



HARVARD COMMUNITY
UNIT SCHOOL DISTRICT 50

Employee Survey

April 2018



ECRA Group
Education | Consulting | Research | Analytics



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EXECUTIVE SUMMARY

In the spirit of continuous quality improvement, the Harvard CUSD 50 Board of Education and Superintendent sought employee feedback in 2018 to measure progress achieved since the initiation of the 2016 strategic planning process. This information will provide insight to employee perceptions and highlight key areas of growth, as well as areas to focus additional effort. The employee survey was conducted by ECRA Group, Inc. (ECRA) an educational consulting firm partnering with the District. Results are categorized into the following areas:

1. Quality of Education
2. Teaching & Learning Environment
3. Leadership
4. Communication & Community Relations
5. Operations

The top favorably rated questions are listed below. These questions have positive ratings, greater than 75 percent reported by employees. Most notably, 75 percent of employees agree that the District is heading in the right direction, compared to 36 percent reported in the 2016 survey.

Question	Percentage Agree/Strongly Agree
I enjoy my work.	86%
Technology is integrated into curriculum and instruction.	85%
District schools are safe.	79%
The District is heading in the right direction.	75%
I have appropriate autonomy to perform my job.	75%
Facilities are well maintained.	75%

Additionally, survey questions with the lowest percentage of favorable ratings are also listed below and may be areas for continued strategic focus.

Question	Percentage Agree/Strongly Agree
I have adequate planning time.	40%
Class sizes are conducive to learning.	38%
District administration consults employees when making decisions.	36%
There is transparent communication across the District.	32%
Community members are active partners with school staff.	31%

Overall, employee ratings have increased significantly across most areas, compared to the 2016 survey. Areas of greatest improvement include perceptions of leadership, respect, and trust.





DATA COLLECTION & ANALYSIS

Survey data were collected in April of 2018. Administrators, teachers, and support staff were surveyed online. In all, 283 employees participated. The number of survey participants by employee position is reported in Table 1.

Table 1: Survey Response Rate

Position	Survey Responses	Number of Invitations	Response Rate
Administrators	15	22	68%
Teachers	172	199	86%
Support Staff	96	170	56%
TOTAL	283	391	72%

Participants were asked to rate their level of agreement with various aspects of the District on a scale of 1 to 5: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). Agreement questions were reported based on the percentage of employees who selected *Agree/Strongly Agree* on each survey question. For the purpose of this document, an employee was considered to agree with a statement if they selected either Agree (4) or Strongly Agree (5).

When an “All” column is present, responses from all employees were averaged, regardless of position. When employee responses were disaggregated by position, only the responses pertaining to the position were averaged. For instance, the percentage of administrators who agree with an item is determined by dividing the number of administrators who agree with the item by the total number of administrators who responded to the survey item.

Comparisons to the 2016 employee survey were highlighted throughout the report. Comparisons between the 2016 and 2018 results were made based on the percentage of employees who selected *Agree/Strongly Agree* and were reported for all survey items where baseline data were available. Statistical analyses were conducted on all survey items to determine whether any changes from the baseline results are statistically significant. Significant differences were noted with an asterisk (*). Frequencies and means for all survey questions can be found in the Appendix.

Survey Key

A key for survey questions, seen below, was used to illustrate relative strengths and areas for continued focus. The key was based on the percentage of stakeholders who rated an area Good/Excellent or Agree/Strongly Agree with each statement about the District. For this survey, positive ratings were considered percentages greater than or equal to 75, mixed ratings as percentages including or between 51 and 74, and lower ratings as percentages less than or equal to 50.

Key

Positive rating ($\geq 75\%$)
Mixed rating (51%-74%)
Lower rating ($\leq 50\%$)





DATA COLLECTION & ANALYSIS (Continued)

The ECRA Industry Benchmark was included, where available, to provide a comparison to industry norms. The ECRA Industry Benchmark values represent employee responses only for this report. The ECRA Industry Benchmark was provided for the following survey questions:

- The overall quality of education in the District.
- The District is heading in the right direction.
- The District provides a well-rounded educational experience for all students.
- The social and emotional needs of students are being addressed.
- There is a strong sense of trust in my school.
- My school is a great place to work.
- I am provided opportunities for relevant professional development.
- When new initiatives are introduced, sufficient training is provided to implement them successfully.
- I have appropriate autonomy to perform my job.
- The District makes research-based decisions.
- I am involved in decisions that affect my work.
- I understand the logic behind decisions that affect my work.
- District administration makes decisions in the best interest of students.
- There is transparent communication across the District.
- The District effectively communicates the roll out of initiatives.
- The District is fiscally responsible.
- Facilities are well maintained.
- District schools are safe.

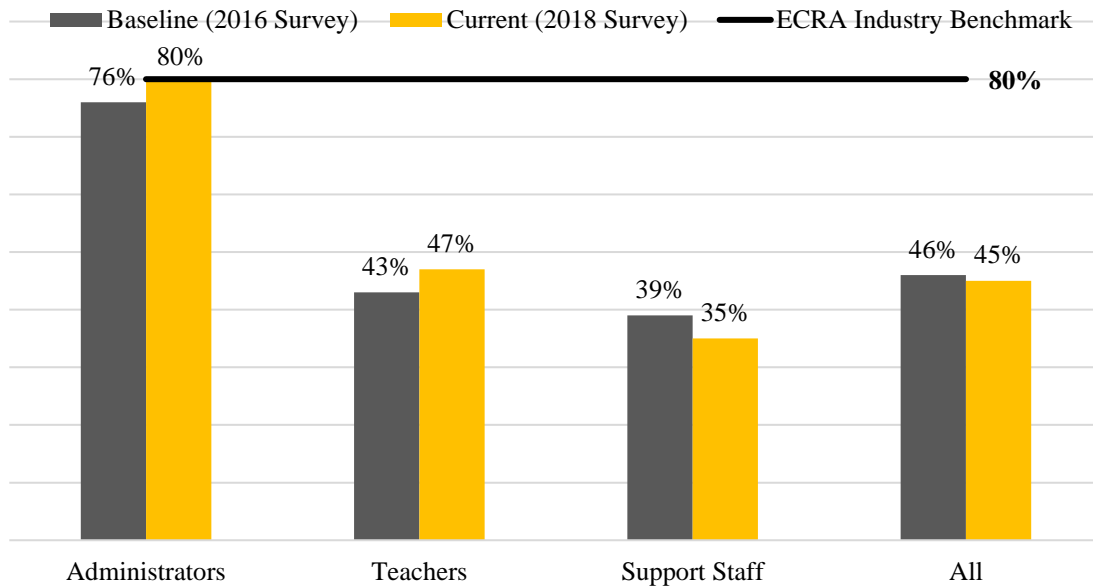




QUALITY OF EDUCATION

Forty-five percent of employees rate the overall quality of education in the District as good or excellent compared to 46 percent in 2016, as seen in Figure 1. Perceptions vary by employee position with administrators rating the quality of education substantially higher than other staff members.

Figure 1: The Overall Quality of Education in the District
By Employee Position, Percentage *Good/Excellent*



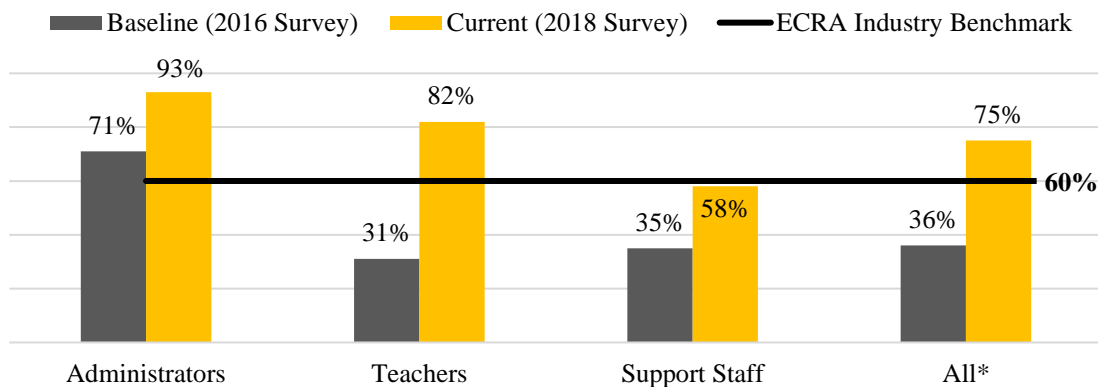


TEACHING & LEARNING ENVIRONMENT

This section reports employee ratings related to various aspects of the teaching and learning environment.

The greatest improvement in employee ratings is related to the future direction of the District. Specifically, the percentage of employees who agree that the District is heading in the right direction increased to 75 percent in 2018 from 36 percent in 2016, as seen in Figure 2.

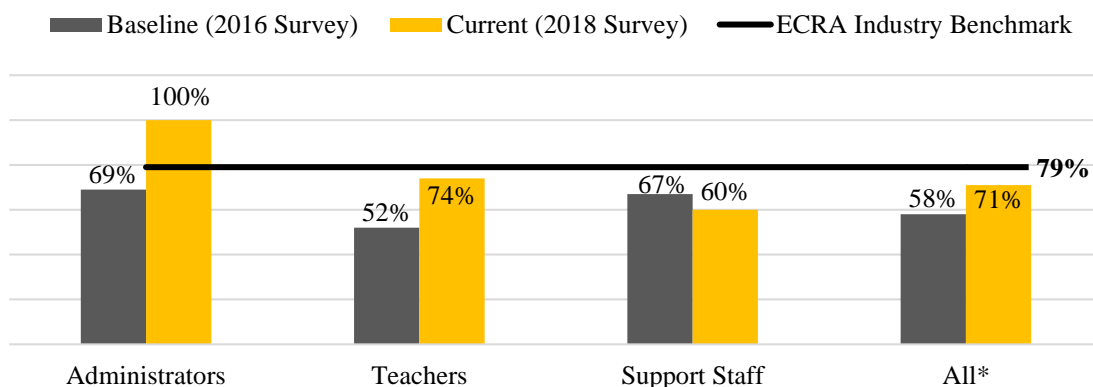
Figure 2: The District is Heading in the Right Direction
By Employee Position, Percentage Agree/Strongly Agree



**Difference from baseline is statistically significant ($p < .05$).*

The percentage of employees who agree that their school is a great place to work increased to 71 percent in 2018 from 58 percent in 2016, as seen in Figure 3.

Figure 3: My School is a Great Place to Work
By Employee Position, Percentage Agree/Strongly Agree



**Difference from baseline is statistically significant ($p < .05$).*



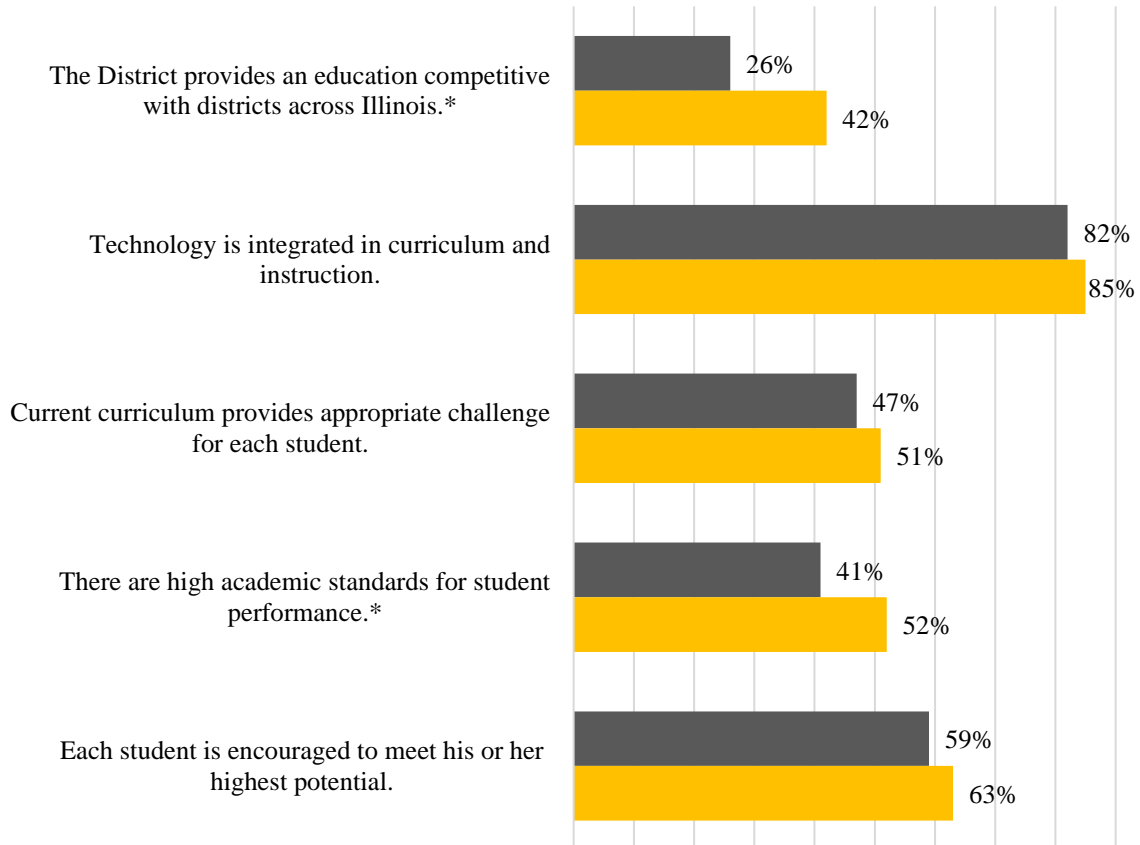
Teaching & Learning Environment (Continued)

Forty-two percent of employees agree that the District provides an education competitive with districts across Illinois, compared to 26 percent in 2016, as seen in Figure 4.

Figure 4: Agreement with Teaching & Learning Related Questions

Employee Percentage *Agree/Strongly Agree*

■ Baseline (2016 Survey) ■ Current (2018 Survey)



**Difference from baseline is statistically significant ($p < .05$).*



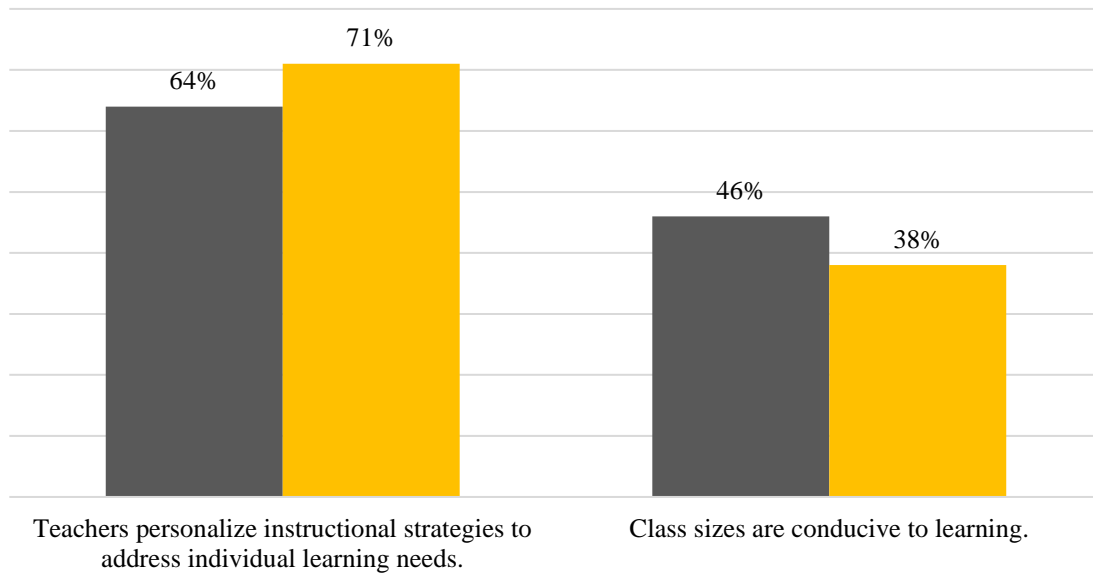
Teaching & Learning Environment (Continued)

Figure 5 shows an increase in favorable ratings related to personalized instructional strategies; however, class size ratings show a decline.

Figure 5: Agreement with Classroom Environment Related Questions

Employee Percentage *Agree/Strongly Agree*

■ Baseline (2016 Survey) ■ Current (2018 Survey)

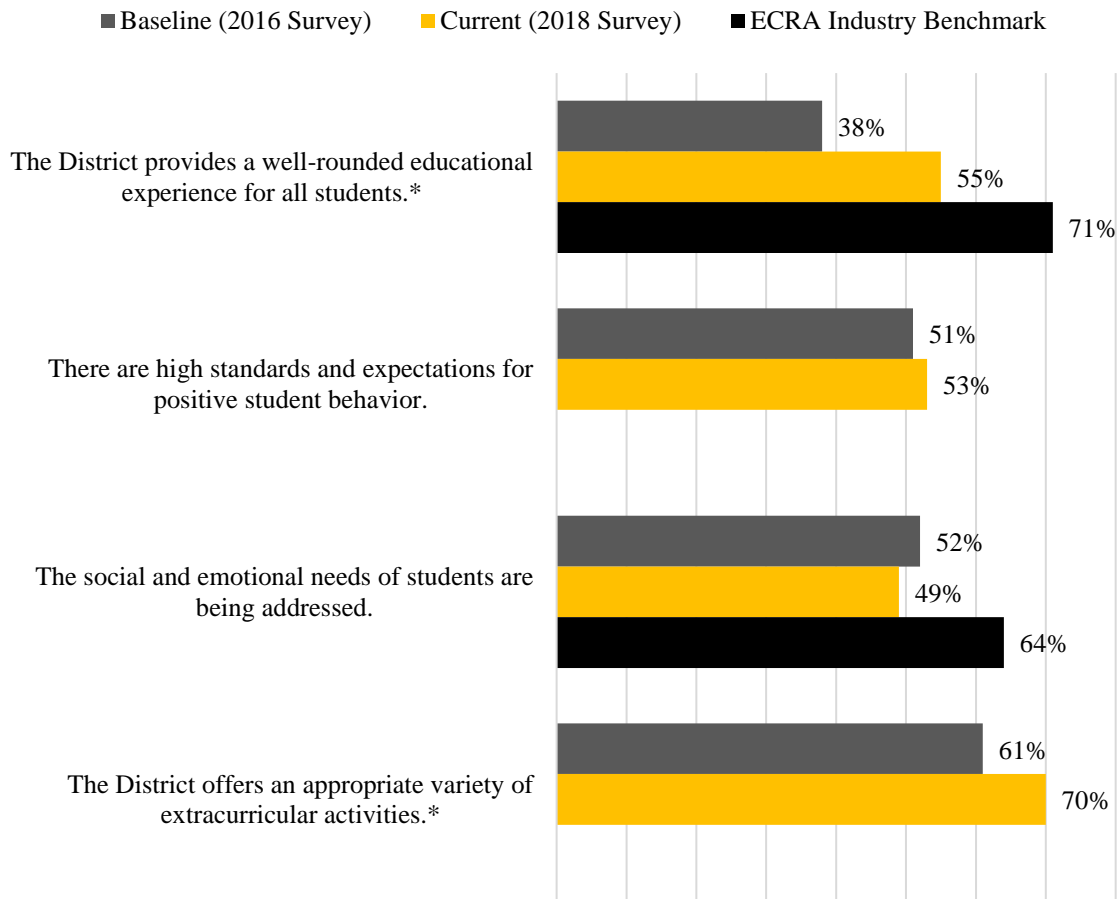




Teaching & Learning Environment (Continued)

Figure 6 reports items related to students' social and emotional well-being. The percentage of employees who agree the District provides a well-rounded educational experience for all students increased to 55 percent in 2018 from 38 percent in 2016. While most ratings increased, fewer employees agree that the social and emotional needs of students are being addressed, with 49 percent in 2018 compared to 52 percent in 2016.

Figure 6: Agreement with Social and Emotional Well-being Related Questions
Employee Percentage Agree/Strongly Agree



**Difference from baseline is statistically significant ($p < .05$).*



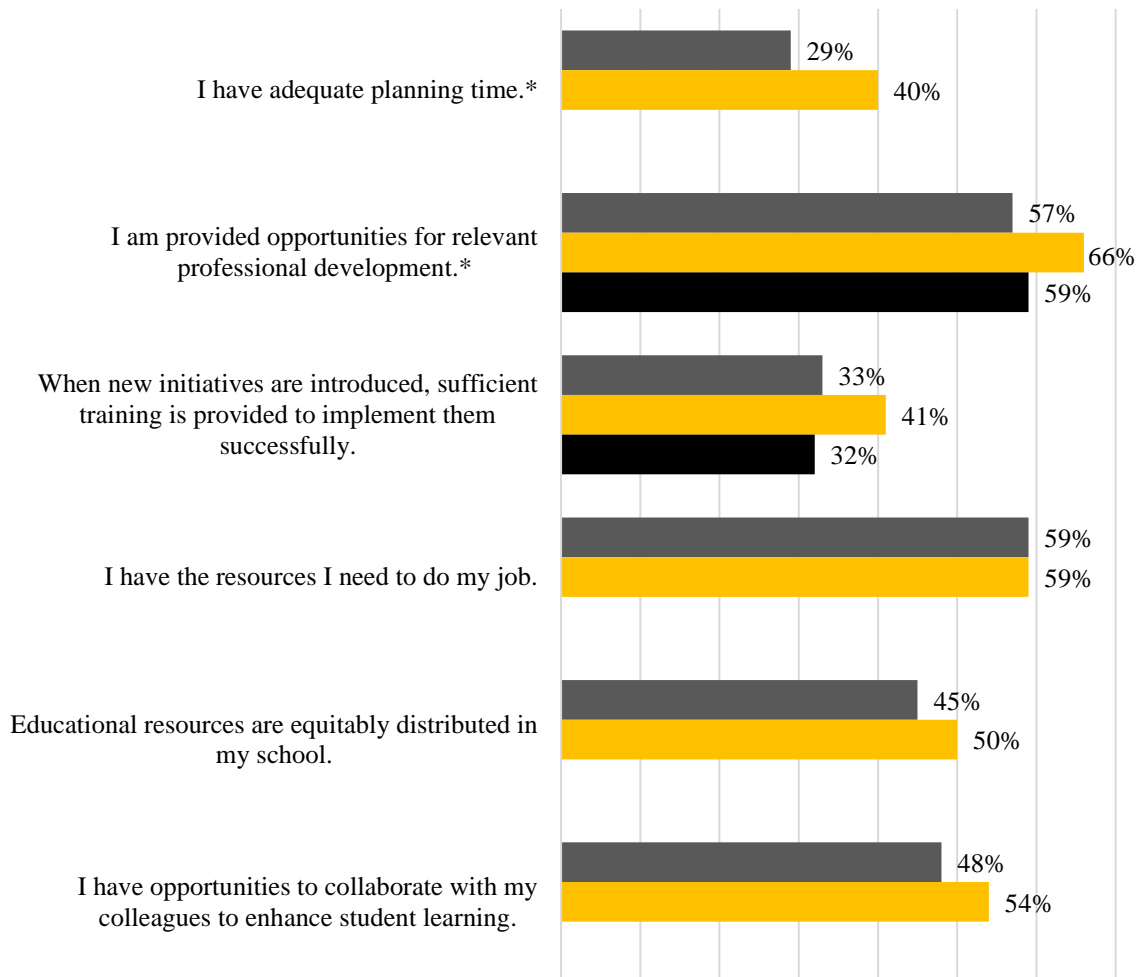
Teaching & Learning Environment (Continued)

While results increased for most areas below, ratings remain relatively low for several items. The most significant improvement is related to planning time.

Figure 7: Agreement with Professional Development Related Questions

Employee Percentage *Agree/Strongly Agree*

■ Baseline (2016 Survey) ■ Current (2018 Survey) ■ ECRA Industry Benchmark



**Difference from baseline is statistically significant ($p < .05$).*

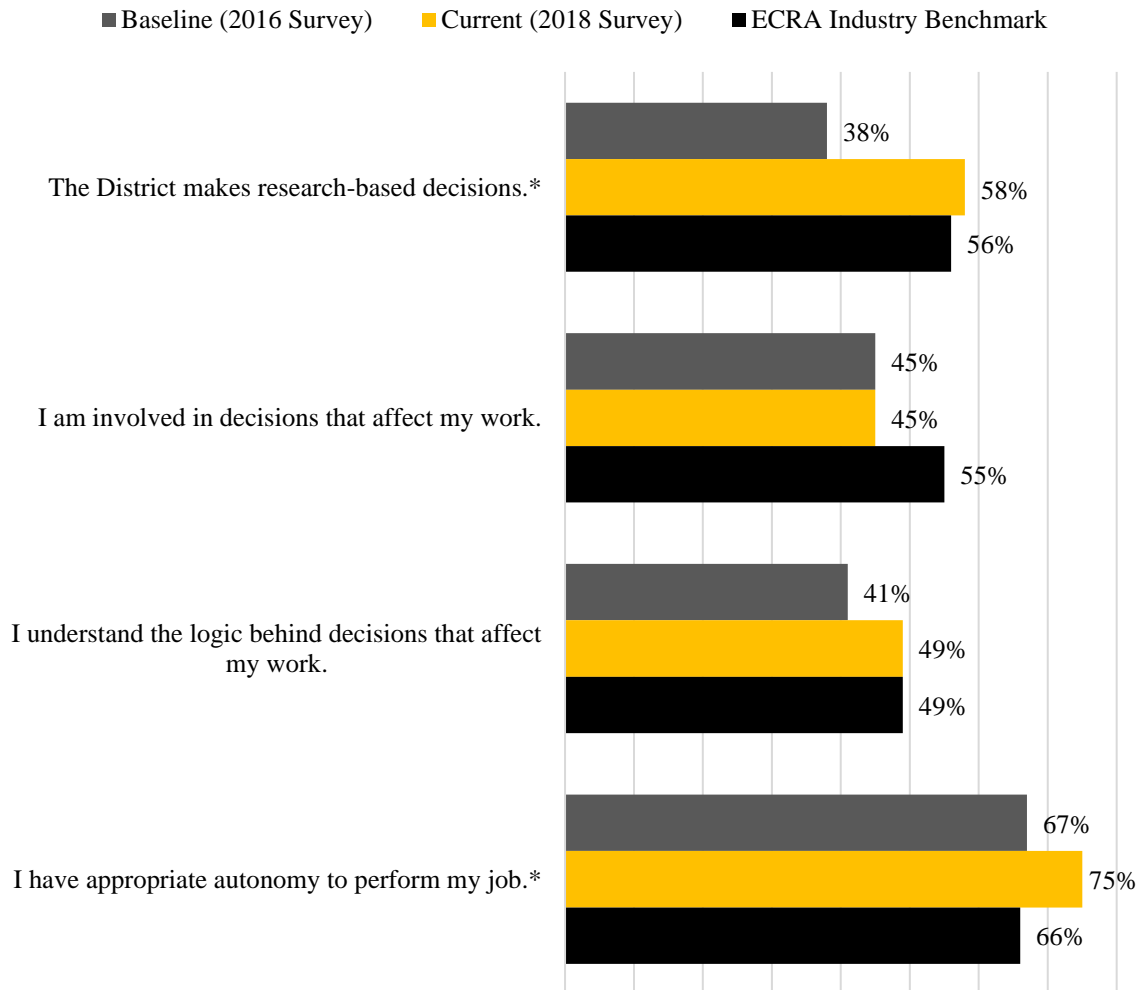


Teaching & Learning Environment (Continued)

Seventy-five percent of employees agree that they have appropriate autonomy to perform their job, compared to 67 percent in 2016.

Figure 8: Agreement with Decision Making Related Questions

Employee Percentage *Agree/Strongly Agree*



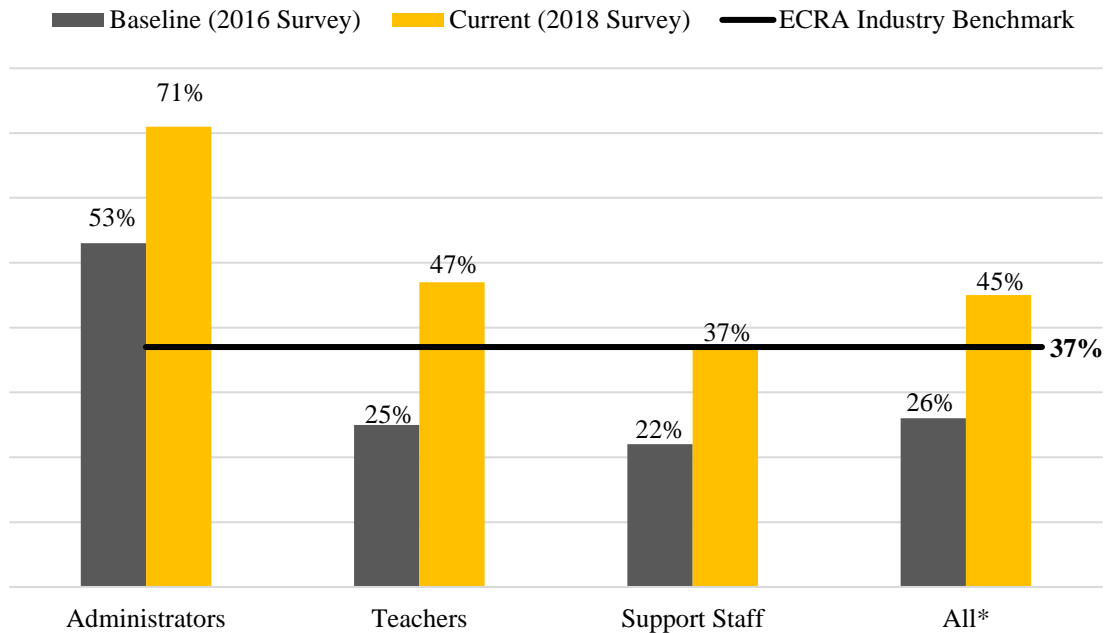
**Difference from baseline is statistically significant ($p < .05$).*



Teaching & Learning Environment (Continued)

Perceptions of trust have improved across all employee groups. Forty-five percent of employees agree that there is a strong sense of trust in their school, compared to 26 percent in 2016.

Figure 9: There is a Strong Sense of Trust in My School
By Employee Position, Percentage Agree/Strongly Agree



**Difference from baseline is statistically significant ($p < .05$).*



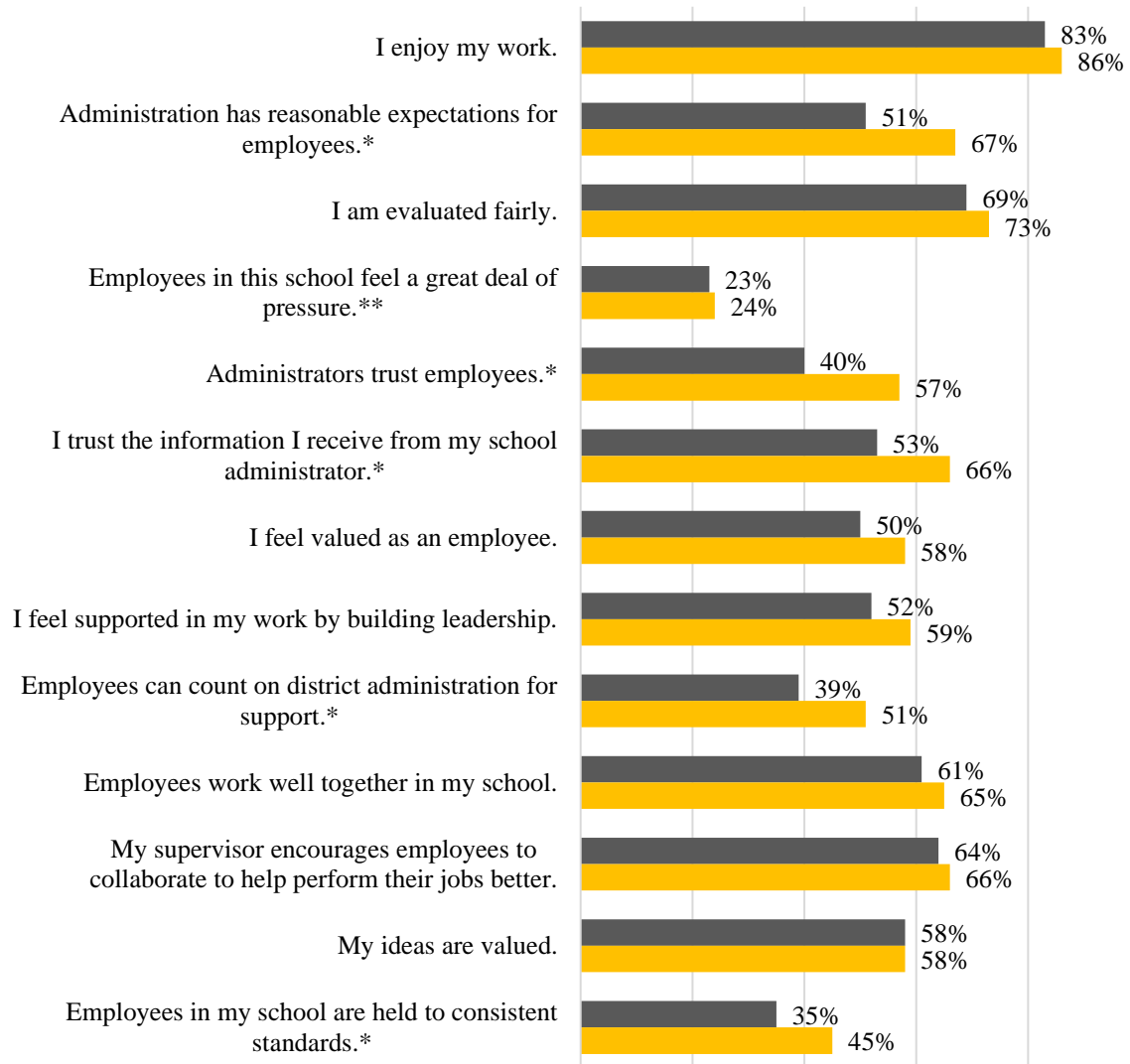
Teaching & Learning Environment (Continued)

As shown in Figure 10, most questions received higher ratings compared to the baseline survey in 2016, and those differences that are statistically significant are noted by an asterisk. Fifty-seven percent of employees agree that administrators trust employees, improving from 40 percent in 2016.

Figure 10: Agreement with Workplace Climate Related Questions

Employee Percentage Agree/Strongly Agree

■ Baseline (2016 Survey) ■ Current (2018 Survey)



***Difference from baseline is statistically significant ($p < .05$).**

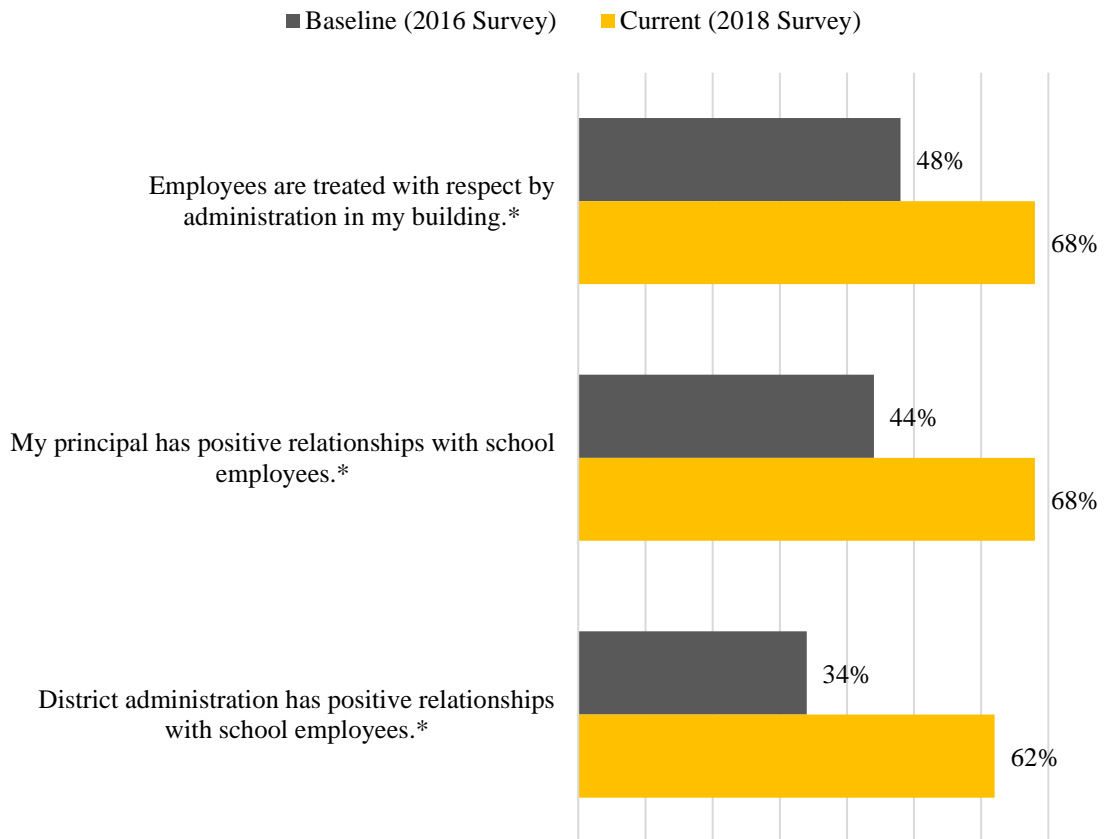
**** For negatively phrased survey item, percentage Strongly Disagree/Disagree displayed.**



LEADERSHIP

Overall, ratings on questions related to employee relationships improved in 2018 compared to 2016. The percentage of employees who agree that employees are treated with respect by administration in their building increased to 68 percent in 2018 from 48 percent in 2016, as seen in Figure 11. Sixty-two percent of employees agree that District administration has positive relationships with school employees, compared to 34 percent in 2016.

Figure 11: Agreement with Employee Relationships Related Questions
Employee Percentage *Agree/Strongly Agree*



**Difference from baseline is statistically significant ($p < .05$).*

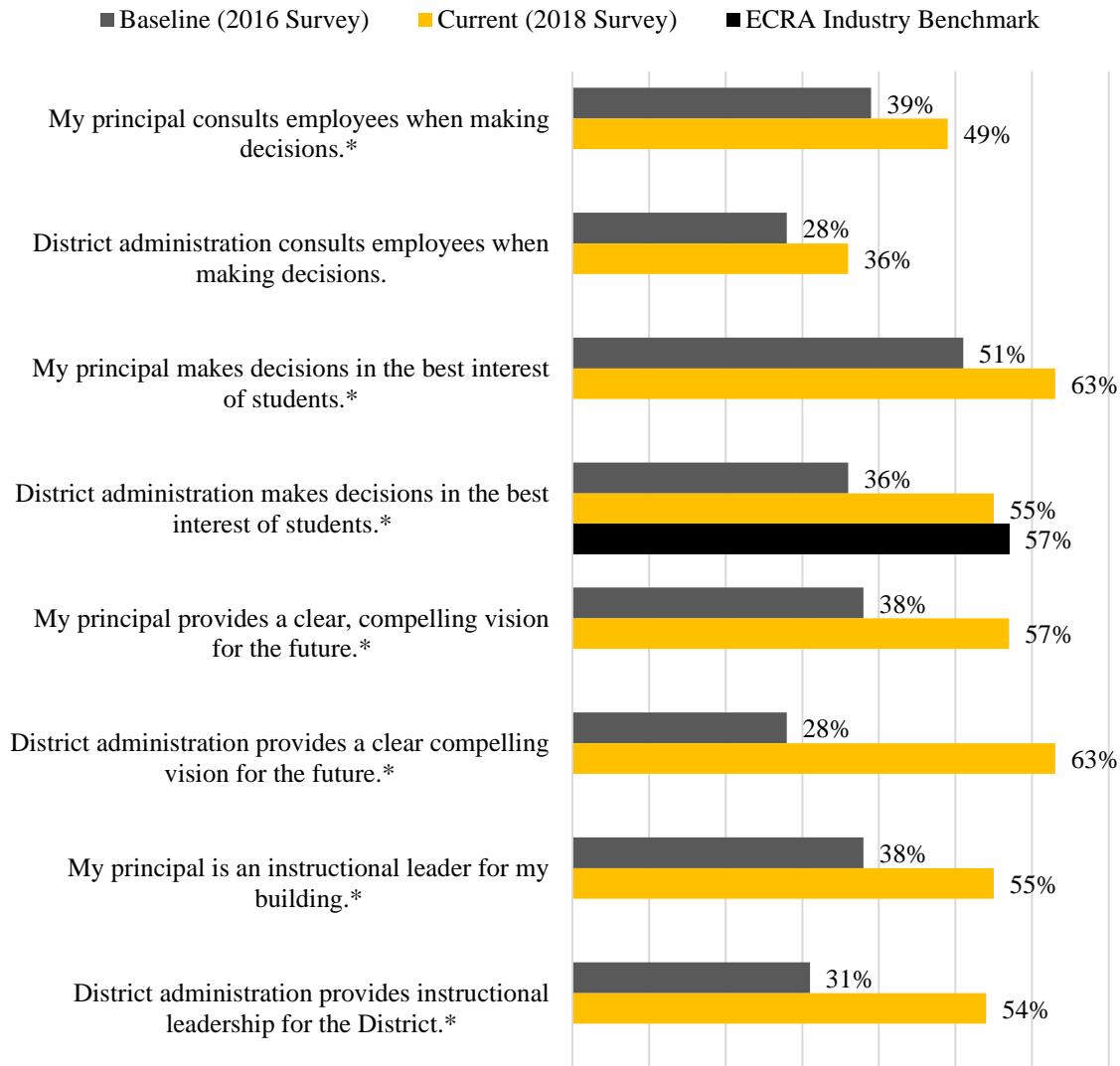


Leadership (Continued)

Employee perceptions of building and district leadership improved since 2016, as shown in Figure 12. One of the greatest changes is in the percentage of employees who agree that District administration provides a clear compelling vision for the future. Employee ratings increased to 63 percent from 28 percent in 2016.

Figure 12: Agreement with Leadership Related Questions

Employee Percentage *Agree/Strongly Agree*



**Difference from baseline is statistically significant ($p < .05$).*

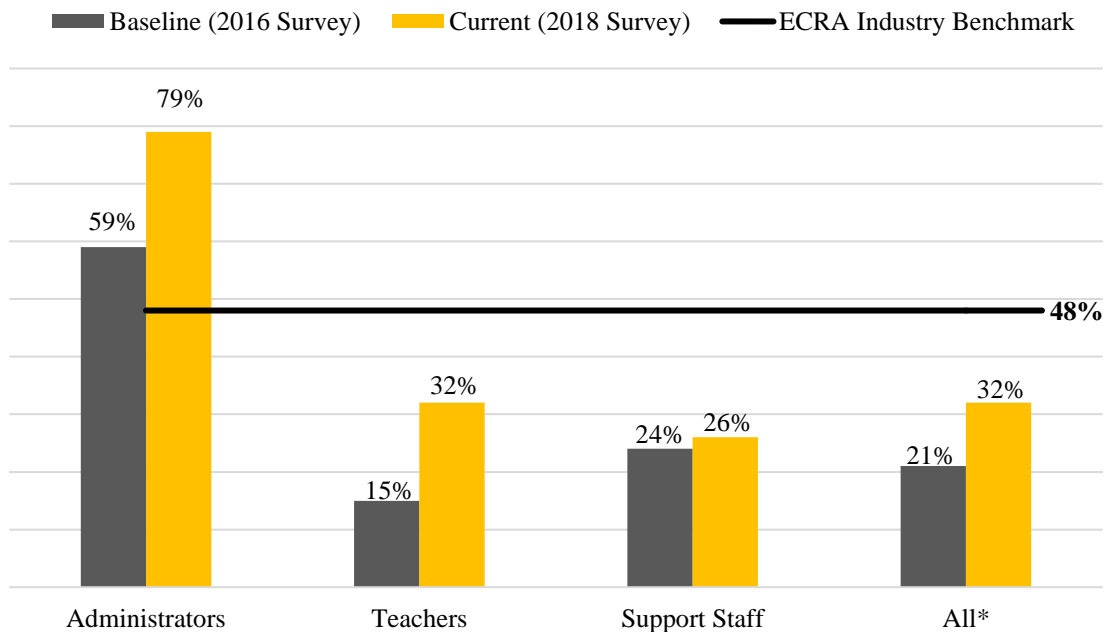


COMMUNICATION & COMMUNITY RELATIONS

Communication

Thirty-two percent of employees agree that there is transparent communication across the District, compared to 21 percent in 2016, as seen in Figure 13.

Figure 13: There is Transparent Communication Across the District
By Employee Position, Percentage Agree/Strongly Agree



**Difference from baseline is statistically significant ($p < .05$).*

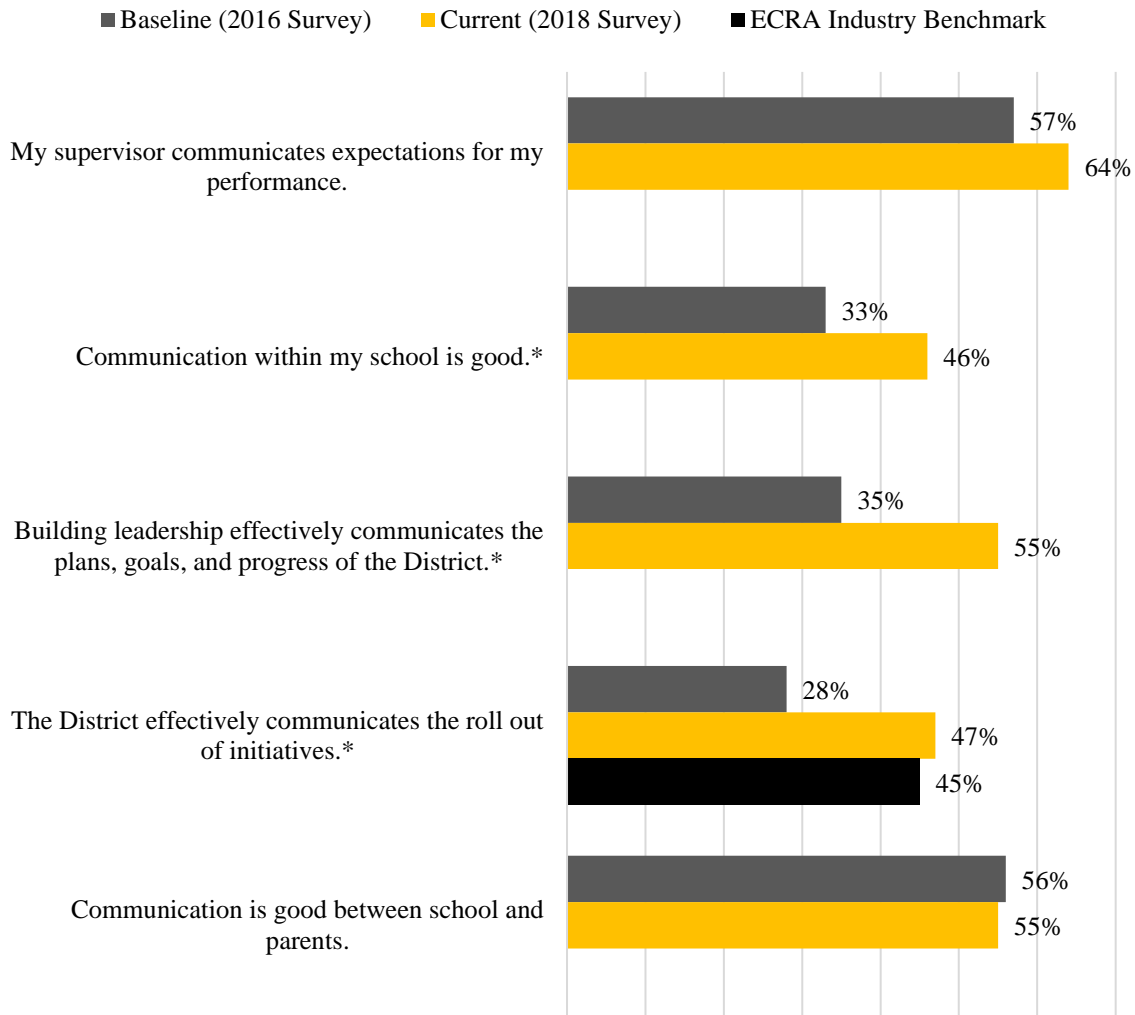


Communication (Continued)

Employees who agree that building leadership effectively communicates the plans, goals, and progress of the District improved to 55 percent in 2018 from 35 percent in 2016, as seen in Figure 14.

Figure 14: Agreement with Communication Related Questions

Employee Percentage *Agree/Strongly Agree*



**Difference from baseline is statistically significant ($p < .05$).*



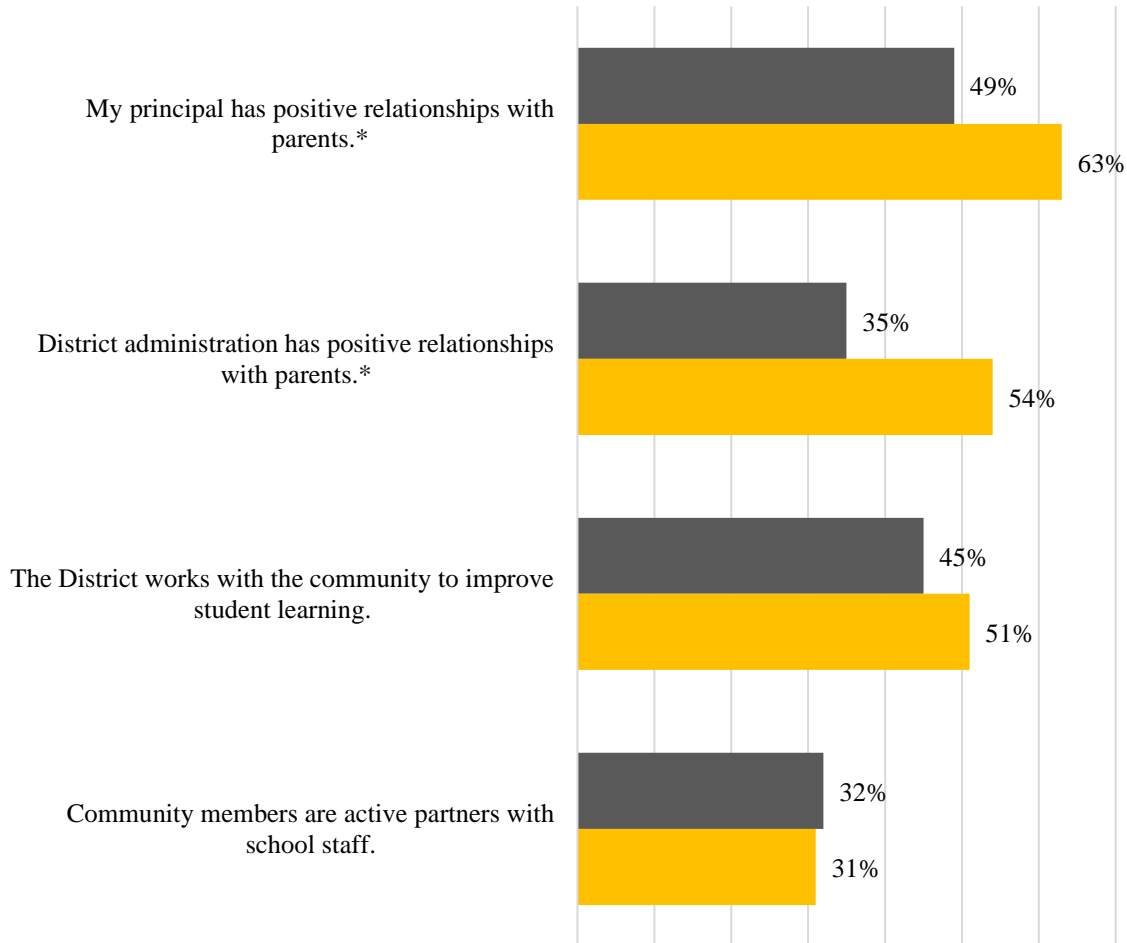
Community Relations

Sixty-three percent of employees agree their principal has positive relationships with parents, compared to 49 percent in 2016, as seen in Figure 15. Employees who agree District administration has positive relationships with parents increased to 54 percent in 2018 from 35 percent in 2016.

Figure 15: Agreement with Community Relations Related Questions

Employee Percentage *Agree/Strongly Agree*

■ Baseline (2016 Survey) ■ Current (2018 Survey)



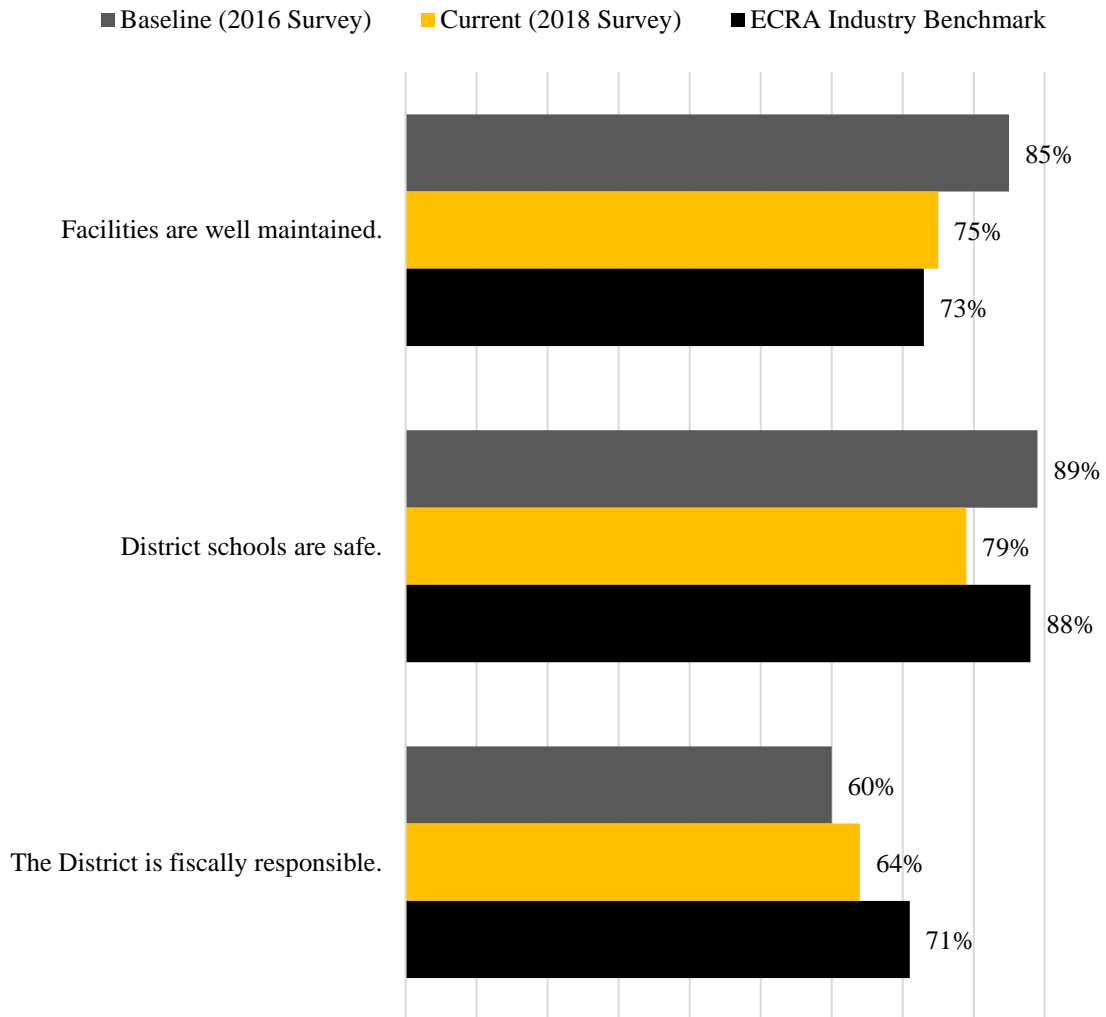
**Difference from baseline is statistically significant ($p < .05$).*



OPERATIONS

Facilities is one of the few areas that received lower ratings as compared to 2016 results, as it relates to both upkeep and safety. Perceptions of fiscal responsibility improved in 2018.

Figure 16: Agreement with Operations Related Questions
Employee Percentage *Agree/Strongly Agree*



**APPENDIX****HARVARD CUSD 50****Table A: Employee Quality of Education Question (n=280)***Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Unsatisfactory to 5=Excellent)

Item #	Question	Unsatisfactory	Poor	Average	Good	Excellent	Mean	% Favorable Good/Excellent
1	The overall quality of education in the District.	1%	7%	46%	41%	4%	3.39	45%

* Percentages may not add to 100 percent due to rounding.

Table B: Employee Teaching & Learning Environment Questions (n=277)*Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
15	I enjoy my work.	1%	3%	11%	43%	43%	4.24	86%
5	Technology is integrated into curriculum and instruction.	0%	3%	12%	58%	27%	4.09	85%
2	The District is heading in the right direction.	2%	5%	19%	53%	22%	3.88	75%
39	I have appropriate autonomy to perform my job.	2%	4%	19%	55%	20%	3.86	75%
18	I am evaluated fairly.	1%	4%	21%	42%	31%	3.97	73%
6	Teachers personalize instructional strategies to address individual learning needs.	1%	7%	22%	55%	16%	3.79	71%
14	My school is a great place to work.	3%	8%	19%	43%	28%	3.86	71%
13	The District offers an appropriate variety of extracurricular activities.	3%	7%	19%	54%	16%	3.74	70%
25	Employees are treated with respect by administration in my building.	3%	9%	20%	39%	29%	3.80	68%
17	Administration has reasonable expectations for employees.	4%	12%	17%	44%	23%	3.71	67%
33	My supervisor encourages employees to collaborate to help perform their jobs better.	3%	9%	21%	43%	23%	3.74	66%
28	I am provided opportunities for relevant professional development.	4%	12%	18%	45%	21%	3.68	66%
23	I trust the information I receive from my school administrator.	6%	11%	18%	41%	25%	3.67	66%

* Percentages may not add to 100 percent due to rounding.





Table B (Continued): Employee Teaching & Learning Environment Questions (n=277)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
32	Employees work well together in my school.	3%	8%	24%	50%	15%	3.66	65%
16	My supervisor communicates expectations for my performance.	7%	12%	18%	39%	25%	3.64	64%
11	Each student is encouraged to meet his or her highest potential.	3%	11%	24%	48%	15%	3.61	63%
26	I feel supported in my work by building leadership.	6%	14%	21%	33%	26%	3.58	59%
30	I have the resources I need to do my job.	4%	16%	22%	48%	11%	3.45	59%
36	The District makes research-based decisions.	2%	8%	32%	43%	15%	3.59	58%
35	My ideas are valued.	6%	11%	25%	41%	17%	3.54	58%
24	I feel valued as an employee.	8%	15%	19%	36%	22%	3.51	58%
22	Administrators trust employees.	3%	11%	29%	43%	14%	3.55	57%
4	The District provides a well-rounded educational experience for all students.	3%	16%	26%	47%	8%	3.42	55%
34	I have opportunities to collaborate with my colleagues to enhance student learning.	4%	18%	24%	39%	15%	3.43	54%
9	There are high standards and expectations for positive student behavior.	10%	17%	19%	40%	13%	3.30	53%
10	There are high academic standards for student performance.	3%	16%	28%	43%	9%	3.41	52%
27	Employees can count on District administration for support.	6%	13%	29%	37%	14%	3.39	51%
7	Current curriculum provides appropriate challenge for each student.	4%	17%	28%	43%	8%	3.35	51%
31	Educational resources are equitably distributed in my school.	4%	13%	33%	41%	9%	3.38	50%
38	I understand the logic behind decisions that affect my work.	5%	17%	28%	39%	10%	3.32	49%
12	The social and emotional needs of students are being addressed.	8%	19%	23%	39%	10%	3.23	49%
37	I am involved in decisions that affect my work.	8%	21%	27%	33%	12%	3.21	45%
40	Employees in my school are held to consistent standards.	7%	22%	26%	34%	11%	3.19	45%

* Percentages may not add to 100 percent due to rounding.





Table B (Continued): Employee Teaching & Learning Environment Questions (n=277)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
21	There is a strong sense of trust in my school.	9%	18%	28%	36%	9%	3.17	45%
3	The District provides an education competitive with districts across Illinois.	4%	23%	32%	38%	4%	3.16	42%
29	When new initiatives are introduced, sufficient training is provided to implement them successfully.	7%	21%	31%	37%	4%	3.09	41%
20	I have adequate planning time.	10%	22%	28%	33%	7%	3.07	40%
8	Class sizes are conducive to learning.	9%	32%	22%	31%	7%	2.95	38%
19	Employees in this school feel a great deal of pressure.**	3%	21%	34%	30%	12%	3.26	24%

* Percentages may not add to 100 percent due to rounding.

** Survey item is reverse coded. Percent favorable column represents Strongly Disagree/Disagree.

Table C: Employee Leadership Questions (n=276)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
49	My principal has positive relationships with school employees.	3%	10%	19%	38%	30%	3.83	68%
51	My principal has positive relationships with parents.	1%	5%	31%	43%	20%	3.76	63%
46	District administration provides a clear compelling vision for the future.	3%	7%	26%	44%	19%	3.68	63%
43	My principal makes decisions in the best interest of students.	4%	11%	22%	40%	23%	3.67	63%
50	District administration has positive relationships with school employees.	1%	8%	29%	42%	20%	3.71	62%
45	My principal provides a clear, compelling vision for the future.	4%	10%	28%	37%	20%	3.58	57%
44	District administration makes decisions in the best interest of students.	3%	9%	33%	39%	16%	3.55	55%
47	My principal is an instructional leader for my building.	6%	12%	27%	34%	21%	3.52	55%

* Percentages may not add to 100 percent due to rounding.

**Table C (Continued): Employee Leadership Questions (n=276)***Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
52	District administration has positive relationships with parents.	0%	3%	43%	40%	14%	3.66	54%
48	District administration provides instructional leadership for the District.	3%	10%	34%	40%	14%	3.53	54%
41	My principal consults employees when making decisions.	5%	16%	29%	34%	15%	3.39	49%
42	District administration consults employees when making decisions.	8%	17%	38%	29%	7%	3.09	36%

* Percentages may not add to 100 percent due to rounding.

Table D: Employee Communication & Community Relations Questions (n=272)*Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
57	Communication is good between school and parents.	2%	9%	35%	46%	9%	3.51	55%
55	Building leadership effectively communicates the plans, goals, and progress of the District.	6%	13%	26%	42%	13%	3.45	55%
58	The District works with the community to improve student learning.	1%	10%	37%	40%	11%	3.50	51%
56	The District effectively communicates the roll out of initiatives.	5%	13%	35%	39%	8%	3.32	47%
54	Communication within my school is good.	10%	22%	22%	40%	6%	3.12	46%
53	There is transparent communication across the District.	10%	23%	35%	26%	6%	2.95	32%
59	Community members are active partners with school staff.	5%	23%	41%	25%	6%	3.05	31%

* Percentages may not add to 100 percent due to rounding.

**Table E: Employee Operations Questions (n=273)***

Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
61	District schools are safe.	0%	4%	17%	51%	28%	4.04	79%
60	Facilities are well maintained.	1%	8%	16%	49%	26%	3.89	75%
62	The District is fiscally responsible.	2%	8%	26%	42%	22%	3.75	64%

* Percentages may not add to 100 percent due to rounding.

Table F: What is your position at Harvard Community Unit School District 50? (n=283)*

	Frequency	Percent
Administrator	15	5%
Teacher	172	61%
Support Staff	96	34%

* Percentages may not add to 100 percent due to rounding.

Table G: How long have you worked in Harvard Community Unit School District 50? (n=273)*

	Frequency	Percent
0 to 4 years	109	40%
5 to 10 years	81	30%
More than 10 years	83	30%

* Percentages may not add to 100 percent due to rounding.

**HARVARD HIGH SCHOOL****Table H: Employee Quality of Education Question (n=72)***Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Unsatisfactory to 5=Excellent)

Item #	Question	Unsatisfactory	Poor	Average	Good	Excellent	Mean	% Favorable Good/Excellent
1	The overall quality of education in the District.	1%	10%	36%	47%	6%	3.46	53%

* Percentages may not add to 100 percent due to rounding.

Table I: Employee Teaching & Learning Environment Questions (n=71)*Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
15	I enjoy my work.	1%	3%	8%	44%	44%	4.25	88%
5	Technology is integrated into curriculum and instruction.	0%	4%	11%	52%	32%	4.13	84%
2	The District is heading in the right direction.	0%	6%	14%	56%	24%	3.99	80%
39	I have appropriate autonomy to perform my job.	4%	3%	13%	65%	15%	3.85	80%
13	The District offers an appropriate variety of extracurricular activities.	0%	10%	11%	55%	24%	3.93	79%
25	Employees are treated with respect by administration in my building.	3%	10%	10%	54%	24%	3.86	78%
17	Administration has reasonable expectations for employees.	3%	6%	15%	55%	21%	3.86	76%
26	I feel supported in my work by building leadership.	6%	8%	13%	51%	23%	3.76	74%
18	I am evaluated fairly.	4%	4%	18%	45%	28%	3.89	73%
32	Employees work well together in my school.	3%	4%	20%	63%	10%	3.73	73%
14	My school is a great place to work.	4%	4%	20%	45%	27%	3.86	72%
23	I trust the information I receive from my school administrator.	1%	11%	15%	48%	24%	3.82	72%
28	I am provided opportunities for relevant professional development.	4%	11%	16%	46%	23%	3.71	69%
33	My supervisor encourages employees to collaborate to help perform their jobs better.	4%	6%	23%	53%	14%	3.67	67%

* Percentages may not add to 100 percent due to rounding.





Table I (Continued): Employee Teaching & Learning Environment Questions (n=71)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
6	Teachers personalize instructional strategies to address individual learning needs.	1%	9%	24%	57%	9%	3.63	66%
24	I feel valued as an employee.	7%	13%	15%	46%	18%	3.56	64%
22	Administrators trust employees.	0%	11%	27%	49%	13%	3.63	62%
12	The social and emotional needs of students are being addressed.	1%	15%	21%	49%	13%	3.56	62%
11	Each student is encouraged to meet his or her highest potential.	0%	7%	32%	44%	17%	3.70	61%
16	My supervisor communicates expectations for my performance.	8%	8%	23%	37%	24%	3.59	61%
9	There are high standards and expectations for positive student behavior.	3%	14%	21%	46%	15%	3.58	61%
30	I have the resources I need to do my job.	7%	11%	21%	51%	10%	3.45	61%
35	My ideas are valued.	6%	14%	20%	51%	10%	3.45	61%
20	I have adequate planning time.	3%	17%	20%	46%	14%	3.51	60%
27	Employees can count on District administration for support.	6%	13%	21%	46%	14%	3.50	60%
4	The District provides a well-rounded educational experience for all students.	1%	17%	23%	51%	8%	3.48	59%
36	The District makes research-based decisions.	3%	3%	37%	51%	7%	3.56	58%
8	Class sizes are conducive to learning.	1%	20%	21%	45%	13%	3.48	58%
34	I have opportunities to collaborate with my colleagues to enhance student learning.	7%	17%	20%	48%	8%	3.34	56%
7	Current curriculum provides appropriate challenge for each student.	1%	17%	31%	44%	7%	3.38	51%
3	The District provides an education competitive with districts across Illinois.	6%	17%	27%	46%	4%	3.27	50%
10	There are high academic standards for student performance.	1%	18%	31%	41%	8%	3.37	49%
21	There is a strong sense of trust in my school.	3%	14%	34%	42%	7%	3.37	49%

* Percentages may not add to 100 percent due to rounding.



Table I (Continued): Employee Teaching & Learning Environment Questions (n=71)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
31	Educational resources are equitably distributed in my school.	4%	10%	37%	45%	4%	3.35	49%
38	I understand the logic behind decisions that affect my work.	4%	20%	27%	41%	7%	3.27	48%
37	I am involved in decisions that affect my work.	10%	21%	23%	36%	10%	3.14	46%
40	Employees in my school are held to consistent standards.	3%	23%	32%	37%	6%	3.20	43%
29	When new initiatives are introduced, sufficient training is provided to implement them successfully.	4%	20%	33%	41%	1%	3.16	42%
19	Employees in this school feel a great deal of pressure.**	3%	20%	44%	21%	13%	3.21	23%

* Percentages may not add to 100 percent due to rounding.

** Survey item is reverse coded. Percent favorable column represents Strongly Disagree/Disagree.

Table J: Employee Leadership Questions (n=71)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
49	My principal has positive relationships with school employees.	1%	7%	8%	44%	39%	4.13	83%
43	My principal makes decisions in the best interest of students.	1%	1%	17%	49%	31%	4.07	80%
45	My principal provides a clear, compelling vision for the future.	1%	6%	14%	56%	23%	3.93	79%
51	My principal has positive relationships with parents.	0%	3%	23%	51%	24%	3.96	75%
47	My principal is an instructional leader for my building.	1%	7%	18%	44%	30%	3.93	74%
46	District administration provides a clear compelling vision for the future.	3%	8%	21%	52%	15%	3.69	67%
50	District administration has positive relationships with school employees.	3%	6%	28%	42%	21%	3.73	63%
41	My principal consults employees when making decisions.	1%	8%	27%	52%	11%	3.63	63%

* Percentages may not add to 100 percent due to rounding.

**Table J (Continued): Employee Leadership Questions (n=71)***Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
52	District administration has positive relationships with parents.	0%	6%	36%	46%	13%	3.66	59%
48	District administration provides instructional leadership for the District.	3%	11%	27%	46%	13%	3.55	59%
44	District administration makes decisions in the best interest of students.	0%	7%	41%	37%	14%	3.59	51%
42	District administration consults employees when making decisions.	7%	17%	37%	36%	3%	3.10	39%

* Percentages may not add to 100 percent due to rounding.

Table K: Employee Communication & Community Relations Questions (n=70)*Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
55	Building leadership effectively communicates the plans, goals, and progress of the District.	3%	9%	27%	53%	9%	3.56	62%
54	Communication within my school is good.	4%	14%	29%	50%	3%	3.33	53%
58	The District works with the community to improve student learning.	1%	9%	39%	44%	7%	3.47	51%
57	Communication is good between school and parents.	1%	13%	37%	43%	6%	3.38	49%
56	The District effectively communicates the roll out of initiatives.	3%	20%	33%	37%	7%	3.26	44%
53	There is transparent communication across the District.	7%	19%	41%	26%	7%	3.07	33%
59	Community members are active partners with school staff.	4%	25%	47%	21%	3%	2.93	24%

* Percentages may not add to 100 percent due to rounding.

**Table L: Employee Operations Questions (n=70)***Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
61	District schools are safe.	0%	3%	14%	53%	30%	4.10	83%
62	The District is fiscally responsible.	1%	9%	21%	51%	17%	3.74	68%
60	Facilities are well maintained.	3%	14%	19%	46%	19%	3.63	65%

* Percentages may not add to 100 percent due to rounding.

Table M: What is your position at Harvard Community Unit School District 50? (n=72)*

	Frequency	Percent
Administrator	3	4%
Teacher	51	71%
Support Staff	18	25%

* Percentages may not add to 100 percent due to rounding.

Table N: How long have you worked in Harvard Community Unit School District 50? (n=70)*

	Frequency	Percent
0 to 4 years	24	34%
5 to 10 years	20	29%
More than 10 years	26	37%

* Percentages may not add to 100 percent due to rounding.

**HARVARD JR. HIGH SCHOOL****Table O: Employee Quality of Education Question (n=49)***Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Unsatisfactory to 5=Excellent)

Item #	Question	Unsatisfactory	Poor	Average	Good	Excellent	Mean	% Favorable Good/Excellent
1	The overall quality of education in the District.	0%	10%	53%	37%	0%	3.27	37%

* Percentages may not add to 100 percent due to rounding.

Table P: Employee Teaching & Learning Environment Questions (n=46)*Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
5	Technology is integrated into curriculum and instruction.	0%	0%	11%	50%	39%	4.28	89%
15	I enjoy my work.	0%	0%	24%	46%	30%	4.07	76%
18	I am evaluated fairly.	0%	7%	18%	47%	29%	3.98	76%
39	I have appropriate autonomy to perform my job.	2%	2%	22%	50%	24%	3.91	74%
6	Teachers personalize instructional strategies to address individual learning needs.	0%	9%	20%	48%	24%	3.87	72%
17	Administration has reasonable expectations for employees.	4%	11%	13%	39%	33%	3.85	72%
16	My supervisor communicates expectations for my performance.	2%	15%	13%	46%	24%	3.74	70%
25	Employees are treated with respect by administration in my building.	2%	9%	20%	33%	36%	3.91	69%
28	I am provided opportunities for relevant professional development.	7%	7%	20%	43%	24%	3.72	67%
13	The District offers an appropriate variety of extracurricular activities.	2%	4%	28%	48%	17%	3.74	65%
32	Employees work well together in my school.	2%	11%	22%	52%	13%	3.63	65%
33	My supervisor encourages employees to collaborate to help perform their jobs better.	0%	7%	28%	41%	24%	3.83	65%
2	The District is heading in the right direction.	2%	7%	26%	41%	24%	3.78	65%
22	Administrators trust employees.	2%	7%	28%	48%	15%	3.67	63%

* Percentages may not add to 100 percent due to rounding.





Table P (Continued): Employee Teaching & Learning Environment Questions (n=46)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
14	My school is a great place to work.	4%	13%	20%	46%	17%	3.59	63%
23	I trust the information I receive from my school administrator.	4%	17%	17%	30%	30%	3.65	60%
7	Current curriculum provides appropriate challenge for each student.	2%	9%	30%	48%	11%	3.57	59%
35	My ideas are valued.	4%	0%	37%	41%	17%	3.67	58%
11	Each student is encouraged to meet his or her highest potential.	7%	15%	20%	41%	17%	3.48	58%
24	I feel valued as an employee.	2%	15%	26%	33%	24%	3.61	57%
34	I have opportunities to collaborate with my colleagues to enhance student learning.	2%	15%	26%	37%	20%	3.57	57%
4	The District provides a well-rounded educational experience for all students.	2%	13%	28%	46%	11%	3.50	57%
36	The District makes research-based decisions.	2%	2%	41%	33%	22%	3.70	55%
31	Educational resources are equitably distributed in my school.	2%	20%	26%	39%	13%	3.41	52%
37	I am involved in decisions that affect my work.	2%	13%	35%	35%	15%	3.48	50%
30	I have the resources I need to do my job.	0%	20%	30%	43%	7%	3.37	50%
10	There are high academic standards for student performance.	4%	26%	20%	37%	13%	3.28	50%
26	I feel supported in my work by building leadership.	2%	24%	26%	26%	22%	3.41	48%
27	Employees can count on District administration for support.	2%	20%	33%	35%	11%	3.33	46%
40	Employees in my school are held to consistent standards.	7%	20%	28%	35%	11%	3.24	46%
38	I understand the logic behind decisions that affect my work.	2%	9%	46%	30%	13%	3.43	43%
29	When new initiatives are introduced, sufficient training is provided to implement them successfully.	4%	22%	35%	28%	11%	3.20	39%
3	The District provides an education competitive with districts across Illinois.	4%	28%	28%	35%	4%	3.07	39%

* Percentages may not add to 100 percent due to rounding.



Table P (Continued): Employee Teaching & Learning Environment Questions (n=46)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
12	The social and emotional needs of students are being addressed.	7%	24%	31%	29%	9%	3.09	38%
21	There is a strong sense of trust in my school.	4%	30%	28%	33%	4%	3.02	37%
9	There are high standards and expectations for positive student behavior.	15%	30%	20%	24%	11%	2.85	35%
20	I have adequate planning time.	13%	28%	30%	24%	4%	2.78	28%
19	Employees in this school feel a great deal of pressure.**	2%	22%	49%	22%	4%	3.04	24%
8	Class sizes are conducive to learning.	17%	52%	15%	11%	4%	2.33	15%

* Percentages may not add to 100 percent due to rounding.

** Survey item is reverse coded. Percent favorable column represents Strongly Disagree/Disagree.

Table Q: Employee Leadership Questions (n=46)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
49	My principal has positive relationships with school employees.	2%	9%	17%	39%	33%	3.91	72%
51	My principal has positive relationships with parents.	0%	0%	33%	43%	24%	3.91	67%
43	My principal makes decisions in the best interest of students.	2%	15%	15%	41%	26%	3.74	67%
50	District administration has positive relationships with school employees.	2%	9%	26%	39%	24%	3.74	63%
46	District administration provides a clear compelling vision for the future.	2%	9%	28%	35%	26%	3.74	61%
52	District administration has positive relationships with parents.	0%	2%	37%	46%	15%	3.74	61%
47	My principal is an instructional leader for my building.	4%	15%	20%	46%	15%	3.52	61%
41	My principal consults employees when making decisions.	4%	22%	15%	39%	20%	3.48	59%
44	District administration makes decisions in the best interest of students.	2%	7%	35%	37%	20%	3.65	57%

* Percentages may not add to 100 percent due to rounding.

**Table Q (Continued): Employee Leadership Questions (n=46)***Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
45	My principal provides a clear, compelling vision for the future.	4%	11%	30%	35%	20%	3.54	55%
48	District administration provides instructional leadership for the District.	2%	11%	35%	35%	17%	3.54	52%
42	District administration consults employees when making decisions.	4%	15%	35%	37%	9%	3.30	46%

* Percentages may not add to 100 percent due to rounding.

Table R: Employee Communication & Community Relations Questions (n=45)*Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
55	Building leadership effectively communicates the plans, goals, and progress of the District.	2%	18%	18%	44%	18%	3.58	62%
58	The District works with the community to improve student learning.	0%	9%	36%	38%	18%	3.64	56%
54	Communication within my school is good.	9%	20%	16%	44%	11%	3.29	55%
56	The District effectively communicates the roll out of initiatives.	2%	11%	33%	38%	16%	3.53	54%
57	Communication is good between school and parents.	0%	7%	41%	39%	14%	3.59	53%
53	There is transparent communication across the District.	2%	29%	33%	29%	7%	3.09	36%
59	Community members are active partners with school staff.	4%	33%	33%	20%	9%	2.96	29%

* Percentages may not add to 100 percent due to rounding.

**Table S: Employee Operations Questions (n=45)***Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
60	Facilities are well maintained.	0%	0%	18%	56%	27%	4.09	83%
61	District schools are safe.	0%	7%	29%	36%	29%	3.87	65%
62	The District is fiscally responsible.	2%	9%	36%	31%	22%	3.62	53%

* Percentages may not add to 100 percent due to rounding.

Table T: What is your position at Harvard Community Unit School District 50? (n=49)*

	Frequency	Percent
Administrator	1	2%
Teacher	36	73%
Support Staff	12	24%

* Percentages may not add to 100 percent due to rounding.

Table U: How long have you worked in Harvard Community Unit School District 50? (n=45)*

	Frequency	Percent
0 to 4 years	17	38%
5 to 10 years	15	33%
More than 10 years	13	29%

* Percentages may not add to 100 percent due to rounding.

**JEFFERSON ELEMENTARY****Table V: Employee Quality of Education Question (n=46)***Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Unsatisfactory to 5=Excellent)

Item #	Question	Unsatisfactory	Poor	Average	Good	Excellent	Mean	% Favorable Good/Excellent
1	The overall quality of education in the District.	0%	7%	37%	50%	7%	3.57	57%

* Percentages may not add to 100 percent due to rounding.

Table W: Employee Teaching & Learning Environment Questions (n=46)*Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
15	I enjoy my work.	0%	2%	9%	34%	55%	4.41	89%
5	Technology is integrated into curriculum and instruction.	0%	0%	11%	67%	22%	4.11	89%
6	Teachers personalize instructional strategies to address individual learning needs.	2%	2%	9%	55%	32%	4.11	87%
14	My school is a great place to work.	2%	2%	11%	33%	52%	4.30	85%
33	My supervisor encourages employees to collaborate to help perform their jobs better.	0%	7%	11%	35%	48%	4.24	83%
18	I am evaluated fairly.	2%	0%	18%	32%	48%	4.23	80%
23	I trust the information I receive from my school administrator.	4%	4%	11%	39%	41%	4.09	80%
25	Employees are treated with respect by administration in my building.	2%	4%	15%	26%	52%	4.22	78%
2	The District is heading in the right direction.	0%	4%	18%	51%	27%	4.00	78%
26	I feel supported in my work by building leadership.	4%	7%	13%	30%	46%	4.07	76%
35	My ideas are valued.	2%	9%	13%	37%	39%	4.02	76%
39	I have appropriate autonomy to perform my job.	0%	7%	17%	46%	30%	4.00	76%
11	Each student is encouraged to meet his or her highest potential.	2%	11%	11%	45%	30%	3.89	75%
24	I feel valued as an employee.	7%	4%	15%	33%	41%	3.98	74%
22	Administrators trust employees.	4%	7%	15%	46%	28%	3.87	74%

* Percentages may not add to 100 percent due to rounding.





Table W (Continued): Employee Teaching & Learning Environment Questions (n=46)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
28	I am provided opportunities for relevant professional development.	0%	9%	17%	52%	22%	3.87	74%
21	There is a strong sense of trust in my school.	4%	9%	13%	56%	18%	3.73	74%
7	Current curriculum provides appropriate challenge for each student.	4%	9%	13%	53%	20%	3.76	73%
16	My supervisor communicates expectations for my performance.	2%	11%	15%	35%	37%	3.93	72%
17	Administration has reasonable expectations for employees.	2%	13%	13%	37%	35%	3.89	72%
32	Employees work well together in my school.	0%	9%	20%	41%	30%	3.93	71%
9	There are high standards and expectations for positive student behavior.	4%	20%	7%	35%	35%	3.76	70%
10	There are high academic standards for student performance.	2%	13%	20%	43%	22%	3.70	65%
13	The District offers an appropriate variety of extracurricular activities.	2%	9%	24%	49%	16%	3.67	65%
40	Employees in my school are held to consistent standards.	2%	9%	24%	42%	22%	3.73	64%
34	I have opportunities to collaborate with my colleagues to enhance student learning.	0%	15%	22%	30%	33%	3.80	63%
31	Educational resources are equitably distributed in my school.	0%	7%	30%	43%	20%	3.76	63%
4	The District provides a well-rounded educational experience for all students.	2%	11%	26%	46%	15%	3.61	61%
30	I have the resources I need to do my job.	2%	17%	20%	46%	15%	3.54	61%
36	The District makes research-based decisions.	2%	7%	31%	31%	29%	3.78	60%
27	Employees can count on District administration for support.	4%	2%	35%	41%	17%	3.65	58%
38	I understand the logic behind decisions that affect my work.	2%	20%	22%	43%	13%	3.46	56%
12	The social and emotional needs of students are being addressed.	4%	24%	16%	36%	20%	3.42	56%

* Percentages may not add to 100 percent due to rounding.



Table W (Continued): Employee Teaching & Learning Environment Questions (n=46)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
3	The District provides an education competitive with districts across Illinois.	2%	18%	24%	49%	7%	3.40	56%
37	I am involved in decisions that affect my work.	2%	20%	24%	37%	17%	3.48	54%
29	When new initiatives are introduced, sufficient training is provided to implement them successfully.	5%	14%	36%	41%	5%	3.27	46%
8	Class sizes are conducive to learning.	13%	29%	18%	33%	7%	2.91	40%
20	I have adequate planning time.	7%	24%	36%	31%	2%	2.98	33%
19	Employees in this school feel a great deal of pressure.**	7%	22%	20%	40%	11%	3.27	29%

* Percentages may not add to 100 percent due to rounding.

** Survey item is reverse coded. Percent favorable column represents Strongly Disagree/Disagree.

Table X: Employee Leadership Questions (n=46)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
49	My principal has positive relationships with school employees.	0%	7%	11%	35%	48%	4.24	83%
43	My principal makes decisions in the best interest of students.	0%	7%	16%	36%	42%	4.13	78%
47	My principal is an instructional leader for my building.	2%	2%	18%	38%	40%	4.11	78%
51	My principal has positive relationships with parents.	0%	2%	23%	48%	27%	4.00	75%
45	My principal provides a clear, compelling vision for the future.	0%	7%	22%	36%	36%	4.00	72%
46	District administration provides a clear compelling vision for the future.	2%	2%	32%	41%	23%	3.80	64%
41	My principal consults employees when making decisions.	2%	11%	24%	28%	35%	3.83	63%
50	District administration has positive relationships with school employees.	0%	9%	33%	39%	20%	3.70	59%

* Percentages may not add to 100 percent due to rounding.



Table X (Continued): Employee Leadership Questions (n=46)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
44	District administration makes decisions in the best interest of students.	2%	11%	31%	33%	22%	3.62	55%
52	District administration has positive relationships with parents.	0%	0%	48%	36%	16%	3.68	52%
48	District administration provides instructional leadership for the District.	0%	7%	44%	33%	16%	3.58	49%
42	District administration consults employees when making decisions.	9%	15%	41%	22%	13%	3.15	35%

* Percentages may not add to 100 percent due to rounding.

Table Y: Employee Communication & Community Relations Questions (n=46)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
55	Building leadership effectively communicates the plans, goals, and progress of the District.	0%	7%	22%	44%	27%	3.91	71%
54	Communication within my school is good.	2%	20%	13%	52%	13%	3.54	65%
57	Communication is good between school and parents.	2%	14%	25%	52%	7%	3.48	59%
58	The District works with the community to improve student learning.	0%	14%	34%	39%	14%	3.52	53%
56	The District effectively communicates the roll out of initiatives.	2%	4%	42%	44%	7%	3.49	51%
53	There is transparent communication across the District.	9%	11%	36%	36%	9%	3.24	45%
59	Community members are active partners with school staff.	2%	24%	42%	24%	7%	3.09	31%

* Percentages may not add to 100 percent due to rounding.

**Table Z: Employee Operations Questions (n=46)***Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
61	District schools are safe.	0%	4%	9%	50%	37%	4.20	87%
60	Facilities are well maintained.	0%	13%	13%	48%	26%	3.87	74%
62	The District is fiscally responsible.	2%	4%	24%	38%	31%	3.91	69%

* Percentages may not add to 100 percent due to rounding.

Table AA: What is your position at Harvard Community Unit School District 50? (n=46)*

	Frequency	Percent
Administrator	1	2%
Teacher	30	65%
Support Staff	15	33%

* Percentages may not add to 100 percent due to rounding.

Table AB: How long have you worked in Harvard Community Unit School District 50? (n=46)*

	Frequency	Percent
0 to 4 years	21	46%
5 to 10 years	10	22%
More than 10 years	15	33%

* Percentages may not add to 100 percent due to rounding.

**CROSBY ELEMENTARY****Table AC: Employee Quality of Education Question (n=73)***Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Unsatisfactory to 5=Excellent)

Item #	Question	Unsatisfactory	Poor	Average	Good	Excellent	Mean	% Favorable Good/Excellent
1	The overall quality of education in the District.	1%	7%	55%	36%	1%	3.29	37%

* Percentages may not add to 100 percent due to rounding.

Table AD: Employee Teaching & Learning Environment Questions (n=73)*Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
5	Technology is integrated into curriculum and instruction.	0%	4%	10%	66%	21%	4.03	87%
15	I enjoy my work.	1%	3%	10%	49%	37%	4.18	86%
13	The District offers an appropriate variety of extracurricular activities.	8%	4%	15%	62%	11%	3.63	73%
2	The District is heading in the right direction.	4%	4%	20%	61%	11%	3.70	72%
6	Teachers personalize instructional strategies to address individual learning needs.	0%	8%	23%	53%	15%	3.75	68%
18	I am evaluated fairly.	0%	7%	26%	40%	27%	3.88	67%
39	I have appropriate autonomy to perform my job.	3%	7%	26%	52%	12%	3.64	64%
11	Each student is encouraged to meet his or her highest potential.	4%	8%	26%	55%	7%	3.52	62%
14	My school is a great place to work.	1%	14%	23%	49%	12%	3.58	61%
32	Employees work well together in my school.	7%	11%	25%	48%	10%	3.42	58%
17	Administration has reasonable expectations for employees.	8%	15%	21%	45%	11%	3.36	56%
28	I am provided opportunities for relevant professional development.	5%	18%	22%	40%	15%	3.41	55%
16	My supervisor communicates expectations for my performance.	13%	15%	18%	41%	13%	3.25	54%
10	There are high academic standards for student performance.	3%	11%	33%	50%	3%	3.39	53%

* Percentages may not add to 100 percent due to rounding.





Table AD (Continued): Employee Teaching & Learning Environment Questions (n=73)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
30	I have the resources I need to do my job.	4%	25%	18%	49%	4%	3.25	53%
36	The District makes research-based decisions.	3%	19%	26%	47%	5%	3.33	52%
33	My supervisor encourages employees to collaborate to help perform their jobs better.	8%	16%	26%	40%	10%	3.26	50%
4	The District provides a well-rounded educational experience for all students.	5%	25%	23%	45%	1%	3.12	46%
23	I trust the information I receive from my school administrator.	15%	15%	26%	36%	8%	3.07	44%
25	Employees are treated with respect by administration in my building.	7%	17%	32%	32%	11%	3.24	43%
9	There are high standards and expectations for positive student behavior.	21%	14%	22%	42%	1%	2.90	43%
24	I feel valued as an employee.	14%	25%	22%	29%	11%	2.99	40%
12	The social and emotional needs of students are being addressed.	23%	21%	18%	36%	3%	2.74	39%
35	My ideas are valued.	12%	16%	34%	30%	7%	3.03	37%
34	I have opportunities to collaborate with my colleagues to enhance student learning.	5%	33%	25%	34%	3%	2.96	37%
26	I feel supported in my work by building leadership.	12%	23%	29%	22%	14%	3.01	36%
7	Current curriculum provides appropriate challenge for each student.	10%	29%	27%	32%	3%	2.89	35%
22	Administrators trust employees.	8%	19%	38%	30%	4%	3.03	34%
27	Employees can count on District administration for support.	14%	18%	34%	30%	4%	2.93	34%
38	I understand the logic behind decisions that affect my work.	14%	24%	28%	31%	3%	2.85	34%
3	The District provides an education competitive with districts across Illinois.	3%	33%	32%	32%	1%	2.96	33%
31	Educational resources are equitably distributed in my school.	10%	19%	38%	30%	3%	2.97	33%
20	I have adequate planning time.	18%	23%	26%	29%	4%	2.78	33%
40	Employees in my school are held to consistent standards.	16%	36%	16%	25%	7%	2.70	32%

* Percentages may not add to 100 percent due to rounding.





Table AD (Continued): Employee Teaching & Learning Environment Questions (n=73)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
29	When new initiatives are introduced, sufficient training is provided to implement them successfully.	16%	27%	30%	26%	0%	2.66	26%
8	Class sizes are conducive to learning.	11%	41%	22%	25%	1%	2.64	26%
21	There is a strong sense of trust in my school.	26%	23%	29%	16%	5%	2.52	21%
37	I am involved in decisions that affect my work.	16%	27%	36%	15%	5%	2.66	20%
19	Employees in this school feel a great deal of pressure.**	1%	18%	22%	40%	18%	3.56	19%

* Percentages may not add to 100 percent due to rounding.

** Survey item is reverse coded. Percent favorable column represents Strongly Disagree/Disagree.

Table AE: Employee Leadership Questions (n=73)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
50	District administration has positive relationships with school employees.	1%	11%	29%	47%	12%	3.58	59%
46	District administration provides a clear compelling vision for the future.	7%	8%	26%	48%	11%	3.48	59%
44	District administration makes decisions in the best interest of students.	8%	16%	27%	41%	7%	3.22	48%
48	District administration provides instructional leadership for the District.	6%	14%	33%	39%	8%	3.31	47%
52	District administration has positive relationships with parents.	0%	4%	49%	37%	10%	3.52	47%
49	My principal has positive relationships with school employees.	8%	18%	29%	34%	11%	3.22	45%
51	My principal has positive relationships with parents.	4%	14%	40%	33%	10%	3.30	43%
43	My principal makes decisions in the best interest of students.	12%	26%	23%	36%	3%	2.90	39%
45	My principal provides a clear, compelling vision for the future.	13%	18%	35%	28%	7%	2.99	35%

* Percentages may not add to 100 percent due to rounding.



**Table AE (Continued): Employee Leadership Questions (n=73)***Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
47	My principal is an instructional leader for my building.	18%	23%	33%	21%	5%	2.73	26%
42	District administration consults employees when making decisions.	14%	19%	45%	18%	4%	2.79	22%
41	My principal consults employees when making decisions.	12%	29%	37%	15%	7%	2.75	22%

* Percentages may not add to 100 percent due to rounding.

Table AF: Employee Communication & Community Relations Questions (n=72)*Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
57	Communication is good between school and parents.	4%	7%	38%	42%	10%	3.46	52%
58	The District works with the community to improve student learning.	3%	14%	39%	36%	8%	3.33	44%
56	The District effectively communicates the roll out of initiatives.	13%	14%	31%	40%	3%	3.07	43%
55	Building leadership effectively communicates the plans, goals, and progress of the District.	17%	17%	25%	36%	6%	2.97	42%
59	Community members are active partners with school staff.	10%	24%	40%	21%	6%	2.89	27%
54	Communication within my school is good.	24%	35%	19%	21%	1%	2.42	22%
53	There is transparent communication across the District.	21%	29%	31%	17%	3%	2.51	20%

* Percentages may not add to 100 percent due to rounding.

**Table AG: Employee Operations Questions (n=72)***

Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
60	Facilities are well maintained.	0%	1%	8%	57%	33%	4.22	90%
61	District schools are safe.	0%	3%	15%	58%	24%	4.03	82%
62	The District is fiscally responsible.	3%	8%	25%	46%	18%	3.68	64%

* Percentages may not add to 100 percent due to rounding.

Table AH: What is your position at Harvard Community Unit School District 50? (n=74)*

	Frequency	Percent
Administrator	1	1%
Teacher	49	66%
Support Staff	24	32%

* Percentages may not add to 100 percent due to rounding.

Table AI: How long have you worked in Harvard Community Unit School District 50? (n=72)*

	Frequency	Percent
0 to 4 years	26	36%
5 to 10 years	24	33%
More than 10 years	22	31%

* Percentages may not add to 100 percent due to rounding.

**WASHINGTON SCHOOL****Table AJ: Employee Quality of Education Question (n=17)***Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Unsatisfactory to 5=Excellent)

Item #	Question	Unsatisfactory	Poor	Average	Good	Excellent	Mean	% Favorable Good/Excellent
1	The overall quality of education in the District.	0%	0%	59%	29%	12%	3.53	41%

* Percentages may not add to 100 percent due to rounding.

Table AK: Employee Teaching & Learning Environment Questions (n=17)*Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
15	I enjoy my work.	0%	6%	6%	47%	41%	4.24	88%
14	My school is a great place to work.	0%	6%	18%	29%	47%	4.18	76%
33	My supervisor encourages employees to collaborate to help perform their jobs better.	0%	6%	19%	38%	38%	4.06	76%
38	I understand the logic behind decisions that affect my work.	0%	6%	19%	63%	13%	3.81	76%
39	I have appropriate autonomy to perform my job.	0%	6%	19%	63%	13%	3.81	76%
9	There are high standards and expectations for positive student behavior.	0%	18%	12%	53%	18%	3.71	71%
25	Employees are treated with respect by administration in my building.	0%	0%	29%	41%	29%	4.00	70%
16	My supervisor communicates expectations for my performance.	0%	12%	18%	41%	29%	3.88	70%
28	I am provided opportunities for relevant professional development.	0%	19%	13%	56%	13%	3.63	69%
6	Teachers personalize instructional strategies to address individual learning needs.	0%	0%	35%	53%	12%	3.76	65%
2	The District is heading in the right direction.	0%	6%	29%	41%	24%	3.82	65%
18	I am evaluated fairly.	0%	6%	29%	47%	18%	3.76	65%
23	I trust the information I receive from my school administrator.	0%	6%	29%	47%	18%	3.76	65%
12	The social and emotional needs of students are being addressed.	0%	12%	24%	47%	18%	3.71	65%

* Percentages may not add to 100 percent due to rounding.





Table AK (Continued): Employee Teaching & Learning Environment Questions (n=17)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
34	I have opportunities to collaborate with my colleagues to enhance student learning.	0%	6%	31%	38%	25%	3.81	63%
35	My ideas are valued.	0%	13%	25%	44%	19%	3.69	63%
37	I am involved in decisions that affect my work.	0%	25%	13%	50%	13%	3.50	63%
31	Educational resources are equitably distributed in my school.	0%	19%	19%	56%	6%	3.50	62%
32	Employees work well together in my school.	0%	0%	38%	31%	31%	3.94	62%
36	The District makes research-based decisions.	0%	13%	27%	53%	7%	3.53	60%
21	There is a strong sense of trust in my school.	0%	6%	35%	53%	6%	3.59	59%
22	Administrators trust employees.	0%	0%	41%	47%	12%	3.71	59%
4	The District provides a well-rounded educational experience for all students.	0%	6%	35%	47%	12%	3.65	59%
5	Technology is integrated into curriculum and instruction.	0%	18%	24%	41%	18%	3.59	59%
24	I feel valued as an employee.	0%	12%	29%	47%	12%	3.59	59%
13	The District offers an appropriate variety of extracurricular activities.	0%	13%	31%	44%	13%	3.56	57%
30	I have the resources I need to do my job.	0%	13%	31%	44%	13%	3.56	57%
11	Each student is encouraged to meet his or her highest potential.	0%	13%	31%	50%	6%	3.50	56%
40	Employees in my school are held to consistent standards.	0%	13%	33%	47%	7%	3.47	54%
26	I feel supported in my work by building leadership.	0%	12%	35%	29%	24%	3.65	53%
10	There are high academic standards for student performance.	0%	6%	41%	47%	6%	3.53	53%
17	Administration has reasonable expectations for employees.	0%	18%	29%	35%	18%	3.53	53%
29	When new initiatives are introduced, sufficient training is provided to implement them successfully.	7%	33%	13%	40%	7%	3.07	47%
8	Class sizes are conducive to learning.	0%	13%	44%	38%	6%	3.38	44%
20	I have adequate planning time.	13%	25%	19%	38%	6%	3.00	44%

* Percentages may not add to 100 percent due to rounding.





Table AK (Continued): Employee Teaching & Learning Environment Questions (n=17)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
7	Current curriculum provides appropriate challenge for each student.	0%	24%	35%	35%	6%	3.24	41%
27	Employees can count on District administration for support.	0%	25%	38%	25%	13%	3.25	38%
3	The District provides an education competitive with districts across Illinois.	0%	18%	47%	24%	12%	3.29	36%
19	Employees in this school feel a great deal of pressure.**	6%	18%	41%	18%	18%	3.24	24%

* Percentages may not add to 100 percent due to rounding.

** Survey item is reverse coded. Percent favorable column represents Strongly Disagree/Disagree.

Table AL: Employee Leadership Questions (n=17)*
Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
51	My principal has positive relationships with parents.	0%	0%	12%	59%	29%	4.18	88%
49	My principal has positive relationships with school employees.	0%	6%	12%	47%	35%	4.12	82%
43	My principal makes decisions in the best interest of students.	0%	6%	24%	41%	29%	3.94	70%
41	My principal consults employees when making decisions.	6%	12%	18%	53%	12%	3.53	65%
44	District administration makes decisions in the best interest of students.	0%	6%	35%	47%	12%	3.65	59%
45	My principal provides a clear, compelling vision for the future.	0%	12%	41%	24%	24%	3.59	48%
46	District administration provides a clear compelling vision for the future.	0%	6%	47%	29%	18%	3.59	47%
50	District administration has positive relationships with school employees.	0%	6%	47%	35%	12%	3.53	47%
48	District administration provides instructional leadership for the District.	0%	6%	47%	41%	6%	3.47	47%

* Percentages may not add to 100 percent due to rounding.



**Table AL (Continued): Employee Leadership Questions (n=17)***Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
47	My principal is an instructional leader for my building.	0%	12%	47%	24%	18%	3.47	42%
52	District administration has positive relationships with parents.	0%	0%	65%	24%	12%	3.47	36%
42	District administration consults employees when making decisions.	12%	24%	29%	29%	6%	2.94	35%

* Percentages may not add to 100 percent due to rounding.

Table AM: Employee Communication & Community Relations Questions (n=17)*Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
57	Communication is good between school and parents.	0%	0%	29%	53%	18%	3.88	71%
54	Communication within my school is good.	0%	12%	29%	47%	12%	3.59	59%
59	Community members are active partners with school staff.	0%	0%	47%	53%	0%	3.53	53%
58	The District works with the community to improve student learning.	0%	0%	50%	44%	6%	3.56	50%
56	The District effectively communicates the roll out of initiatives.	0%	0%	65%	29%	6%	3.41	35%
55	Building leadership effectively communicates the plans, goals, and progress of the District.	0%	6%	65%	18%	12%	3.35	30%
53	There is transparent communication across the District.	6%	24%	47%	24%	0%	2.88	24%

* Percentages may not add to 100 percent due to rounding.

**Table AN: Employee Operations Questions (n=17)***

Higher Percentage Indicates More Favorable Ratings, Sorted Highest to Lowest Percentage
(Scale 1-5, 1=Strongly Disagree to 5=Strongly Agree)

Item #	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	% Favorable Agree/Strongly Agree
61	District schools are safe.	0%	13%	31%	50%	6%	3.50	56%
62	The District is fiscally responsible.	0%	6%	47%	41%	6%	3.47	47%
60	Facilities are well maintained.	12%	29%	41%	18%	0%	2.65	18%

* Percentages may not add to 100 percent due to rounding.

Table AO: What is your position at Harvard Community Unit School District 50? (n=17)*

	Frequency	Percent
Administrator	0	0%
Teacher	6	35%
Support Staff	11	65%

* Percentages may not add to 100 percent due to rounding.

Table AP: How long have you worked in Harvard Community Unit School District 50? (n=17)*

	Frequency	Percent
0 to 4 years	11	65%
5 to 10 years	4	24%
More than 10 years	2	12%

* Percentages may not add to 100 percent due to rounding.