

Advanced Programs Employer Survey and Data 2016-2018

Employer Survey of School Administration and Supervision/Administrator I Program Completers

Program Standard/Category	YEAR	Unsatisfactory		Emerging		Proficient		Mastery		M	SD
		N	%	N	%	N	%	N	%		
I. Shared Vision											
a. understand and collaboratively develop, articulate, implement, and steward a shared vision of learning for a school.	2016	0	0%	1	20%	3	60%	1	20%	1.25	1.09
	2017	0	0%	0	0%	3	50%	3	50%	1.5	1.5
	2018	0	0%	1	33%	1	33%	1	34%	.75	0.433
b. understand and collect and use data to identify school goals, assess organizational effectiveness, and implement plans to achieve school goals.	2016	0	0%	1	20%	3	60%	1	20%	1.25	1.09
	2017	0	0%	0	0%	2	33%	4	67%	1.5	1.658
	2018	0	0%	1	33%	1	33%	1	34%	.75	0.433
c. understand and promote continual and sustainable school improvement.	2016	0	0%	1	20%	2	40%	2	40%	1.25	0.829
	2017	0	0%	0	0%	3	50%	3	50%	1.5	1.5
	2018	0	0%	0	0%	1	33%	2	67%	.75	0.829
d. understand and evaluate school progress and revise school plans supported by school stakeholders.	2016	0	0%	1	20%	2	40%	2	40%	1.25	0.829
	2017	0	0%	0	0%	1	17%	5	83%	1.5	2.062
	2018	0	0%	0	0%	1	33%	2	67%	.75	0.829
II. School Culture and Instructional Program											
a.	2016	0	0%	0	0%	3	60%	2	40%	1.25	1.299
	2017	0	0%	0	0%	5	83%	1	17%	1.5	2.062
	2018	0	0%	0	0%	1	33%	2	67%	.75	0.829

b. understand and create and evaluate a comprehensive, rigorous, and coherent curricular	2016	0	0%	0	0%	4	80%	1	20%	1.25	1.639
	2017	0	0%	0	0%	4	67%	2	33%	1.5	1.658
	2018	0	0%	0	0%	2	67%	1	33%	.75	0.829

Program Standard/Category and instructional school program.	YEAR	Unsatisfactory		Emerging		Proficient		Mastery		M	SD
		N	%	N	%	N	%	N	%		
c. understand and develop and supervise the instructional and leadership capacity of school staff.	2016	0	0	1	20%	3	60%	1	20%	1.25	1.09
	2017	0	0%	0	0%	2	33%	4	67%	1.5	1.658
	2018	0	0%	0	0%	1	33%	2	67%	.75	0.829
d. understand and promote the most effective and appropriate technologies to support teaching and learning in a school environment.	2016	0	0%	0	0%	3	60%	2	40%	1.25	1.299
	2017	0	0%	0	0%	4	67%	2	33%	1.5	1.658
	2018	0	0%	0	0%	1	33%	2	67%	.75	0.829
III. Management											
a. understand and monitor and evaluate school management and operational systems.	2016	0	0%	0	0%	3	60%	2	40%	1.25	1.299
	2017	0	0%	0	0%	3	50%	3	50%	1.5	1.5
	2018	0	0%	0	0%	3	100%	0	0%	.75	1.299
b. understand and efficiently use human, fiscal, and technological resources to manage school operations.	2016	0	0%	0	0%	3	60%	2	40%	1.25	1.299
	2017	0	0%	0	0%	3	50%	3	50%	1.5	1.5
	2018	0	0%	0	0%	2	67%	1	33%	.75	0.829
c. Candidates understand and promote school-based policies and procedures that protect the welfare and safety of students and staff within the school.	2016	0	0%	0	0%	3	60%	2	40%	1.25	1.299
	2017	0	0%	0	0%	1	17%	5	83%	1.5	2.062
	2018	0	0%	0	0%	0	0%	3	100%	.75	1.299
d. understand and develop school capacity for distributed leadership.	2016	0	0%	0	0%	3	60%	2	40%	1.25	1.299
	2017	0	0%	0	0%	3	50%	3	50%	1.5	1.5
	2018	0	0%	0	0%	3	100%	0	0%	.75	1.299
e. understand and ensure teacher and organizational time focuses	2016	0	0%	0	0%	1	20%	4	80%	1.25	1.639

Program Standard/Category	YEAR	Unsatisfactory		Emerging		Proficient		Mastery		M	SD
		N	%	N	%	N	%	N	%		
on supporting high-quality school instruction and student learning.	2017	0	0%	0	0%	0	0%	6	100%	1.5	2.598
	2018	0	0%	0	0%	0	0%	3	100%	.75	1.299
IV. Collaboration											
a. understand and collaborate with faculty and community members by collecting and analyzing information pertinent to the improvement of the school's educational environment.	2016	0	0%	0	0%	4	80%	1	20%	1.25	1.639
	2017	0	0%	0	0%	4	67%	2	33%	1.5	1.658
	2018	0	0%	0	0%	2	67%	1	33%	.75	0.829
b. understand and mobilize community resources by promoting an understanding, appreciation, and use of diverse cultural, social, and intellectual resources within the school community.	2016	0	0%	0	0%	1	20%	4	80%	1.25	1.639
	2017	0	0%	0	0%	2	33%	4	67%	1.5	1.658
	2018	0	0%	0	0%	1	33%	2	67%	.75	0.829
c. understand and respond to community interests and needs by building and sustaining positive school relationships with families and caregivers.	2016	0	0%	0	0%	4	80%	1	20%	1.25	1.639
	2017	0	0%	0	0%	4	67%	2	33%	1.5	1.658
	2018	0	0%	0	0%	2	67%	1	33%	.75	0.829
d. understand and respond to community interests and needs by building and sustaining productive school relationships with community partners.	2016	0	0%	0	0%	4	80%	1	20%	1.25	1.639
	2017	0	0%	0	0%	4	67%	2	33%	1.5	1.658
	2018	0	0%	0	0%	2	67%	1	33%	.75	0.829

Program Standard/Category	YEAR	Unsatisfactory		Emerging		Proficient		Mastery		M	SD
		N	%	N	%	N	%	N	%		
V. Integrity, Fairness, & Ethics											
a. understand and act with integrity and fairness to ensure a school system of accountability for every student’s academic and social success.	2016	0	0%	0	0%	1	20%	4	80%	1.25	1.639
	2017	0	0%	0	0%	1	17%	5	83%	1.5	2.062
	2018	0	0%	0	0%	0	0%	3	100%	.75	1.299
b. understand and model principles of self-awareness, reflective practice, transparency, and ethical behavior as related to their roles within the school.	2016	0	0%	0	0%	3	60%	2	40%	1.25	1.299
	2017	0	0%	0	0%	3	50%	3	50%	1.5	1.5
	2018	0	0%	0	0%	2	67%	1	33%	.75	0.829
c. understand and safeguard the values of democracy, equity, and diversity within the school.	2016	0	0%	0	0%	4	80%	1	20%	1.25	1.639
	2017	0	0%	0	0%	2	33%	4	67%	1.5	1.658
	2018	0	0%	0	0%	1	33%	2	67%	.75	0.829
d. understand and evaluate the potential moral and legal consequences of decision making in the school.	2016	0	0%	0	0%	3	60%	2	40%	1.25	1.299
	2017	0	0%	0	0%	3	50%	3	50%	1.5	1.5
	2018	0	0%	0	0%	1	33%	2	67%	.75	0.829
e. understand and promote social justice within the school to ensure that individual student needs inform all aspects of schooling.	2016	0	0%	0	0%	1	20%	4	80%	1.25	1.639
	2017	0	0%	0	0%	1	17%	5	83%	1.5	2.062
	2018	0	0%	0	0%	0	0%	3	100%	.75	1.299
VI. Political, Social, Economic, Legal, and Cultural Context											
a. understand and advocate for school students, families, and caregivers.	2016	0	0%	0	0%	3	60%	2	40%	1.25	1.299
	2017	0	0%	0	0%	3	50%	3	50%	1.5	1.5
	2018	0	0%	0	0%	1	33%	2	67%	.75	0.829

Program Standard/Category	YEAR	Unsatisfactory		Emerging		Proficient		Mastery		M	SD
		N	%	N	%	N	%	N	%		
b. understand and act to influence local, district, state, and national decisions affecting student learning in a school environment.	2016	0	0%	0	0%	3	60%	2	40%	1.25	1.299
	2017	0	0%	0	0%	3	50%	3	50%	1.5	1.5
	2018	0	0%	0	0%	3	100%	0	0%	.75	1.299
c. understand and anticipate and assess emerging trends and initiatives in order to adapt school-based leadership strategies.	2016	0	0%	0	0%	2	40%	3	60%	1.25	1.639
	2017	0	0%	0	0%	4	67%	2	33%	1.5	1.658
	2018	0	0%	0	0%	3	100%	0	0%	.75	1.299

Employer Survey of Completers of the Educational Leadership Doctoral Program

Program Standard/Category	YEAR	Unsatisfactory		Emerging		Proficient		Mastery		M	SD
		N	%	N	%	N	%	N	%		
I. District/Organization Shared Vision											
a. understands and collaboratively develops, articulates, implements, and stewards a shared district vision of learning for a school district/educational organization. (1.1)	2016	0	0%	1	14%	6	86%	0	0%	1.75	2.487
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
b. understands and can collect and use data to identify district/organization goals, assess organizational effectiveness, and implement district/organization plans to achieve district/organization goals. (1.2)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
c. understand and can promote continual and sustainable district/organization improvement. (1.3)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
d. understand and evaluate district/organization progress and revise district/organization plans supported by district/organization stakeholders. (1.4)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
II. District/Organization Culture and Instructional Program											
a. understand and sustain a district culture and instructional program conducive to student learning through collaboration, trust, and a personalized learning	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732

Program Standard/Category	YEAR	Unsatisfactory		Emerging		Proficient		Mastery		M	SD
		N	%	N	%	N	%	N	%		
environment with high expectations for students. (2.1)	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
b. understand and create and evaluate a comprehensive, rigorous, and coherent curricular and instructional district program. (2.2)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
c. understand and develop and supervise the instructional and leadership capacity of district staff. (2.3)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
d. understand and promote the most effective and appropriate technologies to support teaching and learning in a district environment. (2.4)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
III. District/Organization Management											
a. understand and monitor and evaluate district management and operational systems. (3.1)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
b. understand and efficiently use human, fiscal, and technological resources to manage district operations. (3.2)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
c. Candidates understand and promote district-based policies and procedures that protect the welfare and safety of students and staff across the district. (3.3)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031

Program Standard/Category	YEAR	Unsatisfactory		Emerging		Proficient		Mastery		M	SD
		N	%	N	%	N	%	N	%		
d. understand and develop district capacity for distributed leadership. (3.4)	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
e. understand and ensure that district time focuses on supporting high-quality school instruction and student learning. (3.5)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
IV. Collaboration											
a. understand and collaborate with faculty and community members by collecting and analyzing information pertinent to the improvement of the district's educational environment. (4.1)	2016	0	0%	1	14%	6	86%	0	0%	1.75	2.487
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
b. understand and mobilize community resources by promoting an understanding, appreciation, and use of diverse cultural, social, and intellectual resources throughout the district. (4.2)	2016	0	0%	1	14%	6	86%	0	0%	1.75	2.487
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
c. understand and respond to community interests and needs by building and sustaining positive district relationships with families and caregivers. (4.3)	2016	0	0%	1	14%	6	84%	0	0%	1.75	2.487
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
d. understand and respond to community interests and needs by building and sustaining productive district relationships with community partners. (4.4)	2016	0	0%	1	14%	6	84%	0	0%	1.75	2.487
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732

Program Standard/Category	YEAR	Unsatisfactory		Emerging		Proficient		Mastery		M	SD
		N	%	N	%	N	%	N	%		
V. Integrity, Fairness, & Ethics											
a. understand and act with integrity and fairness to ensure a district system of accountability for every student’s academic and social success. (5.1)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
b. understands and models principles of self-awareness, reflective practice, transparency, and ethical behavior as related to their roles within the district/organization. (5.2)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
c. understands and safeguards the values of democracy, equity, and diversity within the district/organization. (5.3)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
d. understands and evaluates the potential moral and legal consequences of decision making in the district/organization. (5.4)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
e. understand and promote social justice within the district to ensure that individual student needs inform all aspects of schooling. (5.5)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
VI. Political, Social, Economic, Legal, and Cultural Context											
	2016	0	0%	0	0%	4	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732

Program Standard/Category	YEAR	Unsatisfactory		Emerging		Proficient		Mastery		M	SD
		N	%	N	%	N	%	N	%		
a. understand and advocate for district students, families, and caregivers. (6.1)	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
b. understand and act to influence local, district, state, and national decisions affecting student learning in a district environment. (6.2)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732
c. understand and anticipate and assess emerging trends and initiatives in order to adapt district-based leadership strategies. (6.3)	2016	0	0%	0	0%	7	100%	0	0%	1.75	3.031
	2017	0	0%	0	0%	4	100%	0	0%	1	1.732
	2018	0	0%	0	0%	4	100%	0	0%	1	1.732

