

Erie County Technical School
Leadership and Management Survey
2005-2006

	Res #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Categories		School Board	Director	Principal	RCTC Manager	Business Manager	Facilities	Technology	HR	Instructional Supervisors	Teachers	Main Priorities	Quality of Education Improving	Safe & Secure	Handles Behavior Effectively	Students Motivated	Teachers Knowledge
2004-2005 EY		2.79	2.91	3.33	2.87	3.40	3.05	3.35	3.14	3.16	3.30	2.83	2.81	2.82	3.42	2.66	3.57
Percent Score		70%	73%	83%	72%	85%	76%	84%	79%	79%	82%	71%	70%	70%	85%	66%	89%
Grade		B-	B-	B+	B-	B+	B	B+	B	B	B	B-	B-	B-	B+	C+	B+
Counts	4	10	14	17	7	19	14	21	17	19	19	12	13	9	10	4	26
	3	16	18	19	14	22	19	17	16	16	20	20	18	27	21	29	17
	2	14	5	2	9	2	8	4	8	6	4	2	4	0	2	4	1
	1	1	5	1	1	0	2	1	0	3	1	7	7	7	7	6	0
	0	1	1	0	0	0	0	0	1	0	0	1	1	1	2	1	0
Total Responses		42	43	39	31	43	43	43	42	44	44	42	43	44	42	44	44
2003-2004 YE		2.71	2.74	2.84	2.56	3.07	2.57	3.26	2.94		3.26	2.73	2.80	3.23	2.87	2.42	3.39
Grade		B-	B-	B-	C+	B	C+	B	B-	nc	B	B-	B-	B	B-	C+	B+
Counts	4	4	9	6	2	11	4	15	8		10	7	6	11	3	2	13
	3	17	9	17	14	14	14	11	14		19	15	16	18	23	17	17
	2	7	9	5	5	2	8	4	8		2	1	4	0	3	4	1
	1	3	4	3	4	2	3	0	1		0	7	4	2	2	8	0
	0	0	0	0	0	1	1	1	0		0	0	0	0	0	0	0
Total Responses		31	31	31	25	30	30	31	31		31	30	30	31	31	31	31
2002-2003 YE		2.53	2.74	2.95		2.98	2.60	3.19	2.80		3.40	2.77	2.74	3.07	2.79	2.46	3.37
Grade		C+	B-	B-	nc	B-	C+	B	B-	nc	B+	B-	B-	B	B-	C+	B+
Counts	0	0	1	0		0	0	0	0		0	1	0	1	1	2	0
	1	4	6	2		1	6	2	6		0	9	10	2	6	6	1
	2	15	10	11		11	12	4	8		3	1	4	3	3	7	1
	3	17	11	16		19	17	20	15		19	20	15	23	23	23	22
	4	4	14	13		12	7	16	12		20	12	13	13	9	3	19
Total Responses		40	42	42		43	42	42	41		42	43	42	42	42	41	43

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	Res #	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
Categories		Teachers Care About Students	Principal/ Students	Parents Responsible	Parents Satisfied	Cost-Effective	Supplies & Materials Available	Decision Management	Board/ Students	Board Policy	Director Leader	Director Chief Adminis.	Principal Leader	Principal Manager	Teachers' Attitudes	Time to Technical Education	Time to Academics
2004-2005 EY		3.47	3.15	1.93	2.77	2.55	2.82	2.37	2.33	2.38	2.65	2.82	3.08	3.27	2.86	2.95	2.95
Percent Score		87%	79%	48%	69%	64%	70%	59%	58%	60%	66%	70%	77%	82%	72%	74%	74%
Grade		B+	B	C-	B-	C+	B-	C+	C+	C+	C+	B-	B	B	B-	B-	B-
Counts	4	22	17	0	2	5	10	6	1	2	10	15	12	20	7	13	6
	3	20	14	17	30	23	23	19	23	22	16	16	18	14	26	20	28
	2	0	7	10	10	7	5	6	10	10	10	6	7	6	9	6	8
	1	1	2	14	1	9	5	9	7	6	6	4	1	0	2	3	0
	0	0	0	3	0	0	1	3	2	2	1	3	0	1	0	1	0
Total Responses		43	40	44	43	44	44	43	43	42	43	44	38	41	44	43	42
2003-2004 YE		3.39	2.81	1.83	2.67	2.40	2.55	2.40	2.37	2.48	2.61	2.77	2.63	2.77	2.81	2.74	2.55
Grade		B+	B-	C-	C+	C+	C+	C+	C+	C+	C+	B-	C+	B-	B-	B-	C+
Counts	4	13	4	0	1	2	3	2	1	2	7	11	5	8	3	4	3
	3	17	20	7	19	14	18	14	14	14	12	7	13	12	20	19	14
	2	1	4	12	9	8	3	9	10	10	6	8	9	7	7	5	11
	1	0	3	10	1	6	7	4	5	2	5	5	2	4	1	2	3
	0	0	0	1	0	0	0	1	0	1	1	0	1	0	0	1	0
Total Responses		31	31	30	30	30	31	30	30	29	31	31	30	31	31	31	31
2002-2003 YE		3.33	3.00	2.00	2.83	2.48		2.33	1.98	2.10	2.43	2.74	2.76	2.74	2.62	2.36	
Grade		B	B	C	B-	C+	nc	C+	C-	C	C+	B-	B-	B-	C+	C+	nc
Counts	0	0	0	2	0	1		0	1	1	1	1	0	0	0	0	
	1	1	2	14	1	7		10	14	8	9	8	4	6	5	7	
	2	3	6	9	9	9		12	14	20	11	8	13	12	11	14	
	3	20	24	16	27	21		16	11	8	10	10	14	12	21	15	
	4	19	10	1	4	4		4	2	3	9	16	11	13	5	3	
Total Responses		43	42	42	41	42		42	42	40	40	43	42	43	42	39	

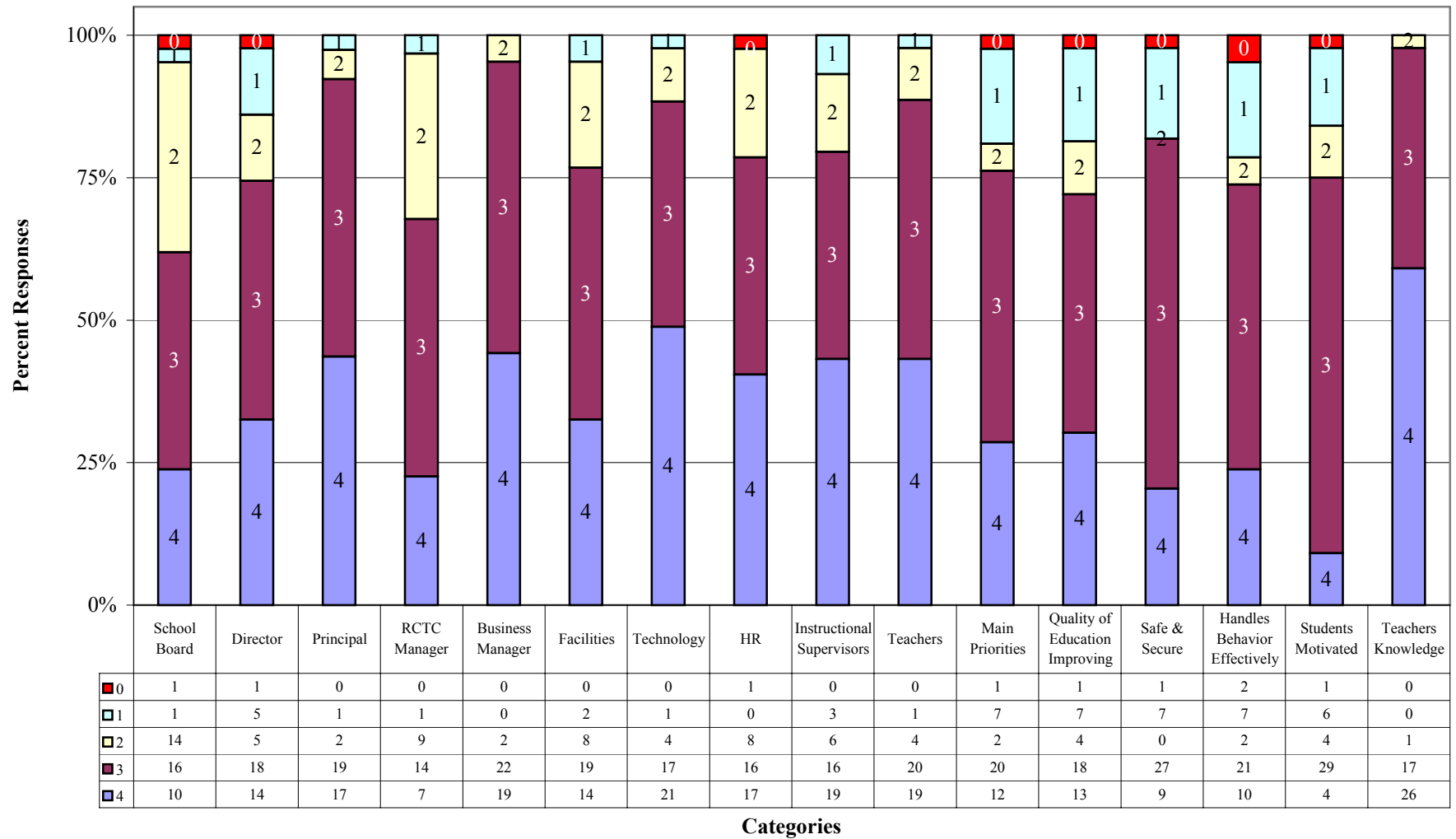
Erie County Technical School
Leadership and Management Survey
2005-2006

	Res #	33	34	35	36	37	38	39	40	41	42	45a	45b	45c	45d	45e	45f
Categories		Parents Assist	Parents Participate	School Community	Public Perception	Technology Instructional Tool	Technology Admin Tool	Facility Conditions	Fill Vacancies	Communication Lines	Planning Time	Instructional Services	Academic Services	Curriculum Develop Services	Guidance Services	Placement Services	Special Education Services
2004-2005 EY		1.98	1.81	2.70	2.58	3.02	3.07	3.23	0.71	0.60	0.72	3.23	2.95	2.95	3.14	3.00	2.95
Percent Score		49%	45%	67%	65%	76%	77%	81%	71%	60%	72%	81%	74%	74%	78%	75%	74%
Grade		C-	C-	B-	C+	B	B	B	B-	C+	B-	B	B-	B-	B	B	B-
Counts	4	0	0	7	4	14	19	17	0	0	0	17	9	8	14	13	14
	3	10	7	21	20	17	13	22	0	0	0	21	25	25	22	20	17
	2	25	24	11	16	9	8	3	0	0	0	5	9	8	8	7	10
	1	5	9	3	3	2	4	2	30	24	28	1	1	1	0	3	3
	0	3	3	1	0	0	0	0	12	16	11	0	0	0	0	0	0
Total Responses		43	43	43	43	42	44	44	42	40	39	44	44	42	44	43	44
2003-2004 YE		1.79	1.70	2.52	2.32	2.77	3.00	3.16	0.77	0.50	0.68	3.13			2.93	2.57	3.20
Grade		C-	C-	C+	C+	B-	B	B	B	C	B-	B	nc	nc	B-	C+	B
Counts	4	0	0	2	1	3	8	12	20	15	19	7			5	3	9
	3	6	6	17	14	19	16	13	6	15	9	20			19	16	18
	2	12	11	8	11	8	6	5	0	0	0	3			5	8	3
	1	10	11	3	4	1	1	1	0	0	0	0			1	1	0
	0	1	2	1	1	0	0	0	0	0	0	0			0	2	0
Total Responses		29	30	31	31	31	31	31	26	30	28	30			30	30	30
2002-2003 YE		1.68	1.66	2.55		3.05	3.15	3.24	0.72	0.56	0.76						
Grade		C-	D+	C+	nc	B	B	B	B-	C	B	nc	nc	nc	nc	nc	nc
Counts	0	0	2	0		0	0	1	26	23	29						
	1	18	19	2		3	2	1	10	18	9						
	2	19	11	19		5	5	5									
	3	3	9	17		21	19	15									
	4	1	0	4		13	15	20									
Total Responses		41	41	42		42	41	42	36	41	38						

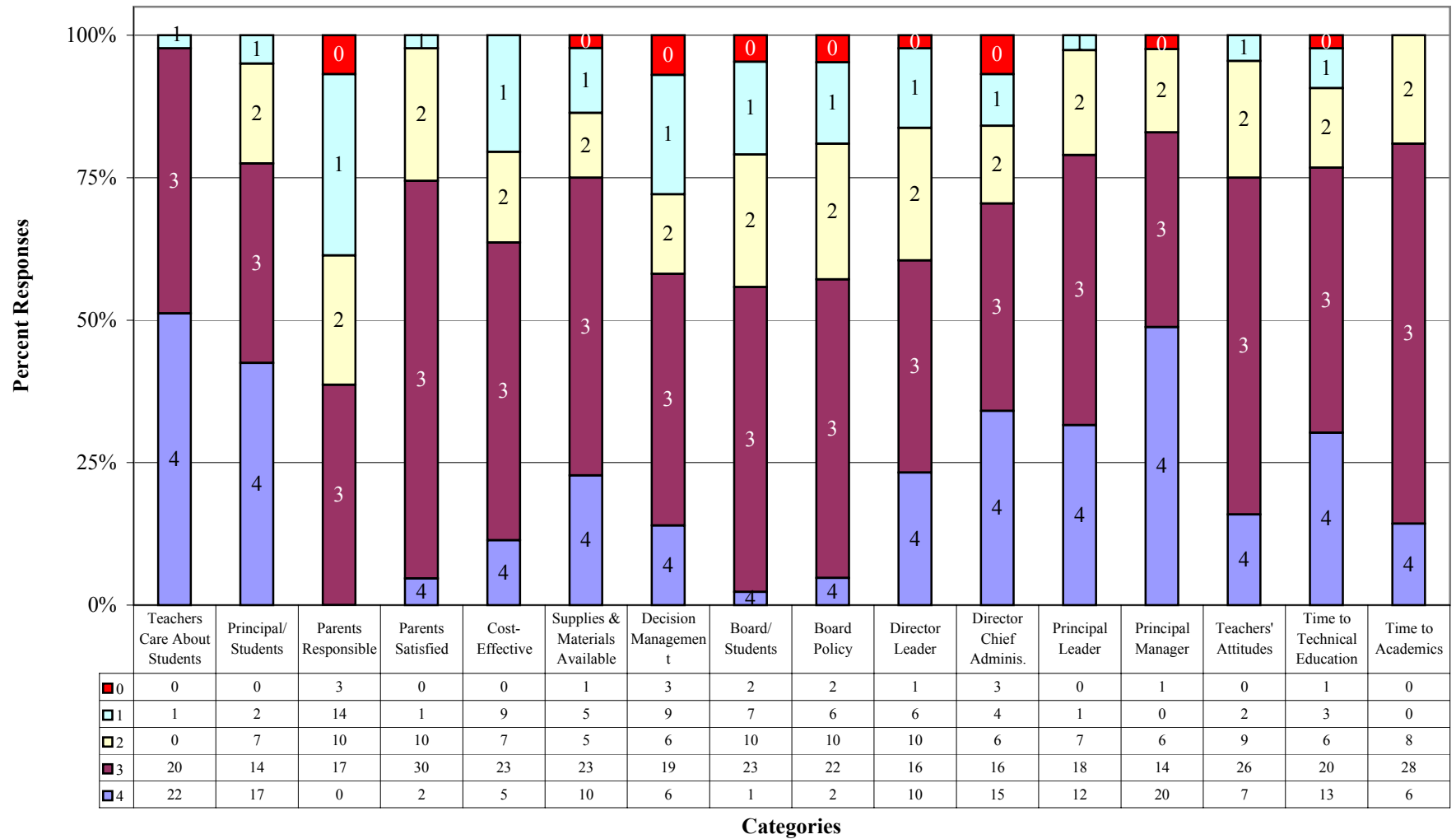
Erie County Technical School
Leadership and Management Survey
2005-2006

	Res #	45g	45h	45i	45j	45k	45l	45m	45n	45o	45p	45q	45r	45s	45t
Categories		Instructional Aide Services	Maintenance Services	Clerical Services	Custodial Services	Transport Services	Human Resource Services	Food Services	Staff Develop Services	Technology/ Information Services	Purchasing Services	Financial & Budgeting Services	QMS	Public Relations Services	Overall
2004-2005 EY		3.19	3.20	3.41	3.07	3.13	3.00	2.95	2.67	3.09	3.39	3.29	3.03	2.90	3.02
Percent Score		80%	80%	85%	77%	78%	75%	74%	67%	77%	85%	82%	76%	73%	76%
Grade		B	B	B+	B	B	B	B-	B-	B	B+	B	B	B-	B
Counts	4	20	16	24	11	14	15	11	7	17	26	19	12	13	11
	3	12	23	17	26	15	18	22	20	16	10	17	17	15	24
	2	10	3	0	6	9	8	8	12	8	7	5	11	11	4
	1	1	2	3	1	0	2	1	3	1	1	1	0	3	3
	0	0	0	0	0	0	1	1	1	1	0	0	0	0	0
Total Responses		43	44	44	44	38	44	43	43	43	44	42	40	42	42
2003-2004 YE		3.07	2.93	3.33	3.10	2.74	3.03	3.00	2.47	3.13	2.67	2.79	2.80	2.80	2.83
Grade		B	B-	B+	B	B-	B	B	C+	B	C+	B-	B-	B-	B-
Counts	4	7	9	13	10	4	8	9	1	8	5	6	7	5	4
	3	18	13	14	14	9	14	14	15	19	15	13	14	16	17
	2	5	5	3	3	10	7	5	12	2	7	8	5	7	9
	1	0	3	0	2	0	0	2	1	1	1	2	4	2	0
	0	0	0	0	0	0	0	0	1	0	2	0	0	0	0
Total Responses		30	30	30	29	23	29	30	30	30	30	29	30	30	30
2002-2003 YE		3.28	3.17		3.15	2.97	2.89	3.40	2.66	3.05	2.51	2.43	2.39		2.93
Grade		B	B	nc	B	B-	B-	B+	C+	B	C+	C+	C+	nc	B-
Counts	0	0	0		1	0	0	0	0	0	1	0	3		0
	1	0	0		0	2	4	1	3	3	6	6	6		3
	2	4	9		9	7	8	4	13	6	12	12	10		6
	3	21	16		13	17	14	13	16	16	12	13	11		23
	4	15	16		18	10	12	22	6	14	8	4	8		9
Total Responses		40	41		41	36	38	40	38	39	39	35	38		41

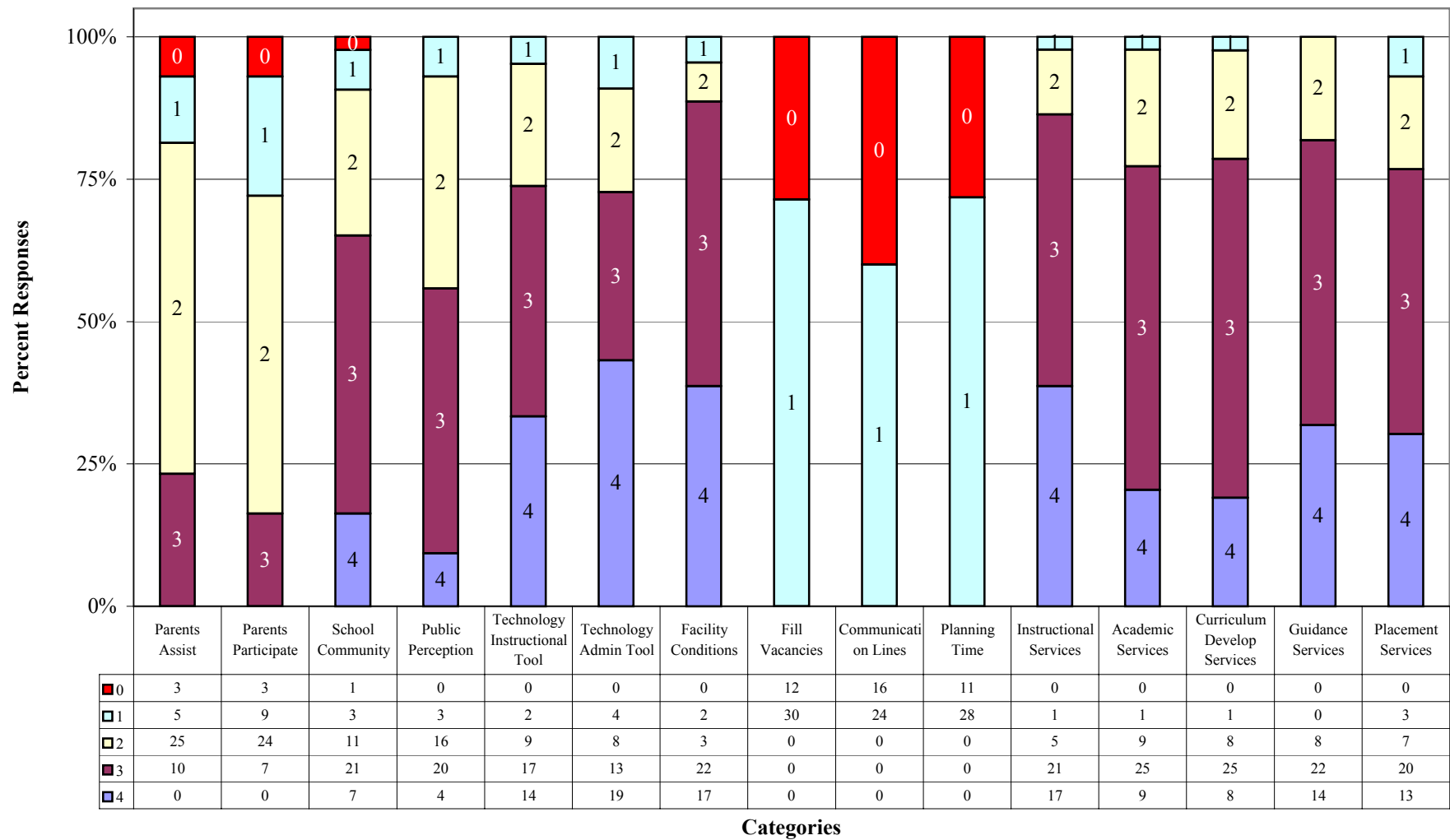
Erie County Technical School
Leadership and Management Survey--2005
Stacked Responses



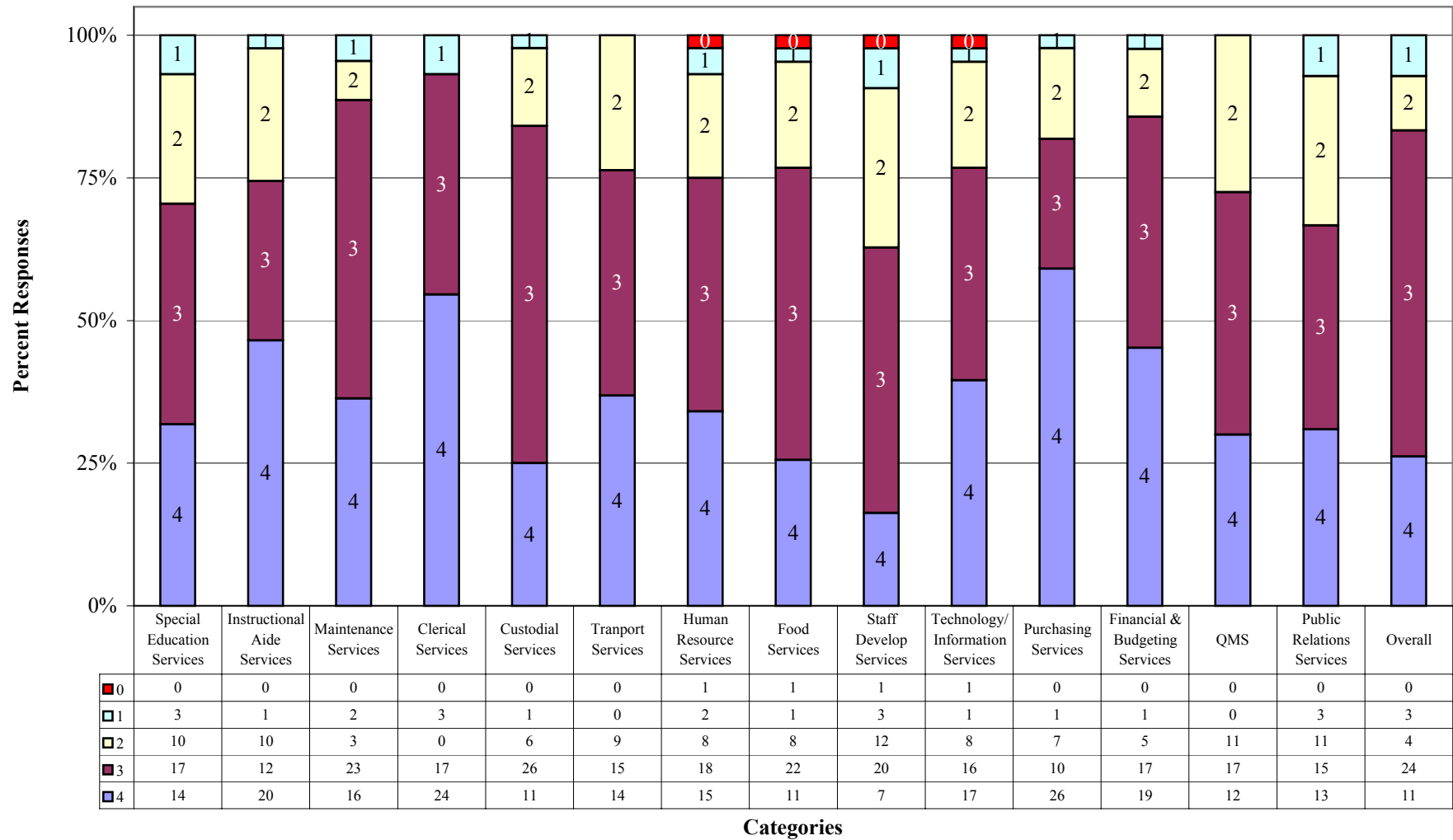
Erie County Technical School
Leadership and Management Survey--2005
Stacked Responses



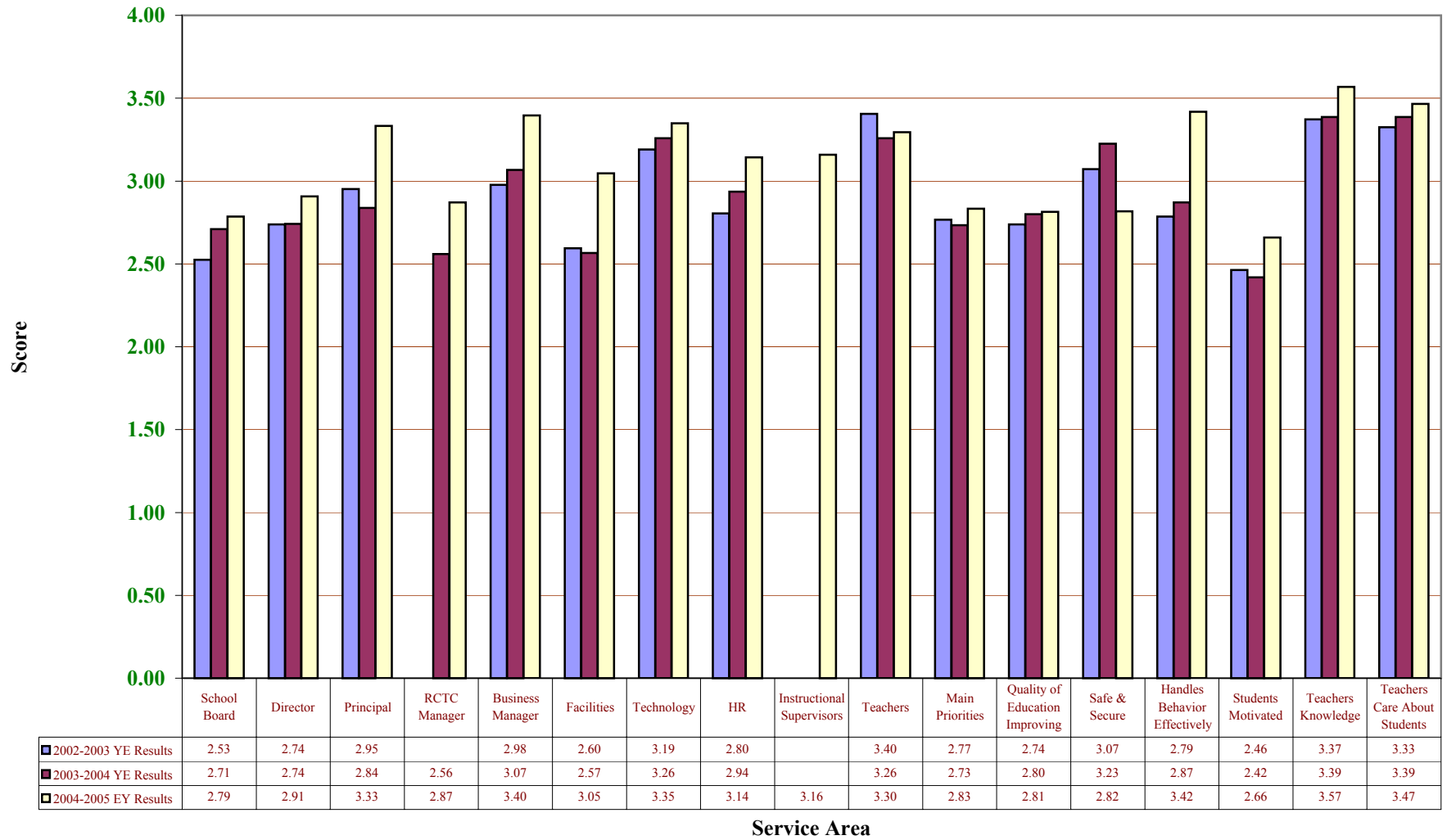
Erie County Technical School
Leadership and Management Survey--2005
Stacked Responses



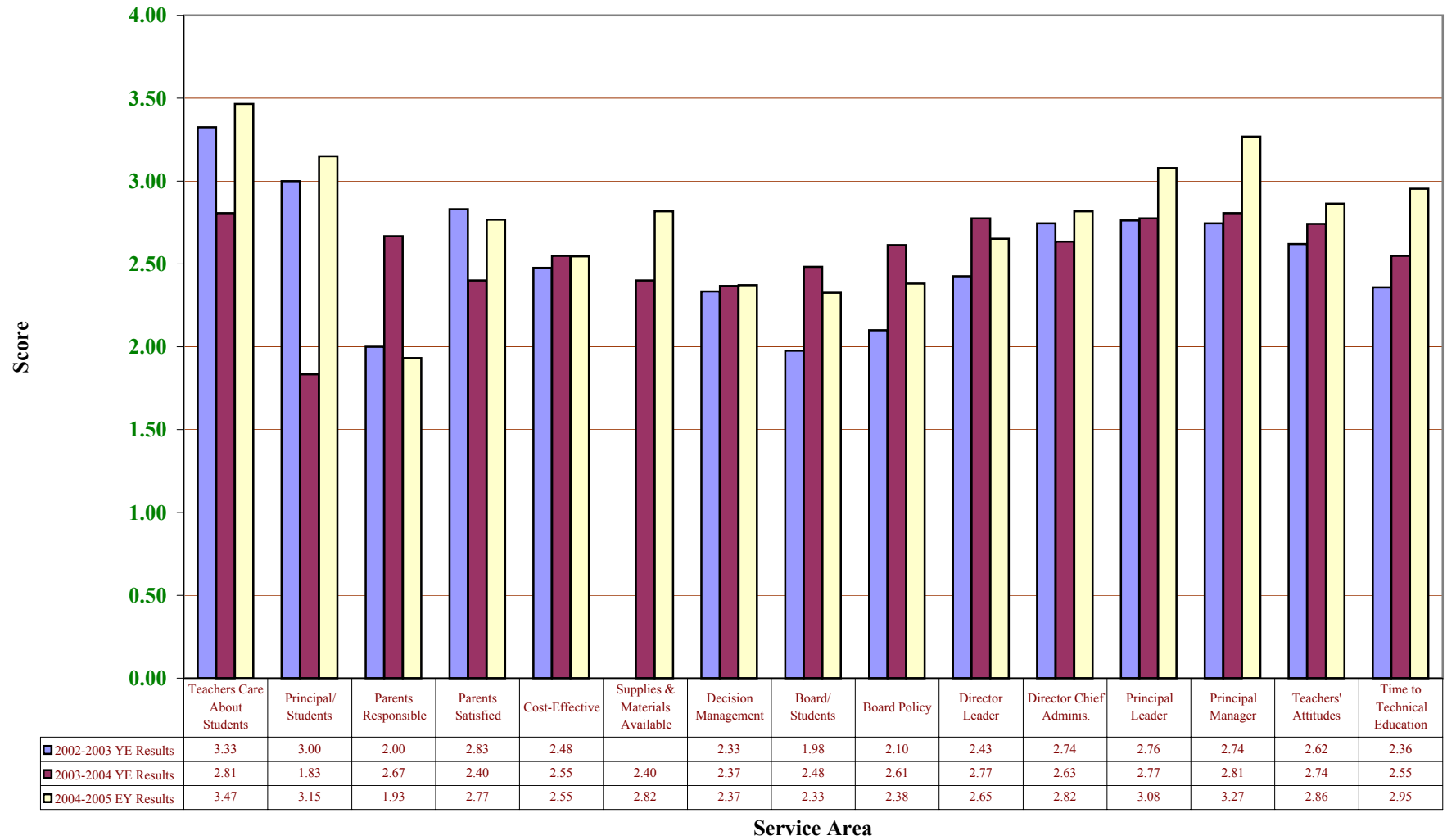
Erie County Technical School
Leadership and Management Survey--2005
Stacked Responses



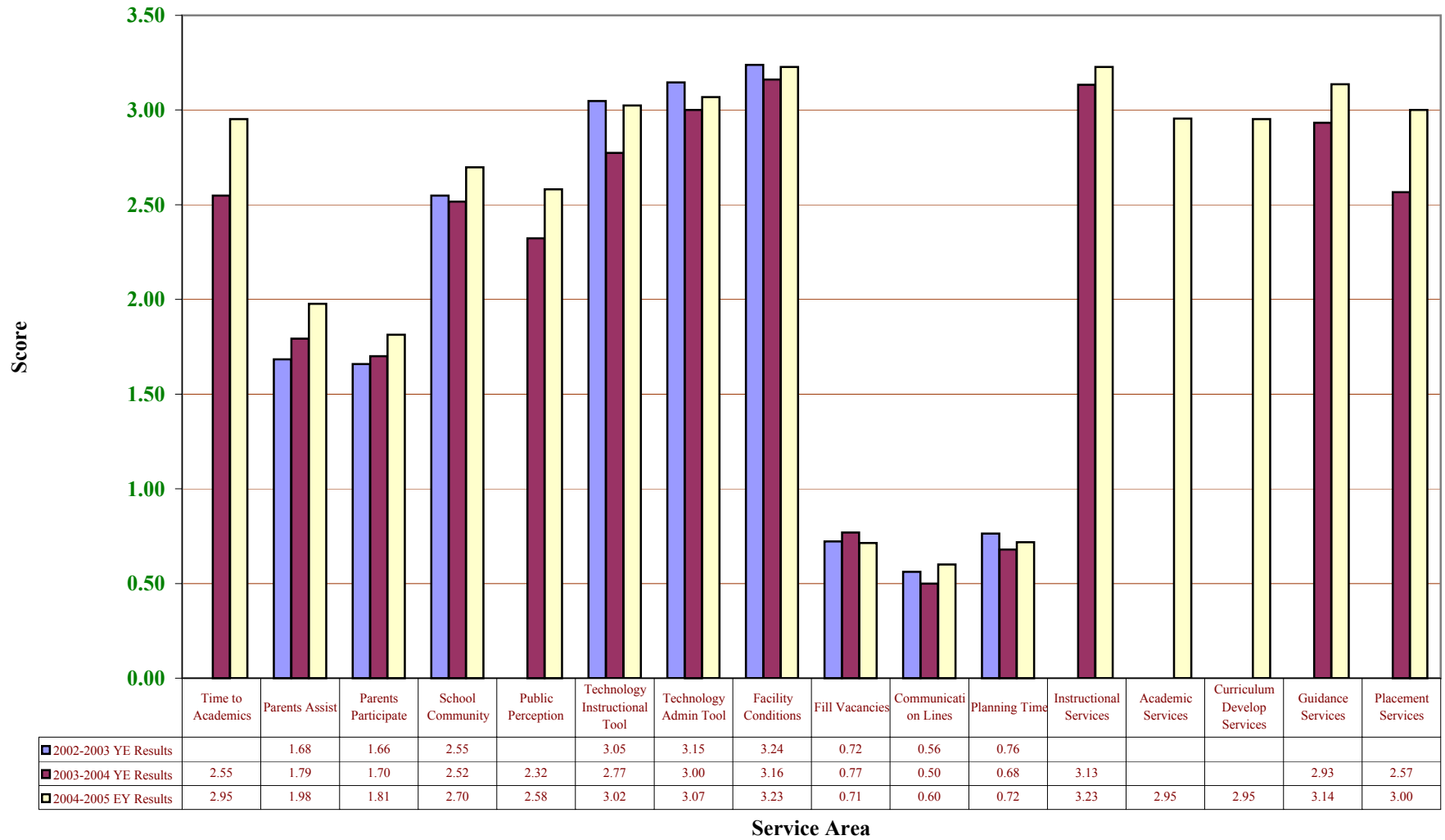
Leadership and Management Survey Year End Part 1



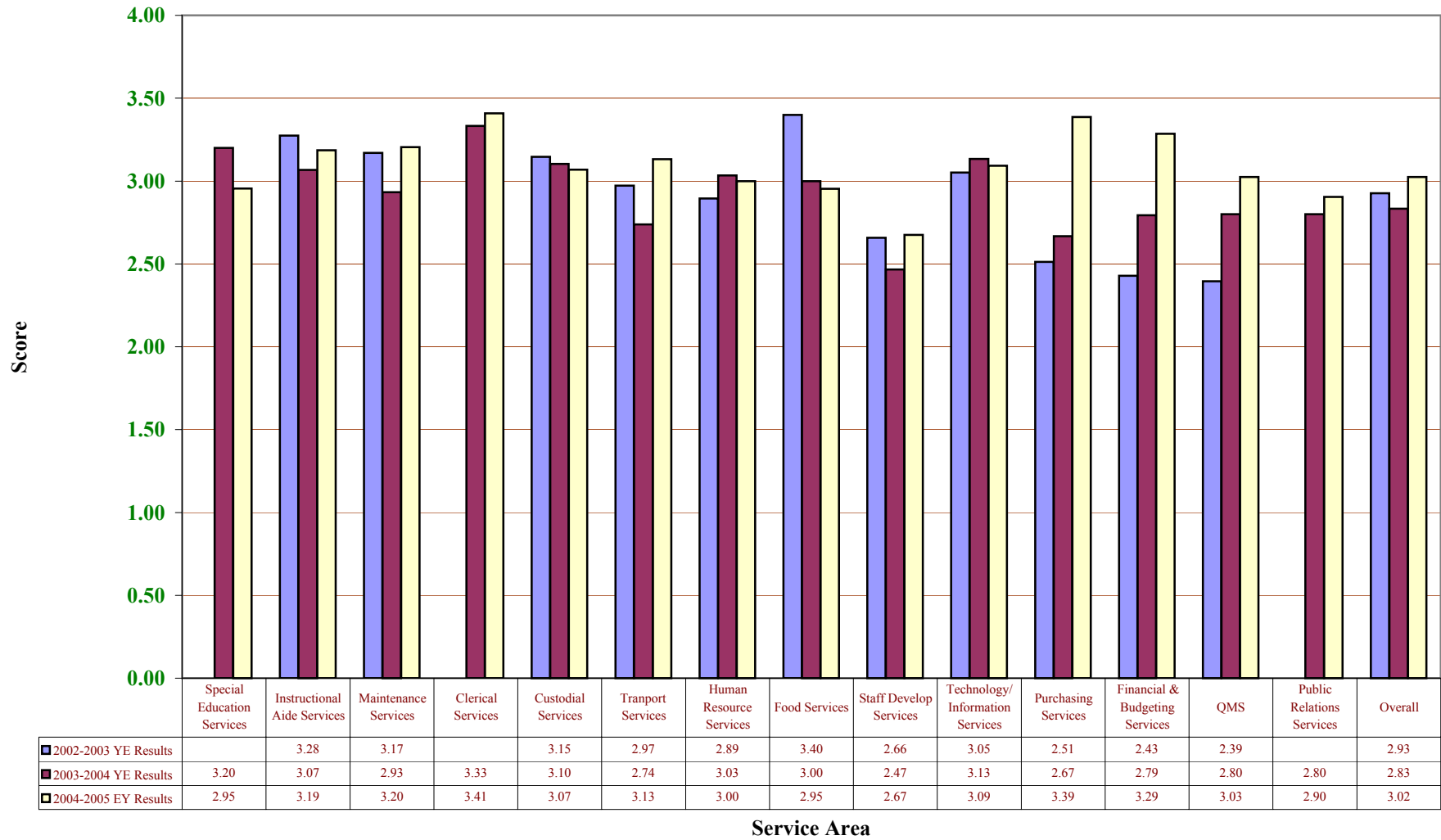
Leadership and Management Survey Year End Part 2



Leadership and Management Survey Year End Part 3



Leadership and Management Survey Year End Part 4



**Erie County Technical School
Leadership & Management Survey—2004-2005
Summary of Written Responses**

Question 43. In what one or two ways could the operational efficiency of ECTS be improved?

- a) More availability of instructional aides
- b) Operational efficiency looks to be fine.
- c) Morale-building activities
- d) Listen to those who do task. Get more input & listen to what works & what doesn't! Front lines
- e) All schools same page.
- f) Allow for more input from staff.
- g) We should select students if lab has a waiting list.
- h) Send students back to home school that have attendance problems or are not serious about what we do here.
- i) Better use of the staff's knowledge
- j) Discipline needs to improve.
- k) I still believe that we need to recruit differently (better?). I don't have any suggestions as to how this should be done, but it seems that a great deal of effort is put into it with less than fair results.
- l) Better community marketing
- m) Better communications
- n) Weekly calendar of all activities on e-mail
- o) More instructional aide time
- p) Communication between administration & staff

Question 44. In what ways have you noticed an improvement in communication between administration and staff?

- a) Administration has always been available to assist and answer questions.
- b) None
- c) None
- d) No opinion.
- e) Meet and Discuss meetings are useful.
- f) Meetings
- g) I really haven't seen any improvement. In fact, morale has been really low among most of the employees here. When I first started working here my thoughts were "this is the greatest job I've ever had". My thoughts are still the same toward my co-workers & students because I love what I do but things have changed. Faculty & staff aren't feeling appreciated for the job they do. We all want the students to succeed but it feels like every time something is running smoothly, admin decides to change it to save money, shake things up, or whatever. The students should be the 1st priority & if things are running smoothly in a classroom, don't change it. *(additional extensive comments regarding the work of instructional aides)*. There needs to be trust & respect for all levels whether you are admin or on down to aides &

custodians. To get respect you need to give it and I don't feel that it has been given from admin.

- h) None
- i) E-mail, walk-by visit
- j) In the manner that information is passed. I think that the staff has been kept well informed about topics and info that is important to us.
- k) None-morale is low!
- l) More open discussion in faculty meetings
- m) None-got worse

Question 46. Please share any other comments you feel are important or that clarify your rating of any item.

- a) Moral is poor, administration is becoming out of touch with what goes on in the classroom, and insists on squeezing blood from a turnip. There is a lack of trust and respect between staff & administration. Committees are fine, but in the end the final decision is made and disguised as a committee decision. Those on the committee take the fall for something that was being discussed. Why would I serve on a committee to end up with the blame from others and when administration truly doesn't appreciate the effort that the staff (for the majority) has.
- b) Mr. Kuhar is doing an excellent job under the circumstances in a short period of time.
- c) Need more parental & community awareness and involvement.
- d) We need a boost in moral. It's very low right now. No one feels their opinions matter-concerns are listened to, but not addressed! Lack of interest in any committee because any decisions made are over ruled anyway. It's a big waste of time. Even this survey is pointless. Data will not be used effectively & results (if mostly negative) will be misconstrued!
- e) Education would improve if only all schools could be on the same timeline.
- f) Too much effort is given to recruiting special needs students. Our image will always be that of a lower functioning school as long as we recruit special needs students.
- g) For Custodial—dusting in classrooms would be nice.
- h) Can some in-service time be devoted to teaching technology skills, i.e. computer use?
- i) An extensive response written regarding student discipline—Questions 14, 23 and 25.
- j) The school board only hears 1 side of what goes on here.
- k) Saving money is most important no matter what the cost to employees or students.
- l) Director has nothing to do with instruction.
- m) Teacher morale is low, but they all care greatly about the students.
- n) Using cameras to watch staff is degrading. It makes you afraid to even use the bathroom.
- o) Great school for kids-staff is very focused.
- p) Staff is discouraged. We are asked to participate in committees & no one ideas are listened to. Management always over rules any staff decisions.
- q) It is hard to get all curriculum done with the many “added” subjects. Don't get “top” heavy. Overall school is improving annually.
- r) No follow through on “changes” from administration—poor communication when dealing with these changes. No Disc
- s) A lot of double standards between teachers (ex. old vs. new)