Dear Members of the Principal Project Advisory Team:

As our work concludes, please take a moment to reflect on the process and the product. We care what you think so be candid. We want to know what worked but -- more importantly -- what could be improved. Results from this survey will help us as we plan for the next phase of work.

The window for the survey opens on Friday, June 2, 2017. It closes Friday, June 16, 2017.

We welcome feedback from every member of the Advisory Team. Because we plan to send reminders, the survey will ask you for your name. Providing your name makes it possible for us to tell whether member perceptions varied by category (that is from teachers to principals to superintendents to board members to higher education, etc.). Our goal is to capture a response from every Advisory Team member. So if you want to forgo completing the survey and want to avoid cluttering your inbox with reminders from us to complete the survey, drop me an email and just let me know.

Once the survey closes, results will be emailed to you. These results will be in summary form. No individual remark will be associated with or linked to any individual Advisory Team member. We will capture every comment that is offered but will distill narrative into themes. An individual quote may be used in verbatim form as an exemplar but only if it is representative of a theme that emerged.

A summary will be provided to the Commissioner, to Regents, and to those that funded this project. A summary will also be added to our project web site (http://www.nysed.gov/schools/principal-project-advisory-team).

Finally, thank you for your commitment to this project and this work.

Best,
Ken Turner
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1. How satisfied were you with:

	Strongly Dissatisfied	Dissatisfied	Satisfied	Strongly Satisfied
Team makeup (including parent groups, teachers, principals, supts, DSs, higher ed faculty, local board members, civil rights organization reps, outside experts)	○	○	○	○
Organization of materials (for meetings and on the web-site)	○	○	○	○
Organization that included two co-chairs, a facilitator, and a leader for each of 5 breakout groups	○	○	○	○
Usefulness of materials	○	○	○	○
Focus of each meeting	○	○	○	○
Organization of agenda	○	○	○	○
Pacing of meetings and work	○	○	○	○
Range of viewpoints among Advisory Team members	○	○	○	○
Member participation	○	○	○	○
Ability of Advisory Team members to reach consensus	○	○	○	○
Management of WebEx feature	○	○	○	○
Size of the Advisory Team	○	○	○	○
Facilitation of Advisory Team meetings	○	○	○	○
Transparency (openness to making relevant data and materials available to Advisory Team members)	○	○	○	○

	Strongly Dissatisfied	Dissatisfied	Satisfied	Strongly Satisfied
Outreach to stakeholders via focus groups (21 in Aug., 2016 and 22 in Mar.-Apr., 2017)	◯	◯	◯	◯
Outreach to stakeholders via online surveys (2 in Fall, 2016 and 5 in Spring, 2017)	◯	◯	◯	◯
Outreach to stakeholders via presentations/meetings with groups (MCEAP, Regents, CIDEL, Prof'l Standards & Practices Board, NYS Staff and Curriculum Development Network	◯	◯	◯	◯
Survey of literature on the topic of school building leader preparation	◯	◯	◯	◯
Formulation of 9 key belief statements	◯	◯	◯	◯
Set of consolidated recommendations (this simply combined and streamlined the recommendations produced by the breakout groups)	◯	◯	◯	◯
Clarify of the Preamble that was included in the final document	◯	◯	◯	◯

2. If you were dissatisfied or strongly dissatisfied with one or more items in question #1 and want to explain, please do so here.

3. If there is an item within question #1 with which you were satisfied or strongly satisfied and you want to explain, please do so here.

4. How satisfied were you with the approach taken to meeting organization?

	Strongly dissatisfied	Dissatisfied	Satisfied	Strongly Satisfied
After an opening kickoff meeting, the schedule included 6 meetings each 3 hours long	○	○	○	○
After the initial kickoff meeting, meet twice as a big group to identify main recommendations. Then meet twice in smaller subgroups to drill down and produce more-specific options. Finally, meet as a big group for last 2 meetings to reach consensus	○	○	○	○
Meetings always take place in Albany	○	○	○	○
Face-to-face meetings (but use WebEx for those who cannot physically be present)	○	○	○	○
Overall, meetings were structured in a way that made it possible for members to participate in a meaningful way	○	○	○	○

5. If you were dissatisfied or strongly dissatisfied with an item in question #4 and want to explain, please do so here.

6. If there is an item within question #4 with which you are satisfied or strongly satisfied and you want to explain, please do so here.

7. How confident are you that we achieved our aim of formulating consensus recommendations that have the potential to improve the preparation of (and support for) aspiring and current principals?

	Not confident	Little confidence	Moderate confidence	Great confidence
Recommendation 1: Base SBL certification on the 2015 *Professional Standards for Educational Leaders*	◯	◯	◯	◯
Recommendation 2: Make initial SBL certification competency-based.	◯	◯	◯	◯
Recommendation 3: Provide better and different pathways, options, and/or opportunities leading to full-time, extended period, school based internships	◯	◯	◯	◯
Recommendation 4: Promote stronger and more sustainable P-20 partnerships involving districts and universities	◯	◯	◯	◯
Recommendation 5: Pair internships with high-quality coaching and mentoring support that extends through 1st full year on the job as principal	◯	◯	◯	◯
Recommendation 6: Create a mechanism that culminates in issuance of a micro-credential that can be recognize by NYS as partial fulfillment of requirements for SBL certification	◯	◯	◯	◯
Recommendation 7: Create an expectation that current principals will acquire the knowledge, skill, and dispositions (i.e., culturally-responsive practices) that prepare them to address the learning needs of a diverse student population	◯	◯	◯	◯

	Not confident	Little confidence	Moderate confidence	Great confidence
Recommendation 8: Create funding opportunities to encourage districts/universities (BOCES if desired) to implement models of continuous professional learning & support for individuals for first 3 years after they acquire initial SBL certification	○	○	○	○
Recommendation 9: Reinforce expectation in regs that call for higher education institutions to make goals/plans to increase the number/percent of SBL candidates from historically-under-represented populations (& similar expectation for districts)	○	○	○	○
Recommendation 10: Deploy non-public funds to improve ability of district hiring managers to identify, select, place & develop talented principals; design/implement indicators/measures to gauge efficacy of SED efforts to support principals	○	○	○	○
Recommendation 11: As an option (prior to full-scale implementation), design and offer a step-up plan that makes possible a pilot involving a P-20 partnerships (opt-in for BOCES) and a process for learning from the pilot	○	○	○	○

8. In what way could the quality and productivity of the Advisory Team have been improved?

9. What has not been mentioned here, but should be?

10. Please type your name here (recall that this is necessary for your survey to count).

This completes the survey.

Please be sure to click <DONE> to submit your response.

Remember, for your remarks to count, be sure to include your name.

Thank you for your commitment to this project.

SUMMARY OF FEEDBACK FROM MEMBERS OF THE PRINCIPAL PROJECT ADVISORY TEAM (JUNE 13, 2017)
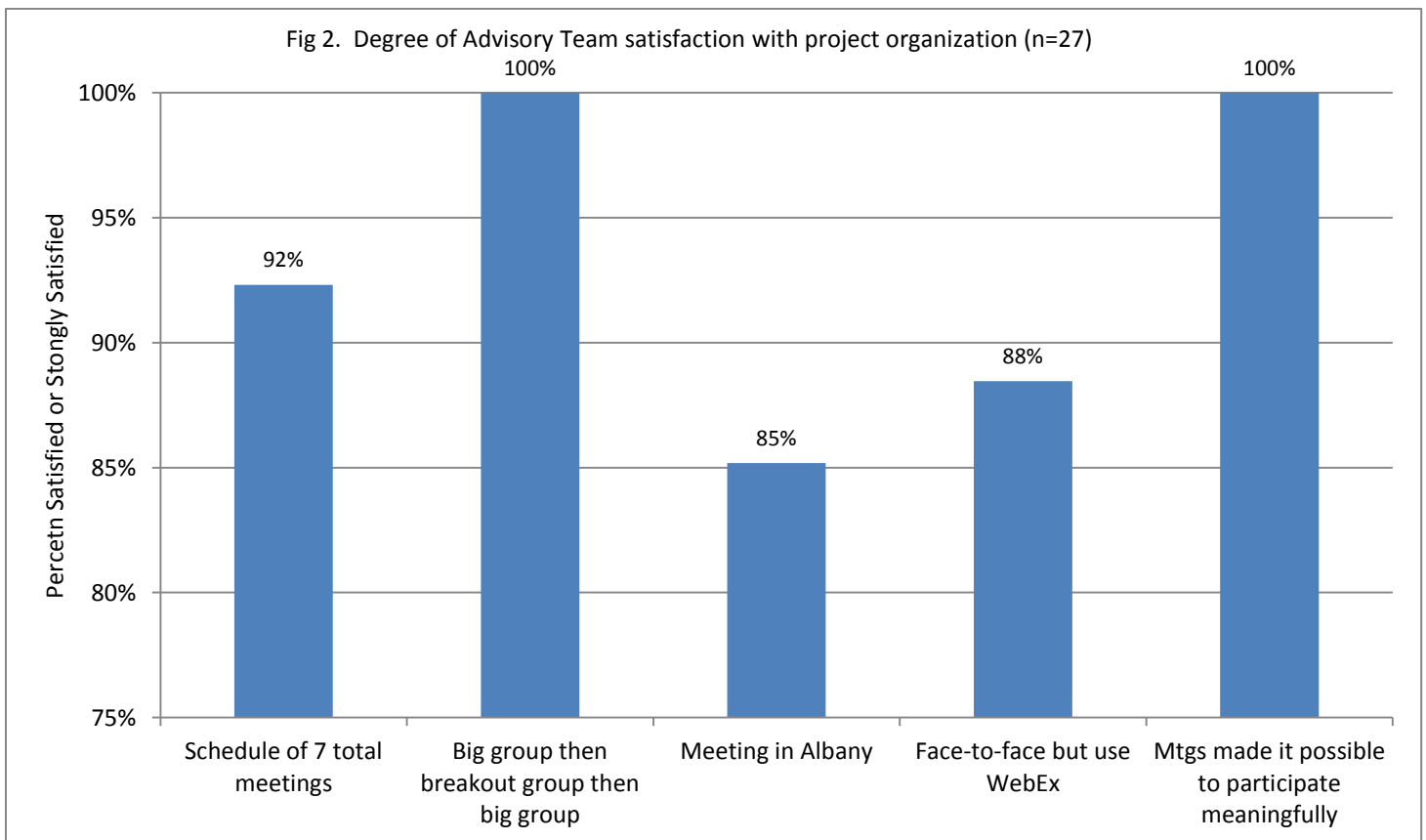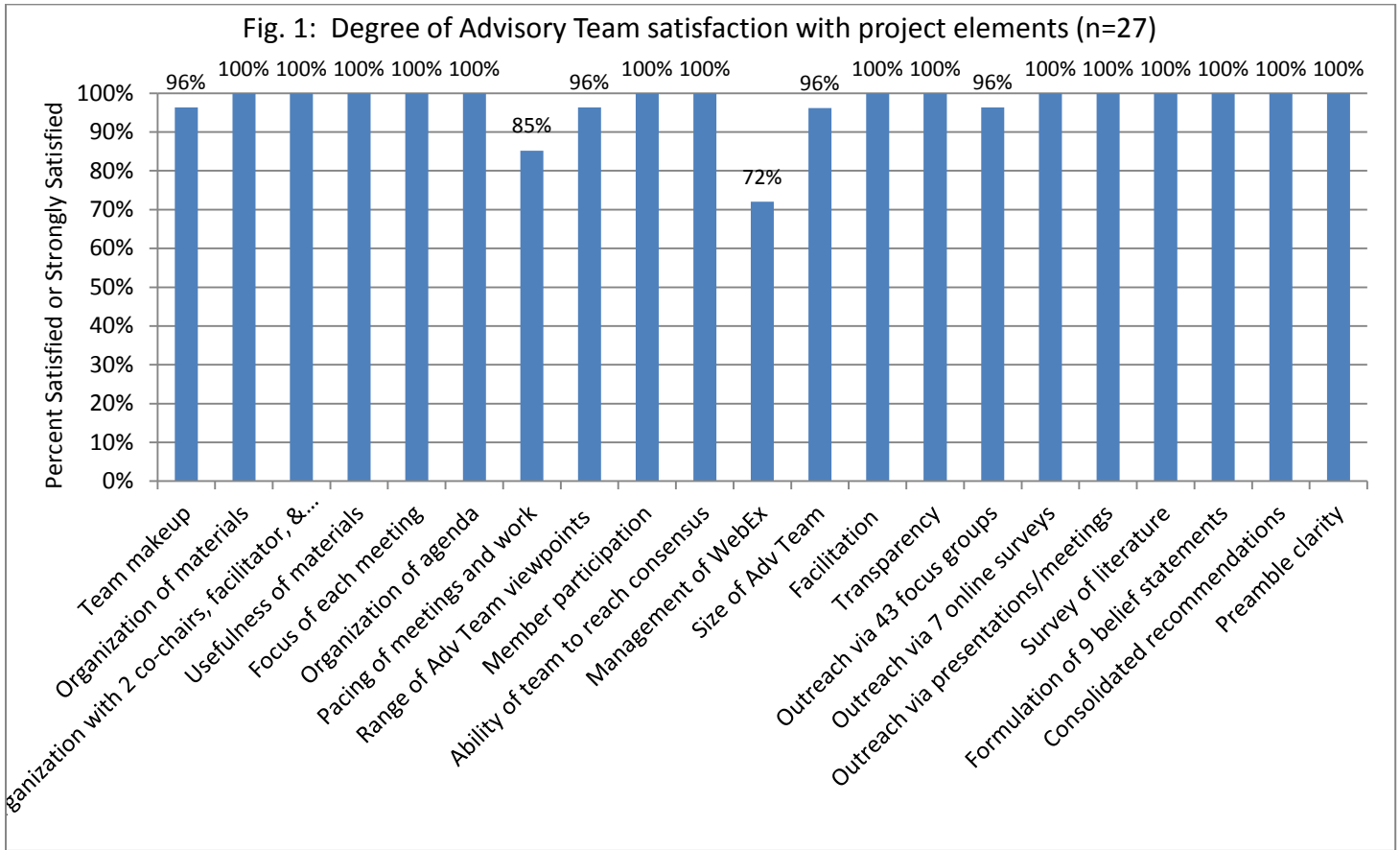
Fig. 1: Degree of Advisory Team satisfaction with project elements (n=27)

Fig 2. Degree of Advisory Team satisfaction with project organization (n=27)

SUMMARY OF FEEDBACK FROM MEMBERS OF THE PRINCIPAL PROJECT ADVISORY TEAM (JUNE 13, 2017)

Fig 3: Extent of Advisory Team confidence that recommendations have the potential to improve the preparation of (and support for) aspiring and current principals (n=27)
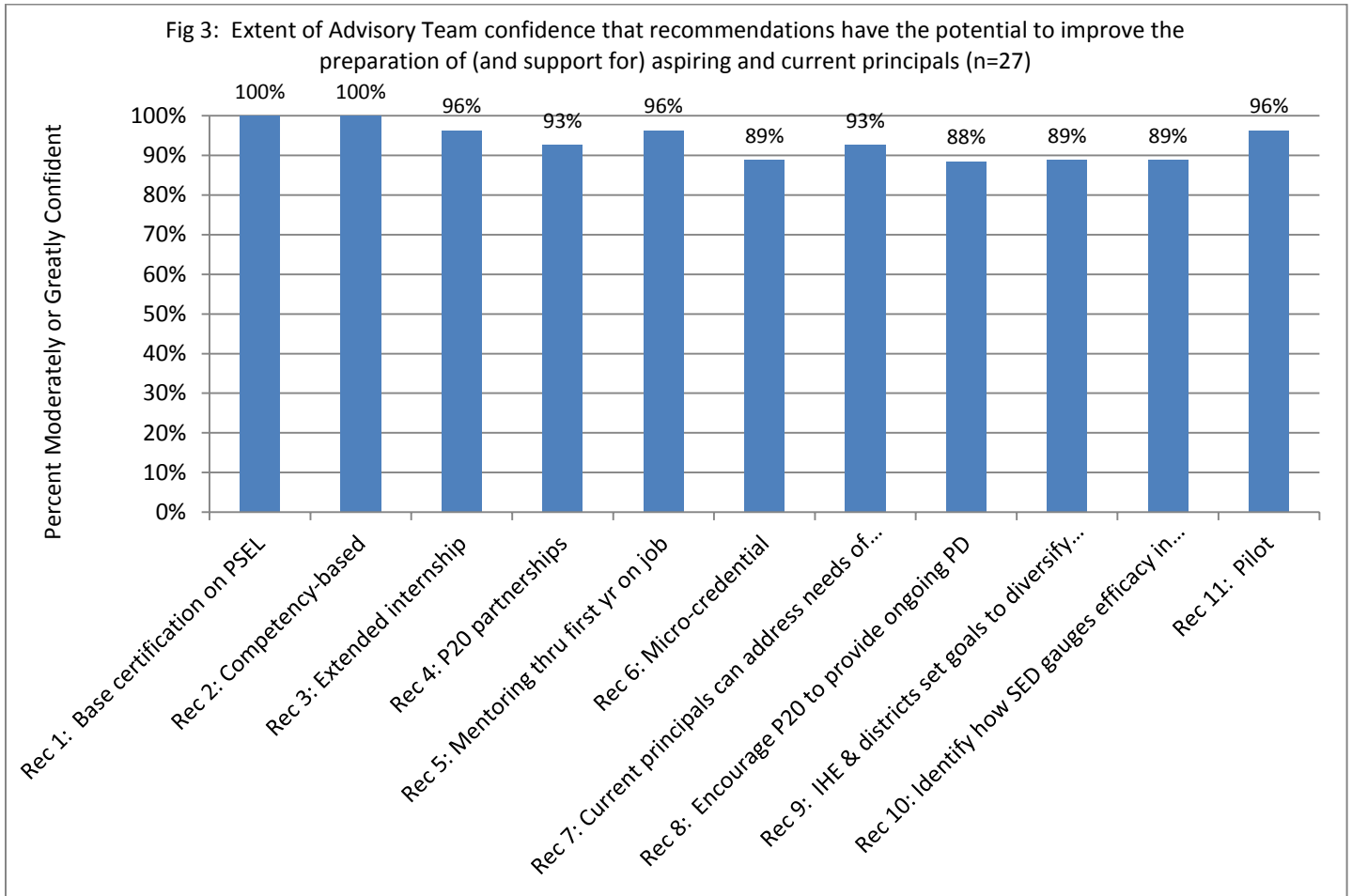
Q2 If you were dissatisfied or strongly dissatisfied with one or more items in question #1 and want to explain, please do so here.

Answered: 10   Skipped: 17

#	Responses	Date
1	The webex was not a viable option for full participation. It was not the facilitator's fault; it was just difficult to hear and we could not see newly written items taking place in the room.	6/12/2017 9:42 AM
2	WebEX was not very good. I realize it is the best you can do but it is hard to participate in groups in a meaningful way.	6/9/2017 3:38 PM
3	My only 4s were because of the WebEx and at times not being able to completely hear what was going on in the Albany room. That was my only feeling of "disconnect" at times. Thanks for your hard work.	6/9/2017 10:20 AM
4	The area where I indicated dissatisfaction was related to pacing. I believe that the members of the team were committed enough that we could have held additional meetings- so that we weren't quite so rushed in each of them. I worry that the "parking lot" did not get completely revisited, and that the May 1 meeting didn't necessarily generate complete recommendations, which then needed more process to be amended at the final meeting.	6/6/2017 5:47 PM
5	The materials were good but there were a lot of materials provided and often in multiple e-mails so I often got confused or they got lost in my inbox.	6/6/2017 1:26 PM
6	There was a lot to process and at times the meeting pace felt a bit rushed given the task at hand. I did not use WebEx to participate, but from the perspective of someone who participated in the room, I felt their contributions were minimized. On two occasions, I would have utilized WebEx to participate, but decided not to given my concern about its limitations. I heard from the field dissatisfaction with the August 2016 focus groups - mostly, I heard that these were held out of context, without much notice, and at a problematic time of the year (especially given concerns about the context and notice).	6/5/2017 10:27 AM
7	WebEx was clunky	6/5/2017 9:54 AM
8	There were certain items (particularly around SBL assessment and quality of program eval) that could have used more time. This is an extremely important item that should have been explored in more length or time.	6/5/2017 8:24 AM
9	At first, the pacing was so fast, it was hard to make any informed decision at all. I felt that I was just formulating ideas and we moved on to the next activity.	6/5/2017 7:44 AM
10	Many members had strong opinions but little actual knowledge of what is actually involved in principal preparation at the higher educational institutions. Few had actual knowledge of the required standards and accreditation process. While members agreed to leave their hat at the door, many simple advocated for their special interest. The Web Ex sound quality was poor. Members really could not be 100% participants. It was difficult for an individual member to stay engaged. The size of the team was too large. Ken Turner did an excellent job, but the qualify of the discussion among members was compromised by both size and allocated time.	6/2/2017 5:31 PM

Q3 If there is an item within question #1 with which you were satisfied or strongly satisfied and you want to explain, please do so here.

Answered: 8   Skipped: 19

#	Responses	Date
1	I really enjoyed the facilitation of the meetings. I thought they were extremely well run meetings. I only put satisfied for length of meeting because often I felt that we would have benefited from more time. Overall, it was one of the best committees I have been on.	6/12/2017 9:45 AM
2	Ken did a fantastic job of taking a very diverse group and bringing consensus. He did not allow the group to get bogged down in "wordsmithing". He kept the group focused on meaning and understanding. Great job!	6/12/2017 8:42 AM
3	There was a real effort to reach out to stakeholders for feedback.	6/9/2017 3:38 PM
4	Ken's facilitation and knowledge base are outstanding, and we never would have completed the task without his skilfull work!	6/6/2017 5:47 PM
5	I very much appreciated the 5,4,3,2,1 approach and the requirement for the 2s and 1s to suggest changes to get to a 3. This was a productive and comfortable way to proceed, speaking as someone who was a 1 or 2 on several occasions - I felt my ideas were considered by others, but I had to have ideas that were not just critique, but also offered a solution, which was a great way to keep the discussion moving from conversation to action.	6/5/2017 10:27 AM
6	The organization of our work was outstanding. This is particularly in evidence on the dedicated website!	6/5/2017 8:28 AM
7	The range of thoughts, opinions and sharing of each member brought a great amount of perspectives to the table on program suggestions and thoughts. This was quite engaging.	6/5/2017 8:24 AM
8	Ken Turner did an excellent job under very difficult circumstances. He is a great facilitator.	6/2/2017 5:31 PM

Q5 If you were dissatisfied or strongly dissatisfied with an item in question #4 and want to explain, please do so here.

Answered: 8   Skipped: 19

#	Responses	Date
1	Personally, I would have liked a rotation of localities so that I could be present for at least one. OR bundling the meetings-2 days back to back so it would make more sense to make the trip. Overall, I was happy with the end result.	6/9/2017 10:20 AM
2	As referenced above, I would have preferred to have had additional meetings, or AT LEAST one meeting (if not two consecutive days) that were full days.	6/6/2017 5:47 PM
3	Just a note: I am satisfied that the meetings take place in the same place. Traveling to different locations each time adds time and uncertaintly, I do understand that any location will be difficult for some.	6/6/2017 7:28 AM
4	Meeting always take place in Albany..... We should have some of the meetings in NYC. WebEx is a good option but difficult to manage since we can not hear them too well.	6/5/2017 8:18 PM
5	I believe future meetings should be consolidated into a full day of work to maximize the time for those traveling long distances.	6/5/2017 5:18 PM
6	I selected satisfied for all of #4, but my comments above remain applicable regarding meeting organization.	6/5/2017 10:27 AM
7	Continual travel from western New York is an extra burden. 566 miles and an overnight. It really increases the demand/burden on folks from the western end of the state. There are video conferencing tools available. Perhaps video conferencing should be used.	6/2/2017 5:31 PM
8	Initially, I tried the Webex but found it ineffective. In person meeting was much better.	6/2/2017 4:08 PM

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Q6 If there is an item within question #4 with which you are satisfied or strongly satisfied and you want to explain, please do so here.

Answered: 9   Skipped: 18

#	Responses	Date
1	The location seems to be the most centrally located for people from all over the state to attend. I only wish, as I said earlier that the meetings were a little longer. But not too much longer, as that might have led to us beating a dead horse.	6/12/2017 9:45 AM
2	Webex was a nice way to stay invlolved if you couldn't make the meeting in Albany... participation was difficult, but I don't necessarily have a better solution... ultimately being at the meeting was the most beneficial.	6/12/2017 8:42 AM
3	WebEx is Ok but could be improved.	6/9/2017 3:38 PM
4	I believe the structure of the meetings did allow for full participation on the part of committee members. Ken was flexible when he "read" that people needed more time for conversation.	6/6/2017 5:47 PM
5	It was a wonderful idea to extend the meeting to 3 hours instead of the hour-and-half. We were able to accomplish more and allow the time needed to address many concerns.	6/5/2017 8:18 PM
6	Only issue is the distance of travel for those of us from Western NY. However, I knew the travel when I accepted the invitation to serve on the committee.	6/5/2017 3:21 PM
7	I selected satisfied for all of #4, but my comments above remain applicable regarding meeting organization.	6/5/2017 10:27 AM
8	I would have liked there to be a bit more of a specific process to come to collective understanding of what the research does and doesn't tell us in specific areas related to our recommendations. Not sure if that's practical but having the research available wasn't the same as having a process that helped to ensure recommendations were grounded in it.	6/5/2017 10:12 AM
9	While the WebEx tool was appreciated, the presence of the team members was powerful.	6/5/2017 8:28 AM

Q8 In what way could the quality and productivity of the Advisory Team have been improved?

Answered: 18   Skipped: 9

#	Responses	Date
1	Giving small groups time to dig into material. It always felt rushed.	6/12/2017 12:32 PM
2	I feel that it was an excellent advisory team and that we were very productive. Maybe some homework other than reading in between sessions.	6/12/2017 9:45 AM
3	We may have needed to have one or two full-day sessions as the task was enormous and some times, it felt rushed.	6/12/2017 9:42 AM
4	Taking the SBL standardized exam out completely.	6/12/2017 8:51 AM
5	Honestly, with the scale and breadth of representation I don't know that there is/was a better way. Obviously a smaller group could of moved more efficiently, but what suffers is representation. As I said previously, Ken and the Co-Chair did a fantastic job!	6/12/2017 8:42 AM
6	More time to thoroughly discuss certain items. meetings were jam packed with items and many of the items needed and deserved more thorough discussion. We do not know all the ramifications or feasability of many of our recommendations. I felt as if we brainstormed possibilities but we really don't know if they will work or be helpful.	6/9/2017 3:38 PM
7	The Fab 5 concept to get the belief statements to a place with better chance of finalization was a good one. Perhaps that strategy could also be employed for the "sub-groups"- that is, there be an expectation that the groups continue "conversation"/communication between meetings (further their work and deliverables), thus the number of meetings would not be such a large issue. I realize that this is a logistical issue, but if expectations are set at the beginning, I believe that it could be accomplished. Any strategy that would increase time on task and in collaboration would be beneficial.	6/6/2017 5:47 PM
8	Web Ex was a good way to accommodate those who could not meet in person but the sound/quality was not always good. Better directions to the facilitator before each webinar would have also been helpful.	6/6/2017 1:26 PM
9	Well done, well organized, constant contact and provision of materials. The Webex could use some improvement -- maybe speaker boxes at the face to face meeting.	6/6/2017 7:28 AM
10	I have no recommendations at this time.	6/5/2017 3:21 PM
11	I like the format of the meetings. It was difficult to get to many of the meetings during bad weather during the winter months for me.	6/5/2017 11:56 AM
12	It would have been good to have the group include a few more faculty from higher education who are involved in educational leadership programs. It would have been good to have written summaries of progress that could have been shred with the field as the work progressed. There were times I felt like I did not know how to represent the progression. I do realize that I could have asked for this and that this recommendation is a bit late.	6/5/2017 10:27 AM
13	I think you (Ken) did a fantastic job with a complex challenge. As indicated in an earlier comment, I felt the need for a slower more collective reading of the research to create a common research framework out of which the recommendations could grow (along with people's experience-based views and the survey data etc) and sometimes I felt there was too much that we moved too quickly through on the agendas.	6/5/2017 10:12 AM
14	Although I truly free our time together was used efficiently. It felt really fast. Perhaps having additional small group meeting both face to face and virtually with selected research would help.	6/5/2017 9:47 AM
15	More time on certain areas of programs geographically in order to gain better knowledge of who is doing what, where, and how effective/affective.	6/5/2017 8:24 AM
16	More members who actually engage in the preparation of school leaders. Full day meetings with more time to actually fully discuss the issues. More opportunity to fully review materials and come to conclusion on the quality of the date. Is it valid and reliable? How much weight should be given to the data? Is perception data from those not actually involved in preparation useful? etc.	6/2/2017 5:31 PM
17	As constituted the AT worked well. No complaints	6/2/2017 4:08 PM
18	2-day meetings that end on a Friday afternoon.	6/2/2017 3:59 PM

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Q8 In what way could the quality and productivity of the Advisory Team have been improved?

Answered: 18   Skipped: 9

#	Responses	Date
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4	Taking the SBL standardized exam out completely.	6/12/2017 8:51 AM
5	Honestly, with the scale and breadth of representation I don't know that there is/was a better way. Obviously a smaller group could of moved more efficiently, but what suffers is representation. As I said previously, Ken and the Co-Chair did a fantastic job!	6/12/2017 8:42 AM
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7	The Fab 5 concept to get the belief statements to a place with better chance of finalization was a good one. Perhaps that strategy could also be employed for the "sub-groups"- that is, there be an expectation that the groups continue "conversation"/communication between meetings (further their work and deliverables), thus the number of meetings would not be such a large issue. I realize that this is a logistical issue, but if expectations are set at the beginning, I believe that it could be accomplished. Any strategy that would increase time on task and in collaboration would be beneficial.	6/6/2017 5:47 PM
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11	I like the format of the meetings. It was difficult to get to many of the meetings during bad weather during the winter months for me.	6/5/2017 11:56 AM
12	It would have been good to have the group include a few more faculty from higher education who are involved in educational leadership programs. It would have been good to have written summaries of progress that could have been shred with the field as the work progressed. There were times I felt like I did not know how to represent the progression. I do realize that I could have asked for this and that this recommendation is a bit late.	6/5/2017 10:27 AM
13	I think you (Ken) did a fantastic job with a complex challenge. As indicated in an earlier comment, I felt the need for a slower more collective reading of the research to create a common research framework out of which the recommendations could grow (along with people's experience-based views and the survey data etc) and sometimes I felt there was too much that we moved too quickly through on the agendas.	6/5/2017 10:12 AM
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17	As constituted the AT worked well. No complaints	6/2/2017 4:08 PM
18	2-day meetings that end on a Friday afternoon.	6/2/2017 3:59 PM

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Q9 What has not been mentioned here, but should be?

Answered: 10   Skipped: 17

#	Responses	Date
1	I think the facilitators did a wonderful job of communicating, getting info out and sustaining focus despite dealing with a large group of professionals. Kudos to you!	6/12/2017 12:32 PM
2	That Ken organized and ran an excellent meeting! I also thought the facilitators did an excellent job. I truly enjoyed my time on the committee.	6/12/2017 9:45 AM
3	Specifically, the fist to five was a great strategy. Also, while mentioned, the leaders of each group were diverse in style, and very effective. In addition, the patience of the key facilitator, Kenneth, was outstanding; he deserves a medal.	6/12/2017 9:42 AM
4	Further research on why the SBL exam has dis proportioned results for historically under represented candidates and why it can not be eliminated.	6/12/2017 8:51 AM
5	For success of most of these recommendation it is incumbent on "the field" to support. P-12 and higher ed. need to work collaboratively, "lines in the sand" ought not to be drawn. P-12 leaders have to be more engaged in creating authentic learning experiences for aspiring administrators. Finally, we have to "sell" aspiring leaders on the virtues of the work, education and educators have been "beat up" if you will, we have to focus on the importance of our work, and incredible satisfaction one can experience while changing the lives of students and adults!	6/12/2017 8:42 AM
6	This is a valiant effort that depends on communication, training, commitment and funding to fully succeed.	6/9/2017 10:20 AM
7	It would also be nice to have a "steady presence" of SED representatives at ALL meetings. That way if the product is lacking something in description, there would be someone or multiple people who were present observing the process and discussions along the way, and could speak to what they KNOW to be the intent. External Facilitation of the group (i.e. KEN) is essential to reach any goals and products. I think for the next phase, we need to think about when and how to integrate "unsolicited" input from external groups or even from internal members...getting written "positions" is somewhat awkward, and has the potential to distract if not derail an established process.	6/6/2017 5:47 PM
8	My concern has been and remains about the competencies. I would not like a set of pre-ordained competencies to take the place of the SBL exam. I would also like to use the SBL exam -- without penalty -- as a entrance exam (in place of the GRE) and exit exam to measure program impact.	6/6/2017 7:28 AM
9	Enormous effort and sense of urgency. Guidance document and next steps for implementation will be exciting steps.	6/5/2017 9:47 AM
10	You have covered it. Nothing to add.	6/2/2017 5:31 PM

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