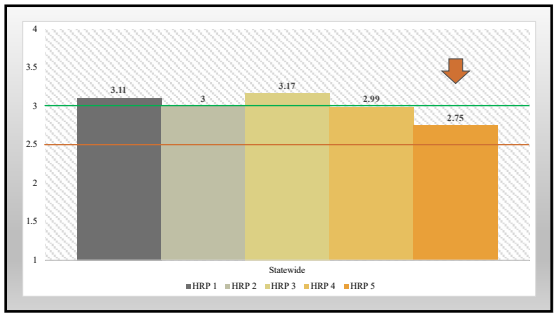
FINDING 1
OPTIMIZATION OF HUMAN CAPITAL MANAGEMENT

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.914	.914	5

HCM Construct	Survey Item	N	Percent Response	Mean	Standard Deviation
Human Resource Planning	HRP 1: Teacher roles and responsibilities	130	90%	3.11	.707
	HRP 2: Budgeting for human resource capacity	117	81%	3.00	.788
	HRP 3: Encourage notification to resign or retire	108	74%	3.17	.634
	HRP 4: Prioritizes high-quality teacher candidates	119	82%	2.99	.786
	HRP 5: Partnering with Higher Ed to ensure pipeline of teacher candidates	101	70%	2.75	.793

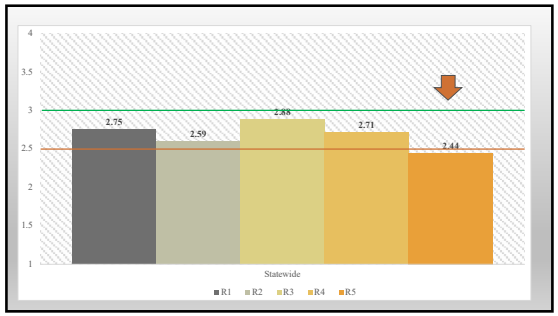


FINDING 1
OPTIMIZATION OF HUMAN CAPITAL MANAGEMENT

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.919	.920	6

HCM Construct	Survey Item	N	Percent Response	Mean	Standard Deviation
Employment: Recruitment	R 1: Recruits sufficient high-quality applicants	120	83%	2.75	.853
	R 2: Tailors job postings & recruitment campaigns	115	79%	2.59	.837
	R 3: Highlight job competencies required	118	81%	2.88	.694
	R 4: Competencies used in the teacher evaluation	83	57%	2.71	.804
	R 5: Establishes strong recruiting base for teaching by providing aspiring teachers with clinically-rich training	117	81%	2.44	.803

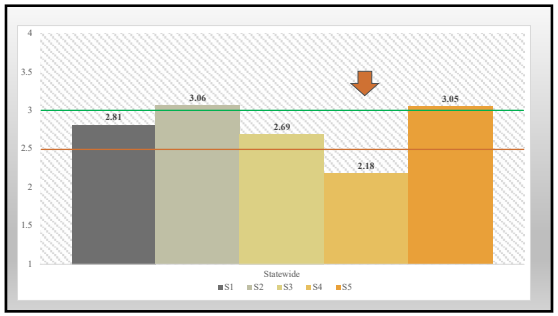


FINDING 1
OPTIMIZATION OF HUMAN CAPITAL MANAGEMENT

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.816	.824	5

HCM Construct	Survey Item	N	Percent Response	Mean	Standard Deviation
Employment- Selection	S 1: Utilizes tools and rubrics to assess candidates	100	69%	2.81	.800
	S 2: Align hiring criteria with core competencies	112	77%	3.06	.763
	S 3: Provides candidate selection training	62	43%	2.69	.801
	S 4: Final candidates demonstrate teaching ability by providing writing samples, sample lesson plans, and demonstrate teaching ability	100	69%	2.18	.796
	S 5: New teacher performance analyzed annually	98	68%	3.05	.791

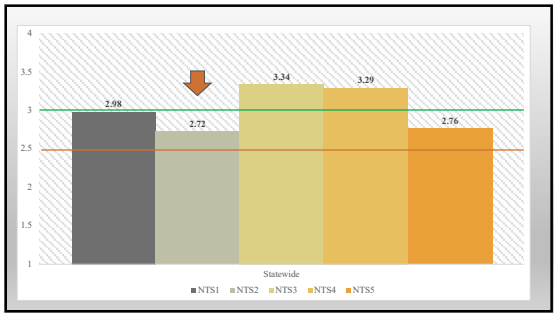


FINDING 1
OPTIMIZATION OF HUMAN CAPITAL MANAGEMENT

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.926	.926	5

HCM Construct	Survey Item	N	Percent Response	Mean	Standard Deviation
Employment- New Teacher Support	NTS 1: Provides formal orientation to the district	134	92%	2.98	.780
	NTS 2: PD needs identified as part of hiring are incorporated into onboarding plans	110	76%	2.72	.814
	NTS 3: Match with experienced mentor for support	134	92%	3.34	.671
	NTS 4: Mentors attend formal mentorship training	116	80%	3.29	.646
	NTS 5: District improves mentoring program	82	57%	2.76	.924

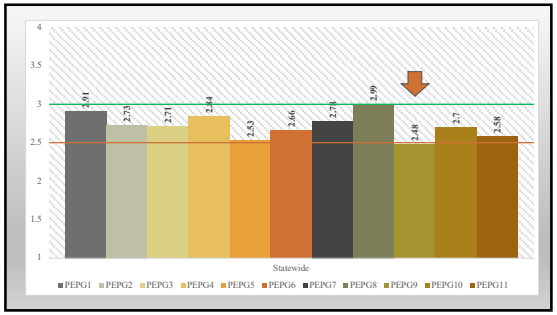


FINDING 1
OPTIMIZATION OF HUMAN CAPITAL MANAGEMENT

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.965	.972	11

HCM Construct	Survey Item	N	Percent Response	Mean	Standard Deviation
Performance Evaluation and Professional Growth	PEPG 1: Differentiates instructional effectiveness	128	88%	2.91	.736
	PEPG 2: Provides evaluation training to teachers	132	91%	2.73	.763
	PEPG 3: Provides training to support to evaluators	112	77%	2.71	.779
	PEPG 4: Teachers receive feedback on instruction	138	95%	2.84	.813
	PEPG 5: Training is given to provide feedback	110	76%	2.53	.738
	PEPG 6: Evaluation is used for HR decisions	85	59%	2.66	.780
	PEPG 7: Performance data used to inform PD	106	73%	2.78	.730
	PEPG 8: Professional growth is individualized	126	87%	2.99	.663
	PEPG 9: Instructional coaching is individualized	120	83%	2.48	.788
	PEPG 10: PD used to continually improve practice	137	94%	2.70	.780
	PEPG 11: PD quality regularly assessed	113	78%	2.58	.788



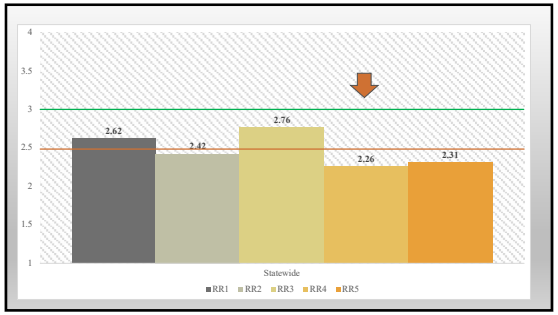
FINDING 1

OPTIMIZATION OF HUMAN CAPITAL MANAGEMENT

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.865	.869	5

HCM Construct	Survey Item	N	Percent Response	Mean	Standard Deviation
Recognition and Reward	RR 1: Competitive with local market	130	90%	2.62	.830
	RR 2: Helps attract and retain effective teachers	123	85%	2.42	.859
	RR 3: Rewards teacher leadership	127	88%	2.76	.761
	RR 4: Rewards teamwork and collaboration	117	81%	2.26	.733
	RR 5: Rewards teachers for performance	121	83%	2.31	.784



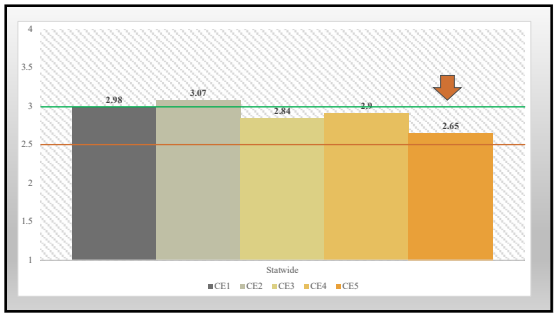
FINDING 1

OPTIMIZATION OF HUMAN CAPITAL MANAGEMENT

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.939	.941	5

HCM Construct	Survey Item	N	Percent Response	Mean	Standard Deviation
Community Engagement	CE 1: Engages community-based organizations	130	90%	2.98	.682
	CE 2: Engages parents and families	138	95%	3.07	.635
	CE 3: Fosters a collaborative school community	135	93%	2.84	.762
	CE 4: Includes parents and community members	124	86%	2.90	.731
	CE 5: Monitors school-community relations with evidence and data	91	63%	2.65	.721



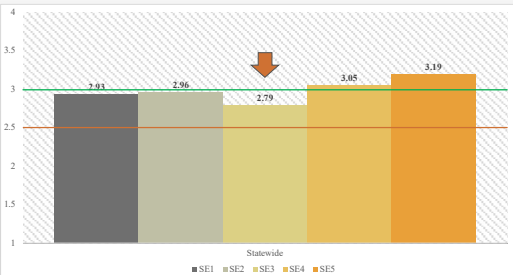
FINDING 1

OPTIMIZATION OF HUMAN CAPITAL MANAGEMENT

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.891	.890	5

HCM Construct	Survey Item	N	Percent Response	Mean	Standard Deviation
School Environment	SE 1: Fosters a collaborative culture	138	95%	2.93	.737
	SE 2: Values free and open expression of ideas	141	97%	2.96	.788
	SE 3: Gathers and analyzes data	117	81%	2.79	.866
	SE 4: Honors the culture of students and adults	134	92%	3.05	.779
	SE 5: Maintains safe environment	137	94%	3.19	.681



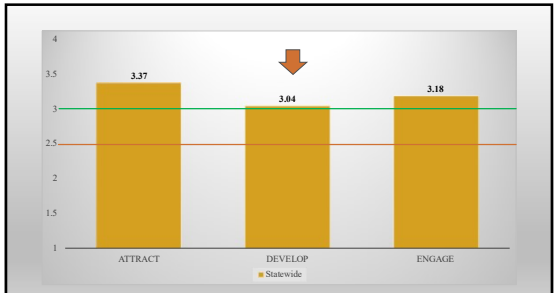
FINDING 2

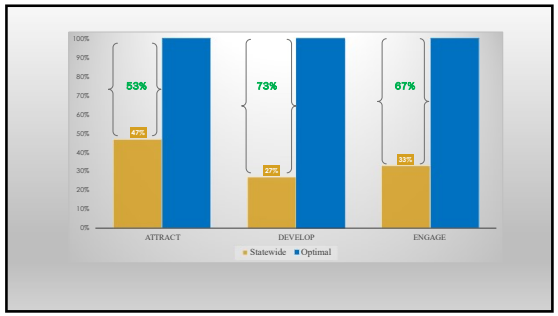
INSIGHTS INTO ATTRACTING, DEVELOPING, ENGAGING, AND RETAINING TEACHERS

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.913	.914	3

Outcome Measure[1]		Teacher Responses			
		N	Percent Response	Mean	Standard Deviation
Attract	Good place to work	127	100%	3.37	.699
Develop	Satisfaction with resources and support	127	100%	3.04	.750
Engage	Motivated and engaged	127	100%	3.18	.695

[1]For outcome measures 'attract,' 'develop,' and 'engage,' survey participants rated their level of 'agreement' to each question using a 4-point scale on which 4=strongly agree, 3=agree, 2=disagree, and 1=strongly disagree

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90%
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67%
33%
ATTRACT
DEVELOP
ENGAGE
Statewide
Optimal