



THE CITADEL

ZUCKER FAMILY SCHOOL
OF EDUCATION

Measure 2– Advanced Programs

RA4.1/RA5.3 Satisfaction of employers and stakeholder involvement.

The Educational Leadership Employer Survey is an EPP developed survey based on the building and district level National Educational Leadership Preparation (NELP) standards.

The Educational Leadership Employer survey was distributed to employers of completers from both the M.Ed. and Ed.S. in Educational Leadership programs. Because the state does not currently provide employment data for those in administration positions, the EPP included specific questions on the alumni survey to help us collect data as to whether our alumni were employed in administrative positions, and if so, if they could provide the email address of their direct supervisor. For the 122 surveys sent out, we received 27 responses, resulting in a 22% return rate. From there we were able to extract 19 employer email addresses and administer the employer survey using the email addresses provided. We received a total of 7 responses out of 19, resulting in a 37% return rate.

Below is the rating scale on which employers rated our educational leadership completers.

Employer	Rating
Very Satisfied	4
Satisfied	3
Dissatisfied	2
Very Dissatisfied	1

AY 2022-2023 M.Ed. and Ed.S. in Educational Leadership Employer Survey

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...						
NELP 1.1. collaboratively evaluate, develop, and communicate a school or district mission and vision designed to reflect a core set of values and priorities that include data use, technology, equity, diversity, digital citizenship and community.						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Strongly Agree	(4)	6	85.71%			
Agree	(3)	0	0.00%			
Disagree	(2)	1	14.29%			
Strongly Disagree	(1)	0	0.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
7/19 (36.84%)	3.71	0.76				

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...						
NELP 1.2. lead school improvement processes or lead district strategic planning and continuous improvement processes that engage diverse stakeholders in data use, diagnosis, design, implementation, and evaluation.						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Strongly Agree	(4)	6	85.71%			
Agree	(3)	0	0.00%			
Disagree	(2)	0	0.00%			
Strongly Disagree	(1)	1	14.29%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
7/19 (36.84%)	3.57	1.13				

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...

NELP 2.1. reflect on, communicate about, cultivate, and model professional dispositions and norms (i.e., equity, fairness, integrity, transparency, trust, digital citizenship, collaboration, perseverance, reflection, lifelong learning) that support the educational success and well-being of each student and adult, and professional district and school cultures.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Agree	(4)	6	85.71%		3.57
Agree	(3)	0	0.00%		
Disagree	(2)	0	0.00%		
Strongly Disagree	(1)	1	14.29%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
7/19 (36.84%)	3.57	1.13			

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...

NELP 2.2. evaluate, communicate about, and advocate for ethical and legal decisions.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Agree	(4)	6	85.71%		3.71
Agree	(3)	0	0.00%		
Disagree	(2)	1	14.29%		
Strongly Disagree	(1)	0	0.00%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
7/19 (36.84%)	3.71	0.76			

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...

NELP 2.3. model ethical behavior in their personal conduct and relationships and to cultivate ethical behavior in others.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Agree	(4)	5	71.43%		3.43
Agree	(3)	1	14.29%		
Disagree	(2)	0	0.00%		
Strongly Disagree	(1)	1	14.29%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
7/19 (36.84%)	3.43	1.13			

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...

NELP 3.1. use data to evaluate, cultivate, and advocate for a supportive and inclusive school or district culture.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Agree	(4)	6	85.71%		3.57
Agree	(3)	0	0.00%		
Disagree	(2)	0	0.00%		
Strongly Disagree	(1)	1	14.29%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
7/19 (36.84%)	3.57	1.13			

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...

NELP 3.2. (school level) evaluate, cultivate, and advocate for equitable access to educational resources, technologies, and opportunities that support the educational success and well-being of each student; (district level) evaluate, cultivate, and advocate for equitable access to safe and nurturing schools and the opportunities and resources, including instructional materials, technologies, classrooms, teachers, interventions, and adult relationships, necessary to support the success and well-being of each student.

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Strongly Agree	(4)	6	85.71%		3.57
Agree	(3)	0	0.00%		
Disagree	(2)	0	0.00%		
Strongly Disagree	(1)	1	14.29%		
				0 25 50 75 100	Question
Response Rate	Mean	STD			
7/19 (36.84%)	3.57	1.13			

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...						
NELP 3.3. evaluate, cultivate, and advocate for equitable, inclusive, and culturally responsive instruction and behavior support practices among teachers and staff.						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Strongly Agree	(4)	6	85.71%			
Agree	(3)	0	0.00%			
Disagree	(2)	0	0.00%			
Strongly Disagree	(1)	1	14.29%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
7/19 (36.84%)	3.57	1.13				

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...						
NELP 4.1. evaluate, develop/design, and implement high-quality, technology-rich curricula programs and other supports for academic and non-academic student programs.						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Strongly Agree	(4)	3	42.86%			
Agree	(3)	4	57.14%			
Disagree	(2)	0	0.00%			
Strongly Disagree	(1)	0	0.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
7/19 (36.84%)	3.43	0.53				

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...						
NELP 4.2. (school level) evaluate, develop, and implement high-quality and equitable academic and non-academic instructional practices, resources, technologies, and services that support equity, digital literacy, and the school's academic and non-academic systems; (district level) collaboratively evaluate, design, and cultivate coherent systems of support, coaching, and professional development for educators, educational professionals, and school and district leaders, including themselves, that promote reflection, digital literacy, distributed leadership, data literacy, equity, improvement, and student success.						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Strongly Agree	(4)	5	71.43%			
Agree	(3)	1	14.29%			
Disagree	(2)	1	14.29%			
Strongly Disagree	(1)	0	0.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
7/19 (36.84%)	3.57	0.79				

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...						
NELP 4.3. (school level) evaluate, develop, and implement formal and informal culturally responsive and accessible assessments that support data-informed instructional improvement and student learning and well-being; (district level) design, implement, and evaluate a developmentally appropriate, accessible, and culturally responsive system of assessments and data collection, management, and analysis that support instructional improvement, equity, student learning and well-being, and instructional leadership.						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Strongly Agree	(4)	3	42.86%			
Agree	(3)	3	42.86%			
Disagree	(2)	1	14.29%			
Strongly Disagree	(1)	0	0.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
7/19 (36.84%)	3.29	0.76				

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...						
NELP 4.4. (school level) collaboratively evaluate, develop, and implement the school's curriculum, instruction, technology, data systems, and assessment practices in a coherent, equitable, and systematic manner; (district level) design, implement, and evaluate district-wide use of coherent systems of curriculum, instruction, assessment, student services, technology, and instructional resources that support the needs of each student in the district.						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Strongly Agree	(4)	5	71.43%			
Agree	(3)	2	28.57%			
Disagree	(2)	0	0.00%			
Strongly Disagree	(1)	0	0.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
7/19 (36.84%)	3.71	0.49				

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...						
NELP 5.1. (school level) collaboratively engage diverse families in strengthening student learning in and out of school; (district level) represent and support district schools in engaging diverse families in strengthening student learning in and out of school.						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Strongly Agree	(4)	5	71.43%		3.57	
Agree	(3)	1	14.29%			
Disagree	(2)	1	14.29%			
Strongly Disagree	(1)	0	0.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
7/19 (36.84%)	3.57	0.79				

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...						
NELP 5.2. understand, engage, and effectively collaborate and communicate with, through oral, written, and digital means, diverse families, community members, partners, and other constituencies to benefit learners, schools, and the district as a whole.						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Strongly Agree	(4)	6	85.71%		3.71	
Agree	(3)	0	0.00%			
Disagree	(2)	1	14.29%			
Strongly Disagree	(1)	0	0.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
7/19 (36.84%)	3.71	0.76				

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...						
NELP 5.3. (school level) communicate through oral, written, and digital means within the larger organizational, community, and political contexts when advocating for the needs of their school and community; (district level) communicate through oral, written, and digital means within the larger organizational, community, and political contexts and cultivate relationships with members of the business, civic, and policy community in support of their advocacy for district, school, student, and community needs.						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Strongly Agree	(4)	5	71.43%		3.71	
Agree	(3)	2	28.57%			
Disagree	(2)	0	0.00%			
Strongly Disagree	(1)	0	0.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
7/19 (36.84%)	3.71	0.49				

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...						
NELP 6.1. (school level) evaluate, develop, and implement management, communication, technology, school-level governance, and operation systems that support each student's learning needs and promote the mission and vision of the school; (district level) develop, communicate, implement, and evaluate data-informed and equitable management, communication, technology, governance, and operation systems at the district level to support schools in realizing the district's mission and vision.						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Strongly Agree	(4)	5	71.43%		3.71	
Agree	(3)	2	28.57%			
Disagree	(2)	0	0.00%			
Strongly Disagree	(1)	0	0.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
7/19 (36.84%)	3.71	0.49				

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...						
NELP 6.2. (school level) evaluate, develop, and advocate for a data-informed and equitable resourcing plan that supports school improvement and student development; (district level) develop, communicate, implement, and evaluate a data-based district resourcing plan and support schools in developing their school-level resourcing plans.						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Strongly Agree	(4)	6	85.71%		3.86	
Agree	(3)	1	14.29%			
Disagree	(2)	0	0.00%			
Strongly Disagree	(1)	0	0.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
7/19 (36.84%)	3.86	0.38				

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...									
NELP 6.3. (school level) reflectively evaluate, communicate about, and implement laws, rights, policies, and regulations to promote student and adult success and well-being; (district level) develop, implement, and evaluate coordinated, data-informed systems for hiring, retaining, supervising, and developing school and district staff in order to support the district's collective instructional and leadership capacity.									
Response Option	Weight	Frequency	Percent	Percent Responses		Means			
Strongly Agree	(4)	5	71.43%			3.57			
Agree	(3)	1	14.29%						
Disagree	(2)	1	14.29%						
Strongly Disagree	(1)	0	0.00%						
				0	25	50	75	100	Question
Response Rate	Mean	STD							
7/19 (36.84%)	3.57	0.79							

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...									
NELP 7.1. (school level) collaboratively develop the school's professional capacity through engagement in recruiting, selecting, and hiring staff; (district level) represent the district, advocate for district needs, and cultivate a respectful and responsive relationship with the district's board of education focused on achieving the district's shared mission and vision.									
Response Option	Weight	Frequency	Percent	Percent Responses		Means			
Strongly Agree	(4)	5	71.43%			3.57			
Agree	(3)	1	14.29%						
Disagree	(2)	1	14.29%						
Strongly Disagree	(1)	0	0.00%						
				0	25	50	75	100	Question
Response Rate	Mean	STD							
7/19 (36.84%)	3.57	0.79							

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...									
NELP 7.2. (school level) develop and engage staff in a collaborative professional culture designed to promote school improvement, teacher retention, and the success and well-being of each student and adult in the school; (district level) design, implement, cultivate, and evaluate effective and collaborative systems for district governance that engage multiple and diverse stakeholder groups, including school and district personnel, families, community stakeholders, and board members.									
Response Option	Weight	Frequency	Percent	Percent Responses		Means			
Strongly Agree	(4)	6	85.71%			3.57			
Agree	(3)	0	0.00%						
Disagree	(2)	0	0.00%						
Strongly Disagree	(1)	1	14.29%						
				0	25	50	75	100	Question
Response Rate	Mean	STD							
7/19 (36.84%)	3.57	1.13							

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...									
NELP 7.3. (school level) personally engage in, as well as collaboratively engage school staff in, professional learning designed to promote reflection, cultural responsiveness, distributed leadership, digital literacy, school improvement, and student success; (district level) evaluate, engage in decision making around, implement, and appropriately communicate about district, state, and national policy, laws, rules, and regulations.									
Response Option	Weight	Frequency	Percent	Percent Responses		Means			
Strongly Agree	(4)	6	85.71%			3.86			
Agree	(3)	1	14.29%						
Disagree	(2)	0	0.00%						
Strongly Disagree	(1)	0	0.00%						
				0	25	50	75	100	Question
Response Rate	Mean	STD							
7/19 (36.84%)	3.86	0.38							

1 - The Educational Leadership program at The Citadel effectively prepared the educational administrator to...									
NELP 7.4. (school level) evaluate, develop, and implement systems of supervision, support, and evaluation designed to promote school improvement and student success; (district level) understand the implications of larger cultural, social, economic, legal, and political interests, changes, and expectations and demonstrate the capacity to evaluate and represent district needs and priorities within larger policy conversations and advocate for district needs and priorities at the local, state, and national level.									
Response Option	Weight	Frequency	Percent	Percent Responses		Means			
Strongly Agree	(4)	6	85.71%			3.71			
Agree	(3)	0	0.00%						
Disagree	(2)	1	14.29%						
Strongly Disagree	(1)	0	0.00%						
				0	25	50	75	100	Question
Response Rate	Mean	STD							
7/19 (36.84%)	3.71	0.76							

2 - Overall, how satisfied are you with the administrator's preparation to work with diverse P-12 students and their families?						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Very Satisfied	(4)	4	57.14%		3.43	
Satisfied	(3)	2	28.57%			
Dissatisfied	(2)	1	14.29%			
Very Dissatisfied	(1)	0	0.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
7/19 (36.84%)	3.43	0.79				

3 - Overall, do you believe their preparation was sufficient for the job responsibilities of an educational administrator?						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Strongly Believe	(4)	5	71.43%		3.57	
Believe	(3)	1	14.29%			
Somewhat Believe	(2)	1	14.29%			
Do Not Believe	(1)	0	0.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
7/19 (36.84%)	3.57	0.79				

Analysis of Data: Six of the seven employers surveyed indicated they are either satisfied or very satisfied with all aspects of completers' preparation as administrators. Areas of strengths of the programs include the consideration of the perspective of working educators, breadth of coverage, research-driven task and project management, as well as prioritization, timeliness, and efficiency of communication. Also indicated as a strength was the programs' innovative instructional and curricular solutions. With regard to the ratings of dissatisfied and very dissatisfied for one completer, the employer commented, "I do not believe this person was ill-prepared by The Citadel..." and further intimated that issues were preexisting. The program is quite pleased by the overall ratings and will continue to monitor candidates' and completers' progress as well as employer satisfaction.
