

Report on the Baltimore County Public Schools 2014 Stakeholder Satisfaction Survey



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Department of Communication and Community Outreach
Department of Research, Accountability, and Assessment



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Overview

The Baltimore County Public Schools (BCPS) 2014 Stakeholder Satisfaction Survey attracted more than 40,000 responses from students, parents, community members, school-based staff and administrators, and central office staff. The 2014 survey was built around the four goal areas of the BCPS strategic plan, *Blueprint 2.0: Our Way Forward*: academics, safety and security, communication, and organizational effectiveness.

In prior years, this annual survey received a weak reception with fewer than 500 responses. This year however, principals played a key role in promoting the importance of the online survey with their communities and providing opportunities for stakeholders to take the survey at school.

The revitalized survey is part of broader efforts by the Board of Education, superintendent, and administration to engage all of the system’s stakeholders as Team BCPS, while leading transformation in each *Blueprint 2.0* goal area. Highlights below summarize initiatives related to each goal area, along with strengths and opportunities for growth identified by the survey.

Blueprint 2.0 Goal 1: Academics

BCPS is creating curriculum in the core content areas to redefine instruction in alignment with new Maryland College and Career-Ready Standards, which address rigor and relevance to prepare students for post-secondary success. This transition will continue into the next school year, when BCPS will participate in the first full statewide administration of the Partnership for Assessment of Readiness for College and Careers (PARCC) assessment to measure student progress. The BCPS Teaching and Learning Framework describes the kinds of teaching and learning, teacher support, and student skills and knowledge we envision to graduate globally competitive students. The core purpose of the BCPS 1:1 initiative, S.T.A.T.—Students and Teachers Accessing Tomorrow, is to enable educators to customize learning opportunities that will meet the needs of all students.

Strengths	Growth Opportunities
<ul style="list-style-type: none"> • Student belief in importance of education • High academic standards and expectations • College and career preparation 	<ul style="list-style-type: none"> • Academic rigor for elementary students • Real-life relevance for high school students • Peer collaboration during school day for school-based staff and administrators • Supports to meet the needs of all students

Blueprint 2.0 Goal 2: Safety and Security

During the past two years, BCPS has modernized safety and security by instituting: electronic security systems in every school and office, controlled entry, check-in procedures requiring photo identification to compare with the national sex offender registry, and staff and student training on school emergency plans and procedures. All elementary schools are now equipped with “One View” closed-circuit television access for police officers. Middle and high schools have a school resource officer in partnership with the Baltimore County Police Department.

To grow grassroots positive learning environments, the superintendent’s Student Advisory Council initiated and led the first BCPS Bullying Prevention Week in March 2014 as an extension of 2013’s Anti-Bullying Day. The slogan for the week, *Loving is Louder*, reinforced student leadership in creating safe spaces and encouraging acts of kindness and friendship.

Strengths	Growth Opportunities
<ul style="list-style-type: none"> • Feeling safe at school and work • Knowing how to respond in an emergency 	<ul style="list-style-type: none"> • Fairness of rules and discipline • Respect among students and teachers • Parent knowledge of school emergency procedures

Blueprint 2.0 Goal 3: Communication

BCPS opened a variety of communication channels during the past two years. Current initiatives include first-ever face-to-face forums and town halls for the general public or for specific neighborhoods or stakeholder groups. More superintendent’s advisory councils have been added. Executive staff members and principals regularly record messages to the community on the Blackboard Connect system to provide updates via phone. More efforts will be developed to reach community members.

Live streaming and online videos are available for many high-interest meetings including the annual State of the Schools event and school board meetings. The website was reorganized to make information more accessible and the blog *Deliberate Excellence* launched with highlights also shared in the new weekly e-newsletter. The mobile app and RSS feeds push updates to subscribers. Facebook, Instagram, and Twitter have been deployed including the superintendent’s personal Twitter account.

One initiative that may improve the frequency of parent access to information about student progress is BCPS One, a component of S.T.A.T.—Students and Teachers Accessing Tomorrow. The BCPS One online platform will allow parents, students, and educators to access student work, assignments, and resources and will begin rolling out in fall 2014. Another new outreach initiative is Parent University, which offers in-person workshops throughout the community as well as online resources and videos to meet the unique needs of all families.

Strengths	Growth Opportunities
<ul style="list-style-type: none"> • Student feedback • High parent satisfaction 	<ul style="list-style-type: none"> • Secondary students feeling listened to • Useful college and career information for Grades 4 through 8 • Cross-grade and cross-subject planning opportunities for school-based staff

Blueprint 2.0 Goal 4: Organizational Effectiveness

BCPS is using student voice as captured in the June 2013 middle school survey to drive conversations around rethinking middle schools. Student pride may benefit from expanded middle school sports options, which connect students to school and reinforce 21st century skills like collaboration, communication, and problem-solving.

Access to instructional technology will be transformed during the next few years through S.T.A.T.—Students and Teachers Accessing Tomorrow, a fundamental shift to personalize learning. By June 2014, all teachers will receive a device and begin intensive training, and wireless technology will be installed in 77 schools. Remaining schools are budgeted to receive this infrastructure during 2014–2015. Ten Lighthouse schools will pilot S.T.A.T. in fall 2014, and the BCPS One platform will connect educators, students, and parents to digital resources.

Regarding professional development, BCPS recently developed a Strategic Talent Management Framework to guide staff recruitment, hiring, support, and growth. The Office of Organizational Development was created within the Department of Human Resources to provide multiple pathways for professional growth and training that is appropriate for adult learners, aligned with professional learning standards, and supportive of cultural competency.

Strengths	Growth Opportunities
<ul style="list-style-type: none"> • School effectiveness • BCPS effectiveness • Positive, professional, and collaborative work environments 	<ul style="list-style-type: none"> • School pride for secondary students • Collaborative efforts to solve school-based challenges • Willingness of school-based staff to recommend their own school • Access to instructional technology for student success • Relevant professional development

Survey Purpose

The Baltimore County Public Schools (BCPS) 2014 Stakeholder Satisfaction Survey was developed to gather feedback from every facet of Team BCPS: students, parents/guardians, community members, and all staff. Survey results will be used to inform continuous improvement throughout BCPS.

Survey items focused on progress toward the four goals of the five-year strategic plan, *Blueprint 2.0*: academics, safety and security, communication, and organizational effectiveness. The following selected items are *Blueprint 2.0* performance metrics:

Goal 2: Safety and Security

- Percentage of stakeholders agreeing that schools, offices, and support facilities are safe and secure.

Goal 3: Communication

- Percentage of stakeholders agreeing that communications are open, clear, and timely.
- Percentage of stakeholders agreeing that information and results data are available and easily accessible.

Goal 4: Organizational Effectiveness

- Percentage of stakeholders rating the system as effective or highly effective.

Survey Design

The survey was developed by researching existing school and organizational satisfaction surveys, with input from a work group including principals, assistant superintendents, representatives from the bargaining units, and BCPS central office staff.

Respondents were first asked to identify as one of eight stakeholder groups. They were informed that if they belonged to more than one stakeholder group or had more than one child, they would have the opportunity to take the survey again. Items were tailored to each stakeholder group. The complete survey is available in Appendix A.

A four-point scale was used for most items (strongly agree, agree, disagree, and strongly disagree). Other items included yes/no responses and a five-point grading scale of the system and individual schools. Respondents could skip any items in the four *Blueprint 2.0* goal areas; therefore, the choice of “not applicable” was not offered.

Survey Administration

The survey was available online from February 5 through March 7, 2014, on several formats including Web-based, tablet, and smart phone. No identifying information was collected about stakeholders.

Promotional materials included a prominent access point from the BCPS home page, school signage, and reminders to staff members from Superintendent S. Dallas Dance. The office of

communications also created template documents that principals could tailor to their schools including key messages about the survey, tips for increasing participation, web content, phone messages, and a draft letter for parents. Principals played a key role in promoting the importance of the online survey with their communities and providing opportunities for stakeholders to take the survey at school.

Respondents

The 2014 survey received 40,542 responses. Surveys were counted if the respondent completed at least one item. Seventy-five percent of the responses were from students in Grades 4–12. Of the 3,932 parent responses, it is likely that some parents would have taken the survey more than once for each of their children.

Response Rates			
Stakeholder Group	Response Number	Group Number	Response Rate
Elementary School Students (Grades 4-5)	11,784	16,383	72%
Middle School Students	11,538	23,037	50%
High School Students	7,273	30,817	24%
Parents/Guardians	3,932	n/a	n/a
Community Members	303	n/a	n/a
School-Based Staff (teachers, department chairs, paraeducators, non-instructional staff)	4,747	n/a	n/a
School-Based Administrators (principals and assistant principals)	351	475	74%
Central Office Staff	614	1,032	60%
Total	40,542		

Note. Student group numbers are based on enrollment at the end of the second quarter. n/a = not available

Response rates were not calculated for certain stakeholder groups due to the total number belonging to that group being unknown. For example, school-based staff totals could not be calculated since several staff members work in multiple buildings and had the opportunity to identify themselves as staff members in each building.

The parent and community member versions of the surveys were translated into 14 languages.¹ All community members chose to respond in English, which was also the most popular language for parents.

¹ Language translations offered: Amharic, Arabic, French, Gujarati, Korean, Mandarin Chinese, Nepali, Russian, Spanish, Tagalog, Urdu, Uzbek, Vietnamese, and Yoruba.

Parent /Guardian Responses by Language		
Language	Count	Response
English	3,917	99.62%
Spanish	7	0.18%
Russian	5	0.13%
Mandarin Chinese	2	0.05%
Nepali	1	0.03%

Missing Voices

The response to the 2014 survey is historic for BCPS. The number of responses surged from past surveys indicating a huge step forward in stakeholder engagement; however, some voices are missing. Barriers to survey participation may have included language, Internet access, time, fear of retaliation, and lack of motivation. Resources were not available to translate the survey into all 87 languages spoken by BCPS students. The online nature of the survey may have kept those who lack home or work Internet access from participating as well as homeless and mobile families. Stakeholders may have lacked the time to complete the survey, or may have been reluctant or not motivated to share their perspectives. In addition, several BCPS employees by the nature of their job do not have daily access to computers during the work day (e.g. bus drivers). It is possible that this sub-section of staff is under represented in these findings. Recognizing that there are missing voices is an opportunity to make adjustments to include even more voices in future survey administrations.

Highlights of Survey Results

Survey results are reported by *Blueprint 2.0* goal: academics, safety and security, communication, and organizational effectiveness. In each section, cross-group findings are used to highlight strengths and growth opportunities based on how different stakeholders responded to similar items. Unless specified, results are reported as the percentage of stakeholders who responded either “agree” or “strongly agree.” Full survey results by stakeholder group are displayed in Appendix A.



Goal 1: Academics



Every student will experience high academic achievement and continuous growth by participating in a rigorous instructional program designed to raise the academic bar and close achievement gaps so that every student will become a globally competitive citizen in a culturally diverse world.

Cross-Group Findings

Strengths

- There was strong consensus among students and adults about the importance of education and the high level of standards, expectations, instruction, progress, and preparation for the future.

<i>Getting good grades is important to me. / I understand that getting a good education is important.</i>		
Elementary school students	Middle school students	High school students
98%	98%	97%

<i>My teachers have high expectations for me to do well in school. / My teachers set high standards for learning in their classes.</i>			<i>The school sets high academic standards. / My school has high expectations for the academic performance of all students.</i>	
Elementary school students	Middle school students	High school students	Parents/Guardians	School-based staff
95%	86%	80%	88%	93%

<i>BCPS sets high academic standards. / BCPS has high expectations for the academic performance of all students.</i>		
Community members	School-based administrators	Central office staff
77%	89%	92%

<i>By the end of the year, I will be prepared to do well next year.</i>		<i>My child does work that prepares him/her for the next academic year.</i>
Elementary school students	Middle school students	Parents/Guardians
95%	92%	89%

<i>By the time I graduate (from high school), I will be prepared for college and/or a career.</i>		<i>The school's academic program prepares students for college and career.</i>
Middle school students	High school students	Parents/Guardians
93%	82%	81%

<i>I see how my work/the work of my department contributes to students' college and career readiness.</i>		
School-based staff	School-based administrators	Central office staff
89%	89%	91%

Growth opportunities

- Community members reported the least satisfaction throughout the academic section. Two-thirds or fewer were satisfied with the level of challenge, college- and career-preparation, and quality provided by BCPS.
- Despite strong enthusiasm throughout the survey, elementary students reported the least challenge with school work among students.

<i>My school work is challenging. / I am given challenging work at my school.</i>			<i>The school/BCPS challenges students to maximize their potential.</i>	
Elementary school students	Middle school students	High school students	Parents/Guardians	Community members
67%	82%	83%	76%	66%

- Only 59% of high school students reported that school was real-life relevant, compared to 73% of middle school students.
- Just over half of school-based staff (53%) and administrators (57%) reported sufficient time during the school day to collaborate with colleagues to support instruction.
- School-based administrators and central office staff questioned whether the needs of all students are being met.

<i>The academic program at my school/in our school system is designed to meet the needs of all students.</i>		
School-based staff	School-based administrators	Central office staff
79%	68%	74%

- Students were more satisfied with instructional supports than were school-based staff and administrators.

<i>My teachers help me if I don't understand. / My school offers opportunities if I need help with my school work.</i>			<i>Additional instructional supports from our school system are available to students who need them.</i>	
Elementary school students	Middle school students	High school students	School-based staff	School-based administrators
93%	86%	83%	76%	67%



Goal 2: Safety and Security



Every school and office will be safe and secure, promote individual well-being, and provide positive, respectful, and caring environments for teaching, learning, and working.

Cross-Group Findings

Blueprint 2.0 Metric

- There was a range of satisfaction with school and work safety, led by elementary students, staff, and parents.

<i>I feel safe at my school.</i>			<i>This school is safe and secure.</i>	<i>BCPS schools are safe.</i>
Elementary school students	Middle school students	High school students	Parents/Guardians	Community members
89%	75%	73%	88%	73%

<i>I feel safe and secure at work.</i>		
School-based staff	School-based administrators	Central office staff
88%	90%	88%

Strengths

- Student and staff awareness of emergency procedures was high.

<i>Do you know how to respond during an emergency at school/work?</i>					
Elementary school students	Middle school students	High school students	School-based staff	School-based administrators	Central office staff
95%	93%	88%	98%	91%	90%

Growth opportunities

- Only 69% of parents knew the emergency procedures at their child’s school, which is much lower than student and staff awareness.
- Perceptions of respect from students and adults varied dramatically with high agreement from school-based administrators and parents and little support from secondary students.

<i>Students at my school treat me with respect. / Students respect each other at my/this school.</i>					
Elementary school students	Middle school students	High school students	Parents/Guardians	School-based staff	School-based administrator
77%	36%	35%	81%	68%	84%

<i>Teachers and students respect each other at my school.</i>		<i>Adults and students respect each other at this school.</i>	
Middle school students	High school students	Parents/Guardians	School-based staff
55%	48%	86%	75%

- While elementary students, parents, and school-based administrators agreed that rules, discipline, and treatment are fair, there was less support from secondary students, community members, and school-based staff.

<i>The school rules are fair.</i>			<i>Adults at my school treat me fairly.</i>			<i>My child is treated fairly.</i>
Elementary school students	Middle school students	High school students	Elementary school students	Middle school students	High school students	Parents/Guardians
84%	62%	62%	90%	73%	72%	89%

<i>The school's discipline policies and procedures are fair.</i>	<i>BCPS discipline policies and procedures are fair.</i>	<i>Discipline policies and procedures are implemented consistently at my school.</i>	
Parents/Guardians	Community members	School-based staff	School-based administrators
86%	58%	61%	86%



Goal 3: Communication



Every stakeholder will experience clear, timely, honest, transparent, and widely available communication about system initiatives and activities that engages them in building a culture of trust through action and establishes BCPS as a world-class school system.

Cross-Group Findings

Blueprint 2.0 Metrics

- Agreement varied between stakeholder groups regarding the availability and accessibility of information. For three stakeholder groups, parents, school-based administrators, and central office staff, this was the second-to-lowest rated item in the communication section.

<i>Information and results data are available and easily accessible.</i>				
Parents/ Guardians	Community members	School-based staff	School-based administrators	Central office staff
79%	58%	83%	76%	72%

- Perception of communication as open, clear, and timely also varied. Of the communication items, three stakeholder groups agreed the least with this item: community members, school-based administrators, and central office staff.

<i>Communication ... is open, clear, and timely...</i>				
to/from the school system		at my school	in our system	in my department
Parents/ Guardians	Community members	School- based staff	School-based administrators	Central office staff
81%	49%	72%	66%	65%

Internet access

- At least 92% of each stakeholder group has Internet access where they live with elementary school students being the lowest subgroup reporting. Stakeholders without home Internet may be a missing voice throughout the survey.

Strengths

- Students were satisfied with feedback opportunities.

<i>My teachers tell me how I do on my classwork, tests and homework assignments. / My teachers give me feedback on my assignments.</i>			<i>I have the opportunity to ask my teachers about my assignments.</i>	
Elementary school students	Middle school students	High school students	Middle school students	High school students
90%	82%	74%	86%	85%

- Parents reported high satisfaction throughout this section, with six of the nine items rating between 80% and 89% agreement regarding school and system communication.

Growth opportunities

- Community members reported the lowest level of satisfaction with communication.
- Elementary students perceived that their teachers listen to them more than secondary students.

<i>My teachers listen to my ideas.</i>		
Elementary school students	Middle school students	High school students
88%	70%	65%

- Postsecondary information was low for students in Grades 4 through 8.

<i>My teachers talk to me about college and career choices. / My school gives me useful information about colleges and careers.</i>		
Elementary school students	Middle school students	High school students
46%	65%	72%

- Parents were less satisfied than school-based staff and administrators with the frequency of communication about progress.

<i>I am satisfied with the frequency of communication about my child's progress.</i>	<i>Teachers at my school communicate frequently to parents about school progress.</i>	
Parents/ Guardians	School-based staff	School-based administrators
77%	95%	87%

- Only 62% of school-based staff agreed that they have the opportunity for dialogue and planning across grades and subjects, while this proportion was 82% for school-based administrators.



Goal 4: Organizational Effectiveness



Baltimore County Public Schools will maximize organizational efficiency and effectiveness by engaging in strategic efforts that employ rigorous, relevant, and reasonable performance standards that provide for all employees' professional growth and shared accountability for student, school, and organizational performance.

Cross-Group Findings

Blueprint 2.0 Metric

- Agreement varied between stakeholders in the rating of BCPS as effective or highly effective.

<i>BCPS is effective or highly effective.</i>				
Parents/ Guardians	Community members	School- based staff	School-based administrators	Central office staff
80%	66%	79%	85%	90%

Strengths

- Ratings of school effectiveness were high.

<i>My school is effective or highly effective.</i>				
Elementary students	Middle school students	High school students	Parents/ Guardians	School-based staff
93%	87%	87%	91%	92%

- Between 78% and 89% of staff rated their work environments as positive and professional.
- Between 80% and 86% of staff agreed that their supervisor fosters collaboration.

Growth opportunities

- Students were satisfied with their education, but school pride was low among secondary students.

<i>I am getting a good education at my school.</i>		
Elementary school students	Middle school students	High school students
95%	90%	86%

<i>I am proud of my school.</i>		
Elementary school students	Middle school students	High school students
88%	66%	62%

- Two items were noteworthy for low satisfaction among parents and community members.

<i>I am satisfied with the superintendent's leadership and vision.</i>	
Parents/Guardians	Community members
61%	41%

<i>Community members, parents, teachers, and school leaders work together to solve school-based challenges.</i>	
Parents/Guardians	Community members
71%	46%

- Parents and school-based administrators were more likely to endorse a BCPS school than school-based staff and community members. While 92% of school-based staff rated their school as effective or highly effective, only 70% would send their own child or recommend the school to another parent.

<i>I would probably or definitely recommend ... to another parent.</i>			
my child's school	my school	a BCPS school	BCPS
Parents/ Guardians	School-based staff	School-based administrators	Community members
85%	70%	86%	58%

- Staff were least satisfied with access to instructional technology needed for students to succeed and relevant professional development.

Elementary School Students (Total Responses =11,784)

Academics		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
Getting good grades is important to me.	n	129	118	2,350	9,109	11,706
	%	1.1	1.0	20.1	77.8	100
I try hard to do well in school.	n	125	192	4,213	6,965	11,495
	%	1.1	1.7	36.7	60.6	100
My school work is challenging.	n	632	3,129	5,705	1,973	11,439
	%	5.5	27.4	49.9	17.3	100
By the end of the year, I will be prepared to do well next year.	n	178	368	4,349	6,541	11,436
	%	1.6	3.2	38.0	57.2	100
My teachers help me if I don't understand.	n	286	569	5,096	5,460	11,411
	%	2.5	5.0	44.7	47.9	100
My teachers have high expectations for me to do well in school.	n	208	392	3,833	6,935	11,368
	%	1.8	3.5	33.7	61.0	100
Safety and Security		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
I feel safe at my school.	n	377	792	4,614	5,653	11,436
	%	3.3	6.9	40.4	49.4	100
The school rules are fair.	n	559	1,295	5,032	4,404	11,290
	%	5.0	11.5	44.6	39.0	100
Adults at my school treat me fairly.	n	321	852	4,826	5,203	11,202
	%	2.9	7.6	43.1	46.5	100
Students at my school treat me with respect.	n	693	1,904	5,547	3,093	11,237
	%	6.2	16.9	49.4	27.5	100
My teachers want me to make good choices.	n	105	116	2,496	8,441	11,158
	%	0.9	1.0	22.4	75.7	100
There is at least one adult at my school who I can talk to/who I trust.	n	637	813	2,872	6,834	11,156
	%	5.7	7.3	25.7	61.3	100
		No	Yes	Total		
Do you know how to respond during an emergency at school?	n	526	9,224	9,750		
	%	5.4	94.6	100		

Elementary School Students (Total Responses =11,784)

Communication		Strongly Disagree	Disagree	Agree	Strongly Agree	Total	
I feel welcome at my school.	n	351	698	4,648	5,572	11,269	
	%	3.1	6.2	41.3	49.5	100	
My teachers tell me how I do on my classwork, tests, and homework assignments.	n	259	910	4,963	5,043	11,175	
	%	2.3	8.1	44.4	45.1	100	
My teachers listen to my ideas.	n	334	1,011	5,232	4,518	11,095	
	%	3.0	9.1	47.2	40.7	100	
My teachers talk to me about college and career choices.	n	2,302	3,710	3,215	1,800	11,027	
	%	20.9	33.6	29.2	16.3	100	
		No	Yes	Total			
Do you have Internet access where you live?	n	762	8,848	9,610			
	%	7.9	92.1	100			
Organizational Effectiveness		Strongly Disagree	Disagree	Agree	Strongly Agree	Total	
I am getting a good education at my school.	n	167	336	4,060	6,460	11,023	
	%	1.5	3.1	36.8	58.6	100	
I am proud of my school.	n	459	820	3,858	5,603	10,740	
	%	4.3	7.6	35.9	52.2	100	
		F	D	C	B	A	Total
What grade would you give your school for its performance/effectiveness?	n	361	397	1,393	4,020	4,803	10,974
	%	3.3	3.6	12.7	36.6	43.8	100

Middle School Students (Total Responses = 11,538)

Academics		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
I understand that getting a good education is important.	n	200	80	2,149	9,077	11,506
	%	1.7	0.7	18.7	78.9	100
My academic skills are improving.	n	228	743	7,515	2,926	11,412
	%	2.0	6.5	65.9	25.6	100
I am given challenging work at my school.	n	381	1,642	6,358	2,934	11,315
	%	3.4	14.5	56.2	25.9	100
By the end of the year, I will be prepared to do well next year.	n	265	608	5,597	4,909	11,379
	%	2.3	5.3	49.2	43.1	100
My school offers opportunities if I need help with my school work.	n	465	1,161	5,968	3,818	11,412
	%	4.1	10.2	52.3	33.5	100
My teachers set high standards for learning in their classes.	n	402	1,223	6,083	3,675	11,383
	%	3.5	10.7	53.4	32.3	100
My school work requires me to think about how academic topics relate to real-life situations.	n	681	2,376	5,688	2,638	11,383
	%	6.0	20.9	50.0	23.2	100
By the time I graduate from high school, I will be prepared for college and/or a career.	n	309	521	4,169	6,383	11,382
	%	2.7	4.6	36.6	56.1	100
Safety and Security		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
I feel safe at my school.	n	964	1,879	5,776	2,670	11,289
	%	8.5	16.6	51.2	23.7	100
The school rules are fair.	n	1,270	3,008	5,169	1,798	11,245
	%	11.3	26.8	46.0	16.0	100
Adults at my school treat me fairly.	n	909	2,108	5,685	2,477	11,179
	%	8.1	18.9	50.9	22.2	100
Students respect each other at my school.	n	2,827	4,364	3,368	608	11,167
	%	25.3	39.1	30.2	5.4	100
Teachers and students respect each other at my school.	n	1,573	3,430	4,864	1,337	11,204
	%	14.0	30.6	43.4	11.9	100
There are high expectations for student behavior at my school.	n	608	1,240	5,396	3,914	11,158
	%	5.5	11.1	48.4	35.1	100
There is at least one adult at my school who I can talk to/who I trust.	n	1,124	1,401	3,991	4,672	11,188
	%	10.1	12.5	35.7	41.8	100

Middle School Students (Total Responses = 11,538)

Safety and Security		No	Yes	Total			
Do you know how to respond during an emergency at school?	n	692	9,272	9,964			
	%	7.0	93.1	100			
Communication		Strongly Disagree	Disagree	Agree	Strongly Agree	Total	
I feel welcome at my school.	n	758	1,585	6,035	2,702	11,080	
	%	6.8	14.3	54.5	24.4	100	
My teachers give me feedback on my assignments.	n	451	1,589	6,239	2,770	11,049	
	%	4.1	14.4	56.5	25.1	100	
I have the opportunity to ask my teachers about my assignments.	n	412	1,087	6,143	3,401	11,043	
	%	3.7	9.8	55.6	30.8	100	
My teachers listen to my ideas.	n	909	2,391	5,712	2,010	11,022	
	%	8.3	21.7	51.8	18.2	100	
My school gives me useful information about colleges and careers.	n	1,028	2,834	4,932	2,210	11,004	
	%	9.3	25.8	44.8	20.1	100	
My school makes me aware of clubs, contests, and other extracurricular opportunities.	n	556	975	5,173	4,255	10,959	
	%	5.1	8.9	47.2	38.8	100	
		No	Yes	Total			
Do you have Internet access where you live?	n	588	9,340	9,928			
	%	5.9	94.1	100			
Organizational Effectiveness		Strongly Disagree	Disagree	Agree	Strongly Agree	Total	
I am getting a good education at my school.	n	375	740	5,788	4,109	11,012	
	%	3.4	6.7	52.6	37.3	100	
I am proud of my school.	n	1,533	2,210	4,561	2,557	10,861	
	%	14.1	20.4	42.0	23.5	100	
		F	D	C	B	A	Total
What grade would you give your school for its performance/effectiveness?	n	609	821	2,939	4,547	2,107	11,023
	%	5.5	7.5	26.7	41.3	19.1	100

High School Students (Total Responses = 7,273)

Academics		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
I understand that getting a good education is important.	n	180	59	1,495	5,768	7,502
	%	2.4	0.8	19.9	76.9	100
My academic skills are improving.	n	257	611	4,591	1,988	7,447
	%	3.5	8.2	61.7	26.7	100
I am given challenging work at my school.	n	321	937	4,172	1,945	7,375
	%	4.4	12.7	56.6	26.4	100
My school offers opportunities if I need help with my school work.	n	404	859	4,313	1,862	7,438
	%	5.4	11.6	58.0	25.0	100
My teachers set high standards for learning in their classes.	n	386	1,130	4,114	1,809	7,439
	%	5.2	15.2	55.3	24.3	100
My school work requires me to think about how academic topics relate to real-life situations.	n	994	2,050	3,191	1,203	7,438
	%	13.4	27.6	42.9	16.2	100
By the time I graduate, I will be prepared for college and/or a career.	n	451	909	3,487	2,585	7,432
	%	6.1	12.2	46.9	34.8	100
Safety and Security		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
I feel safe at my school.	n	754	1,261	4,001	1,342	7,358
	%	10.3	17.1	54.4	18.2	100
The school rules are fair.	n	873	1,946	3,652	850	7,321
	%	11.9	26.6	49.9	11.6	100
Adults at my school treat me fairly.	n	680	1,387	4,035	1,186	7,288
	%	9.3	19.0	55.4	16.3	100
Students respect each other at my school.	n	2,073	2,694	2,136	391	7,294
	%	28.4	36.9	29.3	5.4	100
Teachers and students respect each other at my school.	n	1,213	2,596	2,947	544	7,300
	%	16.6	35.6	40.4	7.5	100
There are high expectations for student behavior at my school.	n	587	1,329	3,776	1,606	7,298
	%	8.0	18.2	51.7	22.0	100
There is at least one adult at my school who I can talk to/who I trust.	n	853	1,001	2,944	2,513	7,311
	%	11.7	13.7	40.3	34.4	100
		No	Yes	Total		
Do you know how to respond during an emergency at school?	n	786	5,833	6,619		
	%	11.9	88.1	100		

High School Students (Total Responses = 7,273)

Communication		Strongly Disagree	Disagree	Agree	Strongly Agree	Total	
I feel welcome at my school.	n	610	1,127	4,279	1,238	7,254	
	%	8.4	15.5	59.0	17.1	100	
My teachers give me feedback on my assignments.	n	517	1,395	4,074	1,271	7,257	
	%	7.1	19.2	56.1	17.5	100	
I have the opportunity to ask my teachers about my assignments.	n	362	752	4,399	1,719	7,232	
	%	5.0	10.4	60.8	23.8	100	
My teachers listen to my ideas.	n	730	1,763	3,773	956	7,222	
	%	10.1	24.4	52.2	13.2	100	
My school gives me useful information about colleges and careers.	n	679	1,329	3,549	1,637	7,194	
	%	9.4	18.5	49.3	22.8	100	
		No	Yes	Total			
Do you have Internet access where you live?	n	398	6,197	6,595			
	%	6.0	94.0	100			
Organizational Effectiveness		Strongly Disagree	Disagree	Agree	Strongly Agree	Total	
I am getting a good education at this school.	n	375	649	4,382	1,760	7,166	
	%	5.2	9.1	61.2	24.6	100	
I am proud of my school.	n	1,112	1,578	3,169	1,202	7,061	
	%	15.8	22.4	44.9	17.0	100	
		F	D	C	B	A	Total
What grade would you give your school for its performance/effectiveness?	n	350	567	2,392	2,928	937	7,174
	%	4.9	7.9	33.3	40.8	13.1	100

Parents/Guardians (Total Responses = 3,932)

Academics		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
The school sets high academic standards.	n	155	310	1,869	1,564	3,898
	%	4.0	8.0	48.0	40.1	100
My child does work that prepares him/her for the next academic year.	n	135	292	1,982	1,482	3,891
	%	3.5	7.5	50.9	38.1	100
The school's academic program prepares students for college and career.	n	195	535	1,920	1,159	3,809
	%	5.1	14.1	50.4	30.4	100
The school challenges students to maximize their potential.	n	234	641	1,720	1,294	3,889
	%	6.0	16.5	44.2	33.3	100
The school provides its students with a high quality education.	n	189	428	1,819	1,449	3,885
	%	4.9	11.0	46.8	37.3	100
I am satisfied with the instruction my child receives at this school.	n	262	562	1,710	1,364	3,898
	%	6.7	14.4	43.9	35.0	100
Safety and Security		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
This school is safe and secure.	n	160	311	1,908	1,484	3,863
	%	4.1	8.1	49.4	38.4	100
Students respect each other at this school.	n	231	502	2,051	1,055	3,839
	%	6.0	13.1	53.4	27.5	100
Adults and students respect each other at this school.	n	177	376	2,044	1,243	3,840
	%	4.6	9.8	53.2	32.4	100
The school's discipline policies and procedures are fair.	n	206	332	2,034	1,256	3,828
	%	5.4	8.7	53.1	32.8	100
My child is treated fairly at this school.	n	151	258	1,939	1,505	3,853
	%	3.9	6.7	50.3	39.1	100
		No	Yes	Total		
In case of an emergency, do you know the procedures at this school?	n	1,140	2,524	3,664		
	%	31.1	68.9	100		
Communication		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
I feel welcome at my child's school.	n	195	291	1,654	1,652	3,792
	%	5.1	7.7	43.6	43.6	100
Information and results data are available and easily accessible.	n	196	603	1,815	1,151	3,765
	%	5.2	16.0	48.2	30.6	100

Parents/Guardians (Total Responses = 3,932)

Communication			Strongly Disagree	Disagree	Agree	Strongly Agree	Total
The school provides opportunities for two-way communication.	n	174	330	1,864	1,423	3,791	
	%	4.6	8.7	49.2	37.5	100	
I am satisfied with the frequency of communication about my child's progress.	n	224	644	1,700	1,224	3,792	
	%	5.9	17.0	44.8	32.3	100	
School staff return phone calls or e-mails in a timely manner.	n	171	323	1,689	1,590	3,773	
	%	4.5	8.6	44.8	42.1	100	
I know how to get school information when I need it.	n	129	325	1,866	1,467	3,787	
	%	3.4	8.6	49.3	38.7	100	
I am satisfied with the quality of information about my child's academic and social progress.	n	212	625	1,748	1,204	3,789	
	%	5.6	16.5	46.1	31.8	100	
Communication to and from my child's school is easy to understand.	n	155	282	1,894	1,457	3,788	
	%	4.1	7.4	50.0	38.5	100	
Communication to and from the school system is open, clear, and timely.	n	232	496	1,758	1,296	3,782	
	%	6.1	13.1	46.5	34.3	100	
		No	Yes	Total			
Do you have Internet access where you live?	n	68	3,648	3,716			
	%	1.8	98.2	100			
Organizational Effectiveness			Strongly Disagree	Disagree	Agree	Strongly Agree	Total
I am satisfied with the ability of the teachers to meet the needs of my child.	n	196	471	1,755	1,316	3,738	
	%	5.2	12.6	47.0	35.2	100	
I am satisfied with the principal's leadership at my child's school.	n	321	397	1,603	1,402	3,723	
	%	8.6	10.7	43.1	37.7	100	
I am satisfied with school improvement planning at my child's school.	n	294	586	1,825	873	3,578	
	%	8.2	16.4	51.0	24.4	100	
I am satisfied with the superintendent's leadership and vision.	n	625	807	1,594	630	3,656	
	%	17.1	22.1	43.6	17.2	100	
Community members, parents, teachers, and school leaders work together to solve school-based challenges.	n	382	682	1,747	847	3,658	
	%	10.4	18.6	47.8	23.2	100	

Parents/Guardians (Total Responses = 3,932)

Organizational Effectiveness		Definitely Not	Probably Not	Probably Yes	Definitely Yes	Total	
Would you recommend this school to other parents?	n	222	349	1,237	1,929	3,737	
	%	5.9	9.3	33.1	51.6	100	
		F	D	C	B	A	Total
What grade would you give this school for its performance/effectiveness?	n	137	192	520	1,351	1,551	3,751
	%	3.7	5.1	13.9	36.0	41.4	100
What grade would you give BCPS for its performance/effectiveness?	n	277	454	1,040	1,433	526	3,730
	%	7.4	12.2	27.9	38.4	14.1	100

Community Members (Total Responses = 303)

Academics		Strongly Disagree	Disagree	Agree	Strongly Agree	Total	
BCPS sets high academic standards.	n	17	51	172	50	290	
	%	5.9	17.6	59.3	17.2	100	
BCPS challenges students to maximize their potential.	n	16	82	156	37	291	
	%	5.5	28.2	53.6	12.7	100	
BCPS' academic program prepares students for college and career.	n	23	85	147	36	291	
	%	7.9	29.2	50.5	12.4	100	
BCPS provides its students with a high quality education.	n	24	74	151	40	289	
	%	8.3	25.6	52.3	13.8	100	
Safety and Security		Strongly Disagree	Disagree	Agree	Strongly Agree	Total	
BCPS' schools are safe.	n	25	52	183	28	288	
	%	8.7	18.1	63.5	9.7	100	
BCPS' discipline policies and procedures are fair.	n	34	82	145	17	278	
	%	12.2	29.5	52.2	6.1	100	
Communication		Strongly Disagree	Disagree	Agree	Strongly Agree	Total	
Communication to and from the school system is open, clear, and timely.	n	55	81	106	24	266	
	%	20.7	30.5	39.9	9.0	100	
Information and results data are available and easily accessible.	n	33	77	131	23	264	
	%	12.5	29.2	49.6	8.7	100	
The school system provides opportunities for two-way communication.	n	60	68	122	19	269	
	%	22.3	25.3	45.4	7.1	100	
I know how to get school information when I need it.	n	31	51	156	36	274	
	%	11.3	18.6	56.9	13.1	100	
Organizational Effectiveness		Strongly Disagree	Disagree	Agree	Strongly Agree	Total	
I am satisfied with the superintendent's leadership and vision.	n	83	75	78	31	267	
	%	31.1	28.1	29.2	11.6	100	
Community members, parents, teachers, and school leaders work together to solve school-based challenges.	n	58	86	99	24	267	
	%	21.7	32.2	37.1	9.0	100	
		Definitely Not	Probably Not	Probably Yes	Definitely Yes	Total	
Would you recommend BCPS to others?	n	37	77	105	52	271	
	%	13.7	28.4	38.8	19.2	100	
		F	D	C	B	A	Total
What grade would you give BCPS for its performance/effectiveness?	n	29	63	90	71	19	272
	%	10.7	23.2	33.1	26.1	7.0	100

School-Based Staff (Total Responses = 4,747)

Academics		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
My school has high expectations for the academic performance of all students.	n	89	244	1,831	2,541	4,705
	%	1.9	5.2	38.9	54.0	100
The academic program at my school is designed to meet the needs of all students.	n	196	769	2,175	1,523	4,663
	%	4.2	16.5	46.6	32.7	100
I see how my work contributes to students' college and career readiness.	n	108	402	2,239	1,807	4,556
	%	2.4	8.8	49.1	39.7	100
Adults in my school believe that all students have the ability to achieve.	n	107	535	2,079	1,954	4,675
	%	2.3	11.4	44.5	41.8	100
Additional instructional supports from our school system are available to students who need them.	n	253	885	2,145	1,354	4,637
	%	5.5	19.1	46.3	29.2	100
I have time available during the school day to collaborate with my colleagues regarding curriculum and instructional practices.	n	798	1,329	1,702	691	4,520
	%	17.7	29.4	37.7	15.3	100
Teachers in my school regularly analyze and use student achievement data in collaboration with colleagues to adjust instructional practices.	n	183	672	2,299	1,401	4,555
	%	4.0	14.8	50.5	30.8	100
Safety and Security		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
I feel safe and secure at work.	n	140	432	2,152	1,947	4,671
	%	3.0	9.3	46.1	41.7	100
Additional behavioral supports are available from our school system for students who need them.	n	391	1,002	2,124	1,087	4,604
	%	8.5	21.8	46.1	23.6	100
Students at my school respect each other.	n	356	1,139	2,406	714	4,615
	%	7.7	24.7	52.1	15.5	100
Discipline policies and procedures are implemented consistently at my school.	n	605	1,192	1,867	925	4,589
	%	13.2	26.0	40.7	20.2	100
Adults at my school respect each other.	n	128	490	2,462	1,554	4,634
	%	2.8	10.6	53.1	33.5	100
Adults and students at my school respect each other.	n	284	877	2,360	1,117	4,638
	%	6.1	18.9	50.9	24.1	100
		No	Yes	Total		
Do you know how to respond during an emergency at work?	n	115	4,421	4,536		
	%	2.5	97.5	100		

School-Based Staff (Total Responses = 4,747)

Communication		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
My school encourages parent involvement.	n	68	247	2,242	2,009	4,566
	%	1.5	5.4	49.1	44.0	100
Information and results data are available and easily accessible.	n	127	629	2,493	1,166	4,415
	%	2.9	14.3	56.5	26.4	100
Teachers at my school communicate frequently to parents about student progress.	n	40	209	2,377	1,879	4,505
	%	0.9	4.6	52.8	41.7	100
Teachers and staff at my school have the opportunity for dialogue and planning across grades and subjects.	n	458	1,232	1,869	864	4,423
	%	10.4	27.9	42.3	19.5	100
I can talk openly with my school administrators about school-related matters.	n	352	632	1,912	1,672	4,568
	%	7.7	13.8	41.9	36.6	100
I am able to share my ideas and opinions with my school administrators.	n	338	613	1,958	1,653	4,562
	%	7.4	13.4	42.9	36.2	100
My supervisor provides performance feedback that is useful to me.	n	266	510	2,056	1,687	4,519
	%	5.9	11.3	45.5	37.3	100
Communication at my school is open, clear, and timely.	n	311	965	2,213	1,087	4,576
	%	6.8	21.1	48.4	23.8	100
		No	Yes	Total		
Do you have Internet access where you live?	n	119	4,328	4,447		
	%	2.7	97.3	100		
Organizational Effectiveness		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
I work in a positive, professional work environment.	n	199	666	2,204	1,461	4,530
	%	4.4	14.7	48.7	32.3	100
My school administration fosters a collaborative work environment.	n	259	655	2,077	1,512	4,503
	%	5.8	14.6	46.1	33.6	100
I receive the information I need to perform my job effectively.	n	213	727	2,382	1,203	4,525
	%	4.7	16.1	52.6	26.6	100
Professional development offerings are relevant to my work.	n	299	898	2,321	907	4,425
	%	6.8	20.3	52.5	20.5	100

School-Based Staff (Total Responses = 4,747)

Organizational Effectiveness		Strongly Disagree	Disagree	Agree	Strongly Agree	Total	
I have opportunities for professional growth.	n	143	437	2,612	1,262	4,454	
	%	3.2	9.8	58.6	28.3	100	
I have the tools, resources, and technology to do my job.	n	295	850	2,267	1,092	4,504	
	%	6.6	18.9	50.3	24.3	100	
Students at my school have access to instructional technology needed to succeed.	n	358	957	2,098	1,032	4,445	
	%	8.1	21.5	47.2	23.2	100	
The number of students assigned to me is manageable.	n	315	764	2,150	1,080	4,309	
	%	7.3	17.7	49.9	25.1	100	
		Definitely Not	Probably Not	Probably Yes	Definitely Yes	Total	
Would you send your child to this school or recommend this school to another parent?	n	448	920	1,573	1,539	4,480	
	%	10.0	20.5	35.1	34.4	100	
Would you recommend this school to a friend seeking employment?	n	283	659	1,665	1,868	4,475	
	%	6.3	14.7	37.2	41.7	100	
		F	D	C	B	A	Total
What grade would you give your school for its performance/effectiveness?	n	70	314	1,014	1,809	1,324	4,531
	%	1.5	6.9	22.4	39.9	29.2	100
What grade would you give BCPS for its performance/effectiveness?	n	239	729	1,678	1,509	350	4,505
	%	5.3	16.2	37.3	33.5	7.8	100

School-Based Administrators (Total Responses = 351)

Academics		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
BCPS has high expectations for the academic performance of all students.	n	32	7	120	190	349
	%	9.2	2.0	34.4	54.4	100
The academic program in our school system is designed to meet the needs of all students.	n	39	72	176	61	348
	%	11.2	20.7	50.6	17.5	100
I see how my work contributes to students' college and career readiness.	n	31	9	151	156	347
	%	8.9	2.6	43.5	45.0	100
Adults in our school system believe that all students have the ability to achieve.	n	32	54	187	72	345
	%	9.3	15.7	54.2	20.9	100
Additional instructional supports from our school system are available to students who need them.	n	42	72	189	42	345
	%	12.2	20.9	54.8	12.2	100
I have time available during the school day to collaborate with my colleagues regarding curriculum and instructional practices.	n	50	98	152	46	346
	%	14.5	28.3	43.9	13.3	100
Teachers in my school regularly analyze and use student achievement data in collaboration with colleagues to adjust instructional practices.	n	31	39	164	111	345
	%	9.0	11.3	47.5	32.2	100
Safety and Security		Strongly Disagree	Disagree	Agree	Strongly Disagree	Total
I feel safe and secure at work.	n	27	8	127	184	346
	%	7.8	2.3	36.7	53.2	100
Additional behavioral supports are available from our school system for students who need them.	n	46	88	153	57	344
	%	13.4	25.6	44.5	16.6	100
Students at my school respect each other.	n	30	24	200	91	345
	%	8.7	7.0	58.0	26.4	100
Discipline policies and procedures are implemented consistently at my school.	n	28	22	142	152	344
	%	8.1	6.4	41.3	44.2	100
Adults at my school respect each other.	n	25	17	186	114	342
	%	7.3	5.0	54.4	33.3	100
		No	Yes	Total		
Do you know how to respond during an emergency at work?	n	29	300	329		
	%	8.8	91.2	100		

School-Based Administrators (Total Responses = 351)

Communication		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
BCPS encourages parent involvement.	n	23	13	163	144	343
	%	6.7	3.8	47.5	42.0	100
Information and results data are available and easily accessible.	n	28	54	177	83	342
	%	8.2	15.8	51.8	24.3	100
Teachers at my school communicate frequently to parents about student progress.	n	26	18	169	129	342
	%	7.6	5.3	49.4	37.7	100
Teachers and staff at my school have the opportunity for dialogue and planning across grades and subjects.	n	25	36	174	105	340
	%	7.4	10.6	51.2	30.9	100
I can talk openly with the assistant superintendents about school-related matters.	n	34	35	146	127	342
	%	9.9	10.2	42.7	37.1	100
I am able to share my ideas and opinions with school system administrators.	n	31	36	152	122	341
	%	9.1	10.6	44.6	35.8	100
Assistant superintendents provide performance feedback that is useful to me.	n	34	43	140	120	337
	%	10.1	12.8	41.5	35.6	100
Communication in our system is open, clear, and timely.	n	40	76	155	72	343
	%	11.7	22.2	45.2	21.0	100
		No	Yes	Total		
Do you have Internet access where you live?	n	21	308	329		
	%	6.4	93.6	100		
Organizational Effectiveness		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
I work in a positive, professional work environment.	n	24	14	157	143	338
	%	7.1	4.1	46.5	42.3	100
My assistant superintendent fosters a collaborative work environment.	n	32	16	141	145	334
	%	9.6	4.8	42.2	43.4	100
I receive the information I need to perform my job effectively.	n	26	35	192	83	336
	%	7.7	10.4	57.1	24.7	100
Professional development offerings are relevant to my work.	n	28	50	167	93	338
	%	8.3	14.8	49.4	27.5	100
I have opportunities for professional growth.	n	30	21	177	111	339
	%	8.9	6.2	52.2	32.7	100

School-Based Administrators (Total Responses = 351)

Organizational Effectiveness			Strongly Disagree	Disagree	Agree	Strongly Agree	Total	
I have the tools, resources, and technology to do my job.	n		27	37	169	103	336	
	%		8.0	11.0	50.3	30.7	100	
My school has access to instructional technology needed for students to succeed.	n		34	77	147	80	338	
	%		10.1	22.8	43.5	23.7	100	
			Definitely Not	Probably Not	Probably Yes	Definitely Yes	Total	
Would you send your child to a school in our system or recommend schools in this system to another parent?	n		30	19	99	188	336	
	%		8.9	5.7	29.5	56.0	100	
Would you recommend our school system to a friend seeking employment?	n		31	26	99	179	335	
	%		9.3	7.8	29.6	53.4	100	
			F	D	C	B	A	Total
What grade would you give BCPS for its performance/effectiveness?	n		25	26	81	155	52	339
	%		7.4	7.7	23.9	45.7	15.3	100

Central Office Staff (Total Responses = 614)

Academics		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
BCPS has high expectations for the academic performance of all students.	n	12	38	277	267	594
	%	2.0	6.4	46.6	45.0	100
The academic program in our school system is designed to meet the needs of all students.	n	24	129	302	123	578
	%	4.2	22.3	52.3	21.3	100
I see how the work of my department contributes to students' college and career readiness.	n	13	41	269	255	578
	%	2.3	7.1	46.5	44.1	100
Safety and Security		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
I feel safe and secure at work.	n	25	46	263	258	592
	%	4.2	7.8	44.4	43.6	100
Individuals in this department respect each other.	n	40	102	239	211	592
	%	6.8	17.2	40.4	35.6	100
		No	Yes	Total		
Do you know how to respond during an emergency at work?	n	56	527	583		
	%	9.6	90.4	100		
Communication		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
Information and results data are available and easily accessible	n	40	118	284	114	556
	%	7.2	21.2	51.1	20.5	100
I can talk openly with my supervisor(s) about work-related matters.	n	49	51	191	291	582
	%	8.4	8.8	32.8	50.0	100
I am able to share my ideas and opinions with department leadership.	n	48	74	216	242	580
	%	8.3	12.8	37.2	41.7	100
My supervisor provides performance feedback that is useful to me.	n	52	80	235	209	576
	%	9.0	13.9	40.8	36.3	100
Communication in my department is open, clear, and timely.	n	66	137	217	159	579
	%	11.4	23.7	37.5	27.5	100
		No	Yes	Total		
Do you have Internet access where you live?	n	15	532	547		
	%	2.7	97.3	100		

Central Office Staff (Total Responses = 614)

Organizational Effectiveness		Strongly Disagree	Disagree	Agree	Strongly Agree	Total	
I work in a positive, professional work environment	n	42	83	254	188	567	
	%	7.4	14.6	44.8	33.2	100	
I receive the information I need to perform my job effectively.	n	37	89	285	153	564	
	%	6.6	15.8	50.5	27.1	100	
Professional development offerings are relevant to my work.	n	48	128	276	105	557	
	%	8.6	23.0	49.6	18.9	100	
I have opportunities for professional growth.	n	59	89	279	130	557	
	%	10.6	16.0	50.1	23.3	100	
I have the tools, resources, and technology to do my job.	n	33	62	308	166	569	
	%	5.8	10.9	54.1	29.2	100	
The workload expected of me is manageable.	n	40	116	302	108	566	
	%	7.1	20.5	53.4	19.1	100	
My supervisor fosters a collaborative work environment.	n	47	59	217	237	560	
	%	8.4	10.5	38.8	42.3	100	
		Definitely Not	Probably Not	Probably Yes	Definitely Yes	Total	
Would you recommend your department to a friend seeking employment?	n	41	82	224	219	566	
	%	7.2	14.5	39.6	38.7	100	
		F	D	C	B	A	Total
What grade would you give your office for its performance/effectiveness?	n	25	28	110	213	193	569
	%	4.4	4.9	19.3	37.4	33.9	100
What grade would you give BCPS for its performance/effectiveness?	n	21	33	157	272	81	564
	%	3.7	5.9	27.8	48.2	14.4	100