

FEATURED CAPSTONE REPORT FROM STRATEGIC DATA PROJECT FELLOWSHIP, COHORT 3

Kelly Shields, Data Fellow Baltimore County Public Schools

# The use of student perception surveys informs district programming in Baltimore County Public Schools 

BY KELLY SHIELDS, STRATEGIC DATA PROJECT DATA FELLOW


KELLY SHIELDS analyzes examples of middle school reform from across the country to identify models of success. Her findings are used in the development of Baltimore County's own middle school transformation policies and measurements. Specifically, Kelly analyzes student outcomes during school-level transitions, and researches best practices around the superintendent's three levers of middle school transformation: academics, extracurricular activities, and transitions.

Kelly has earned a M.B.A. in Business Administration at he University of Virginia.

In July 2012, Dr. Dallas Dance entered the role of Superintendent in Baltimore County Public Schools (BCPS) and announced his strategic priorities, which included the transformation of middle schools. Dance knew from his most recent position as chief middleschools officer of the Houston Independent School District (HISD) that there was a major opportunity for middle schools to serve as the lever of district change. He believed that "students physically drop out in high school, but mentally drop out in middle school" (Knezevich, 2012). State test score data for BCPS indicated high achievement in elementary schools with stark declines beginning in middle school (Table 1).

While the issue of disruptive school transitions and declining performance during the middle grades was not a localized problem, as evidenced by national education conversations devoted to the benefits of Algebra during middle school, and discussed in the Frontline documentary, "the Middle School Moment" (Robertson \& Koughan, 2012), BCPS aimed to blaze new engagement opportunities for students.

Table 1
BCPS Maryland State Math Achievement Test Proficiency Rates

| \% Proficient and <br> Advanced |  |  |  |
| :--- | :--- | :--- | :--- |
| Year | Elementary | Middle | ES-MS Gap |
| 2013 | 88.0 | 71.2 | 16.8 |
| 2012 | 90.8 | 74.0 | 16.8 |
| 2011 | 88.8 | 72.5 | 16.3 |

With attention and resources turned to middle schools, BCPS district leaders planned to create a new middle school model by the end of the 20132014 school year under the theory of action that increased success in middle school would: i. push higher achieving students to high schools, and ii. pull even higher expectations from elementary schools, thereby elevating success at all levels.

As part of this charge, the Assistant Superintendents for Middle Schools requested a census survey to be designed, administered and analyzed to capture the "student voice," that is, students' perspective and demand for school offerings, which would inform the design of the middle school model. The use of surveys to capture student feedback has been shown to impact both teachers and students positively. For one thing, schools can learn about patterns in their practice of which they may not have been aware. Additionally, surveys give students a forum in which they can be heard, and this emphasis on student voice promotes both reflection and responsibility on the part of the students (Colorado Legacy Foundation, 2013).

The Middle School Student Interest Survey included questions designed to measure: 1. demand for magnet programs, athletic options, and extracurricular clubs; and 2. students' perceptions of effort, interest, and teacher student relationships. Of particular interest is the distribution of responses across our diverse county by student demographic and outcome group to shed light on the equity of district practices or on the immense regional diversity of the system. The Middle School Student Interest Survey was designed by a small team which included the two Assistant Superintendents for Middle Schools, Chief Accountability Officer, Strategic Data Project Data Fellow, and Evaluation Specialist. The survey was administered by schools and centers where students in Grades 6 through 8 were located,
during the last week of school, June 10-14, 2013.
This report will review: the survey design process, results, and recommended next steps for the middle school model.

## PROJECT PLANNING

The request to create and administer a survey during the 2012-2013 school year arose in May, which left the team responsible with an aggressive timeline. The team, with the input of five school principals who attended a planning session, agreed to construct and distribute the paperpencil survey in-house, for delivery to schools no later than Friday, June 7, 2013 and administration during the homeroom period any time during the following week. A condensed timeline of events is provided in Appendix A. The target population of students exceeded 22,000 , located at 36 schools or centers countywide (see Appendix B for a map of county school). Survey questions were presented on one sheet of paper (double sided), with answers to be recorded on a separate Scantron form. An outside vendor was contracted to scan completed forms and create a data file of responses and image files of comments organized by school. Despite the desire for strong support from stakeholder groups such as Curriculum Instruction leadership, principals and teachers, the project timeline limited the opportunity to build awareness and understanding of the purpose and usefulness of the survey throughout the district prior to survey administration.

## BCPS' MIDDLE SCHOOL THEORY OF ACTIOM



## SURVEY DESIGN ELEMENTS

The Middle School Student Interest Survey separated the questions into three groups: I: demographic information, II: program and extracurricular opportunities, and III: student perception.

## PART I: DEMOGRAPHIC INFORMATION

In order to link survey responses to additional, BCPS-maintained student data for analysis, students were asked to input their 10-digit student identification number (ID) on the survey. Along with the survey instructions, administering teachers received a list of students and their IDs to assist students in completion of this item. Students also input grade and gender, as a precaution to ensure some demographic data was captured in the event of failure to correctly input the ID.

## PART II: PROGRAMS AND EXTRACURRICULAR ACTIVITIES

The team agreed that to achieve the first purpose of the survey, understanding student demand for programs and extracurricular opportunities, a series of yes-no items reflecting the district's current offerings would limit survey completion time, ensure students were familiar with each item, and offer discerning results. Part II of the survey asked questions in three groups: magnet programs, athletics, and clubs. The first group presented a definition of a magnet program to familiarize all respondents with the vocabulary and then asked students which magnet programs they would consider attending. The magnet programs presented were based on options that the district offered at the time of the survey, in addition to a proposed option, Health Sciences. Since some students already attended magnet programs, the results were reported for current magnet participants and non-participants in order to parse out any bias for magnet schools. The next section asked whether a student would participate on a variety of sport teams, which were deemed reasonable to include on the survey by the project team. The list of teams did not include swimming or football, for example, due to the high cost of equipment and facilities. Finally, students were asked to identify additional extracurricular club opportunities they desired at their school. Themes were generated by the project team from a review of an inventory of after school clubs that principals completed earlier in the school year. Where necessary, magnet programs and clubs were defined parenthetically to offer students additional description.

## PART III: STUDENT PERCEPTION

Part III of the survey was designed using a bank of perception questions tested for previous use by BCPS' Strategic Data Project (SDP) faculty advisor, Hunter Gehlbach, related to the three constructs: student effort, interest in school, and teacher-student relationships. Three questions from each construct were selected. The questions were altered to relate to all classes and/or teachers that the student experienced over the course of the school year. The Assistant Superintendents also requested a question to measure how challenging middle school was and the frequency of homework. To promote respondent understanding and create stable participant responses, questions were designed using guidelines from the journal Academic Medicine which included the use of statements instead of questions, positively worded questions, and a scale of item-specific response anchors (Artino, Gehlbach, Durning, 2011 and Artino \& Gelbach, 2012). Students could choose to leave comments after both section II and III of the survey. Comments were captured in image files by the vendor.

## Middle School Interest Survey

Please answer the following questions on the accompanying Scantron sheet. This survey will provide information about your interests and experience in middle school. The information will help inform and improve future experiences for all students. Your teacher will help you complete the ID Number and Special Codes sections of the Scantron sheet.

Section I: Demographic Information

|  |  | A | B | C |  |
| :---: | :--- | :---: | :---: | :---: | :---: |
| $\mathbf{1}$ | Select your grade level: | 6th Grade | 7th Grade | 8th Grade |  |
| $\mathbf{2}$ | Select your gender: | Male | Female |  |  |
|  |  |  |  |  |  |

## Section II: Magnet Programs

The district is considering creating one or more new programs in schools called magnet programs. These programs have special themes. While students would still take regular academic courses, many lessons and electives would focus on the theme. Students from anywhere in the district could apply to go to a magnet program if they were interested in that theme.

Would you consider attending any of the following magnet programs?

|  | A | B |  |
| :---: | :--- | :---: | :---: |
| $\mathbf{3}$ | Career and Professional Studies: business, law, government, college options | Yes | No |
| $\mathbf{4}$ | Earth/Space Science: environmental, aquatic, conservation sciences | Yes | No |
| $\mathbf{5}$ | Health Science: health related careers, anatomy, medical science | Yes | No |
| $\mathbf{6}$ | Law and Finance: economic literacy, legal system, finance | Yes | No |
| $\mathbf{7}$ | Mass Communications: television, radio, video production, Web design | Yes | No |
| $\mathbf{8}$ | Performing Arts: dance, instrumental music, vocal music, theatre | Yes | No |
| $\mathbf{9}$ | Project Lead the Way: engineering, science, technology, robotics | Yes | No |
| $\mathbf{1 0}$ | Visual Arts: drawing, painting, sculpture, design, ceramics | Yes | No |
| $\mathbf{1 1}$ | World Languages: French | Yes | No |
| $\mathbf{1 2}$ | World Languages: Japanese | Yes | No |
| $\mathbf{1 3}$ | World Languages: Spanish | Yes | No |

Section III: Extracurricular Opportunities
Would you participate on any of the following after school sport teams if they were offered for your grade at your school?

|  | A | B |  |
| :---: | :--- | :---: | :---: |
| $\mathbf{1 4}$ | Baseball/Softball | Yes | No |
| $\mathbf{1 5}$ | Basketball | Yes | No |
| $\mathbf{1 6}$ | Cheerleading | Yes | No |
| $\mathbf{1 7}$ | Cross Country | Yes | No |
| $\mathbf{1 8}$ | Lacrosse | Yes | No |
| $\mathbf{1 9}$ | Soccer | Yes | No |
| $\mathbf{2 0}$ | Tennis | Yes | No |
| $\mathbf{2 1}$ | Track and Field | Yes | No |
| $\mathbf{2 2}$ | Volleyball | Yes | No |

Do you want your school to offer more clubs in any of the following areas?

|  | A | B |  |
| :---: | :--- | :---: | :---: |
| $\mathbf{2 3}$ | Health/Nutrition | Yes | No |
| $\mathbf{2 4}$ | Music (band, chorus) | Yes | No |
| $\mathbf{2 5}$ | Performing Arts (dance, theater, drama) | Yes | No |
| $\mathbf{2 6}$ | Reading/Literature | Yes | No |
| $\mathbf{2 7}$ | Science, Technology, Engineering, Math (STEM) | Yes | No |
| $\mathbf{2 8}$ | Visual Arts (drawing, painting, sculpture) | Yes | No |
| $\mathbf{2 9}$ | Volunteering/Service | Yes | No |

* Please use the space labeled "Comment 1" to suggest any additional magnet programs, sports, or clubs for your school.

Section IV: Student effort, interest, relationships
Think about your overall school experience this year.

|  |  | A | B | C | D | E |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 30 | How much effort did you put into getting involved in discussions during class? | Almost no effort | A little bit of effort | Some effort | Quite a bit of effort | A great deal of effort |
| 31 | When your teachers were speaking, how much effort did you put into trying to pay attention? | Almost no effort | A little bit of effort | Some effort | Quite a bit of effort | A great deal of effort |
| 32 | How much effort did you put into learning all the material for class? | Almost no effort | A little bit of effort | Some effort | Quite a bit of effort | A great deal of effort |
| 33 | How interesting did you find your classes? | Not at all interesting | Slightly interesting | Somewhat interesting | Quite interesting | Extremely interesting |
| 34 | How often did you talk about topics from school when you were not in school? | Almost never | Once in a while | Sometimes | Frequently | Almost all the time |
| 35 | Overall, how much did you enjoy learning from your teachers? | Not at all | Slightly | Somewhat | Quite a bit | A tremendous amount |
| 36 | How often did you receive homework in your core classes (Language Arts, Mathematics, Social Studies, Science)? | Almost never | Once in a while | Sometimes | Frequently | Almost all the time |
| 37 | Overall, how challenging was middle school this year? | Not at all challenging | Slightly challenging | Somewhat challenging | Quite challenging | Extremely challenging |
| 38 | Overall, how friendly were teachers toward you? | Not at all friendly | Slightly friendly | Somewhat friendly | Quite <br> friendly | Extremely friendly |
| 39 | How often did your teachers say something encouraging to you? | Almost never | Once in a while | Sometimes | Frequently | Almost all the time |
| 40 | How respectful were teachers towards you? | Not at all respectful | Slightly respectful | Somewhat respectful | Quite respectful | Extremely respectful |
| 41 | How caring were teachers towards you? | Not at all caring | Slightly caring | Somewhat caring | Quite caring | Extremely caring |

## Section V: Other Comments

* Please use the space labeled "Comment $\mathbf{2}^{\text {" }}$ for any other comments you have.


## IMPLICATIONS OF SURVEY DESIGN

The tradeoffs made to fit the short timeline of survey development resulted in several negative implications for the survey and analysis. First and foremost, the team was unable to conduct field testing or pilot the survey. Although the items were adapted from items that were previously administered and found to be reliable and deemed straight-forward by the internal teammate who reviewed the questions, the team was forced to rely mainly on post-administration statistical analysis to be confident that all items are measuring the concept they intend to measure, and that respondents interpreted items similarly and responded accurately. A more rigorous process, such as those suggested by Willis (1994) and Schreiber and Asner-Self (2011) may have improved the survey design.

MISSING OPTIONS: Preliminary findings from the student comments may have been addressed in a more rigorous pilot or field test setting. The lack of a "maybe" option and a more exhaustive list of sports were both revealed in student comments. Although the survey team explicitly decided to restrict sports options only to those with reasonable feasibility for the district, a more inclusive list would have generated time savings for survey respondents and comments analysts due simply to the sheer number of comments regarding missing options (for example, football, swimming and gymnastics). Additionally, the choice of five response anchors per item, while strongly recommended by some researchers (Weng 2004) provided respondents with a "neutral" option, making average responses more difficult to interpret.

ITEM CONFUSION: Some students also commented about their inability to respond to items due to the general nature of the questions. For example, with regards to item 41, students
reported that some teachers were extremely caring and others not at all, creating confusion around which response to choose; other students commented that some classes were more interesting than others (item 30).

THE RIGOR CONSTRUCT: Since only two items addressed the constructs of homework and challenge, responses had to bereported separately and analysis of internal consistency, or reliability, could not be performed. A more thoughtful survey design process would have revealed the need to associate the questions about homework and challenge to a larger construct which contained additional items, perhaps relating to rigor.

## IMPLICATIONS OF USING THE PAPER-PENCIL SURVEY METHOD

The decision to administer a paper-pencil survey offered both advantages and disadvantages. The less expensive, online survey option would have provided easier "pre-slugging" of student data, a potentially faster survey experience for students, and shorter time for data processing. However, principals expressed high concerns about the technological capabilities of schools to provide survey access to all students, especially with only five days to administer. Given the Assistant Superintendents' commitment to capture a wide swath of the "student voice," the team decided upon a paper survey, acknowledging the variety of logistical and analytical implications:

LOGISTICS: A number of logistical protocols were put in place to facilitate the paper pencil survey. These included: a single point of contact identified at each school and leveraging the district's Department of Logistics. This burden on district employees and school based staff could have been diminished with an online survey administration or earlier survey.

In order to maximize the number of responses and mitigate impact on school operations, schools could chose to administer the survey any day during the last week of class. However, due to the survey window, paper-pencil nature of the survey, and turnaround time of inter-office mail, the survey team could not successfully track each school's completion. In total, 34 of 36 sites completed surveys, a tribute to the diligence of our school staffs.

STUDENT ID MATCHING: Given the desire to associate student answers with other demographic and outcome data contained in BCPS databases, an online survey would have proven more successful. Pre-slugging student answer sheets with their IDs was cost prohibitive. As such, $76.2 \%$ of surveys were successfully matched to the IDs that respondents entered manually.

## RESULTS

RESPONSE RATES: 17,978 response Scantrons were scanned and analyzed. This represents $78.7 \%$ of the student population enrolled on June 10, 2013 (the first day of the survey window), as described in the attached Table 2. School response rates ranged from $49.6 \%$ to $108.5 \%$. It appears that Grade 6 students in one school had the option to take the survey multiple times, resulting in a response rate of greater than $100 \%$. Alternatively, a processing error could have occurred as the surveys were scanned in batches by school by a third party vendor. The median school response rate was 79.5\%. Grade level response rates reflected concerns principals voiced during the survey planning process that Grade 8 students would be underrepresented in the response pool, as many students elect not to attend class for the rest of the school year after their Grade 8 moving up ceremony. Low response rates from Grade 8 students contributed to schools with low overall
response rates. Four schools had exceptionally low percentages of respondents in Grade 8, with Grade 8 respondents accounting for less than $5 \%$ of their responses. Administrators expressed a desire to investigate Grade 8 attendance practices further as a result. This grade level disproportionality did not concern administrators when interpreting the descriptive survey results since the respondent population was rather large. However, we are careful to emphasize that while a large portion of the "student voice" is represented by the respondents, it is not necessarily "representative" of the population.

Analysis of answer patterns led to two findings, discussed in Appendix D, related to the treatment of missing variables and the fact that students appeared to have taken the survey seriously.

Results to items related to magnet programs, athletics, and clubs are disaggregated by school in Table 3 and gender, grade level, and race in Table 4.

MAGNET INTEREST: As expected, the demand for different programs and extracurricular activities varied greatly across our county, often across demographics and student outcome variables, which are confounded with school and geographic area. Students identified as receiving free or reduced meal services (FARMS) demonstrated greater interest in magnet programs for 9 of the 11 themes, the exceptions being two science-related magnets. Additionally, students who already attended a magnet program demonstrated greater interest for all magnet programs by as many as 12 percentage points. Considering the negative correlation between a school's FARMS rate and its performance, this increased interest may be indicative of the fact that magnets provide students and families options for school "choice" when they are not satisfied with the school to which they are zoned.

Large gender gaps separated girls' and boys' interest in three magnet themes in particular (Table 5). This finding was investigated deeper by approximating a grade point average (GPA) for students with matched Student IDs and reviewing the gender gap within each quartile of GPA. Regardless of GPA quartile, the gender gap for interest in BCPS' STEM and performing arts magnet held constant, while the gender gap increased as GPA quartile increases for visual arts, as males with higher GPAs demonstrated less interest in visual arts (Figures 1-3).

Table 5
Gender Gaps in Magnet Program Interest

|  | \% indicating they would consider attending <br> a magnet program |  |  |
| :--- | :---: | :---: | :---: |
| Magnet Option | Male | Female | M-F Gap |
| STEM | 64 | 28 | 35 |
| Performing 35 73 -38 <br> Arts  62 -23 <br> Visual Arts 39   |  |  |  |

ATHLETICS INTEREST: Students demonstrated the most interest in basketball, with variation across races contributing to differences in athletics interest as large as 28 percentage points for a sport, per Table 6. Findings varied little by county area; all five areas preferred basketball and soccer, with either volleyball, track and field, or baseball/softball rounding out the top three choices.

Interest also varied by GPA: interest in cross country, soccer, tennis and volleyball increased as GPA increases, while interest in baseball/softball and basketball appeared inversely related to GPA quartile. Students identified as receiving free or reduced meal services (FARMS) demonstrated greater interest in sports than students who are not identified as FARMS, with the exception of cross country, lacrosse, and soccer. This differential may be the result of decreased opportunities for students identified as FARMS to participate in the county's popular "parks and rec" league than their non-FARMS peers.

Clubs interest: Trends and demographic gaps

Table 6
Interest in Athletics by Gender and Race

|  |  | $\begin{aligned} & \overrightarrow{0} \\ & \stackrel{\rightharpoonup}{0} \\ & \stackrel{\rightharpoonup}{\omega} \\ & \stackrel{\rightharpoonup}{0} \\ & \stackrel{0}{2} \end{aligned}$ |  | $\begin{aligned} & \text { Z } \\ & \stackrel{y}{1} \\ & 0 \\ & 0 \\ & 0 \\ & 0 \\ & 0.0 \\ & 0 \end{aligned}$ | U | 0 | C |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| District | 42 | 55 | 27 | 27 | 35 | 49 | 34 | 42 | 42 |
| Female | 37 | 46 | 48 | 26 | 33 | 51 | 39 | 43 | 60 |
| Male | 46 | 64 | 5 | 27 | 36 | 46 | 29 | 41 | 24 |
| Asian | 31 | 52 | 17 | 29 | 29 | 54 | 52 | 37 | 46 |
| Black or African | 39 | 68 | 35 | 25 | 30 | 43 | 38 | 53 | 43 |
| Hispanic or Latino | 42 | 54 | 26 | 27 | 35 | 67 | 35 | 37 | 44 |
| Two or More Races | 47 | 56 | 29 | 28 | 39 | 52 | 36 | 42 | 48 |
| White | 45 | 44 | 21 | 27 | 39 | 51 | 29 | 34 | 41 | in interest in clubs generally followed those that arose from similarly-themed magnet programs. Volunteering/service clubs were the most popular overall (57\% of students), while reading/literature clubs were the least popular (which still attracted nearly 1 in 4 students). This high volunteering/service interest may be a function of the requirement that students participate in service learning hours in order to graduate high school. Grade 6 students expressed more interest in additional clubs than their older peers with the exception of health/nutrition.

## PROGRAM INTERESTS BY GENDER AND GPA

Figure 1
STEM Magnet Program Interest by Gender and GPA Quartile


Figure 2
Performing Arts Magnet Program Interest by Gender and GPA Quartile


Figure 3
Visual Arts Magnet Program Interest by Gender and GPA Quartile


Analysis of the survey structure suggest that it is appropriate to summarize student responses to items on page two as relating to three constructs: effort, interest and teacher-student relationships, in addition to isolated reporting of the items related to homework and challenge.

FINDINGS BY STUDENT GROUP: Although the mean scores of these constructs should not be compared as it may be more difficult to measure one construct over another, it appeared that students were more likely to report that they expend quite a bit of effort in school (mean 3.81) than interested in school (mean 3.01). The effort construct also had a smaller standard deviation, suggesting there was less variation of student responses than other constructs (the standard deviation of effort was 0.77 , as compared to that of interest, 0.88, and teacher-student relationships, 0.92). Effort, interest and teacher student relationships decline from Grade 6 to Grade 8.

For teacher-student relationships, the Grade 8 mean was higher than the Grade 7 mean, but still lower than the Grade 6 mean. Females also responded more favorably across constructs than males, though as with grade level, the differences between groups are quite small, if not negligible. The gap between female and male mean effort was the largest gender difference (0.14), whereas the difference between interest in Grade 6 and Grade 8 was the largest grade level difference.

Asian students had the highest average response to each of the constructs, while the race/ethnicity subgroup with the lowest average response varied by construct, with Hispanic or Latino students reporting the lowest effort, white students reporting the lowest interest, and Black or African American students reporting the lowest teacherstudent relationship scores (Table 7).

FINDINGS BY SCHOOL: While there was variation across schools, since most students only attend one middle school, student responses may be based to their single-school experience. That is, an "average" teacher-student relationship at one school may not be equated to an "average" teacher-student relationship at another school. Nonetheless, the rank order of schools interested middle school leadership and will inevitably lead our team to develop deeper analysis around these constructs (Table 8).

A comparison of construct results across schools indicated that Middle School 2 had the highest means for two of the three constructs leffort and relationships) and Middle School 13 had the lowest means for two of the three constructs (interest and relationships).

Correlation of constructs and student characteristics: When student data other than demographics were analyzed against the constructs, GPA was most highly correlated with effort, with a correlation of 0.366 . Other correlations between student outcomes and survey constructs were weak ( 0.198 and below), as per Table 9. All correlations presented herein are statistically significant, in part due to the high number of survey responses.

Table 9: Correlation of Survey Constructs to Student Outcomes

|  | Effort | Interest | Teacher- <br> Student <br> Relationships |
| :--- | :---: | :---: | :---: |
| GPA | 0.366 | 0.171 | 0.190 |
| Attendance | 0.099 | 0.064 | 0.045 |
| Math Proficiency Level <br> Reading Proficiency <br> Level 0.198 | 0.049 | 0.046 |  |

Table 10
Correlation of Survey Constructs to Demographic Factors in 28 "Traditional" Schools, Only

|  | Effort | Interest | Teacher-Student Relationships |
| :---: | :---: | :---: | :---: |
| \% FARMS | -0.522* | -0.176 | -0.342 |
| \% Black or African |  |  |  |
| American | -0.437* | -0.030 | -0.368 |
| \% Special Education <br> \% Limited English | 0.367 | -0.071 | -0.415 |
| Proficient | -0.289 | -0.064 | -0.027 |

*Statistically significant at 0.05.

Correlations between the construct results and student demographics with a school were also tested. The correlation between a school's demographics and its mean construct score revealed that effort is strongly correlated to a school's percent FARMS and Black or African American, with correlations above 0.435 (Table 10). There was evidence of a negative correlation between the percent of students receiving special education services at a school and the school's teacher-student relationships construct, though the correlation is not statistically significant.

## DISCUSSION

Results of the Middle School Interest Survey were used to inform programmatic enhancements to the middle school experience: BCPS will add one sport a year for the foreseeable future, starting with track and field in 2013-2014 and will consider soccer in 2014-2015 due to the high indication of interest from students. Partly in response to the dramatic gender gap in interest in STEM magnet programs and clubs, survey data has been included in a grant application whose funds would increase access to Algebra by the end of Grade 8.

Many of the differences in interest across subgroups identified by the team led us to hypothesize that student responses were, in large part, a symptom of student exposure and
a program's branding throughout the county. Despite this, survey results suggested that students from low socioeconomic backgrounds were more interested in programs at their school building, a demographic group that BCPS desires to deeply engage due to performance gaps within socioeconomic status. Students who were white or at schools with a low percentage of FARMS tended to demonstrate less interest in programs and additional extracurricular than their peers.

These findings beg further conversations about our district's priorities for the Middle School Transformation Team. Our district has engaged in a major initiative examining beliefs and practices through the lens of equity. Given this additional context, action in response to survey results can be one way our leaders demonstrate our commitment to the achievement gap as the Middle School Student Interest survey results suggest that responding to programming highest demand may not serve the neediest students. Instead, our administrators must decide what combination of programming to offer, and whether offering it is a result of the desire to engage students who tend to be struggling academically (GPA), potentially without access (FARMS), or students who are expressing demand for the programs in general.

The most striking results of effort, interest, and teacher-student relationships were that relatively negligible differences exist across grades and gender. In response to these findings, the team now wonders whether students' consistent perceptions of their effort, interest in school and relationships with teachers is a positive reflection of the BCPS student experience. Similarly surprising, there was a lack of correlation between GPA and teacher-student relationships, as the team suspected teachers to reward students with whom they had positive relationships with higher grades. Further analysis is warranted to identify differences across subgroups within schools with sufficient populations of multiple subgroups.

## CONCLUSION

TAKEAWAYS: The process BCPS employed to develop, implement and analyze the Middle School Student Interest Survey revealed, unsurprisingly, that decisions around survey logistics had major implications on the data, its interpretation, and its usefulness. The limited timeline compromised the pilot and feedback phases that characterize an optimal survey design process, and curtailed the amount of awareness building that the team was able to do amongst district leadership. Nonetheless, capturing the interests and perceptions of more than 17,000 responses provided powerful data with which leaders can reflect and further conversations about the transformation of BCPS middle schools.

NEXT STEPS: The Middle School Student Interest Survey offers a proven set of reliable questions related to effort, interest and teacher-student relationships. Going forward, BCPS can use this instrument to track changes over time in these constructs. Further analysis will be performed to validate the external consistency of the survey via structured equation modeling. Additionally, the team is currently in the throes of analysis around student responses to the free form comment sections to identify additional themes and actionable results. The team hopes that data from the Middle School Student Interest Survey can continue to highlight areas of opportunity to deliver programming that meets students' needs, engages them in school, and encourages students to be rigorous participants in their education.

## REFERENCES

Artino AR Jr, Gehlbach H, Durning SJ. AM last page: avoiding five common pitfalls of survey design. Academic Medicine. 2011;86:1327

Artino AR Jr, Gehlbach H. AM last page: avoiding four visual-design pitfalls in survey development. Academic Medicine. 2012; 87:1452

Colorado Legacy Foundation. (2013, August 29). Student perception survey technical report. Retrieved from http://colegacy.org/news/wp-content/ uploads/2013/09/SPS-Technical-Report-FINAL_final. pdf

Knezevich, A. (2012, December 6). Dance holds student town hall. Baltimore Sun. Retrieved from www.baltimoresun.com

Robertson, M. (Producer), \& Koughan, F. (Performer) (2012). Middle school moment [Web series episode]. In Fanning, D. (Executive Producer), Dropout Nation. Boston: PBS/WGBH. Retrieved from http://www.pbs. org/wgbh/pages/frontline/education/dropout-nation/ middle-school-moment//

Schreiber, J., \& Asner-Self, K. (2011). Educational research: the interrelationship of questions, sampling, design, and analysis. (pp. 122-146). Hoboken, NJ: Wiley.

Weng, L. (2004). Impact of the number of response categories and anchor labels on coefficient alpha and test-retest reliability. Educational Psychological Measurement, 64, 956-972.

Willis, G. (1994). Cognitive Interviewing and Questionnaire Design: A Training Manual. National Center for Health Statistics, Cognitive Methods Staff, Working Paper No. 7.
Table 2
Response Rates and Proportionality by Grade Level and School

|  |  |  |  |  | Respondents' Reported Grade |  |  |  | Proportion of Respondents |  |  |  | Enrollment as of 6/10/2013 |  |  | Response Rates |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| School | \% Respondents | \% Respondents | Total Enrollment | Response Rate | 6th | 7th | 8th | No Grade | 6th | 7th | 8th | No Grade | 6th | 7th | 8th | 6th | 7th | 8th |
| District | 17,978 | 100 | 22842 | 78.7 | 6438 | 6283 | 5004 | 253 | 35.8 | 34.9 | 27.8 | 1.4 | 7535 | 7651 | 7656 | 85.4 | 82.1 | 65.4 |
| Middle School 1 | 674 | 3.75 | 757 | 89 | 231 | 235 | 198 | 10 | 34.3 | 34.9 | 29.4 | 1.5 | 264 | 262 | 231 | 87.5 | 89.7 | 85.7 |
| Middle School 2 | 694 | 3.86 | 776 | 89.4 | 226 | 243 | 217 | 8 | 32.6 | 35.0 | 31.3 | 1.2 | 244 | 274 | 258 | 92.6 | 88.7 | 84.1 |
| Middle School 3 | 653 | 3.63 | 722 | 90.4 | 222 | 204 | 225 | 2 | 34.0 | 31.2 | 34.5 | 0.3 | 246 | 229 | 247 | 90.2 | 89.1 | 91.1 |
| Middle School 4 | 404 | 2.25 | 778 | 51.9 | 176 | 157 | 61 | 10 | 43.6 | 38.9 | 15.1 | 2.5 | 262 | 252 | 264 | 67.2 | 62.3 | 23.1 |
| Middle School 5 | 866 | 4.82 | 1220 | 71 | 322 | 277 | 255 | 12 | 37.2 | 32.0 | 29.4 | 1.4 | 381 | 436 | 403 | 84.5 | 63.5 | 63.3 |
| Middle School 6 | 879 | 4.89 | 956 | 91.9 | 310 | 284 | 279 | 6 | 35.3 | 32.3 | 31.7 | 0.7 | 326 | 322 | 308 | 95.1 | 88.2 | 90.6 |
| Middle School 7 | 358 | 1.99 | 460 | 77.8 | 120 | 151 | 85 | 2 | 33.5 | 42.2 | 23.7 | 0.6 | 135 | 177 | 148 | 88.9 | 85.3 | 57.4 |
| Middle School 8 | 1,163 | 6.47 | 1324 | 87.8 | 409 | 371 | 371 | 12 | 35.2 | 31.9 | 31.9 | 1.0 | 447 | 430 | 447 | 91.5 | 86.3 | 83.0 |
| Middle School 9 | 609 | 3.39 | 750 | 81.2 | 204 | 194 | 198 | 13 | 33.5 | 31.9 | 32.5 | 2.1 | 247 | 238 | 265 | 82.6 | 81.5 | 74.7 |
| Middle School 10 | 486 | 2.7 | 617 | 78.8 | 182 | 166 | 127 | 11 | 37.4 | 34.2 | 26.1 | 2.3 | 209 | 212 | 196 | 87.1 | 78.3 | 64.8 |
| Middle School 11 | 1,009 | 5.61 | 930 | 108.5 | 405 | 288 | 306 | 10 | 40.1 | 28.5 | 30.3 | 1.0 | 293 | 300 | 337 | 138.2 | 96.0 | 90.8 |
| Middle School 12 | 333 | 1.85 | 630 | 52.9 | 52 | 133 | 146 | 2 | 15.6 | 39.9 | 43.8 | 0.6 | 226 | 215 | 189 | 23.0 | 61.9 | 77.2 |
| Middle School 13 | 75 | 0.42 | 130 | 57.7 | 27 | 29 | 18 | 1 | 36.0 | 38.7 | 24.0 | 1.3 | 41 | 36 | 53 | 65.9 | 80.6 | 34.0 |
| Middle School 14 | 573 | 3.19 | 674 | 85 | 209 | 175 | 183 | 6 | 36.5 | 30.5 | 31.9 | 1.0 | 235 | 215 | 224 | 88.9 | 81.4 | 81.7 |
| Middle School 15 | 600 | 3.34 | 748 | 80.2 | 235 | 204 | 143 | 18 | 39.2 | 34.0 | 23.8 | 3.0 | 281 | 239 | 228 | 83.6 | 85.4 | 62.7 |
| Middle School 16 | 661 | 3.68 | 819 | 80.7 | 227 | 218 | 206 | 10 | 34.3 | 33.0 | 31.2 | 1.5 | 280 | 270 | 269 | 81.1 | 80.7 | 76.6 |
| Middle School 17 | 289 | 1.61 | 581 | 49.7 | 144 | 133 | 9 | 3 | 49.8 | 46.0 | 3.1 | 1.0 | 196 | 180 | 205 | 73.5 | 73.9 | 4.4 |
| Middle School 18 | 931 | 5.18 | 1015 | 91.7 | 312 | 316 | 287 | 16 | 33.5 | 33.9 | 30.8 | 1.7 | 331 | 338 | 346 | 94.3 | 93.5 | 82.9 |
| Middle School 19 | 1,400 | 7.79 | 1552 | 90.2 | 456 | 496 | 432 | 16 | 32.6 | 35.4 | 30.9 | 1.1 | 494 | 534 | 524 | 92.3 | 92.9 | 82.4 |
| Middle School 20 | 545 | 3.03 | 942 | 57.9 | 243 | 296 | 2 | 4 | 44.6 | 54.3 | 0.4 | 0.7 | 281 | 352 | 309 | 86.5 | 84.1 | 0.6 |
| Middle School 21 | 592 | 3.29 | 907 | 65.3 | 202 | 219 | 158 | 13 | 34.1 | 37.0 | 26.7 | 2.2 | 300 | 308 | 299 | 67.3 | 71.1 | 52.8 |
| Middle School 22 | 959 | 5.33 | 1093 | 87.7 | 350 | 334 | 267 | 8 | 36.5 | 34.8 | 27.8 | 0.8 | 382 | 353 | 358 | 91.6 | 94.6 | 74.6 |
| Middle School 23 | 424 | 2.36 | 729 | 58.2 | 211 | 188 | 17 | 8 | 49.8 | 44.3 | 4.0 | 1.9 | 255 | 240 | 234 | 82.7 | 78.3 | 7.3 |
| Middle School 24 | 423 | 2.35 | 513 | 82.5 | 143 | 148 | 131 | 1 | 33.8 | 35.0 | 31.0 | 0.2 | 163 | 175 | 175 | 87.7 | 84.6 | 74.9 |
| Middle School 25 | 556 | 3.09 | 675 | 82.4 | 199 | 172 | 176 | 9 | 35.8 | 30.9 | 31.7 | 1.6 | 239 | 223 | 213 | 83.3 | 77.1 | 82.6 |
| Middle School 26 | 935 | 5.2 | 1019 | 91.8 | 333 | 304 | 285 | 13 | 35.6 | 32.5 | 30.5 | 1.4 | 362 | 343 | 314 | 92.0 | 88.6 | 90.8 |
| Middle School 27 | 357 | 1.99 | 457 | 78.1 | 105 | 115 | 125 | 12 | 29.4 | 32.2 | 35.0 | 3.4 | 128 | 159 | 170 | 82.0 | 72.3 | 73.5 |
| Middle School 28 | 311 | 1.73 | 627 | 49.6 | 129 | 161 | 13 | 8 | 41.5 | 51.8 | 4.2 | 2.6 | 204 | 207 | 216 | 63.2 | 77.8 | 6.0 |
| Middle School 29 | 15 | 0.08 | 26 | 57.7 | 1 | 8 | 6 | 0 | 6.7 | 53.3 | 40.0 | 0.0 | 2 | 13 | 11 | 50.0 | 61.5 | 54.5 |
| Middle School 30 | 0 | 0 | 14 |  |  |  |  |  |  |  |  | - | 3 | 3 | 8 | 0.0 | 0.0 | 0.0 |
| Middle School 31 | 8 | 0.04 | 9 | 88.9 | 1 | 3 | 4 | 0 | 12.5 | 37.5 | 50.0 | 0.0 | 1 | 3 | 5 | 100.0 | 100.0 | 80.0 |
| Middle School 32 | 68 | 0.38 | 117 | 58.1 | 8 | 25 | 30 | 5 | 11.8 | 36.8 | 44.1 | 7.4 |  | 36 | 81 | - | 69.4 | 37.0 |
| Middle School 33 | 0 | 0 | 44 |  |  |  |  |  |  |  |  | - |  | 10 | 27 | 0.0 | 0.0 | 0.0 |
| Middle School 34 | 10 | 0.06 | 13 | 76.9 | 4 | 4 | 2 | 0 | 40.0 | 40.0 | 20.0 | 0.0 | 7 | 2 | 4 | 57.1 | 200.0 | 50.0 |
| Middle School 35 | 41 | 0.23 | 65 | 63.1 | 19 | 10 | 11 | 1 | 46.3 | 24.4 | 26.8 | 2.4 | 28 | 21 | 16 | 67.9 | 47.6 | 68.8 |
| Middle School 36 | 0 | 0 | 22 |  |  |  |  |  |  |  |  | - | 3 | 11 | 8 | 0.0 | 0.0 | 0.0 |
| Middle School 37 | 77 | 0.43 | 131 | 58.8 | 21 | 22 | 31 | 3 | 27.3 | 28.6 | 40.3 | 3.9 | 32 | 33 | 66 | 65.6 | 66.7 | 47.0 |
| Min | 0 | 0 | 9 | 49.6 | 1 | 3 | 2 | 0 | 6.7 | 24.4 | 0.4 | 0.0 | 1 | 2 | 4 | 0.0 | 0.0 | 0.0 |
| Max | 1,400 | 7.79 | 1,552 | 108.5 | 456 | 496 | 432 | 18 | 49.8 | 54.3 | 50.0 | 7.4 | 494 | 534 | 524 | 138.2 | 200.0 | 91.1 |
| Median | 486 | 3 | 675 | 79.5 | 203 | 182 | 145 | 8 | 35.2 | 34.8 | 30.7 | 1.4 | 241.5 | 223 | 224 | 83.4 | 80.7 | 68.8 |


|  | Magnets |  |  |  |  |  |  |  |  |  |  | Athletics |  |  |  |  |  |  |  |  | Clubs |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  | 0 0 0 0 0 0 0 0 $\ddot{0}$ 0 0 0 0 0 | ᄃ $\stackrel{n}{1}$ $\pi$ 0 0 $\ddot{0}$ 0 0 0 0 0 0 |  |  | $\begin{aligned} & \frac{n}{\frac{1}{4}} \\ & \text { O } \\ & . \frac{C}{E} \\ & \frac{1}{0} \\ & \frac{4}{d} \\ & 0 \end{aligned}$ |  | $n$ $\frac{4}{4}$ $n$ 3 3 | $\bar{\pi}$ <br> 0 <br>  <br>  <br> 0 <br>  <br> 0 <br> 0 <br> 0 <br> 0 | $\tilde{0}$ $\stackrel{0}{0}$ 0 0 0 0 0 |  | $\begin{aligned} & \text { त } \\ & \vdots \\ & 工 \\ & 0 \\ & 0 \\ & 0 \\ & 0 \\ & 0 \\ & 0 \end{aligned}$ | $\begin{aligned} & 0 \\ & \tilde{N} \\ & 0 \\ & 0 \\ & 0 \\ & 0 \end{aligned}$ | $\begin{aligned} & \text { む̀ } \\ & \text { U } \\ & \text { ن⿵⿰丿⿺⿻⿻一㇂㇒丶⿱一口㇒⿸⿻一丿又 } \end{aligned}$ | $\begin{aligned} & \stackrel{n}{C} \\ & \stackrel{\sim}{\bullet} \end{aligned}$ |  | $\begin{aligned} & \overrightarrow{0} \\ & \frac{0}{2} \\ & \frac{0}{0} \\ & > \end{aligned}$ |  | $\frac{u}{n}$ |  |  | $\underset{\omega}{\stackrel{\sum}{\omega}}$ | $\begin{aligned} & \frac{n}{4} \\ & \frac{1}{4} \\ & \frac{0}{3} \\ & i \end{aligned}$ |  |
| District | 47 | 40 | 37 | 42 | 31 | 57 | 31 | 53 | 54 | 46 | 51 | 42 | 55 | 27 | 27 | 35 | 49 | 34 | 42 | 42 | 27 | 47 | 48 | 24 | 45 | 52 | 57 |
| Middle School 1 | 43 | 40 | 27 | 39 | 30 | 63 | 29 | 51 | 53 | 47 | 48 | 49 | 53 | 24 | 21 | 30 | 45 | 26 | 33 | 35 | 18 | 49 | 42 | 19 | 44 | 48 | 50 |
| Middle School 2 | 51 | 39 | 34 | 42 | 28 | 51 | 33 | 52 | 53 | 45 | 51 | 42 | 54 | 22 | 32 | 37 | 47 | 31 | 43 | 41 | 24 | 43 | 44 | 20 | 42 | 53 | 62 |
| Middle School 3 | 40 | 36 | 29 | 26 | 23 | 53 | 26 | 51 | 55 | 45 | 51 | 39 | 53 | 24 | 34 | 30 | 47 | 31 | 38 | 40 | 20 | 36 | 48 | 22 | 39 | 53 | 51 |
| Middle School 4 | 51 | 38 | 37 | 55 | 48 | 72 | 35 | 50 | 62 | 43 | 58 | 43 | 56 | 30 | 29 | 30 | 47 | 31 | 40 | 39 | －34 | 49 | 53 | 28 | 43 | 61 | 56 |
| Middle School 5 | 45 | 37 | 40 | 54 | 41 | 66 | 33 | 61 | 63 | 44 | 51 | －37 | 68 | 38 | 29 | 30 | 42 | 39 | 55 | 42 | ：34 | 56 | 60 | 24 | 48 | 55 | 60 |
| Middle School 6 | 48 | 42 | 38 | 39 | 25 | 50 | 32 | 52 | 51 | 47 | 53 | 36 | 47 | 14 | 31 | 36 | 54 | 42 | 41 | 42 | 22 | 46 | 45 | 29 | 43 | 56 | 53 |
| Middle School 7 | 47 | 41 | 38 | 51 | 37 | 61 | 26 | 54 | 53 | 42 | 56 | 56 | 56 | 30 | 20 | 41 | 48 | 37 | 47 | 43 | 30 | 42 | 51 | 26 | 52 | 60 | 58 |
| Middle School 8 | 53 | 40 | 38 | 45 | 32 | 58 | 35 | 55 | 52 | 45 | 43 | 33 | 57 | 26 | 29 | 35 | 47 | 37 | 37 | 43 | －27 | 44 | 48 | 25 | 43 | 47 | 60 |
| Middle School 9 | 50 | 37 | 37 | 49 | 29 | 55 | 30 | 50 | 51 | 43 | 51 | 50 | 49 | 30 | 21 | 39 | 51 | 32 | 32 | 40 | －32 | 44 | 45 | 19 | 42 | 49 | 50 |
| Middle School 10 | 56 | 38 | 41 | 49 | 39 | 67 | 35 | 56 | 61 | 51 | 52 | 45 | 60 | 33 | 29 | 36 | 52 | 35 | 51 | 43 | －35 | 61 | 58 | 29 | 51 | 59 | 57 |
| Middle School 11 | 41 | 40 | 31 | 29 | 16 | 51 | 28 | 43 | 46 | 34 | 48 | 36 | 51 | 21 | 31 | 42 | 51 | 30 | 42 | 43 | 15 | 37 | 38 | 18 | 35 | 50 | 54 |
| Middle School 12 | 53 | 45 | 47 | 52 | 32 | 59 | 34 | 53 | 54 | 56 | 53 | 56 | 49 | 30 | 23 | 42 | 58 | 34 | 41 | 43 | ：38 | 51 | 43 | 30 | 53 | 56 | 57 |
| Middle School 13 | 49 | 29 | 33 | 42 | 37 | 55 | 33 | 56 | 57 | 51 | 57 | 24 | 63 | 32 | 18 | 25 | 45 | 45 | 38 | 45 | 27 | 49 | 50 | 30 | 43 | 48 | 48 |
| Middle School 14 | 49 | 39 | 41 | 47 | 40 | 57 | 31 | 54 | 54 | 46 | 61 | 51 | 61 | 31 | 17 | 38 | 47 | 36 | 38 | 48 | －32 | 48 | 48 | 27 | 42 | 59 | 51 |
| Middle School 15 | 48 | 38 | 37 | 53 | 42 | 61 | 42 | 53 | 61 | 49 | 53 | 42 | 58 | 33 | 24 | 38 | 50 | 39 | 50 | 42 | ：30 | 60 | 57 | 28 | 46 | 55 | 60 |
| Middle School 16 | 48 | 38 | 38 | 43 | 33 | 61 | 26 | 52 | 48 | 46 | 52 | 44 | 47 | 27 | 18 | 31 | 50 | 25 | 39 | 38 | 30 | 35 | 43 | 22 | 49 | 55 | 55 |
| Middle School 17 | 61 | 39 | 48 | 53 | 49 | 69 | 46 | 59 | 66 | 54 | 58 | 31 | 71 | 33 | 16 | 27 | 38 | 43 | 53 | 36 | 47 | 60 | 60 | 35 | 58 | 60 | 61 |
| Middle School 18 | 40 | 42 | 38 | 49 | 35 | 48 | 28 | 57 | 53 | 54 | 57 | 45 | 50 | 27 | 24 | 37 | 54 | 36 | 40 | 50 | 21 | 41 | 46 | 22 | 48 | 55 | 56 |
| Middle School 19 | 43 | 39 | 35 | 30 | 18 | 55 | 25 | 47 | 47 | 45 | 43 | 39 | 53 | 21 | 34 | 38 | 49 | 33 | 35 | 51 | 22 | 42 | 41 | 21 | 46 | 46 | 55 |
| Middle School 20 | 51 | 42 | 42 | 43 | 37 | 61 | 35 | 60 | 57 | 56 | 52 | －41 | 58 | 25 | 25 | 34 | 45 | 44 | 46 | 41 | ：31 | 50 | 54 | 27 | 59 | 51 | 61 |
| Middle School 21 | 40 | 44 | 36 | 33 | 30 | 55 | 27 | 54 | 51 | 49 | 47 | －39 | 45 | 28 | 24 | 33 | 55 | 31 | 40 | 39 | －26 | 49 | 45 | 19 | 47 | 50 | 55 |
| Middle School 22 | 44 | 41 | 37 | 32 | 17 | 49 | 30 | 52 | 53 | 34 | 46 | －35 | 51 | 23 | 33 | 37 | 52 | 31 | 37 | 40 | －16 | 41 | 44 | 23 | 33 | 47 | 58 |
| Middle School 23 | 56 | 44 | 47 | 61 | 52 | 71 | 36 | 61 | 65 | 54 | 60 | 51 | 68 | 32 | 23 | 32 | 51 | 49 | 56 | 46 | －39 | 65 | 59 | 34 | 57 | 63 | 66 |
| Middle School 24 | 45 | 46 | 38 | 32 | 22 | 42 | 29 | 46 | 42 | 43 | 43 | 51 | 46 | 21 | 22 | 44 | 53 | 26 | 32 | 42 | 31 | 40 | 37 | 18 | 40 | 45 | 56 |
| Middle School 25 | 46 | 39 | 40 | 47 | 31 | 58 | 30 | 46 | 52 | 40 | 51 | 55 | 49 | 29 | 23 | 34 | 48 | 27 | 32 | 37 | －23 | 41 | 41 | 17 | 41 | 47 | 54 |
| Middle School 26 | 49 | 44 | 41 | 43 | 29 | 54 | 34 | 61 | 70 | 51 | 50 | －37 | 61 | 36 | 29 | 31 | 45 | 38 | 49 | 43 | 29 | 63 | 58 | 25 | 45 | 51 | 64 |
| Middle School 27 | 53 | 37 | 39 | 48 | 37 | 64 | 33 | 55 | 60 | 46 | 56 | 40 | 66 | 34 | 23 | 29 | 43 | 40 | 54 | 40 | ：32 | 55 | 57 | 31 | 50 | 56 | 58 |
| Middle School 28 | 57 | 33 | 39 | 51 | 40 | 69 | 38 | 62 | 62 | 49 | 54 | 31 | 67 | 33 | 15 | 26 | 39 | 40 | 52 | 36 | －39 | 46 | 54 | 23 | 51 | 54 | 59 |
| Alternative／Special Schools |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Middle School 29 | 50 | 14 | 14 | 14 | 36 | 50 | 29 | 43 | 50 | 43 | 14 | 29 | 93 | 0 | 43 | 36 | 21 | 0 | 71 | 7 | －7 | 36 | 14 | 14 | 29 | 7 | 29 |
| Middle School 30 | 88 | 25 | 38 | 50 | 50 | 88 | 63 | 63 | 100 | 38 | 50 | 63 | 75 | 25 | 25 | 75 | 50 | 38 | 50 | 50 | 38 | 75 | 63 | 63 | 38 | 50 | 75 |
| Middle School 31 | 47 | 36 | 35 | 46 | 38 | 68 | 34 | 48 | 37 | 37 | 43 | 44 | 57 | 24 | 24 | 32 | 41 | 16 | 31 | 35 | 41 | 44 | 40 | 21 | 40 | 43 | 49 |
| Middle School 32 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 50 | 50 | 40 | 40 | 20 | 20 | 20 | 20 | 60 | 90 | 100 | 90 | 90 | 90 | 100 | 70 |
| Middle School 33 | 54 | 32 | 34 | 41 | 41 | 63 | 37 | 68 | 59 | 54 | 49 | －38 | 83 | 21 | 26 | 28 | 36 | 21 | 60 | 18 | 40 | 58 | 45 | 23 | 43 | 50 | 45 |
| Middle School 34 | 47 | 28 | 32 | 47 | 26 | 50 | 36 | 53 | 51 | 39 | 53 | 45 | 73 | 29 | 21 | 33 | 31 | 20 | 49 | 33 | 29 | 46 | 39 | 24 | 37 | 47 | 43 |

Note：Green represents the item with the highest interest in each category for the demographic group；red represents lowest．
Table 4
Percent of Respondents Indicating Interest in Magnet Programs, Athletics, and Clubs by Demographic Subgroup

|  | Magnets |  |  |  |  |  |  |  |  |  |  | Athletics |  |  |  |  |  |  |  |  | Clubs |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Career and Profession |  | әэนә!ગ્ડ ЧłПәН |  | Language: Japanese |  |  | $n$ 0 0 0 0 0 0 0 0 0 0 $n$ $n$ $n$ $n$ | słav 6u!mıofaəd |  | $\begin{aligned} & \frac{n}{4} \\ & \frac{1}{4} \\ & \frac{0}{3} \\ & i n \\ & i \end{aligned}$ | $=0$ 0 0 0 0 0 0 0 0 0 0 0 | $\begin{aligned} & \overrightarrow{0} \\ & \stackrel{0}{0} \\ & \stackrel{0}{0} \\ & \stackrel{y}{\omega} \\ & \tilde{0} \end{aligned}$ |  | Kıłunoう ssouv | $\begin{aligned} & 0 \\ & \text { N } \\ & 0 \\ & \text { ㅇ } \\ & 0 \end{aligned}$ | $\begin{aligned} & \text { L } \\ & \text { U } \\ & \text { On } \end{aligned}$ |  |  | $\begin{aligned} & \underset{0}{0} \\ & \stackrel{0}{\lambda} \\ & \stackrel{1}{2} \\ & \stackrel{0}{3} \end{aligned}$ |  | $\frac{\cdot u}{n}$ | Performing Arts |  | $\underset{\substack{\underset{\sim}{e}}}{\underset{\sim}{e}}$ | $\begin{aligned} & \frac{n}{4} \\ & \frac{1}{4} \\ & \frac{\pi}{3} \\ & \stackrel{n}{x} \end{aligned}$ |  |
| District | 47 | 40 | 37 | 42 | 31 | 57 | 31 | 53 | 54 | 46 | 51 | 42 | 55 | 27 | 27 | 35 | 49 | 34 | 42 | 42 | 27 | 47 | 48 | 24 | 45 | 52 | 57 |
| Gender |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Female | 46 | 36 | 47 | 50 | 30 | 62 | 29 | 50 | 73 | 28 | 62 | 37 | 46 | 48 | 26 | 33 | 51 | 39 | 43 | 60 | 30 | 57 | 70 | 26 | 33 | 65 | 67 |
| Male | 48 | 43 | 28 | 34 | 32 | 52 | 33 | 56 | 35 | 64 | 39 | 46 | 64 | 5 | 27 | 36 | 46 | 29 | 41 | 24 | 23 | 37 | 25 | 21 | 57 | 39 | 46 |
| Male - Female Gap | 2 | 7 | -19 | -16 | 2 | -9 | 4 | 5 | -38 | 35 | -23 | 9 | 18 | -43 | 2 | 3 | -5 | -10 | -2 | -36 | -7 | -19 | -45 | -5 | 23 | -25 | -21 |
| Grade Level: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6th | 45 | 42 | 36 | 48 | 35 | 64 | 29 | 56 | 57 | 48 | 54 | 43 | 56 | 28 | 25 | 36 | 53 | 38 | 42 | 43 | 26 | 50 | 49 | 24 | 46 | 55 | 58 |
| 7th | 46 | 38 | 37 | 39 | 30 | 53 | 31 | 52 | 54 | 46 | 51 | 41 | 57 | 27 | 26 | 35 | 47 | 33 | 41 | 42 | 26 | 46 | 48 | 23 | 45 | 52 | 56 |
| 8th | 50 | 39 | 40 | 38 | 26 | 53 | 33 | 50 | 50 | 43 | 45 | 40 | 51 | 25 | 29 | 33 | 45 | 32 | 42 | 42 | 28 | 44 | 45 | 24 | 43 | 48 | 56 |
| FARMS Status |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| FARMS | 49 | 37 | 40 | 47 | 35 | 61 | 32 | 54 | 57 | 45 | 54 | 44 | 60 | 32 | 23 | 34 | 48 | 35 | 43 | 43 | 31 | 50 | 52 | 24 | 47 | 56 | 57 |
| No FARMS | 44 | 43 | 35 | 38 | 27 | 54 | 29 | 52 | 52 | 47 | 48 | 40 | 49 | 22 | 30 | 36 | 51 | 34 | 39 | 42 | 21 | 45 | 44 | 22 | 43 | 50 | 57 |
| No FARMS - FARMS Gap | -5 | 6 | -5 | -9 | -8 | -7 | -3 | -2 | -5 | 2 | -5 | -4 | -10 | -10 | 7 | 2 | 3 | -1 | -3 | -1 | -10 | -5 | -8 | -2 | -3 | -6 | -1 |
| Race: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Asian | 48 | 45 | 52 | 46 | 44 | 54 | 30 | 53 | 54 | 61 | 55 | 31 | 52 | 17 | 29 | 29 | 54 | 52 | 37 | 46 | 28 | 54 | 46 | 30 | 61 | 58 | 64 |
| Black or African American | 52 | 36 | 40 | 49 | 38 | 65 | 34 | 58 | 64 | 46 | 52 | 39 | 68 | 35 | 25 | 30 | 43 | 38 | 53 | 43 | 34 | 55 | 58 | 26 | 48 | 54 | 60 |
| Hispanic or Latino | 48 | 40 | 40 | 54 | 37 | 68 | 33 | 53 | 54 | 48 | 55 | 42 | 54 | 26 | 27 | 35 | 67 | 35 | 37 | 44 | 29 | 49 | 48 | 23 | 45 | 58 | 59 |
| Two or More Races | 48 | 44 | 38 | 44 | 33 | 58 | 33 | 55 | 60 | 44 | 50 | 47 | 56 | 29 | 28 | 39 | 52 | 36 | 42 | 48 | 26 | 52 | 51 | 23 | 45 | 53 | 63 |
| White | 42 | 43 | 33 | 35 | 22 | 50 | 27 | 49 | 47 | 44 | 48 | 45 | 44 | 21 | 27 | 39 | 51 | 29 | 34 | 41 | 19 | 40 | 40 | 20 | 40 | 50 | 53 |
| White - Black/African American Gap | -11 | 7 | -7 | -15 | -17 | -15 | -7 | -9 | -16 | -2 | -4 | 6 | -25 | -14 | 2 | 9 | 8 | -8 | -19 | -2 | -15 | -15 | -18 | -6 | -7 | -5 | -8 |
| White - Hispanic Gap | -6 | 3 | -7 | -19 | -16 | -19 | -5 | -4 | -7 | -5 | -7 | 3 | -10 | -5 | 0 | 4 | -16 | -6 | -3 | -3 | -11 | -9 | -8 | -2 | -5 | -9 | -6 |

Green represents the item with the highest interest in each category for the demographic group; red represents lowest.
Table 7
Construct Means and Standard Deviations, by Demographic Subgroup

|  | Effort |  | Interest |  | Relationships |  | Homework |  | Challenge |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Mean | Standard Deviation | Mean | Standard Deviation | Mean | Standard Deviation | Mean | Standard Deviation | Mean | Standard Deviation |
| District Average | 3.81 | 0.77 | 3.01 | 0.88 | 3.46 | 0.92 | 4.07 | 0.98 | 3.06 | 1.05 |
| Gender |  |  |  |  |  |  |  |  |  |  |
| Female | 3.88 | 0.73 | 3.02 | 0.85 | 3.49 | 0.90 | 4.14 | 0.94 | 3.06 | 1.03 |
| Male | 3.74 | 0.80 | 3.00 | 0.90 | 3.43 | 0.94 | 4.02 | 1.02 | 3.07 | 1.07 |
| Grade Level |  |  |  |  |  |  |  |  |  |  |
| 6th | 3.89 | 0.76 | 3.14 | 0.87 | 3.55 | 0.91 | 4.10 | 0.97 | 3.10 | 1.09 |
| 7th | 3.79 | 0.78 | 2.94 | 0.87 | 3.38 | 0.93 | 4.08 | 0.98 | 3.04 | 1.04 |
| 8th | 3.73 | 0.78 | 2.94 | 0.87 | 3.44 | 0.92 | 4.06 | 1.00 | 3.05 | 1.02 |
| Race/Ethnicity: |  |  |  |  |  |  |  |  |  |  |
| Asian | 3.99 | 0.74 | 3.28 | 0.81 | 3.70 | 0.78 | 4.25 | 0.78 | 3.01 | 0.99 |
| Black or African American | 3.75 | 0.78 | 2.99 | 0.88 | 3.36 | 0.95 | 3.91 | 1.03 | 3.06 | 1.10 |
| Hispanic or Latino | 3.74 | 0.75 | 3.06 | 0.85 | 3.49 | 0.88 | 4.03 | 0.95 | 3.11 | 1.07 |
| Two or More Races | 3.90 | 0.74 | 3.10 | 0.87 | 3.57 | 0.91 | 4.17 | 0.96 | 3.11 | 1.05 |
| White | 3.86 | 0.74 | 2.98 | 0.86 | 3.52 | 0.89 | 4.22 | 0.93 | 3.04 | 1.00 |
|  | 0.25 | 0.04 | 0.30 | 0.03 | 0.21 | 0.07 | 0.22 | 0.10 | 0.07 | 0.10 |

[^0]Table 8
Construct Means by School

|  | Effort | Interest | Relationships | Homework | Challenge |
| :--- | :---: | :---: | :---: | :---: | :---: |
| District Average | 3.81 | 3.01 | 3.46 | 4.07 | 3.06 |
| Standard Deviation | 0.77 | 0.88 | 0.92 | 0.98 | 1.05 |
| Middle School 1 | 3.80 | 2.93 | 3.45 | 4.02 | 2.95 |
| Middle School 2 | 3.99 | 3.17 | 3.75 | 4.27 | 3.16 |
| Middle School 3 | 3.90 | 3.04 | 3.59 | 4.46 | 3.09 |
| Middle School 4 | 3.77 | 3.10 | 3.56 | 3.97 | 3.03 |
| Middle School 5 | 3.74 | 2.92 | 3.25 | 3.95 | 3.11 |
| Middle School 6 | 3.92 | 3.12 | 3.40 | 4.42 | 3.16 |
| Middle School 7 | 3.73 | 3.09 | 3.55 | 3.32 | 2.75 |
| Middle School 8 | 3.87 | 3.11 | 3.53 | 4.07 | 3.19 |
| Middle School 9 | 3.71 | 2.89 | 3.31 | 3.83 | 2.98 |
| Middle School 10 | 3.77 | 3.08 | 3.47 | 3.54 | 2.98 |
| Middle School 11 | 3.89 | 3.06 | 3.66 | 4.41 | 3.03 |
| Middle School 12 | 3.78 | 3.03 | 3.65 | 3.93 | 2.91 |
| Middle School 13 | 3.96 | 2.87 | 2.75 | 3.79 | 2.97 |
| Middle School 14 | 3.63 | 3.02 | 3.40 | 4.03 | 3.16 |
| Middle School 15 | 3.79 | 2.98 | 3.47 | 4.27 | 3.12 |
| Middle School 16 | 3.74 | 2.91 | 3.40 | 3.62 | 2.95 |
| Middle School 17 | 3.81 | 3.13 | 3.44 | 3.97 | 3.12 |
| Middle School 18 | 3.76 | 2.92 | 3.40 | 4.17 | 3.06 |
| Middle School 19 | 3.86 | 3.09 | 3.62 | 4.14 | 3.03 |
| Middle School 20 | 3.86 | 3.03 | 3.44 | 4.09 | 3.18 |
| Middle School 21 | 3.75 | 2.98 | 3.50 | 4.44 | 3.10 |
| Middle School 22 | 3.84 | 2.88 | 3.29 | 4.31 | 3.14 |
| Middle School 23 | 3.84 | 3.18 | 3.52 | 3.82 | 3.04 |
| Middle School 24 | 3.91 | 3.13 | 3.64 | 4.26 | 2.84 |
| Middle School 25 | 3.76 | 2.90 | 3.48 | 3.88 | 2.90 |
| Middle School 26 | 3.80 | 2.97 | 3.24 | 4.16 | 3.23 |
| Middle School 27 | 3.73 | 2.89 | 3.17 | 3.67 | 3.08 |
| Middle School 28 | 3.71 | 2.92 | 3.15 | 3.78 | 3.04 |
| School Range (Highest - | 0.36 | 0.31 | 1.00 | 1.14 | 0.48 |
| Lowest) | 3.40 | 2.84 | 3.43 | 4.07 | 2.93 |
| Alternative/Special Schools | 3.90 | 3.26 | 4.39 | 4.29 | 2.29 |
| Middle School 29 | 3.11 | 2.58 | 3.22 | 2.80 | 2.44 |
| Middle School 30 | 1.63 | 1.83 | 4.88 | 1.00 | 3.30 |
| Middle School 31 | 2.41 | 3.01 | 3.39 | 2.72 |  |
| Middle School 32 | 2.81 | 3.37 | 2.83 | 2.89 |  |
| Middle School 33 | Middle School 34 |  |  |  |  |

Note: In general, questions were measured on the scale:
$1=$ Not at all; $2=$ Slightly; $3=$ Somewhat; $4=$ Quite; $5=$ Extremely

Table 11

| Missing item responses |  |  |
| :---: | :---: | :---: |
| Item | Missing | Percentage |
| 1 | 253 | 1.4 |
| 2 | 170 | 1.0 |
| 3 | 161 | 0.9 |
| 4 | 140 | 0.8 |
| 5 | 140 | 0.8 |
| 6 | 151 | 0.8 |
| 7 | 158 | 0.9 |
| 8 | 161 | 0.9 |
| 9 | 161 | 0.9 |
| 10 | 184 | 1.0 |
| 11 | 167 | 0.9 |
| 12 | 169 | 0.9 |
| 13 | 154 | 0.9 |
| 14 | 190 | 1.1 |
| 15 | 165 | 0.9 |
| 16 | 161 | 0.9 |
| 17 | 180 | 1.0 |
| 18 | 161 | 0.9 |
| 19 | 182 | 1.0 |
| 20 | 201 | 1.1 |
| 21 | 187 | 1.0 |
| 22 | 179 | 1.0 |
| 23 | 230 | 1.3 |
| 24 | 203 | 1.1 |
| 25 | 203 | 1.1 |
| 26 | 209 | 1.2 |
| 27 | 227 | 1.3 |
| 28 | 278 | 1.5 |
| 29 | 319 | 1.8 |
| 30 | 808 | 4.5 |
| 31 | 340 | 1.9 |
| 32 | 339 | 1.9 |
| 33 | 352 | 2.0 |
| 34 | 381 | 2.1 |
| 35 | 394 | 2.2 |
| 36 | 403 | 2.2 |
| 37 | 415 | 2.3 |
| 38 | 429 | 2.4 |
| 39 | 461 | 2.6 |
| 40 | 516 | 2.9 |
| 41 | 1.400 | 7.8 |
| Note: Of the surveys missing resk |  |  |
| 280 were also missing a responst |  |  |
| and were therefore eliminated frc |  |  |
|  |  |  |

Table 14
Item Properties

| Item \# | Item | Observations | Mean | Std. Dev. | Median <br> Response | Item-Total Correlation | Cronbach's Alpha if Item Deleted |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 30 | How much effort did you put into getting involved in discussions during class? | 16,050 | 3.546 | 1.013 | Quite a bit of effort | 0.407 | 0.694 |
| 31 | When your teachers were speaking, how much effort did you put into trying to pay attention? | 16,516 | 3.903 | 0.975 | Quite a bit of effort | 0.53 | 0.533 |
| 32 | How much effort did you put into learning all the material for class? | 16,536 | 3.982 | 0.968 | Quite a bit of effort | 0.543 | 0.517 |
| 33 | How interesting did you find your classes? | 16,525 | 3.114 | 1.036 | Somewhat interesting | 0.6 | 0.585 |
| 34 | How often did you talk about topics from school when you were not in school? | 16,521 | 2.546 | 1.124 | Once in a while | 0.482 | 0.725 |
| 35 | Overall, how much did you enjoy learning from your teachers? | 16,521 | 3.372 | 1.098 | Somewhat | 0.575 | 0.611 |
| 36 | How often did you receive homework in your core classes (Language Arts, Mathematics, Social | 16,521 | 4.075 | 0.982 | Frequently |  |  |
| 37 | Overall, how challenging was middle school this year? | 16,523 | 3.063 | 1.055 | Somewhat challenging |  |  |
| 38 | Overall, how friendly were teachers toward you? | 16,524 | 3.584 | 1.078 | Quite friendly | 0.727 | 0.781 |
| 39 | How often did your teachers say something encouraging to you? | 16,521 | 3.06 | 1.185 | Sometimes | 0.717 | 0.786 |
| 40 | How respectful were teachers towards you? | 16,510 | 3.657 | 1.084 | Quite respectful | 0.585 | 0.845 |
| 41 | How caring were teachers towards you? | 16,578 | 3.536 | 1.122 | Quite caring | 0.697 | 0.795 |
| Construct |  | Observations | Mean | Std. Dev. | Median Response |  |  |
| Effort |  | 16,578 | 3.809 | 0.774 | Quite a bit |  |  |
| Interest |  | 16,572 | 3.011 | 0.875 | Somewhat |  |  |
| Teacher-Student Relationship |  | 16,578 | 3.459 | 0.923 | Somewhat/ Quite a bit |  |  |

## Appendix A

Timeline

May 15-17 Brainstorming and survey design, conferences with SDP faculty advisor and internal team

May 30 Feedback session from principals to introduce survey, build awareness, designate point of contact as schools

May 31 Memo to principals
June $5 \quad$ Approval from TABCO
June $5 \quad$ Finalize survey design
June 5 - June 10 Principals notify parents via website, auto-calls, etc
June 6 and June 7 Webinar for designated school points of contact/administrators to review logistics and respond to any questions or concerns

June 5 and June 6 Creation of boxes: the Department of Logistics created a unique package for each school containing the appropriate number of surveys, answer sheets and instructions arranged for each homeroom; return instructions and colored envelopes materials were also provided.

June 10-14 Survey administration window for schools
June 12-21 Boxes returned to central office for sending to Scantron (processing): Colored return envelopes for answer sheets returned to the survey team via inter-office mail, which operates every-other-day.

July $8 \quad$ Data received from third party vendor (results of Scantron scans)
July 9 - Aug $9 \quad$ Data analysis and preparation of presentation of results
Aug 12 Presentation to Assistant Superintendents
Aug $29 \quad$ Comments data received
Aug 30 - Present Comments analysis

Appendix B
Map of Baltimore County Schools


County size: 682 sq mi

Appendix D
Analysis of Responses
Variety of Responses: Students appeared to have taken the survey seriously as analysis of the standard deviation of responses suggest only $1 \%$ of respondents gave the same answer for all page 1 items (related to program and extracurricular interest) and $0.5 \%$ of respondents gave the same answer for all page 2 items (related to effort, interest, and teacher-student relationships). In the section on interest in clubs, 13\% of respondents gave the same response to each item. This proportion decreased to $7 \%$ for sports related items and $4 \%$ for magnet related items. This suggests students provided item-specific answers to each question as opposed to filling in the same response in an effort to complete the survey early. Male students were more likely to answer with the same response than female. In all three item groups, students who responded with the same answer to questions on page 1 favored "No" as a response.

Missing responses: 49 respondents did not complete any questions on page 1, and 271 respondents did not complete questions on page 2. When assessing the number of missing responses for each question (Table 11 and Table 12), 1,400 respondents (7.8\%) did not answer item 41. As such, the team eliminated surveys missing responses to question 41 when analyzing the items on page 2 given the likelihood that a student who missed the last question on the survey could have lintentionally or unintentionally) skipped another item and responses were misaligned to items on the Scantron. It does not appear that one grade level or gender of students was more likely to be excluded because of a missing response to item 41 .

## Appendix E

Validity and Reliability Analyses

Table 15

Reliability Statistics

|  | Reliability $(\alpha)$ |
| :--- | :---: |
| Overall Reliability (all items) | 0.824 |
| Effort | 0.678 |
| Interest | 0.728 |
| Teacher-Student | 0.844 |
| Relationships |  |

Principal components analyses (PCA) were conducted to examine the underlying structure of the survey. The analysis reveals that the questions designed to measure the same construct (effort, interest and teacher-student relationships) did, in fact, perform as expected. Student responses on the 12 questions on page two can more easily be summarized and interpreted by grouping questions together. While four factors emerged, three were accepted and the items related to homework and challenge were reported separately in alignment with the general practice that factors with less than three items are not grouped together (Table 13 displays factor loadings and construct composition).

Cronbach's Alpha (a), a statistic used to measure internal consistency or reliability of the survey, was calculated for page 2 items. An a greater than 0.7 is typically considered acceptable. The Cronbach's Alpha for page 2 was .824; with construct-level a summarized in Table 8 below. All construct-level a suggest the construct met or nearly met the generally accepted standard of reliability. Although Cronbach's Alpha for the effort construct may have improved with the removal of one item (Table 14), the team decided to include all related items to avoid having to report items independently. Table 15 identifies the overall reliability statistics of the survey and three of the constructs it measured.

## SDP Fellowship Capstone Reports

SDP Fellows compose capstone reports to reflect the work that they led in their education agencies during the two-year program. The reports demonstrate both the impact fellows make and the role of SDP in supporting their growth as data strategists. Additionally, they provide recommendations to their host agency and will serve as guides to other agencies, future fellows, and researchers seeking to do similar work. The views or opinions expressed in this report are those of the authors and do not necessarily reflect the views or position of SDP or the Center for Education Policy Research at Harvard University.


[^0]:    In general, questions were measured on the scale: $1=$ Not at all; $2=$ Slightly; $3=$ Somewhat; $4=$ Quite; $5=$ Extremely

