

Tier I Educational Leadership Employer Survey

About

The Tier I Educational Leadership Employer Survey gauges employer satisfaction with the preparation provided by the program and assesses the program's impact on candidates' skills and professional behaviors. The survey was developed in 2020 by the Educator Preparation Provider (EPP). The program faculty and associate dean collaborated to create this survey in alignment with the *Georgia Educational Leadership Standards* and the *Professional Standards for Educational Leaders*. In 2022, the survey was revised in response to updated accreditation requirements. The program faculty piloted the survey with the Educational Leadership Task Force in 2022 to determine how respondents interpreted the questions and whether any revisions were necessary. The survey includes nineteen scaled questions with response options for “Extremely Effective” (4), “Somewhat Effective” (3), “Somewhat Ineffective” (2), and “Extremely Ineffective” (1) and six open-ended response questions. The EPP administers the Educational Leadership Employer Survey to employers by email one year after a student completes the program.

Discussion of Results

The results presented in Table 1 below are from the first administration of the new survey in 2022. The response rate was acceptable at 42%, and the survey results are overwhelmingly positive. All responses indicated that the employers found the leaders' preparation effective. There were no responses indicating ineffectiveness. The average rating per item ranged from 3.46 to 3.92, and the average of all ratings was 3.75 out of four. The new leaders scored highest in making ethical decisions ($M = 3.92$) and promoting equity in education ($M = 3.92$). The lowest scores were for supporting human resources functions ($M = 3.46$) and operations management ($M = 3.54$). These are excellent results overall, and this means that the employers think our program completers are well-prepared for leadership positions and possess the skills and dispositions of leaders expected in the state and national standards.

The responses to open-ended questions gave us an idea of what employers see as strengths in the preparation and some suggestions for currently relevant needs. Respondents indicated that the program possesses strong faculty, provides opportunities for practical experiences, and produces good leaders. A general suggestion was made about incorporating scenarios: “It would be good to do role-playing scenarios to make sure students are able to handle the dynamic responsibilities of the job. I think it would be good to include scenarios around discipline and personnel issues.” The program faculty agree with this suggestion and have integrated [LeaderSIMS](#) into the curriculum. These online simulations allow leaders in training to interact with a digital case in a safe space to make decisions and follow the path of their choices to see the results and learn from them.

As the survey is administered annually, the EPP will aggregate results and analyze trends more thoroughly. The EPP notes limitations to administering a survey to employers a year after program completion. One limitation of the survey administration can be employer turnover and shifts of principals within school districts. At times, respondents may be new to their position or school and need to familiarize themselves with the leader they are evaluating. It is also possible for the employer to have not worked with the new leader before their enrollment in the program and subsequent completion. This can limit their comparison of the new leader's performance and the amount of information they can contribute.

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Table 1*The Mean Scores for the 2022 Educational Leadership Employer Survey*

Number	Question Text	2022 Employers of 2021 Completers Results (n=13/31) Response Rate = 41.94% Average = 3.75 Median = 4.00 Mode = 4.00
1	Thinking about the Tier I program completer, to what extent can they: Support a shared mission.	3.77
2	Support a shared vision.	3.85
3	Support core values.	3.85
4	Collaborate with Stakeholders.	3.69
5	Make ethical decisions.	3.92
6	Promote equity in education.	3.92
7	Promote inclusion in the school community.	3.85
8	Support human resources functions.	3.46
9	Support a professional community of staff.	3.69
10	Support the professional capacity of staff.	3.69
11	Engage families.	3.77
12	Engage the community.	3.69
13	Support operations management.	3.54
14	Support resource management.	3.62
15	Act as an agent of continuous improvement.	3.85
16	Promote the effective use of technology to enhance student learning.	3.77
17	Promote the implementation of challenging curriculum.	3.85

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18	Promote the implementation of quality instruction.	3.77
19	Promote the use of assessment to guide instruction.	3.69
20	To what extent did the Tier I Educational Leadership Program prepare the completer for the role and responsibilities of leadership in your district?	<p>The program provided <name redacted> with lots of practical experience.</p> <p>The program gave her great knowledge and experience.</p> <p>She is an amazing professional who checks all the boxes. She is hard working and effective in managing a complex environment. Her expertise is invaluable to our operation.</p> <p>She is great!</p> <p>She is wonderful!</p> <p>She has done a very good job managing many of the personnel issues we face. She is well versed in her job and the multiple facets of the job.</p> <p>I am not well versed in your schools' program. I have only worked with my employer for a short time; therefore, I cannot provide adequate feedback to this question at this time.</p> <p>I worked with the leader after completion of the program but not before so it's difficult to answer this question.</p>
21	Would you recommend the Tier I Educational Leadership Program at UNG to those who are interested in school or district-level leadership positions? Please explain.	<p>Yes. A few individuals I know have completed this program and it has been successful.</p> <p>Yes</p> <p>Not sure</p> <p>No recommendations.</p> <p>I've seen good candidates come out of this program, so yes.</p> <p>I am not well versed in your schools' program. I have only worked with my employer for a short time; therefore, I cannot provide adequate feedback to this question at this time.</p>

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22	In what ways do you think the program could be improved?	<p>N/A</p> <p>Not sure</p> <p>I think it is good as is.</p> <p>I always think some of the very practical experiences would be important. This is for ALL leadership programs. It would be good to do role-playing scenarios to make sure students are able to handle the dynamic responsibilities of the job. I think it would be good to include scenarios around discipline and personnel issues.</p> <p>I am not well versed in your schools' program. I have only worked with my employer for a short time; therefore, I cannot provide adequate feedback to this question at this time.</p>
23	What do you think were the program's strengths?	<p>The practical application process of students completing job-relevant tasks are beneficial.</p> <p>Not sure</p> <p>Professors seem very strong based on my conversations with <name redacted>.</p> <p>This candidate is well prepared for vision and mission planning. I'm not sure if that is from her directly or through your courses.</p> <p>I am not well versed in your schools' program.</p>
24	How did the Tier I Educational Leadership Program impact the leader's career plans?	<p><name redacted> wants to go into school leadership.</p> <p><name redacted> will be in the Principals program next year.</p> <p>She was able to go from a teacher to a county Instructional Coach to a fantastic Assistant Principal.</p> <p>She will be a great principal down the road.</p> <p>Not sure.</p>

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		I am not well versed in your schools' program. I have only worked with my employer for a short time; therefore, I cannot provide adequate feedback to this question at this time.
25	Please use this space to share any additional comments you have regarding the Tier I Educational Leadership Program at UNG.	<p>N/A</p> <p>I am not very familiar with UNG's program, I just know that the candidate I hired is exceptional.</p> <p>I am not well versed in your schools' program. I have only worked with my employer for a short time; therefore, I cannot provide adequate feedback to this question at this time.</p>