**Charter School Leader ESE Satisfaction Survey**

**Summary of Findings**

Prepared for the Massachusetts Department of Elementary and Secondary Education

February, 2012

# Survey Frequency Distributions

The following tables present frequency distributions for each section of the Charter School Leader ESE Satisfaction Survey. Of the 65 charter school leaders surveyed[[1]](#footnote-1), 40 responded, resulting in a response rate of 62%. The total number of valid responses varies throughout the survey for two reasons: (1) some respondents either intentionally or inadvertently did not respond to some of the survey questions, and (2) in all cases, “don’t know” and “doesn’t apply” responses were omitted prior to computing frequencies. For each question the response option which was chosen the most often has been highlighted.

1. **Your Experience as an Administrator**
2. **Please indicate your years of experience as of the current school year**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **I have been…** | **N** | **Less than one year** | **One year** | **Between 2 and 4 years** | **More than 4 years** |
| A charter school administrator for… | 37 | 13.5% | 0.0% | 18.9% | **67.6%** |
| A charter school administrator in the state of Massachusetts for… | 39 | 10.3% | 2.6% | 25.6% | **61.5%** |

1. **ESE Approach to Charter School Engagement**
2. **To what extent do you agree or disagree with each of the following statements relative to ESE engagement with your charter school? Base your responses on your charter school’s recent experience with ESE.**

| **ESE …** | **N** | **Strongly Agree** | **Somewhat Agree** | **Somewhat Disagree** | **Strongly Disagree** |
| --- | --- | --- | --- | --- | --- |
| Works proactively with my charter school to understand its needs | 39 | 10.3% | **43.6%** | 35.9% | 10.3% |
| Engages my charter school in a collaborative manner | 39 | 15.4% | **48.7%** | 28.2% | 7.7% |
| Provides effective support for educational improvement in my charter school | 34 | 5.9% | **38.2%** | **38.2%** | 17.6% |
| Is focused on enhancing my charter school’s ability to support curriculum and instruction | 36 | 5.6% | 36.1% | **41.7%** | 16.7% |
| Offers my charter school a chance to provide input regarding policy and program development | 37 | 16.2% | **40.5%** | 32.4% | 10.8% |
| Facilitates engagement between districts and charter schools to ensure effective models and practices are shared | 36 | 0.0% | 2.8% | 41.7% | **55.6%** |

1. **To what extent has ESE’s contact with your charter school focused on ensuring compliance as opposed to providing assistance?  Base your response on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Predominantly**  **Compliance** | | **N= 36** | | | | | **Predominantly**  **Assistance** | |
| **47.2%** | 16.7% | 8.3% | 16.7% | 5.6% | 2.8% | 0.0% | 0.0% | 2.8% |

1. **ESE strives to strike an appropriate balance between compliance and assistance responsibilities. To what extent do you believe the ESE has achieved an appropriate balance?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **N** | **Far too focused on compliance** | **Too Focused on compliance** | **About right** | **Too focused on assistance** | **Far too focused on assistance** |
| 38 | **44.7%** | 39.5% | 13.2% | 0.0% | 2.6% |

1. **ESE Performance**
2. **To what extent do you agree or disagree with each of the following statements regarding ESE performance relative to policies and programs? Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ESE …** | **N** | **Strongly Agree** | **Somewhat Agree** | **Somewhat Disagree** | **Strongly Disagree** |
| Promotes high academic standards through the state curriculum frameworks | 35 | **48.6%** | **48.6%** | 2.9% | 0.0% |
| Has an effective system for charter school accountability | 34 | 35.3% | **47.1%** | 11.8% | 5.9% |
| Provides effective support for charter school improvement | 28 | 0.0% | 35.7% | **46.4%** | 17.9% |
| Has policies and programs that contribute to educator effectiveness | 33 | 3.0% | **48.5%** | 36.4% | 12.1% |
| Provides effective support for programs for English language learners | 30 | 3.3% | 30.0% | **36.7%** | 30.0% |
| Provide effective support for programs for students with disabilities | 32 | 12.5% | **46.9%** | 34.4% | 6.3% |
| Provides services in a coherent, well coordinated fashion | 34 | 5.9% | **38.2%** | 35.3% | 20.6% |
| Coordinates planning requirements to maximize benefits to charter schools | 33 | 0.0% | 36.4% | **45.5%** | 18.2% |
| Coordinates grants and aid awards to maximize benefits to charter schools | 34 | 2.9% | **41.2%** | 32.4% | 23.5% |
| Is effective in its efforts to improve the overall quality of public K-12 education | 34 | 2.9% | **58.8%** | 29.4% | 8.8% |

1. **To what extent do you agree or disagree with each of the following statements regarding ESE performance relative to communication? Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ESE …** | **N** | **Strongly Agree** | **Somewhat Agree** | **Somewhat Disagree** | **Strongly Disagree** |
| Provides information in a timely fashion | 36 | 22.2% | **58.3%** | 11.1% | 8.3% |
| Provides relevant information | 36 | 27.8% | **63.9%** | 8.3% | 0.0% |
| Provides accurate information in response to my questions | 36 | 27.8% | **50.0%** | 19.4% | 2.8% |
| Responds to inquiries in a professional and courteous manner | 36 | 41.7% | **44.4%** | 8.3% | 5.6% |
| Communicates proactively when there are important policy or regulatory changes | 36 | 33.3% | **41.7%** | 19.4% | 5.6% |
| Identifies and shares best practices with charter schools | 36 | 2.8% | 25.0% | **55.6%** | 16.7% |
| Communicates effectively with charter schools | 36 | 13.9% | **55.6%** | 25.0% | 5.6% |

1. **ESE Support for Educator Effectiveness**
2. **Please rate ESE support for charter school administrator effectiveness. Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **N** | **Excellent** | **Good** | **Fair** | **Poor** |
| Clarity of standards for the knowledge and skills that charter school administrators must possess, as defined by NCLB | 27 | 3.7% | 37.0% | **44.4%** | 14.8% |
| Appropriateness of standards for the knowledge and skills that charter school administrators must possess, as defined by NCLB | 27 | 7.4% | **40.7%** | 29.6% | 22.2% |
| Guidance and support for charter school administrators who choose to pursue state licensure | 18 | 0.0% | 22.2% | **38.9%** | **38.9%** |
| Quality of ESE-delivered professional development for charter school administrators | 26 | 0.0% | 19.2% | **46.2%** | 34.6% |
| Overall support for charter school administrator effectiveness | 32 | 0.0% | 28.1% | **43.8%** | 28.1% |

1. **Please rate ESE support for teacher effectiveness. Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **N** | **Excellent** | **Good** | **Fair** | **Poor** |
| Clarity of standards for the knowledge and skills that charter school teachers must possess, as defined by NCLB | 34 | 2.9% | **47.1%** | 38.2% | 11.8% |
| Appropriateness of standards for the knowledge and skills that charter school teachers must possess, as defined by NCLB | 34 | 5.9% | **44.1%** | 32.4% | 17.6% |
| Guidance and support for charter school teachers who choose to pursue state licensure | 32 | 3.1% | 21.9% | **40.6%** | 34.4% |
| Quality of ESE-delivered professional development for charter school teachers | 29 | 0.0% | 20.7% | **55.2%** | 24.1% |
| Overall support for charter school teacher effectiveness | 33 | 0.0% | 27.3% | **48.5%** | 24.2% |

1. **Curriculum, Instruction, and Assessment**
2. **Please rate ESE support for curriculum, instruction, and assessment. Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Quality of ESE services to support…** | **N** | **Excellent** | **Good** | **Fair** | **Poor** |
| Students’ readiness for college | 24 | 4.2% | 20.8% | **66.7%** | 8.3% |
| Students’ readiness for careers | 22 | 0.0% | 22.7% | **68.2%** | 9.1% |
| Curriculum development in your charter school | 27 | 0.0% | 14.8% | **51.9%** | 33.3% |
| Instructional improvement in your charter school | 29 | 0.0% | 10.3% | **58.6%** | 31.0% |
| Use of assessments in your charter school | 31 | 6.5% | 16.1% | **51.6%** | 25.8% |
| Use of data for charter school improvement | 30 | 3.3% | 16.7% | **60.0%** | 20.0% |

1. **Support for Charter School Improvement**
2. **Please rate ESE implementation of charter school accountability requirements. Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **N** | **Excellent** | **Good** | **Fair** | **Poor** |
| Clarity of expectations for charter school performance | 34 | 20.6% | **47.1%** | 26.5% | 5.9% |
| Guidance and other support for your charter school performance for you charter school as it seeks to meet standards and requirements for operation | 34 | 11.8% | **41.2%** | 38.2% | 8.8% |
| Clarity of renewal guidelines for charter schools | 32 | 21.9% | **56.3%** | 21.9% | 0.0% |
| Coordination of the charter school accountability system | 34 | 14.7% | **52.9%** | 23.5% | 8.8% |
| Quality of information the Charter School Office (CSO) uses to support its renewal decisions (e.g., site visits, annual reports, financial statements, etc.) | 33 | 27.3% | **51.5%** | 18.2% | 3.0% |
| Transparency of the process by which charter school renewal is determined | 31 | 16.1% | **54.8%** | 22.6% | 6.5% |

1. **Student Support Services**
2. **Please rate the quality of ESE’s efforts related to student support services. Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Quality of ESE support for…** | **N** | **Excellent** | **Good** | **Fair** | **Poor** |
| MCAS preparation and remediation programs | 27 | 3.7% | **48.1%** | 29.6% | 18.5% |
| Dropout prevention and recovery programs | 14 | 0.0% | 42.9% | **50.0%** | 7.1% |
| Student health and safety programs | 28 | 3.6% | **46.4%** | 39.3% | 10.7% |
| Bullying prevention programs | 32 | 6.3% | **46.9%** | 40.6% | 6.3% |

1. **ESE Vision and Goals**
2. **To what extent do you agree or disagree with each of the following statements regarding ESE’s vision? Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **N** | **Strongly Agree** | **Somewhat Agree** | **Somewhat Disagree** | **Strongly Disagree** |
| ESE has articulated a clear vision for educational improvement in Massachusetts | 32 | 9.4% | **59.4%** | 25.0% | 6.3% |
| I believe ESE’s vision will lead to educational improvement in Massachusetts | 32 | 12.5% | **62.5%** | 18.8% | 6.3% |

1. **ESE has established the following six major goals: 1. Early grades literacy, 2. Middle Grades Numeracy, 3. College and Career Readiness, 4. Educator Effectiveness (in support of student learning), 5. Data Use (in support of district and school improvement), 6. District and School Turnaround**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **N** | **Very Aware** | **Somewhat Aware** | **Not Aware at All** |
| To what extent were you aware of the goals stated above? | 33 | 27.3% | **54.5%** | 18.2% |

1. **Based on your observation, what is ESE’s apparent level of commitment to each of its six major goals?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **N** | **High** | **Moderate** | **Low** | **None** |
| Increasing students’ literacy in the early grades | 30 | 13.3% | **66.7%** | 20.0% | 0.0% |
| Increasing students’ numeracy achievement in the middle grades | 30 | 10.0% | **63.3%** | 23.3% | 3.3% |
| Improving student preparation for college or career | 29 | 10.3% | **65.5%** | 13.8% | 10.3% |
| Improving the effectiveness of educators in support of student learning | 32 | 28.1% | **50.0%** | 18.8% | 3.1% |
| Increasing data use to support district and school improvement | 31 | **48.4%** | 32.3% | 16.1% | 3.2% |
| Turning around the lowest performing schools and districts | 30 | **50.0%** | 43.3% | 6.7% | 0.0% |

1. **Each of ESE’s six major goals encompass a wide range of initiatives and accompanying tools and systems. Please rate the quality of ESE’s implementation of the selected tools and systems below**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **N** | **Excellent** | **Good** | **Fair** | **Poor** |
| The 2011 ESE curriculum framework for English language arts | 28 | 17.9% | **53.6%** | 28.6% | 0.0% |
| The 2011 ESE curriculum framework for mathematics | 28 | 17.9% | **50.0%** | 32.1% | 0.0% |
| MassCore, ESE’s recommended high school curriculum for college and career readiness | 18 | 22.2% | **33.3%** | 27.8% | 16.7% |
| The educator evaluation framework | 26 | 7.7% | 34.6% | **46.2%** | 11.5% |
| Massachusetts Tiered System of Support | 17 | 17.6% | 29.4% | **41.2%** | 11.8% |

# Comparison of 2009 and 2011 Survey Results

The following tables present a comparison of frequency distributions from the 2009 and 2011 Charter School Leader ESE satisfaction survey for each question that appeared in both surveys. The total number of valid responses varies throughout the tables for two reasons: (1) some respondents either intentionally or inadvertently did not respond to some of the survey questions, and (2) in all cases, “don’t know” and “doesn’t apply” responses were omitted prior to computing frequencies. For each question the response option that was chosen the most often has been highlighted.

The 2009 and 2011 results were tested for significant differences using a chi square test. A finding of a significant difference between the two results indicates that changes in responses from 2009 to 2011 are not likely due to chance. In all cases, the significance level was set at .05. If a 2009-2011 comparison was significant the word “yes” will appear in the significant column, if the results are not significant the word “no” will appear.

1. **To what extent do you agree or disagree with each of the following statements relative to ESE engagement with your charter school? Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **ESE …** | **Year** | **N** | **Strongly Agree** | **Somewhat Agree** | **Somewhat Disagree** | **Strongly Disagree** | **Significant** |
| ESE offers my charter school a chance to provide input regarding policy and program development | 2009 | 44 | 9.1% | **56.8%** | 20.5% | 13.6% | No |
| 2011 | 37 | 16.2% | **40.5%** | 32.4% | 10.8% |
| Facilitates engagement between districts and charter schools to ensure effective models and practices are disseminated | 2009 | 44 | 2.3% | 18.2% | 27.3% | **52.3%** | No |
| 2011 | 36 | 0.0% | 2.8% | 41.7% | **55.6%** |

1. **To what extent has ESE’s contact with your charter school focused on ensuring compliance as opposed to providing assistance?  Base your response on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Year** | **N** | **Predominantly**  **Compliance** | |  | | | | | **Predominantly**  **Assistance** | | **Significant** |
| 2009 | 42 | 21.4% | **28.6%** | **28.6%** | 7.1% | 9.5% | 2.4% | 2.4% | 0.0% | 0.0% | No |
| 2011 | 36 | **47.2%** | 16.7% | 8.3% | 16.7% | 5.6% | 2.8% | 0.0 | 0.0 | 2.8% |

1. **To what extent do you agree or disagree with each of the following statements regarding ESE performance relative to policies and programs? Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **ESE …** | **Year** | **N** | **Strongly Agree** | **Somewhat Agree** | **Somewhat Disagree** | **Strongly Disagree** | **Significant** |
| Promotes high academic standards through the state curriculum frameworks | 2009 | 44 | 34.1% | **50.0%** | 11.4% | 4.5% | No |
| 2011 | 35 | **48.6%** | **48.6%** | 2.9% | 0.0% |
| Has an effective system for charter school accountability | 2009 | 46 | 39.1% | **43.5%** | 13.0% | 4.3% | No |
| 2011 | 34 | **35.3%** | **47.1%** | 11.8% | 5.9% |
| Provides effective support for programs for English Language Learners | 2009 | 33 | 3.0% | 24.2% | **39.4%** | 33.3% | No |
| 2011 | 30 | 3.3% | 30.0% | **36.7%** | 30.0% |
| Provides effective support for programs for students with disabilities | 2009 | 43 | 9.3% | **46.5%** | 34.9% | 9.3% | No |
| 2011 | 32 | 12.5% | **46.9%** | 34.4% | 6.3% |
| Provides services in a coherent, well-coordinated fashion | 2009 | 45 | 11.1% | **51.1%** | 26.7% | 11.1% | No |
| 2011 | 34 | 5.9% | **38.2%** | 35.3% | 20.6% |
| Is effective in its efforts to improve the overall quality of public K-12 education | 2009 | 43 | 18.6% | **48.8%** | 23.3% | 9.3% | No |
| 2011 | 34 | 2.9% | **58.8%** | 29.4% | 8.8% |

1. **To what extent do you agree or disagree with each of the following statements regarding ESE performance relative to communication? Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **ESE …** | **Year** | **N** | **Strongly Agree** | **Somewhat Agree** | **Somewhat Disagree** | **Strongly Disagree** | **Significant** |
| Provides accurate information in response to my questions | 2009 | 44 | 31.8% | **34.1%** | 29.5% | 4.5% | No |
| 2011 | 36 | 27.8% | **50.0%** | 19.4% | 2.8% |
| Responds to inquiries in a professional and courteous manner | 2009 | 44 | 36.4% | **47.7%** | 13.6% | 2.3% | No |
| 2011 | 36 | 41.7% | **44.4%** | 8.3% | 5.6% |

1. **Please rate ESE support for charter school administrator effectiveness. Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Year** | **N** | **Excellent** | **Good** | **Fair** | **Poor** | **Significant** |
| Quality of ESE-delivered professional development for charter school administrators | 2009 | 40 | 7.5% | 30.0% | **40.0%** | 22.5% | No |
| 2011 | 26 | 0.0% | 19.2% | **46.2%** | 34.6% |

1. **Please rate ESE support for teacher effectiveness. Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Year** | **N** | **Excellent** | **Good** | **Fair** | **Poor** | **Significant** |
| Clarity of standards for the knowledge and skills that charter school teachers must possess, as defined by NCLB | 2009 | 44 | 6.8% | **43.2%** | 34.1% | 15.9% | No |
| 2011 | 34 | 2.9% | **47.1%** | 38.2% | 11.8% |
| Appropriateness of standards for the knowledge and skills that charter school teachers must possess, as defined by NCLB | 2009 | 43 | 9.3% | **51.2%** | 25.6% | 14.0% | No |
| 2011 | 34 | 5.9% | **44.1%** | 32.4% | 17.6% |
| Quality of ESE-delivered professional development for charter school teachers | 2009 | 39 | 10.3% | 20.5% | **48.7%** | 20.5% | No |
| 2011 | 29 | 0.0% | 20.7% | **55.2%** | 24.1% |

1. **Please rate ESE support for curriculum, instruction, and assessment. Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Quality of ESE services to support…** | **Year** | **N** | **Excellent** | **Good** | **Fair** | **Poor** | **Significant** |
| Students’ readiness for college | 2009 | 40 | 12.5% | **55.0%** | 22.5% | 10.0% | Yes |
| 2011 | 24 | 4.2% | 20.8% | **66.7%** | 8.3% |
| Students’ readiness for career | 2009 | 37 | 16.2% | 32.4% | **37.8%** | 13.5% | No |
| 2011 | 22 | 0.0% | 22.7% | **68.2%** | 9.1% |
| Curriculum development in your charter school | 2009 | 34 | 2.9% | 29.4% | **35.3%** | 32.4% | No |
| 2011 | 27 | 0.0% | 14.8% | **51.9%** | 33.3% |
| Instructional improvement in your charter school | 2009 | 35 | 5.7% | 11.4% | 31.4% | **51.4%** | No |
| 2011 | 29 | 0.0% | 10.3% | **58.6%** | 31.0% |
| Use of assessments in your charter school | 2009 | 38 | 5.3% | 21.1% | **36.8%** | **36.8%** | No |
| 2011 | 31 | 6.5% | 16.1% | **51.6%** | 25.8% |

1. **Please rate ESE implementation of charter school accountability requirements. Base your responses on your charter school’s recent experience with ESE.**

|  | **Year** | **N** | **Excellent** | **Good** | **Fair** | **Poor** | **Significant** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Clarity of expectations for charter school performance | 2009 | 42 | 33.3% | **52.4%** | 9.5% | 4.8% | No |
| 2011 | 34 | 20.6% | **47.1%** | 26.5% | 5.9% |
| Guidance and other support for your charter school as it seeks to meet standards and requirements for operation | 2009 | 43 | 14.0% | **58.1%** | 20.9% | 7.0% | No |
| 2011 | 34 | 11.8% | **41.2%** | 38.2% | 8.8% |
| Clarity of renewal guidelines for charter schools | 2009 | 42 | 28.6% | **59.5%** | 7.1% | 4.8% | No |
| 2011 | 32 | 21.9% | **56.3%** | 21.9% | 0.0% |
| Coordination of the charter school accountability system | 2009 | 39 | 12.8% | **56.4%** | 12.8% | 17.9% | No |
| 2011 | 34 | 14.7% | **52.9%** | 23.5% | 8.8% |
| Quality of information the Charter School Office (CSO) uses to support its renewal decisions (e.g., site visits, annual reports, financial statements, etc.) | 2009 | 41 | 29.3% | **43.9%** | 19.5% | 7.3% | No |
| 2011 | 33 | 27.3% | **51.5%** | 18.2% | 3.0% |
| Transparency of the process by which charter school renewal is determined | 2009 | 38 | 31.6% | **50.0%** | 10.5% | 7.9% | No |
| 2011 | 31 | 16.1% | **54.8%** | 22.6% | 6.5% |

1. **Please rate the quality of ESE’s efforts related to student support services. Base your responses on your charter school’s recent experience with ESE.**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Quality of ESE support for…** | **Year** | **N** | **Excellent** | **Good** | **Fair** | **Poor** | **Significant** |
| MCAS preparation and remediation programs | 2009 | 35 | 8.6% | **34.3%** | **34.3%** | 22.9% | No |
| 2011 | 27 | 3.7% | **48.1%** | 29.6% | 18.5% |
| Dropout prevention and recovery programs | 2009 | 24 | 12.5% | 16.7% | **50.0%** | 20.8% | No |
| 2011 | 14 | 0.0% | 42.9% | **50.0%** | 7.1% |
| Student health and safety programs | 2009 | 34 | 2.9% | **41.2%** | 29.4% | 26.5% | No |
| 2011 | 28 | 3.6% | **46.4%** | 39.3% | 10.7% |

1. The total number surveyed represents the total number of charter school leaders for whom we could establish communication. That is, charter school leaders with undeliverable email addresses and those who “opted out” of the web-based survey program were excluded. All efforts were made to remedy undeliverable addresses before exclusion. [↑](#footnote-ref-1)