

A healthy school climate is characterized by positive relationships among students, all campus staff, and the community. School climate is a key factor in several important outcomes including student achievement, reduced violence, higher morale, and faculty trust (Hoy, Smith, & Sweetland, 2002). More specifically, research in AISD indicates that staff climate survey results are related to student Texas Assessment of Knowledge and Skills (TAKS) performance in both math and reading (Bush-Richards, Cornetto, & Schmitt, 2008; Schmitt, 2006).

The AISD Staff Climate Survey was developed from the research-based Organizational Climate Inventory (OCI), which measures several dimensions of school climate (Hoy et al., 2002) including *Collegial Leadership*, *Professional Teacher Behavior*, and *Achievement Press*. In addition to these items from the OCI, the 2008-2009 AISD Staff Climate Survey included items developed by researchers to measure *Community Engagement* (Tschannen-Moran, Parish, & DiPaola, 2006); climate items designed for relevance to all campus staff; school safety items; and items measuring the implementation of Positive Behavior Support (PBS) on campus. Related items were grouped together in *subscales*, and the average across subscale items was computed as a *subscale score*.

In Fall 2008, 4,216 elementary school staff responded to the survey, representing approximately 77% of elementary campus staff. Table 1 provides a summary of respondents from Norman by position type for the past 3 years.

	2006-2007	Norman 2007-2008	2008-2009	All EL 2008-2009
Teachers	32	22	29	2,849 (85%)
Administrators and non- teaching professional	3	4	3	378 (66%)
Classified/support staff	8	3	11	774 (50%)
Unspecified	5	2	0	215
Total	48	31	43	4,216 (77%)

Table 1. Survey Respondents for Norman and All Elementary Campuses by Position Type,2006-2007 through 2008-2009

Source: Department of Program Evaluation survey records, district Human Resources data, and Public Education Information Management System (PEIMS) records.

RESULTS FOR NORMAN ELEMENTARY

Survey results for Norman for the past 3 years are summarized here. To indicate which changes are most meaningful from year to year, statistically significant changes are flagged with up or down arrows (á â).⁴⁹ To help put results in context, 2008-2009 results also are provided for all AISD elementary campus staff. Table 2 provides an overview of the results for Norman by subscale for the past 3 years.

Campuses with higher Overall Climate scores are characterized by more positive relationships among administrators, staff, teachers, and students. If Norman's Overall Climate score was over 3.0, the staff viewed the school environment positively. If Norman's Overall Climate score was bel TQ2.5 the samfonely. If Nor[AI)-4.100

SCHOOL CLIMATE DIMENSIONS

The first step in improving campus climate is to look at the score for each of the Climate subscales (Table 2). These scores can help in identifying areas in which staff ratings were higher or lower than the desired subscale scores.

For 2008-2009, the highest Climate subscale for

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Professional Teacher Behavior. This subscale consisted of 8 items that addressed the degree to which respondents indicated respect for colleagues' competence, commitment to students, autonomous judgment, and mutual cooperation and support among the faculty. The individual item and average subscale scores for Norman and for all elementary schools are shown in Table 5.

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Professional Teacher Behavior	Norman			All EL
Professional Teacher Benavior	2006-2007	2007-2008	2008-2009	2008-2009
4. Teachers help and support each other.	2.82	2.97á	3.17 á	3.29
12. Teachers respect the professional	2.43	2 606	2 176	2.14
competence of their colleagues.	2.43	2.69á	3.17 á	3.14
14. The interactions between faculty	2.43	2.68á	2.98á	3.14
members are cooperative.	2.43	2.08d	2.98d	5.14
17. Teachers in this school exercise	2.67	2.86á	3.37 á	3.26
professional judgment.	2.07	2.000	3.3 7a	5.20
21. Teachers "go the extra mile" with their	3.14	3.00	3.38 á	3.41
students.	3.14	3.00	J.J0 d	J.71
23. Teachers provide strong social support	2.63	2.77á	3.02 á	3.10
for colleagues.	2.03	2.17a	3.02 d	5.10
33. Teachers accomplish their jobs with	2.56	2.83á	3.20 á	3.05
enthusiasm.	2.30	2.030	J.20 a	5.05
36. Teachers show commitment to their	3.07	3.07	3.44 á	3.47
students.	5.07	5.07	J.44 a	3.4/
Professional Teacher Behavior subscale	2.70	2.77	3.17 á	3.22

Table 5. Professional Teacher Behavior for Norman and All Elementary Campuses

Note. It is desirable to have a response of at least 3.0; responses of at least 3.0 are noted in bold.

Achievement Press. Achievement press is marked by students who persist, strive to achieve, and are respected by each other and teachers for their academic successes. This subscale consisted of 8 items that described the extent to which Norman has set high but achievable academic standards and goals. In addition, this subscale measured the extent to which parents, teachers, and principals exert pressure for high standards and school improvement. The individual item and average subscale scores for Norman and for all elementary schools are shown in Table 6.

Achievement Press	2006-2007	Norman 2007-2008	2008-2009	All EL 2008-2009
3. The school sets high standards for academic performance.	3.27	3.23	3.63 á	3.53

Table 6. Achievement Press for Norman and All Elementary Campuses

General Climate. These items measure the extent to which all campus staff are friendly towards each other and work towards clear, common goals. The individual item and subscale averages for Norman and for all elementary schools are shown in Table 7.

General Climate	2006-2007	Norman 2007-2008	2008-2009	All EL 2008-2009
24. Campus staff are friendly to each other.	2.59	2.83á	3.10á	3.28
27. Campus staff exhibit pride in their affiliation with the school.	2.51	2.55	3.10 á	3.17
28. Campus staff are willing to go out of their way to help.	2.64	2.74	3.19 á	3.18
29. Campus staff accomplish their jobs with enthusiasm.	2.61	2.76á	3.18 á	3.05
30. Campus staff are committed to their jobs.	2.84	3.07 á	3.24 á	3.30
37. The goals of my school are made clear.	3.21	3.07 â	3.68 á	3.32
General Climate subscale	2.72	2.79	3.19 á	3.21

Table 7. General Climate for Norman and All Elementary Campuses

Note. It is desirable to have a response of at least 3.0; responses of at least 3.0 are noted in bold.