



INSPIRE Graduate Survey  
*University of Virginia*

Aggregate Report  
August 2017

## INSPIRE Leadership

### Initiative for Systemic Program Improvement through Research in Educational (INSPIRE) Leadership

The INSPIRE Leadership Survey Suite is designed to assess graduates' perceptions about their leadership preparation experiences, and provide a source of evidence on leadership program outcomes. The INSPIRE Suite currently consists of four surveys, including one that addresses the preparation program features, a graduate edition, a leader in practice edition, and a 360 teacher and supervisor edition.


This report presents results from the INSPIRE Graduate Edition (INSPIRE-G). The purpose of this survey is to gather feedback from graduates on their preparation experiences, learning outcomes, and career intentions. The survey includes three broad components, including (1) program quality and experiences, (2) learning outcomes and preparation for leadership practices and behaviors, and (3) beliefs about the principalship.

For questions about the administration of this survey or report, please contact Marcy Reedy at 434-297-7896 or [mar5q@virginia.edu](mailto:mar5q@virginia.edu).







## Participant Background & Demographics

The following section provides information about the professional background and demographics of the graduate respondents.





**By taking this online survey, you are giving your consent to participate in the study.**

|   | Bar  | Count | Percent |
|---|--|-------|---------|
| I agree to participate in this study.       |  | 16    | 100.0%  |
| I do not wish to participate in this study. |  |       | 0.0%    |
| Total                                       |  | 16    | 100.0%  |

**Please indicate your position**

|  | Bar  | Count | Percent |
|--|--|-------|---------|
| Practicing School Leader/Principal/Asst. Principal             |     | 5     | 33.3%   |
| District Leader/Supervisor                                     |     | 1     | 6.7%    |
| Teacher Leader (e.g., mentor teacher, department chair, coach) |     | 4     | 26.7%   |
| Classroom Teacher  |     | 4     | 26.7%   |
| Other  |   | 1     | 6.7%    |
| Total  |  | 15    | 100.0%  |

**What are your current plans for becoming a school leader?**

|   | Bar  | Count | Percent |
|---|--|-------|---------|
| I have become a school leader since enrolling in the program. |   | 6     | 42.9%   |
| I intend to go into school leadership someday.                |   | 5     | 35.7%   |
| I think I may go into school leadership someday.              |  |       | 0.0%    |
| I am undecided about going into school leadership.            |   | 3     | 21.4%   |
| I do not plan to go into school leadership.                   |  |       | 0.0%    |
| Total   |  | 14    | 100.0%  |






**What year did you begin your leadership preparation program? (YYYY)**

| Min Value | Max Value | Average Value | Std. Dev. | Total Respondents |
|-----------|-----------|---------------|-----------|-------------------|
| 2003      | 2016      | 2013.07       | 3.13      | 16                |





**What year did you complete your leadership preparation program? (YYYY)**

| Min Value | Max Value | Average Value | Std. Dev. | Total Respondents |
|-----------|-----------|---------------|-----------|-------------------|
| 2016      | 2017      | 2016.60       | 0.51      | 16                |

**What graduate degree will you earn (or did earn) as a result of the completion of this program?**

|  | Bar  | Count | Percent |
|--|--|-------|---------|
| No graduate degree (e.g., licensure, certificate, or endorsement only) |    | 4     | 26.7%   |
| Master's degree  |   | 4     | 26.7%   |
| Specialist's degree (or certificate of advanced studies)               |   | 4     | 26.7%   |
| Doctoral degree  |   | 3     | 20.0%   |
| Total  |  | 15    | 100.0%  |

**What administrative license or certification will or do you hold as a result of completing this program?**

|   | Bar  | Count | Percent |
|---|--|-------|---------|
| Will not hold an administrative license or certificate          |   | 3     | 21.4%   |
| School building leader/principal license or certificate         |  | 11    | 78.6%   |
| District-level leadership/superintendent license or certificate |   | 1     | 7.1%    |
| Total   |  | 15    | 107.1%  |

**How many years of experience do you have in the following positions?**

|                       | K-12 Teacher | K-12 Teacher Leader<br>(e.g., teacher leader,<br>department chair,<br>instructional coach) | K-12 Administrator<br>(e.g., principal,<br>assistant principal,<br>central office<br>administrator) | Other K-12<br>Professional<br>Educator<br>(e.g., school<br>counselor,<br>psychologist,<br>librarian,<br>district level<br>employee) | Job in<br>another<br>type of<br>educational<br>agency |
|-----------------------|--------------|--|---|---|---|
| Min Value             | 1            | 0  | 0   | 0   | 0   |
| Max Value             | 25           | 8  | 12  | 0   | 6   |
| Mean                  | 9.87         | 4.08   | 3.11  | 0   | 1.25  |
| Standard<br>Deviation | 5.68         | 2.53   | 4.46  | 0   | 2.19  |
| Total Responses       | 15           | 13   | 9   | 6   | 8   |

**In total, how many years of professional educational experience do you have altogether?**

| Min Value | Max Value | Average Value | Std. Dev. | Total Respondents |
|-----------|-----------|---------------|-----------|-------------------|
| 6         | 26        | 12.27         | 6.28      | 16                |

**How many years of experience do you have in jobs outside of education?**

| Min Value | Max Value | Average Value | Std. Dev. | Total Respondents |
|-----------|-----------|---------------|-----------|-------------------|
| 0         | 6         | 2.33          | 2.47      | 16                |




**How many years have you worked at your current school?**

| Min Value | Max Value | Average Value | Std. Dev. | Total Respondents |
|-----------|-----------|---------------|-----------|-------------------|
| 0         | 7         | 2.36          | 2.02      | 16                |




**How many years have you worked at your current district?**

| Min Value | Max Value | Average Value | Std. Dev. | Total Respondents |
|-----------|-----------|---------------|-----------|-------------------|
| 0         | 16        | 5.20          | 4.39      | 16                |

**What is your gender?**

|                       | Bar  | Count | Percent |
|-----------------------|--|-------|---------|
| Male                  |   | 5     | 33.3%   |
| Female                |   | 10    | 66.7%   |
| Other Gender Identity |  |       | 0.0%    |
| Total                 |  | 15    | 100.0%  |

**How do you identify yourself in terms of race/ethnicity?**

|   | Bar  | Count | Percent |
|---|--|-------|---------|
| American Indian or Alaska Native          |  |       | 0.0%    |
| Asian                                     |     | 2     | 13.3%   |
| Black or African American                 |  |       | 0.0%    |
| Hispanic or Latino/a                      |  |       | 0.0%    |
| Native Hawaiian or Other Pacific Islander |  |       | 0.0%    |
| White                                     |  | 13    | 86.7%   |
| Bi-racial/Multi-racial                    |  |       | 0.0%    |
| Other (Specify)                           |  |       | 0.0%    |
| Total                                     |  | 15    | 100.0%  |

**What is your year of birth? (YYYY)**

| Min Value | Max Value | Average Value | Std. Dev. | Total Responses |
|-----------|-----------|---------------|-----------|-----------------|
| 1960      | 1988      | 1978          | 9         | 15              |

## Program Quality

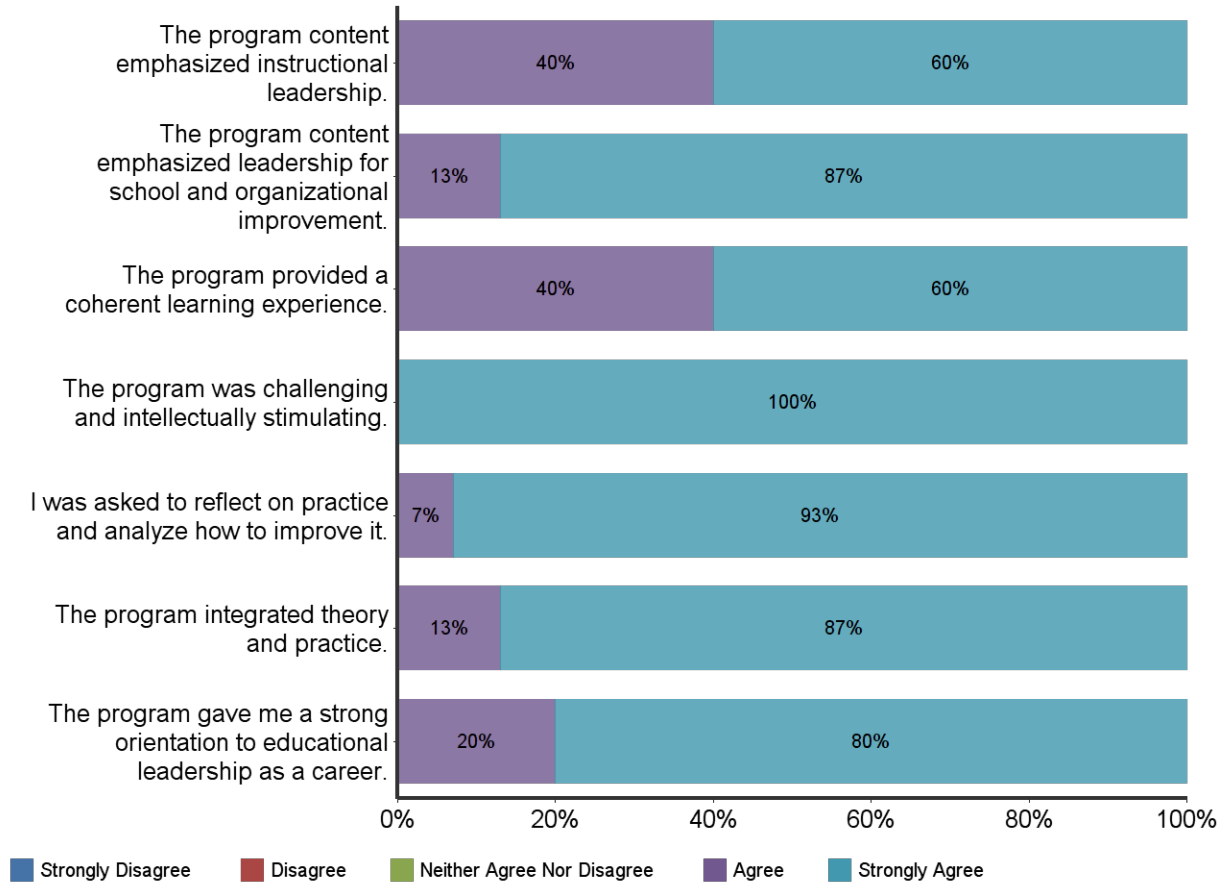
The following section includes graduates' responses about the quality of the leadership preparation program in the following categories:

- Rigor & Relevance
- Faculty Quality
- Peer Relationships
- Program Accessibility
- Internship/Residency Design & Quality



## Program Rigor & Relevance

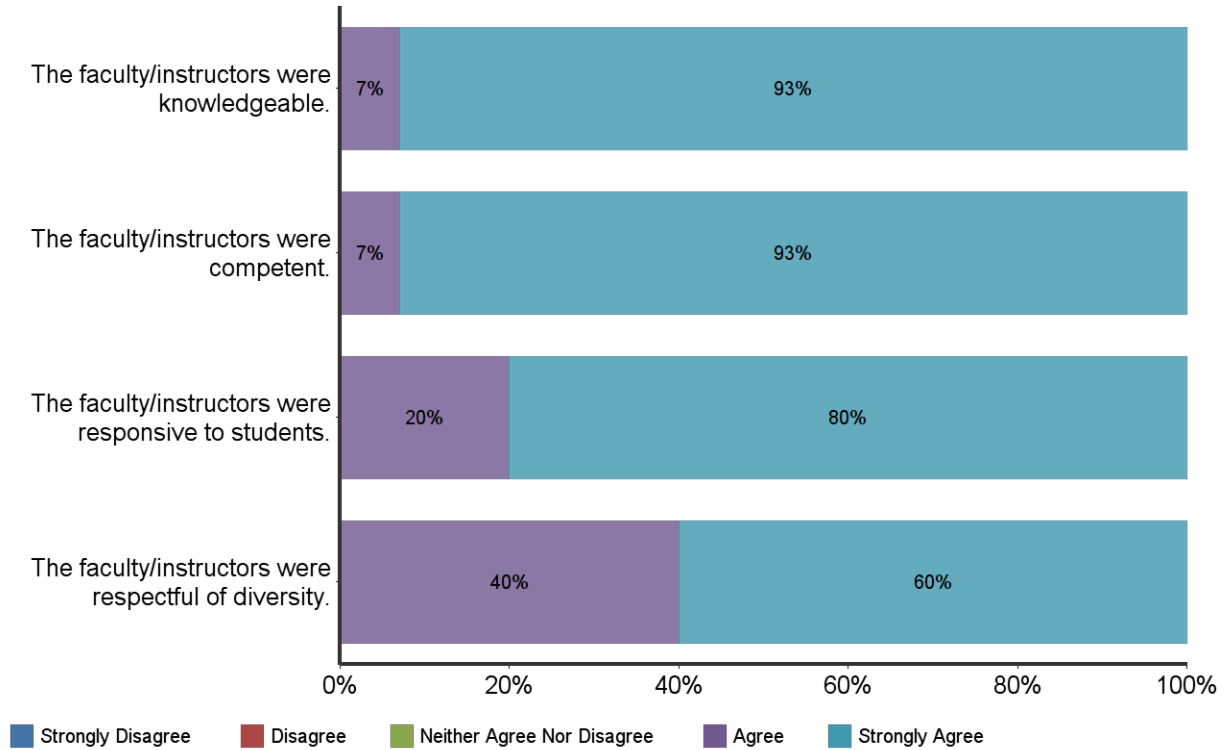
To what extent do you agree or disagree with the following statements about your educational leadership preparation program?



|  | Minimum | Maximum | Mean | Std. Dev. | Respondents |
|--|---------|---------|------|-----------|-------------|
| The program content emphasized instructional leadership.                             | 4       | 5       | 4.6  | 0.51      | 15          |
| The program content emphasized leadership for school and organizational improvement. | 4       | 5       | 4.87 | 0.35      | 15          |
| The program provided a coherent learning experience.                                 | 4       | 5       | 4.6  | 0.51      | 15          |
| The program was challenging and intellectually stimulating.                          | 5       | 5       | 5    | 0         | 14          |
| I was asked to reflect on practice and analyze how to improve it.                    | 4       | 5       | 4.93 | 0.26      | 15          |
| The program integrated theory and practice.  | 4       | 5       | 4.87 | 0.35      | 15          |
| The program gave me a strong orientation to educational leadership as a career.      | 4       | 5       | 4.8  | 0.41      | 15          |

## Faculty Quality

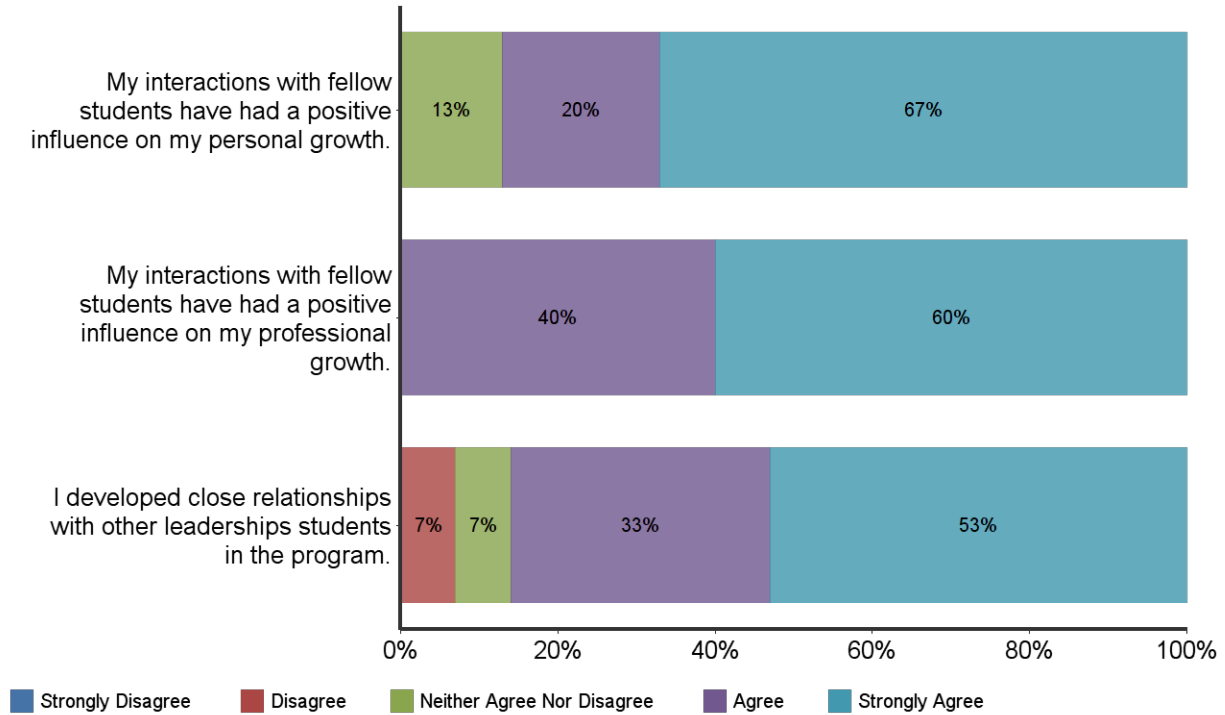
To what extent do you agree or disagree with the following statements about your educational leadership preparation program?



|   | Minimum | Maximum | Mean | Variance | Respondents |
|---|---------|---------|------|----------|-------------|
| The faculty/instructors were knowledgeable.           | 4       | 5       | 4.93 | 0.07     | 15          |
| The faculty/instructors were competent.               | 4       | 5       | 4.93 | 0.07     | 15          |
| The faculty/instructors were responsive to students.  | 4       | 5       | 4.8  | 0.17     | 15          |
| The faculty/instructors were respectful of diversity. | 4       | 5       | 4.6  | 0.26     | 15          |

## Peer Relationships

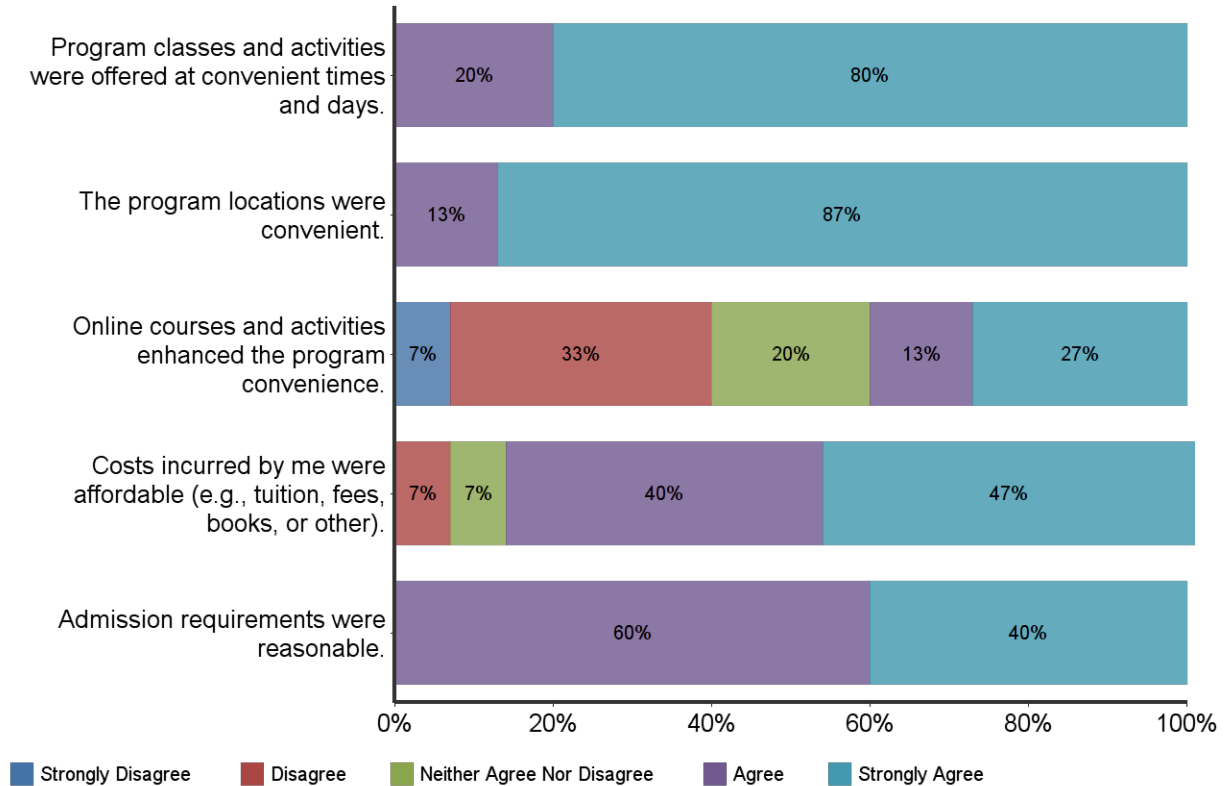
To what extent do you agree or disagree with the following statements about your educational leadership preparation program?



|   | Minimum | Maximum | Mean | Std. Dev. | Respondents |
|---|---------|---------|------|-----------|-------------|
| My interactions with fellow students have had a positive influence on my personal growth.     | 3       | 5       | 4.53 | 0.74      | 15          |
| My interactions with fellow students have had a positive influence on my professional growth. | 4       | 5       | 4.6  | 0.51      | 15          |
| I developed close relationships with other leadership students in the program.                | 2       | 5       | 4.33 | 0.90      | 15          |

## Program Accessibility




To what extent do you agree or disagree with the following statements about your educational leadership preparation program?









|  | Minimum | Maximum | Mean | Std. Dev. | Respondents |
|--|---------|---------|------|-----------|-------------|
| Program classes and activities were offered at convenient times and days.    | 4       | 5       | 4.8  | 0.41      | 15          |
| The program locations were convenient.                                       | 4       | 5       | 4.87 | 0.35      | 15          |
| Online courses and activities enhanced the program convenience.              | 1       | 5       | 3.2  | 1.37      | 15          |
| Costs incurred by me were affordable (e.g., tuition, fees, books, or other). | 2       | 5       | 4.27 | 0.88      | 15          |
| Admission requirements were reasonable.                                      | 4       | 5       | 4.4  | 0.51      | 15          |

## Internship/Residency Design

Did you have a program-sponsored internship (e.g., internship, residency, or other clinical experiences) working directly with a school or district leader on administrative tasks?

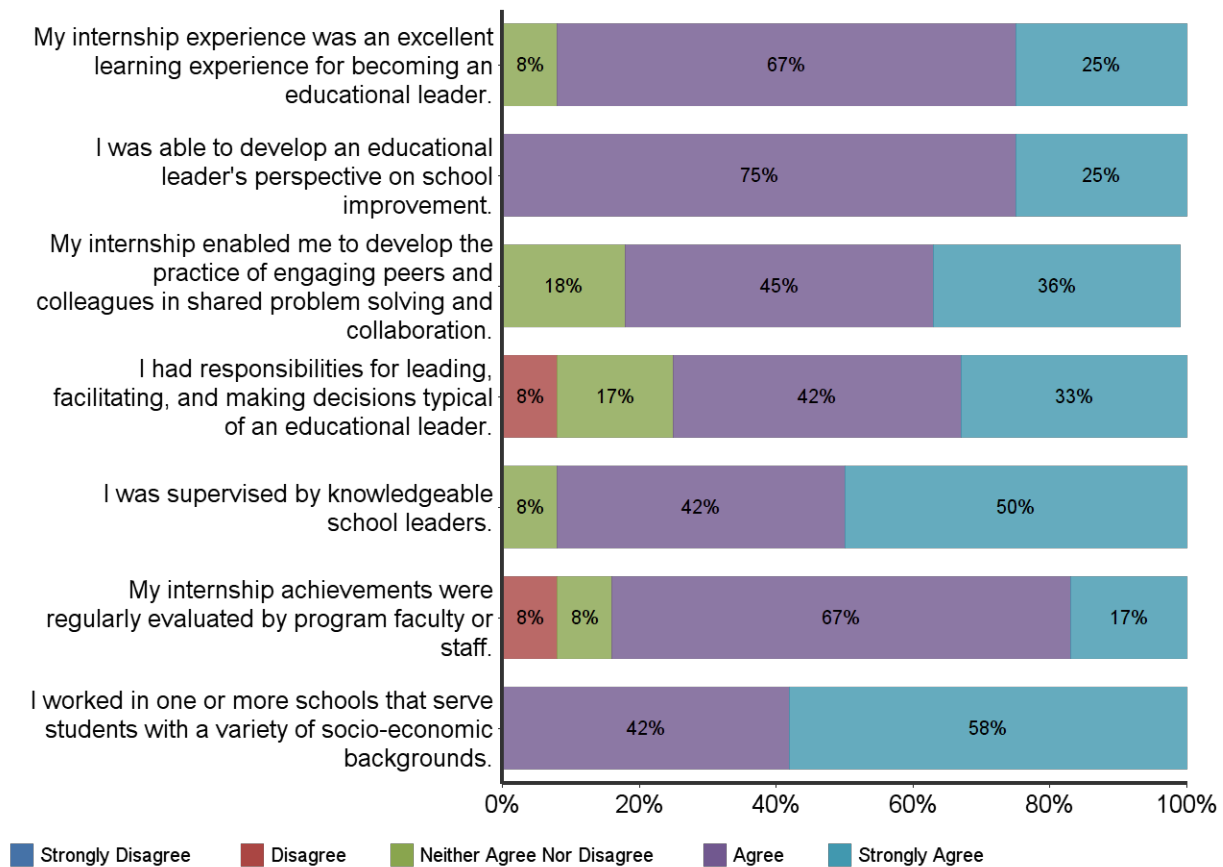
|       | Bar  | Count | Percent |
|-------|--|-------|---------|
| Yes   |   | 11    | 73.3%   |
| No    |   | 4     | 26.7%   |
| Total |  | 15    | 100.0%  |

In what type of internship, residency, or field experience did you participate? (mark all that apply)

|   | Bar  | Count | Percent |
|---|--|-------|---------|
| Paid full-time internship                   |  |       | 0.0%    |
| Unpaid full-time internship                 |    | 1     | 8.3%    |
| Part-time internship                        |   | 6     | 50.0%   |
| Course embedded clinical work/internship    |   | 9     | 75.0%   |
| Internship follows completion of coursework |   | 3     | 25.0%   |
| Clinical placements in multiple sites       |   | 2     | 16.7%   |
| Clinical placement in a single site         |  |       | 0.0%    |
| Other (Specify)                             |  |       | 0.0%    |
| Total                                       |  | 21    | 175.0%  |

## Internship/Residency Quality

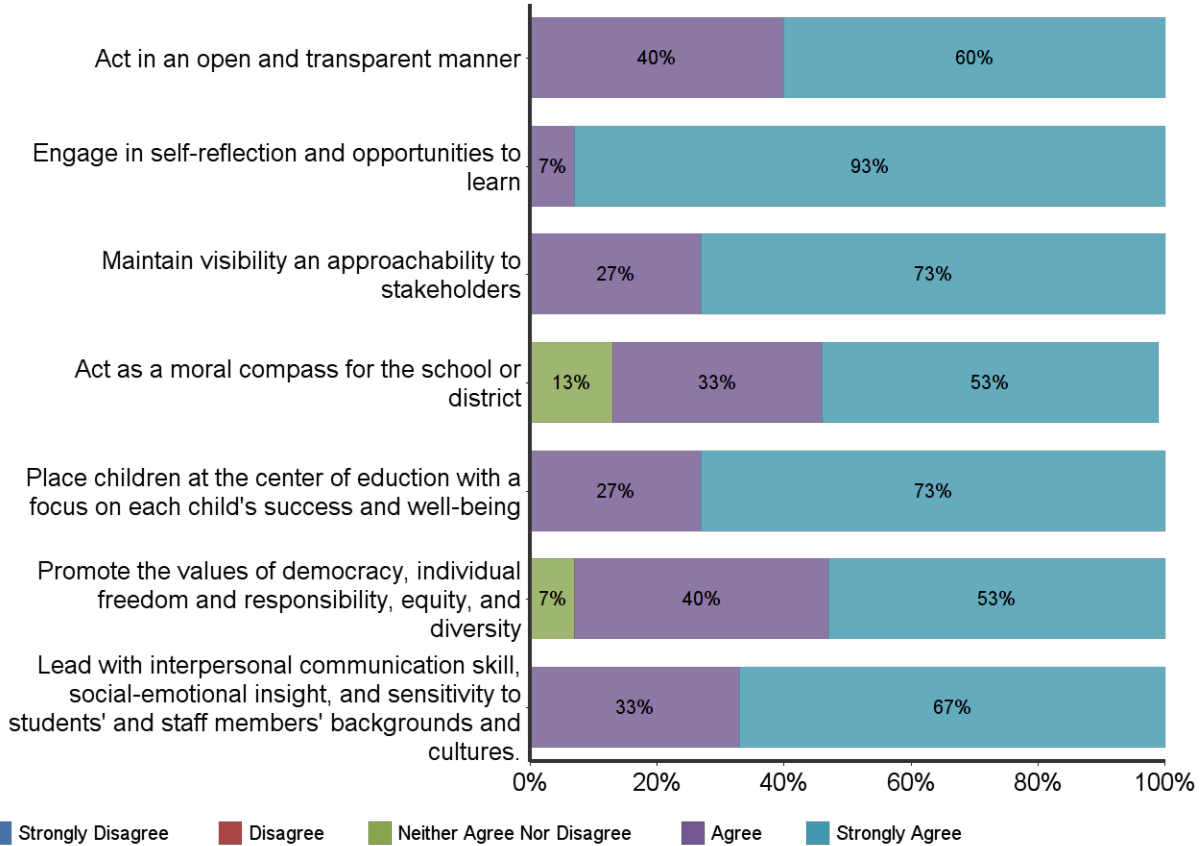
To what extent do you agree or disagree with the following statements about your internship experience?



|  | Minimum | Maximum | Mean | Std. Dev. | Respondents |
|--|---------|---------|------|-----------|-------------|
| My internship experience was an excellent learning experience for becoming an educational leader.                              | 3       | 5       | 4.17 | 0.58      | 12          |
| I was able to develop an educational leader's perspective on school improvement.   | 4       | 5       | 4.25 | 0.45      | 12          |
| My internship enabled me to develop the practice of engaging peers and colleagues in shared problem solving and collaboration. | 3       | 5       | 4.18 | 0.75      | 11          |
| I had responsibilities for leading, facilitating, and making decisions typical of an educational leader.                       | 2       | 5       | 4    | 0.95      | 12          |
| I was supervised by knowledgeable school leaders.  | 3       | 5       | 4.42 | 0.67      | 12          |
| My internship achievements were regularly evaluated by program faculty or staff.   | 2       | 5       | 3.92 | 0.79      | 12          |
| I worked in one or more schools that serve students with a variety of socio-economic backgrounds.                              | 4       | 5       | 4.58 | 0.51      | 12          |

## Ethics & Professional Norms

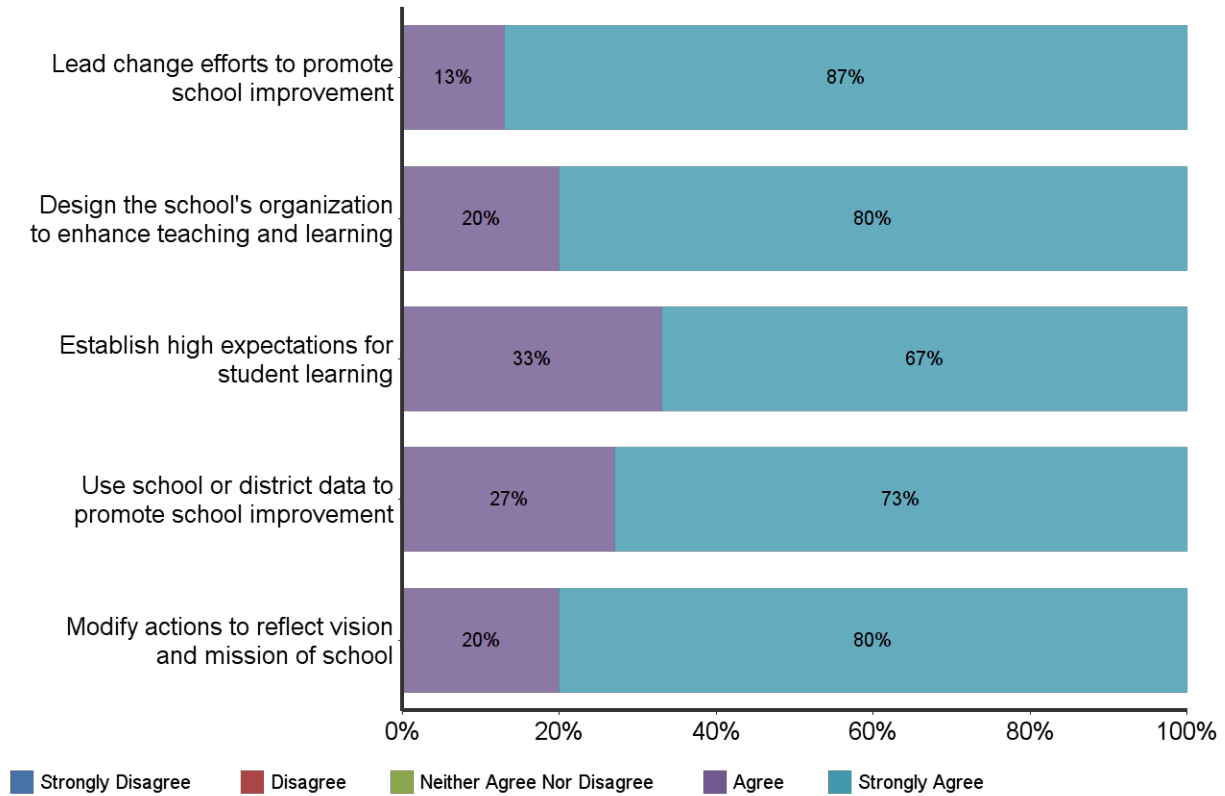
Please rate your agreement about how well your leadership program prepared you to do the following.



|  | Minimum | Maximum | Mean | Std. Dev. | Respondents |
|--|---------|---------|------|-----------|-------------|
| Act in an open and transparent manner  | 4       | 5       | 4.6  | 0.51      | 15          |
| Engage in self-reflection and opportunities to learn   | 4       | 5       | 4.93 | 0.26      | 15          |
| Maintain visibility an approachability to stakeholders   | 4       | 5       | 4.73 | 0.46      | 15          |
| Act as a moral compass for the school or district  | 3       | 5       | 4.4  | 0.74      | 15          |
| Place children at the center of education with a focus on each child's success and well-being  | 4       | 5       | 4.73 | 0.46      | 15          |
| Promote the values of democracy, individual freedom and responsibility, equity, and diversity  | 3       | 5       | 4.47 | 0.64      | 15          |
| Lead with interpersonal communication skill, social-emotional insight, and sensitivity to students' and staff members' backgrounds and cultures. | 4       | 5       | 4.67 | 0.49      | 15          |

## Strategic Leadership

Please rate your agreement about how well your leadership program prepared you to do the following.

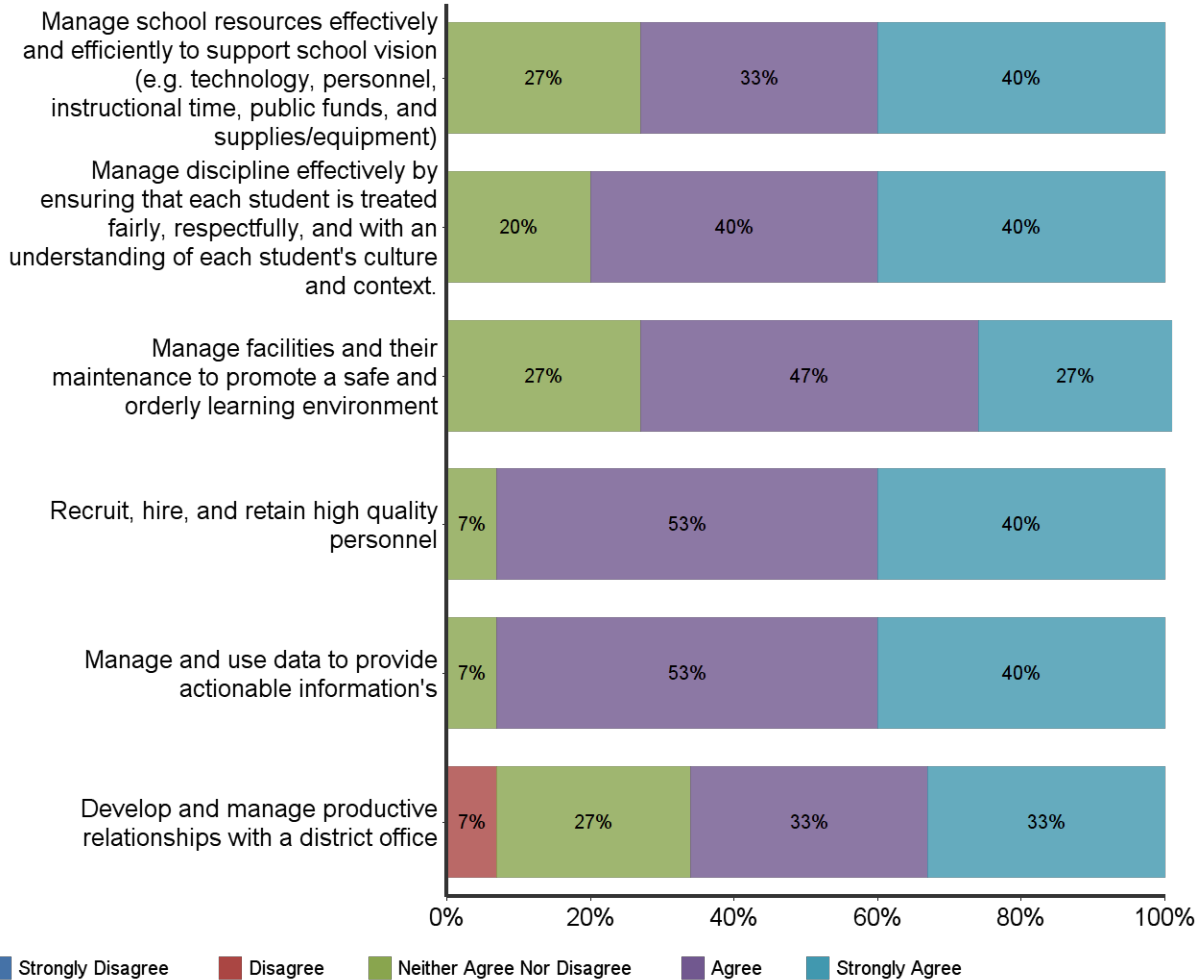


|   | Minimum | Maximum | Mean | Std. Dev. | Respondents |
|---|---------|---------|------|-----------|-------------|
| Lead change efforts to promote school improvement                 | 4       | 5       | 4.87 | 0.35      | 15          |
| Design the school's organization to enhance teaching and learning | 4       | 5       | 4.8  | 0.41      | 15          |
| Establish high expectations for student learning                  | 4       | 5       | 4.67 | 0.49      | 15          |
| Use school or district data to promote school improvement         | 4       | 5       | 4.73 | 0.46      | 15          |
| Modify actions to reflect vision and mission of school            | 4       | 5       | 4.8  | 0.41      | 15          |



## Operations and Management

Please rate your agreement about how well your leadership program prepared you to do the following.



|   | Minimum | Maximum | Mean | Std. Dev. | Respondents |
|---|---------|---------|------|-----------|-------------|
| Manage school resources effectively and efficiently to support school vision (e.g. technology, personnel, instructional time, public funds, and supplies/equipment) | 3       | 5       | 4.13 | 0.83      | 15          |
| Manage discipline effectively by ensuring that each student is treated fairly, respectfully, and with an understanding of each student's culture and context.       | 3       | 5       | 4.2  | 0.77      | 15          |
| Manage facilities and their maintenance to promote a safe and orderly learning environment  | 3       | 5       | 4    | 0.76      | 15          |
| Recruit, hire, and retain high quality personnel  | 3       | 5       | 4.33 | 0.62      | 15          |
| Manage and use data to provide actionable information's   | 3       | 5       | 4.33 | 0.62      | 15          |
| Develop and manage productive relationships with a district office  | 2       | 5       | 3.93 | 0.96      | 15          |

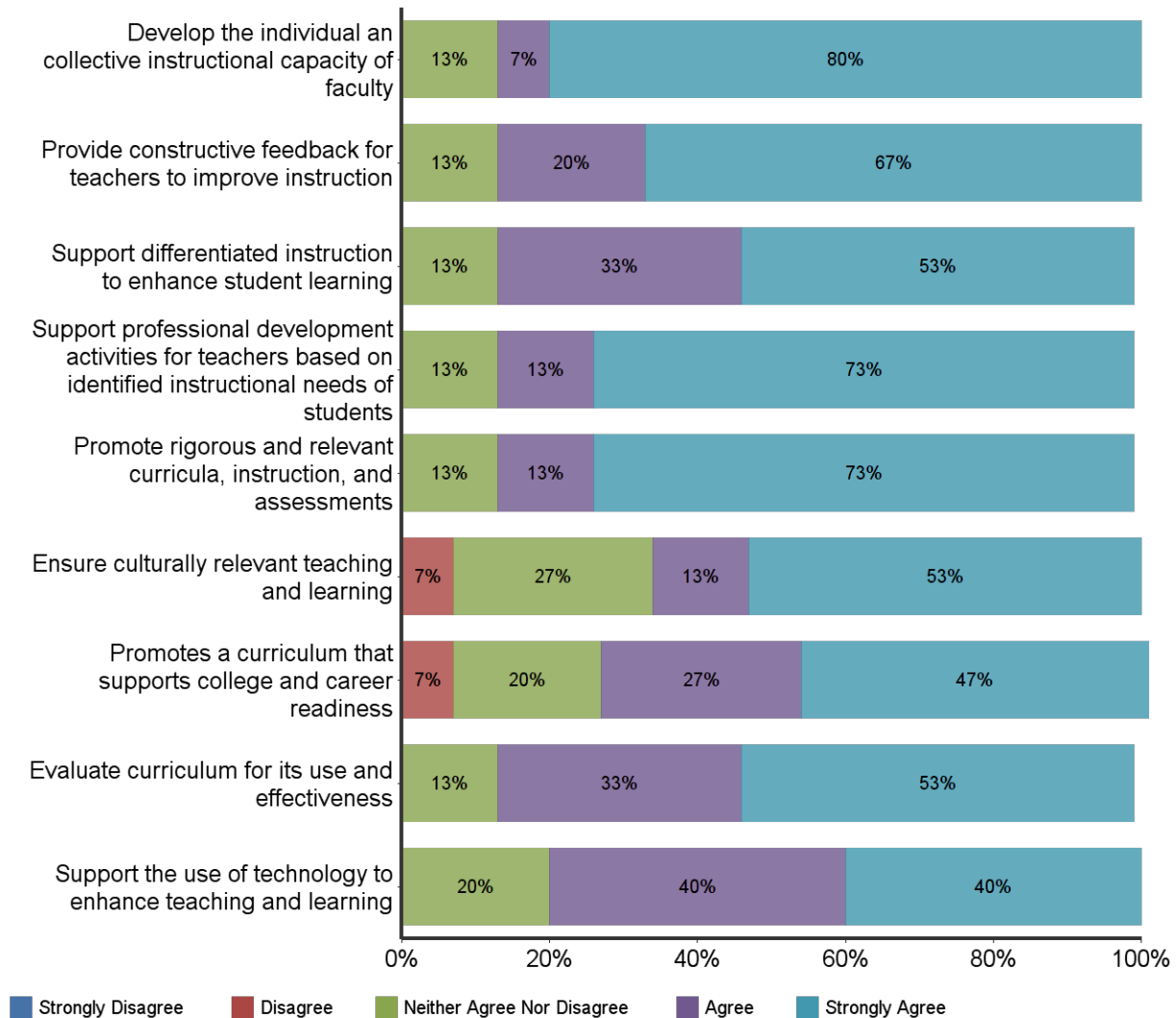
## Learning Outcomes: Preparation for Leadership Practices & Behaviors

The following section includes graduates' responses about their leadership practices in the following categories:

- Ethical & Professional Norms
- Strategic Leadership
- Management & Operations
- Instructional Leadership
- Organizational Culture
- Supportive Learning Environment
- Family & Community Relations

## Instructional leadership

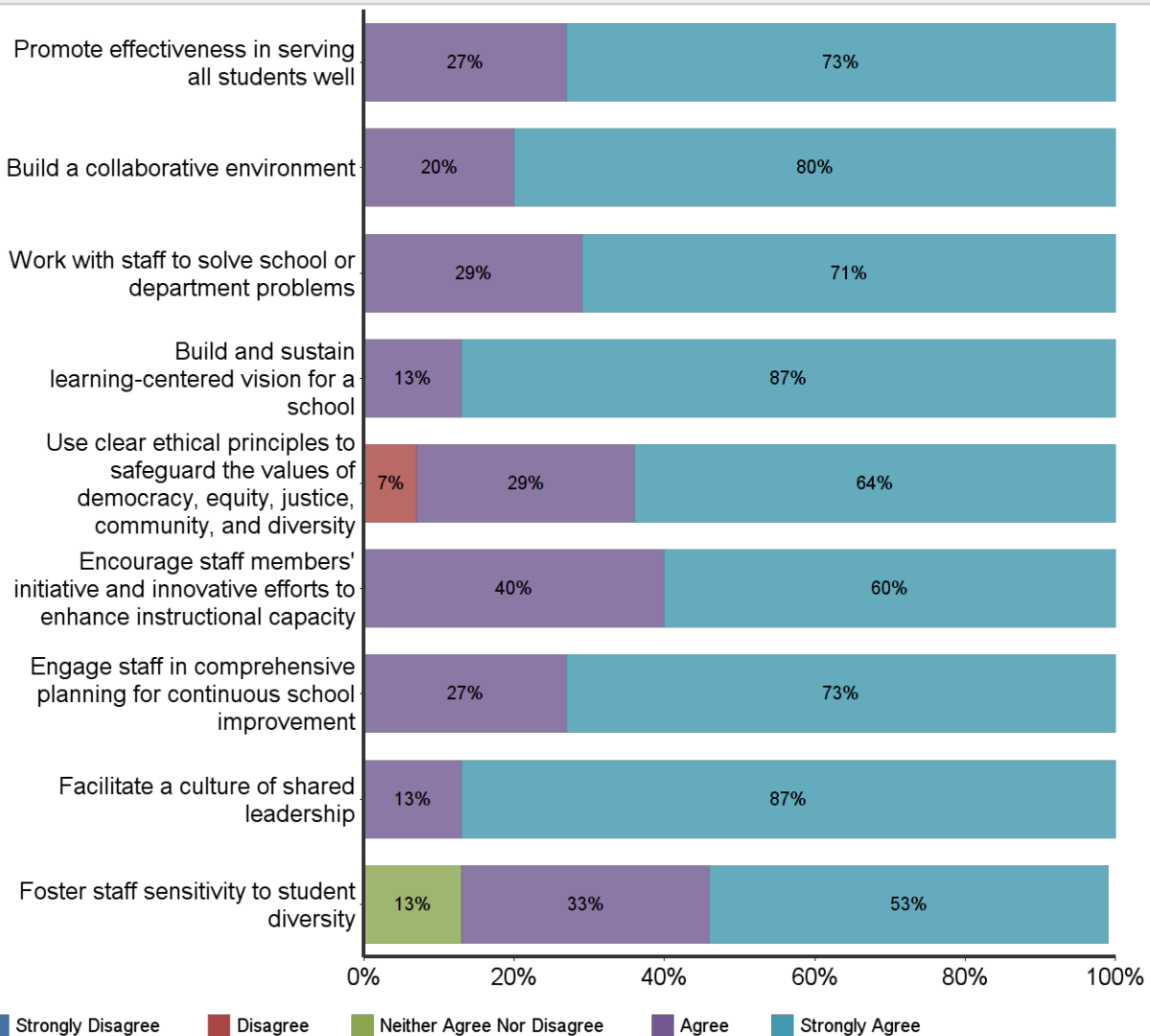
Please rate your agreement about how well your leadership program prepared you to do the following.



|  | Minimum | Maximum | Mean | Std. Dev. | Respondents |
|--|---------|---------|------|-----------|-------------|
| Develop the individual and collective instructional capacity of faculty                                      | 3       | 5       | 4.67 | 0.72      | 15          |
| Provide constructive feedback for teachers to improve instruction  | 3       | 5       | 4.53 | 0.74      | 15          |
| Support differentiated instruction to enhance student learning   | 3       | 5       | 4.4  | 0.74      | 15          |
| Support professional development activities for teachers based on identified instructional needs of students | 3       | 5       | 4.6  | 0.74      | 15          |
| Promote rigorous and relevant curricula, instruction, and assessments  | 3       | 5       | 4.6  | 0.74      | 15          |
| Ensure culturally relevant teaching and learning   | 2       | 5       | 4.13 | 1.06      | 15          |
| Promotes a curriculum that supports college and career readiness   | 2       | 5       | 4.13 | 0.99      | 15          |
| Evaluate curriculum for its use and effectiveness  | 3       | 5       | 4.4  | 0.74      | 15          |
| Support the use of technology to enhance teaching and learning   | 3       | 5       | 4.2  | 0.77      | 15          |

## Professional and Organizational Culture

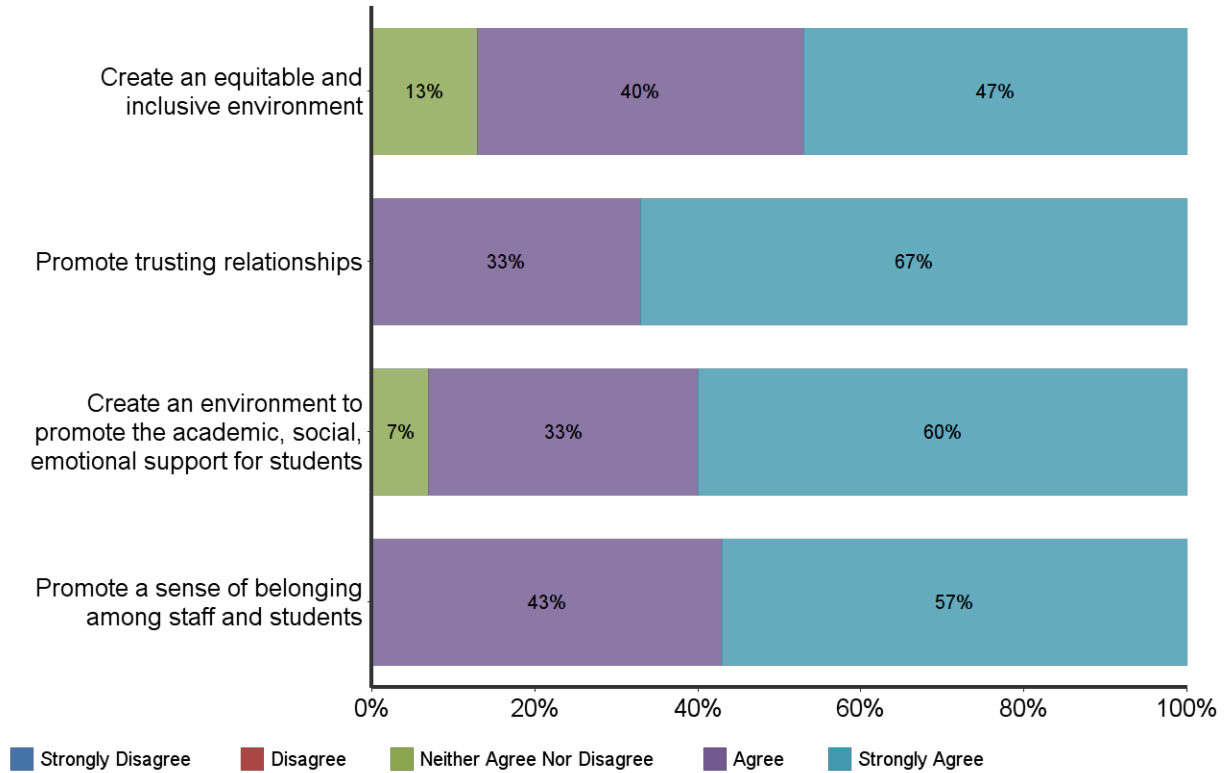
Please rate your agreement about how well your leadership program prepared you to do the following.



|  | Minimum | Maximum | Mean | Std. Dev. | Respondents |
|--|---------|---------|------|-----------|-------------|
| Promote effectiveness in serving all students well   | 4       | 5       | 4.73 | 0.46      | 15          |
| Build a collaborative environment  | 4       | 5       | 4.8  | 0.41      | 15          |
| Work with staff to solve school or department problems   | 4       | 5       | 4.71 | 0.47      | 14          |
| Build and sustain learning-centered vision for a school  | 4       | 5       | 4.87 | 0.35      | 15          |
| Use clear ethical principles to safeguard the values of democracy, equity, justice, community, and diversity | 2       | 5       | 4.5  | 0.85      | 14          |
| Encourage staff members' initiative and innovative efforts to enhance instructional capacity                 | 4       | 5       | 4.6  | 0.51      | 15          |
| Engage staff in comprehensive planning for continuous school improvement                                     | 4       | 5       | 4.73 | 0.46      | 15          |
| Facilitate a culture of shared leadership  | 4       | 5       | 4.87 | 0.35      | 15          |
| Foster staff sensitivity to student diversity  | 3       | 5       | 4.4  | 0.74      | 15          |

## Supportive and Equitable Learning Environment

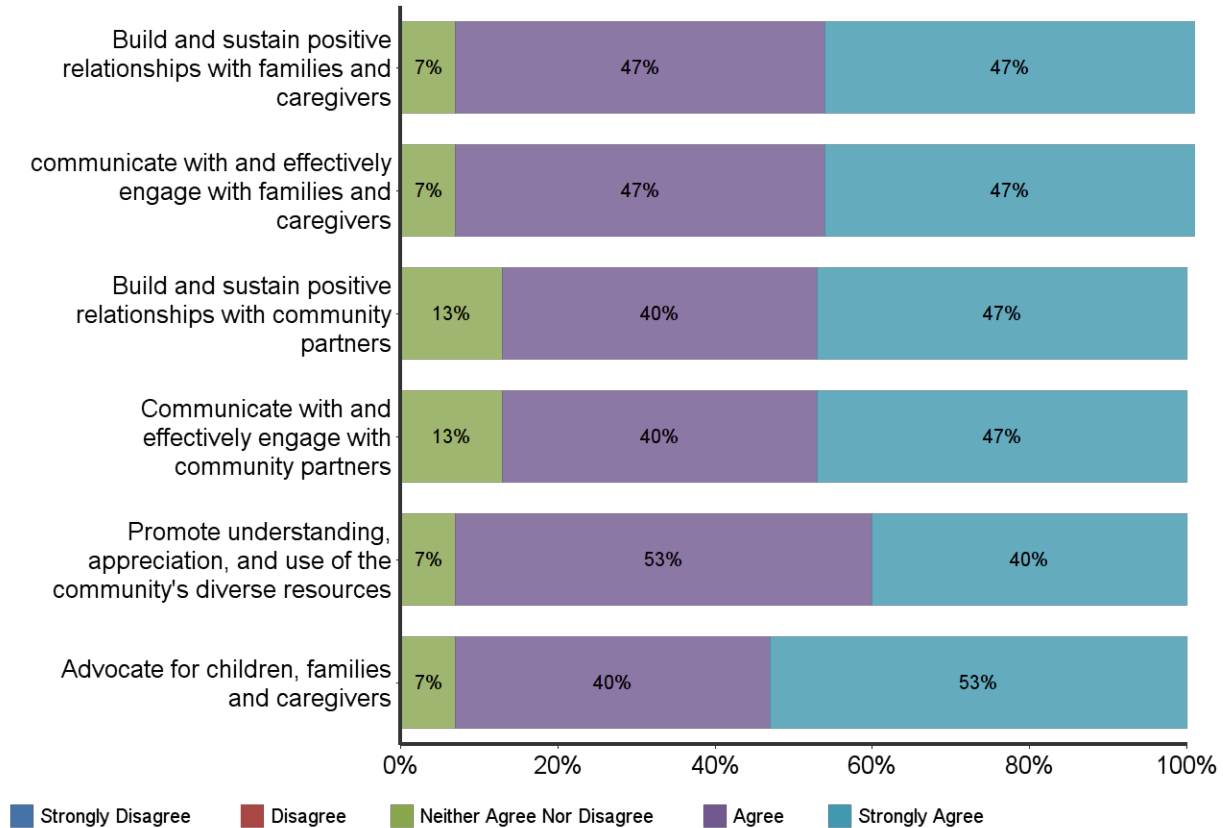
Please rate your agreement about how well your leadership program prepared you to do the following.



|   | Minimum | Maximum | Mean | Std. Dev. | Respondents |
|---|---------|---------|------|-----------|-------------|
| Create an equitable and inclusive environment   | 3       | 5       | 4.33 | 0.72      | 15          |
| Promote trusting relationships  | 4       | 5       | 4.67 | 0.49      | 15          |
| Create an environment to promote the academic, social, emotional support for students | 3       | 5       | 4.53 | 0.64      | 15          |
| Promote a sense of belonging among staff and students                                 | 4       | 5       | 4.57 | 0.51      | 14          |

## Family and Community Engagement

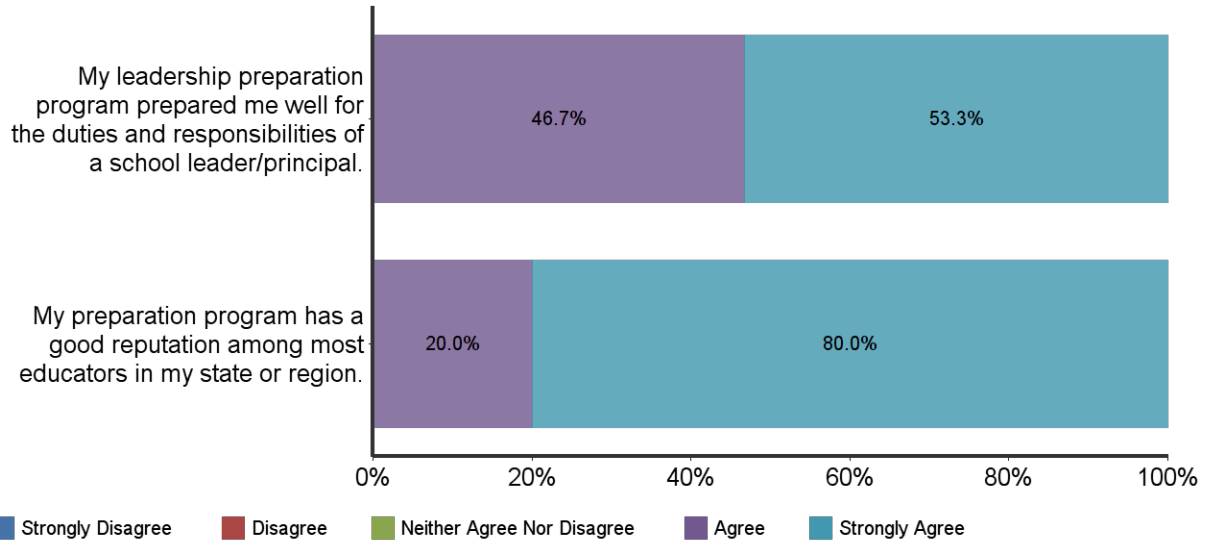
Please rate your agreement about how well your leadership program prepared you to do the following.



|   | Minimum | Maximum | Mean | Std. Dev. | Respondents |
|---|---------|---------|------|-----------|-------------|
| Build and sustain positive relationships with families and caregivers             | 3       | 5       | 4.4  | 0.63      | 15          |
| communicate with and effectively engage with families and caregivers              | 3       | 5       | 4.4  | 0.63      | 15          |
| Build and sustain positive relationships with community partners                  | 3       | 5       | 4.33 | 0.72      | 15          |
| Communicate with and effectively engage with community partners                   | 3       | 5       | 4.33 | 0.72      | 15          |
| Promote understanding, appreciation, and use of the community's diverse resources | 3       | 5       | 4.33 | 0.62      | 15          |
| Advocate for children, families and caregivers                                    | 3       | 5       | 4.47 | 0.64      | 15          |

## Overall Quality of Preparation for School Leadership

To what extent do you agree or disagree with the following statements about your educational leadership preparation program?



|  | Minimum | Maximum | Mean | Std. Dev. | Respondents |
|--|---------|---------|------|-----------|-------------|
| My leadership preparation program prepared me well for the duties and responsibilities of a school leader/principal. | 4       | 5       | 4.53 | 0.52      | 15          |
| My preparation program has a good reputation among most educators in my state or region.                             | 4       | 5       | 4.8  | 0.41      | 15          |

Please rate the overall quality of your residency site.

N = 3

There was an insufficient number of responses for reporting purposes.

## **University of Virginia Program Specific Questions**







The following section includes graduates' responses to questions generated by staff from their education leadership preparation program.







**Please provide the following information for your immediate supervisor:**

| Please provide the following information for your immediate supervisor: |                            |
|---|----------------------------|
| Supervisor's Name   | Supervisor's Email         |
| Sia Knight  | SBKnight1@fcps.edu         |
| Sandra Edwards  |                            |
| Dr. Michael Groves  |                            |
| Dr Sandra Mitchell  |                            |
| Dineen Fender   | jdfender@henrico.k12.va.us |
| Angie Brady-Andrew  | abrady@chatham.k12.nc.us   |






**Please select your immediate supervisor's position.**

|                          | Bar  | Count | Percent |
|--------------------------|--|-------|---------|
| Grade Level Lead Teacher |  |       | 0.0%    |
| Department Chair         |   | 1     | 8.3%    |
| Assistant Principal      |   | 2     | 16.7%   |
| Principal                |   | 3     | 25.0%   |
| Superintendent           |   | 1     | 8.3%    |
| Other:                   |   | 5     | 41.7%   |
| Total                    |  | 12    | 100.0%  |

**If you haven't been hired for an administrative position, please indicated the reason(s).  
(Please select all that apply.)**

|   | Bar  | Count | Percent |
|---|--|-------|---------|
| Have not applied for an administrative position |   | 2     | 28.6%   |
| Ideal position is not yet available             |   | 1     | 14.3%   |
| Not ready to leave the classroom                |  |       | 0.0%    |
| Applied, but haven't been chosen                |   | 4     | 57.1%   |
| Total   |  | 7     | 100.0%  |

**At which site did you complete your program?**

|                                  | Bar  | Count | Percent |
|----------------------------------|--|-------|---------|
| Charlottesville (UVa On-Grounds) |   | 2     | 13.3%   |
| Falls Church                     |   | 8     | 53.3%   |
| Richmond                         |   | 4     | 26.7%   |
| Other:                           |   | 1     | 6.7%    |
| Total                            |  | 15    | 100.0%  |