School Trends: Principals’ Perspectives on Instructional Initiatives and Purchasing Decisions
School Trends: Principals’ Perspectives on Instructional Initiatives and Purchasing Decisions

(STATE OF THE K-12 MARKET 2017)

Published by MDR
A D&B Company
6 Armstrong Road
Shelton, CT 06484

www.schooldata.com

© Copyright 2017 Market Data Retrieval.

All rights reserved. No part of this report may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying and recording, or by any information storage or retrieval system, except as may be expressly permitted by the 1976 COPYRIGHT ACT, or in writing by MDR, 6 Armstrong Road, Shelton, CT 06484.

MDR and its agents have exercised reasonable efforts in gathering and preparing data and information published in School Trends: Principals’ Perspectives on Instructional Initiatives and Purchasing Decisions (State of the K-12 Market 2017). MDR does not assume and hereby disclaims any liability for any loss or damage caused by errors or omissions resulting from negligence, accident, or other causes.

ISSN 2156-5848

Written by
Marci Goldberg, K-12 Market Advisors

Edited by
Gretchen Rigol, Education Consultant

Data and Analysis by
Chuck Romans, Education Consultant
Ann Busbey, Education Consultant
Stephanie Burdick, Consultant

Acknowledgements
Janis Weiner, Consultant, and Colleen Galligan, Anne Wujck, and Maureen Hance of the MDR team.

Thanks to the many people in the industry who generously gave their time to share their thoughts with the author and the editor.
Table of Contents

Chapter 1: Overview .................................................................................................................. 1
  Highlights ................................................................................................................................. 2
  Profile of a Principal ............................................................................................................. 5
  Methodology and Background of Respondents ................................................................. 9

Chapter 2: Challenges Facing Principals ........................................................................... 14

Chapter 3: Budgets and Purchasing Decision Making ..................................................... 24
  Discretionary Budgets ......................................................................................................... 24
  Purchasing Size Needing Board Approval ........................................................................ 26
  District Versus School Purchasing Decision Making ....................................................... 27
  Purchases with School Budgets ......................................................................................... 36
  Site-Based Versus Centralized Purchasing for Curriculum and Instruction .................. 39
  Influencers on School Purchasing ..................................................................................... 40

Chapter 4: Instruction ............................................................................................................ 45
  Instructional Priorities .......................................................................................................... 45
  Impact on Academic Achievement ..................................................................................... 50
  Personalized Learning .......................................................................................................... 53

Chapter 5: Technology .......................................................................................................... 59
  Technology Importance and Use ...................................................................................... 59
  Initiatives Requiring Technology ..................................................................................... 60
  Tech Product Renewals ...................................................................................................... 61

Chapter 6: Professional Development .............................................................................. 63
  Professional Development Philosophy and Practice ......................................................... 63
  Principal Professional Development .................................................................................. 66

Chapter 7: How to Reach Principals .................................................................................. 69
  Learning About New Products ............................................................................................ 69
  Initiating Conversations ...................................................................................................... 74
  Social Media Use ................................................................................................................ 76

References ............................................................................................................................. 84

Appendix A: Tables ................................................................................................................. 86

Appendix B: Survey Materials ............................................................................................... 117
List of Tables and Figures

Figures

1. High Priority Instructional Practices/Models (Over the Next Three Years): All Principals.............................................................. 3
2. Public School Principals’ Profile: Gender........................................ 6
3. Public School Principals’ Profile: School Type.................................... 6
4. Public School Principals’ Profile: Ethnicity...................................... 7
5. Public School Principals’ Profile: Age............................................. 8
6. Public School Principals’ Profile: Mobility........................................ 9
7. School Principals by School Size ................................................... 10
8. School Principals by Grade Level.................................................. 11
9. School Principals by Metropolitan Status...................................... 11
10. School Principals by Title I Status.................................................. 12
11. Years of Experience: All Principals............................................... 13
12. Challenges Principals Face: All Levels .......................................... 14
13. Challenges Principals Face: Parent Engagement by Metropolitan Status........ 16
14. Challenges Principals Face: Parent Engagement by Title I Status........ 17
15. “Attendance” Level of Challenge Faced by Principals by Metropolitan Status..... 18
16. “Attendance” Level of Challenge Faced by Principals by Title I Status........... 18
17. “School Culture” Level of Challenge Faced by Principals by Grade Level .......... 19
18. “Change Management” Level of Challenge Faced by Principals by Grade Level.............................................................. 20
19. “Discipline” Level of Challenge Faced by Principals by Grade Level.............. 21
20. “Staff Turnover/Teacher Shortage” Level of Challenge Faced by Principals by School Size............................................................. 21
21. “Staff Turnover/Teacher Shortage” Level of Challenge Faced by Principals by Grade Level.............................................................. 22
22. Issues Principals Say Are “Not a Challenge at All”.............................. 23
23. Discretionary School Budget: All Principals...................................... 24
24. Discretionary School Budget by Metropolitan Status............................. 25
25. Discretionary School Budget by School Size...................................... 26
26. Purchase Size Requiring District or Board Approval: All Principals................ 27
27. Level of Primary Purchasing Decisions: All Principals.......................... 28
28. Primary Purchasing Decisions at the School Level by Title I Status............. 29
Primary Purchasing Decisions for Library/Reference Materials by Discretionary Budget—School Level ................................................................. 30
Supplemental Materials by Discretionary Budget—District Level ......... 31
Social Emotional Learning Programs by Discretionary Budget—School Level ...... 32
Primary Purchasing Decisions for Formative Assessments by Metropolitan Status ........................................................................................................ 33
Professional Development Materials and Programs by Discretionary Budget—District Level ................................................................. 34
Primary Purchasing Decisions for Textbooks by School Size .................. 34
Primary Purchasing Decisions for Textbooks by Metropolitan Status .......... 35
Most Likely Purchases Using School Budget: All Principals.................... 37
Least Likely Purchases Using School Budget: All Principals................... 38
Most Likely Purchases Using School Budget by Discretionary School Budget ...... 39
Moving to Site-Based Decision Making for Curriculum and Instructional Materials: All Principals ................................................................. 40
Levels of Influence on Instructional and Curriculum Materials Purchases: All Principals .......................................................................................... 41
Teachers’ View of Their Role in Purchasing Materials and Programs ..... 41
High Levels of Influence on Instructional and Curriculum Materials Purchases by Metropolitan Status ......................................................................... 42
High Levels of Influence on Instructional and Curriculum Materials Purchases by School Size ................................................................. 43
Level of Influence of Instructional Coaches on School Purchases of Instruction and Curriculum Materials by Title I Status ........................................ 44
Instructional Practices/Models Priorities (Over the Next Three Years): All Principals .......................................................................................... 46
Priority of Personalized Learning by School Size ..................................... 47
Priority of Career and Technical Education (CTE) by Grade Level .......... 49
High Priority Instructional Practices/Models (Over the Next Three Years) by School Discretionary Budget ........................................................................... 50
Impact of Programs and Activities on Student Achievement: All Principals .... 52
Programs and Activities Having a High Impact on Student Achievement by Metropolitan Status .................................................................................. 52
Programs and Activities with High Impact on Student Achievement by Title I ............................................................................................................. 53
Planning or Implementing Personalized Learning: All Schools ................... 54
Overall Personalized Learning Implementation: All Principals .................... 55
# Tables

1. Where Primary Purchasing Decisions Are Made ................................................. 2
2. Public School Principals’ Profile: Experience ...................................................... 8
3. Where Primary Purchasing Decisions Are Made ................................................. 36
A1. Instructional Practices/Methods Priorities: All Principals ............................... 86
A2. Principals by School Size, Grade Level, and Metropolitan Status .................... 86
A3. Years as School Principal: All Principals .......................................................... 87
A4. Challenges Principals Face: All Levels ............................................................. 87
A5. Challenges Principals Face by Level & Metropolitan Status .............................. 88
A6. Challenges Principals Face by Level and Title I Status ...................................... 89
A7. Challenges Principals Face by Level and Grade ............................................... 90
A8. Challenges Principals Face by Level & School Size .......................................... 91
A9. Discretionary School Budget: All Principals ...................................................... 92
A10. Discretionary School Budget by School Size, Grade Level, and Metropolitan Status .......................................................... 92
A11. Purchase Size Requiring District or Board Approval: All Principals ............... 92
A12. Level of Primary Purchasing Decisions: All Principals .................................... 93
A13. Level of Primary Purchasing Decisions by Title I Status ................................... 93
A14. Level of Primary Purchasing Decisions by Discretionary School Budget ......... 94
A15. Level of Primary Purchasing Decisions by Metropolitan Status ...................... 95
A16. Level of Primary Purchasing Decisions by School Size .................................... 96
A17. Likely Purchases Using School Budget: All Principals .................................... 96
A18. Most Likely (4+5) Using School Budget by Discretionary Budget .................. 97
A19. Site-Based Decisions: All Principals ................................................................. 97
A20. Levels of Influence on Instructional and Curriculum Materials Purchases: All Principals ........................................................................... 98
A21. Teachers’ Role in Purchasing ........................................................................... 98
A22. Levels of Influence on Instructional and Curriculum Materials Purchases by Metropolitan Status .............................................................. 99
A23. Levels of Influence on Instructional and Curriculum Materials Purchases by School Size .............................................................................. 99
A24. Levels of Influence on Instructional and Curriculum Materials Purchases by Title I ...................................................................................... 100
A25. Instructional Practices/Methods Priorities by School Size ............................... 100
A26 Instructional Practices/Methods Priorities by Grade Level ......................... 101
A27 Discretionary School Budget for Instructional Practices/Methods: All Principals ................................................................. 102
A28 Program Impact on Student Academic Achievement: All Principals .......... 103
A29 Program Impact on Student Academic Achievement by Metropolitan Status ...... 103
A30 Program Impact on Student Academic Achievement by Title I Status .......... 104
A31 Implementation of Personalized Learning.......................................................... 104
A32 Stages of Personalized Learning: All Principals........................................... 104
A33 Stages of Personalized Learning by Grade Level ......................................... 105
A34 Opinions on Technology Importance and Use: All Principals .................... 106
A35 Essential Information for Subscription Renewal Decision: All Principals .......... 106
A36 Teacher Professional Development Trends: All Principals ......................... 107
A37 Teacher Professional Development Trends by School Size ......................... 108
A38 Professional Development Topics of Interest: All Principals ......................... 109
A39 Professional Development Topics of Interest by School Size, Grade Level, and Metropolitan Status ........................................... 109
A40 Information Resources to Learn About New Products and Services: All Principals ........................................................................ 110
A41 Information Resources to Learn About New Products and Services by Grade Level ........................................................................ 111
A42 Information Resources to Learn About New Products and Services by School Size ........................................................................ 112
A43 Effectiveness of Methods for New Vendors to Initiate Conversations: All Principals ........................................................................ 113
A44 Effectiveness of Methods for New Vendors to Initiate Conversations by Grade Level ........................................................................ 113
A45 Effectiveness of Methods for New Vendors to Initiate Conversations by School Size ........................................................................ 114
A46 Social Media Site Visit Frequency: All Principals ......................................... 114
A47 Teacher Professional Development Trends by Grade Level ......................... 115
EdNET Insight is the education industry’s trusted source for information about the current state of the K-12 market and the game-changing trends that impact educators and administrators as well as the companies and organizations that serve them. EdNET Insight combines the proven power of research and analysis with recognized industry experts to deliver an insightful, comprehensive view of the trends and influences that are shaping the education market today—and tomorrow.

State of the K-12 Market 2017 provides an insightful overview of the K-12 education market based on a survey to one of the following key stakeholders: Technology Directors, Instructional Directors, Principals, and Teachers. These reports are essential reading for a thorough and up-to-date understanding of the K-12 education market. Each report in the series, authored by industry analysts, includes results from secondary research and interviews and offers key takeaways and recommendations.

STATE OF THE K-12 MARKET 2017