

The ExCELS measure: Administration and scoring guide



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OPRE Report 2023-273

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The ExCELS measure

The Early Care and Education Leadership Study (ExCELS) measure is for use in center-based early care and education (ECE) settings that serve children from birth through age 5 who are not yet in kindergarten. A center is a specific physical location where ECE is delivered. The ExCELS measure features two surveys—one for teaching staff and one for center managers—drawing on the ExCELS theory of change, which posits that a broad range of individuals may be involved in leadership. Leadership, through this view, extends beyond those with formal manager roles to teaching staff who might hold a formal role in center operations or supervision or who engage in leadership informally through their actions to contribute to decision making or to influence change and quality improvement.

Value of an early care and education (ECE) leadership measure

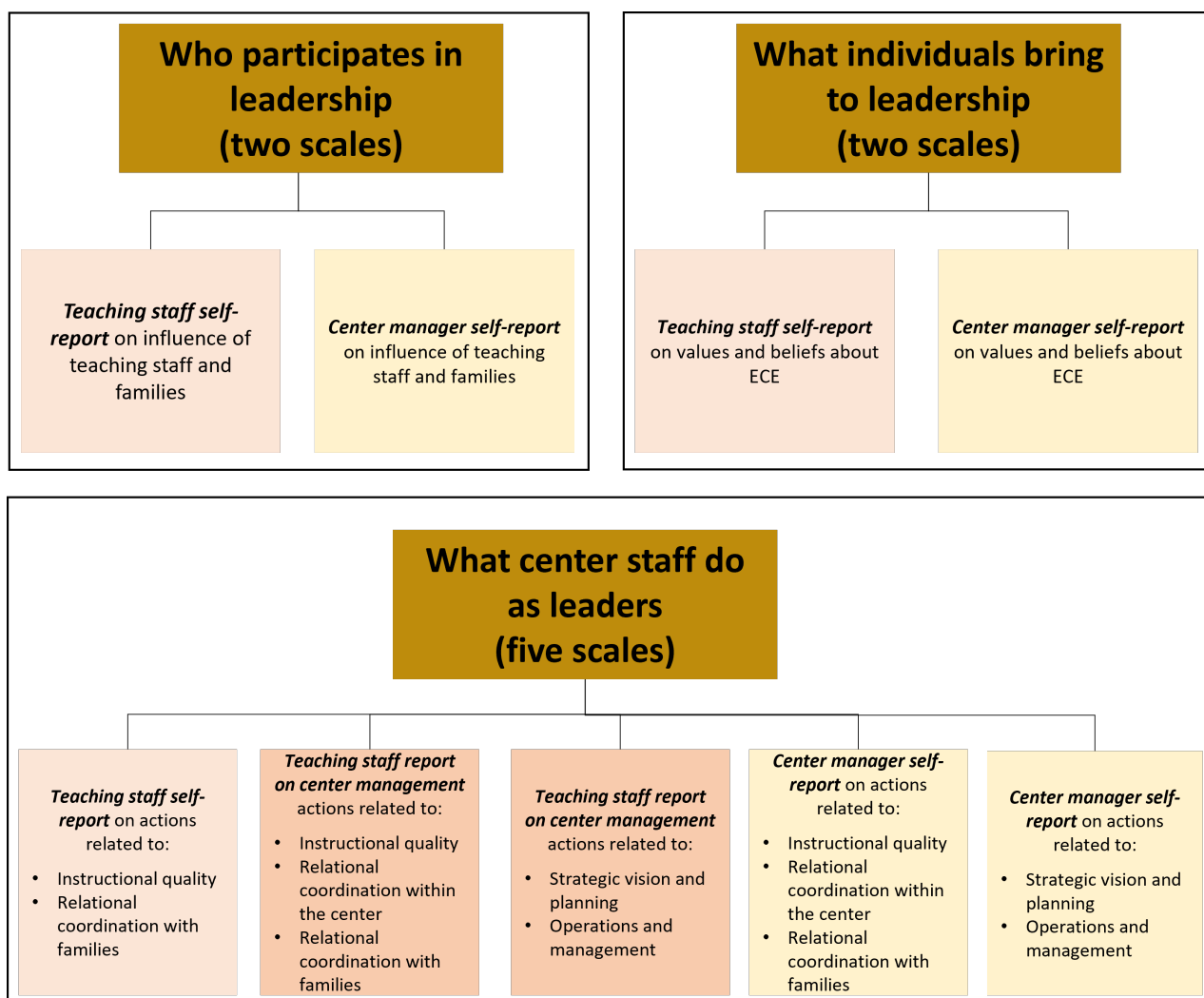
- Helps policymakers and program administrators develop policies or funding to promote leadership for quality improvement in center-based ECE settings
- Facilitates further research on the influence of leadership in ECE centers on improving quality and achieving positive outcomes for center staff, families, and children
- Suggests ways that ECE leadership might be developed and sustained through training, technical assistance, or professional development to improve practice

The surveys collect information on three key leadership elements—who participates in leadership, what individuals bring to leadership, and what center staff do as leaders. The surveys capture three report types. Center managers and teaching staff each report on themselves on the three key elements. Teaching staff also provide their perspective on what center management does as leaders. The ExCELS measure features nine scales that capture the three leadership elements using the three report types (Exhibit 1).

- Two scales measure **who participates in leadership**.
 - One scale is based on teaching staff self-reports of their own contributions to decision-making and their perceptions of the influence of teaching staff and of families on a center’s decisions and operations.
 - One scale is based on center manager self-reports of their perceptions of the influence of teaching staff and families on a center’s decisions and operations.
- Two scales measure **what individuals bring to leadership**.
 - One scale is based on teaching staff self-reports of their values and beliefs about ECE and their identity as a leader.
 - One scale is based on center manager self-reports on their values and beliefs about ECE and their identity as a leader.

- Five scales measure **what center staff do as leaders**.
 - One scale is based on teaching staff self-reports about their actions related to promoting instructional quality and building relational coordination¹ with families.
 - Two scales are based on center manager self-reports about their actions as leaders, with one focusing on actions that promote instructional quality and building relational coordination both within the center and with families and the other scale focusing on actions that support strategic planning and operations and management.
 - Two scales based on the teaching staff reports on center management provide staff perspectives on actions that mirror the center manager self-reports.

Exhibit 1. The ExCELS measure's nine scales



Source: Early Care and Education Leadership Study (ExCELS).

¹ Relational coordination refers to shared goals, shared knowledge, mutual respect, and high-quality communication between center managers, teaching staff, other center staff, and families.

This guide provides instructions for:

- A. Administering the ExCELS measure surveys to center staff
- B. Scoring the ExCELS measure
- C. Using the ExCELS measure scoring template to score the measure

The final section of this guide, Section D, presents the ExCELS measure scoring template.

Separate appendices include instruments related to the ExCELS measure. The **teaching staff survey** (Appendix A) and the **center manager survey** (Appendix B) are the measure instruments. Appendix C contains the Staffing Positions and Management Responsibilities interview guide as an optional, supplemental instrument for those interested in collecting information about formal management positions, roles, and structures. This interview should be conducted with the director or other formal manager in the building with oversight and management of day-to-day operations in the center. Please see the study report² for more information on the use of this supplemental instrument.

The study report describing the technical properties of the measure can be found on the [ExCELS page](#) on the Office of Planning, Research, and Evaluation (OPRE) website. The website also features a snapshot of the theory of change and a brief and report on the research literature supporting the development of the ExCELS measure.

² Kirby, G., L. Malone, Y. Xue, A. Douglass, K. Gonzales, S. Albanese, T. Nguyen, R. Gilliard, and E. Appel. “Measuring leadership in early care and education: The ExCELS measure.” OPRE Report #2023-272. Washington, DC: Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services, 2023.

A. Administering the ExCELS measure surveys

Survey administration information

- The ExCELS measure was developed by Mathematica and the Institute for Early Education Leadership and Innovation at the University of Massachusetts Boston under U.S. Department of Health and Human Services contract HHSP233201500035I /HHSP23337038T. It is available to the public to reproduce and distribute copies for non-commercial use.
 - Users should include the source citation on each copy: Kirby, Gretchen, Lizabeth Malone, Anne Douglass, Yange Xue, and Scilla M. Albanese. “The ExCELS measure: A measure of leadership in early care and education.” Washington, DC: Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services, 2023.
 - The ExCELS team welcomes the use of the measure in future research on its own or in combination with other measures. If someone uses items in the development of their own survey work, please include the source citation.
 - The ExCELS team validated each of the leadership element scales individually. The leadership element scales can be used in future research on their own (for example, to examine who contributes to leadership or what center staff do as leaders). However, the ExCELS team strongly encourages future users to use all three leadership elements together since they were fielded and tested as pieces of a unified measure.
 - The ExCELS team recommends not making any changes to individual items or removing items associated with any of the scales as the resulting product would not be comparable to the measure that was validated and tested for reliability.
- The ExCELS measure surveys can be administered on paper.
- The teaching staff survey takes about 20 minutes to complete. The center manager survey takes about 15 minutes to complete. Give staff enough time to complete the survey on their own time.
- Items in the surveys generally ask staff to report using a 4-point scale (such as level of agreement or frequency of an action). Other items require yes/no responses or selection of one or more items from a list of categories. Each survey includes a list of key terms at the beginning to help the staff complete the survey.
- It is recommended that center managers not be present while teaching staff are completing the survey so teaching staff can feel that they are answering the survey freely.
- Do not put names on the surveys. The surveys should be completed anonymously.

Who completes each survey?

Generally, teaching staff and center managers should complete the surveys. However, who completes the survey will depend on who is administering the survey to ensure that center staff responses are kept private and confidential. We provide more details and explain the different exceptions for each survey in this section.

1. The **teaching staff survey** should be completed by all **teaching staff** who have paid positions and who work with or support activities for children whose ages range from birth through age 5 (not yet in kindergarten).
 - Teaching staff refers to center staff who provide care and education to children in the classroom including lead, head, or co-teachers and assistant teachers.
 - Teachers refer to lead, head, or co-teachers who are regularly in charge of a group or classroom of children.
 - Assistant teachers refer to center staff regularly assigned to particular rooms but work under the supervision of a lead, head, or co-teacher. They may or may not lead certain activities (such as art projects or story time) but do not have sole responsibility for the classroom.
 - Include teaching staff in short-term positions or service members from organizations like Teach for America or AmeriCorps if they are paid to provide care and education to children in the classroom.
 - Do not include aides or floaters.
 - Do not include staff who focus only on kindergarten, child care for school-age children, or summer camps for older children.

Teaching staff survey administration exceptions

If **individual centers** are administering the survey to their staff, they should administer the survey without items that ask teaching staff about their education, experience, and certification to protect the staff's privacy and confidentiality. We identify these items in Section B of the manual.

2. The **center manager survey** should be completed by all **center managers** who work in the building. Center management refers to center staff who have oversight and supervisory roles and responsibilities for what happens at the center. Such staff may include directors, care and education program leads, coordinators, or other managers who oversee center operations, care and education programs, center finances, human resources, family or special services, or other areas (such as marketing and enrollment or information technology).

If it is not possible to survey all center managers that work in the building, two key managers should complete the survey:

- **The primary site leader (PSL)**, who may be the director or other formal manager in the building with oversight and management of day-to-day operations in the center.

- *The care and education program lead*, who manages aspects of the center focused on child development, curriculum development, or instructional planning.

Whether you administer the survey to all center managers or just the PSL and care and education program lead, you will need to track which survey is that of the PSL to be able to create a center-level score for one of the scales.

Center manager survey administration exceptions

If **individual centers** are administering the survey to their staff, they should not administer the center manager survey because there may not be enough center management staff to protect their privacy and confidentiality.

B. Scoring instructions for the ExCELS measure

The ExCELS measure provides nine scale scores—five based on the teaching staff survey and four based on the center manager survey. Exhibit 2 presents the scales and the items in each scale.

Note: Not all items within a survey item series are part of the same scale. Pay close attention to how the items are organized within a scale.

Exhibit 2. ExCELS measure scales and items making up each scale by staff survey

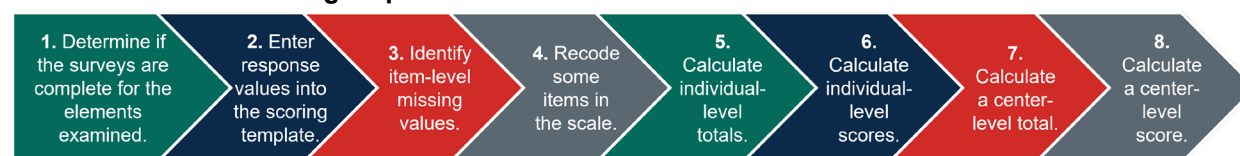
Scale	Teaching staff survey	Center manager survey
Who participates in leadership	Self-report: A1 (a–e), A2 (a–d), A3 (a–f) (15 items)	Self-report: A1 (a–e), A2 (a–d), A3 (a–f) (15 items)
What individuals bring to leadership	Self-report: C1 (a–e), C2 (a–d) (9 items)	Self-report: C1 (a–e), C2 (a–d) (9 items)
What center staff do as leaders—instructional quality and relational coordination with families	Self-report: C5, C13 (a–c), C15, C17 (a–b), D3 (a–b), D4 (10 items)	n.a.
What center staff do as leaders—instructional quality and relational coordination within the center and with families	Report on center management: C3a, C4 (a–e), C6, C7, C8, C11, C12 (a–c), C14 (a–c), C16 (a–b), D1 (a–c), D2 (a–b) (23 items)	Self-report: C3a, C4 (a–f), C5, C6, C7, C10, C11 (a–c), C12 (a–c), C13, C14 (a–b), D1 (a–c), D2 (a–b) (25 items)
What center staff do as leaders—strategic vision and planning and operations and management	Report on center management: B1, B2 (a–b), B3 (a–c), C3b (7 items)	Self-report: B1, B2 (a–b), B3 (a–c), C3b (7 items)

n.a. = not applicable, as center managers do not report on what teaching staff do as leaders.

General scoring approach to calculate center-level scores for each scale

Exhibit 3 shows the series of steps needed to create center-level scores for each of the nine scales. Use the ExCELS measure scoring template (Section D) for each step.

Exhibit 3. General scoring steps to calculate a center-level score for each scale



1. Review each survey for completeness for the items in each element or elements that you are interested in examining. For example, if you are examining all three elements—who participates in leadership, what individuals bring to leadership, and what center staff do as leaders—the survey should be completed through Section D. If you are examining only one element, such as who participates in leadership, the survey should be completed through Section A. You can use Exhibit 2 to determine the level of completeness needed for a survey to score a specific element. Do not score surveys that do not meet the level of completeness needed based on the elements you are examining.

Note: The survey can still be used if some items are missing responses but the survey is generally complete for the element or elements you are interested in examining. The scoring template in Section D of this guide will instruct you on how to calculate scores with missing items.

- Enter into the scoring template the values that correspond to each staff member's survey responses. The response values to enter for each survey item are noted in small superscripts next to the box or circle that is used to mark a response. See item A1 of the teaching staff survey in Exhibit 4 as an example. For this example, "contribute a lot" was selected for A1a and A1b, "contribute some" was selected for A1c, "contribute a little" was selected for A1d, and "contribute some" was selected for A1e. The corresponding response values to enter are 4 for A1a, 4 for A1b, 3 for A1c, 2 for A1d, and 3 for A1e. Repeat this step for each ExCELS measure item for each staff member survey you are scoring.

Exhibit 4. Example response values from staff surveys

A1. How much do you contribute to the following?

Classroom refers to a group of children who are instructed or cared for together.

Center management refers to center staff who have oversight and supervisory roles and responsibilities for what happens at the center. Such staff may include directors, care and education program leads, coordinators, or other managers who oversee center operations, educational programs, center finances, human resources, family or special services, or other areas (such as marketing and enrollment or information technology).

	MARK ONE RESPONSE PER ROW			
	Contribute a lot	Contribute some	Contribute a little	Do not contribute
a. Determining care and instructional practices <u>across</u> classrooms in the center (for example, by doing joint planning with other teaching staff, or developing training and guidance materials).....	4 ●	3 ○	2 ○	1 ○
b. Selecting curriculum or instructional materials that are common <u>across</u> classrooms serving children of similar ages.....	4 ●	3 ○	2 ○	1 ○
c. Hiring other teaching staff.....	4 ○	3 ●	2 ○	1 ○
d. Providing input on other teaching staff performance reviews.....	4 ○	3 ○	2 ●	1 ○
e. Providing input on center management staff performance reviews	4 ○	3 ●	2 ○	1 ○

- For each staff member survey you are scoring, count the number of responses within a scale and ensure that at least 75 percent of the items within the scale have a response. For example, the who participates in leadership scale consists of 15 items. If a staff member answers at least 12 of those 15 items, they answered 75 percent of them. Only move on to the next step for each staff member that answered at least 75 percent of the items.
- Based on the measure analysis, 12 survey items need to be recoded into different values. Five of the scales use these recoded versions of the survey items. For these items, you will create recoded versions using the ExCELS measure scoring template.

5. For each staff member survey you are scoring, calculate an individual-level total by adding the response values for all the items within a scale that the staff member answered. For example, the who participates in leadership scale consists of 15 items. If a staff member answered all 15 items, add the response values for those 15 items to calculate that staff member's individual-level total. If the staff member answered 14 items, add the response vales for those 14 items.
6. For each staff member survey you are scoring, calculate an individual-level score by dividing the staff member's total created in step 5 by the number of items in the scale that the staff member answered. For example, the who participates in leadership scale consist of 15 items. If the staff member answered all 15 items, divide the staff member's total by 15 to calculate that staff member's individual-level score. If the staff member answered 14 items, divide the staff member's total by 14.
7. Calculate a center-level total by adding all the individual-level scores created in step 6.
8. Calculate a center-level score by dividing the center-level total created in step 7 by the number of staff member surveys you are scoring. The one exception is the center manager self-report on what center staff do as leaders—strategic vision and planning and operations and management. For this scale, based on the measure analyses, you will use the primary site leader's score as the center-level score.

The surveys include additional items that are not part of the ExCELS measure. Three items in the teaching staff survey and four items in the center manager survey reflect background questions on the staff member's job position (to know what type of staff completed the survey) and on paid planning time (to determine whether to ask one item in a scale). The surveys also include items (eight for teaching staff and 10 for center managers) that collect information on education, experience, and credentials, which are referred to as "human capital." Exhibit 5 lists the background and human capital items in each survey. The human capital items (Section E of the surveys) are included in the surveys for research purposes only and to support analysis and interpretation of the ExCELS measure.

Note: Individual centers administering the teaching staff survey to their staff should remove most of the items in Exhibit 5 to protect teaching staff's privacy and confidentiality. The exception is items on paid planning time offered, which are needed for recoding one item in the ExCELS measure. As noted, we recommended that individual centers not administer the center manager survey at all for privacy reasons.

Exhibit 5. ExCELS measure background items by staff survey

Type of items	Item description	Teaching staff survey	Center manager survey
Background	Job position	E6 (1 item)	E8, E9 (2 items)
	Paid planning time offered to teachers and assistant teachers	C9, C10 (2 items)	C8, C9 (2 items)
Human capital	Education	E1, E2 (2 items)	E1, E2 (2 items)
	Licenses, certificates, or credentials	E3(a-d) (4 items)	E3(a-d) (4 items)
	Work experience	E4, E5 (2 items)	E4, E5, E6, E7 (4 items)

C. Using the ExCELS measure scoring template

Use the ExCELS scoring template to calculate scores by hand. You will need:

- Completed ExCELS measure staff surveys
- The ExCELS scoring template (Section D)

Scoring template structure and organization

- The scoring template is organized into tables. There is one table for each of the nine ExCELS measure scales and there are additional tables labeled “PREP” for prep work to create the recoded variables used for five of the scales. Exhibit 6 has a list of scales and their corresponding scoring template tables.
- Each table has columns to represent an individual staff member’s survey. The columns for the teaching staff survey tables are labeled “TS” with a numerical value suffix. For example, “TS 1” notes the first teaching staff survey entered into the sheet. If more than 15 staff members completed a survey, use a second copy of each sheet.
- The top section of each table has space to enter the original response values to complete step 2 of the scoring approach.
- The bottom section of each table has instructions for additional calculations to complete steps 5 and 6. The blue highlighted rows are the ones for steps 7 and 8.
- For the recoded variables, the yellow highlighted rows are the ones that will be data entered into the main table for the scale.

Exhibit 6. List of tables in the ExCELS measure scoring template and their corresponding scales

Scale	Teaching staff survey	Center manager survey
Who participates in leadership	TS-SCALE1	CM-SCALE1
What individuals bring to leadership	TS-SCALE2	CM-SCALE2
What center staff do as leaders—instructional quality and relational coordination with families	TS-SCALE 3 PREP1 TS-SCALE 3 PREP2 TS-SCALE3	n.a.
What center staff do as leaders—instructional quality and relational coordination within the center and with families	TS-SCALE4 PREP1 TS-SCALE4 PREP2 TS-SCALE4 PREP3 TS-SCALE4 PREP4 TS-SCALE4	CM-SCALE3 PREP1 CM-SCALE3 PREP2 CM-SCALE3 PREP3 CM-SCALE3 PREP4 CM-SCALE3
What center staff do as leaders—strategic vision and planning and operations and management	TS-SCALE5 PREP TS-SCALE5	CM-SCALE4 PREP CM-SCALE4

n.a. = not applicable, as center managers do not report on what teaching staff do as leaders.

D. The ExCELS measure scoring template

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TS-SCALE1. Teaching staff survey, who participates in leadership score

Date: _____

Item	TS 1	TS 2	TS 3	TS 4	TS 5	TS 6	TS 7	TS 8	TS 9	TS 10	TS 11	TS 12	TS 13	TS 14	TS 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter the response value for each item (one per row).

If no response was selected for an item, enter “M” for missing.

A1a															
A1b															
A1c															
A1d															
A1e															
A2a															
A2b															
A2c															
A2d															
A3a															
A3b															
A3c															
A3d															
A3e															
A3f															

Create a count of the number of items each staff member answered within the scale by counting the number of response values within each column.

Count															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create an individual-level total for each staff member by adding the item response values within each column.

Note: Only create a total for a staff member who answered at least 12 items within the scale. Otherwise enter “M” for missing.

Total															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create an individual-level score for each staff member who is not marked as an “M” in the Total row by dividing the individual-level total within each column by the number of items the staff member answered. Enter “M” for each staff member whose total is “M.”

Score															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create a center-level total by adding the individual-level scores of all staff members (including those on other sheets). =

Create a center-level score by dividing the center-level total by the number of staff members who are not marked as an “M” in the Score row. =

TS-SCALE2. Teaching staff survey, what individuals bring to leadership score

Date: _____

Item	TS 1	TS 2	TS 3	TS 4	TS 5	TS 6	TS 7	TS 8	TS 9	TS 10	TS 11	TS 12	TS 13	TS 14	TS 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter the response value for each item (one per row).

If no response was selected for an item, enter “M” for missing.

C1a															
C1b															
C1c															
C1d															
C1e															
C2a															
C2b															
C2c															
C2d															

Create a count of the number of items each staff member answered within the scale by counting the number of response values within each column.

Count															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create an individual-level total for each staff member by adding the item response values within each column.

Note: Only create a total for a staff member who answered at least seven items within the scale. Otherwise enter “M” for missing.

Total															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create an individual-level score for each staff member who is not marked as an “M” in the Total row by dividing the individual-level total within each column by the number of items the staff member answered. Enter “M” for each staff member whose total is “M.”

Score															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create a center-level total by adding the individual-level scores of all staff members (including those on other sheets). =

Create a center-level score by dividing the center-level total by the number of staff members who are not marked as an “M” in the Score row. =

TS-SCALE3 prep1. Teaching staff survey, C13 recoding

Date: _____

Item	TS 1	TS 2	TS 3	TS 4	TS 5	TS 6	TS 7	TS 8	TS 9	TS 10	TS 11	TS 12	TS 13	TS 14	TS 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter the response value from 1 to 5 for C13a.

If no response was selected, enter “M” for missing.

C13a															
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C13a_r, enter a value based on the initial response value at C13a:

- If C13a = 1, enter 1
- If C13a = 2, enter 1.75
- If C13a = 3, enter 2.5
- If C13a = 4, enter 3.25
- If C13a = 5, enter 4
- If C13a = M, enter M

C13a_r															
--------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C13a_r in the response values section of TS-SCALE3 on page 17.

For each staff member survey you are scoring (one per column), enter the response value from 1 to 5 for C13b.

If no response was selected, enter “M” for missing.

C13b															
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C13b_r, use the instructions given for C13a_r to enter a value based on the initial response value at C13b.

C13b_r															
--------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C13b_r in the response values section of TS-SCALE3 on page 17.

For each staff member survey you are scoring (one per column), enter the response value from 1 to 5 for C13c.

If no response was selected, enter “M” for missing.

C13c															
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C13c_r, use the instructions given for C13a_r to enter a value based on the initial response value at C13c.

C13c_r															
--------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C13c_r in the response values section of TS-SCALE3 on page 17.

TS-SCALE3 prep2. Teaching staff survey, C15 recoding

Date: _____

Item	TS 1	TS 2	TS 3	TS 4	TS 5	TS 6	TS 7	TS 8	TS 9	TS 10	TS 11	TS 12	TS 13	TS 14	TS 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter 1 for each selected response at C15.

The full response text is abbreviated in the table.

More than one response may be selected in the survey. Enter all responses selected for the list below.

If no response was selected for 0 to 4 on the survey, enter “M” for missing in each row.

0. Don't conduct															
1. To monitor															
2. To give coaching															
3. To learn about needs															
4. To measure quality															

For C15_r, enter a value based on the initial response values at C15:

- If “0. Don't conduct” = 1, enter 1
- If only “1. To monitor” = 1, enter 1.75
- If “2. To give coaching” AND “3. To learn about needs” = 0 AND “4. To measure quality” = 1, enter 2.5
- If “2. To give coaching” OR “3. To learn about needs” = 1 AND “4. To measure quality” = 0, enter 3.25
- If “2. To give coaching” OR “3. To learn about needs” = 1 AND “4. To measure quality” = 1, enter 4
- If C15 is M, enter M

C15_r															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C15_r in the response values section of TS-SCALE3 on the next page.

TS-SCALE3. Teaching staff survey, what center staff do as leaders—instructional quality and relational coordination with families score (self-report)

Date: _____

Item	TS 1	TS 2	TS 3	TS 4	TS 5	TS 6	TS 7	TS 8	TS 9	TS 10	TS 11	TS 12	TS 13	TS 14	TS 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter the response value for each item (one per row).

If no response was selected for an item, enter “M” for missing. Enter the items previously created in the TS-SCALE3 prep tables (C13a_r, C13b_r, C13c_r, and C15_r).

C5															
C13a_r															
C13b_r															
C13c_r															
C15_r															
C17a															
C17b															
D3a															
D3b															
D4															

Create a count of the number of items each staff member answered within the scale by counting the number of response values within each column.

Count															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create an individual-level total for each staff member by adding the item response values within each column.

Note: Only create a total for a staff member who answered at least eight items within the scale. Otherwise enter “M” for missing.

Total															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create an individual-level score for each staff member who is not marked as an “M” in the Total row by dividing the individual-level total within each column by the number of items the staff member answered. Enter “M” for each staff member whose total is “M.”

Score															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create a center-level total by adding the individual-level scores of all staff members (including those on other sheets). =

Create a center-level score by dividing the center-level total by the number of staff members who are not marked as an “M” in the Score row. =

TS-SCALE4 prep1. Teaching staff survey, C8 recoding

Date: _____

Item	TS 1	TS 2	TS 3	TS 4	TS 5	TS 6	TS 7	TS 8	TS 9	TS 10	TS 11	TS 12	TS 13	TS 14	TS 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter the response value from 1 to 5 for C8.

If no response was selected, enter “M” for missing.

C8															
----	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C8_r, enter a value based on the initial response value at C8:

- If C8 = 1, enter 1
- If C8 = 2 OR 3, enter 2
- If C8 = 4, enter 3
- If C8 = 5, enter 4
- If C8 = M, enter M

C8_r															
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C8_r in the response values section of TS-SCALE4 on page 22.

TS-SCALE4 prep2. Teaching staff survey, C11 recoding

Date: _____

Item	TS 1	TS 2	TS 3	TS 4	TS 5	TS 6	TS 7	TS 8	TS 9	TS 10	TS 11	TS 12	TS 13	TS 14	TS 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

C11 is asked based on responses to C9 and C10.

For each staff member survey you are scoring (one per column), enter the response values for C9 and C10.

If no response was selected for an item, enter “M” for missing.

C9															
C10															

For each staff member survey you are scoring (one per column), enter the response value from 1 to 4 for C11.

If no response was selected at C11, enter a value of 1 based on the response values at C9 and C10:

- If C9 AND C10 = 0
- If C9 AND C10 = D
- If C9 = 0 and C10 = D
- If C9 = D and C10 = 0
- If C9 = 0 OR D and C10 = NA

If C11 is still blank after reviewing the response values at C9 and C10, enter “M” for missing.

C11															
-----	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C11_r, enter a value based on the response value in the C11 row:

- If C11 = 1, enter 1
- If C11 = 2 OR 3, enter 2.5
- If C11 = 4, enter 4
- If C11 = M, enter M

C11_r															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C11_r in the response values section of TS-SCALE4 on page 22.

TS-SCALE4 prep3. Teaching staff survey, C12 recoding

Date: _____

Item	TS 1	TS 2	TS 3	TS 4	TS 5	TS 6	TS 7	TS 8	TS 9	TS 10	TS 11	TS 12	TS 13	TS 14	TS 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter the response value from 1 to 5 for C12a.

If no response was selected, enter “M” for missing.

C12a															
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C12a_r, enter a value based on the initial response value at C12a:

- If C12a = 1, enter 1
- If C12a = 2 OR 3, enter 2
- If C12a = 4, enter 3
- If C12a = 5, enter 4
- If C12a = M, enter M

C12a_r															
--------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C12a_r in the response values section of TS-SCALE4 on page 22.

For each staff member survey you are scoring (one per column), enter the response value from 1 to 5 for C12b.

If no response was selected, enter “M” for missing.

C12b															
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C12b_r, use the instructions given for C12a_r to enter a value based on the initial response value at C12b.

C12b_r															
--------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C12b_r in the response values section of TS-SCALE4 on page 22.

For each staff member survey you are scoring (one per column), enter the response value from 1 to 5 for C12c.

If no response was selected, enter “M” for missing.

C12c															
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C12c_r, use the instructions given for C12a_r to enter a value based on the initial response value at C12c.

C12c_r															
--------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C12c_r in the response values section of TS-SCALE4 on page 22.

TS-SCALE4 prep4. Teaching staff survey, C14 recoding

Date: _____

Item	TS 1	TS 2	TS 3	TS 4	TS 5	TS 6	TS 7	TS 8	TS 9	TS 10	TS 11	TS 12	TS 13	TS 14	TS 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter 1 for each “yes” response selected.

If no response was selected for an item, enter “M” for missing.

C14a															
C14b															
C14c															

Create a C14 total by adding all the 1 values in C14a, C14b, and C14c within each column. If any one of C14a, C14b, or C14c are missing, enter “M.”

C14_total															
-----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C14_r, enter a value based on C14_total:

- If C14_total = 0, enter 1
- If C14_total = 1 OR 2, enter 2.5
- If C14_total = 3, enter 4
- If C14_total = M, enter M

C14_r															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C14_r in the response values section of TS-SCALE4 on the next page.

TS-SCALE4. Teaching staff survey, what center staff do as leaders—instructional quality and relational coordination within the center and with families score (report on center management)

Date: _____

Item	TS 1	TS 2	TS 3	TS 4	TS 5	TS 6	TS 7	TS 8	TS 9	TS 10	TS 11	TS 12	TS 13	TS 14	TS 15
For each staff member survey you are scoring (one per column), enter the response value for each item (one per row). If no response was selected for an item, enter “M” for missing. Enter the items previously created in the TS-SCALE4 prep tables (C8_r, C11_r, C12a_r, C12b_r, C12c_r, and C14_r).															
C3a															
C4a															
C4b															
C4c															
C4d															
C4e															
C6															
C7															
C8_r															
C11_r															
C12a_r															
C12b_r															
C12c_r															
C14_r															
C16a															
C16b															
D1a															
D1b															
D1c															
D2a															
D2b															

continued on next page

TS-SCALE4. Teaching staff survey, what center staff do as leaders—instructional quality and relational coordination within the center and with families score (report on center management), continued

Date: _____

Item	TS 1	TS 2	TS 3	TS 4	TS 5	TS 6	TS 7	TS 8	TS 9	TS 10	TS 11	TS 12	TS 13	TS 14	TS 15
Create a count of the number of items each staff member answered within the scale by counting the number of response values within each column.															
Count															
Create an individual-level total for each staff member by adding the item response values within each column.															
Note: Only create a total for a staff member who answered at least 16 items within the scale. Otherwise enter "M" for missing.															
Total															
Create an individual-level score for each staff member who is not marked as an "M" in the Total row by dividing the individual-level total within each column by the number of items the staff member answered. Enter "M" for each staff member whose total is "M."															
Score															
Create a center-level total by adding the individual-level scores of all staff members (including those on other sheets).														=	
Create a center-level score by dividing the center-level total by the number of staff members who are not marked as an "M" in the Score row.														=	

TS-SCALE5 prep. Teaching staff survey, B1 recoding

Date: _____

Item	TS 1	TS 2	TS 3	TS 4	TS 5	TS 6	TS 7	TS 8	TS 9	TS 10	TS 11	TS 12	TS 13	TS 14	TS 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter 1 for each selected response at B1.

The full response text is abbreviated in the table.

More than one response may be selected in the survey. Enter all responses selected.

If none of the listed responses below for B1 were selected, enter “M” for missing in each row.

1. Posted mission															
2. Discussions during hiring/ orientation															
3. Talks with teaching staff															
4. Includes teaching staff															
0. None of these															
NA. No mission statement															
D. Don't know															

For B1_r, enter a value based on the initial response values at B1:

- If “0. None of these” OR “NA. No mission statement” OR “D. Don't know” = 1, enter 1
- If “1. Posted mission” OR “2. Discussions during hiring/orientation” = 1 AND BOTH “3. Talks with teaching staff” AND “4. Includes teaching staff” = 0, enter 2
- If “3. Talks with teaching staff” = 1 AND “4. Includes teaching staff” = 0, enter 3
- If “4. Includes teaching staff” = 1 (regardless of response to 1, 2, or 3), enter 4
- If B1 is M, enter M

B1_r															
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter B1_r in the response values section of TS-SCALE5 on the next page.

TS-SCALE5. Teaching staff survey, what center staff do as leaders—strategic vision and planning and operations and management score (report on center management)

Date: _____

Item	TS 1	TS 2	TS 3	TS 4	TS 5	TS 6	TS 7	TS 8	TS 9	TS 10	TS 11	TS 12	TS 13	TS 14	TS 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter the response value for each item (one per row).

If no response was selected for an item, enter “M” for missing. Enter B1_r previously created in the TS-SCALE5 prep table.

B1_r															
B2a															
B2b															
B3a															
B3b															
B3c															
C3b															

Create a count of the number of items each staff member answered within the scale by counting the number of response values within each column.

Count															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create an individual-level total for each staff member by adding the item response values within each column.

Note: Only create a total for a staff member who answered at least six items within the scale. Otherwise enter “M” for missing.

Total															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create an individual-level score for each staff member who is not marked as an “M” in the Total row by dividing the individual-level total within each column by the number of items the staff member answered. Enter “M” for each staff member whose total is “M.”

Score															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create a center-level total by adding the individual-level scores of all staff members (including those on other sheets).

=

Create a center-level score by dividing the center-level total by the number of staff members who are not marked as an “M” in the Score row.

=

CM-SCALE1. Center manager survey, who participates in leadership score

Date: _____

Item	CM 1	CM 2	CM 3	CM 4	CM 5	CM 6	CM 7	CM 8	CM 9	CM 10	CM 11	CM 12	CM 13	CM 14	CM 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter the response value for each item (one per row).

If no response was selected for an item, enter “M” for missing.

A1a															
A1b															
A1c															
A1d															
A1e															
A2a															
A2b															
A2c															
A2d															
A3a															
A3b															
A3c															
A3d															
A3e															
A3f															

Create a count of the number of items each staff member answered within the scale by counting the number of response values within each column.

Count															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create an individual-level total for each staff member by adding the item response values within each column.

Note: Only create a total for a staff member who answered at least 12 items within the scale. Otherwise enter “M” for missing.

Total															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create an individual-level score for each staff member who is not marked as an “M” in the Total row by dividing the individual-level total within each column by the number of items the staff member answered. Enter “M” for each staff member whose total is “M.”

Score															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create a center-level total by adding the individual-level scores of all staff members (including those on other sheets). =

Create a center-level score by dividing the center-level total by the number of staff members who are not marked as an “M” in the Score row. =

CM-SCALE2. Center manager survey, what individuals bring to leadership score

Date: _____

Item	CM 1	CM 2	CM 3	CM 4	CM 5	CM 6	CM 7	CM 8	CM 9	CM 10	CM 11	CM 12	CM 13	CM 14	CM 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter the response value for each item (one per row).

If no response was selected for an item, enter “M” for missing.

C1a															
C1b															
C1c															
C1d															
C1e															
C2a															
C2b															
C2c															
C2d															

Create a count of the number of items each staff member answered within the scale by counting the number of response values within each column.

Count															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create an individual-level total for each staff member by adding the item response values within each column.

Note: Only create a total for a staff member who answered at least seven items within the scale. Otherwise enter “M” for missing.

Total															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create an individual-level score for each staff member who is not marked as an “M” in the Total row by dividing the individual-level total within each column by the number of items the staff member answered. Enter “M” for each staff member whose total is “M.”

Score															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create a center-level total by adding the individual-level scores of all staff members (including those on other sheets). =

Create a center-level score by dividing the center-level total by the number of staff members who are not marked as an “M” in the Score row. =

CM-SCALE3 prep1. Center manager survey, C7 recoding

Date: _____

Item	CM 1	CM 2	CM 3	CM 4	CM 5	CM 6	CM 7	CM 8	CM 9	CM 10	CM 11	CM 12	CM 13	CM 14	CM 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter the response value from 1 to 5 for C7.

If no response was selected, enter “M” for missing.

C7															
----	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C7_r, enter a value based on the initial response value at C7:

- If C7 = 1, enter 1
- If C7 = 2 OR 3, enter 2
- If C7 = 4, enter 3
- If C7 = 5, enter 4
- If C7 = M, enter M

C7_r															
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C7_r in the response values section of CM-SCALE3 on page 32.

CM-SCALE3 prep2. Center manager survey, C10 recoding

Date: _____

Item	CM 1	CM 2	CM 3	CM 4	CM 5	CM 6	CM 7	CM 8	CM 9	CM 10	CM 11	CM 12	CM 13	CM 14	CM 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

C10 is asked based on responses to C8 and C9.

For each staff member survey you are scoring (one per column), enter the response values for C8 and C9.

If no response was selected for an item, enter “M” for missing.

C8															
C9															

For each staff member survey you are scoring (one per column), enter the response values from 1 to 4 for C10.

If no response was selected at C10, enter a value of 1 based on the response values at C8 and C9:

- If C8 AND C9 = 0
- If C8 AND C9 = D
- If C8 = 0 and C9 = D
- If C8 = D and C9 = 0
- If C8 = 0 OR D and C9 = NA

If C10 is still blank after reviewing the response values at C8 and C9, enter “M” for missing.

C10															
-----	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C10_r, enter a value based on the response value in the C10 row:

- If C10 = 1, enter 1
- If C10 = 2 OR 3, enter 2.5
- If C10 = 4, enter 4
- If C10 = M, enter M

C10_r															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C10_r in the response values section of CM-SCALE3 on page 32.

CM-SCALE3 prep3. Center manager survey, C11 recoding

Date: _____

Item	CM 1	CM 2	CM 3	CM 4	CM 5	CM 6	CM 7	CM 8	CM 9	CM 10	CM 11	CM 12	CM 13	CM 14	CM 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter the response value from 1 to 5 for C11a.

If no response was selected, enter “M” for missing.

C11a															
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C11a_r, enter a value based on the initial response value at C11a:

- If C11a = 1, enter 1
- If C11a = 2 OR 3, enter 2
- If C11a = 4, enter 3
- If C11a = 5, enter 4
- If C11a = M, enter M

C11a_r															
--------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C11a_r in the response values section of CM-SCALE3 on page 32.

For each staff member survey you are scoring (one per column), enter the response value from 1 to 5 for C11b.

If no response was selected, enter “M” for missing.

C11b															
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C11b_r, use the instructions given for C11a_r to enter a value based on the initial response value at C11b.

C11b_r															
--------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C11b_r in the response values section of CM-SCALE3 on page 32.

For each staff member survey you are scoring (one per column), enter the response value from 1 to 5 for C11c.

If no response was selected, enter “M” for missing.

C11c															
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C11c_r, use the instructions given for C11a_r to enter a value based on the initial response value at C11c.

C11c_r															
--------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C11c_r in the response values section of CM-SCALE3 on page 32.

CM-SCALE3 prep4. Center manager survey, C12 recoding

Date: _____

Item	CM 1	CM 2	CM 3	CM 4	CM 5	CM 6	CM 7	CM 8	CM 9	CM 10	CM 11	CM 12	CM 13	CM 14	CM 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter 1 for each “yes” response selected.

If no response was selected for an item, enter “M” for missing.

C12a															
C12b															
C12c															

Create a C12 total by adding all the 1 values in C12a, C12b, and C12c within each column. If any one of C12a, C12b, or C12c are missing, enter “M.”

C12_total															
-----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For C12_r, enter a value based on C12_total:

- If C12_total = 0, enter 1
- If C12_total = 1 OR 2, enter 2.5
- If C12_total = 3, enter 4
- If C12_total = M, enter M

C12_r															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter C12_r in the response values section of CM-SCALE3 on the next page.

CM-SCALE3. Center manager survey, what center staff do as leaders—instructional quality and relational coordination within the center and with families score

Date: _____

Item	CM 1	CM 2	CM 3	CM 4	CM 5	CM 6	CM 7	CM 8	CM 9	CM 10	CM 11	CM 12	CM 13	CM 14	CM 15
------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter the response value for each item (one per row).

If no response was selected for an item, enter “M” for missing. Enter the items previously created in the CM-SCALE3 prep tables (C7_r, C10_r, C11a_r, C11b_r, C11c_r, and C12_r).

C3a															
C4a															
C4b															
C4c															
C4d															
C4e															
C4f															
C5															
C6															
C7_r															
C10_r															
C11a_r															
C11b_r															
C11c_r															
C12_r															
C13															
C14a															
C14b															
D1a															
D1b															
D1c															
D2a															
D2b															

continued on next page

CM-SCALE3. Center manager survey, what center staff do as leaders—instructional quality and relational coordination within the center and with families score, continued

Date: _____

Item	CM 1	CM 2	CM 3	CM 4	CM 5	CM 6	CM 7	CM 8	CM 9	CM 10	CM 11	CM 12	CM 13	CM 14	CM 15
Create a count of the number of items each staff member answered within the scale by counting the number of response values within each column.															
Count															
Create an individual-level total for each staff member by adding the item response values within each column.															
Note: Only create a total for a staff member who answered at least 18 items within the scale. Otherwise enter "M" for missing.															
Total															
Create an individual-level score for each staff member who is not marked as an "M" in the Total row by dividing the individual-level total within each column by the number of items the staff member answered. Enter "M" for each staff member whose total is "M."															
Score															
Create a center-level total by adding the individual-level scores of all staff members (including those on other sheets).														=	
Create a center-level score by dividing the center-level total by the number of staff members who are not marked as an "M" in the Score row.														=	

CM-SCALE4 prep. Center manager survey, B1 recoding

Date: _____

Item	CM 1 ^{PSL}	CM 2	CM 3	CM 4	CM 5	CM 6	CM 7	CM 8	CM 9	CM 10	CM 11	CM 12	CM 13	CM 14	CM 15
------	---------------------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter 1 for each selected response at B1.

Enter the response values from the primary site leader's survey in the first column (marked "PSL" for primary site leader).

The full response text is abbreviated in the table.

More than one response may be selected in the survey. Enter all responses selected.

If none of the listed responses below for B1 were selected, enter "M" for missing in each row.

1. Posted mission															
2. Discussions during hiring/ orientation															
3. Talks with teaching staff															
4. Includes teaching staff															
0. None of these															
NA. No mission statement															

For B1_r, enter a value based on the initial response values at B1:

- If "0. None of these" OR "NA. No mission statement" = 1, enter 1
- If "1. Posted mission" OR "2. Discussions during hiring/orientation" = 1 AND BOTH "3. Talks with teaching staff" AND "4. Includes teaching staff" = 0, enter 2
- If "3. Talks with teaching staff" = 1 AND "4. Includes teaching staff" = 0, enter 3
- If "4. Includes teaching staff" = 1 (regardless of response to 1, 2, or 3), enter 4
- If B1 is M, enter M

B1_r															
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Enter B1_r in the response values section of CM-SCALE4 on the next page.

CM-SCALE4. Center manager survey, what center staff do as leaders—strategic vision and planning and operations and management score

Date: _____

Item	CM 1 ^{PSL}	CM 2	CM 3	CM 4	CM 5	CM 6	CM 7	CM 8	CM 9	CM 10	CM 11	CM 12	CM 13	CM 14	CM 15
------	---------------------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------

For each staff member survey you are scoring (one per column), enter the response value for each item (one per row).

Enter the response values from the primary site leader's survey in the first column (marked "PSL" for primary site leader).

If no response was selected for an item, enter "M" for missing. Enter B1_r previously created in the CM-SCALE4 prep table.

B1_r															
B2a															
B2b															
B3a															
B3b															
B3c															
C3b															

Create a count of the number of items each staff member answered within the scale by counting the number of response values within each column.

Count															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create an individual-level total for each staff member by adding the item response values within each column.

Note: Only create a total for a staff member who answered at least six items within the scale. Otherwise enter "M" for missing.

Total															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Create an individual-level score for each staff member who is not marked as an "M" in the Total row by dividing the individual-level total within each column by the number of items the staff member answered. Enter "M" for each staff member whose total is "M."

Score															
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

For this scale, the PSL's score is the center-level score.

PSL
score =

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Center score summary

Enter the center scores created in the previous tables in the table below. Enter the five center scores for the teaching staff survey scales in the “teaching staff survey” column and the four center scores for the center manager survey in the “center manager survey” column. **All scores are on a 4-point scale, where 1 represents a lower score, and 4 represents a higher score.** The table provides a description of what higher scores reflect for each scale.

Scale	Teaching staff survey	Center manager survey
Who participates in leadership Higher scores indicate higher participation in leadership among teaching staff and families.	Center score from TS-SCALE1	Center score from CM-SCALE1
What individuals bring to leadership Higher scores indicate higher values and beliefs about ECE and a staff member's identity as a leader	Center score from TS-SCALE2	Center score from CM-SCALE2
What center staff do as leaders—instructional quality and relational coordination with families Higher scores indicate more actions by teaching staff that support instructional quality and relational coordination with families.	Center score from TS-SCALE3	n.a.
What center staff do as leaders—instructional quality and relational coordination within the center and with families Higher scores indicate actions by center managers that support instructional quality and relational coordination within the center and with families.	Center score from TS-SCALE4	Center score from CM-SCALE3
What center staff do as leaders—strategic vision and planning and operations and management Higher scores indicate actions by center managers that support strategic vision and planning and operations and management.	Center score from TS-SCALE5	PSL score from CM-SCALE4

n.a. = not applicable, as center managers do not report on what teaching staff do as leaders.

The table provides some guidance on how to interpret scores. You may review where scores fall along this 4-point range for a particular scale or across scales. To understand a particular scale with a lower score than expected, you can look at the individual items to identify potential areas for improvement. In looking across scales, you can look closer if some scales are higher or lower than others and if teaching staff reported some topics differently than center managers (if both surveys were administered).

The measure has not been tested in a representative sample of all center-based early care and education (ECE) settings. The measure was developed from a purposive sample of 110 ECE centers that received Child Care and Development Fund funding, Head Start funding, or some mix of both. Refer to the descriptive tables in the study report for more information about the descriptive study sample.

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