

Educational Effectiveness Survey™



9 Characteristics of High Performing Schools

Staff edition

V11

South Whidbey Middle School

South Whidbey School District

May 2021

N=13



Better Data. Better Decisions. Better Schools.



The Center for Educational Effectiveness

The Center for Educational Effectiveness (CEE) is a service, consulting, and research organization dedicated to the mission of partnering with K-12 schools to improve student learning.

NOTICE

The Center for Educational Effectiveness, Inc. (CEE) makes substantial effort to ensure the accurate scoring, analysis, and reporting of the results of the Educational Effectiveness Survey. However, CEE makes no warranty of any kind with regard to this material, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose. CEE shall not be liable for errors contained herein or for incidental or consequential damages in connection with the furnishing, performance, or use of this material.

No part of these materials may be copied, reproduced, republished, posted, modified, edited, transmitted, distributed, or used to create derivative works in any form or by any means without the prior written consent of Center for Educational Effectiveness, Inc. These materials are copyright protected under U.S. and international copyright laws and treaties. Violation of these laws will lead to prosecution.

Trademark notice: Center for Educational Effectiveness™ and affiliated logo, Better Data. Better Decisions. Better Schools.™ and affiliated logo, Educational Effectiveness Survey™, EES-Leadership 360™ are all trademarks of Center for Educational Effectiveness, Inc. All other trademarks cited here are the property of their respective owners.

Published by:

Center for Educational Effectiveness, Inc.

© 2003-2020 Center for Educational Effectiveness, Inc. All Rights Reserved.

Printed in the U.S.A.

Contact Information:

Phone: 425-283-0384

Fax: 425-947-0066

info@effectiveness.org

www.effectiveness.org



Better Data. Better Decisions. Better Schools.

Introduction

EES Staff Survey Research Framework

The Center for Educational Effectiveness brings together leading research to create the Educational Effectiveness Survey™ (EES)—a formative and diagnostic tool designed to stimulate and inform conversations for improvement within your organization. The research framework includes:

- Effective organizations
- Organizational trust
- Culturally responsive teaching
- District support for improvement
- Attributes of effective instructional practice

This report contains results from the survey you recently administered.

Survey Question Structure

Staff are asked to identify their position when they begin the survey. Instructional staff are shown all questions in the survey while non-instructional staff are shown a subset that omits instructional practice questions. This allows for deeper analysis of the survey data.

Readiness for Change

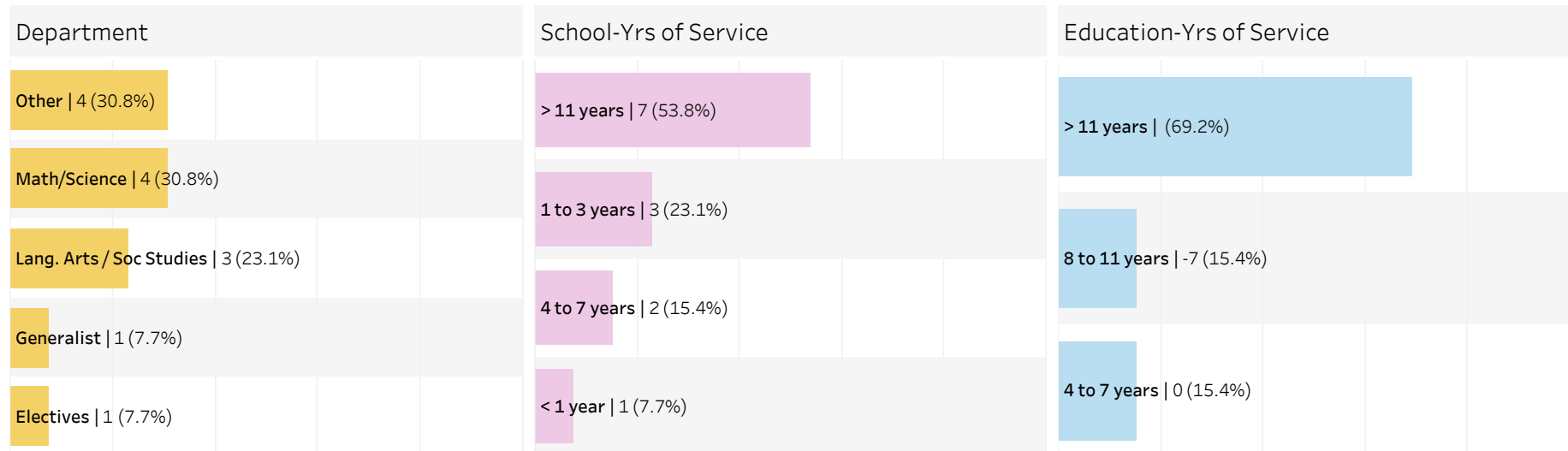
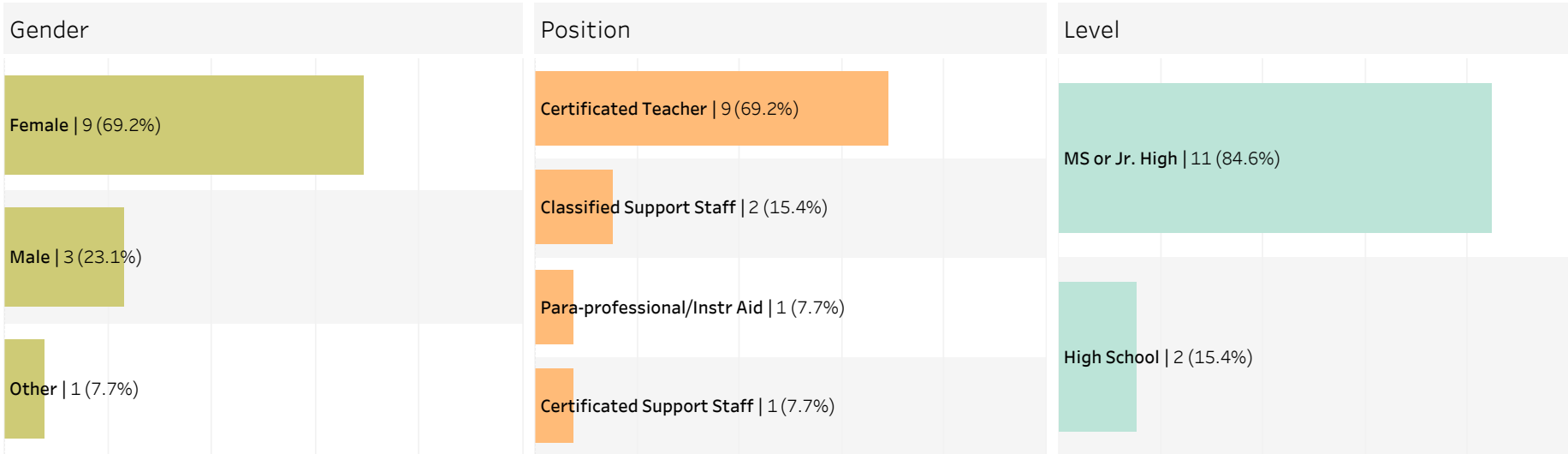
This is the starting point for interpreting your EES Staff data. CEE’s research into staff survey responses has shown these items or attributes to be foundational to organizational change. This section, with your unique charted data, is the first section in the report.

9 Characteristics of High-Performing Schools

While there is no single solution for all schools, research on effective schools identified common characteristics of high-performing schools. Successful schools engaged in improvement activities focus on these characteristics to create and improve the system(s) that ultimately increase student learning and achievement.



Demographics



Survey Engagement—Lowest Response Rate

All Staff N=13	
A diverse representation of parents and community members are involved in school decision-making	77%
A proportional amount of students of color, low income and students with disabilities are included in the ..	77%
I am aware that I have implicit biases	77%
I consider my students' background when designing lessons	77%
Instructional practices incorporate the interests and strengths of the home cultures of the school's stud..	77%
Learning opportunities include enrichment experiences for all students	77%
My colleagues are aware they have implicit biases	77%
Our school has specific goals around reducing disproportionalities	77%
Our school responds to disproportionality data to improve equity	77%
Our school uses non-exclusionary approaches to discipline (alternatives to suspension and expulsion)	77%
Our teachers engage in professional development activities to learn about equity	77%
School leaders demonstrate ownership of the collective vision for equity	77%
Supports are provided allowing all students to access more rigorous courses and content	77%
Teachers plan lessons utilizing a racial equity lens in order to engage historically underserved students	77%
The books and materials used in classrooms include positive representations of race, gender, and other ..	77%
The school partners with diverse community assets	77%
The school's curriculum supports cultural proficiency by including the contributions of different racial an..	77%
This school creates multiple cultural experiences between students and the community	77%
This school has a welcoming environment that embraces the diversity of:	77%
This school includes students when addressing all forms of bias	77%
This school provides curriculum that is relevant and meaningful	77%

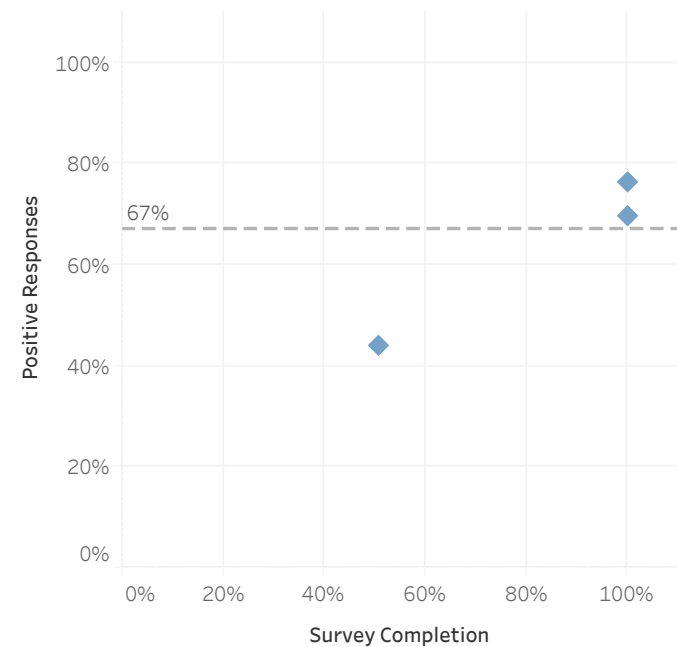
Instructional Staff N=11	
A diverse representation of parents and community members are involved in school decision-making	82%
A proportional amount of students of color, low income and students with disabilities are included in the ..	82%
I am aware that I have implicit biases	82%
I consider my students' background when designing lessons	82%
Instructional practices incorporate the interests and strengths of the home cultures of the school's stud..	82%
Learning opportunities include enrichment experiences for all students	82%
My colleagues are aware they have implicit biases	82%
Our school has specific goals around reducing disproportionalities	82%
Our school responds to disproportionality data to improve equity	82%
Our school uses non-exclusionary approaches to discipline (alternatives to suspension and expulsion)	82%
Our teachers engage in professional development activities to learn about equity	82%
School leaders demonstrate ownership of the collective vision for equity	82%
Supports are provided allowing all students to access more rigorous courses and content	82%
Teachers plan lessons utilizing a racial equity lens in order to engage historically underserved students	82%
The books and materials used in classrooms include positive representations of race, gender, and other ..	82%
The school partners with diverse community assets	82%
The school's curriculum supports cultural proficiency by including the contributions of different racial an..	82%
This school creates multiple cultural experiences between students and the community	82%
This school has a welcoming environment that embraces the diversity of:	82%
This school includes students when addressing all forms of bias	82%
This school provides curriculum that is relevant and meaningful	82%

Measuring Survey Engagement

The questions on the left have the lowest response rates. The number of questions each respondent was shown will vary depending on the position they indicated at the beginning of the survey.

Instructional staff are shown all questions in the survey while non-instructional staff are shown a subset that omits questions not pertinent to their job assignment. The percentage answered for each question is calculated with an N count depending on whether it was a question answered by All Staff or Instructional Staff only.

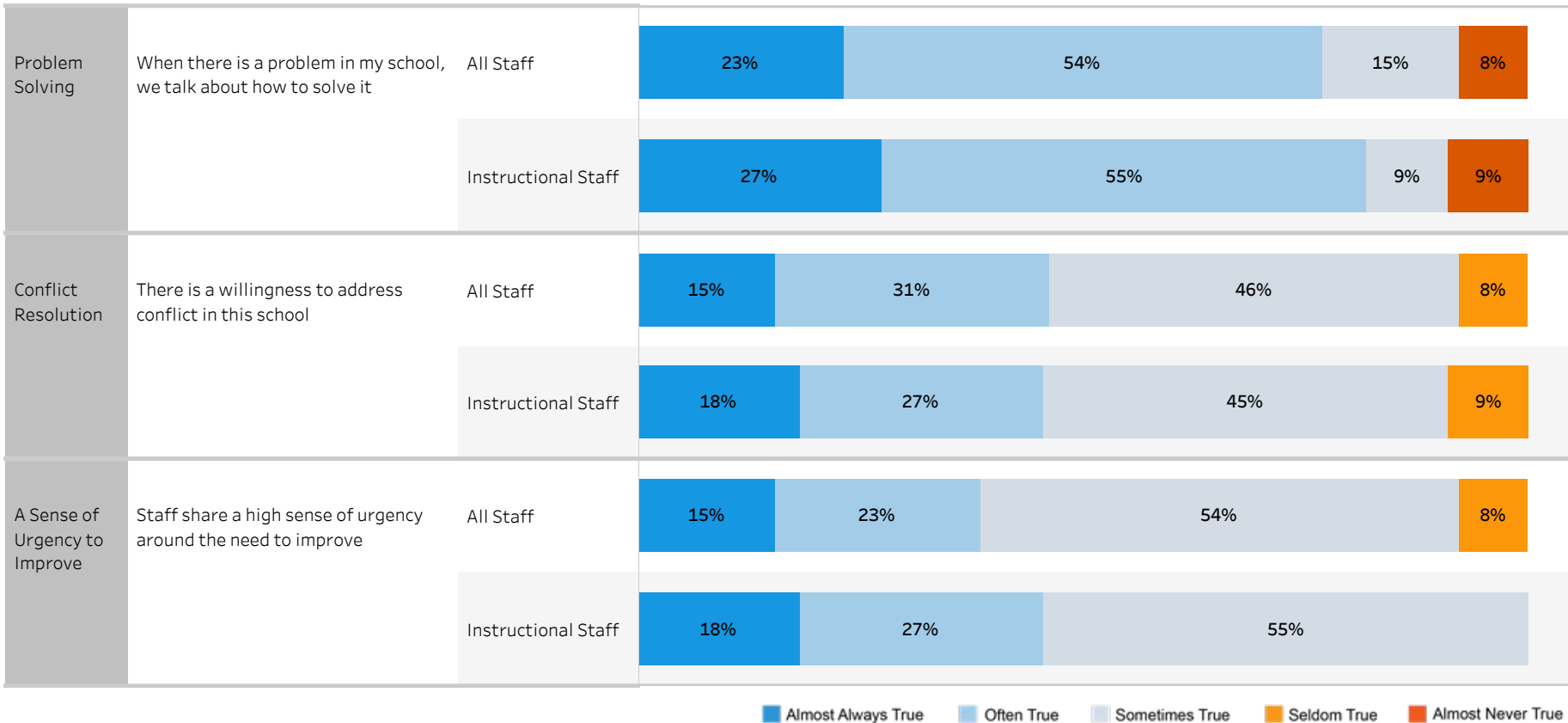
The scatterplot below displays each survey respondent, the percent of total questions they answered, and the average percent positive.



Readiness for Change

The charts below are data about your school staff, who must define, embrace, implement, and sustain change. If your staff believes there is a weakness in the problem-solving ability or in the ability to resolve conflict within this building, or does not see the urgency to improve, you must address those issues to successfully navigate and sustain change. The data contained within the EES will allow conversations about those and other issues to begin by using “the staff voice.”

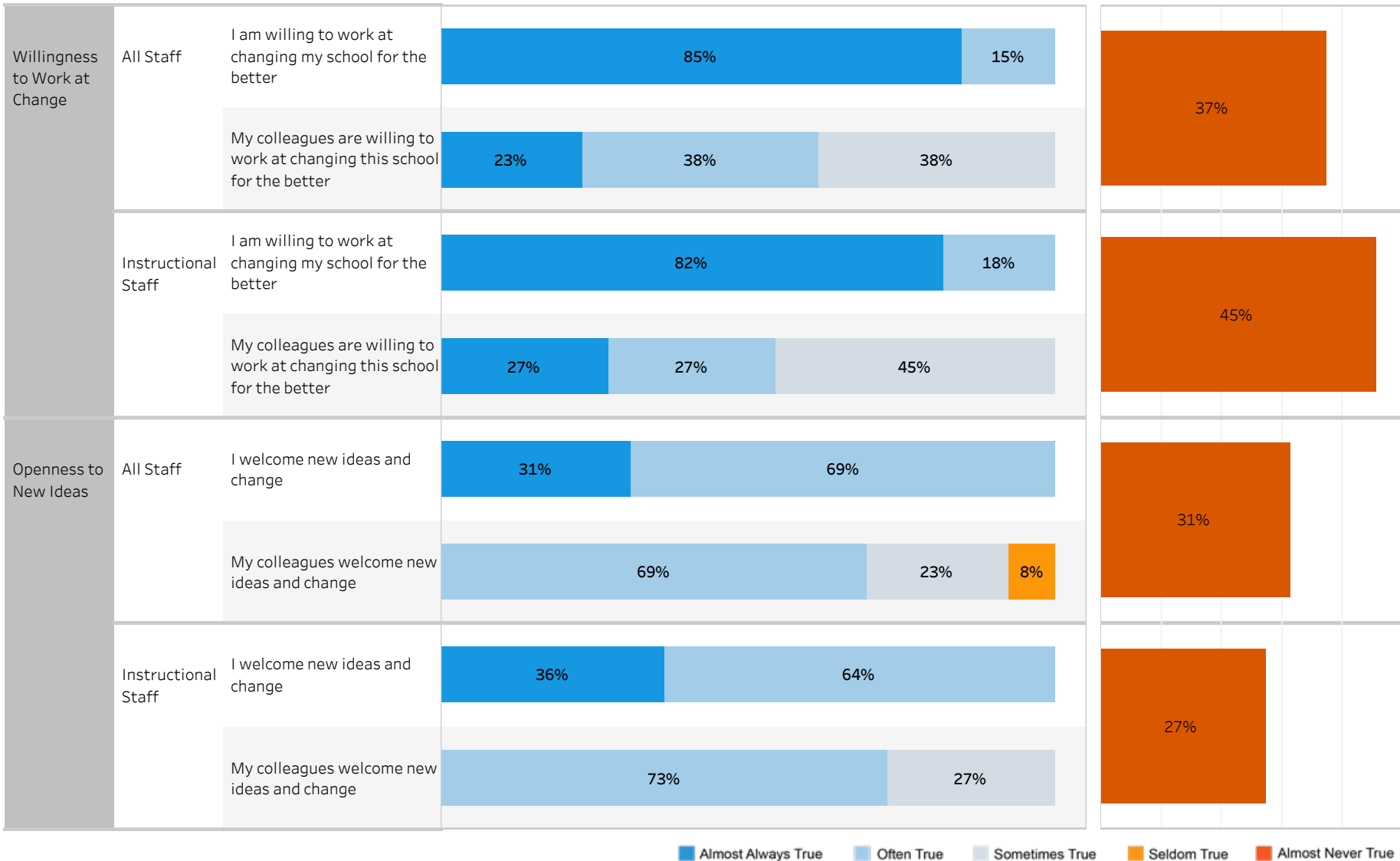
You will find these data and the rest of the “readiness for change” data in the following report section.



Readiness for Change—I vs. They Perspectives

Gaps over 20% in elementary and over 25% in secondary should be investigated. Why do staff see different attitudes in their colleagues?

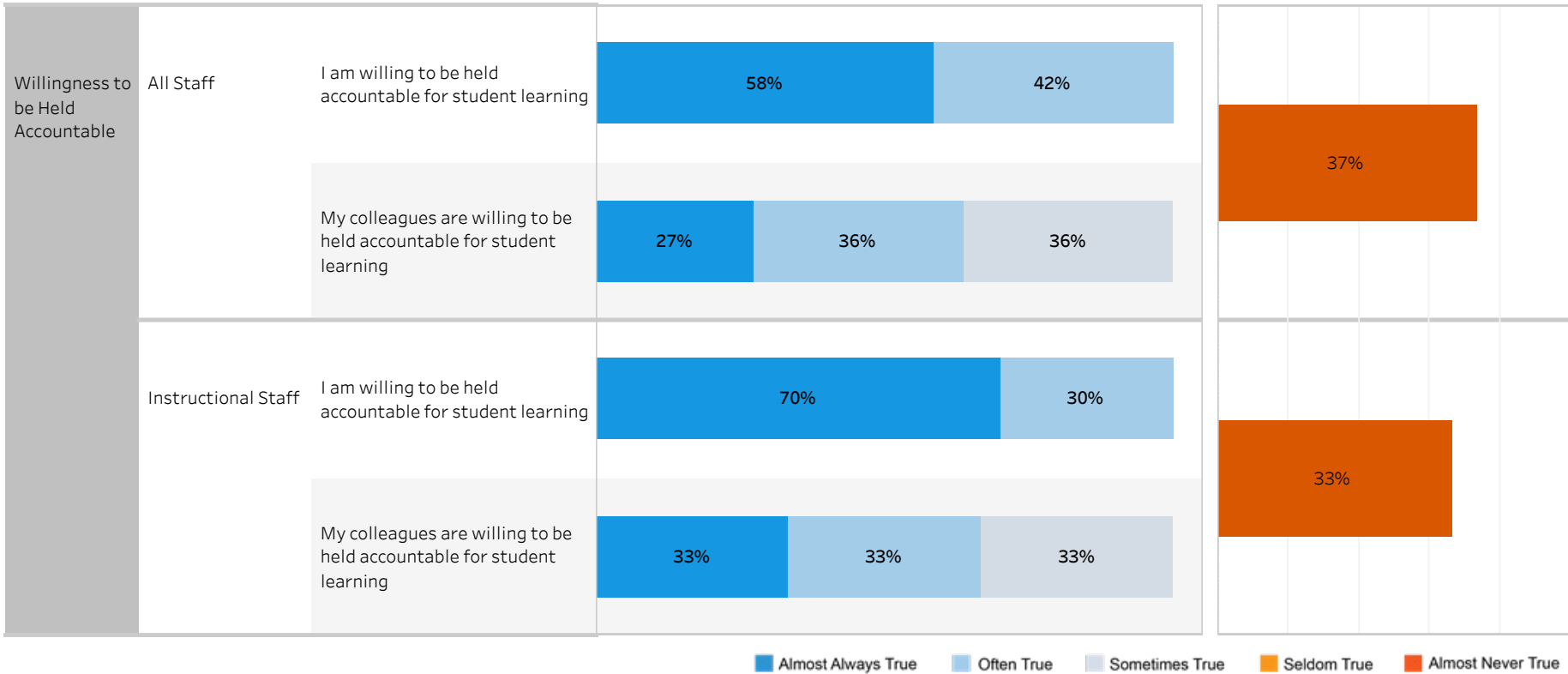
How large is the Gap between I vs. They?



Readiness for Change—I vs. They Perspectives

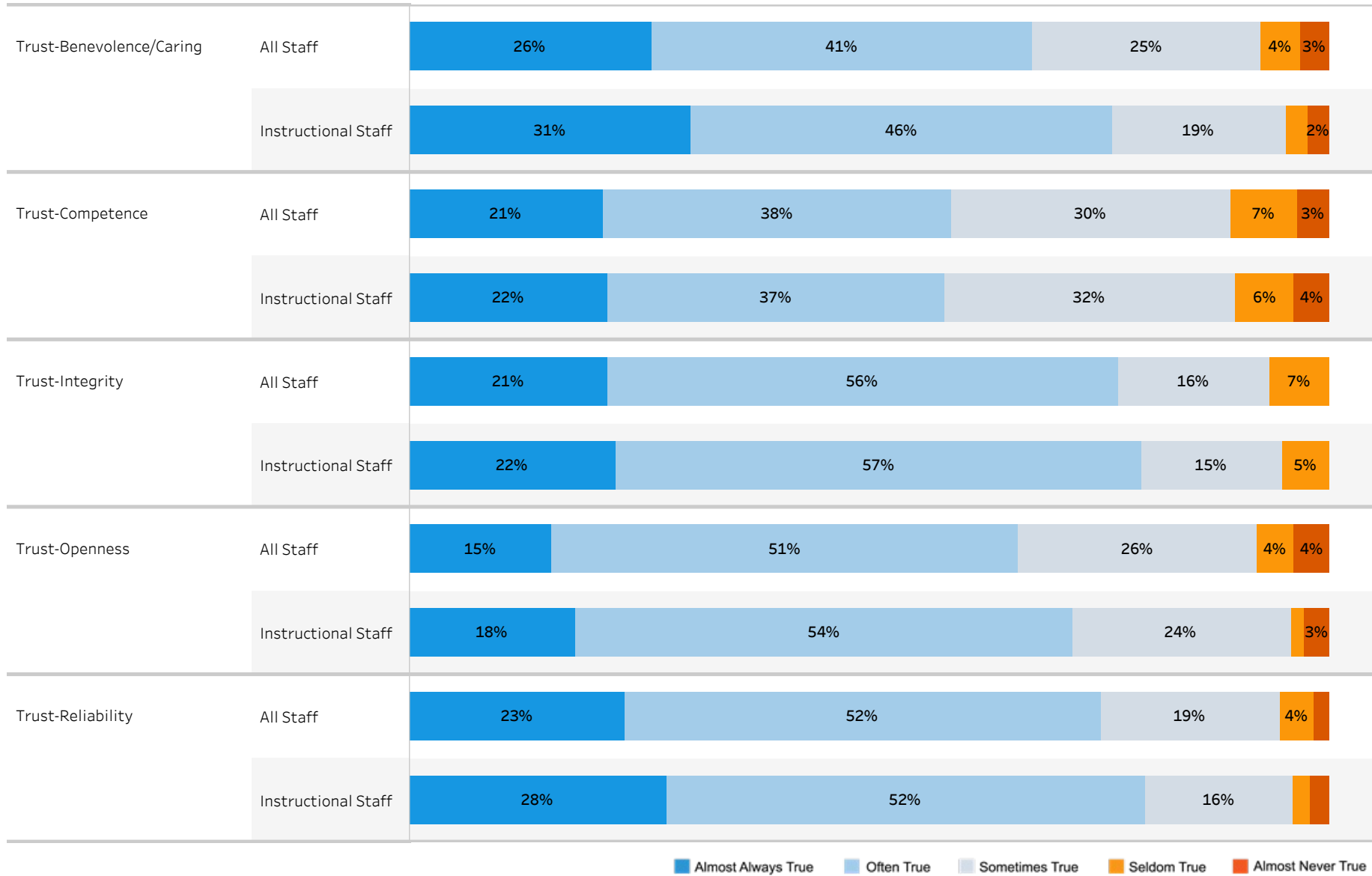
Gaps over 20% in elementary and over 25% in secondary should be investigated. Why do staff see different attitudes in their colleagues?

How large is the Gap between I vs. They?



Organizational Trust

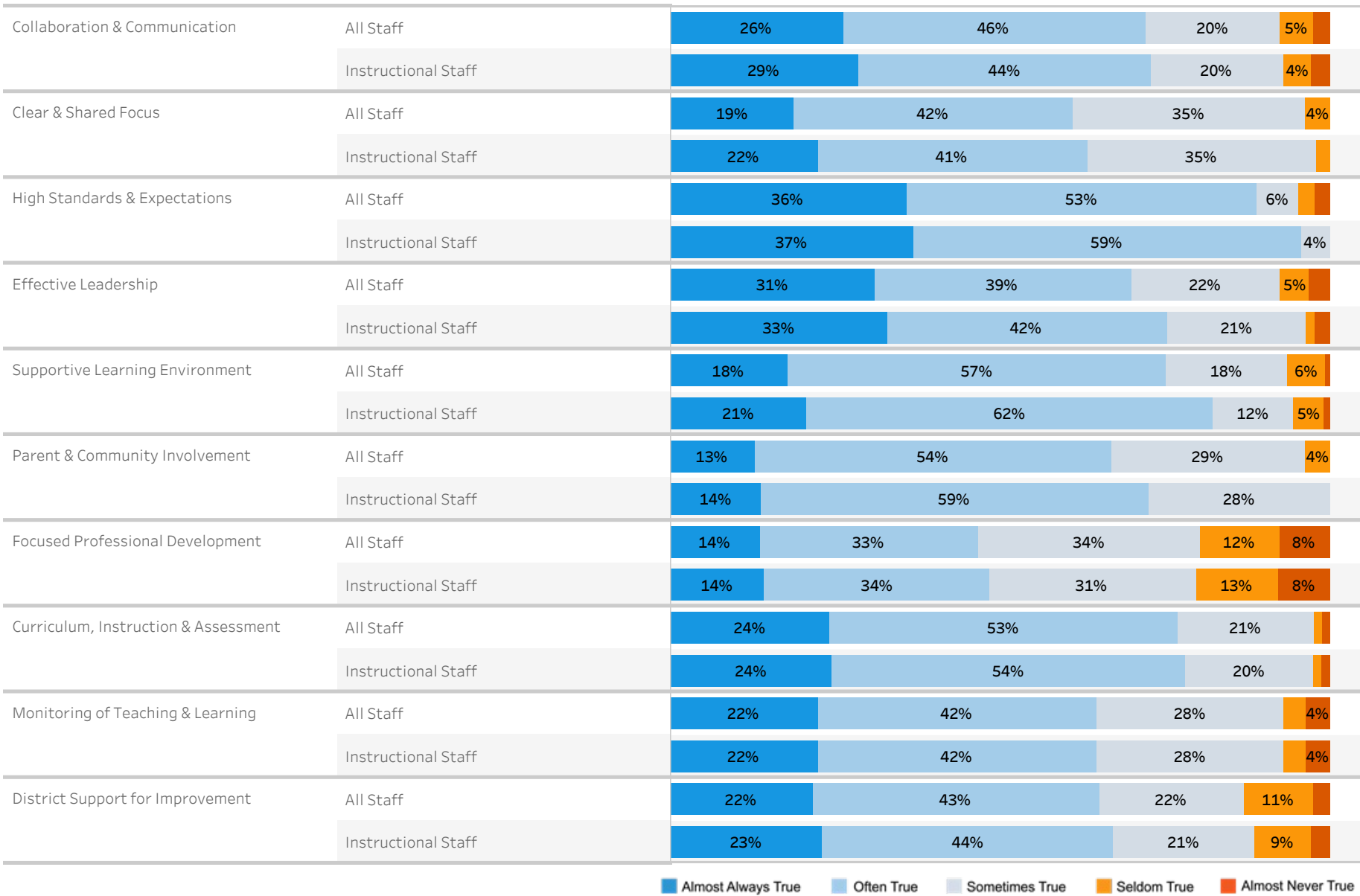
South Whidbey Middle School



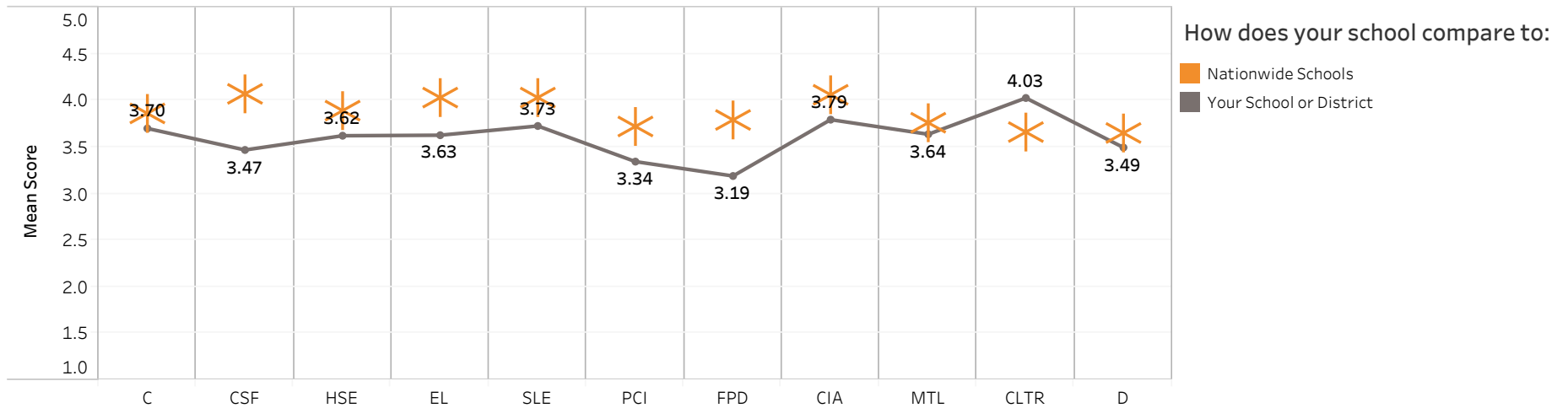
■ Almost Always True
 ■ Often True
 ■ Sometimes True
 ■ Seldom True
 ■ Almost Never True

9 Characteristics of High-Performing Schools

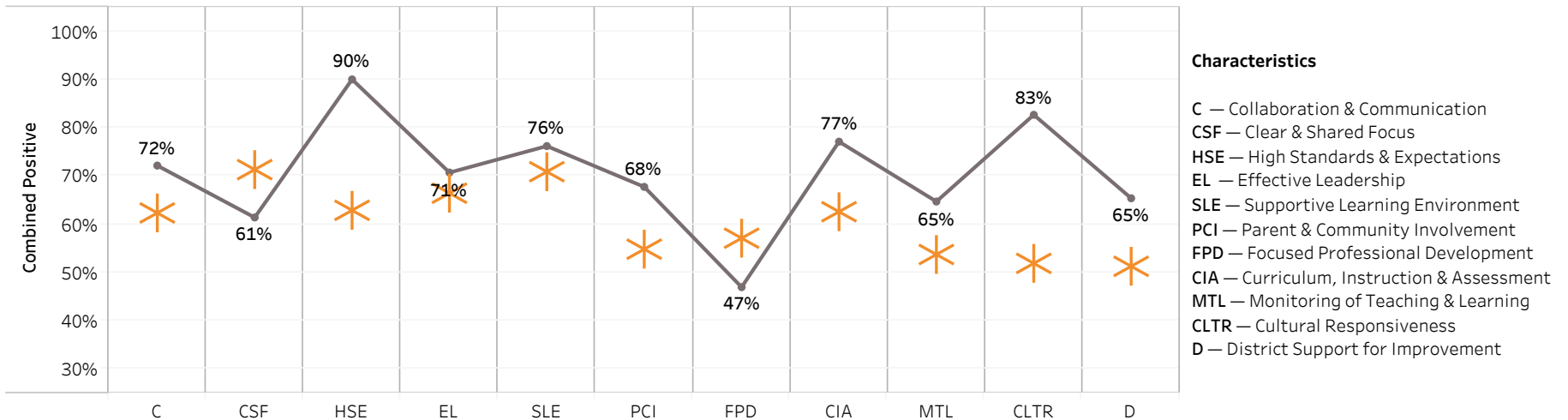
South Whidbey Middle School



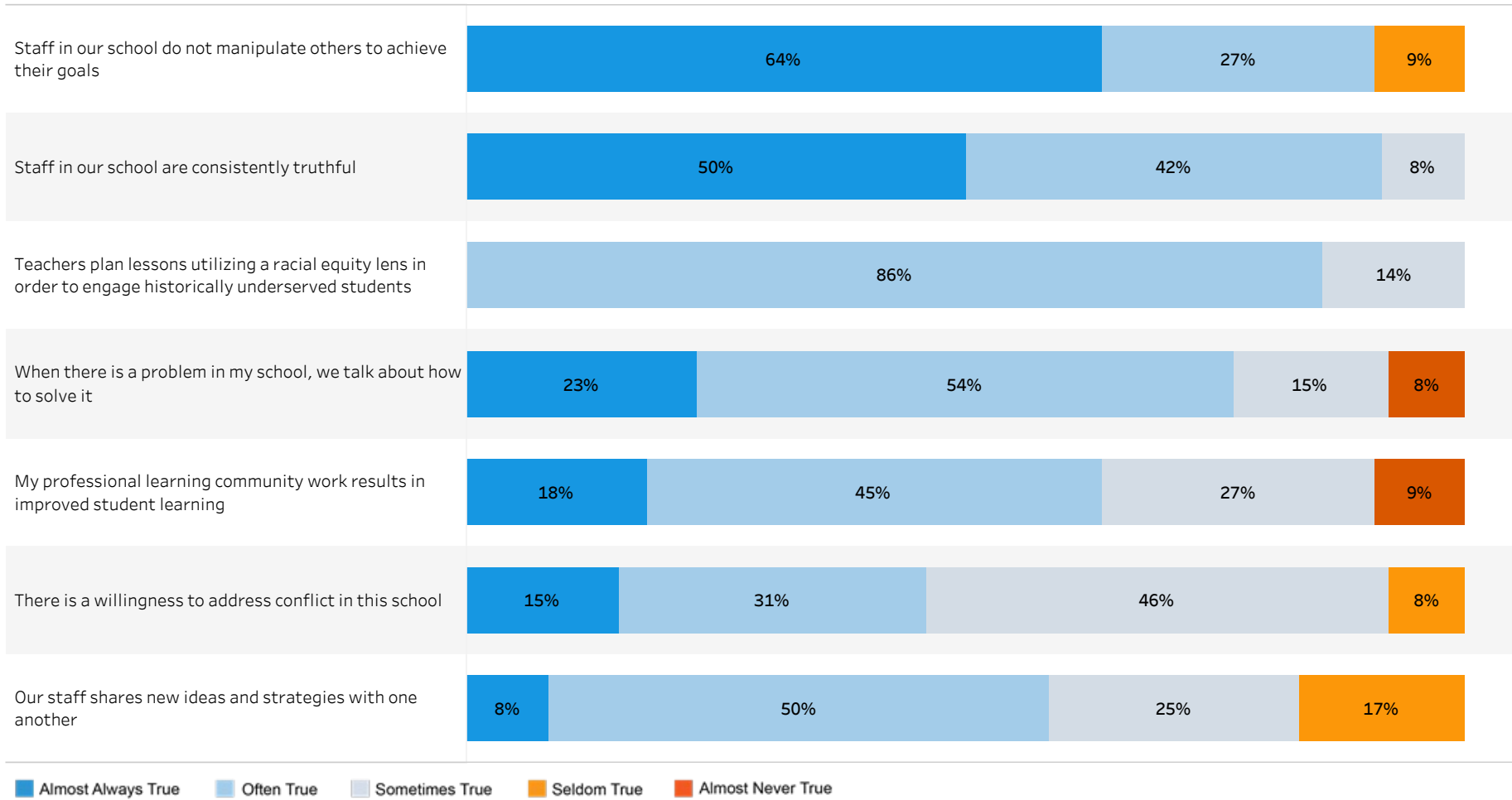
Comparison - Mean Scores



Comparison - Percent Positive

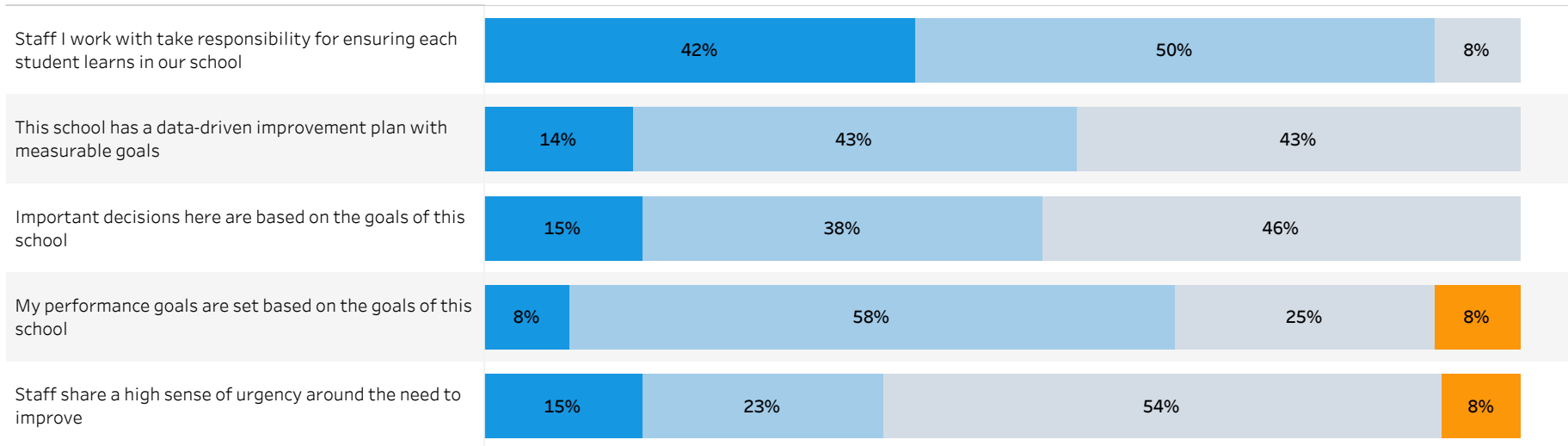


High Levels of Collaboration and Communication

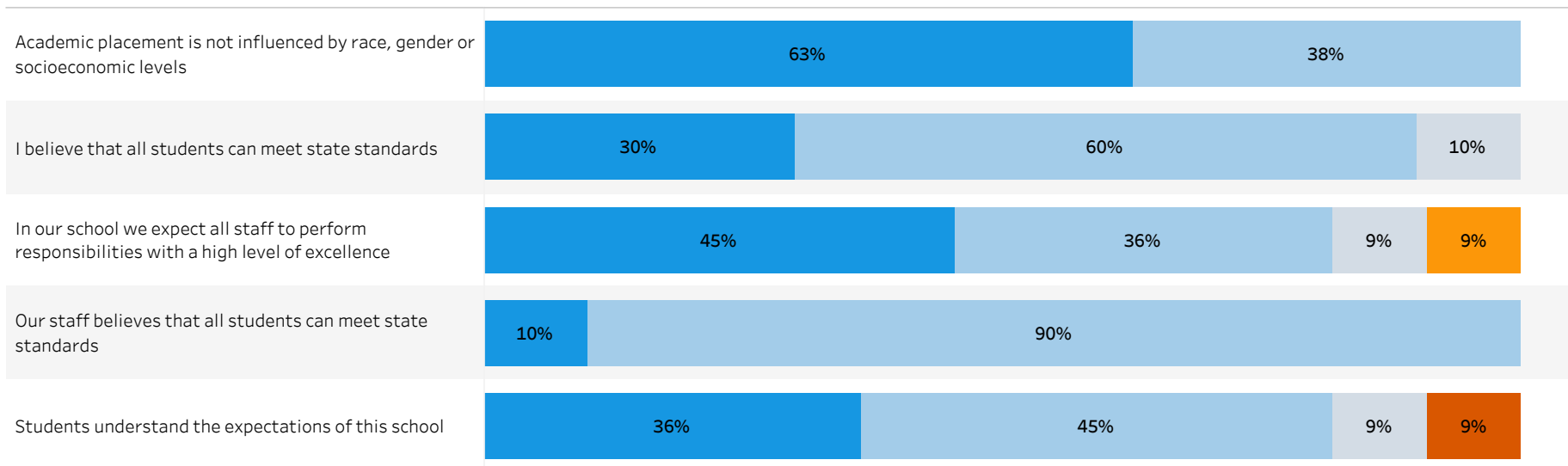


Clear and Shared Focus

South Whidbey Middle School

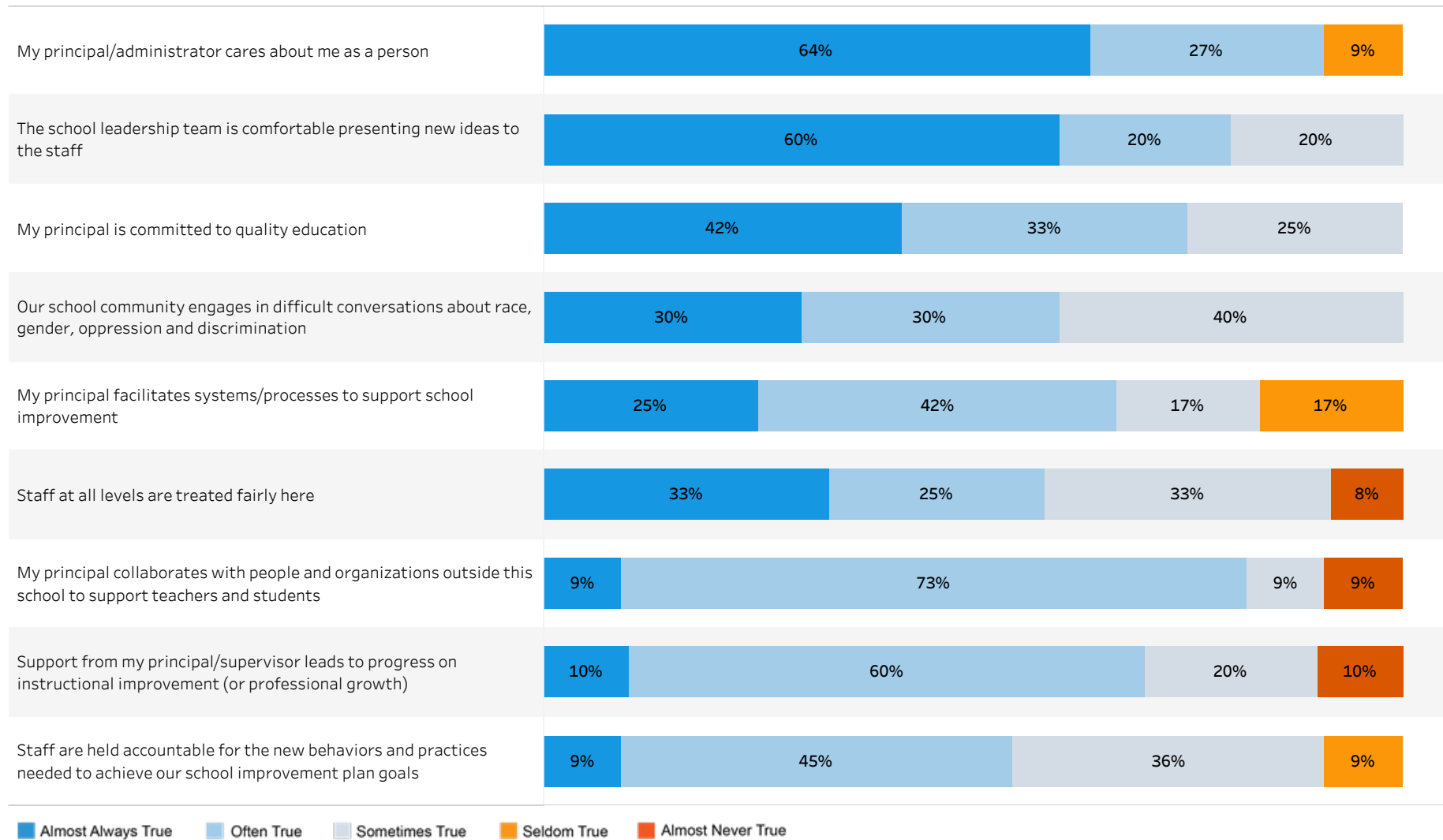


High Standards and Expectations

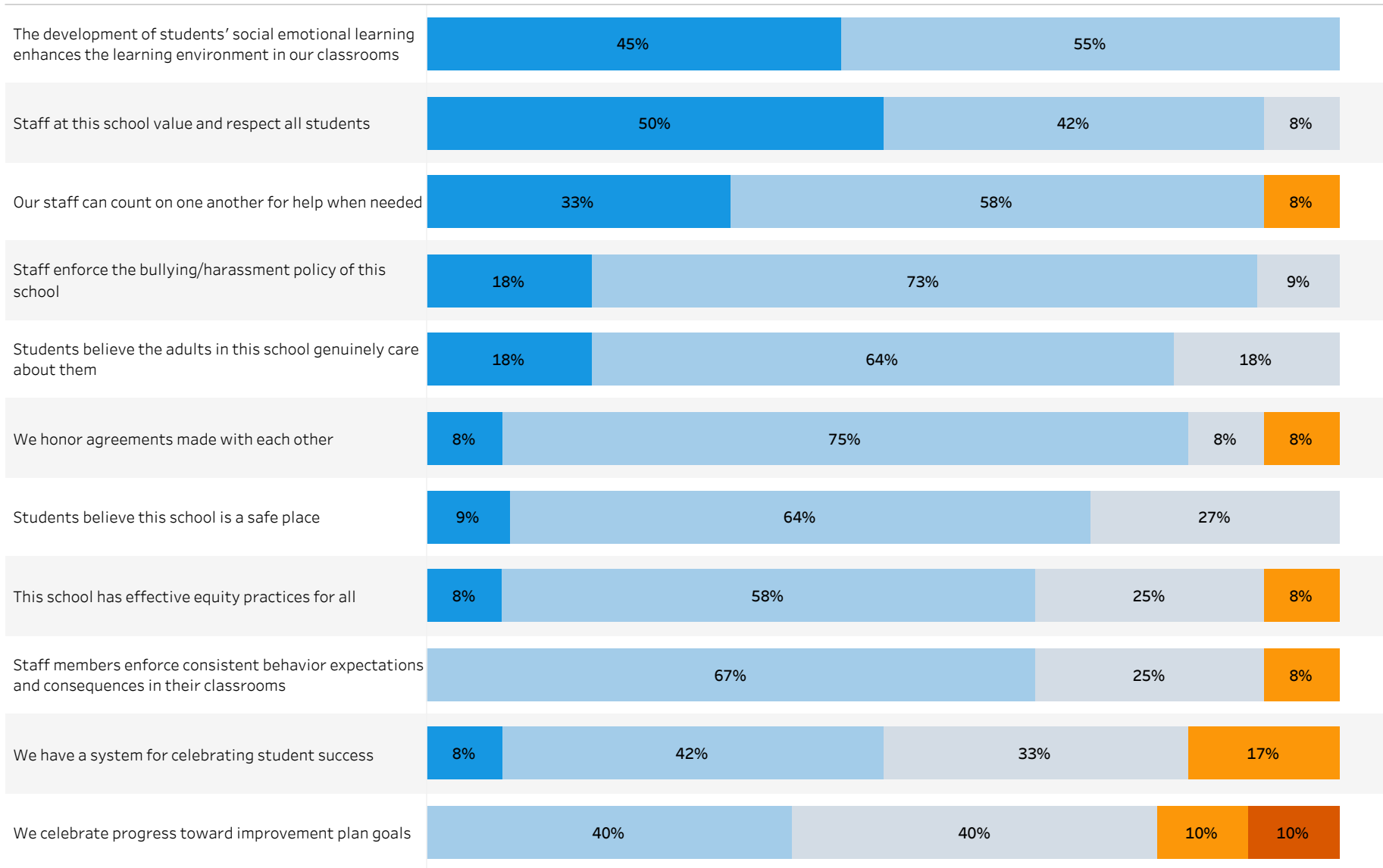


■ Almost Always True
 ■ Often True
 ■ Sometimes True
 ■ Seldom True
 ■ Almost Never True

Effective Leadership



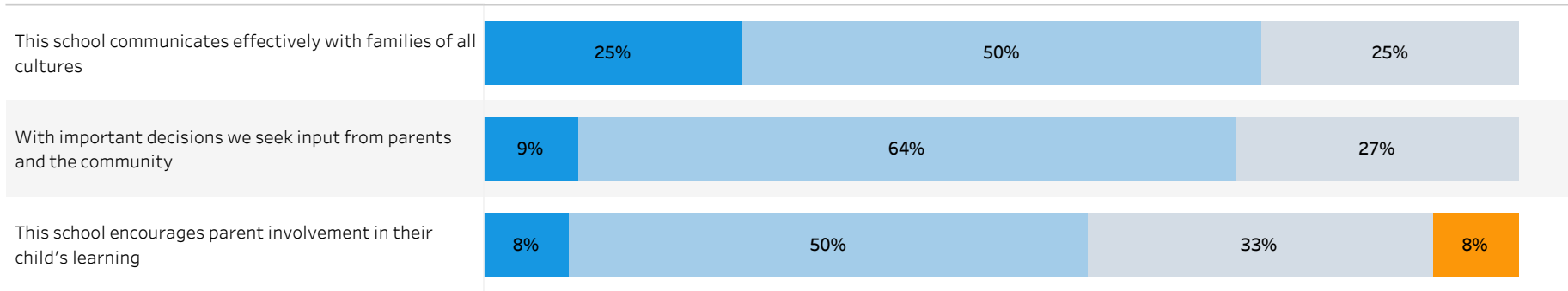
Supportive Learning Environment



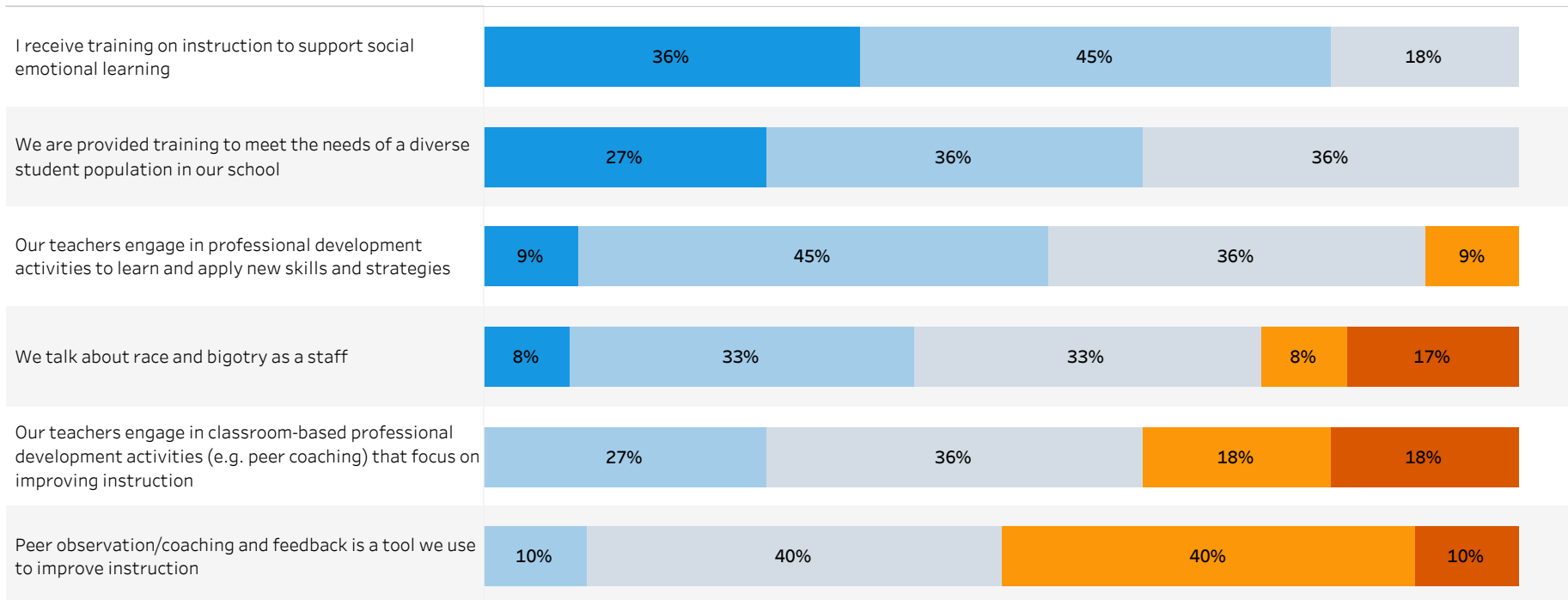
■ Almost Always True
 ■ Often True
 ■ Sometimes True
 ■ Seldom True
 ■ Almost Never True

Parent and Community Involvement

South Whidbey Middle School

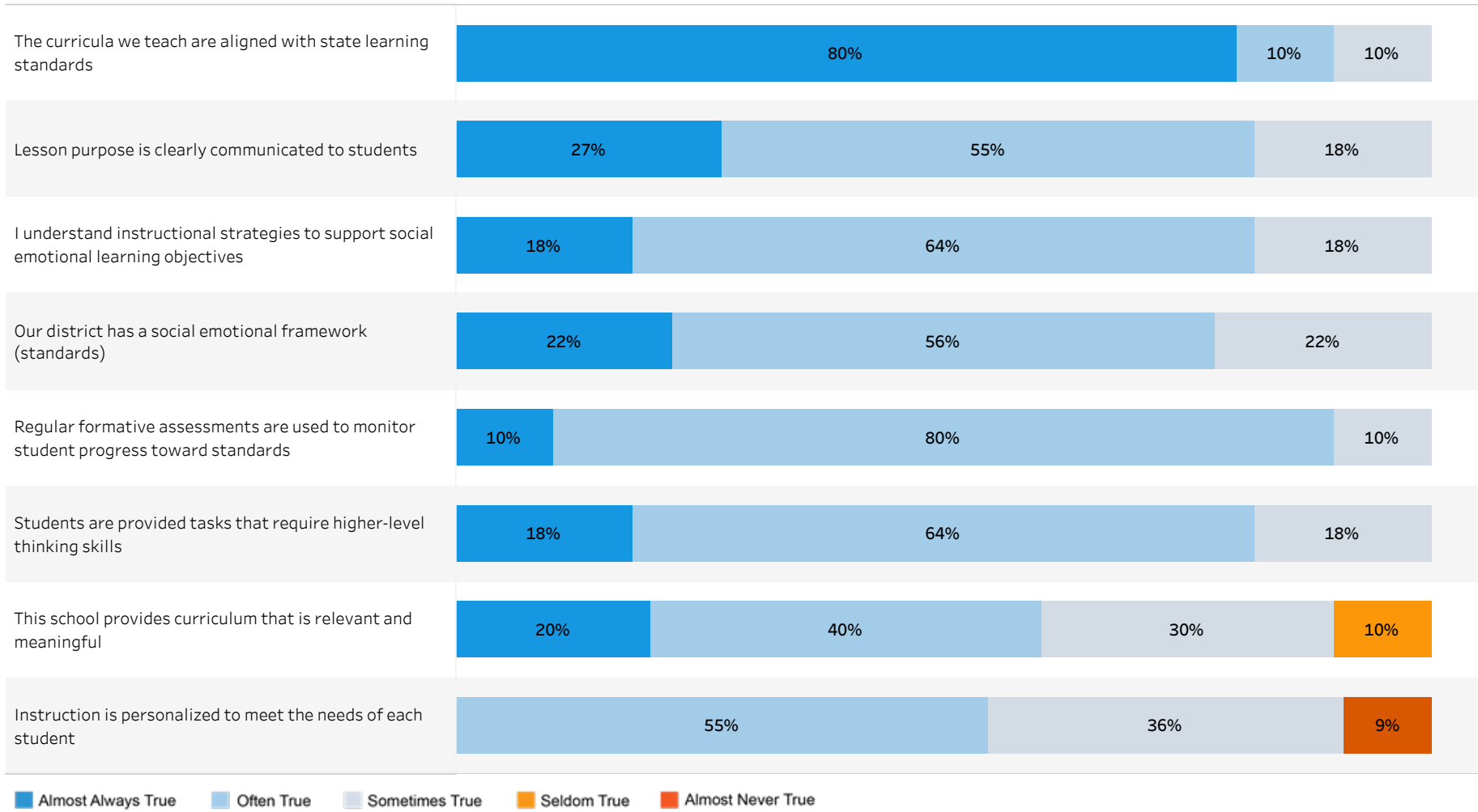


Focused Professional Development

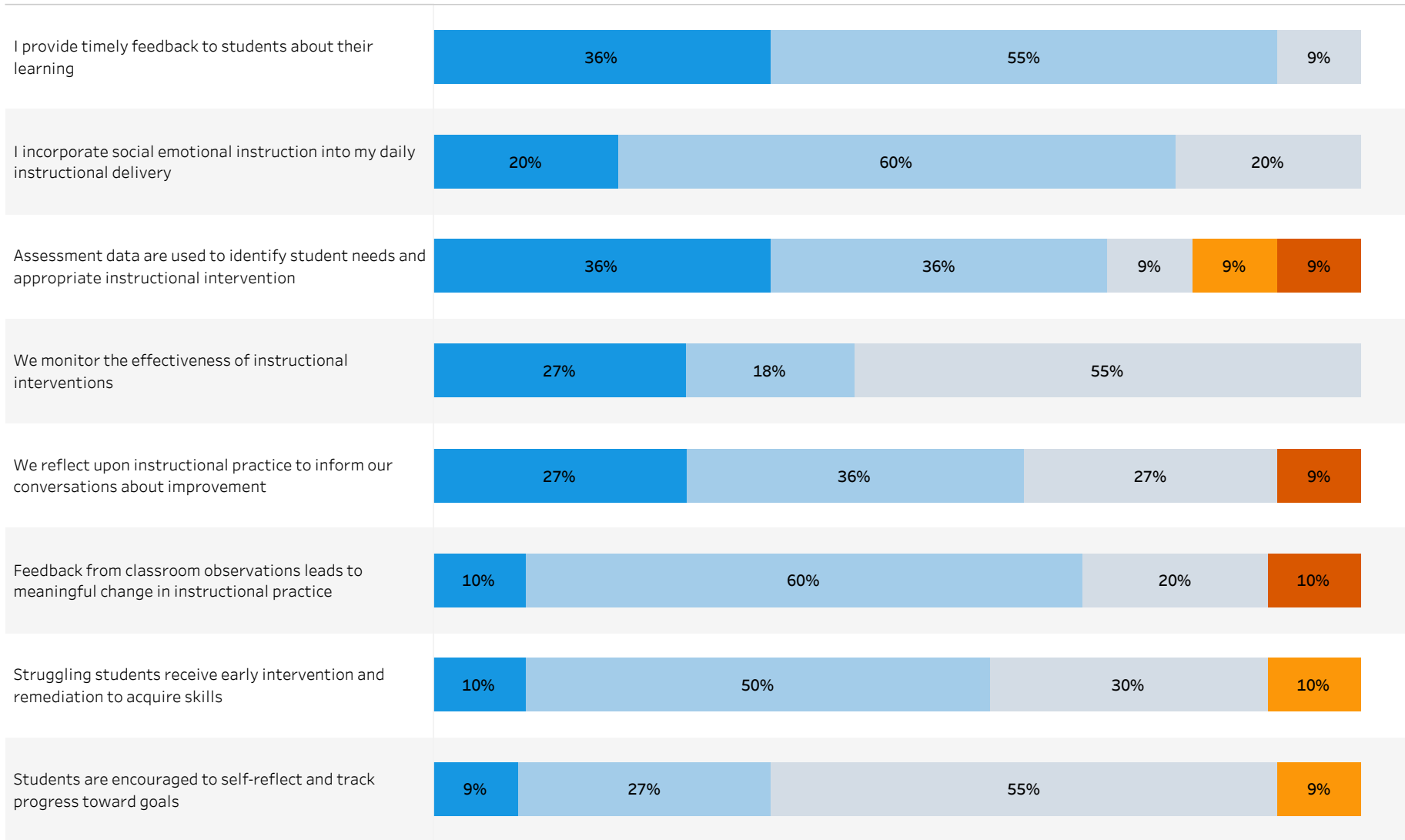


■ Almost Always True
 ■ Often True
 ■ Sometimes True
 ■ Seldom True
 ■ Almost Never True

High Quality Curriculum, Instruction, and Assessment

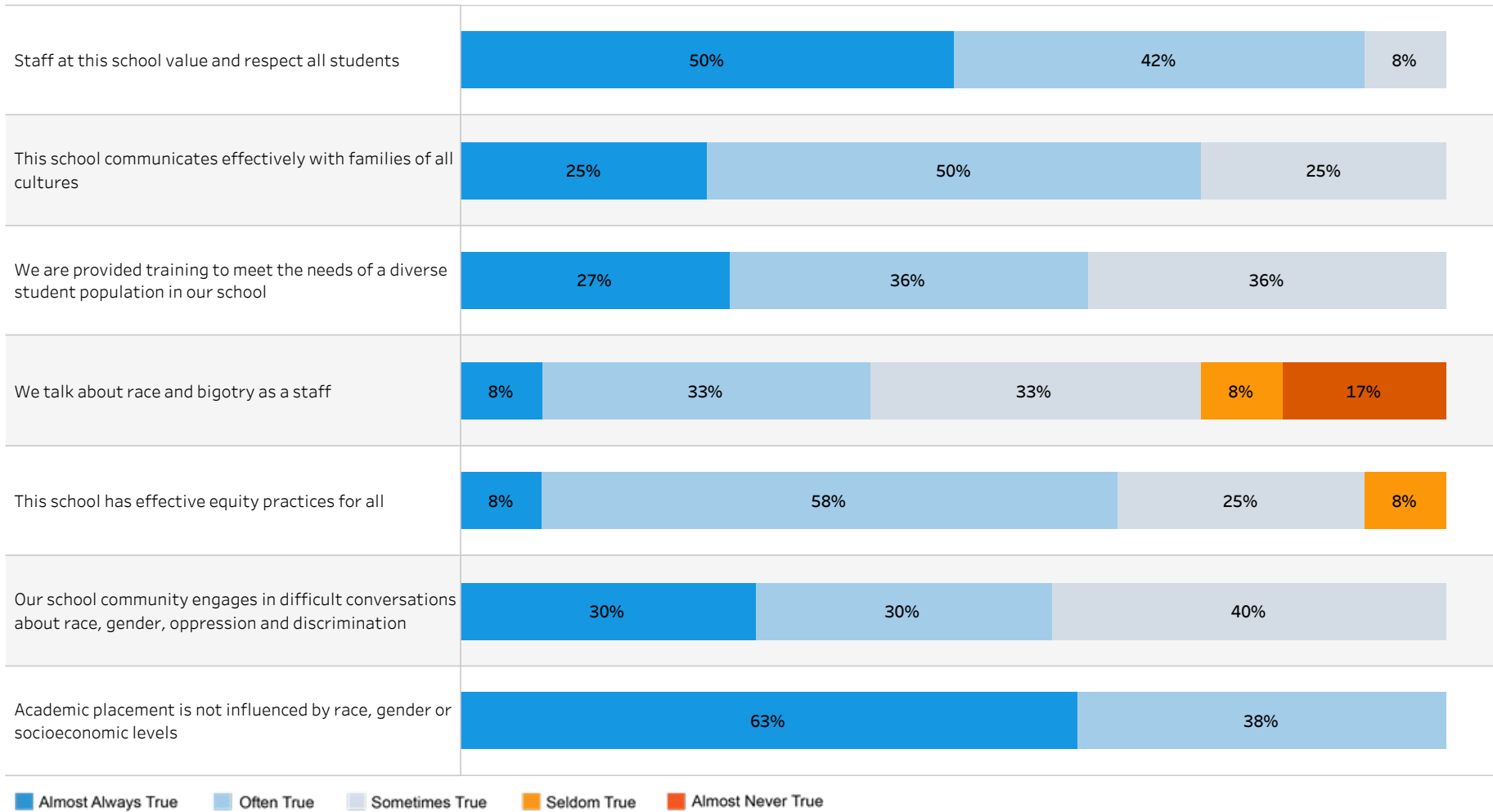


Frequent Monitoring of Teaching and Learning

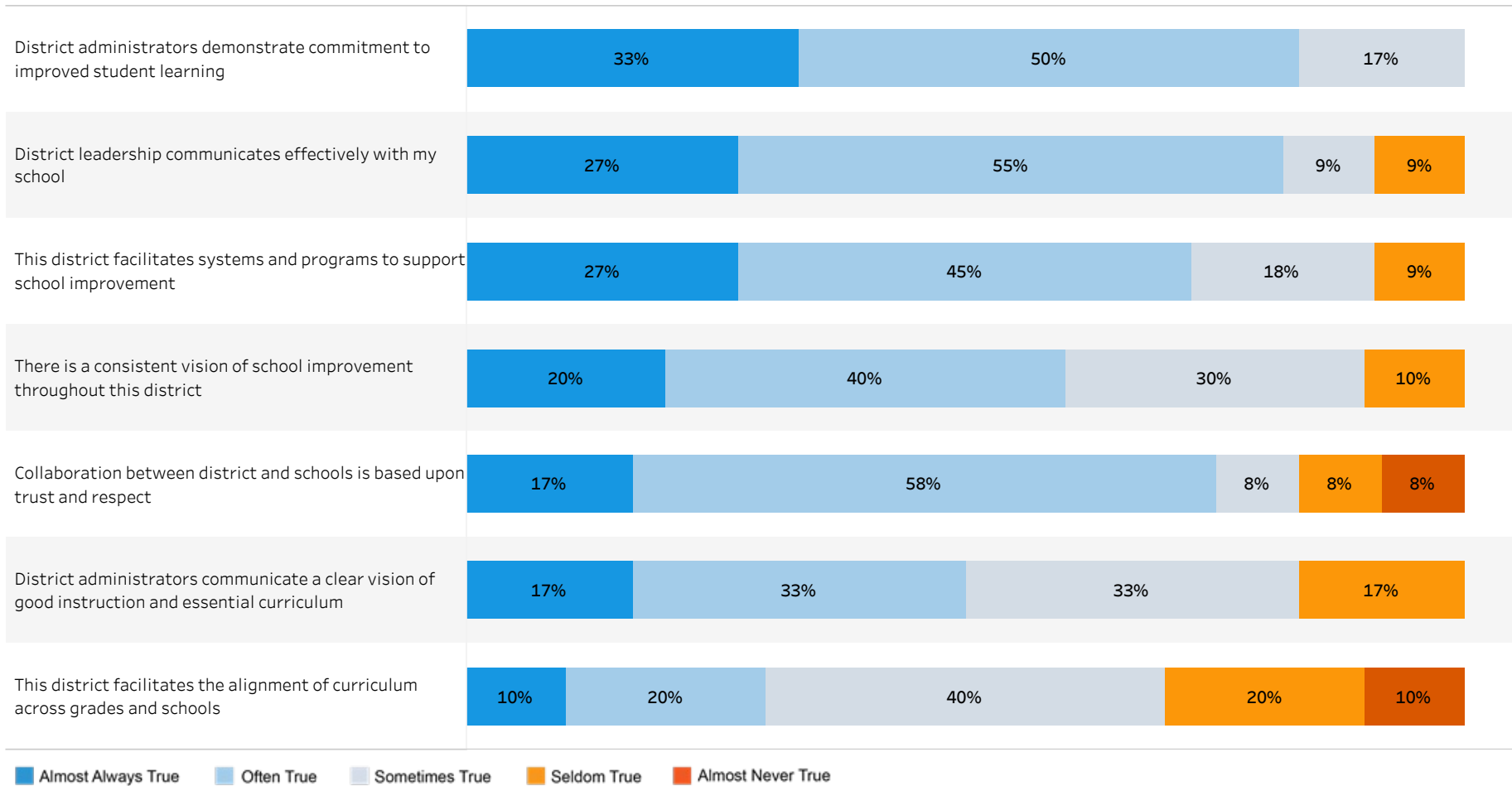


■ Almost Always True
 ■ Often True
 ■ Sometimes True
 ■ Seldom True
 ■ Almost Never True

Cultural Responsiveness



District Support for Improvement

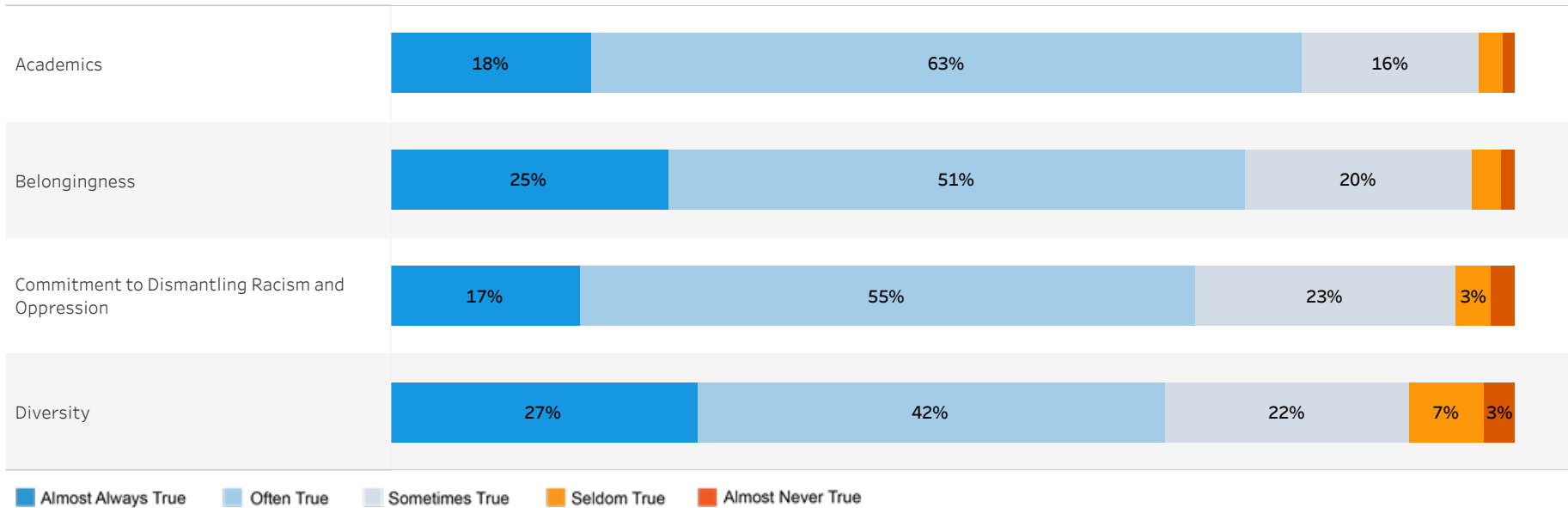


Educational Effectiveness Survey™

Diversity, Equity and Inclusion Module

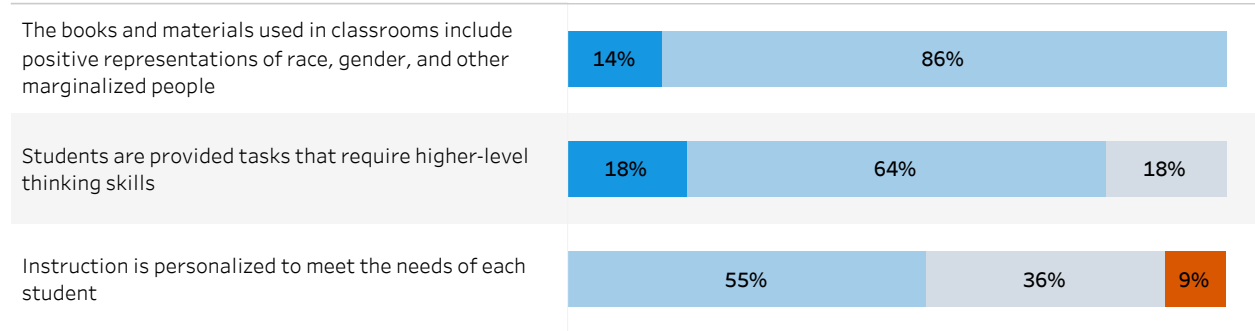


South Whidbey Middle School

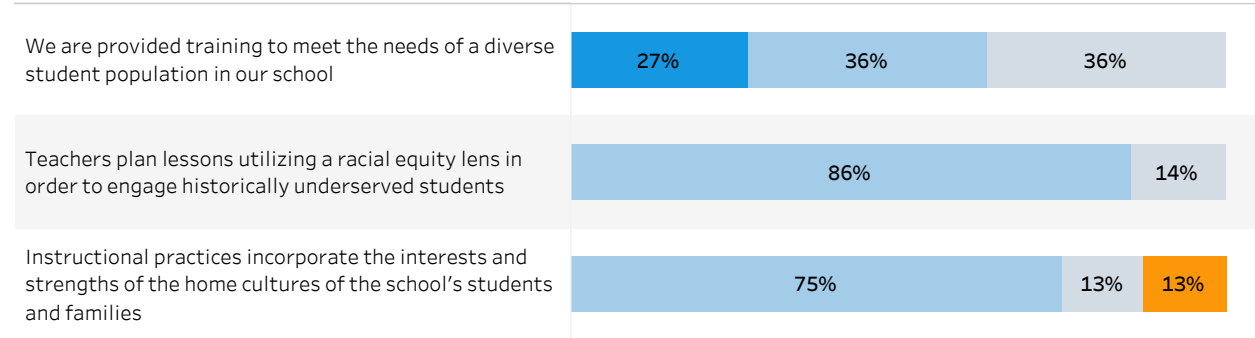


Academics

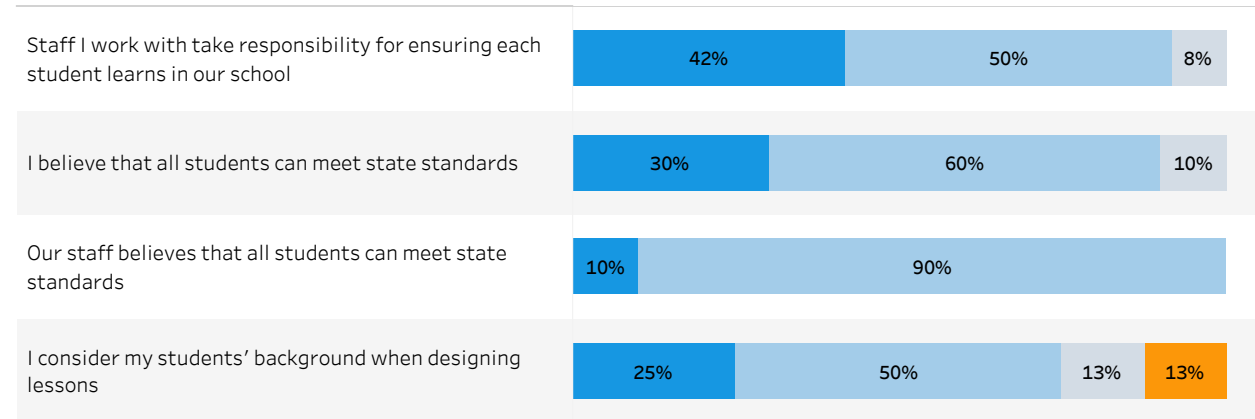
Curriculum is rigorous, challenging and culturally relevant. It represents high expectations for all students, requiring critical thinking and problem solving. It is well supported to ensure all students have opportunities to achieve success at a high academic level. Content is asset-based and has pro-social representation from various racial, gender, and other marginalized subgroups.



Instructional practices use an equity lens and effectively build on the interests, strengths and home cultures of the school's students and families. Culturally relevant pedagogy is infused into the content of literature, class projects, assignments, assessments events, field trips, ethnic studies courses, connections to families and communities, interventions and other resources.



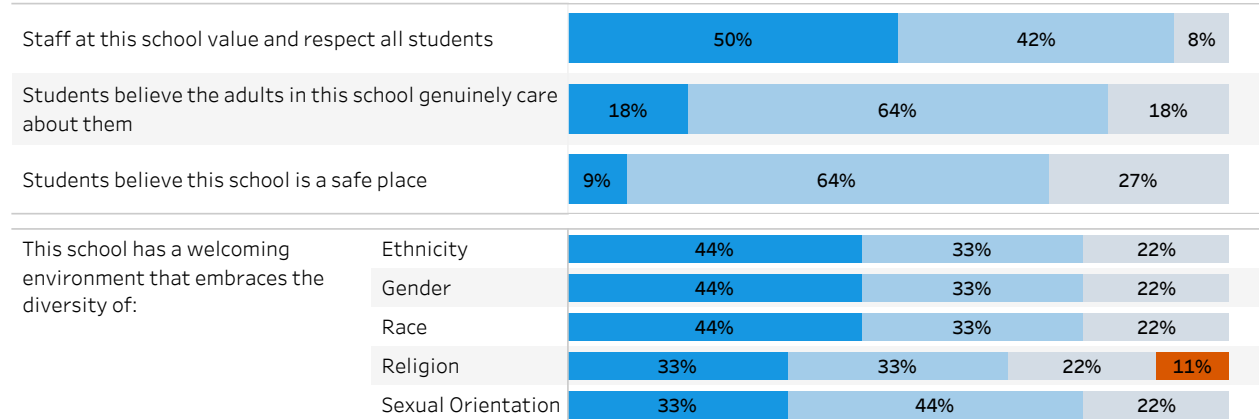
Rigorous academic preparation is accompanied by high levels of knowledge and skills, capitalizing on and connecting to students of all backgrounds. All students have access to rigorous courses and supports to ensure success for all.



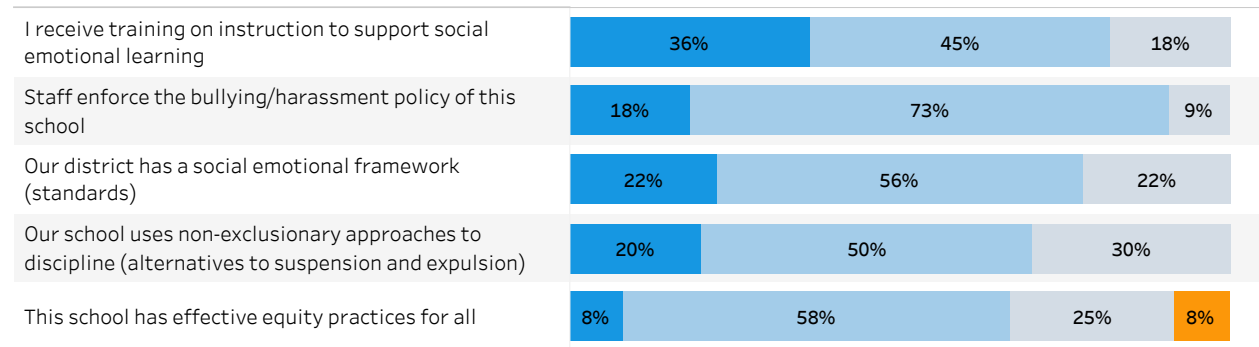
■ Almost Always True
 ■ Often True
 ■ Sometimes True
 ■ Seldom True
 ■ Almost Never True

Belongingness

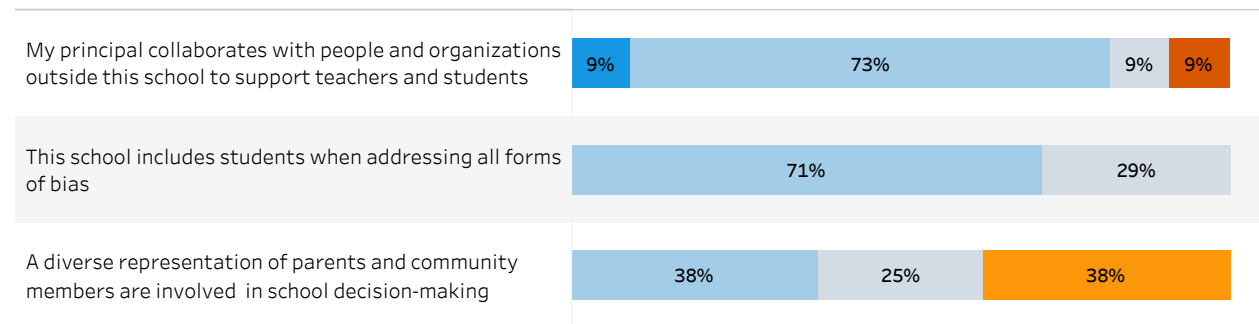
A safe, welcoming school environment that embraces the diversity of race, ethnicity and religion, gender and sexual orientations among students and staff members distinguishes the school. Effective strategies for managing diversity are robust and functioning effectively.



Clear and effective policies, systems, structures and procedures supporting equity are in place and equitably enacted, such as democratic decision-making and non-exclusionary approaches to discipline. The school has an active and successful plan to help students learn positive social behaviors. There is evidence that the school has reduced instances of bullying, harassment and discrimination.



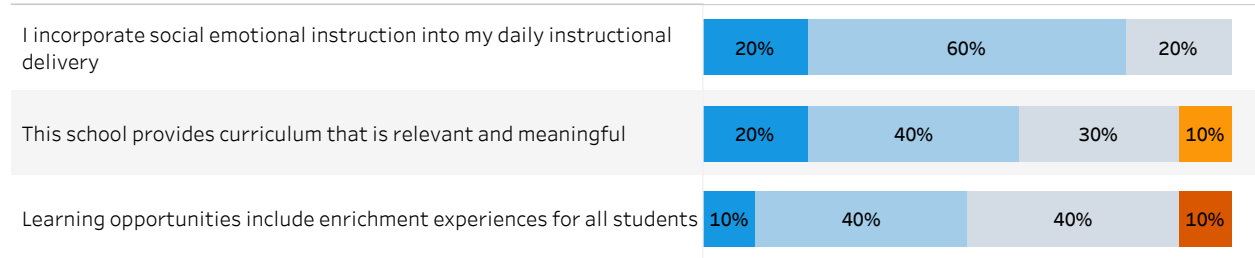
Students feel they have a voice and are beginning to take responsible ownership of their learning. They take an active role in co-creating an anti-bias culture and dismantling racism. They learn resilience and empathy while feeling a strong sense of belonging. Diverse representation of students, parents and community members are key participants and collaborators in school decision-making and shaping the culture.



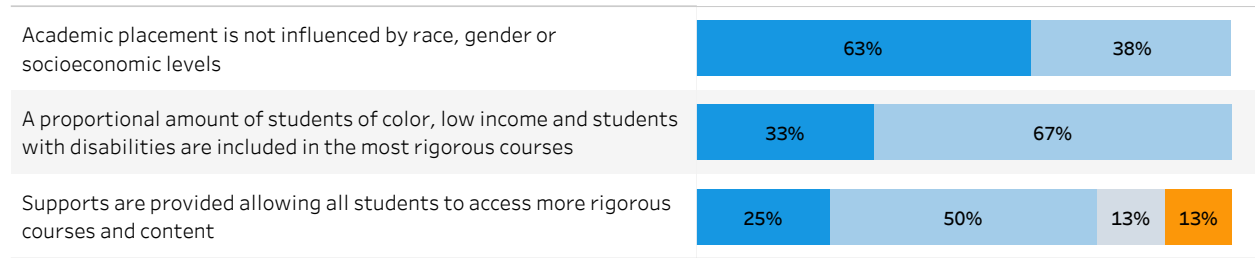
■ Almost Always True
 ■ Often True
 ■ Sometimes True
 ■ Seldom True
 ■ Almost Never True

Commitment to Dismantling Racism and Oppression

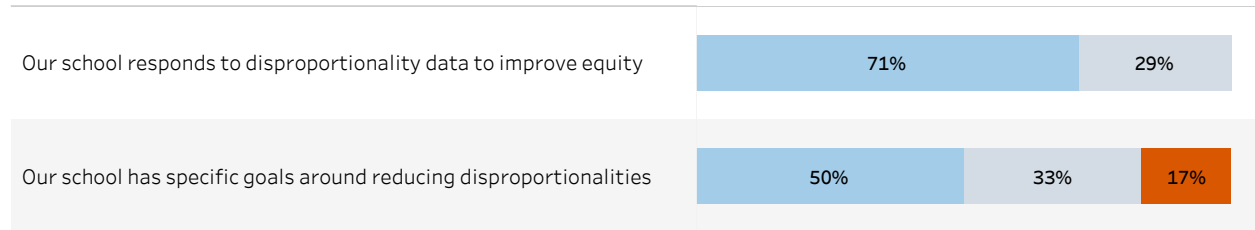
Learning opportunities involve a varied and high quality curriculum (including social-emotional development) with substantial enrichment experiences. There is particular attention on reducing disparities in learning (racial, gender, etc.) created by tracking and ability grouping. There is intentional planning regarding managing structural and cultural shifts as well as changes at the systemic level.



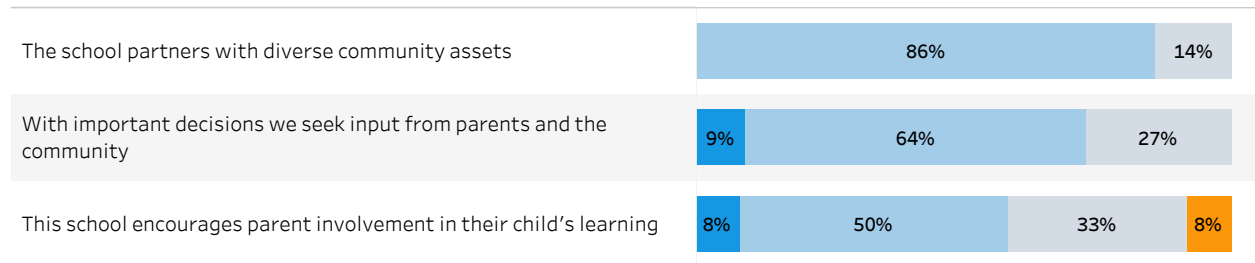
Academic placement is not predictable by race, gender or socio-economic levels; ability grouping is limited and used strategically to avoid tracking defined as intentional segregation based upon current performance, race or other criteria. High levels of inclusion in the most rigorous courses exists for low SES students, students with disability and students of color. Access and support exists for those wishing to be in the most rigorous courses and opportunities.



Data are used to analyze, plan and change structures and systems that support racial inequities and learning outcomes. Data is used to analyze and respond to trends in targeted areas such as staffing, community engagement, staff development, student assignment, course enrollment, discipline as well as college & career planning and enrollment. Interventions on learning conditions limit disproportionality.

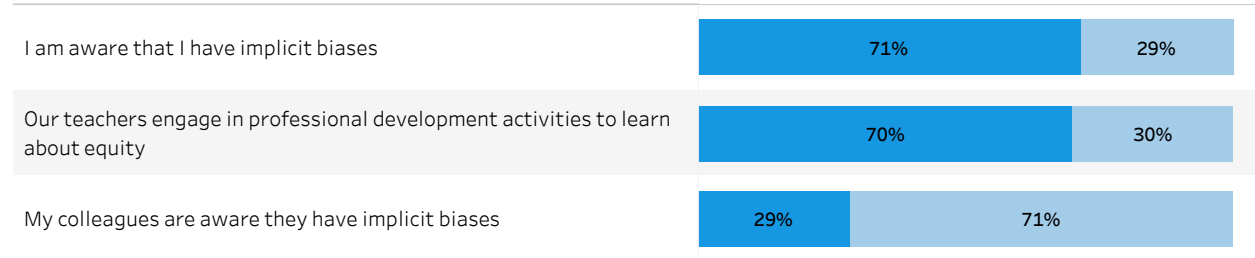


Community engagement and partnerships are an active representation of equity concerns and the valuing of diversity in the community. The school participates in community projects and draws on diverse community assets. Parents and community groups are engaged in courageous conversations about race, class, expectations, and the role of education in the community. Plans are co-created and action items are monitored for implementation and effectiveness.

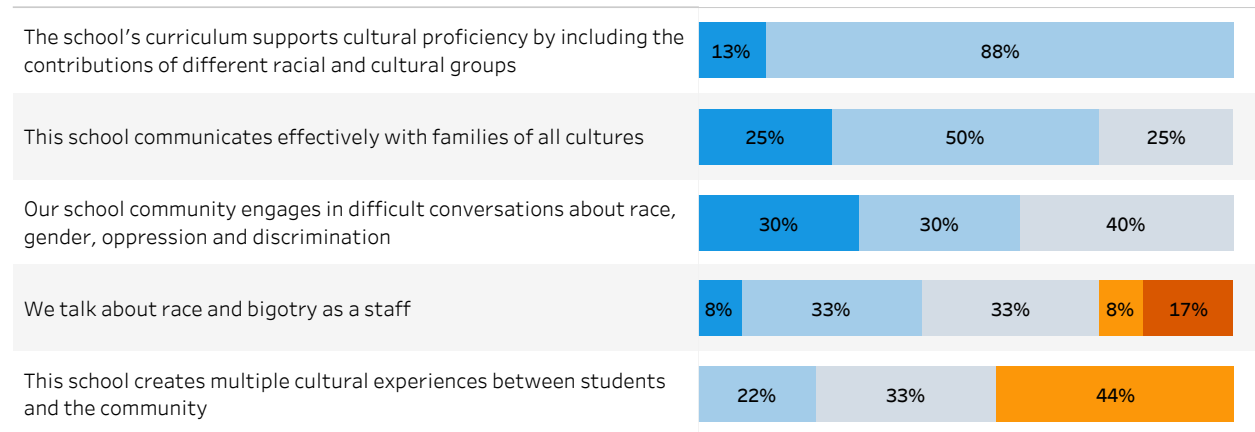


Diversity

Self-awareness is encouraged as all members of the community are supported in knowing their personal equity journey and being aware of their own cultural history. There is strategic planning and actions taken regarding personal growth/development of all school and community stakeholders.



Cultural proficiency of all stakeholders is developed and monitored. There is an appreciation of different cultures and connections to families of different backgrounds. Appreciation of differences are modeled by leaders, teachers, and students who embrace difficult conversations about race, gender, economics, oppression and discrimination with a clear understanding of their own biases. The curriculum supports the development of cultural proficiency through exploration of the contributions of different racial and cultural groups in history and society as well as addressing bigotry and racism. Multiple, positive cross-cultural contacts between students, staff and community members are facilitated in and out of school.



Leaders build trust by demonstrating congruence and ownership of the collective vision for equity, active interventions designed to emphasize equity and, holding the school community accountable to its commitments. Leaders create partnerships that facilitate bridges across differences. Difference is dealt with effectively using multiple perspectives/approaches in terms of how power and resources are distributed; how decisions are made and implemented; and, how conflict is resolved.

