School Quality Reports Educator Guide

Transfer High Schools 2019-20

Last Updated: January 19, 2021

Overview

The School Quality Reports share information about school performance, set expectations for schools, and promote school improvement. The School Quality Reports include:

- School Quality Snapshot: A summary report for families and community members to learn about school performance and quality.
- **School Quality Guide:** A more detailed, interactive report for educators to investigate school data more deeply. The report is publicly available for community members interested in more information.
- School Performance Dashboard: An interactive report with data visualizations for educators to investigate multiple years of school performance data. The report is publicly available for community members interested in more information.

These reports include information from multiple sources, including Quality Reviews, the NYC School Survey, and student performance in courses.

This Educator Guide describes the methodology used to calculate metric values in the School Quality Reports

School Quality Report Sections

The School Quality Reports are organized around the <u>Framework for Great Schools</u>, which includes six elements—Rigorous Instruction, Collaborative Teachers, Supportive Environment, Effective School Leadership, Strong Family-Community Ties, and Trust—that drive student achievement and school improvement.

The School Quality Reports do not include an overall grade or rating. Instead, they share information on the six Framework elements and on Student Achievement.

Rigorous Instruction: This element reflects how well the curriculum and

instruction engage students and build critical-thinking skills. This section uses data from the Quality Review and the NYC School Survey.

Collaborative Teachers: This element reflects how well teachers participate in opportunities to develop, grow, and contribute to the continuous improvement of the school community. This section uses data from the Quality Review and the NYC School Survey.

Supportive Environment: This element reflects how well the school establishes a culture where students feel safe, challenged to grow, and supported to meet high expectations. This section uses data from the Quality Review, the NYC School Survey, the percentage of students with attendance rates of 90% or higher, and movement of students with disabilities to less restrictive environments.

Effective School Leadership: This element reflects how well school leadership inspires the school community with a clear instructional vision and effectively distributes leadership to realize this vision. This section uses data from the Quality Review and the NYC School Survey.

Strong Family-Community Ties: This element reflects how well the school forms effective partnerships with families to improve the school. This section uses data from the Quality Review and the NYC School Survey.

Trust: This element reflects whether the relationships between administrators, educators, students, and families are based on trust and respect. This section uses data from the NYC School Survey.

Student Achievement: This element reflects students' progress towards graduation by accumulating credits, graduation rates, college-and-career readiness of students based on their achievements in high school and their outcomes after leaving high school, and how students in higher-need groups performed

Scores and Ratings

Due to COVID-19, scores and ratings were not calculated and are not reported in the 2019-20 School Quality Reports.

New York State School Designations

New York State implements a state accountability system, which measures student performance on NYS ELA and math exams and Regents exams as well as graduation rates. State accountability status does not affect the School Quality Report ratings. State accountability status is reported on the School Quality Snapshot and School Quality Dashboard. Given COVID-19, schools will keep their state accountability designation from January 2020 for the 2020-21 school year.

Definitions

School Quality Report School Type

School Quality Reports are provided for the following school types:

School Type	Grades and Students Served
Early Childhood School	K, K-1, K-2, K-3
Elementary School	K-4, K-5, and K-6
K-8 School*	K-7, K-8, and K-12 (minus grades 9-12)
Middle School	5-8, 6-8, and 6-12 (minus grades 9-12)
District 75 School	K-8 and K-12, focused on students with disabilities
High School	9-12, K-12 (minus grades K-8), and 6-12 (minus grades 6-8)
Transfer High School	9-12, focused on overage and undercredited students.

^{*} If a new K-8 school has grade 6, but does not yet have grades 3 or 4 it will be considered a middle school until it adds one of those grades.

A school that serves grades K-12 receives two separate School Quality Reports: one for the K-8 part of the school, and one for the high school.

Similarly, a school that serves grades 6-12 receives two separate School Quality Reports: one for the middle school, and one for the high school.

This document explains the rules for the School Quality Reports for one school type: transfer high schools. Separate Educator Guides explain the rules for the other school types.

Survey School Type

For scoring survey results, schools are placed into a survey school type:

School type	Grade range
Early Childhood School	PK-K, PK-1, PK-2, PK-3, K, K-1, K-2, K-3
Elementary School	3K-5, PK-4, PK-5, PK-6, K-4, K-5, K-6, 2-5, 3-5, 4-5
Elementary / Middle School	3K-8, PK-7, PK-8, K-7, K-8, 3-8, 4-8
Elementary / Middle / High School	PK-9, PK-12, K-9, K-10, K-11, K-12, 3-12
Middle School	5, 5-6, 5-8, 6, 6-7, 6-8, 6-9
Middle / High School	5-12, 6-9, 6-10, 6-11, 6-12, 7-12
High School	9, 9-10, 9-11, 9-12, 10-12
Transfer School	Transfer Schools serving grades from 9-12

For example, the survey results of a school that served grades 6-12 are compared to the survey results of other schools in the Middle / High School category.

Comparison Group

Due to COVID-19, no comparisons are provided for 2020.

Economic Need Index

The Economic Need Index (ENI) estimates the percentage of students at the school facing economic hardship. The metric is calculated as follows:

- If the student is eligible for public assistance from the NYC Human Resources Administration (HRA) or lived in temporary housing in the past four years, the student's Economic Need Value is 1.
- Otherwise, the student's Economic Need Value is the percentage of families with school-age children in the student's Census tract whose income is below the poverty level, as estimated by the American Community Survey 5-Year Estimate. This percentage is converted to a decimal from 0.00 to 1.00.
- The school's Economic Need Index is the average of its students' Economic Need Values.

The Economic Need Index captures economic factors that affect student achievement without relying on student lunch forms, which can be burdensome and unreliable.

Minimum N (Number of Students)

In general, a school's metric value is not reported if fewer than 15 students contributed to the metric. For Closing the Achievement Gap metrics, the minimum number of students required for each metric is five.

Metrics with fewer than the minimum number of students are not reported and do not contribute to the school's ratings because of confidentiality considerations and the unreliability of measurements based on small numbers.

Year in High School / Cohort Letter

A student's cohort is generally determined by the amount of time that has passed since the year that the student entered ninth grade. A group of students in the same year in high school is referred to as a "cohort" and each cohort is assigned a letter of the alphabet. The following table shows the group of students corresponding to each cohort letter:

Year in High School During 2019-20	Cohort Letter	Ninth Grade Entry School Year	"Class Of" Designation
First	Υ	2019-20	Class of 2023
Second	X	2018-19	Class of 2022
Third	W	2017-18	Class of 2021
Fourth	V	2016-17	Class of 2020
Fifth	U	2015-16	Class of 2019
Sixth	Т	2014-15	Class of 2018

In general, transfer school cohorts work the same as the ATS cohort (and students who entered ninth grade in 2014-15 are assigned to Cohort T)—but there are two differences. First, students who entered the school "most-at-risk" are given seven years to graduate for transfer school graduation metrics. They are therefore moved from ATS Cohort S to Transfer School Cohort T, for purposes of transfer school graduation metrics. Second, any students from ATS Cohort S or earlier who graduated during 2019-20 also contribute to the transfer school graduation metrics. They are also moved to Transfer School Cohort S for purposes of transfer school graduation metrics.

Over-age/Under-credited

A student is considered over-age/under-credited based on the following criteria (where age is as of December 31 of the entry school year, and the credits and Regents are before the start of the entry school year).

Age	Criteria
16	Under 11 credits; or
	 Under 22 credits and zero Regents passed.
17	Under 22 credits; or
	 Under 33 credits and zero Regents passed.
18	 Under 33 credits and four or fewer Regents passed.
19 or older	Under 33 credits; or
	• Under 44 credits and four or fewer Regents passed; or
	Two or fewer Regents passed.

For students entering a high school from outside of the DOE, a credits-only criteria is used (because those students generally would not have taken Regents exams at their prior school).

Age	Criteria for students entering from outside of DOE
16	Under 11 credits.
17	Under 22 credits.
18	Under 33 credits.
19 or	Under 44 credits.
older	

Students with history of incarceration are also considered over-age/under-credited.

Most at Risk

A subset of the over-age/under-credited category is called "most at risk," and takes into account students who are very far behind when they enter the school. A student is considered "most at risk" based on the following criteria (where age is as of December 31 of the entry school year, and the credits and Regents are before the start of the entry school year).

Age	Criteria
16	 Under 11 credits and zero Regents passed.
17	Under 11 credits; or
	 Under 22 credits and zero Regents passed.
18	 Under 22 credits and three or fewer Regents
	passed.
19 or older	Under 22 credits; or
	 Under 44 credits and one or fewer Regents
	passed.

For students entering a high school from outside of the DOE, a credits-only criteria is used (because those students generally would not have taken Regents exams at their prior school).

Age	Criteria for students entering from outside of DOE
16	Under 11 credits.
17	Under 11 credits.
18	Under 22 credits.
19 or	Under 33 credits.
older	

Students with history of incarceration are also considered most at risk.

Demographic Information

This section describes the demographics information reported in the School Quality Reports, including the School Quality Snapshot.

Student Subgroup Demographics

▶ Percent of Students Enrolled in the School

Students in grades 9-12 who are enrolled on the audited register as of October 31, 2019 by racial subgroup: Asian, Black, Hispanic or Latinx, Native American, Native Hawaiian/Pacific Islander and White.

Students in grades 9-12 who are enrolled on the audited register as of October 31, 2019 by gender: Male and Female. Gender is recorded on student enrollment paperwork.

The minimum numerator value for a category to be listed is 5.

Percent of Students Enrolled in the Borough

DOE students in grades 9-12 who are enrolled on the audited register as of October 31, 2019 attending a school inside of the school's borough by racial subgroup.

► Percent of grade 9-12 public school students living within X miles

DOE students in grades 9-12 who are enrolled on the audited register as of October 31, 2019 residing inside of the school's nearby area.

The school's nearby is calculated as the median of students' distances from the school address in mile, based on students enrolled in the school on the audited register as of October 31, 2019.

Teacher Racial Subgroup Demographics

Any school staff member who is active and in a teacher title as of October 31, 2019 by racial subgroup: Asian, Black, Hispanic or Latinx, Native American, Native Hawaiian/Pacific Islander and White.

The minimum numerator value for a category to be listed is 5.

Students in Advanced Courses by Racial Subgroup

Course enrollment is attributed to a students in grades 9-12 based on the audited register as of October 31, 2019 inside. Students Enrolled in Advanced Courses by race is calculated as the count of unique students of a race enrolled in the advanced course category divided by all unique students enrolled in that advanced course

The following course codes are used determine Advanced Course categories. If a student is enrolled in any of the course outlined below, they count positively towards

being enrolled in an advanced course. Only credit-bearing courses are included in this metric. Each course may only count toward one of categories.

Advanced Course Category	Course	Course code
Advanced Placement (AP)	Advanced Placement (AP)	Sixth character "X"
International Baccalaureate (IB)	International Baccalaureate (IB)	Sixth character "B"
College Credit	College course that awards credit	Sixth character "U"
Other College Preparatory Course	CPCC Courses	Approved for CPCC with year matching the report year
Other Advanced Math/Science	Algebra II	First two characters "MR", and does not meet the criteria for AP, IB, College Credit, or CPCC defined above.
Other Advanced Math/Science	Calculus	First two characters "MC", and does not meet the criteria for AP, IB, College Credit, or CPCC defined above.
Other Advanced Math/Science	Chemistry	First two characters "SC", and does not meet the criteria for AP, IB, College Credit, or CPCC defined above.
Other Advanced Math/Science	Physics	First two characters "SP", and does not meet the criteria for AP, IB, College Credit, or CPCC defined above.

Student Achievement

Metrics

This section describes the Student Achievement metrics in the School Quality Guide. The School Quality Snapshot includes a subset of those metrics.

Progress Toward Graduation

Student Attribution for Progress Toward Graduation Metrics

Students in grades 9-12 who are continuously accountable in the NYC DOE from October 31, 2019 through June 30, 2020 are attributed to the last diploma-granting school responsible as of June 30, 2020.

A student is considered continuously accountable for the year if the student is accountable to one or more NYC DOE schools or programs on every day from October 31 through June 30. Students who receive a cohort-removing discharge during the period are non-accountable for the year. Students who enter the DOE for the first time or who return from a cohort-removing discharge during the period are also non-accountable.

Students who graduate mid-year remain accountable for the remainder of that school year only. Students who are discharged with anything other than a cohort-removing discharge or graduation are considered dropped out. Dropped-out students remain accountable for one year, or until the end of their sixth year of high school, whichever comes first. Students in non-diploma granting programs, such as YABC, GED, home/hospital instruction, or programs for incarcerated students, are also accountable through the end of the sixth year of high school. Dropped-out students and students in non-diploma granting programs are accountable for the same time period as dropped-out students.

► Credit Accumulation Per Year: Students Beginning with 0.00 - 11.00 Credits; Students Beginning with 11.01 - 22.00 Credits; Students Beginning with 22.01 - 33.00 Credits; Students Beginning with 33.01 - 38.00 Credits

These metrics show the average credits earned per year for students with different credits at the start of the school year.

Students who start the year with more than 38 credits are excluded from these metrics; the relevant metric for those students is graduation. NYSAA-eligible students are excluded from this metric.

Students who meet the inclusion criteria contribute different values to the denominator based on the proportion of the year they were enrolled. Students who are dropped out as of June 30th have a denominator contribution of 1.0. Students that are still enrolled or graduated are assigned a denominator contribution based on the proportion of the year the student was enrolled (marked present or absent) at that particular school. For example, if a student transferred from a regular high school to

a transfer high school on February 1st, the denominator contribution would be about 0.5. Any student enrolled for 90% or more of the school year has a denominator contribution of 1.0.

In the numerator, only credits earned at the accountable transfer school will be included, plus any credits earned at any summer school that year. The credit cap for each student is 16 times the denominator contribution.

Average Completion Rate for Remaining Regents

Due to COVID-19, Regents exams were not administered in 2020. Therefore, Average Completion Rate for Remaining Regents was not calculated for the 2020 School Quality Reports.

► Average Regents Score:

English (Common Core), Living Environment, Global History, U.S. History, Algebra I (Common Core)

Due to COVID-19, Regents exams were not administered in 2020. Therefore, Average Regents Score was not calculated for the 2020 School Quality Reports.

Graduation, Diploma, and Non-Dropout Metrics

Student Attribution

Transfer High School Graduation Cohort

For graduation metrics, students are attributed to schools using different rules than for the Progress Toward Graduation metrics. Students are attributed to the last diploma-granting school as of June 30 of the transfer school graduation deadline year. Consistent with state and federal graduation reporting rules, continuous enrollment is not necessary. Any student enrolled for one or more days (including noshows) is accountable if their enrollment represents the last diploma-granting school before June 30 of the transfer school graduation deadline year.

The transfer school graduation deadline for a student can either be the end of year six of high school or the end of year seven of high school. If the student entered the transfer school most-at-risk overage/under-credited in year five or six, then the graduation deadline is the end of year seven. Otherwise, it is the end of year six.

For the 2019-20 School Quality Reports, a transfer school's graduation cohort, represented by the letter 'T', consists of all students who:

- Have a transfer high school graduation deadline of 2020; or had a transfer high school graduation deadline before 2020 and graduated during 2020;
- Were active in the school as of June 30, 2020, or the school is the last diploma-granting high school that they attended before June 30, 2020; and
- Did not meet the criteria for a documented cohort removing discharge (see

below) before June 30, 2020.

A discharged student can become non-accountable under limited circumstances. Dropped-out students and non-diploma granting program students still contribute toward the graduation rate denominator when the student's cohort reaches expected graduation. If the student leaves school for one of the reasons below before June 30 of year four, then the student will become non-accountable if all required documentation is collected and stored on file.

Potentially Cohort-Removing Discharge Codes:

Code	Description
80	Admitted to nonpublic NY school with documentation
10	Discharged to a court-ordered placement (non-incarceration)
11	Transferred to a school outside of NYC with documentation
15	Deceased
20	Early admission to a four-year university
25	Already received a high-school diploma outside DOE at time of enrollment

Transfer High School Graduation Rate

This metric shows the percentage of students in the transfer school's graduation cohort (defined above) that graduated with a Regents or Local Diploma, including August graduates.

► Transfer High School Persistence Rate

This metric shows percentage of the students in the transfer school's graduation cohort (defined above) who either earned a local or higher diploma, earned a HS equivalency (formerly known as GED), earned a CDOS/SACC (only NYSAA-eligible students), or were still enrolled in a DOE school or program with at least 50% attendance since February 1, 2020.

► Transfer High School Graduation Rate by Category at Admission: Most at Risk, Other Overage/Undercredited, Non-Overage/Undercredited

These metrics are same as the transfer school graduation rate, except that they are limited to students who enter the transfer in different categories: most at risk, other over-age/under-credited (i.e., over-age/under-credited but not most at risk), or non-over-age/under-credited.

College and Career Readiness Metrics

Student Attribution

For the College and Career Readiness metrics, students are attributed to the last diploma-granting school as of June 30 of the transfer school graduation cohort

deadline year. The inclusion criteria are the same as those used for the graduation rate; both graduates and non-graduates are included.

If a student earns an Associate's Degree before the end of high school, that student contributes positively to all of the college and career readiness metrics regardless of whether the student meets the other requirements.

College and Career Preparatory Course Index

This metric shows the percentage of students in the 2020 transfer school graduating cohort who successfully completed approved rigorous courses and assessments after four years of high school.

A student who has accomplished any of the following achievements contributes positively to this metric:

- Scored 65+ on the Algebra II or Math B Regents exam*;
- Scored 65+ on the Chemistry Regents exam*;
- Scored 65+ on the Physics Regents exam*;
- Scored 3+ on any Advanced Placement (AP) exam*;
- Scored 4+ on any International Baccalaureate (IB) exam*;
- Earned a grade of "C" or higher in a college credit-bearing course (e.g. College Now, Early College);
- Passed another course certified by the DOE as college- and career- ready;
- Earned a diploma with a New York State Seal of Biliteracy (NYSSB) endorsement; Earned a diploma with a Career and Technical Education (CTE) endorsement;
- Earned a diploma with an Arts endorsement; or
- Passed an industry-recognized technical assessment.

Students who meet more than one of the requirements above will only be counted once in the numerator.

*Due to COVID-19, Regents exams were not administered in June 2020. Any student that received a Regents waiver for an exam is considered "passing" with a score of 65 on the exam.

In addition, students who did not meet any of the requirements above but scored 2 on an AP exam or scored 3 on an IB exam contribute 0.5 to the numerator. This provides partial credit for these scores, which reflect some degree of readiness for higher-level courses.

► Transfer High School College Readiness Index

This metric shows the percentage of students in the school's 2020 graduating cohort who, by June of their transfer school graduation deadline year, graduated with a Local Diploma or higher and met CUNY's standards for college readiness in English and mathematics.

A student can demonstrate college readiness in English with any of the following assessment results:

Assessment	Minimum Score Needed
NYS English Regents	75
SAT Verbal (pre-March 2016)	480
SAT Evidence-Based Reading and Writing Test (March 2016 and later)	480
ACT English	20

A student can demonstrate college readiness in math with any of the following assessment results:

Assessment	Minimum Score Needed
Integrated Algebra, Geometry, or Algebra II/Trigonometry Regents*	80, plus coursework requirement
Common Core Math Regents (Algebra I or Geometry)*	70
Common Core Math Regents (Algebra II)*	65
SAT Math (pre-March 2016)	500
SAT Math (March 2016 and later)	530
ACT Math	21
New York State Performance Standards Consortium PBAT	Pass

^{*} Due to COVID-19, Regents exams were not administered in June 2020. Any student that received a Regents waiver for an exam is considered "passing" with a score of 65 on the exam.

If a student uses a non-Common Core NYS Regents math exam to demonstrate math proficiency, the student must also demonstrate completion of coursework through at least Algebra II / Trigonometry. Any of the following accomplishments satisfy the coursework requirement:

- Passing a course identified as Algebra II / Trigonometry or Pre-Calculus, and also attempting (scoring 1 or higher on) the Algebra II / Trigonometry Regents or any A.P. / I.B. math exam;
- Passing the Algebra II / Trigonometry Regents exam or any A.P. / I.B. math exam;
- Earning two credits in a course identified as Geometry and earning two credits in a course identified as Algebra II / Trigonometry or Pre-Calculus;
- Passing a course identified as Calculus; or
- Passing a course identified as a math class that results in college credit.

Math courses are identified by schools in STARS, with the exception of charter schools. Charter schools use the UACR screen in ATS to identify advanced math courses.

► Postsecondary Enrollment Rate by Six Months after High School

This metric shows the percentage of students who graduated and enrolled in a two-or four-year college, vocational program, approved apprenticeship, or public service within six months of their transfer school graduation deadline. For the 2019-20 School Quality Reports, this metric evaluates the transfer school graduating cohort whose transfer school graduation deadline year was 2018-19. To contribute positively, a student must have graduated high school with a local or higher diploma and enrolled in a qualifying postsecondary program by December 31, 2019.

For this metric, public service includes enlistment in armed forces (U.S. Army, Navy, Marine Corps, Air Force, or Coast Guard) or participation in AmeriCorps or the City Year Volunteer Corps.

Closing the Achievement Gap Metrics

These metrics reflect how well the school helps high-need students succeed. In some cases, schools will not receive ratings for these metrics because those students make up a very small proportion of the school's student population.

The metric values show the school's results for its students in the relevant subgroup. The metric value is not reported if the school has fewer than five students in the subgroup. Metric scores and ratings show how the school's results compared to its customized targets. A metric will not be scored, however, if the students are a very small proportion of the school—specifically, if the school's population percentage is more than one standard deviation below the citywide average. These unscored metrics receive a rating of "N/A" in the School Quality Snapshot.

The following table summarizes these rules:

Closing the Achievement Gap Metrics	
No metric value if	Fewer than minimum N for the metric.
No metric score or rating if	School's population percentage is more than one standard deviation below the citywide average.

► Transfer School Graduation Rate for Student Subgroups: English Language Learners; Self-Contained, ICT, SETSS; Overage/Undercredited; Overage/Undercredited Black and Hispanic Males

These metrics are the same as the Transfer High School Graduation Rate, except that each metric is limited to students in each of the specified groups.

Students are included in the Students with Disabilities group if their most restrictive placement in the last five school years was self-contained, ICT, or SETSS.

Any student identified as an English Language Learner for any of the last five school years will be considered an ELL for this metric.

If a student belongs to more than one of these groups, the student is counted in all of

those groups.

► College and Career Preparatory Course Index – Overage/Undercredited

► Transfer High School College Readiness Index – Overage/Undercredited

► Postsecondary Enrollment Rate by Six Months after High School – Overage/Undercredited

These metrics are the same as the corresponding metrics for the school, except that the metric is limited to students in the specified group.

► English Language Learner Progress

Due to COVID-19, the New York State English as a Second Language Achievement Test (NYSESLAT) was not administered. As a result, English Language Learner Progress has not been calculated for the 2019-20 School Quality Reports.

Additional Information

► Performance by Racial Subgroups

<u>Snapshot</u>: The School Quality Snapshot includes the following performance metric for Asian, Black, Hispanic or Latinx, Native American, Native Hawaiian/Pacific Islander and White students:

Transfer High School Graduation Rate

The Snapshot includes a graphic that shows the subgroup's metric value.

The minimum N for the subgroup metrics is 15; the metric value will be N/A if the number of students is less than 15.

<u>School Quality Reports</u>: The metric listed above (Transfer High School Graduation Rate) will be included in the School Quality Guide, School Performance Dashboard, and Citywide Results file.

For each subgroup metric, the School Quality Guide will show the subgroup N and the subgroup metric value.

Student Achievement

Scores and Ratings

Due to COVID-19, the 2019-20 School Quality Reports does not include any scores or ratings for metrics or Framework elements. For information on how scores and ratings were calculated in the past, refer to the 2018-19 Educator Guide.

Metric Comparisons

Due to COVID-19, metric comparisons will not be made in the 2019-20 School Quality Reports.

Targets

Due to COVID-19, targets set in 2018-19 for the 2019-20 school year will not be presented on the 2019-20 School Quality Reports.

Framework Elements

Metrics and Data Sources

The Framework elements use the following data sources:

Section	Data Sources
Rigorous Instruction	NYC School Survey
	 Quality Review indicators 1.1, 1.2, 2.2
Collaborative	NYC School Survey
Teachers	 Quality Review indicators 4.1, 4.2
Supportive	NYC School Survey
Environment	 Quality Review indicators 1.4, 3.4
	 Chronic absenteeism (or average change in student
	attendance, for some school types)
	 Movement of students with disabilities to less restrictive environments
Effective School	NYC School Survey
Leadership	 Quality Review indicators 1.3, 3.1, 5.1
Strong Family-	NYC School Survey
Community Ties	Quality Review indicators 3.4
Trust	NYC School Survey

Quality Review

The Framework ratings incorporate results from the school's most recent Quality Review on the following indicators:

- **1.1** Rigorous, engaging, and coherent curricula aligned to the Common Core Learning Standards.
- **1.2** Research-based, effective instruction that yields high quality student work.
- **1.3** Aligned resource use to support instructional goals that meet students' needs.
- **1.4** Structures for a positive learning environment, inclusive culture, and student success.
- **2.2** Curricula-aligned assessment practices that inform instruction.
- **3.1** School-level theory of action and goals shared by the school community.
- **3.4** A culture of learning that communicates and supports high expectations.
- **4.1** Support and evaluation of teachers through the Danielson Framework and analysis of learning outcomes
- **4.2** Teacher teams engaged in collaborative practice using the inquiry approach to improve classroom practice.

5.1 Regularly evaluate school-level decisions with a focus on the Common Core Learning Standards.

Schools that received Quality Reviews in 2016-17 or later have ratings on all ten indicators. Schools that received their latest Quality Review in 2015-16 or earlier have ratings on five indicators: 1.1, 1.2, 2.2, 3.4, and 4.2.

For additional information about the Quality Review, please visit https://www.schools.nyc.gov/about-us/reports/school-quality/quality-review

NYC School Survey

The NYC School Survey is administered annually to students in grades 6-12, and to parents and teachers of students in all grades (3-K through 12). The survey gathers information from school communities on the six elements of the Framework for Great Schools.

The survey is organized as groups of questions relating to a measure, and groups of measures relating to an element.

 Example: The element of Rigorous Instruction is composed of four measures: Academic Press, Course Clarity, Quality of Student Discussion, and Strong Core Instruction. The NYC School Survey includes groups of questions related to each of those measures.

See Appendix A for a detailed explanation of the element-measure-question survey structure.

► Question-Level Percent Positive

For each survey question, we calculate the percentage of "positive" responses (excluding "I don't know" or missing responses from the denominator).

Positive responses are defined as those in the favorable half of response options (i.e., out of four possible response options, the two most favorable options are treated as positive responses).

► Measure-Level Percent Positive

For each measure, we calculate the percentage of positive responses. This value is the average of the percent positives of all the questions within the measure.

► Element-Level Percent Positive

For each element, we calculate the percentage of positive responses. This value is not simply the straight average of the percent positives of all the questions within the element. Instead, this value is the average of the measure-level percent positives for all the measures within the element. (For example, the percent positive for the Rigorous Instruction element is the average of the percent positives on its four measures: Academic Press, Course Clarity, Quality of Student Discussion, and Strong Core Instruction.)

For additional information about the survey, please visit https://www.schools.nyc.gov/about-us/reports/school-quality/nyc-school-survey or email surveys@schools.nyc.gov

Other Metrics

► Average Change in Student Attendance (Transfer High Schools, YABC Programs, District 75 Schools)

This metric shows the average change in attendance rate for the students at the school under evaluation. This measure looks at two pieces of information for each student:

- Student's attendance rate for 2018-19. (This student attendance rate is the aggregate rate from all New York City public school(s) the student attended in 2018-19)
- Student's attendance rate for 2019-20. (This student attendance rate includes only the rate at the school under evaluation)

To be included in this measure a student must have an attendance rate for the 2018-19 school year with a minimum aggregate of 40 days on register at any New York City school(s) during that year. In addition, during the 2019-20 school year, the student must have been on the register of the school under evaluation for at least 40 days.

The average change in the student attendance rate for each school is calculated by taking the average of change in attendance rate from 2018-19 to 2019-20 for all students at the school under evaluation. (This metric is expressed in percentage points.)

► Movement of Students with Disabilities to Less Restrictive Environments (Non-District 75 Schools)

This measure recognizes schools that educate students with disabilities in the least restrictive environment that is educationally appropriate. Students with an IEP during any of the last four school years are sorted into four tiers based on primary program recommendations and the amount of time spent with general education peers, as of the end of September of each year. The denominator for this measure includes all K-8 students with tier two or higher in any of the years 2017-18, 2016-17, or 2015-16. Students who are newly certified in 2018-19 are excluded.

The numerator contribution of each student is the highest tier number from the last four school years minus the tier number for 2018-19. This number can range from zero (for students who are in their highest tier in 2018-19) to three (for students who were previously in Tier Four and are in Tier One in 2018-19). Negative numbers are not possible; students who move to a more restrictive environment count the same as if they had always been in that setting.

Tier One - General education

- No IEP. or
- IEP with a recommendation of related services only

Tier Two – 80-100% of time with general education peers

- Primary recommendation of SETSS or ICT, or
- Primary recommendation of self-contained, spend 80-100% of instructional periods with general education peers

Tier Three – 40-79% of time with general education peers

 Primary recommendation of self-contained, spend 40-79% of instructional periods with general education peers

Tier Four – 0-39% of time with general education peers

 Primary recommendation of self-contained, spend 0-39% of instructional periods with general education peers

Students who start a less restrictive program at the beginning of 2018-19 count immediately, but if they start the less restrictive program mid-year, they will not contribute to the metric until the next year.

Framework Elements Scoring and Ratings

Scoring and Rating Structure

Due to COVID-19, the 2019-20 School Quality Reports does not include any scores or ratings for metrics or Framework elements. For information on how scores and ratings were calculated in the past, refer to the 2018-19 Educator Guide.

Appendix A

Element-Measure-Question Structure

The following tables show the measures within each element, the respondent group(s) that were asked about each measure in the NYC School Survey, and the questions that were asked.

ement	Non-elementary schools		Elementary schools		
Measure	Students	Teachers	Parents	Teachers	Parents
Rigorous Instruction					
Academic Press	×	×		×	
Course clarity	×				
Quality of student discussion		×		×	
Strong core instruction		×		×	
Collaborative Teachers					
Cultural awareness and inclusive classroom					
instruction	×	×		×	
Innovation and collective responsibility		×		×	
Peer collaboration		×		×	
Quality of professional development		×		×	
School commitment		×		×	
Supportive Environment					
Classroom behavior	×	×		×	
Guidance	×			×	
Peer support for academic work	×				
Personal attention and support	×				
Preventing bullying	×				
Safety	×			×	
Social-emotional		×		×	
Effective School Leadership					
Inclusive leadership			×		×
Instructional leadership		×		×	
Program coherence		×		×	
Teacher influence		×		×	
Strong Family-Community Ties					
Outreach to parents		×	×	×	×
Parent involvement in school			×		×
Trust					
Parent-principal trust			×		×
Parent-teacher trust			×		×
Student-teacher trust	×				
Teacher-principal trust		×		×	
Teacher-teacher trust		×		×	

Rigorous Instruction

Questions included within each measure in the Rigorous Instruction element.

Academic Press

How much do YOU agree with the following statements?

- S q4a I'm learning a lot in my classes at this school to prepare me for the next level or grade.
- S q4j My classes at this school really make me think critically.

1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

In how many of your classes ...

- S q5a are you challenged?
- S q5b do your teachers ask difficult questions on tests?
- S q5c do your teachers ask difficult questions in class?
- S q5d do you work in small groups?
- S q5e do your teachers want students to become better thinkers, not just memorize things?

1 = None, 2 = A few, 3 = Most, 4 = All

How many students in your classes...

- T q24a feel challenged?
- T q24c have to work hard to do well?
- T q24e respond to challenging test questions?
- T q24g respond to challenging questions in class?

1 = None, 2 = Some, 3 = A lot, 4 = All

Course clarity

In how many of your classes, this school year, do YOU feel the following statement is true?

- S q2a I learn a lot from feedback on my work.
- S q2b It's clear what I need to do to get a good grade.
- S q2c The work we do in class is good preparation for our class tests.
- S q2d The homework assignments help me learn the course material.
- S q2e I know what my teacher wants me to learn in class.
 - 1 = None, 2 = A few, 3 = Most, 4 = All

Quality of student discussion

How many students in your classes...

- T q23a build on each other's ideas during class discussions?
- T q23b use data or text references to support their ideas?
- T q23c show that they respect each other's ideas?
- T q23d provide constructive feedback to their peers/teachers?
- T q23e participate in class discussions at some point?
 - 1 = None, 2 = Some, 3 = A lot, 4 = All

Strong core instruction

For general/self-contained/ELA/math/science/social studies: In planning my last instructional unit, I had the resources and tools I needed to include multiple opportunities for...

- T q18a students to build knowledge by engaging with a variety of texts and tasks that feature big ideas, rich content, and multiple perspectives.
- T q18b reading and writing experiences grounded in evidence from text, both literary and informational.
- T q18c students to interact with complex grade-level text and tasks.

Т	q18d	students to practice academic language through writing.
T	q18e	students to engage with texts and tasks reflective of their diverse racial, cultural, and linguistic perspective.
Т	q18f	students to engage in extended talk and discussion organized around rich content and topics.
T	q18g	students to engage in meaningful discussion that critically examines topics that connect to the daily lives of students.
T	q18h	teaching and practicing high-utility vocabulary words.
Т	q18i	focusing deeply on the concepts emphasized in the standards to help students build strong foundations for learning.
Т	q18j	creating coherent progressions within the standards from previous grades to current grade to build onto previous learning.
Т	q18k	students to demonstrate conceptual understanding within real-world examples. 1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

Collaborative Teachers

Questions included within each measure in the Collaborative Teachers element.

Cultural awareness and inclusive classroom instruction

Cuitt	ıı aı awa	neness and inclusive classicom instruction
How r	nuch do Y	OU agree with the following statements?
S	q1f	My teachers use examples of students' different cultures/backgrounds/families in their lessons to make learning more meaningful for me.
S	q1g	I see people of many races, ethnicities, cultures, and backgrounds represented in the curriculum.
S S	q1i q1j	In general, my teachers treat students from different cultures or backgrounds equally. I feel that my teachers respect my culture/background.
S	q1j q1i	In general, my teachers make their lessons relevant to my everyday life experiences.
S	q1k	I am presented with positive images of people from a variety of races, ethnicities, cultures, and backgrounds.
		1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree, 5 = I don't know
Please	e mark the	e extent to which you disagree or agree with each of the following. I am able to
Т	q2a	receive support around how to incorporate students' cultural and linguistic backgrounds in my practice.
Τ	q2b	use my students' prior knowledge to make my lessons relevant to their everyday life.
Т	q2c	modify instructional activities and materials to meet the developmental needs and learning interests of all my students.
Τ	q2d	ensure instruction represents multiple perspectives, cultures, and backgrounds.
Т	q2e	design appropriate instruction that is matched to students' need (e.g. English language learners (ELLs) proficiency and students with disabilities).
Т	q2f	apply my knowledge of parents' various cultural backgrounds when collaborating with them regarding their child's educational progress.
Т	q2g	develop appropriate Individualized Education Programs for my students with disabilities.
Т	q2h	distinguish linguistic/cultural differences from learning difficulties.
	•	1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree, 5 = I don't know

Innovation and Collective responsibility

How	How many teachers at this school				
Т	q1a	help maintain discipline in the entire school, not just their classroom?			
Τ	q1b	are actively trying to improve their teaching?			
Т	q1c	take responsibility for improving the school?			
Т	q1d	are eager to try new ideas?			
Т	q1e	feel responsible that all students learn?			
		1 = None, 2 = Some, 3 = A lot, 4 = All			

Peer collaboration

Please mark the extent to which you disagree or agree with each of the following. At this school...

- T q9d teachers design instructional programs (e.g. lessons, units) together.
- T q9e teachers make a conscious effort to coordinate their teaching with instruction at other grade
 - levels.
- T q9a the principal/school leader, teachers, and staff collaborate to make this school run effectively.
 - 1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

Quality of professional development

Please mark the extent to which you disagree or agree with each of the following. Overall, my professional development experiences this year have...

- T q11a been sustained and coherently focused, rather than short-term and unrelated.
- T q11b included enough time to think carefully about, try, and evaluate new ideas.
- T q11c included opportunities to engage in inquiry-based, professional collaboration with peers and/or mentors in my school.
- T q11d included opportunities to engage in inquiry-based, professional collaboration with peers and/or mentors from other schools.
- T q11e directly related to my students' needs.
 - 1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

School commitment

Please mark the extent to which you disagree or agree with each of the following.

- T q4a I usually look forward to each working day at this school.
- T q4b I would recommend this school to parents/guardians seeking a place for their child.
- T q4h I would recommend this school to other teachers as a place to work.
 - 1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

Supportive Environment

Questions included within each measure in the Supportive Environment element.

Classroom behavior

In how many of your classes at this school do YOU feel most students...

- S q6a listen carefully when the teacher gives directions?
- S q6b follow the rules in class?
- S q6c pay attention when they are supposed to?
- S q6d work when they are supposed to?
- S q6e behave well even when the teacher isn't watching?
 - 1 = None, 2 = A few, 3 = Most, 4 = All

How many students in your classes...

- T q24b listen carefully when the teacher gives directions?
- T q24d follow the rules in class?
- T q24f pay attention when they are supposed to?
- T q24h do their work when they are supposed to?
- T q24i behave well in class even when the teacher isn't watching?
 - 1 = None, 2 = Some, 3 = A lot, 4 = All

Guidance

If you are a student in grades 6-8, ANSWER this question. If you are a student in grades 9-12, SKIP this question. How much do YOU agree with the following statements?

- S q9a This school provides guidance for the application process for high school.
- S q9b This school educates families about the application/enrollment process for high school.

1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

If you are a student in grades 9-12, ANSWER this question. How much do YOU agree with the following statements? Adults at this school (including teachers, administrators, counselors, and the principal)...

- S q10a talk to me about what I plan to do after high school.
- S q10b encourage me to continue my education after high school.
- S q10c provide me with information about the college application process.
- S q10d help me plan for how to meet my future career goals.

1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

If you are a student in grades 9-12, ANSWER this question. How much do YOU agree with the following statements? Adults at this school (including teachers, administrators, counselors, and the principal)...

- S q11a help me consider which colleges to apply to.
- S q11b show me options for how to pay for college (scholarship, grants, loans, work study programs, etc.). 1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree, 5 = N/A

Peer support for academic work

In how many of your classes at this school do YOU feel most students...

- S q6f feel it is important to come to school every day?
- S q6g feel it is important to pay attention in class?
- S q6h think doing homework is important?
- S q6i try hard to get good grades?

1 = None, 2 = A few, 3 = Most, 4 = All

Personal attention and support

In how many of your classes, this school year, do YOU feel the following statement is true? My teachers...

- S g3a help me catch up if I am behind.
- S q3b notice if I have trouble learning something.
- S q3c give me specific suggestions about how I can improve my work in class.
- S q3d explain things a different way if I don't understand something in class.
- S q3e support me when I am upset.

1 = None, 2 = A few, 3 = Most, 4 = All

Preventing bullying

How often are the following things true?

- S q8a At this school students harass, bully, or intimidate other students.
- S q8b At this school students harass, bully, or intimidate each other because of their race, religion, ethnicity, national origin, or citizenship/immigration status.
- S q8c At this school students harass, bully, or intimidate each other because of their gender, gender identity, gender expression, or sexual orientation.
- S q8d At this school students harass, bully, or intimidate each other because of other differences, like disability or weight.
- S q8e At this school students harass, bully, or intimidate each other online (through mobile phones, social media, email, or other forms of electronic communication).

1 = None of the time, 2 = Rarely, 3 = Some of the time, 4 = Most of the time

Safety

```
How much do YOU agree with the following statements?
S
        q4k
                 Discipline is applied fairly in my school.
                  1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree
How much do you agree with the following statements? I feel safe...
S
                 outside around this school.
        q7a
S
                 traveling between home and this school.
        q7b
S
        q7c
                 in the hallways, bathrooms, locker rooms, and cafeteria of this school.
S
        q7d
                 in my classes at this school.
                 1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree
How much do you agree with the following statements? My students are safe...
                 outside around this school.
Τ
        q28a
Τ
        q28b
                 traveling between home and this school.
Τ
        q28c
                 in the hallways, bathrooms, locker rooms, and cafeteria of this school.
Т
        q28d
                 in my class(es).
                 1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree
How much do you agree with the following statement?
                 Discipline is applied to students fairly in my school.
                 1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree
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Social-emotional

How many adults at this school			
Τ	q25a	help students develop the skills they need to complete challenging coursework despite obstacles?	
Τ	q25b	tell their students they believe they can achieve high academic standards?	
Τ	q25c	teach critical thinking skills to students?	
Τ	q25d	teach students how to advocate for themselves?	
Τ	q25e	teach students the organizational skills needed to be prepared for their next level?	
Τ	q25f	recognize disruptive behavior as social-emotional learning opportunities?	
Τ	q25g	teach students the skills they need to regulate their behavior (i.e. by focusing their attention,	
		controlling their emotions, or managing their thinking, behavior, and feelings)?	
Τ	q25h	have access to school-based supports to assist in behavioral/emotional escalations?	
		1 = None, 2 = Some, 3 = A lot, 4 = All, 5 = I don't know	

Effective School Leadership

Questions included within each measure in the Effective School Leadership element.

Inclusive leadership

Please mark the extent to which you disagree or agree with each of the following statements about this school.

P q2c The principal/school leader encourages feedback from parents/guardians and the community through regular meetings with parent/guardian and teacher leaders.

1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree, 5 = I don't know

Please mark the extent to which you disagree or agree with each of the following statements. The principal/school leader at this school...

P q3a is strongly committed to shared decision making.
P q3b works to create a sense of community in the school.
P q3c promotes family and community involvement in the school.
1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree, 5 = I don't know

Instructional leadership

Please mark the extent to which you disagree or agree with each of the following. The principal/school leader at this school...

- T q12a makes clear to the staff his or her expectations for meeting instructional goals.
- T q12b communicates a clear vision for this school.
- T q12c understands how children learn.
- T q12d sets high standards for student learning.
- T g12e participates in instructional planning with teams of teachers.
 - 1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

Please mark the extent to which you disagree or agree with each of the following. The principal/assistant principal(s) at this school...

- T q13a supports teachers in implementing what they have learned in professional development.
 - carefully tracks student academic progress.
- T q13b knows what's going on in my classroom.
- T q13c provides teachers with formative feedback to improve practice.
- T q13d provides teachers with the support to implement formative feedback.
- T q13f supports teachers in modifying instructional activities and materials to meet the developmental

needs and learning interests of all my students.

1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

Program coherence

Please mark the extent to which you disagree or agree with each of the following. At this school...

- T q9b once we start a new program, we follow up to make sure that it's working.
- T q9c it is clear how all of the programs offered are connected to our school's instructional vision.
- T q9f curriculum, instruction, and learning materials are well coordinated across the different grade levels at this school.
 - 1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

Teacher influence

Please mark the extent to which you disagree or agree with each of the following. At this school...

- T q10e the principal/school leader encourages feedback through regular meetings with parent and teacher leaders.
 - 1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

How much influence do teachers have over school policy in each of the areas below?

- T q14a Hiring new professional personnel.
- T q14b Planning how discretionary school funds should be used.
- T q14c Selecting instructional materials and/or curriculum used in classrooms.
- T q14d Developing instructional materials.
- T q14e Setting standards for student behavior.
 - 1 = No influence, 2 = Little, 3 = A moderate amount, 4 = A great deal of influence

Strong Family-Community Ties

Questions included within each measure in the Strong Family-Community Ties element.

Outreach to parents

		-
Please	mark the	extent to which you disagree or agree with each of the following. At this school
Т	q10a	parents/guardians are offered opportunities to visit their child's classroom, such as observing
		instruction, participating in an activity with their child, etc.
Т	q10b	teachers understand families' problems and concerns.
Τ	q10c	teachers work closely with families to meets students' needs.
Τ	q10d	school staff regularly communicate with parents/guardians about how parents can help students
		learn.
Τ	q10f	staff value families' race, ethnicity, culture, or background.
		1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree
Please	mark the	extent to which you disagree or agree with each of the following statements about this school.
Р	q1a	School staff regularly communicate with me about how I can help my child learn.
Р	q1b	My child's school offers me opportunities to visit my child's classroom, such as observing
	·	instruction, participating in an activity with my child, etc.
Р	q1c	My child's school offers me the opportunity to volunteer time to support this school (for example,
		helping in classrooms, helping with school-wide events, etc.)
Р	q1d	I am greeted warmly when I call or visit the school.
Р	q1e	Teachers work closely with me to meet my child's needs.
Р	q1f	I feel well-informed by the communications I receive from my child's school.
Р	q1i	My child's school communicates with me in a language and in a way that I can understand.
		1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree
P P P	q1c q1d q1e q1f	instruction, participating in an activity with my child, etc. My child's school offers me the opportunity to volunteer time to support this school (for example, helping in classrooms, helping with school-wide events, etc.) I am greeted warmly when I call or visit the school. Teachers work closely with me to meet my child's needs. I feel well-informed by the communications I receive from my child's school. My child's school communicates with me in a language and in a way that I can understand.

Parent involvement in school

Since the beginning of the school year, how often have you...

P q4a communicated with your child's teacher about your child's performance?

P q4b seen your child's projects, artwork, homework, tests, or quizzes?

1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often

During the school year, how likely are you to...

P q7a attend a general school meeting or school event (open house, back to school night, play, dance, sports event, or science fair)?

P q7b go to a regularly scheduled parent-teacher conference with your child's teacher?

1 = Very unlikely, 2 = Somewhat unlikely, 3 = Somewhat likely, 4 = Very likely

Trust

Questions included within each measure in the Trust element.

Parent-principal trust

	Please mark the extent to which you disagree or agree with each of the following statements about this school.			
Pleas				
Р	q1j	I feel respected by my child's principal/school leader.		
Р	q1m	I trust the principal/school leader at his or her word (to do what he or she says that he or she will do).		
Р	q1n	The principal/school leader is an effective manager who makes the school run smoothly.		
Р	q2b	The principal/school leader at this school works hard to build trusting relationships with parents/guardians like me. 1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree		

Parent-teacher trust

Please mark the extent to which you disagree or agree with each of the following statements about this school.

- P q1g I feel respected by my child's teachers.
- P q1h Staff at this school work hard to build trusting relationships with parents/guardians like me.

1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

Please mark the extent to which you disagree or agree with each of the following statements about this school.

P q2a Teachers and parents/guardians think of each other as partners in educating children.

1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree, 5 = I don't know

Student-teacher trust

S

How much do YOU agree with the following statements?

- S q4c There is at least one adult in the school that I can confide in.
 - g4e My teachers will always listen to students' ideas.
- S q4f My teachers always do what they say they will do.
- S q4g My teachers treat me with respect.
- S q4i When my teachers tell me not to do something, I know they have a good reason.

1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

Teacher-principal trust

Please mark the extent to which you disagree or agree with each of the following.

- T q5a I feel respected by the principal/school leader at this school.
- The principal/school leader at this school is an effective manager who makes the school run smoothly.
- The principal/school leader has confidence in the expertise of the teachers at this school.
- T q5d I trust the principal/school leader at his or her word (to do what he or she says that he or she will do.
- T q5e At this school, It's OK to discuss feelings, worries, and frustrations with the principal/school leader.
- The principal/school leader takes a personal interest in the professional development of teachers.
- T q5g The principal/school leader looks out for the personal welfare of the staff members.
- The principal/school leader places the needs of children ahead of personal interests.
- T q5i The principal and assistant principal function as a cohesive unit.
 - 1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree

Teacher-teacher trust

Please mark the extent to which you disagree or agree with each of the following.

- T q4c Teachers in this school trust each other.
- T q4d It's OK in this school to discuss feelings, worries, and frustrations with other teachers.
- T q4e Teachers respect other teachers who take the lead in school improvement efforts.
- T q4f I feel respected by other teachers at this school.
- T q4g Teachers at this school respect their colleagues' specific expertise.

1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree