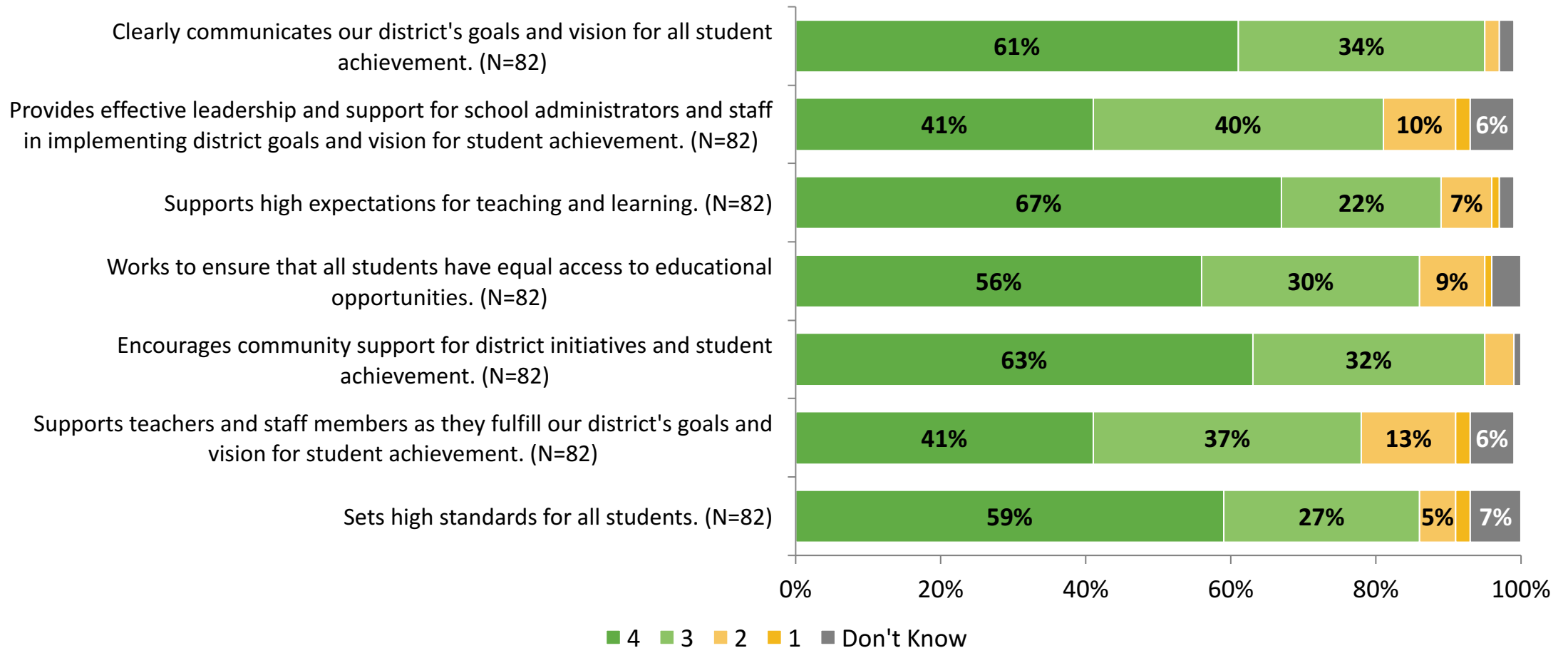


Community Relations – Trending (continued)



Student Opportunities and Achievement

The Superintendent ...



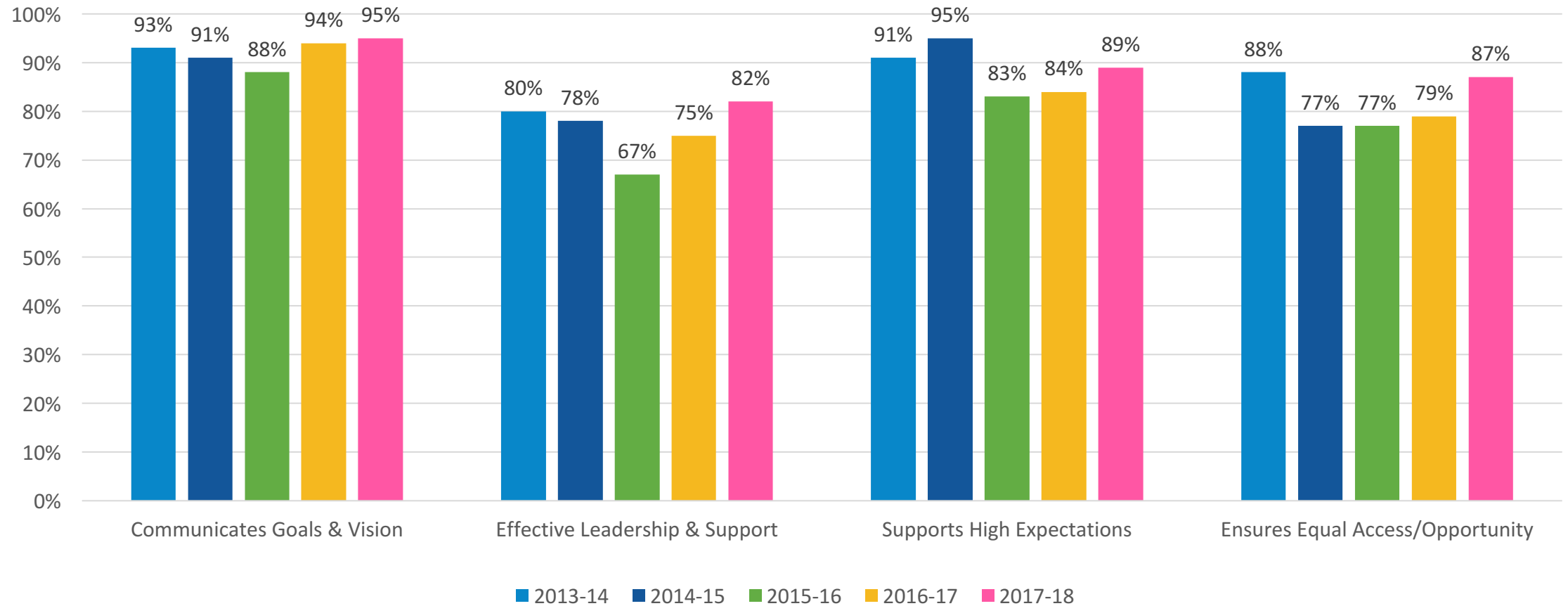
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Student Opportunities and Achievement — Trending

Item	2017-2018 (N=82)	2016-2017 (N=108)	2015-2016 (N=100)	2014-2015 (N=74)	2013-2014 (N=90)
	Percentage Exceeds or Meets Expectations				
Clearly communicates our district's goals and vision for all student achievement.	95%	94%	88%	91%	93%
Provides effective leadership and support for school administrators and staff in implementing district goals and vision for student achievement.	82%	75%	67%	78%	80%
Supports high expectations for teaching and learning.	89%	84%	83%	95%	91%
Works to ensure that all students have equal access to educational opportunities.	87%	79%	77%	77%	88%

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Student Opportunities and Achievement - Trending

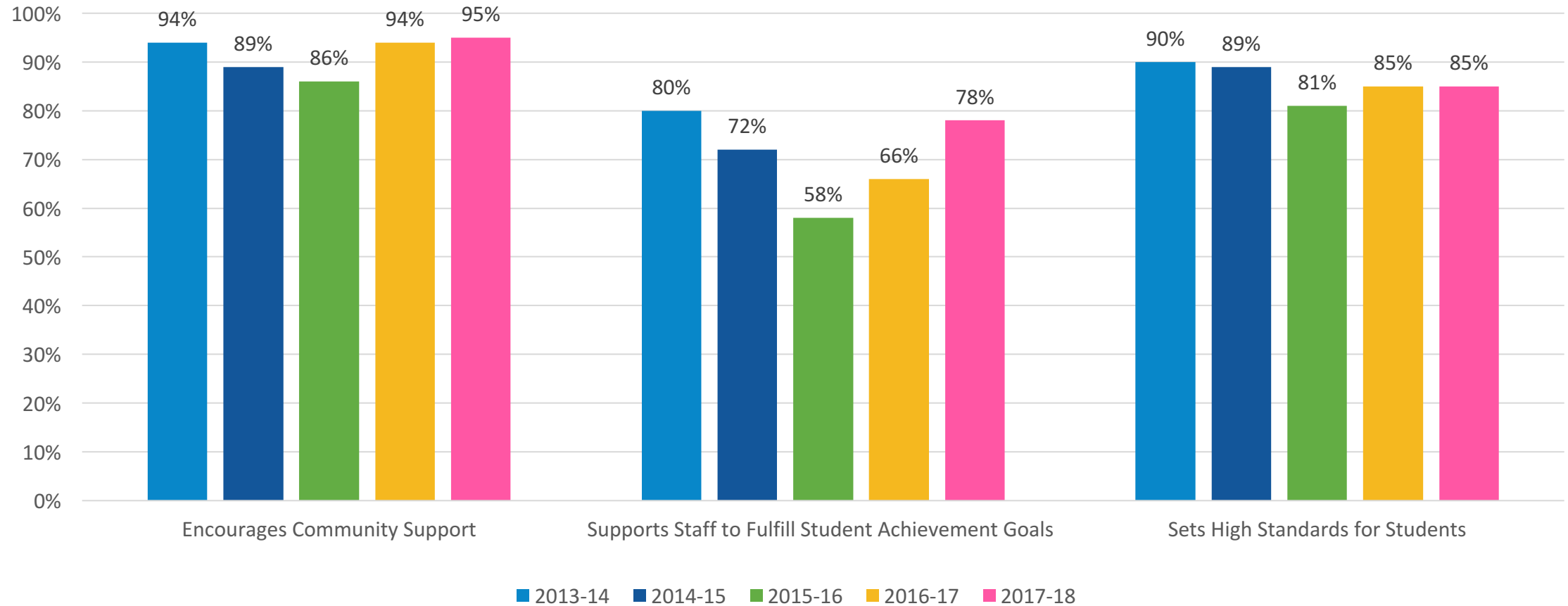


Student Opportunities and Achievement — Trending (Continued)

Item	2017-2018 (N=82)	2016–2017 (N=108)	2015–2016 (N=100)	2014–2015 (N=74)	2013–2014 (N=90)
	Percentage Exceeds or Meets Expectations				
Encourages community support for district initiatives and student achievement.	95%	94%	86%	89%	94%
Supports teachers and staff members as they fulfill our district's goals and vision for student achievement.	78%	66%	58%	72%	80%
Sets high standards for all students.	85%	85%	81%	89%	90%

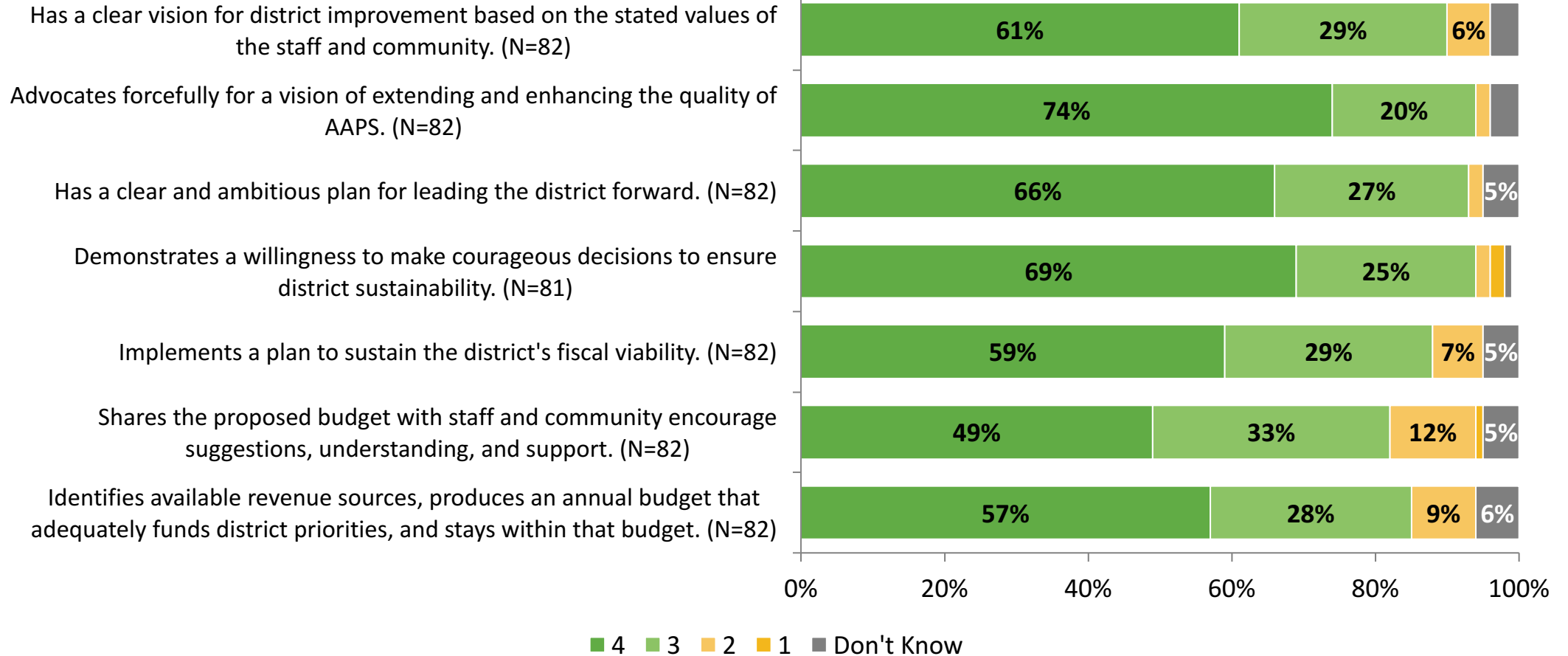
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Student Opportunities and Achievement – Trending (continued)



Sustainability

The Superintendent ...



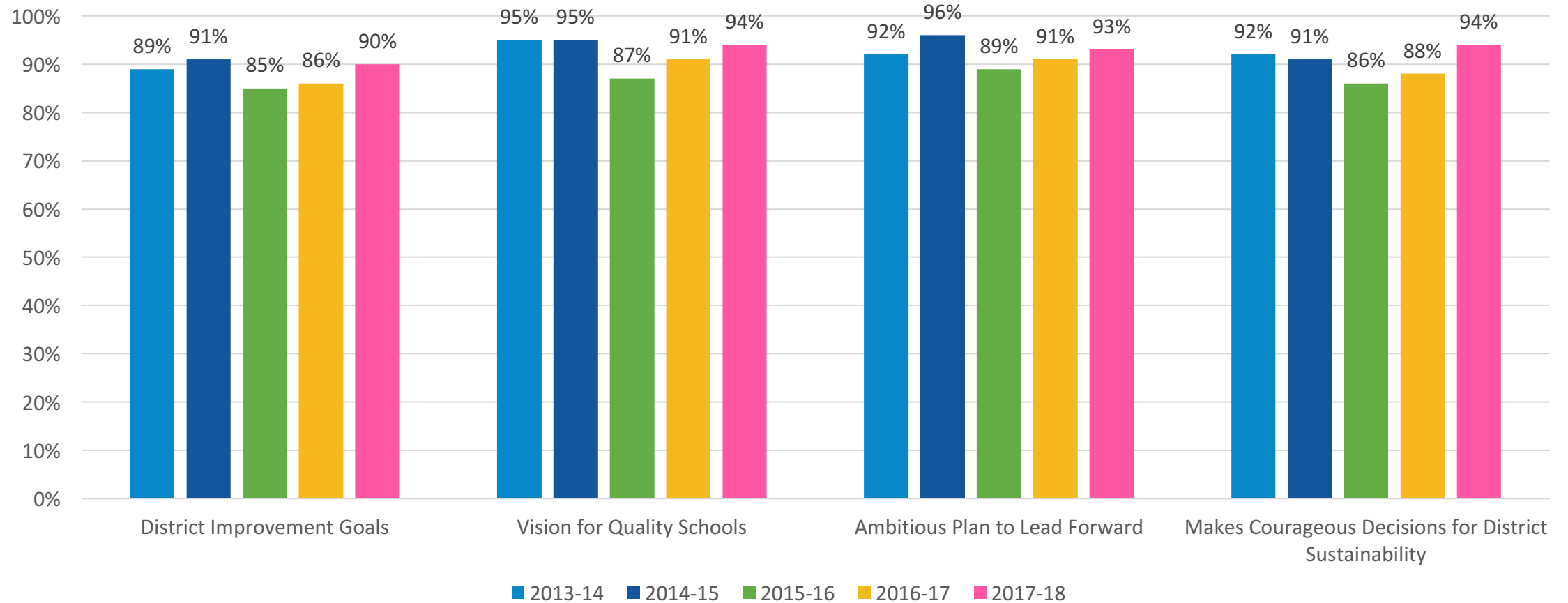
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Sustainability — Trending

Item	2017-2018 (N=82)	2016-2017 (N=105)	2015-2016 (N=100)	2014-2015 (N=74)	2013-2014 (N=91)
	Percentage Exceeds or Meets Expectations				
Has a clear vision for district improvement based on the stated values of the staff and community.	90%	86%	85%	91%	89%
Advocates forcefully for a vision of extending and enhancing the quality of AAPS.	94%	91%	87%	95%	95%
Has a clear and ambitious plan for leading the district forward.	93%	91%	89%	96%	92%
Demonstrates a willingness to make courageous decisions to ensure district sustainability.	94%	88%	86%	91%	92%

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Sustainability - Trending

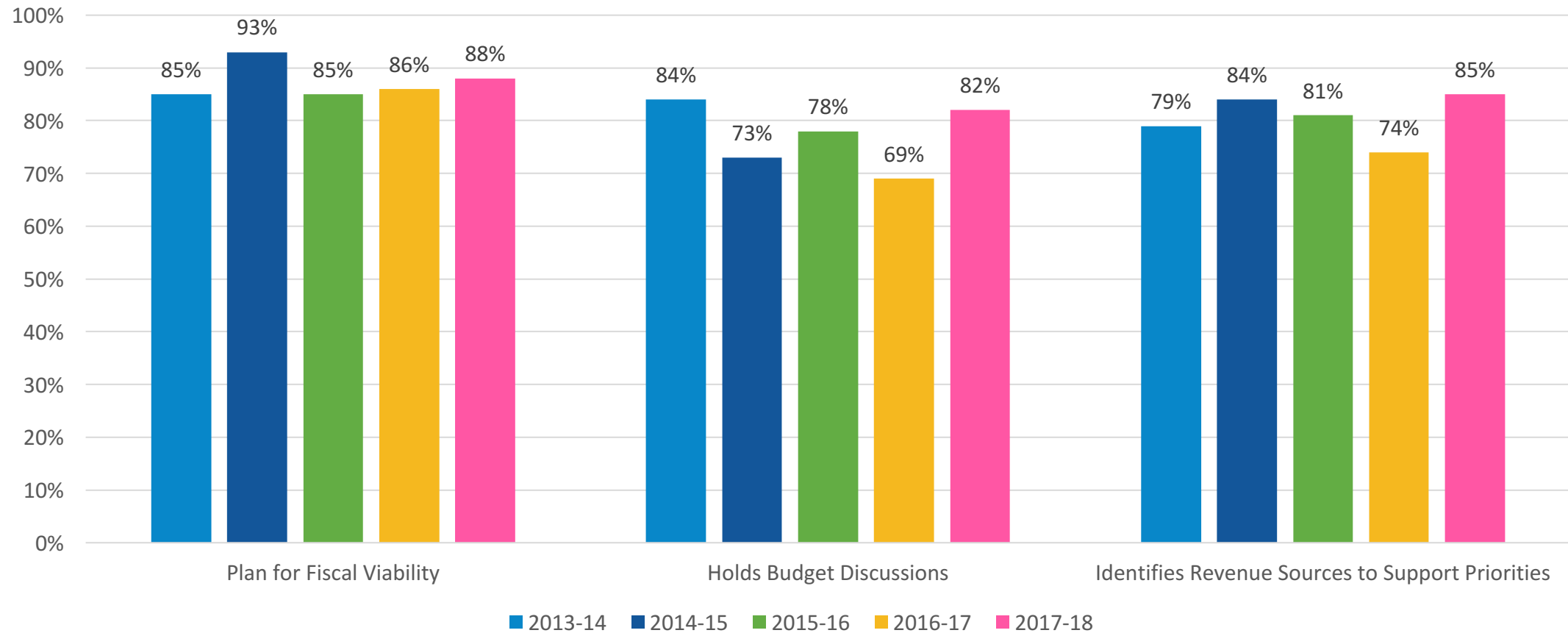


Sustainability — Trending (Continued)

Item	2017-2018 (N=82)	2016-2017 (N=105)	2015-2016 (N=100)	2014-2015 (N=74)	2013-2014 (N=91)
	Percentage Exceeds or Meets Expectations				
Implements a plan to sustain the district's fiscal viability.	88%	86%	85%	93%	85%
Shares the proposed budget with staff and encourages community encourage suggestions, understanding, and support.	82%	69%	78%	73%	84%
Identifies available revenue sources, produces an annual budget that adequately funds district priorities, and stays within that budget.	85%	74%	81%	84%	79%

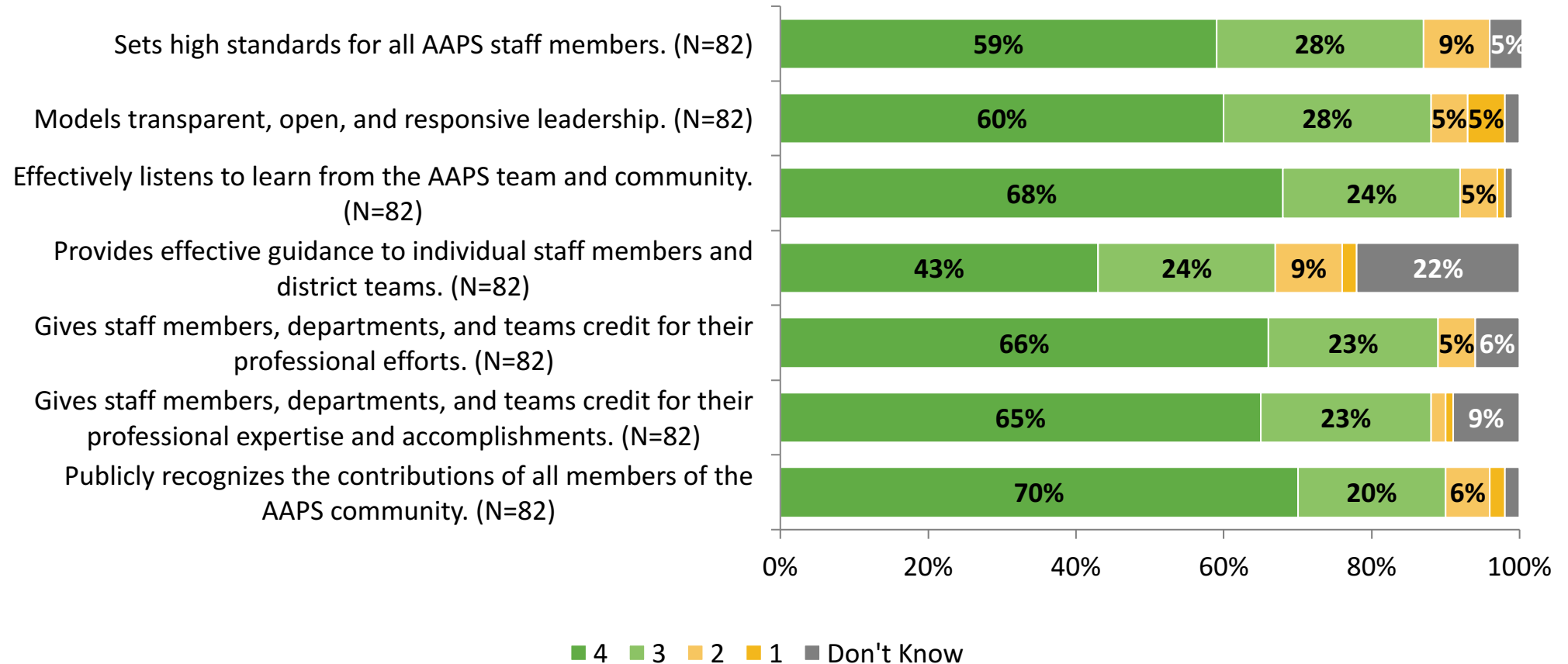
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Sustainability – Trending (continued)



Leadership

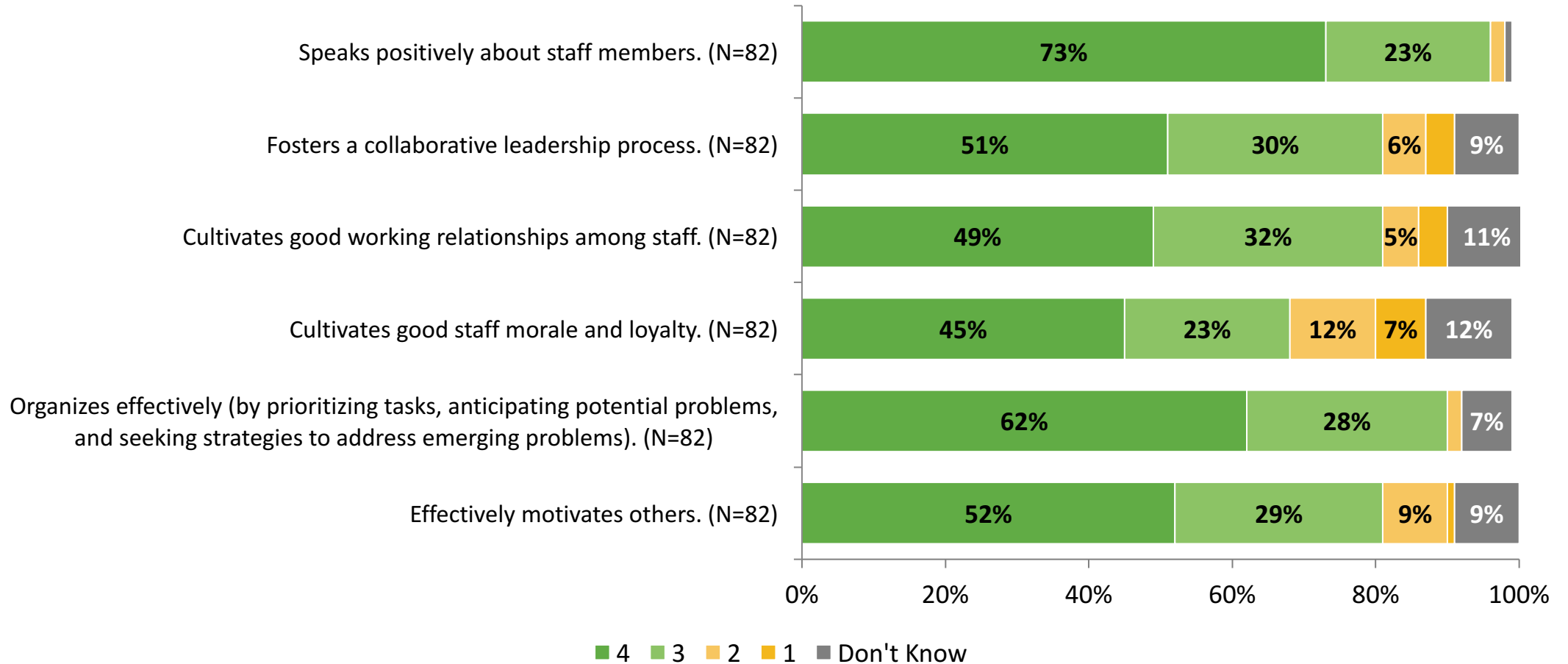
The Superintendent ...



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Leadership (Continued)

The Superintendent ...



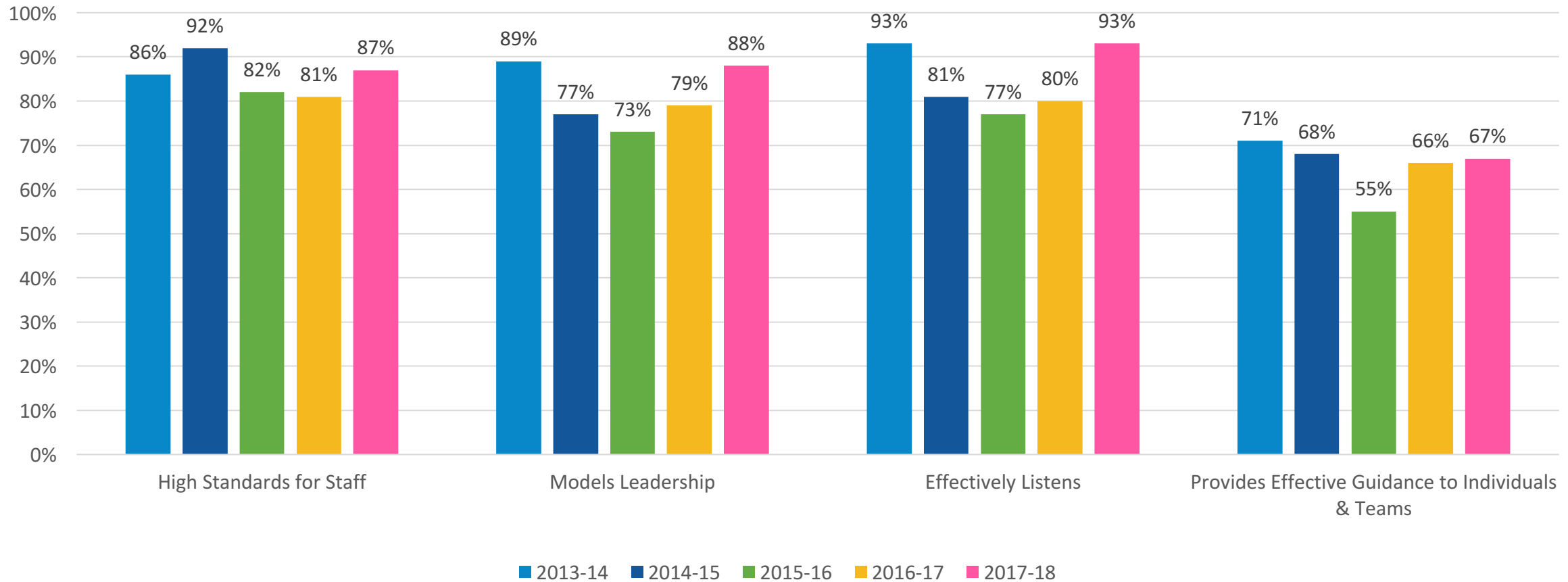
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Leadership — Trending

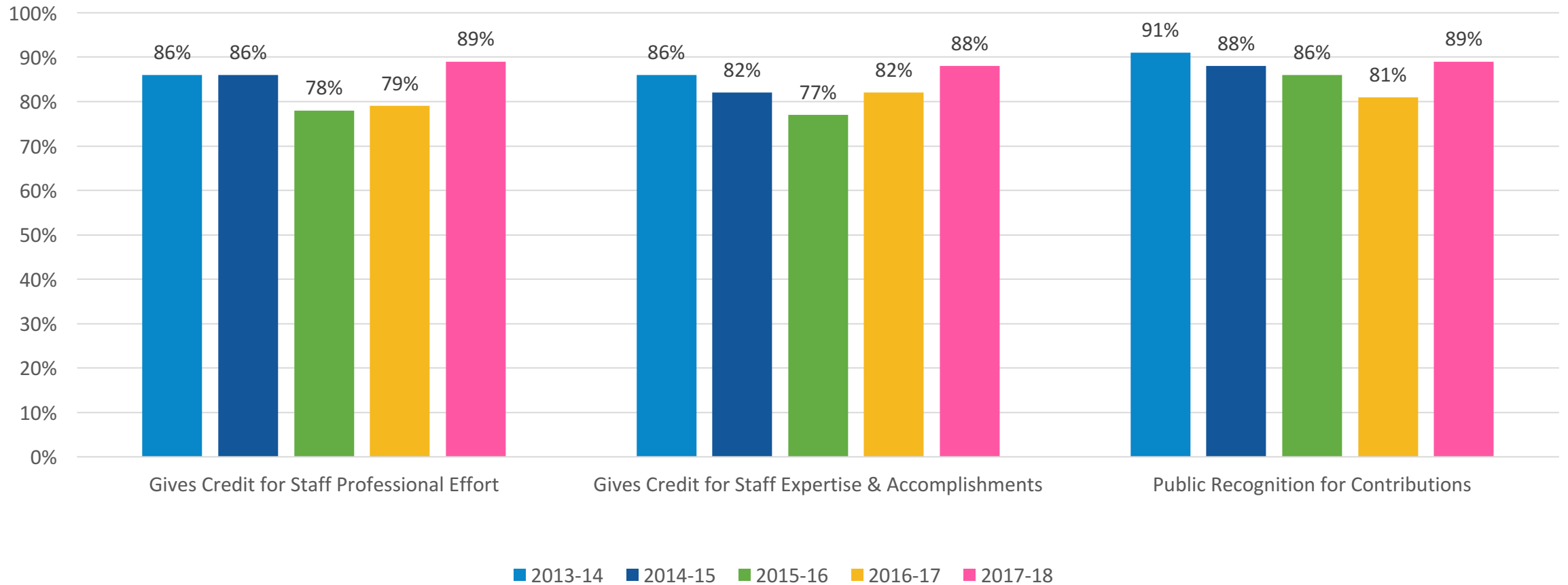
Item	2017-2018 (N=82)	2016-2017 (N=107)	2015-2016 (N=99)	2014-2015 (N=73)	2013-2014 (N=89)
Percentage Exceeds or Meets Expectations					
Sets high standards for all AAPS staff members.	87%	81%	82%	92%	86%
Models transparent, open, and responsive leadership.	88%	79%	73%	77%	89%
Effectively listens to learn from the AAPS team and community.	93%	80%	77%	81%	93%
Provides effective guidance to individual staff members and district teams.	67%	66%	55%	68%	71%
Gives staff members, departments, and teams credit for their professional efforts.	89%	79%	78%	86%	86%
Gives staff members, departments, and teams credit for their professional expertise and accomplishments.	88%	82%	77%	82%	86%
Publicly recognizes the contributions of all members of the AAPS community.	89%	81%	86%	88%	91%

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Leadership – Trending



Leadership – Trending (continued)

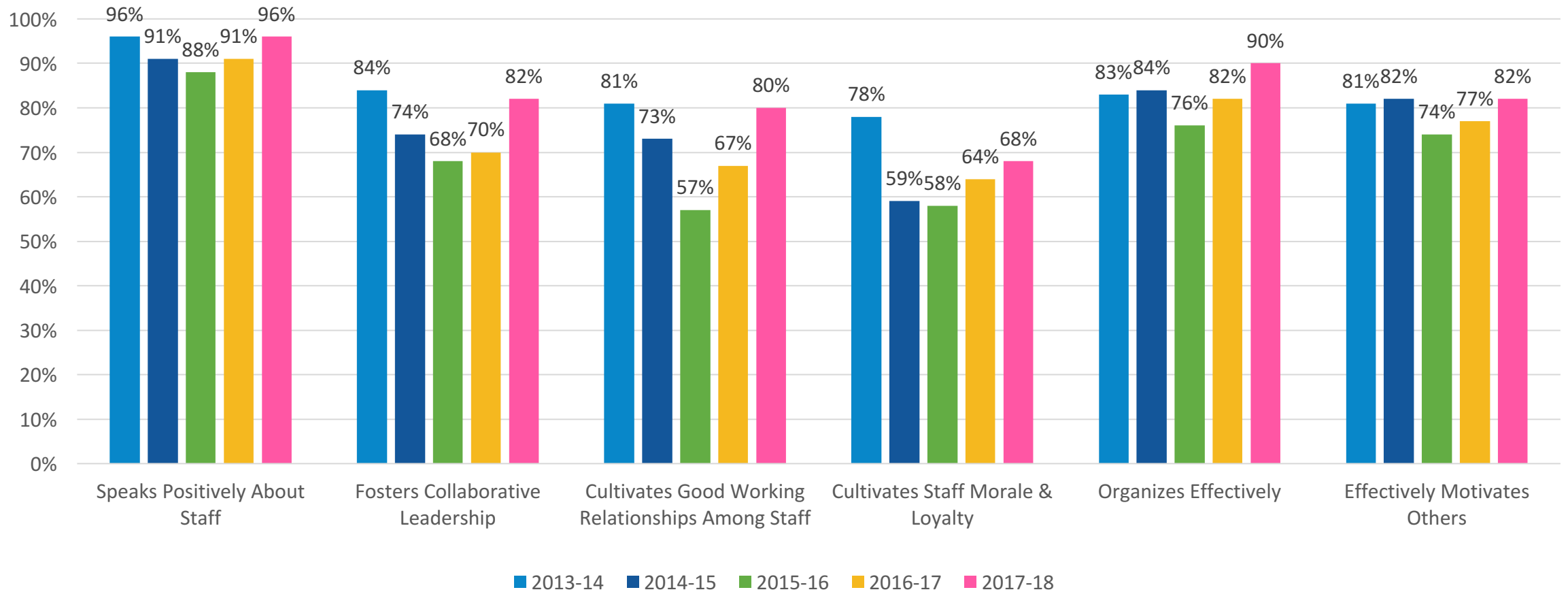


Leadership — Trending (Continued)

Item	2017-2018 (N=82)	2016–2017 (N=107)	2015–2016 (N=99)	2014–2015 (N=73)	2013–2014 (N=89)
	Percentage Exceeds or Meets Expectations				
Speaks positively about staff members.	96%	91%	88%	91%	96%
Fosters a collaborative leadership process.	82%	70%	68%	74%	84%
Cultivates good working relationships among staff.	80%	67%	57%	73%	81%
Cultivates good staff morale and loyalty.	68%	64%	58%	59%	78%
Organizes effectively (by prioritizing tasks, anticipating potential problems, and seeking strategies to address emerging problems).	90%	82%	76%	84%	83%
Effectively motivates others.	82%	77%	74%	82%	81%

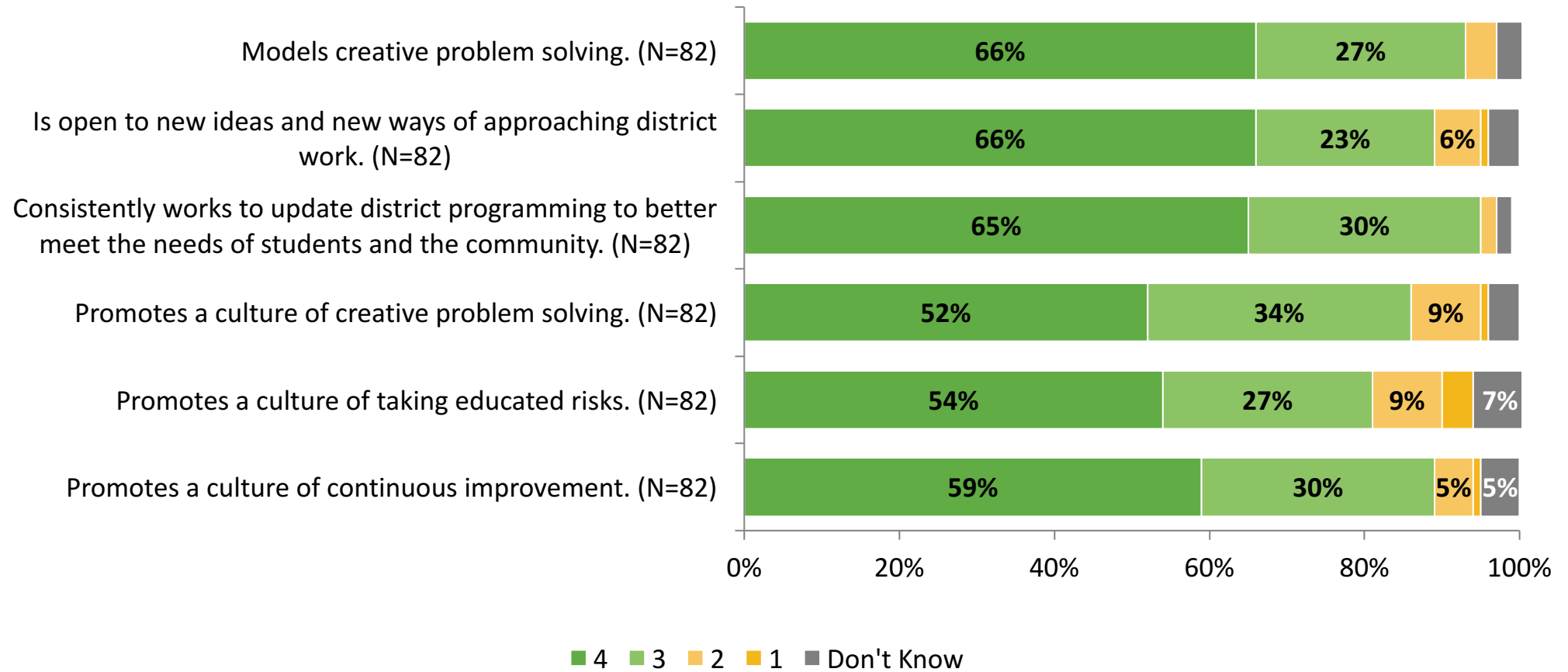
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Leadership – Trending (continued)



Innovation

The Superintendent ...



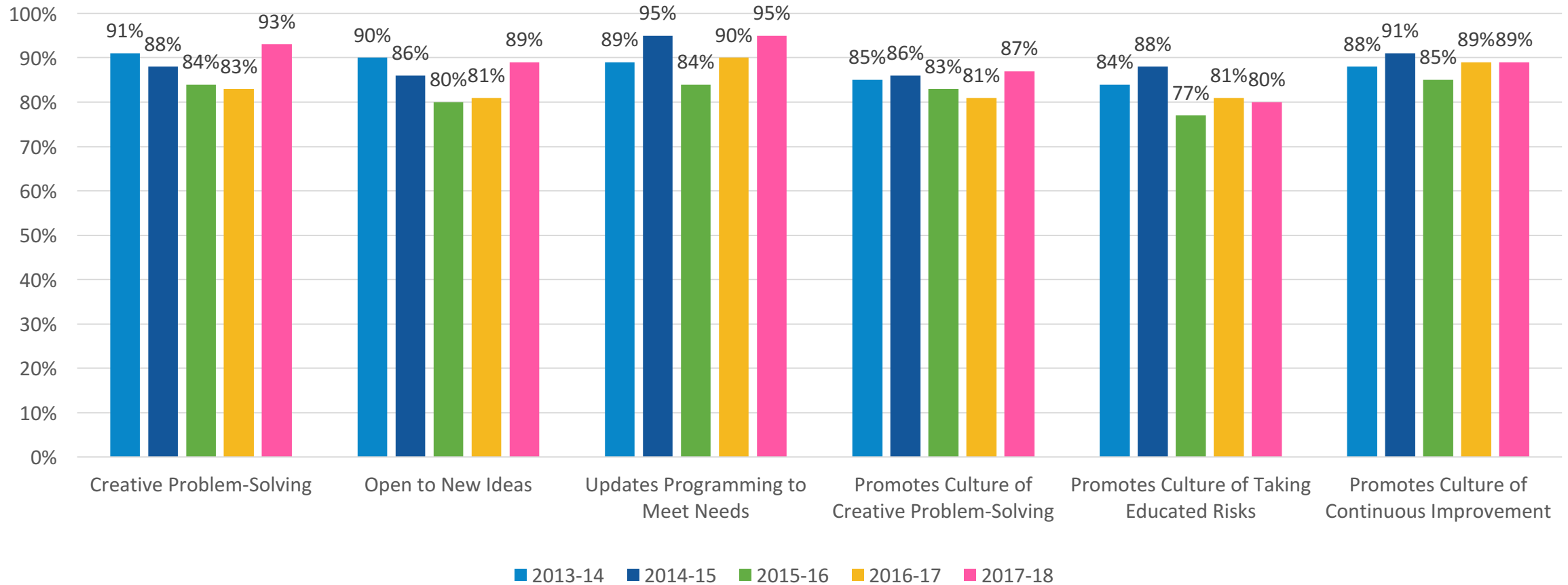
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Innovation — Trending

Item	2017-2018 (N=82)	2016-2017 (N=107)	2015-2016 (N=99)	2014-2015 (N=74)	2013-2014 (N=89)
	Percentage Exceeds or Meets Expectations				
Models creative problem-solving.	93%	83%	84%	88%	91%
Is open to new ideas and new ways of approaching district work.	89%	81%	80%	86%	90%
Consistently works to update district programming to better meet the needs of students and the community.	95%	90%	84%	95%	89%
Promotes a culture of creative problem-solving.	87%	81%	83%	86%	85%
Promotes a culture of taking educated risks.	80%	81%	77%	88%	84%
Promotes a culture of continuous improvement.	89%	89%	85%	91%	88%

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Innovation – Trending (continued)



Key Insights

- 97% of participants indicated Dr. Swift meets or exceeds expectations in expressing ideas clearly, 96% indicated she meets or exceeds expectations in actively listening to input from the AAPS community, and 99% indicated she meets or exceeds expectations with informing the AAPS community about key initiatives, challenges, and opportunities. Further, 93% of participants indicated Dr. Swift meets or exceeds expectations in effectively listening to learn from the AAPS team and community, which is a 13 percentage-point increase compared with last school year.
- 78% of participants indicated Dr. Swift meets or exceeds expectations in supporting teachers and staff members as they fulfill the district's goals and vision for student achievement, which is a 12 percentage-point increase compared with last school year.
- 89% of participants indicated Dr. Swift meets or exceeds expectations in giving staff members, departments, and teams credit for their professional efforts, which is a 10 percentage-point increase compared with last school year.
- 68% of participants indicated Dr. Swift meets or exceeds expectations in cultivating good staff morale and loyalty, which is a 4 percentage-point increase compared with last school year.
- 81% of participants indicated Dr. Swift meets or exceeds expectations in promoting a culture of taking educated risks, which has declined 4 percentage points since the question was posed in 2013-2014.

Challenges & Next Steps

- Time – AAPS has retained a consistent 360 survey for 5 years and the Board has discussed adjustments to the survey instrument moving forward
- Consider aligning the Superintendent survey with AAPS emerging Strategic Plan
- Also discuss setting 2-3 strategic performance goals each year, and measure both perception and progress toward achieving those specific goals

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