

# GLOBAL ENDS MONITORING REPORT

Revised and Resubmitted to  
the UUA Board of Trustees  
on 3-20-2012

**Policy 1.0 Grounded in our covenantal tradition, the member congregations of the Unitarian Universalist Association will inspire people to lead lives of humility and purpose, connection and service, thereby transforming themselves and the world.**

**Policy 1.0.1. Congregations that unlock the power that transforms lives.**

**In our congregations, participants deepen their spiritual lives. People:**

- a. Develop a personal spiritual practice**
- b. Participate in meaningful worship**
- c. Learn and practice empowered leadership and generosity**
- d. Find their ministry in the world.**

## Operational Definition:

We understand "develop" to mean that people have the potential for spiritual growth but that it takes time and effort to develop. "Personal spiritual practice" means any method or technique that resonates with the individual and allows that person to connect to that which is greater than themselves and that gives meaning to their lives. It may include but is not limited to participation in worship, yoga, journaling, walking, praying, etc.

We understand "participation in meaningful worship" to refer to a gathering of people who strive to connect with the holy in community and that, when doing so, provides a sense of purpose and a level of joy they would not otherwise have.

We understand that "generosity" equates to giving in that giving can be indexed expressed in a number of ways – through the sharing of gifts, talents, and treasures. Being generous is not innate, but learned. Participation in a worship community can contribute to that learning. "Empowered leadership" means owning the gifts and skills that one may be born with and expanding one's capability to impact others through education and experience.

We understand finding one's "ministry in the world" to mean identifying the unique purpose for existence each of us has.

Virtually all the work performed by the Ministries & Congregational Support staff groups of the UUA - Ministries and Faith Development, Multicultural Growth & Witness and Congregational Life – strive to do this. Other staff groups – Communications, Information Technology Resources, Stewardship & Development among them - also strive to support congregations and congregational leaders in functioning effectively and living religiously. Collectively the efforts of UUA staff strive to support Unitarian Universalism.

Specifically we believe the faith development materials that are made available to congregations and their leaders by the Ministries and Faith Development staff group contribute to the ability of people to develop a personal spiritual practice. Publication of the UUA hymnals and meditation manuals contributes to a congregation's ability to create meaningful worship services. Books published by Beacon Press expense Unitarian Universalist values to both members and the broader world. We are confident that the countless

webinars, workshops, and conferences that are organized and led by UUA staff - most often by those in Congregational Life and Multicultural Growth and Witness – contribute to the ability of Congregational leaders, both lay and professional, to develop their leadership skills and learn how to share those skills within their congregations and into the world. All of these resources combined help individuals find their unique ministry in the world.

Most religious denominations and nonprofit organizations have been challenged since the mid-1970s to find ways to measure the results of their work, often to justify continued funding by their members and constituents, according to professors both at Boston University, Brandeis University, and the literature on evaluation in professional journals.

It is nearly impossible – impossible, some experts would say - to maintain any sort of causal relationship between the efforts of UUA staff and the changes that may occur in individuals and congregations that are described stated in the Global ENDS.

Still, we try. One of our early experiments to measure the impact of one specific program is the 25 page evaluation of the Leap of Faith initiative that is being submitted to the Board of Trustees as an incidental report on March 20, 2012.

As we implement the logic model of program evaluation throughout the many initiatives and programs of the UUA staff, we will also continue to understand that all policies in the Global ENDS call upon UUA staff to provide resources to congregations and congregational leaders to accomplish each of the stated ENDS.

Until the logic model is used more broadly throughout the UUA, staff continues to believe it is valuable to measure progress towards ENDS by administering annual surveys that ask participants to respond to questions developed by adapting the UUA ENDS into questions. Some of the questions apply to the individual respondent, others to the congregation of which that person is a part.

Three surveys were conducted in recent months in an attempt to solicit responses from all groups within our faith community.

**1) The first survey**, labeled “**Randomized Responses from December 2011**”, attempted to represent a broad range of UUs. Benefiting from the consulting services of Peter Francese, a widely recognized demographics expert and founder of American Demographics Magazine, a 27-question survey was created. Nineteen of the 27 questions were created specifically from the UUA Global ENDS. The other eight were demographic in nature (age, state of residence, current membership status, etc.).

Multiple choice answers were provided for 25 questions with two open-ended questions.

Email addresses were obtained from a database maintained by the UUA. In the first survey, email addresses of 28,000 people for whom we had addresses were narrowed down to 3,200 in a randomized fashion. The survey was sent to those individuals on Thursday, December 8, 2011. Of the 3,200 email addresses, 3,040 were valid. **1,298 responses were received.**

**2) The second survey**, labeled “**Youth & Young Adults and POC**” (people of color), was conducted in February and March 2012 and included most of the questions included in the December survey. It was, however, adapted - added to and edited – for a youth, young adults, and people of color audience. Every email address the UUA staff had access to was used for distribution to youth and young adults, and the email list from DRUUMM was provided for our purpose by the Executive Committee of DRUUMM. Additionally, those who became aware of the survey through the email lists were asked to share the link to the survey with their friends who fit into one of the three categories (youth, young adult, or person of color) using Facebook, blogs, Twitter accounts, and the like. We sent 3,300 emails. **Total number of respondents: 2,038 -- 244 of whom are POC. Graphs show combined responses.** Where there were notable differences (three questions only!) they are described in the analysis section of the addendum.

**3) The third survey, labeled “District Staff Assessment”,** was sent to district executives in each of the 19 districts of the UUA. Again, the survey was based on the original December survey but adapted for this audience. Each was asked to assess between 3 to 5 congregations within their district, selected by way of a randomized sampling of 78 of the 1,056 congregations that make up the UUA. The 78 congregations represented sizes in approximate proportion to sizes in our larger association. The district executives could not, of course, respond to the portion of the survey questions aimed at individuals (i.e. “How often do you attend worship services at your congregation?”) but could respond to questions intended to describe congregations (“Is this congregation vibrant and joyful?”).

Responses to each question were graphed and are included below.

**Rationale (which might also be called a “justification of the reasonableness of the operational definition” according to page 7 of an article by Eric Craymer in Partners in Policy Governance” recommended to staff by Linda Laskowski):**

There is no “external source for standards” for measuring progress towards ENDS as aspirational as “helping individuals develop a personal spiritual practice.” So staff will rely on internally developed logic models and the national surveys described above to measure progress towards all the ENDS of the Association.

Supporting evidence:

Having created a baseline of survey responses from December 2011 to March 2012, we will conduct the surveys again each year and note changes. Increases in the percentage of individuals who respond positively will be interpreted as progress towards ENDS. We believe the degree to which positive change may occur over time will suggest that the activities of UUA staff are effective in working towards the ENDS of the Association.

Conclusion:

We report non-compliance. These ENDS are open-ended and “success” must be measured by continuing progress.

**Policy 1.0.1.2. Our congregations are:**

- a. Vibrant, joyful and excited about their ministries**
- b. Intentionally multi-generational and multi-cultural**
- c. Embracing and struggling with issues of oppression and privilege**
- d. Open and inclusive in their outreach and welcome**
- e. Ministries deeply shared by ministers and the laity**
- f. Active participants in ministerial preparation and development**
- g. Growing in membership**
- h. Living their mission in their communities**

Operational Definition:

We believe that congregations that are “vibrant, joyful, and excited about their ministries” will have a sense of purpose and an understanding of what their unique role is in the world. When one walks into a congregation like this, you can feel the energy.

We believe that UUA staff is called to help congregations create the beloved community, and that that community invites all souls into it. We understand that congregations need to struggle with issues of oppression and privilege in order to identify their unique role in contributing to the system that perpetuates both. If that is done, a more open and inclusive community will be created and efforts to reach

out to non-Unitarian Universalists and welcome them into the community will have the potential to be effective.

We understand shared ministries to consist of individuals who understand that each person has a role in creating a religious community, and that it's incumbent upon each person to both develop his or her skills and support others in their efforts to create the beloved community.

We believe that congregations need to accept the responsibility for the development of future professional leaders and that those leaders will include parish ministers, religious educators, musicians, community ministers, and trained lay leaders – all of whom accept the role they play in the life of the congregation and in living up the values of Unitarian Universalism in the world.

We understand that to the degree that our congregations and its members and friends live out the principles of the Unitarian Universalist Association, others will be encouraged to join our congregations and participate in the creation of religious community. Part of that responsibility means being aware of the larger community in which we live and determining the unique role that the congregation and each person in it can play in making the world better for all.

Rationale:

There is no “external source for standards” for measuring progress towards ENDS as aspirational as “helping individuals develop a personal spiritual practice.” So staff will rely on internally developed logic models and the national surveys described above to measure progress towards all the ENDS of the Association.

Supporting evidence:

Having created a baseline of survey responses from December 2011 to March 2012, we will conduct the surveys again each year and note changes. Increases in the percentage of individuals who respond positively will be interpreted as progress towards ENDS. We believe the degree to which positive change may occur over time will suggest that the activities of UUA staff are effective in working towards the ENDS of the Association.

Conclusion:

We report non-compliance. These ENDS are open-ended and “success” must be measured by continuing progress.

**Policy 1.0.2. Congregations that live in covenant with other congregations in our Association through:**

- a. A strong, articulated sense of UU and community identity**
- b. High expectations of their members**
- c. Full participation in our Associational life**
- d. Networking with each other**

Operational Definition:

We understand that Unitarian Universalists who are mature in their faith will understand what it means to be a Unitarian Universalist and be able to verbalize that to others. We understand high expectations to mean that to be mature religiously means contributing time, treasure, and talent to the Unitarian Universalist community. Similarly, being in relationship with other Unitarian Universalists – even or

especially those outside one's own congregation or one's community – is a sign of religious maturity. Working in relationship with others – networking – is part of community.

We understand this policy calls upon UUA staff to find ways of encouraging our congregations to work collaboratively and creatively with one another. Congregations that live in covenant with one another and the larger Association will naturally show evidence of that through their financial support of district and UUA fundraising. This year we have begun the work of assessing how the Annual Program Fund can support these goals.

Rationale:

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Supporting evidence:

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Conclusion:

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### **1.0.3 Congregations that move toward sustainability, wholeness and reconciliation.**

#### **1.0.3.1 Our congregations answer the call to ministry and justice work:**

- a. Grounded in the communities in which they live**
- b. Nationally and internationally**
- c. With interfaith partners and alliances**

#### **1.0.3.2 The public engages in meaningful dialogue and takes action informed by our prophetic voice and public witness.**

Operational Definition:

We understand that congregations that are relevant to the world are actively contributing to the cause of justice. In order to do that, they must be “grounded in the communities in which they live” which means being attentive to and knowledgeable about the issues that others live within the community. We understand that “nationally and internationally” means we are part of the larger world – the interdependent web of all existence – and that our behavior will reflect that. We understand that to be in relationship with others outside Unitarian Universalism is of critical importance both to be effective and to recognize the value and worth the bother worldviews.

Our commitment to having a public voice that reflects the liberal religious values of Unitarian Universalism has never been greater. We interpret these policies to direct the Administration to make every effort to find platforms for voicing the values of our faith in the public arena in a way that influences discourse and moves toward a more just society and more engagement by our congregations.

## Rationale:

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## Supporting evidence:

Having created a baseline of survey responses from December 2011 to March 2012, we will conduct the surveys again each year and note changes. Increases in the percentage of individuals who respond positively will be interpreted as progress towards ENDS. We believe the degree to which positive change may occur over time will suggest that the activities of UUA staff are effective in working towards the ENDS of the Association.

It should be noted that the last few years have dramatically refined our decision-making processes for decisions about what public matters in which we engage. We use these criteria for in the process:

- a) grounding (do we have grounding in G.A. resolutions?)
- b) fit (do we have resources available, e.g., offices, curricula, staff?)
- c) opportunity (will our voice be heard in the public arena?)
- d) accountability (an evaluation of our relationship with communities affected by the issue and of our relationship with coalition partners).

The survey discussed above attempts to begin capturing metrics for our public witness work. The relevant portions are as follows:

## Conclusion:

We report non-compliance. These ENDS are open-ended and “success” must be measured by continuing progress.

### **1.0.4. These ENDS are all of equal importance and are to be achieved within a justifiable cost, with their priority set by the president.**

## Operational Definition:

This policy calls for each section to be of equal importance, with the understanding that priorities are to be set by the president. Our priorities and thus our budgeting have been and are guided by the three ongoing goals of this administration:

- Growth
- Public Witness
- Ministry for a New Age

## Rationale:

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## Supporting evidence:

Having created a baseline of survey responses from December 2011 to March 2012, we will conduct the surveys again each year and note changes. Increases in the percentage of individuals who respond

positively will be interpreted as progress towards ENDS. We believe the degree to which positive change may occur over time will suggest that the activities of UUA staff are effective in working towards the ENDS of the Association.

Supporting evidence for these ENDS is embedded in the reports shown above. Additionally, it should be noted that priority has been given as follows:

**Growth:** The Gathered Here initiative and the expanded Diversity of Ministry work.

**Public Witness:** Immigration justice.

**Ministry for a New Age:** The Strategic Plan for Professional Ministries.

Conclusion:

We report non-compliance. These ENDS are open-ended and “success” must be measured by continuing progress.

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## Addendum – The Results of Three Surveys

### Survey Method (also described on page 2 & 3 of this monitoring report)

Three surveys were conducted in recent months in an attempt to solicit responses from all groups within our faith community.

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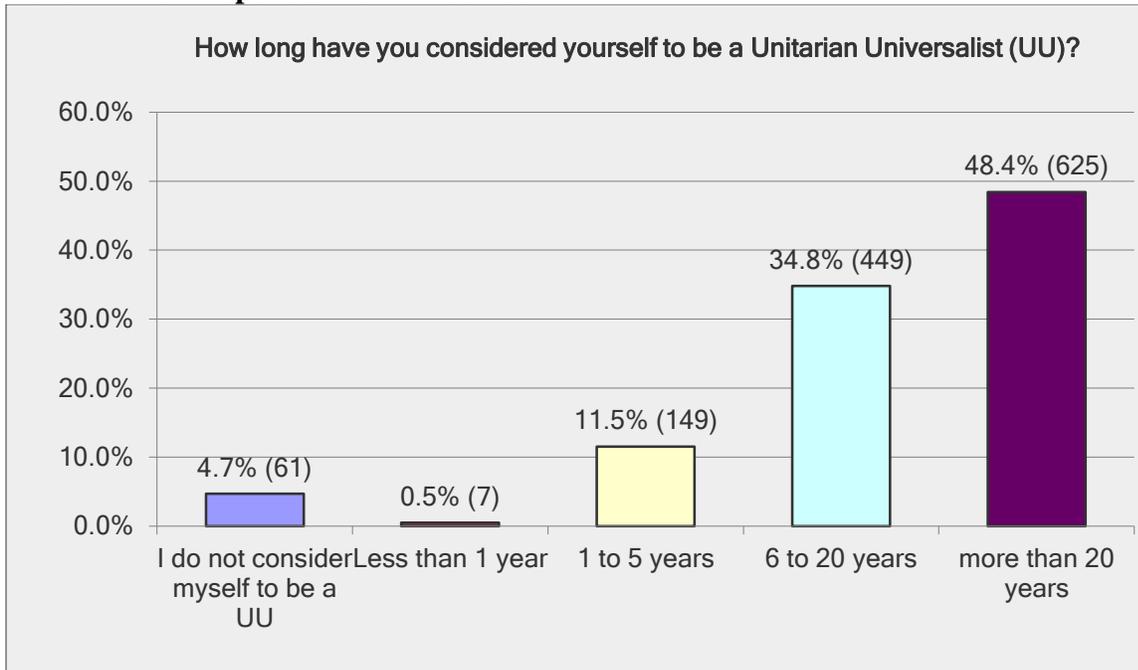
### Analysis and Observations

- Not surprisingly, the February survey captured a greater number of people who are younger and have therefore not been members of a UU congregation for as long a period of time. The fact that approximately 5% of the respondents are not members of a UU congregation highlights the opportunity for us to encourage them to join.

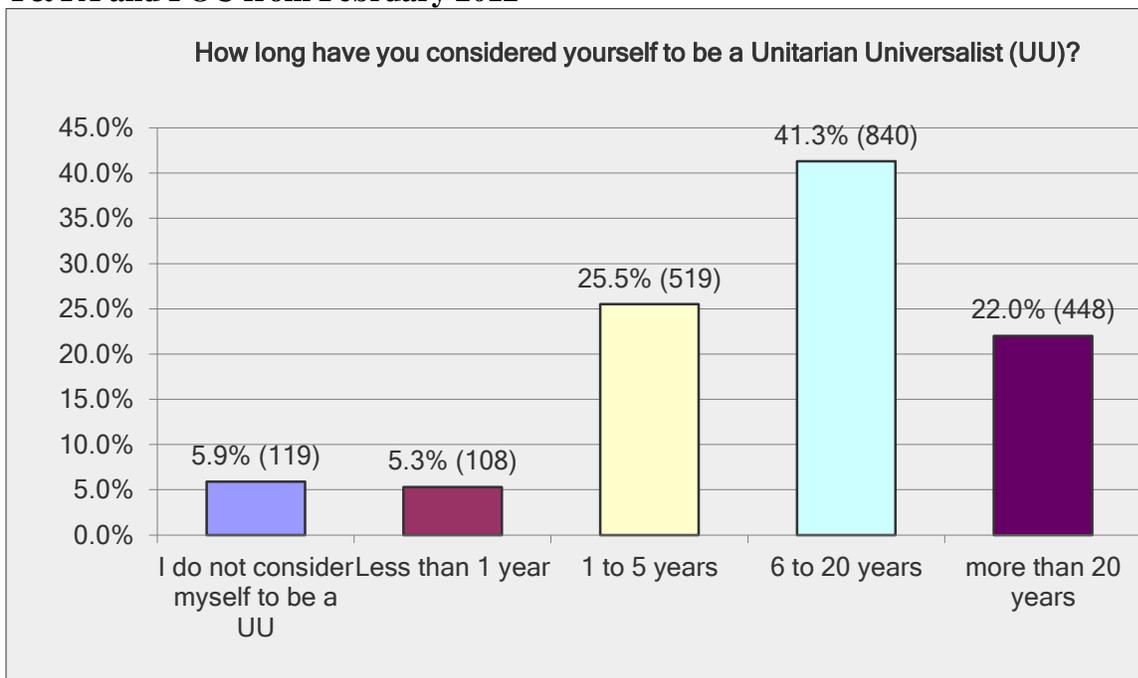
- Perhaps the most surprising result of the survey is what little difference there was between the December results (which included approximately 60% lay people and 40% church staff members, including ministers no doubt) and the February results (which included about 90% lay people and primarily youth and young adults and people of color). One would have expected rather dramatic differences in the responses to many of the survey questions.
- Where there are differences in the assessments between the December respondents and the February respondents, the February respondents - the youth and young adults and people of color - are often more positive. One possible reason: youth groups, to choose one example, are often more diverse in their racial and ethnic makeup. Therefore when asked to respond to questions about how “open and inclusive” their congregation is, they may be skewed to the positive. They may project that the same diversity that exists in their youth group exists throughout the entire congregation.
- Church attendance, as reported, is remarkably high in both groups. In the December survey, 80% of the respondents, and in the February survey 55% of respondents, stated they attended services three, four or more times a month. It is commonly believed in survey circles that Americans commonly exaggerate their church attendance.
- The majority of respondents to both surveys acknowledged not having participated in leadership training in the last year. When district executives were asked more generally about the participation in leadership training of Congregational leaders, both lay and professional, they speculated that nearly half participated multiple times in a typical year. The relatively low percentage of people participating in leadership training shows tremendous opportunity for more trainings, or, better yet, more effort to be expended by UUA staff in creating “learning communities” – congregations that get together to learn from one another.
- In the majority of survey responses, the district executives were less positive in their assessment of the various dimensions. For example, over 60% of the respondents in both the December survey and the February survey rated their congregation a 5 – the top score – on the question, “Is your congregation open and inclusive to visitors?” District executives gave 5s to less than 20% of the congregations they assessed. Part of the difference could be the size of the groups sampled. District executives assessed a randomized selection of 81 congregations out of the 1,056 in our Association, less than 10% of the total. On the other hand, over 3,336 individuals responded to the combined December and February surveys. The significantly more positive responses that the December and February respondents provided could suggest additional training is needed in order to achieve what might be considered a more realistic level of self-assessment.
- There are generally very positive responses to many of the questions related to outreach and welcoming - the level of community involvement, the degree of social justice work, and the level of support for those preparing for ministry - among the December and February groups. District executives tend to rate congregations slightly lower.
- Perhaps the most glaring disparity between responses from the December and February groups is in their rating of whether their congregations are intentionally multicultural. 12% to 18% of the December and January groups gave 5 ratings; 0% of the district executives gave that same rating.
- A small sampling of respondents to the December survey indicated that approximately 55% were women and 45% were men. (No graph is included showing this particular result.) Among youth and young adults and people of color, 64% were female and 27% were male. The opportunity to self-identify provided opportunities for a much more inclusive range of responses to gender identity. Nearly 11% of respondents provided an answer other than male or female. We learned the importance of allowing people to self-identify and not be forced into narrow boxes.

- 55% of respondents to the February survey rated their youth and young adult group as a four or five in response to the question of whether they consider their youth or young adult group to be "vibrant and joyful" - a very positive sign.
- Similarly, 48% of the February respondents rated their congregations a four or five in response to the question, "Does your congregation actively support leadership development for youth and young adults?" - surprisingly high scores.
- In another sign of health among the youth and young adult communities, 56% rated their congregations a four or five on the question, "Do you feel empowered to be a leader in your congregation?"
- Comparing the responses of the 244 people of color that were included in the February crafts, there were (quite surprisingly) only three questions where the responses were notably different than the total.
- In response to the question, "How often do you attend youth or young adult group activities at your congregation?", 63% of people of color responded, "I typically don't attend such activities" versus 45% of those in the larger group.
  - In response to the question, "Do you have what you'd consider to be a "personal spiritual practice" (prayer, meditation, yoga, etc.)?", 64% of people of color responded "very much so" versus 50% of those in the larger group.
  - In response to the question, "Do you feel you live out your values in the world in a way you would consider a ministry?", 63% of people of color responded with 4s or 5s versus 51% of those in the larger group.

### Randomized Responses from December 2011



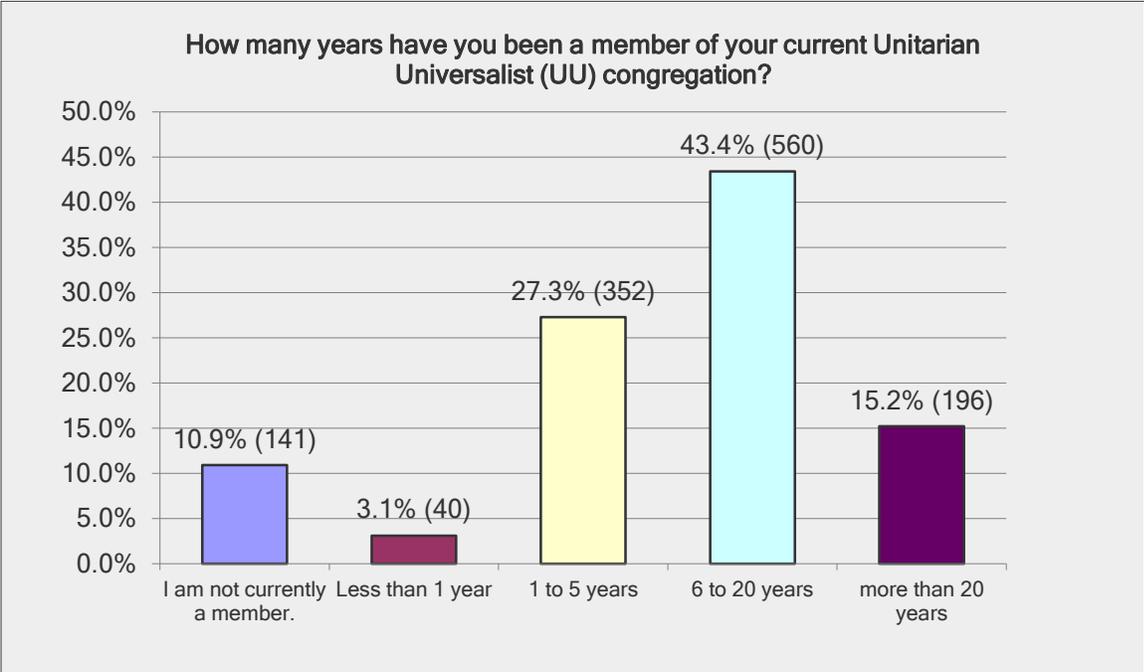
### Y&YA and POC from February 2012



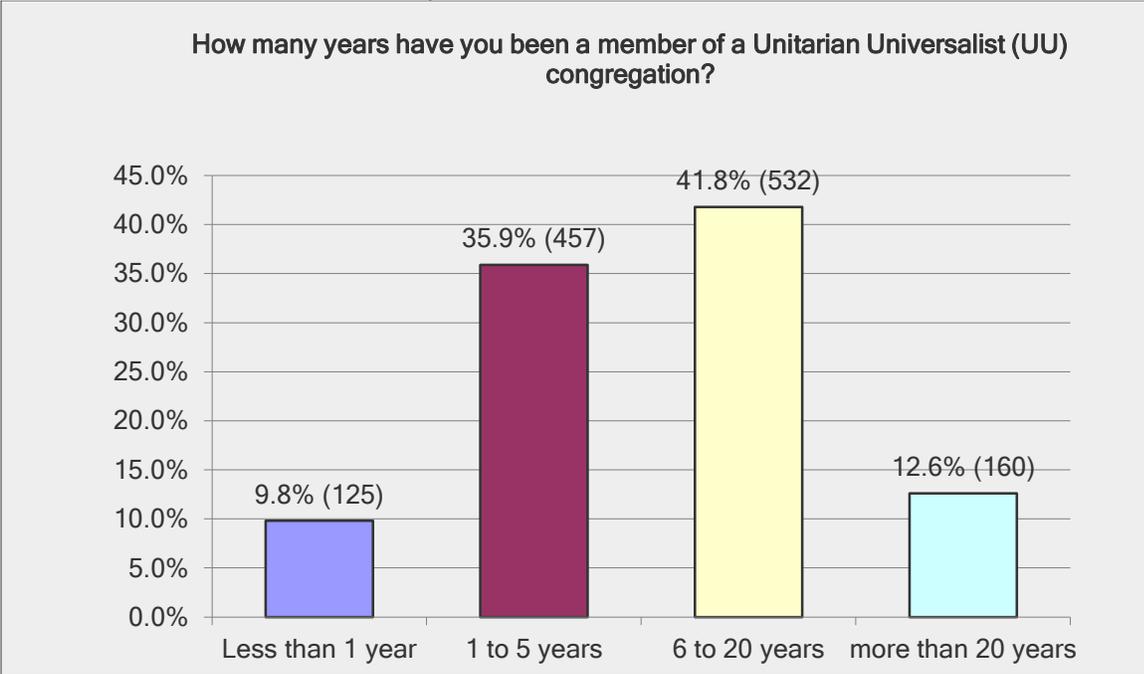
### District Staff Assessment

Question Not Asked

### Randomized Responses from December 2011



**Y&YA and POC from February 2012**



**District Staff Assessment**  
Question Not Asked

**Randomized Responses from December 2011**



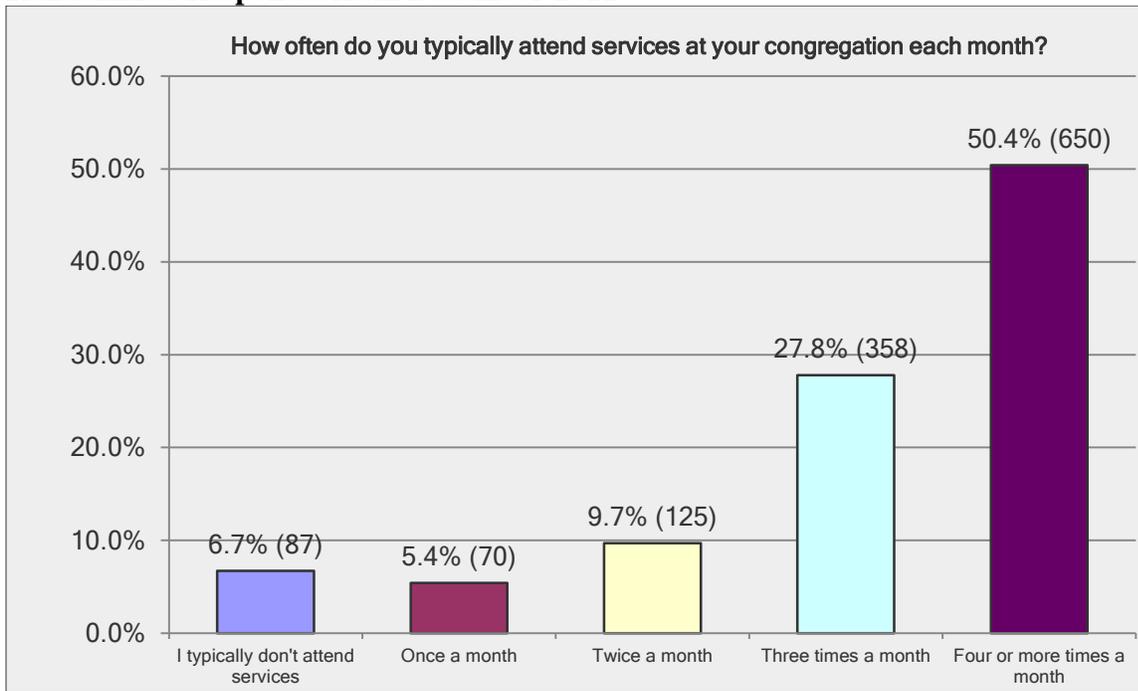
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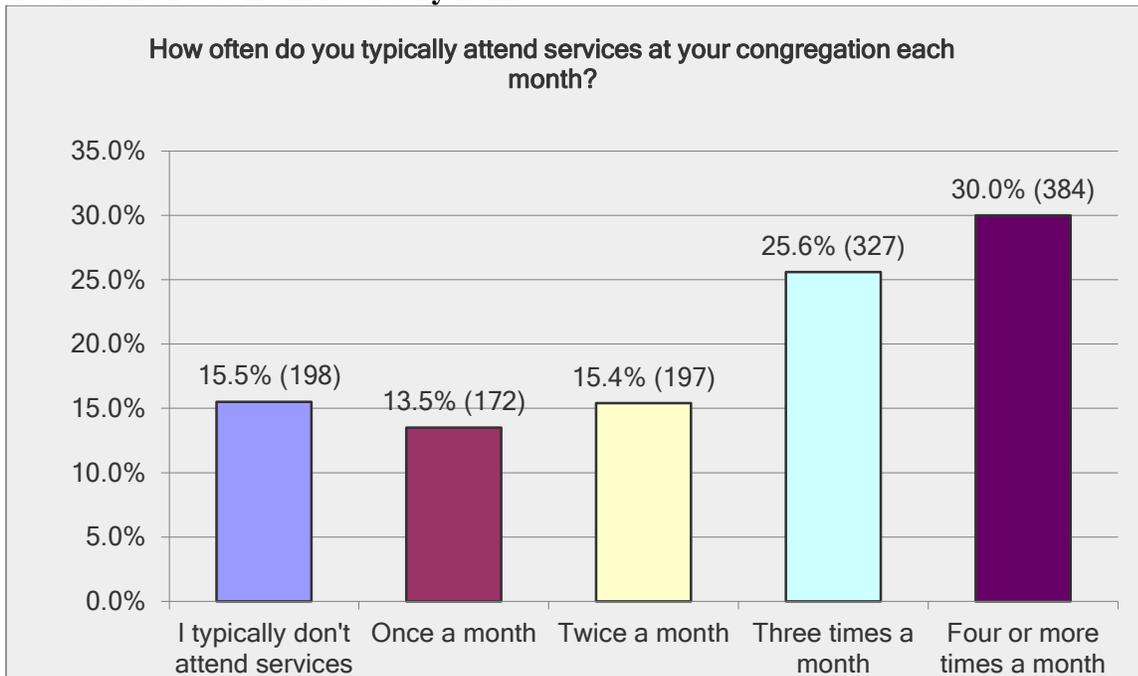
**District Staff Assessment**

Question not asked

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Question not asked

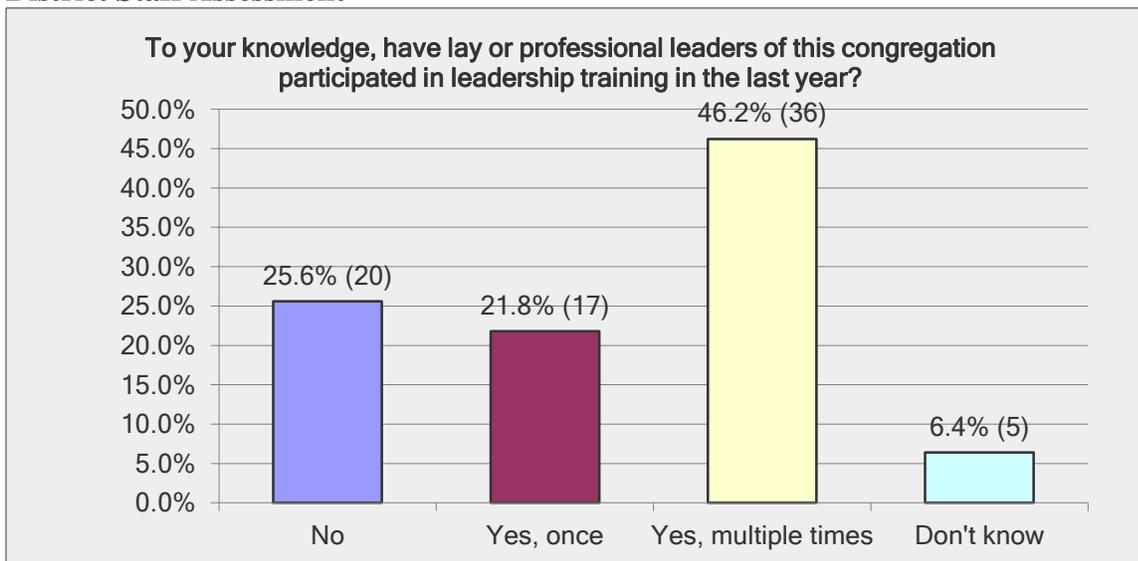
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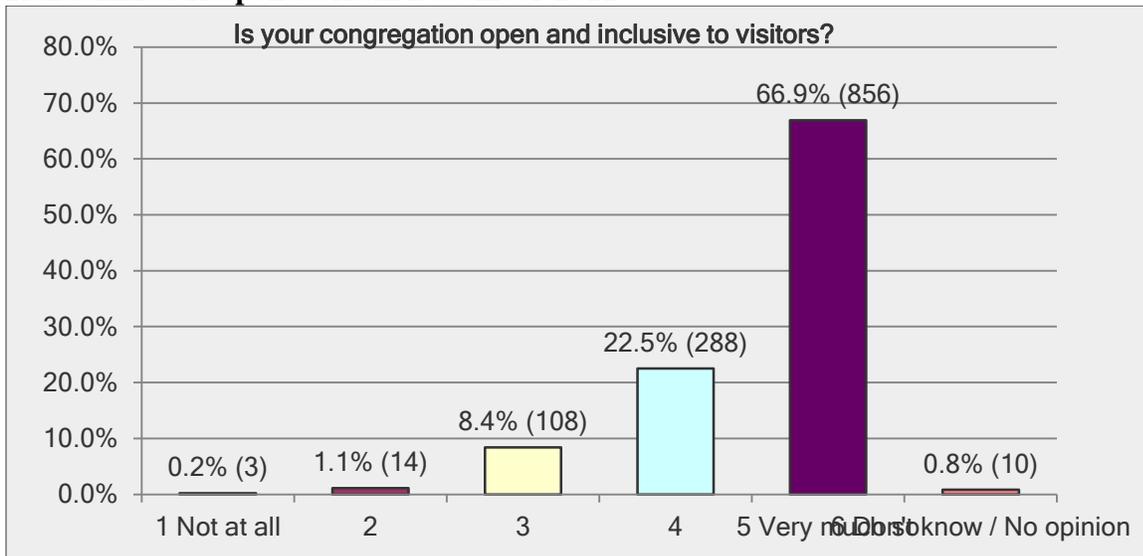
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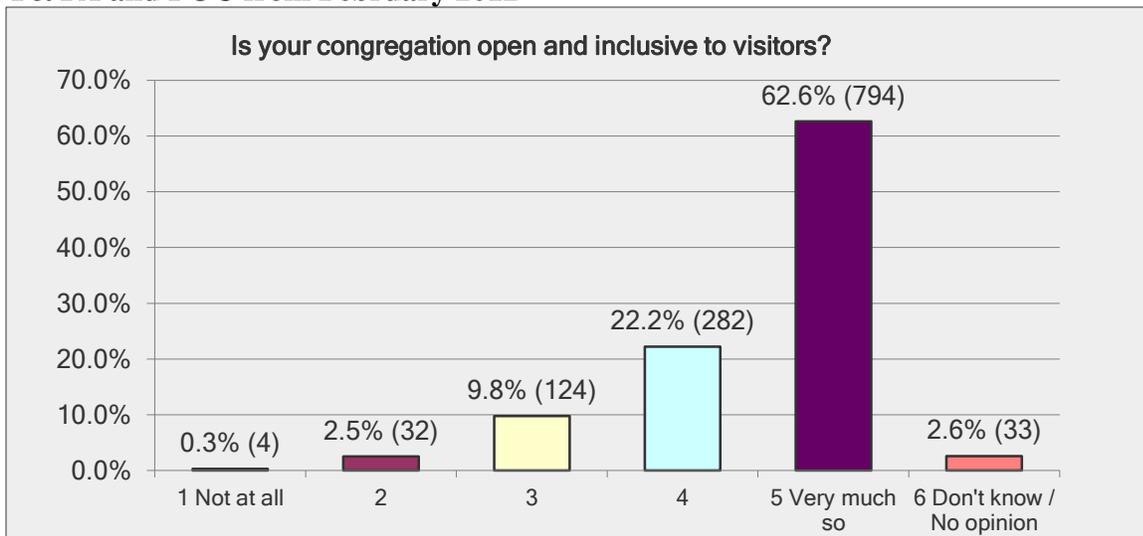
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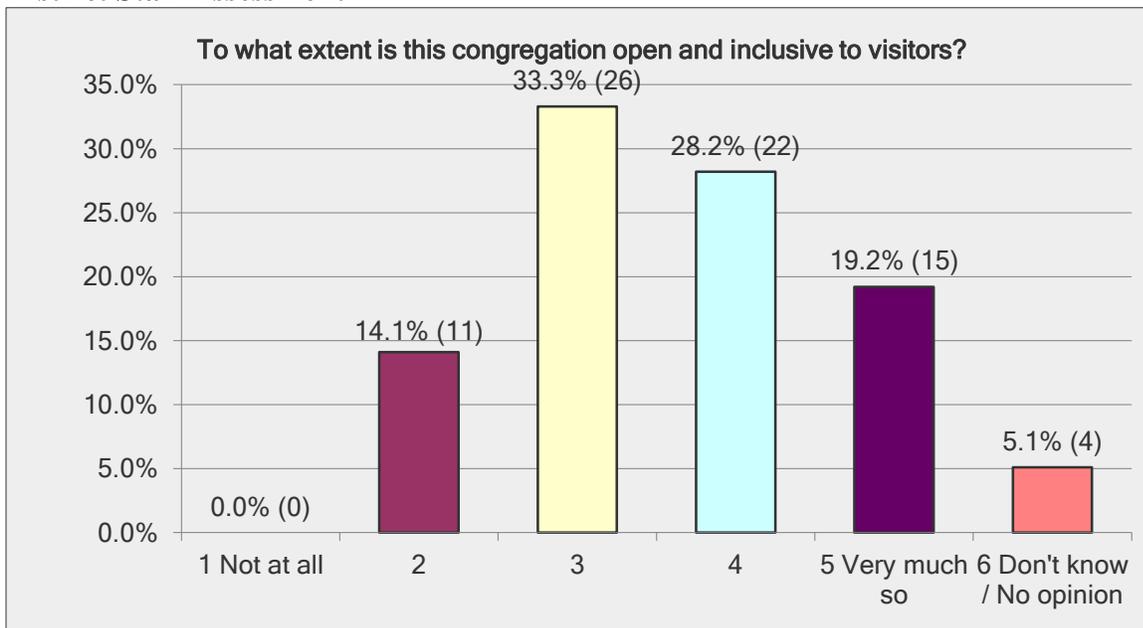
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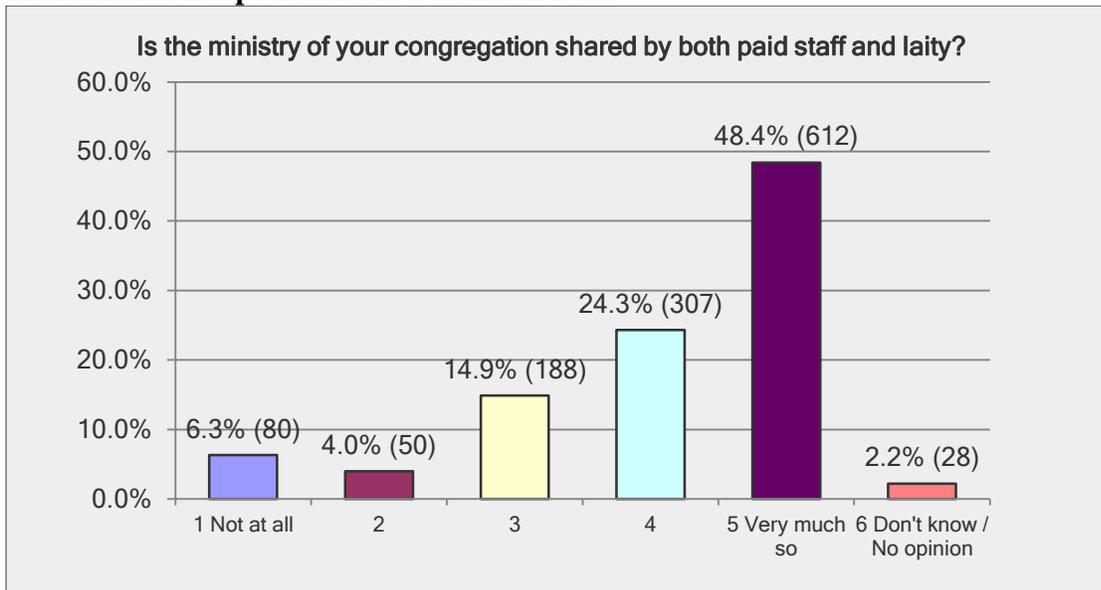
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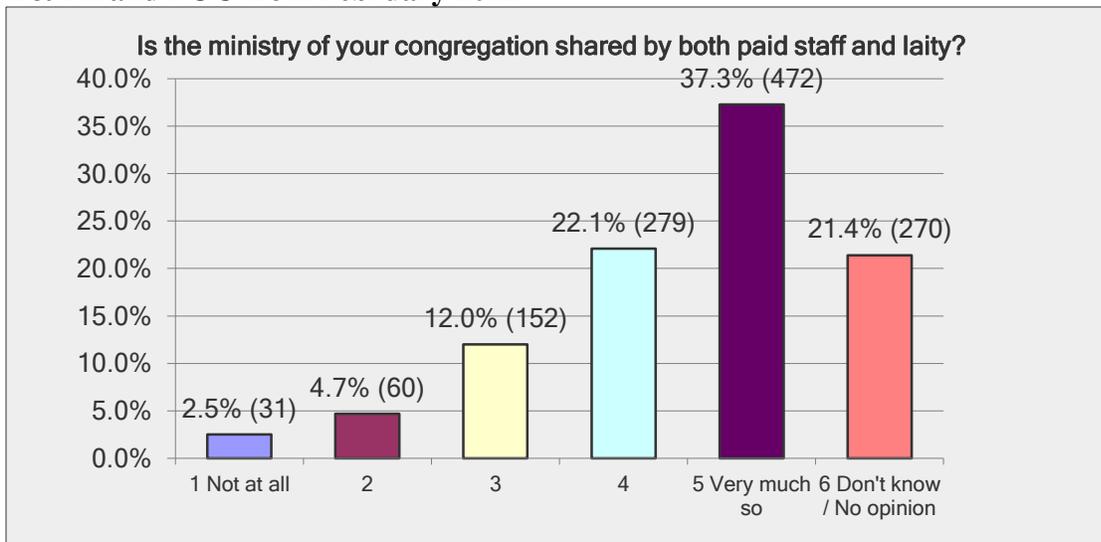
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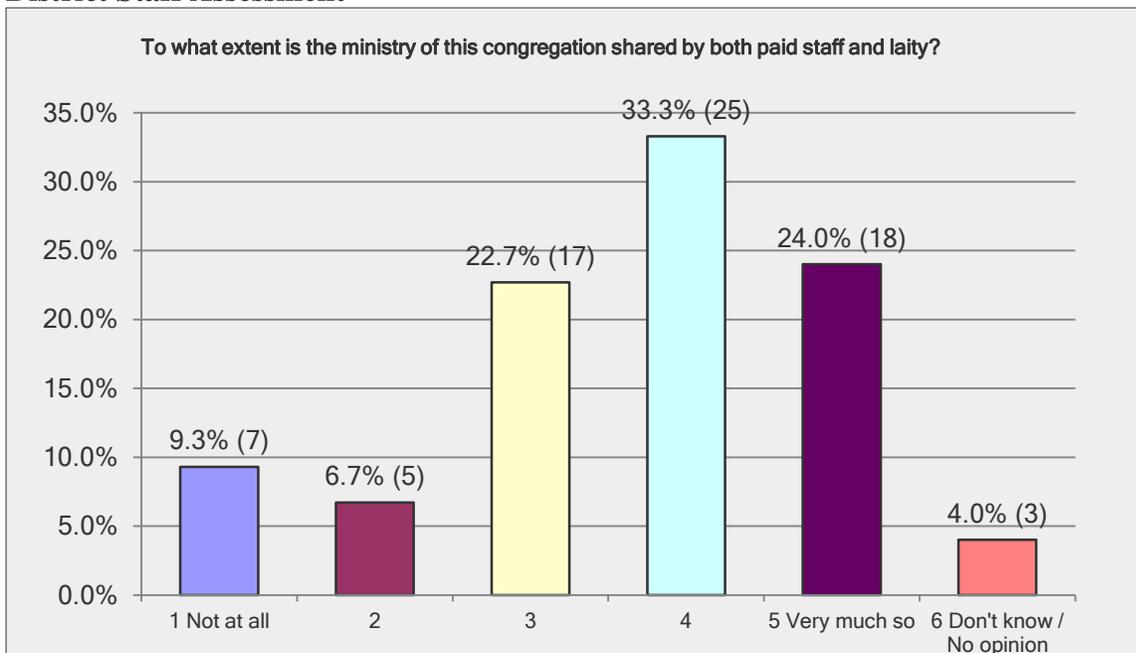
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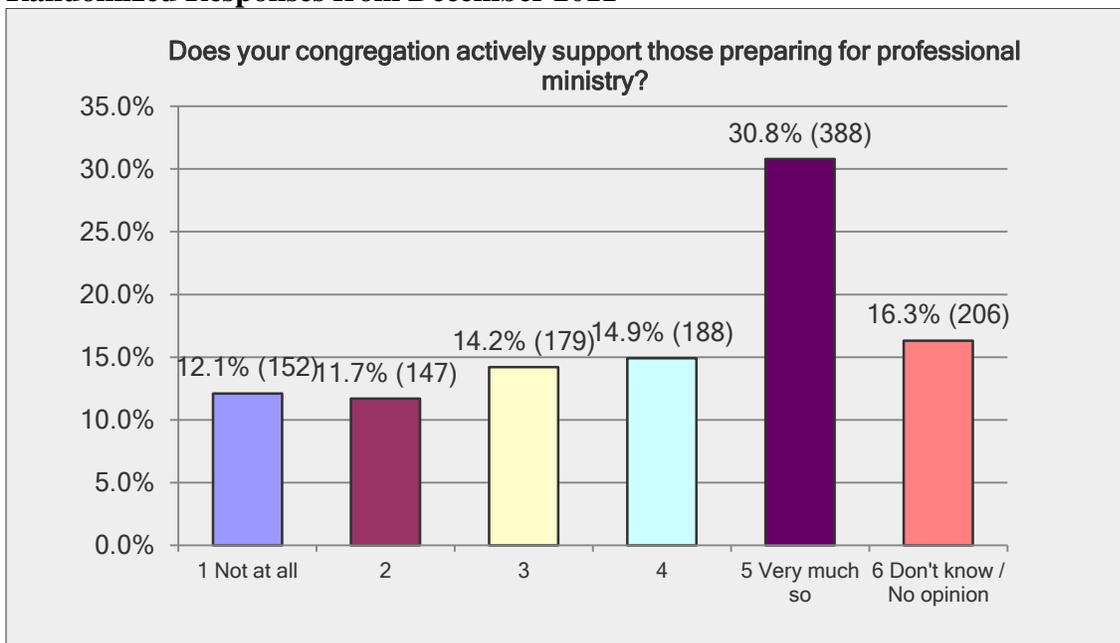
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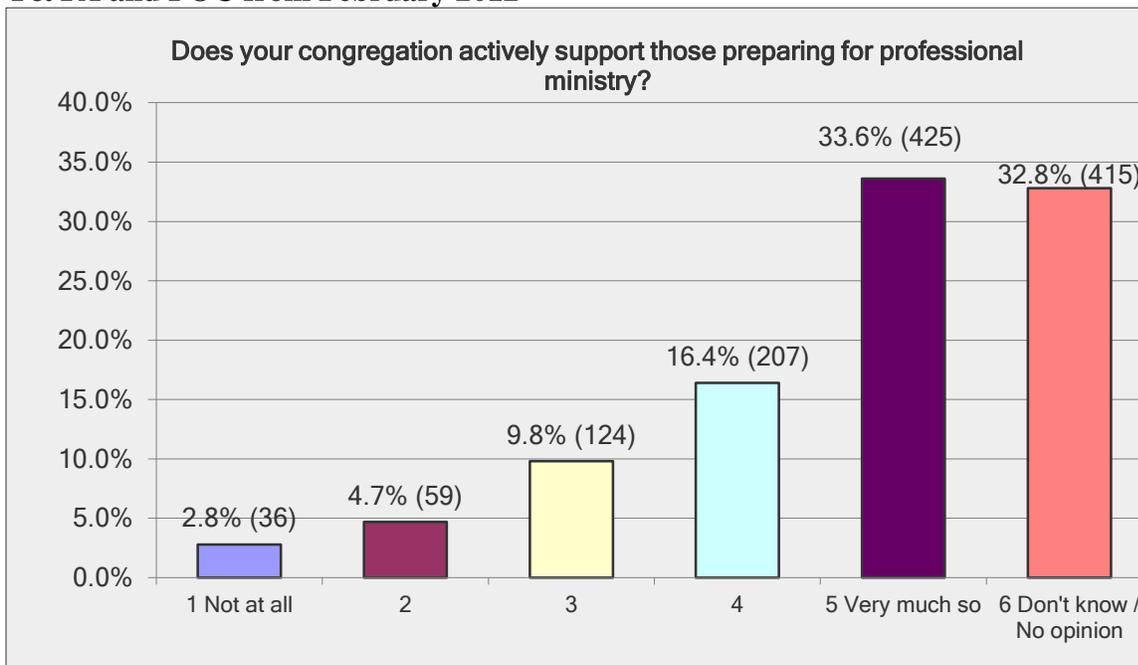
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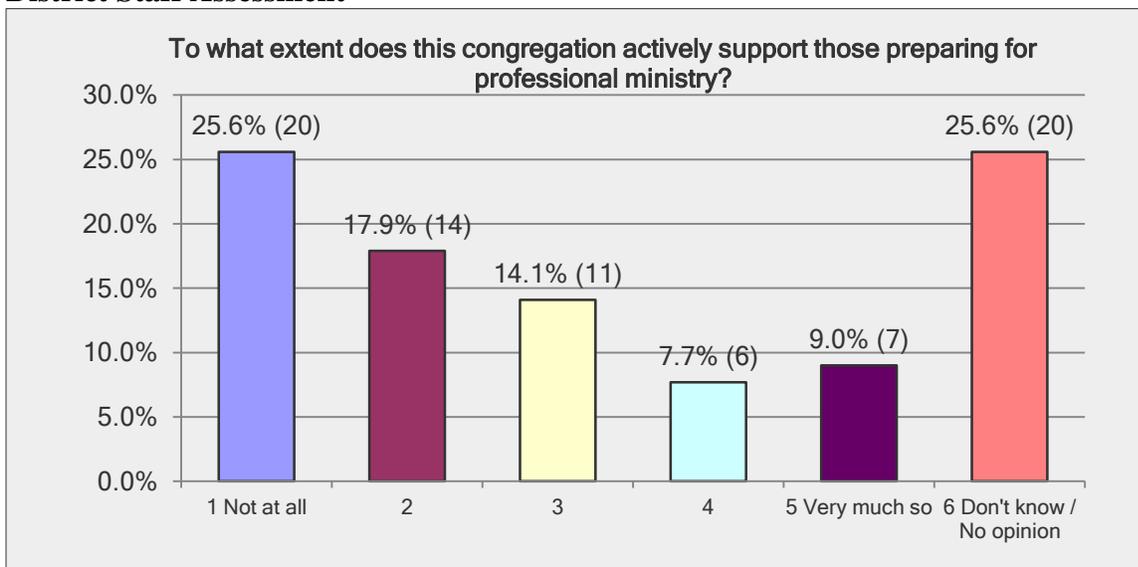
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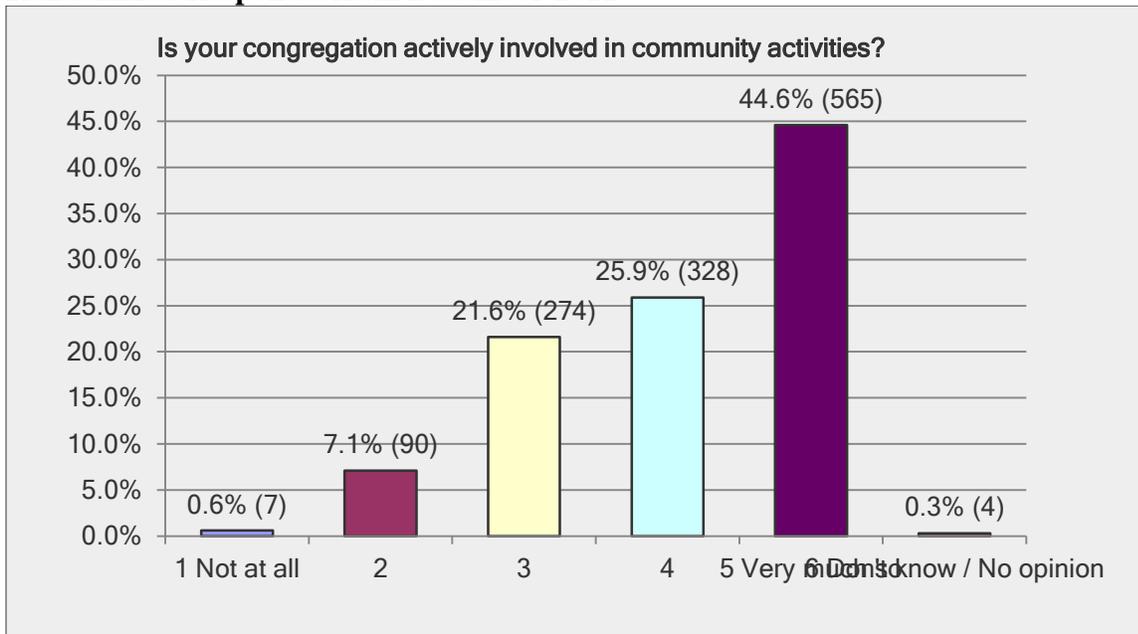
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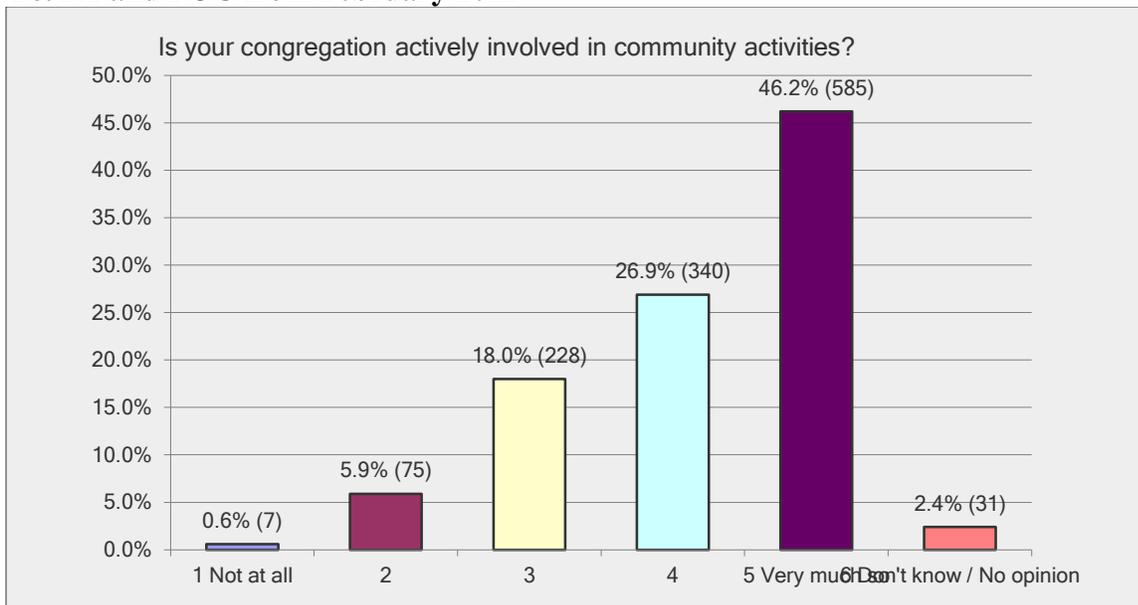
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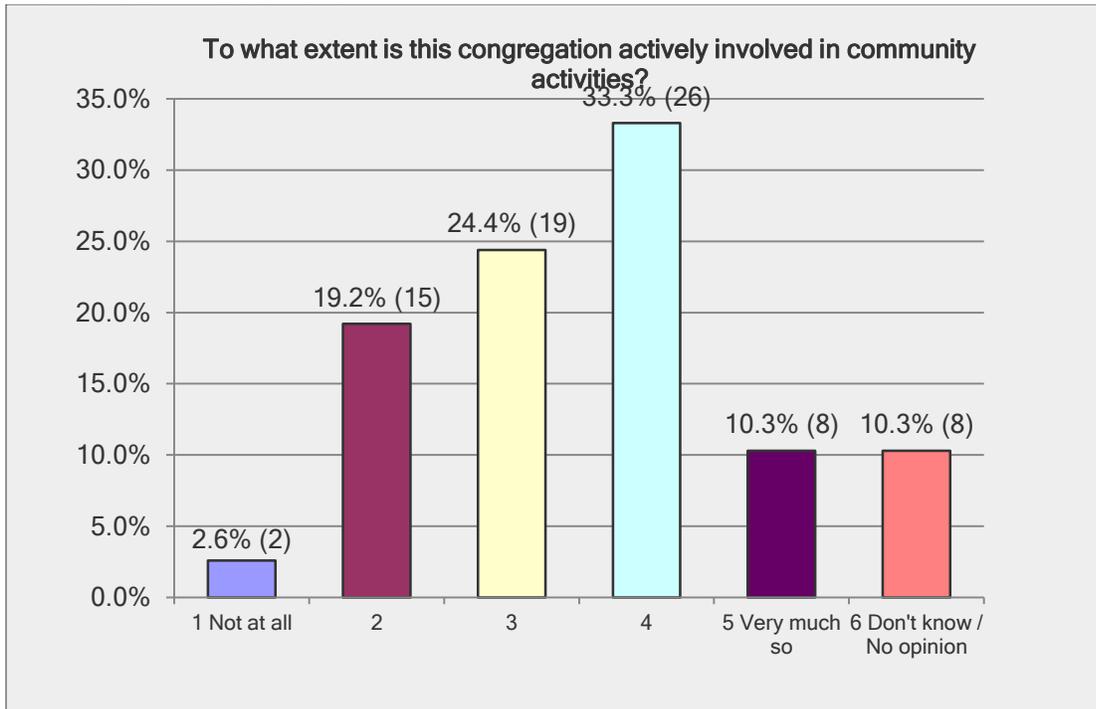
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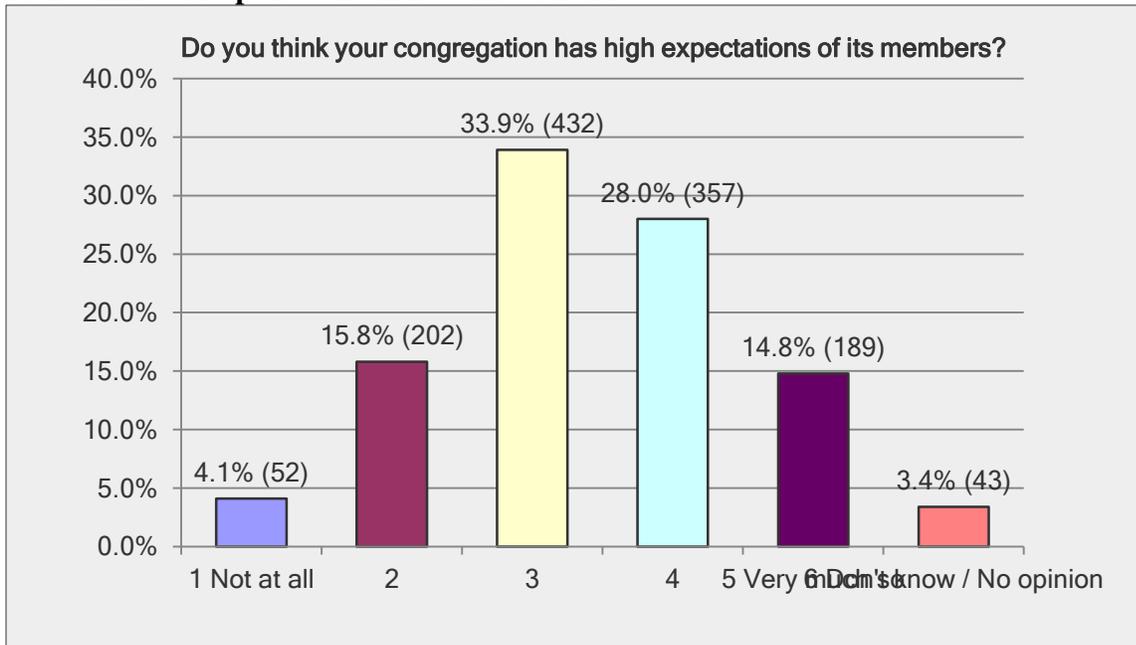
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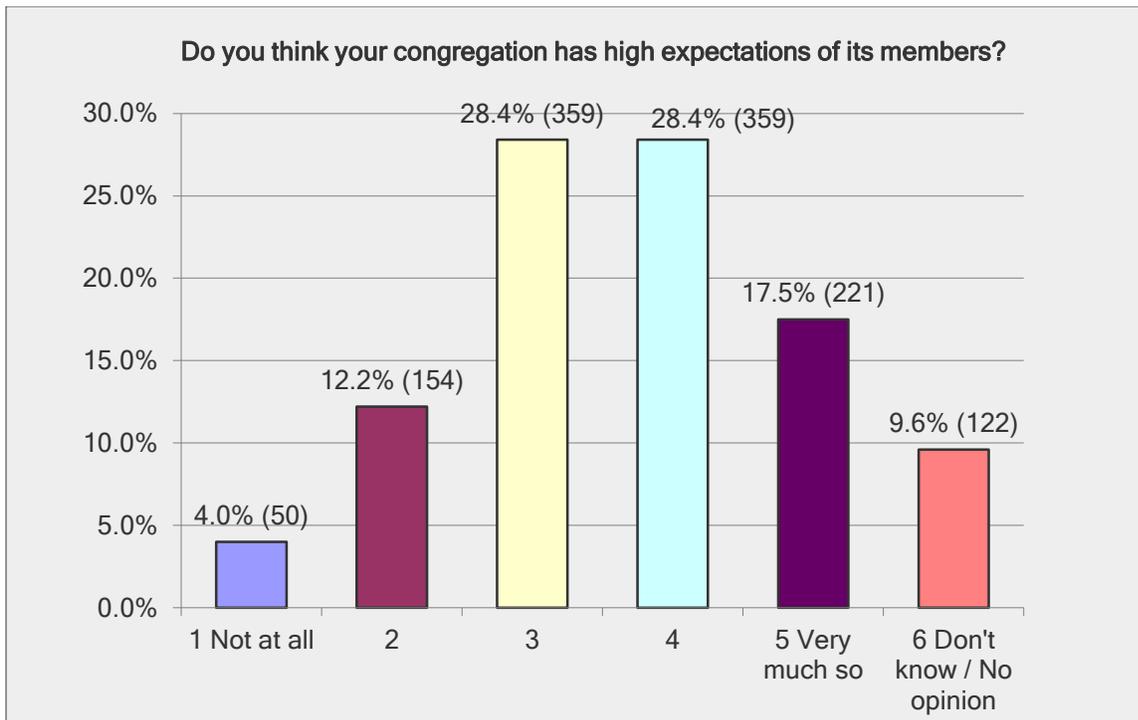
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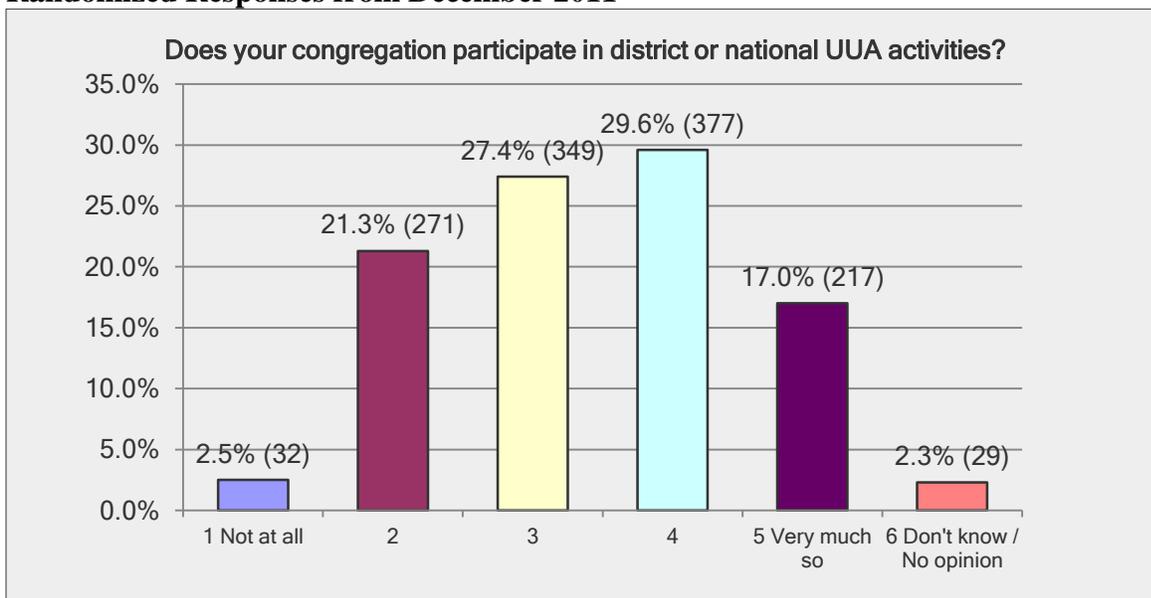
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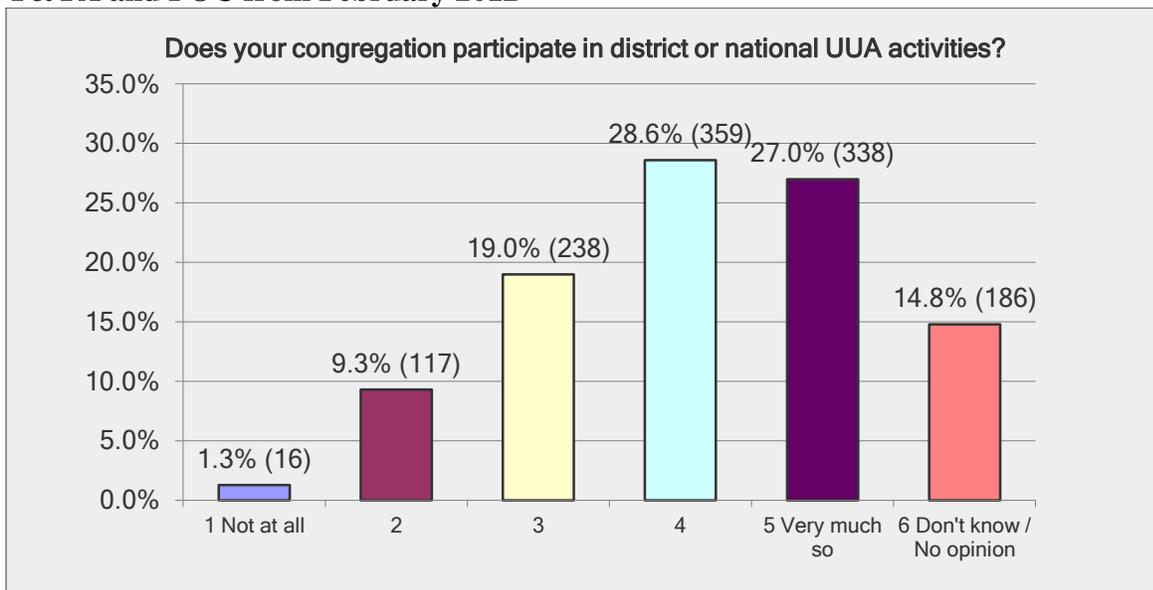
**Y&YA and POC from February 2012**



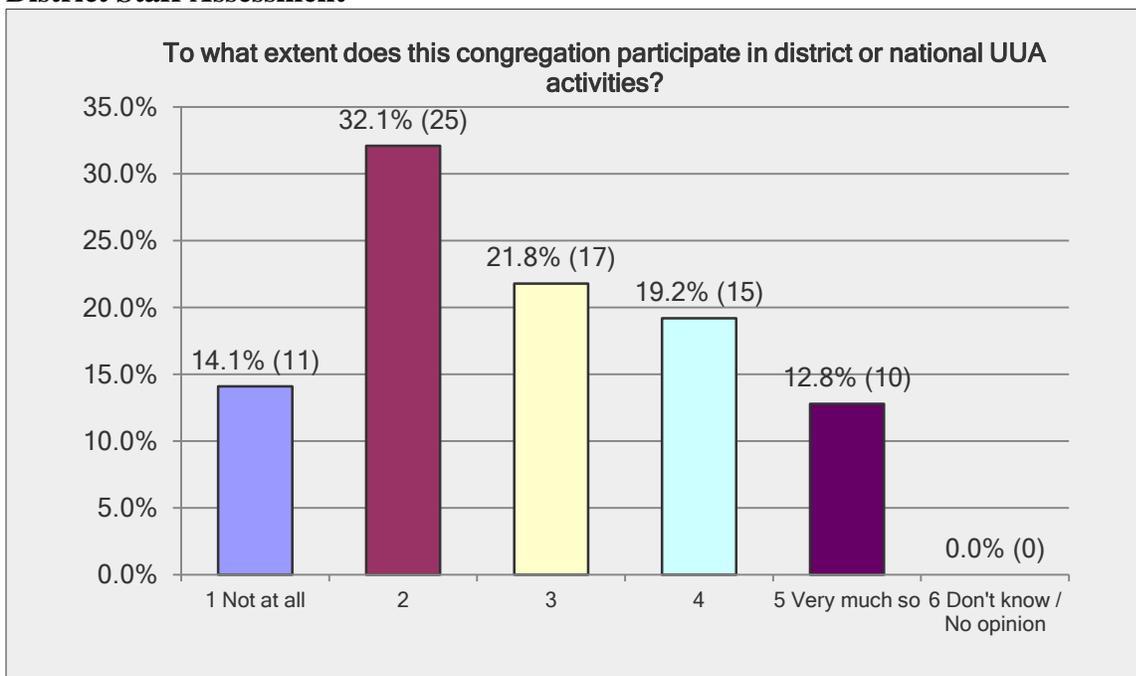
**Randomized Responses from December 2011**



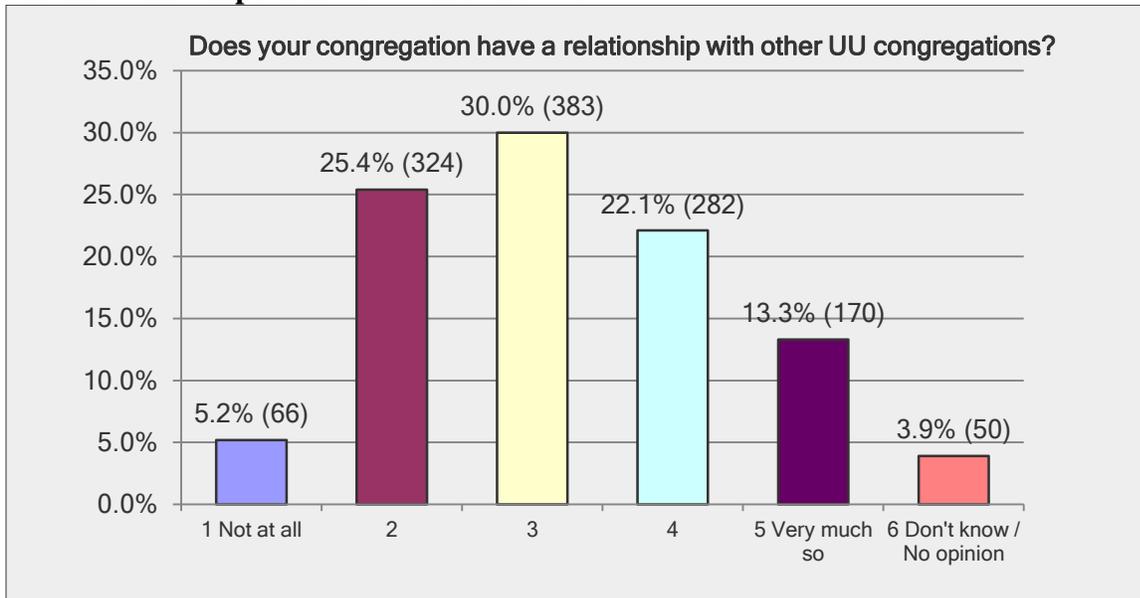
**Y&YA and POC from February 2012**



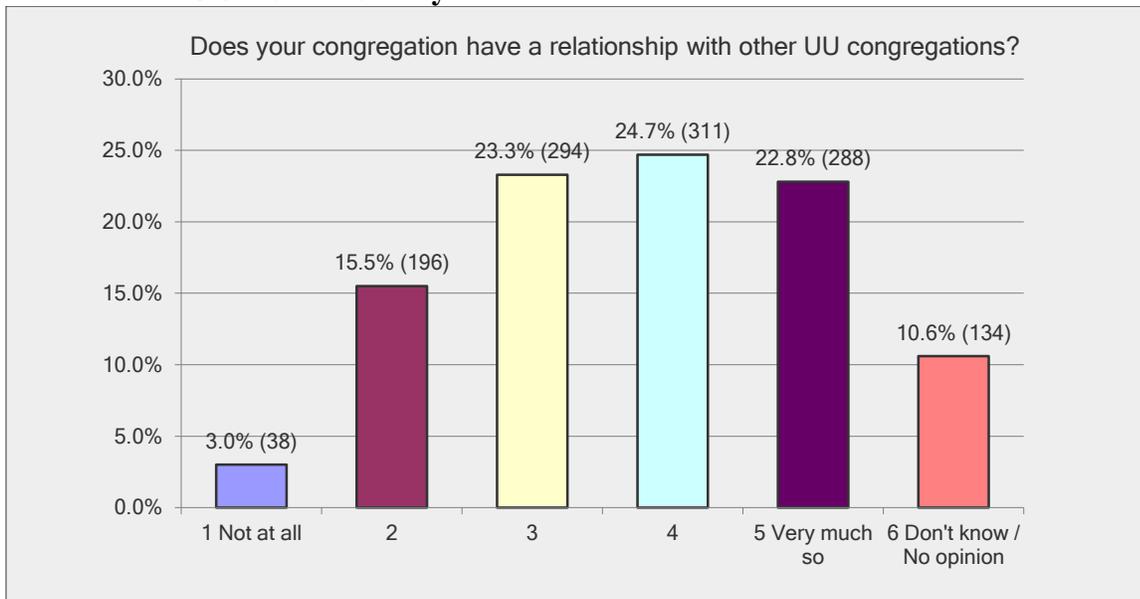
**District Staff Assessment**



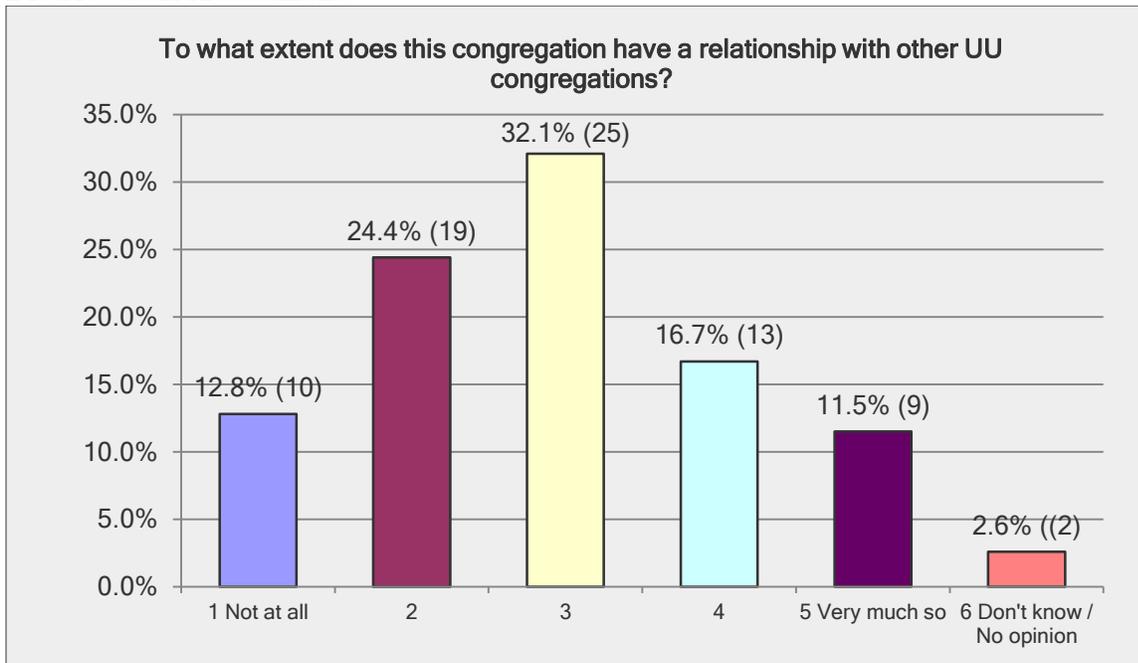
### Randomized Responses from December 2011



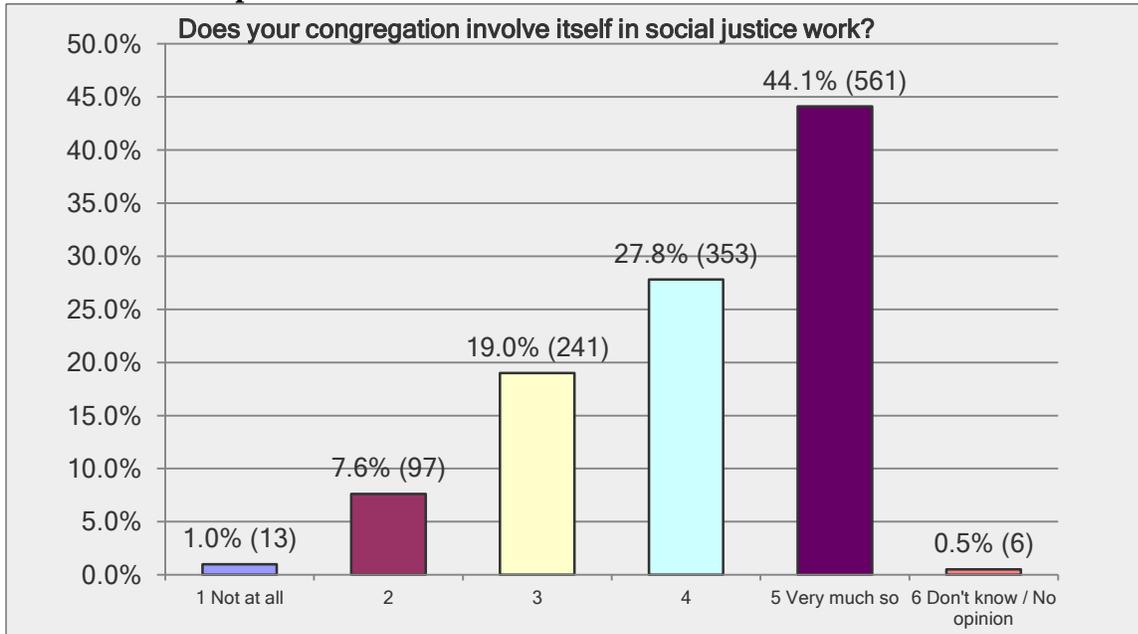
### Y&YA and POC from February 2012



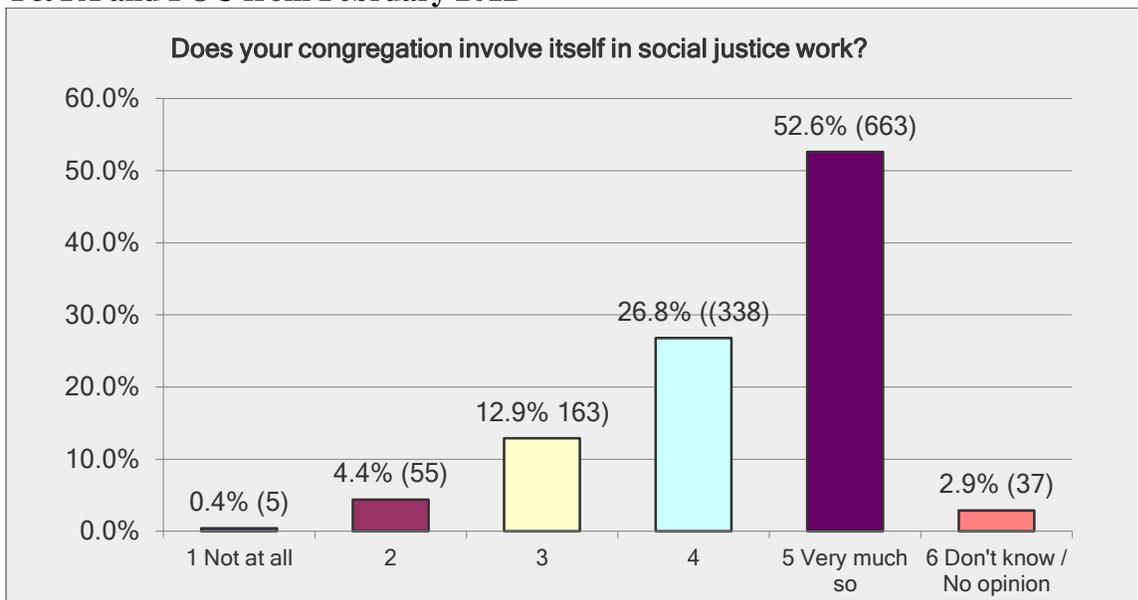
## District Staff Assessment



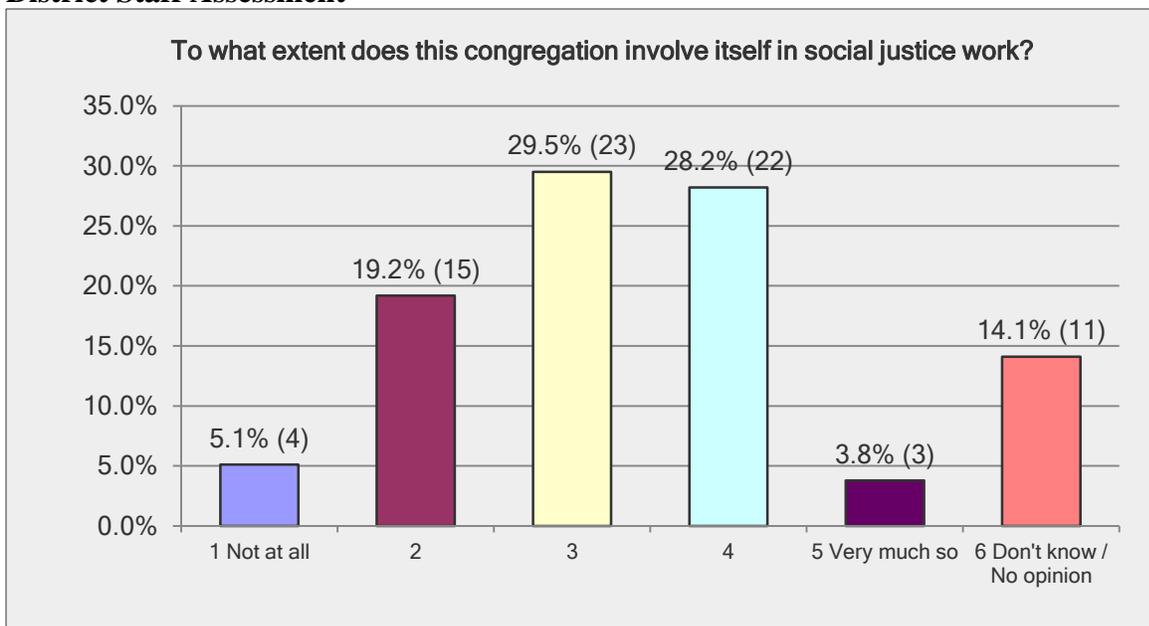
## Randomized Responses from December 2011



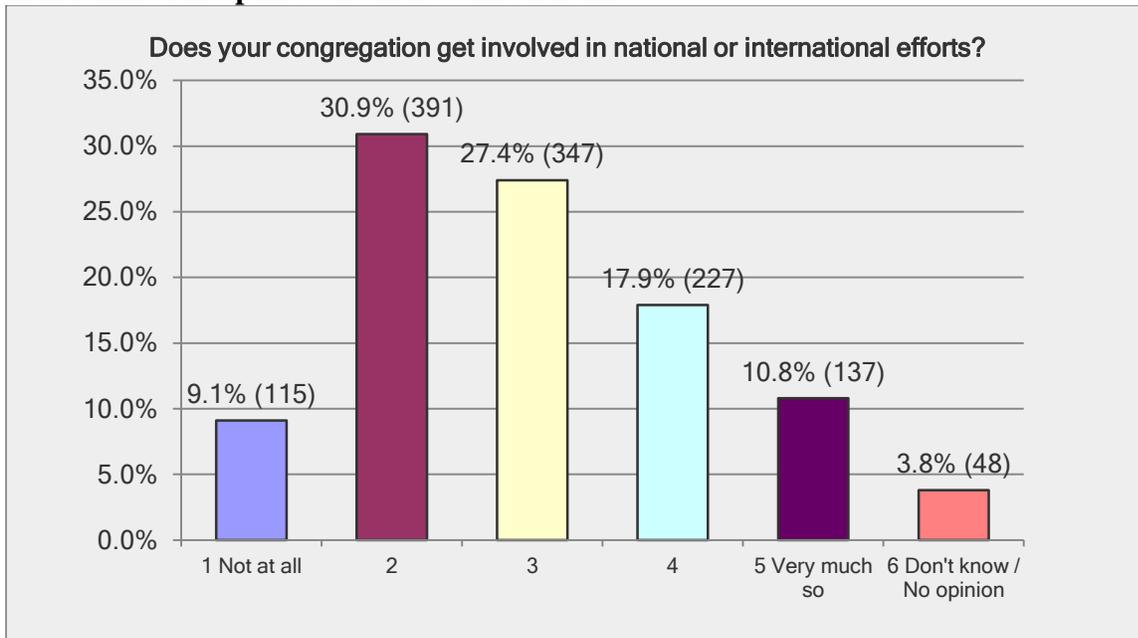
**Y&YA and POC from February 2012**



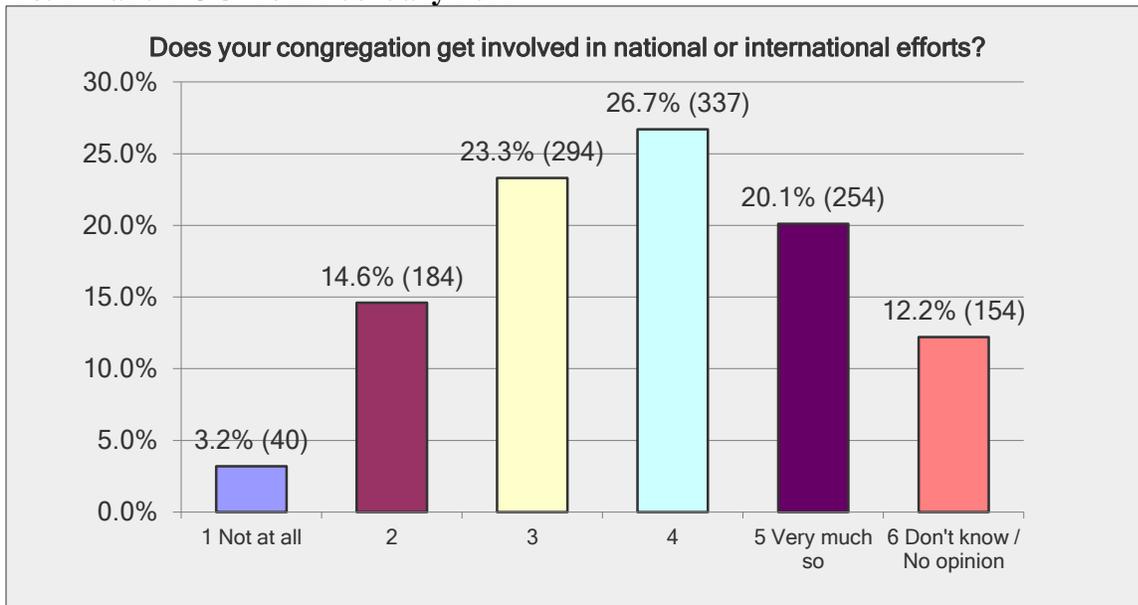
**District Staff Assessment**



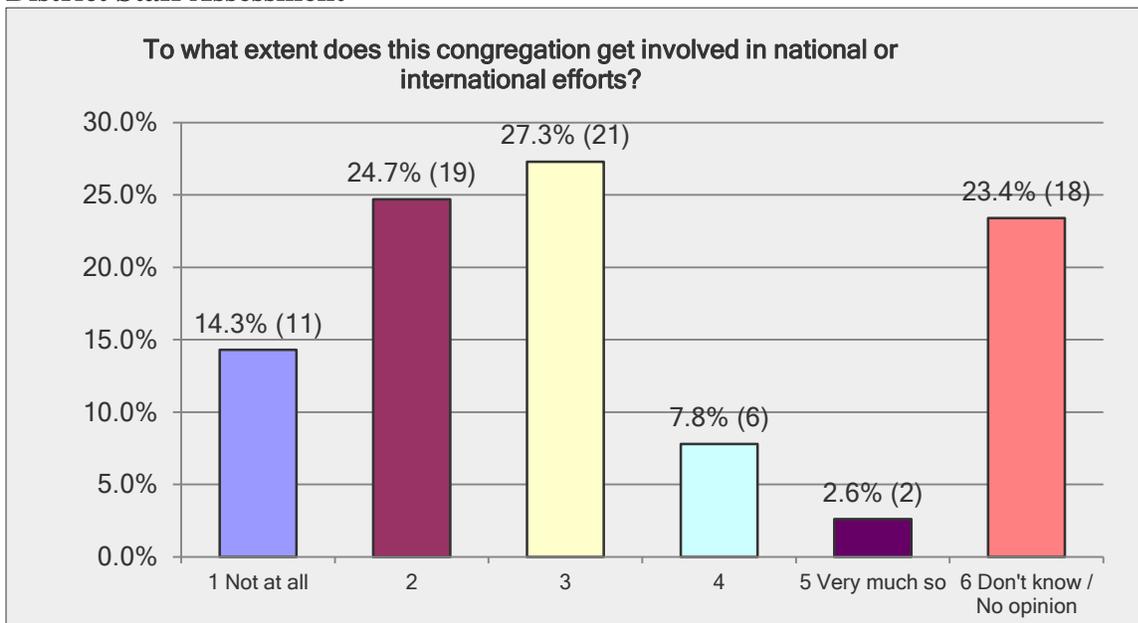
**Randomized Responses from December 2011**



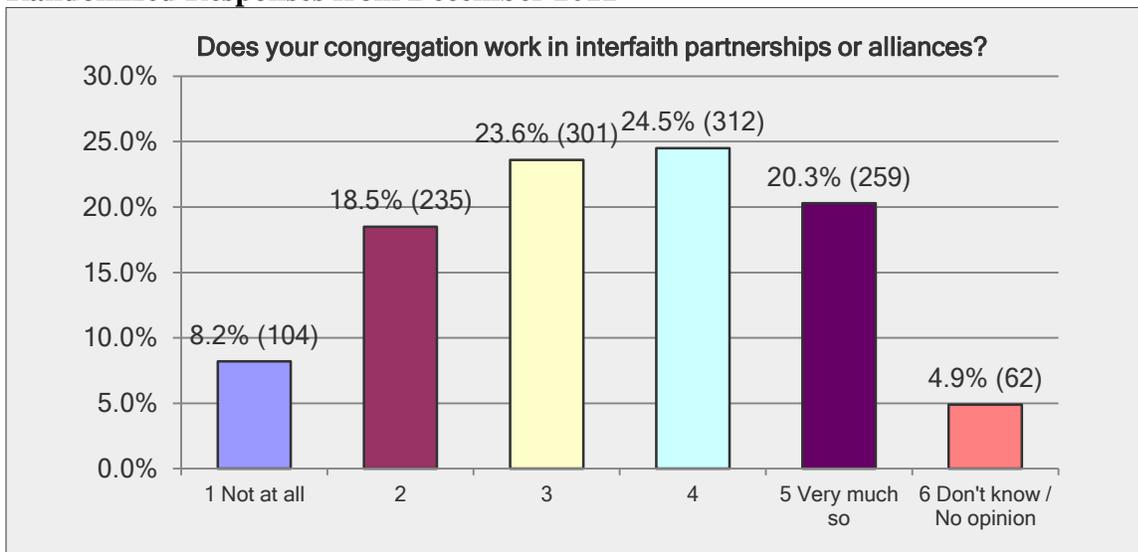
**Y&YA and POC from February 2012**



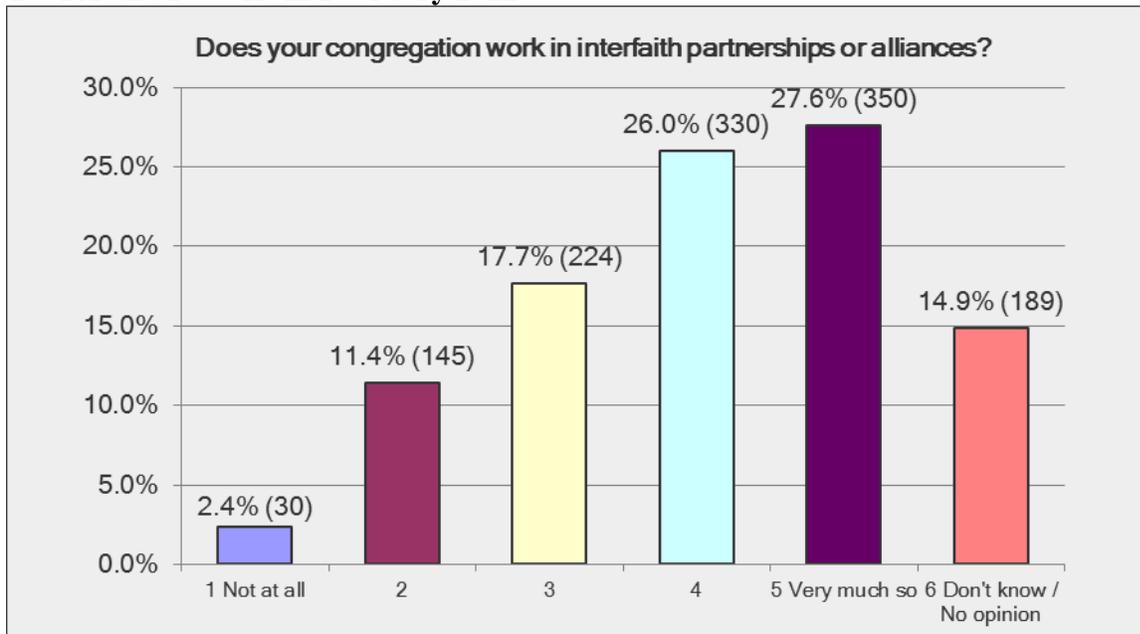
## District Staff Assessment



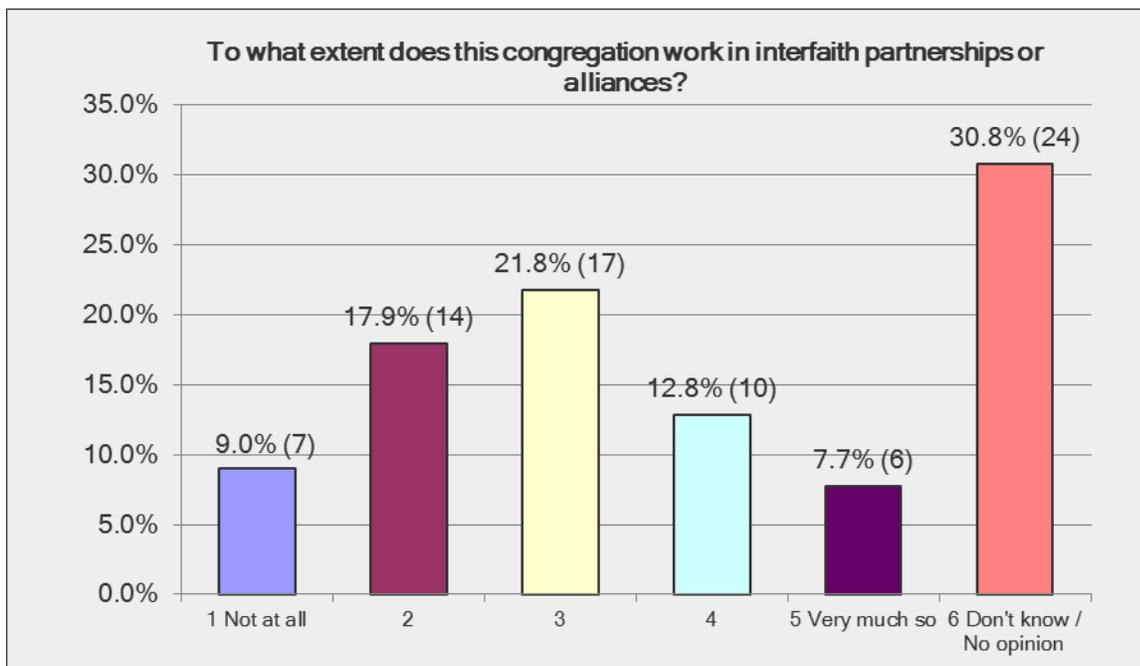
## Randomized Responses from December 2011



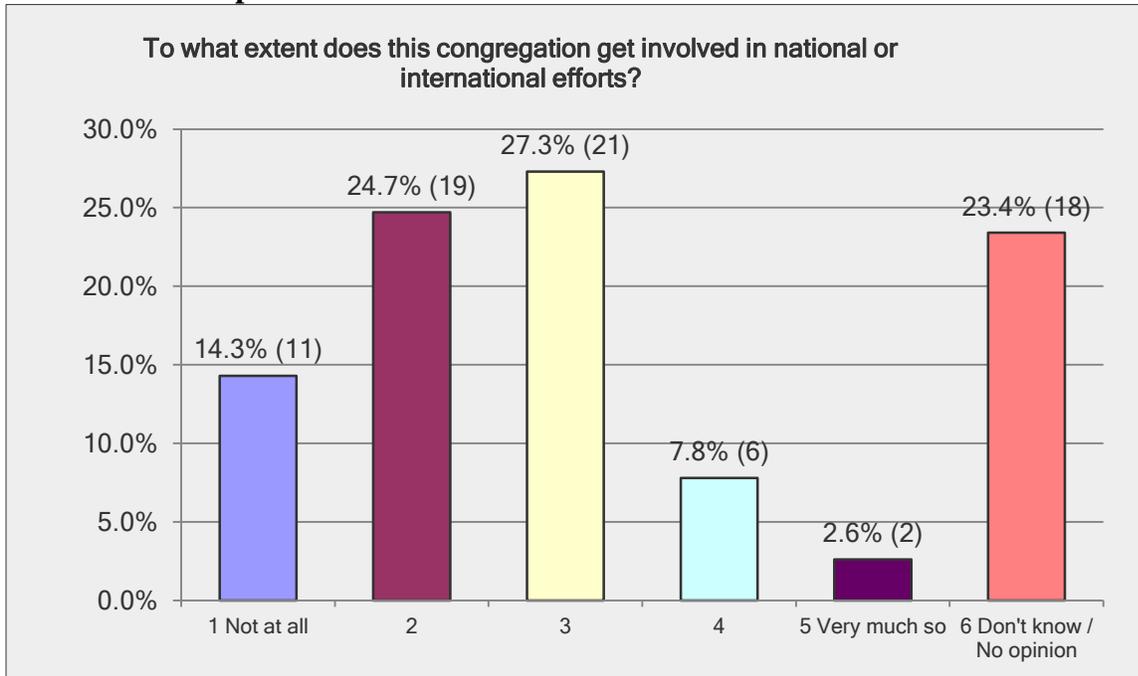
## Y&YA and POC from February 2012



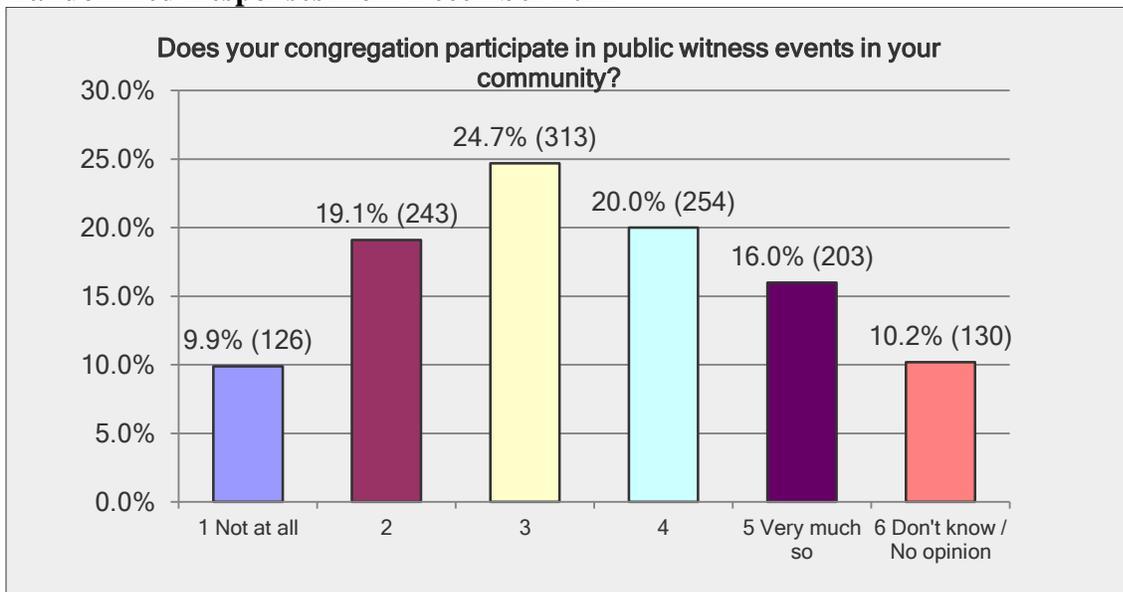
## District Staff Assessment



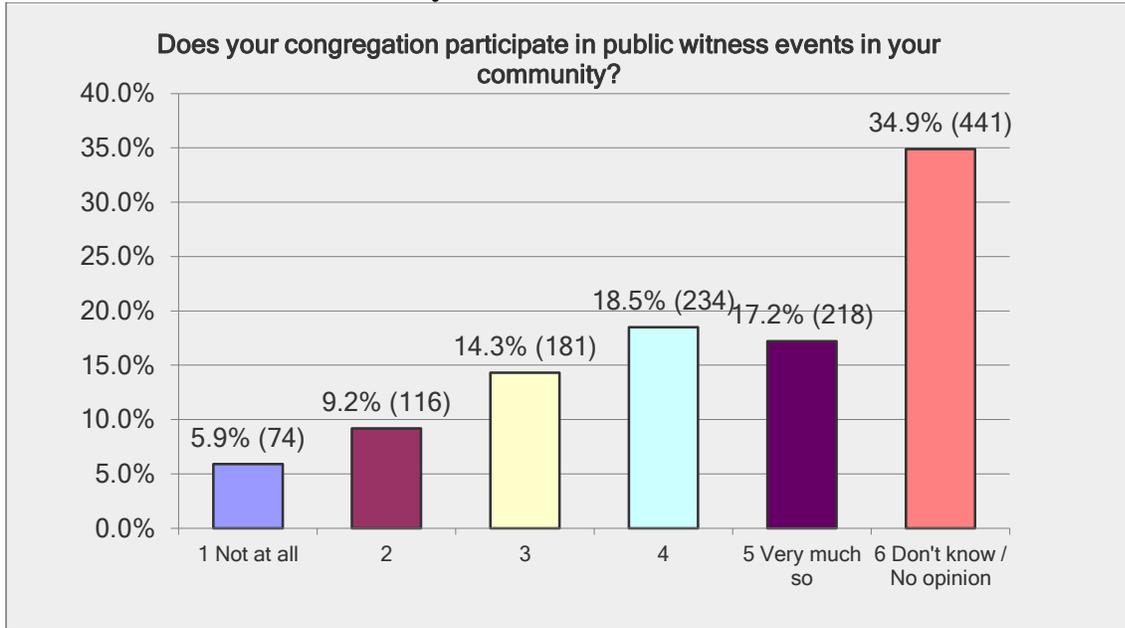
### Randomized Responses from December 2011



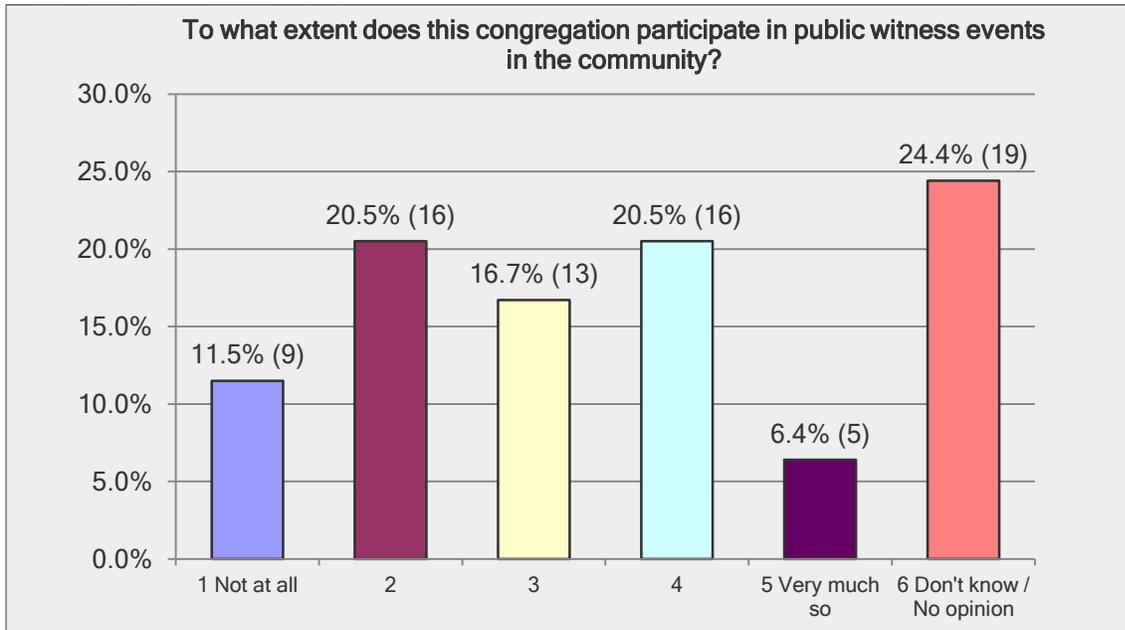
### Randomized Responses from December 2011



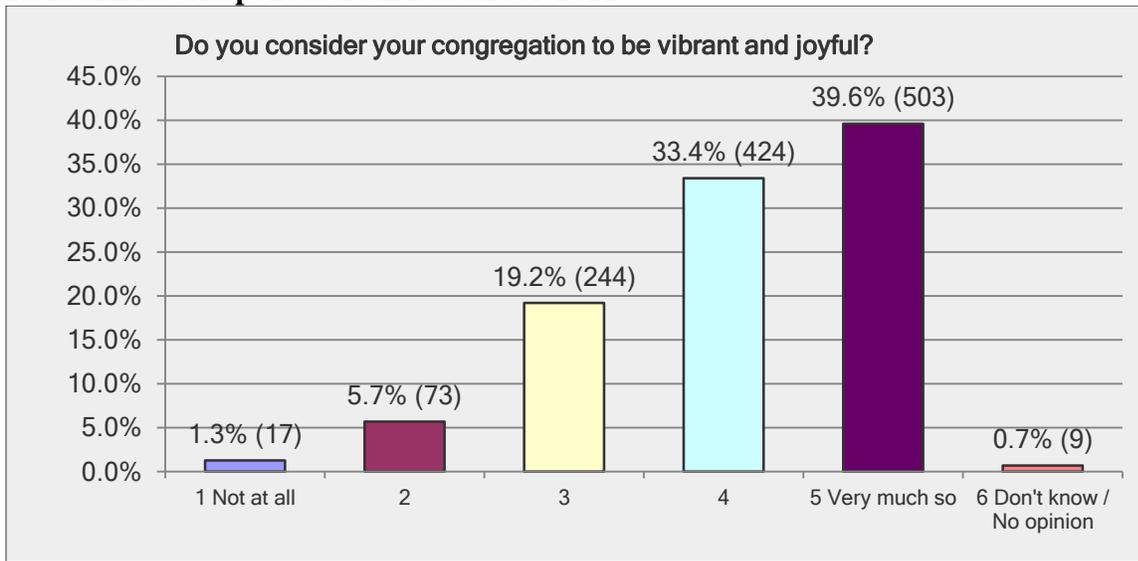
## Y&YA and POC from February 2012



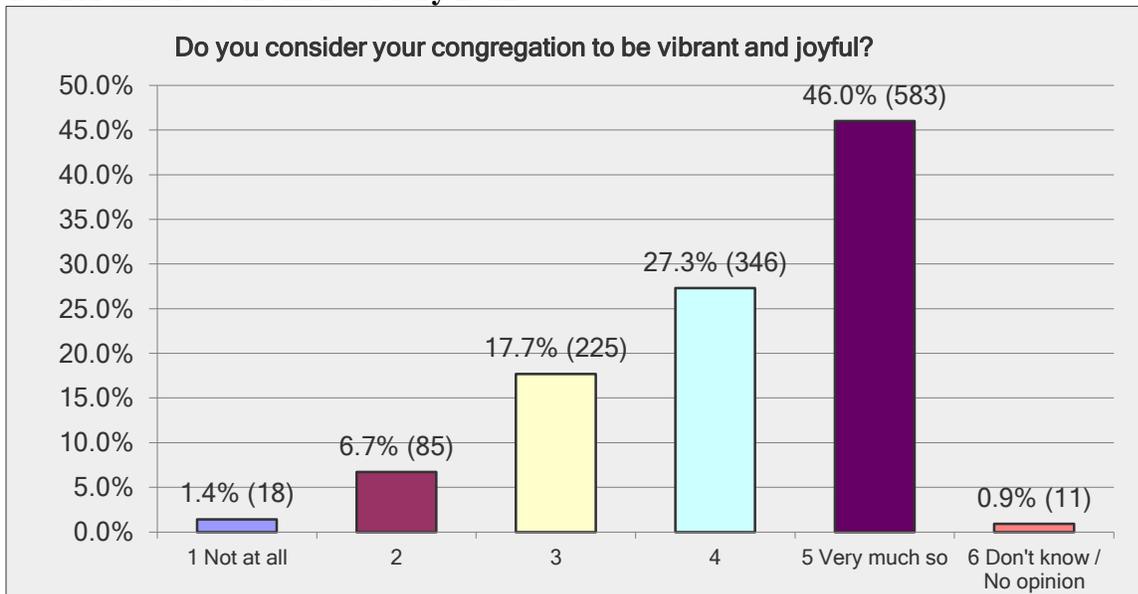
## District Staff Assessment



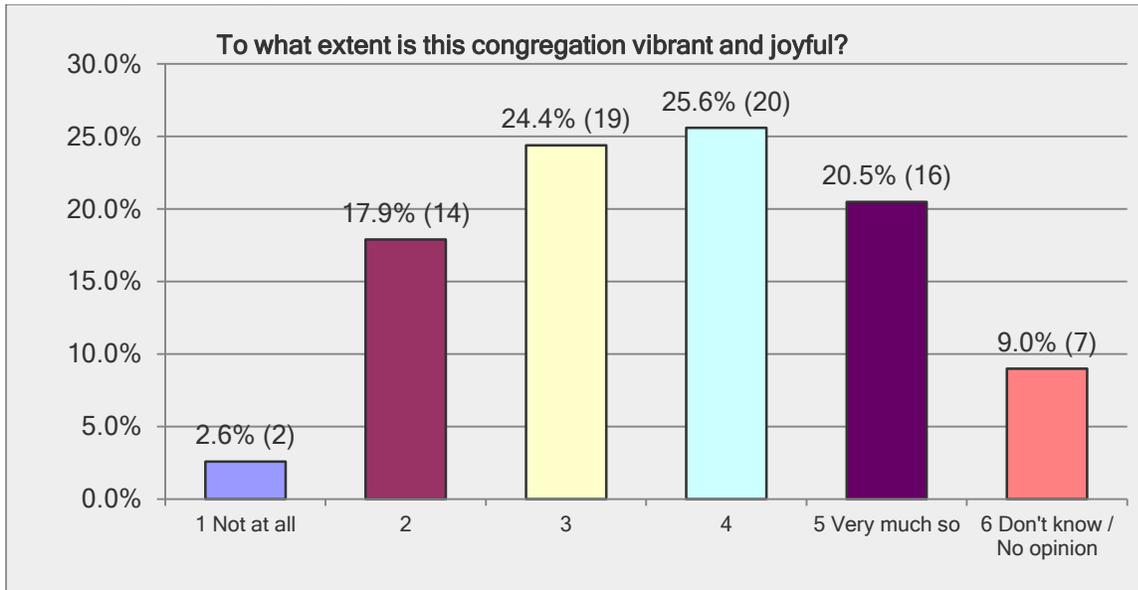
## Randomized Responses from December 2011



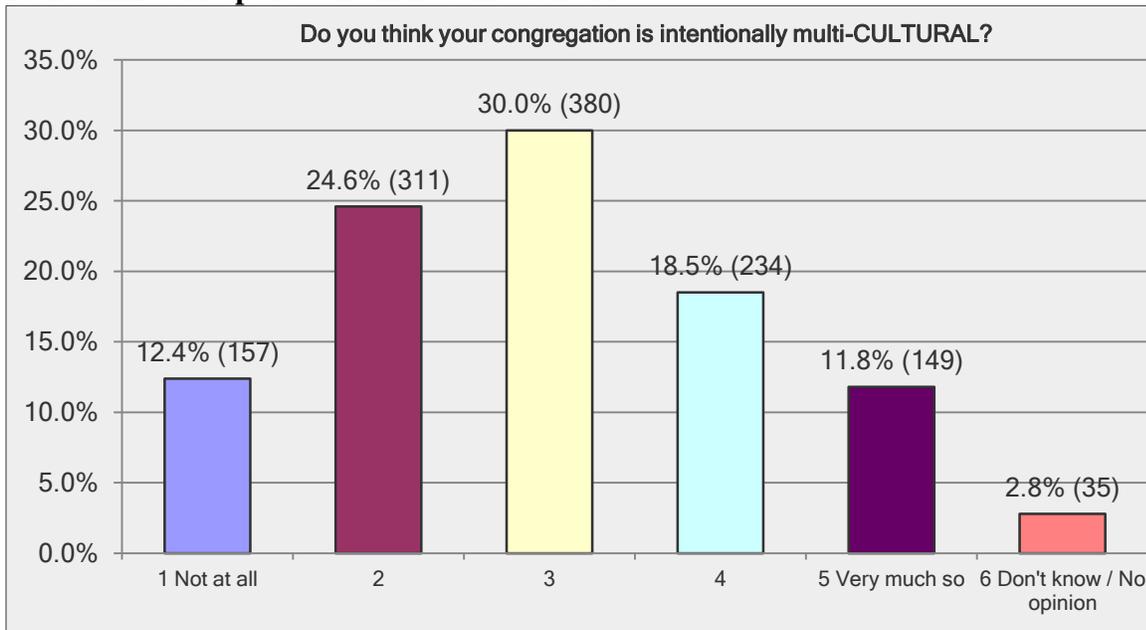
## Y&YA and POC from February 2012



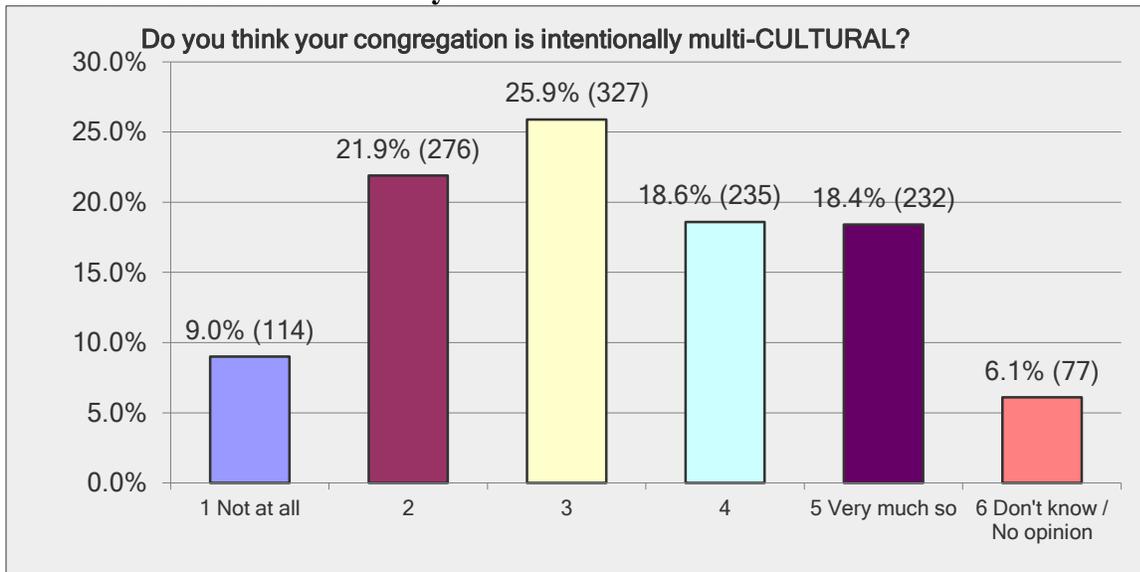
## District Staff Assessment



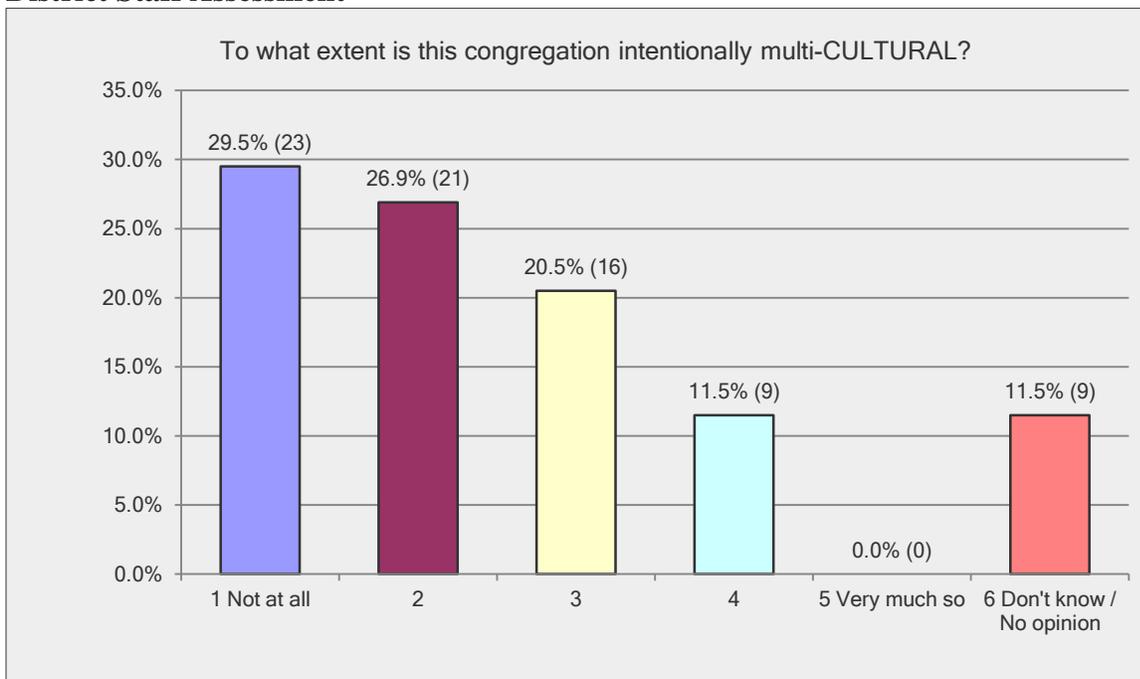
## Randomized Responses from December 2011



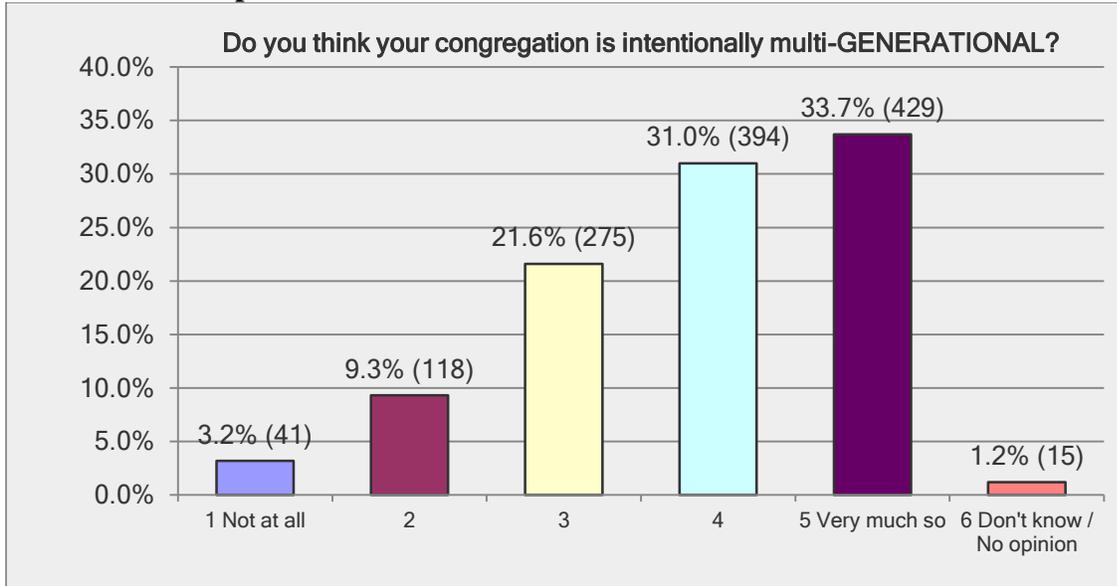
**Y&YA and POC from February 2012**



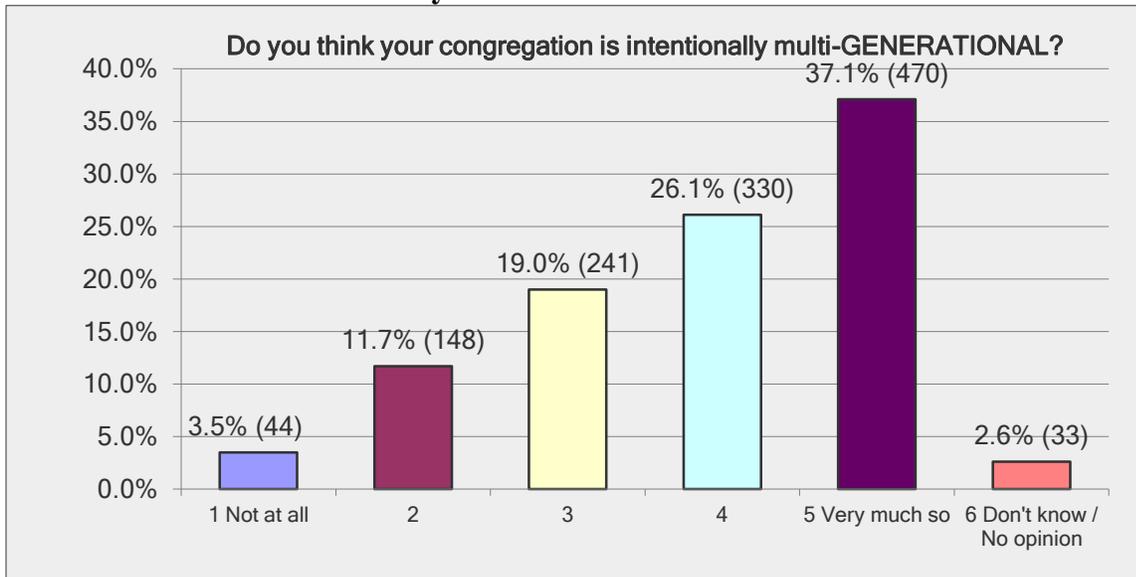
**District Staff Assessment**



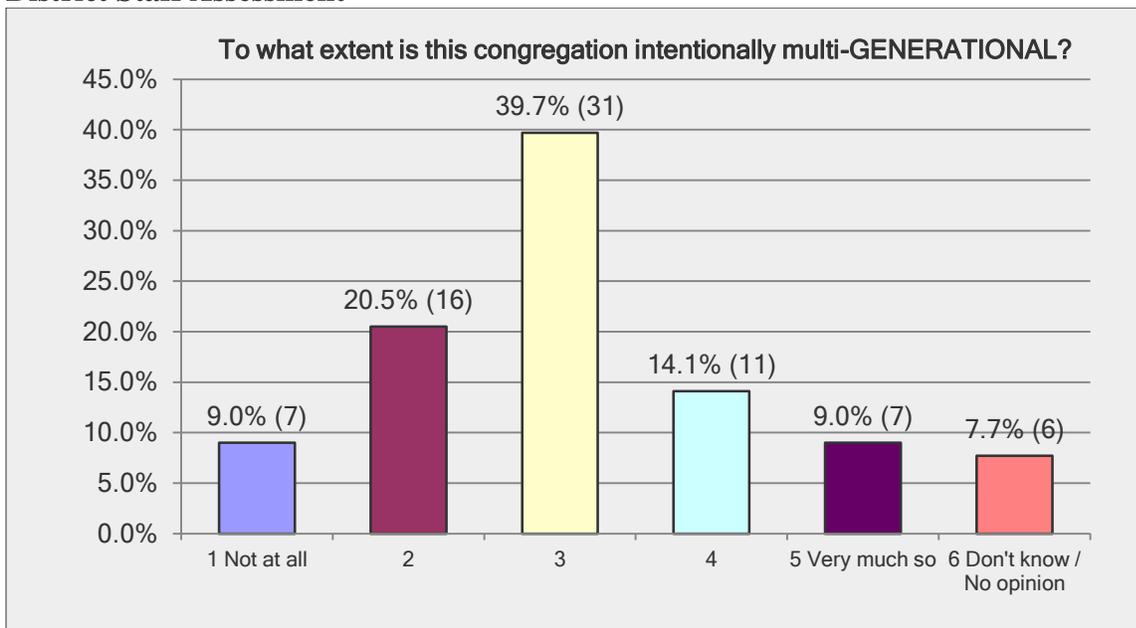
## Randomized Responses from December 2011



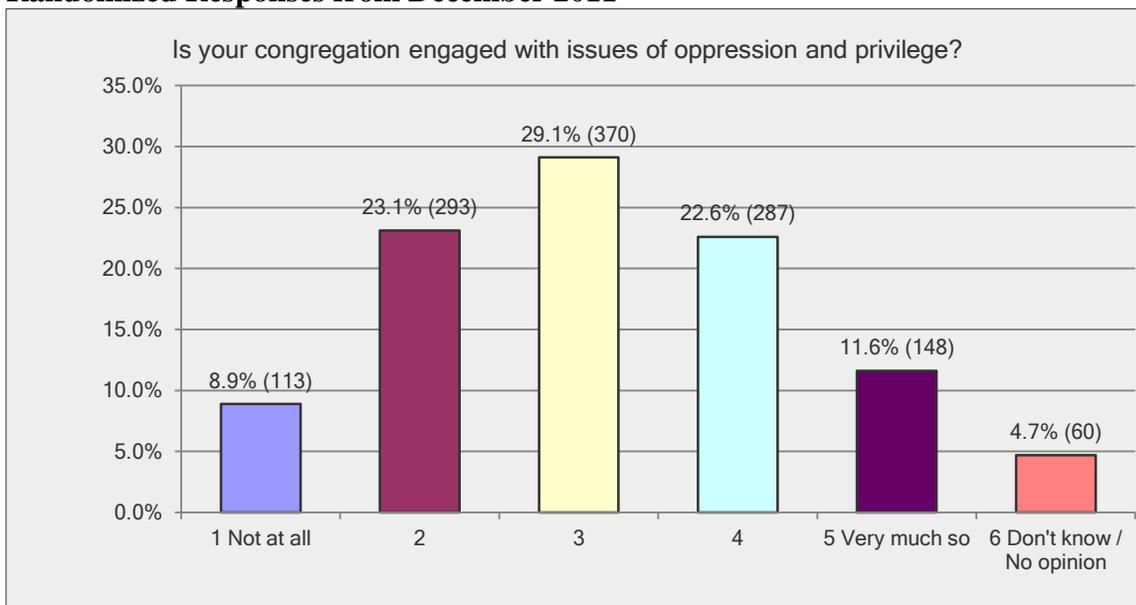
## Y&YA and POC from February 2012



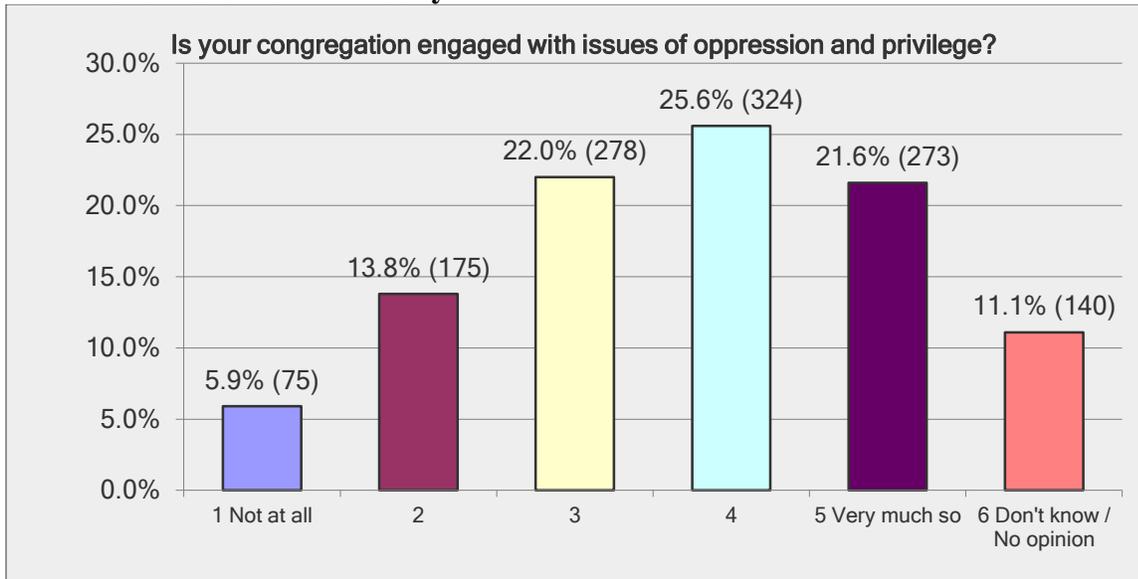
## District Staff Assessment



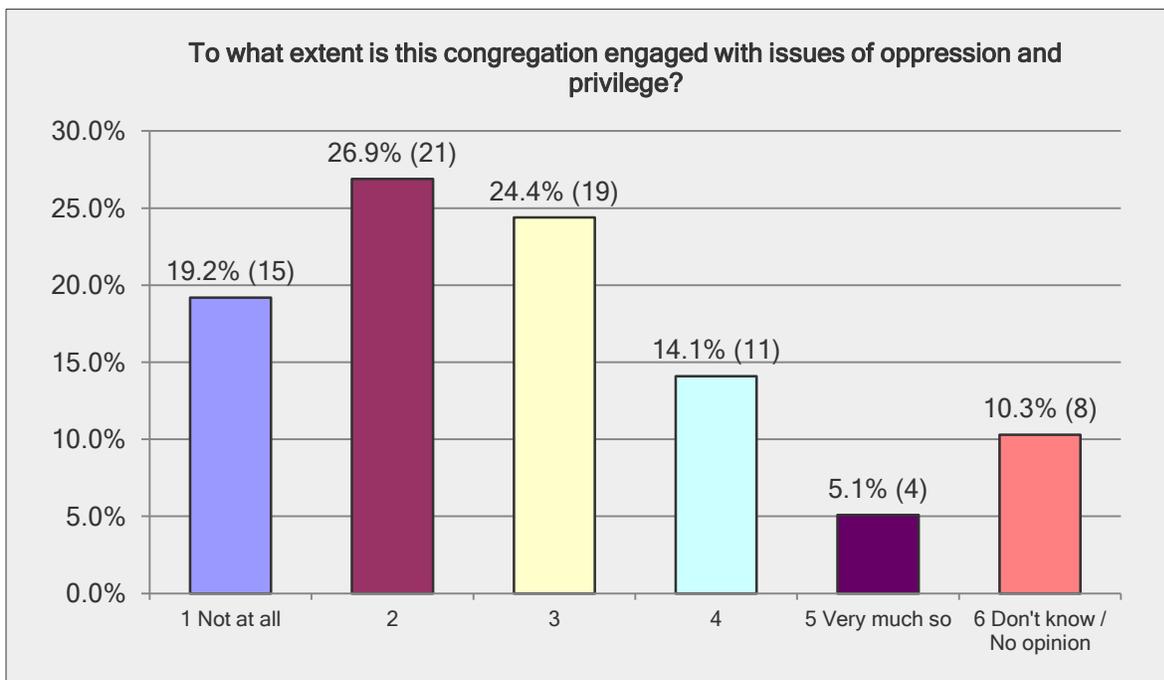
## Randomized Responses from December 2011



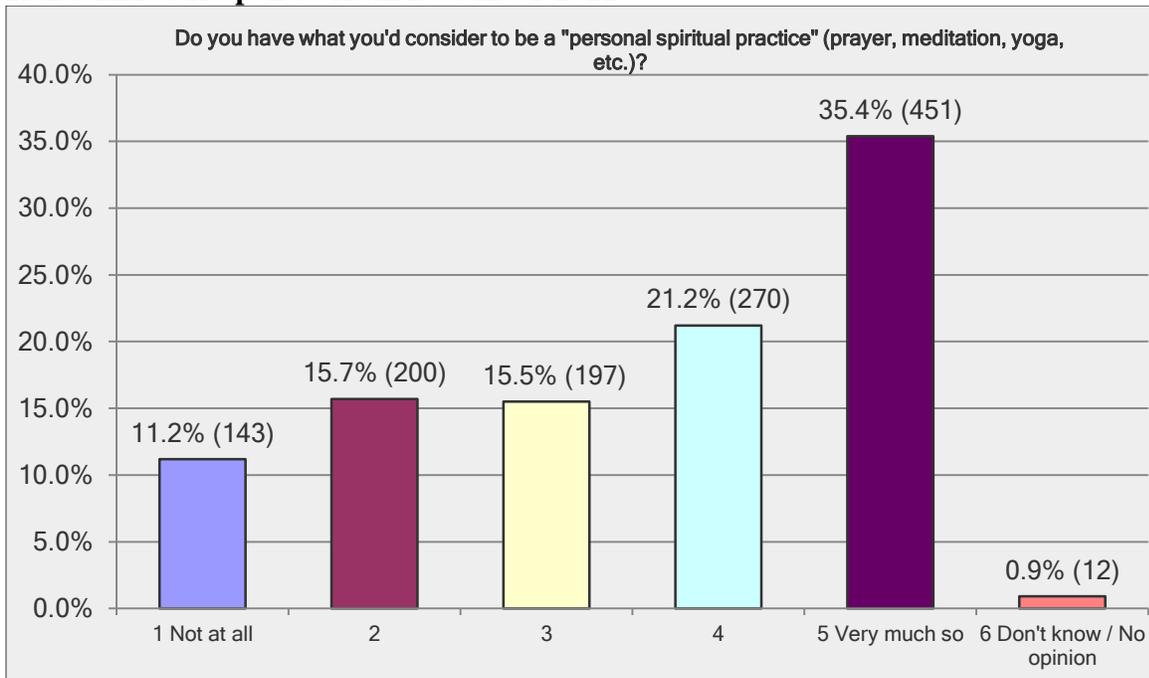
## Y&YA and POC from February 2012



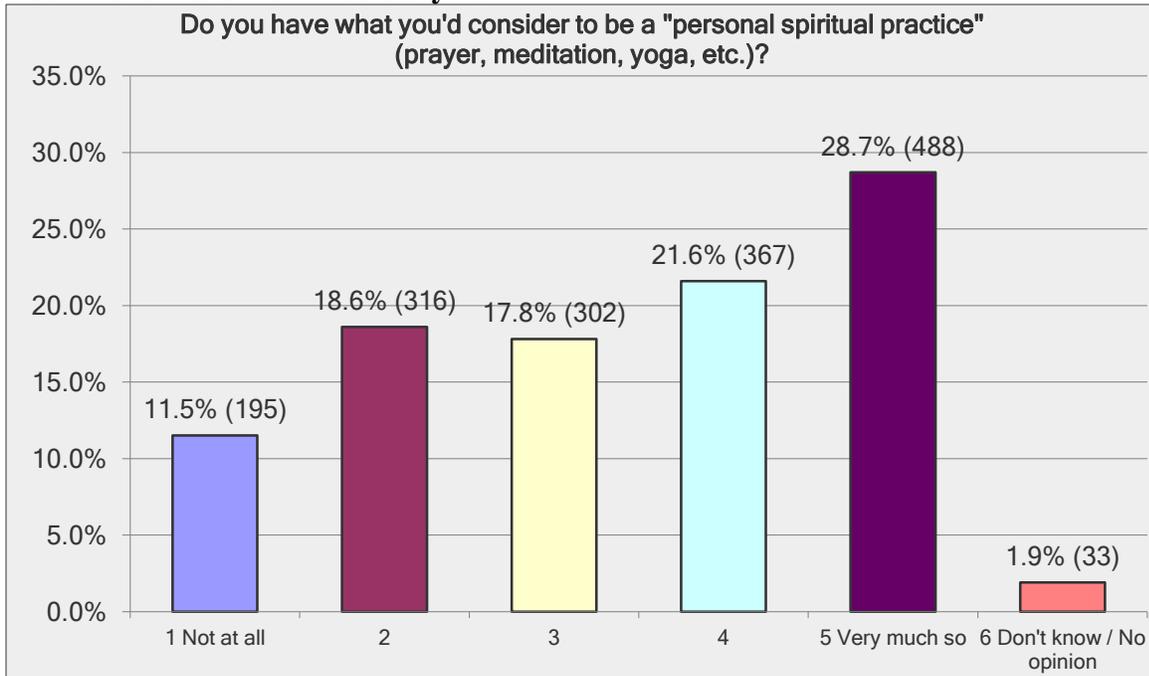
## District Staff Assessment



## Randomized Responses from December 2011



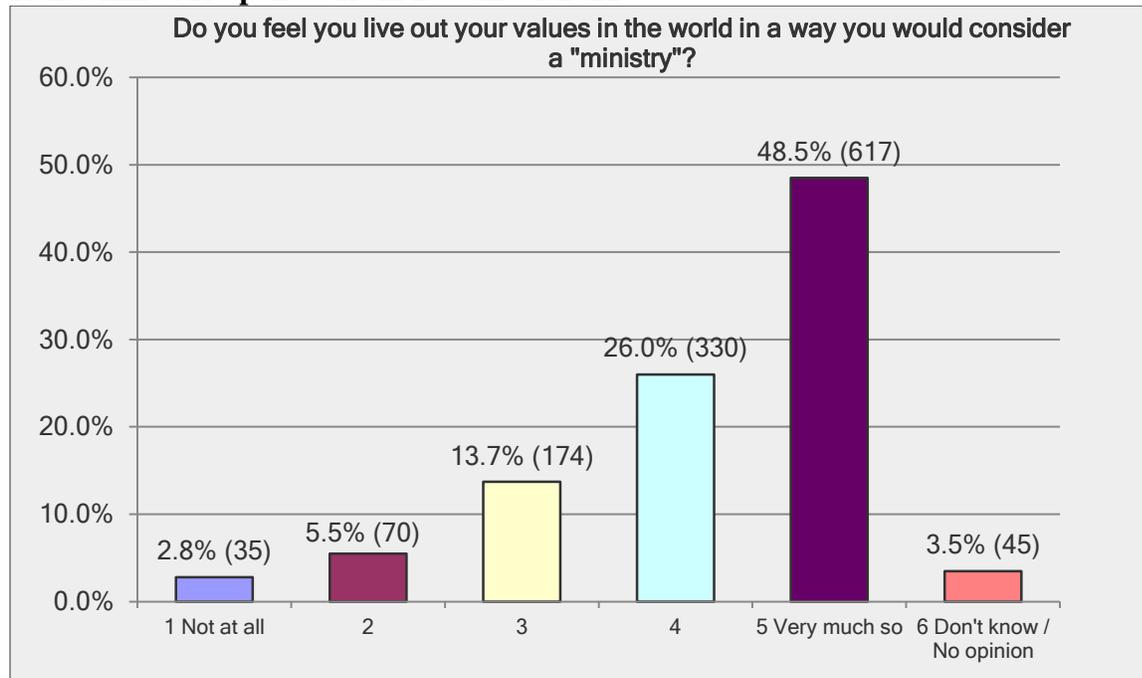
## Y&YA and POC from February 2012



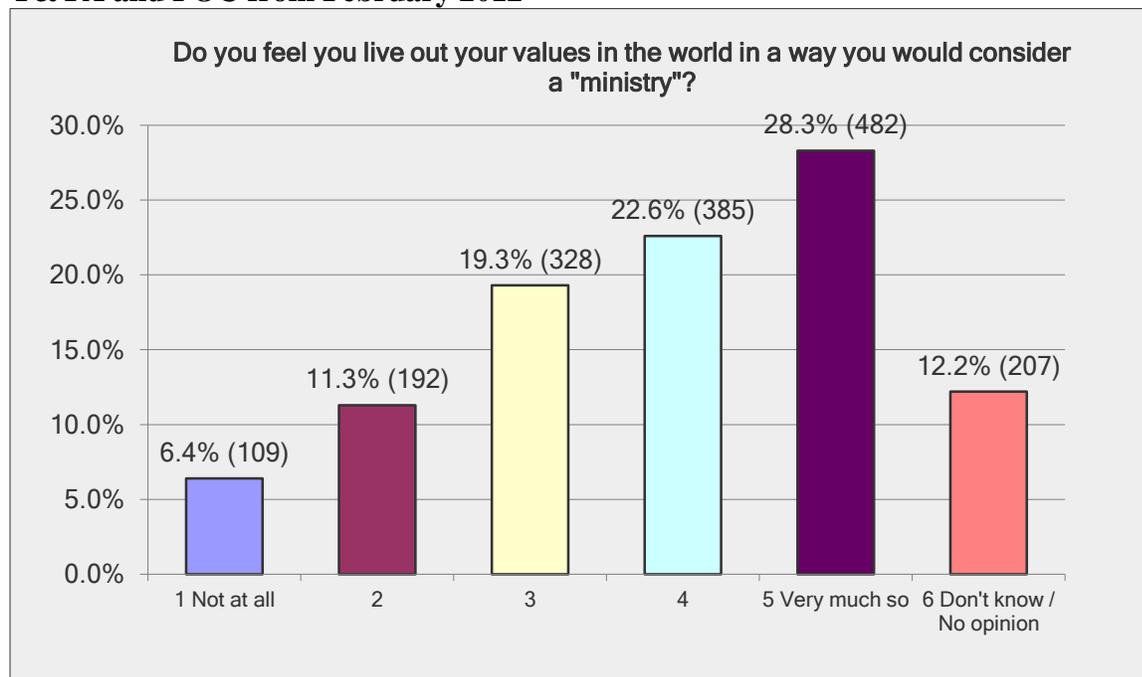
## District Staff Assessment

Question not asked

## Randomized Responses from December 2011



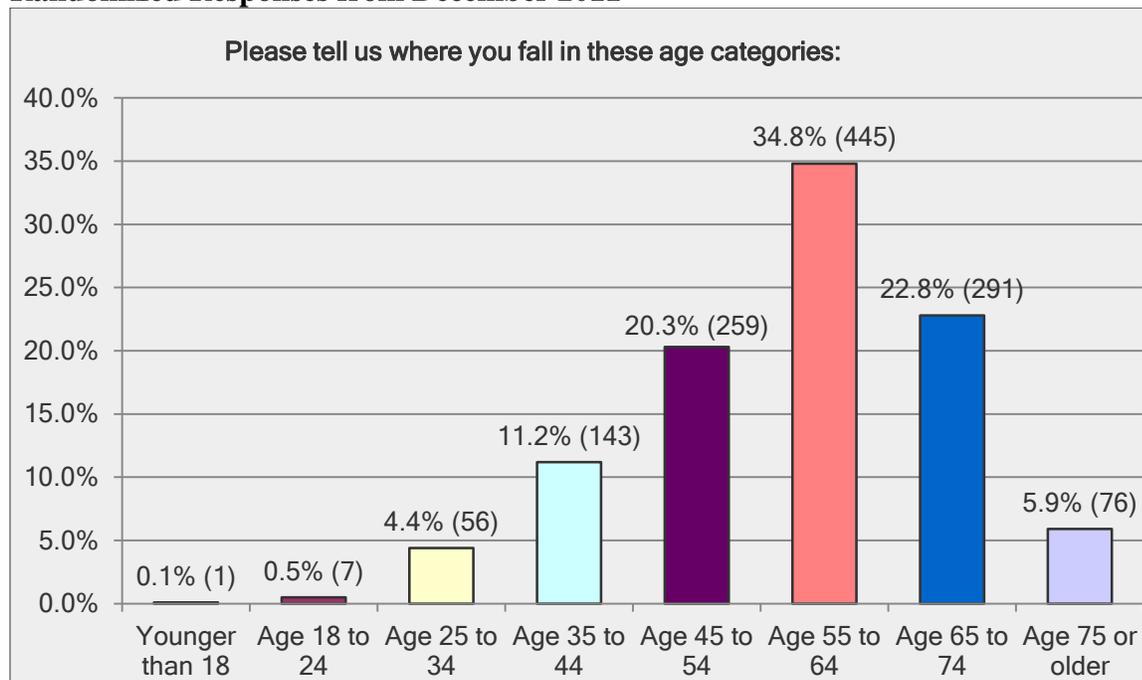
## Y&YA and POC from February 2012



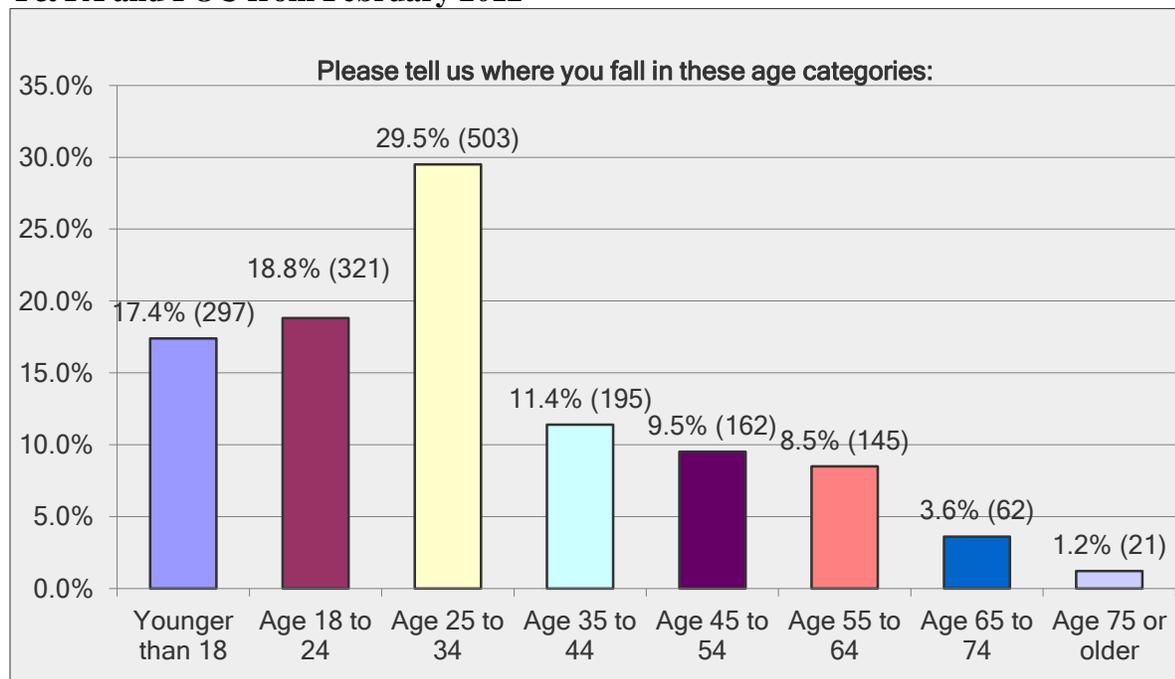
## District Staff Assessment

Question not asked

## Randomized Responses from December 2011



## Y&YA and POC from February 2012



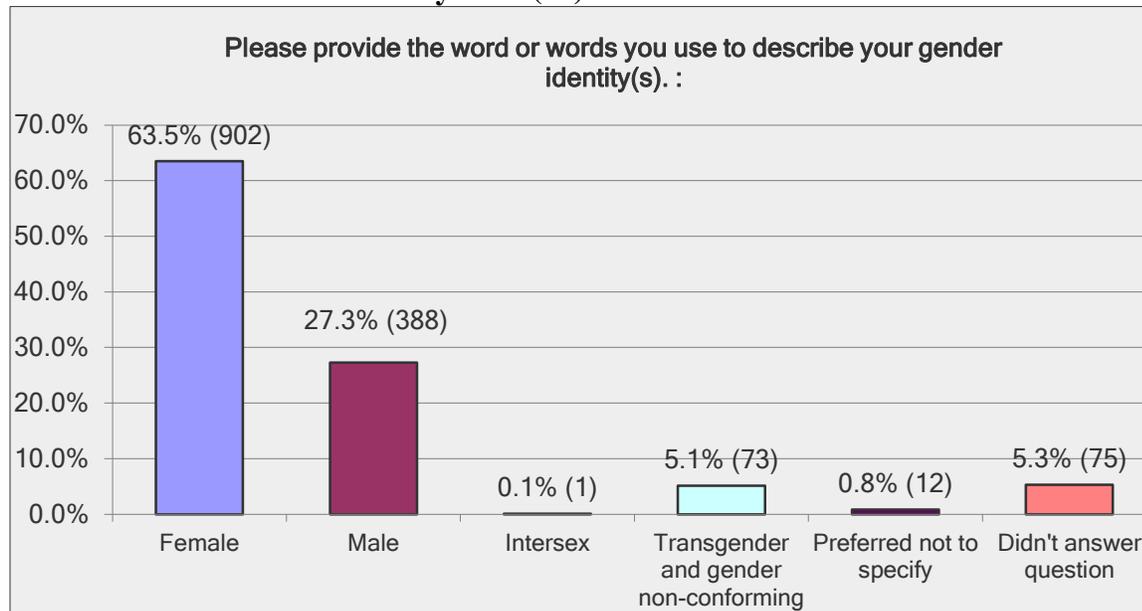
## District Staff Assessment

Question not asked

**Randomized Responses from December 2011**

Question not asked

**Y&YA and POC from February 2012 (32)**



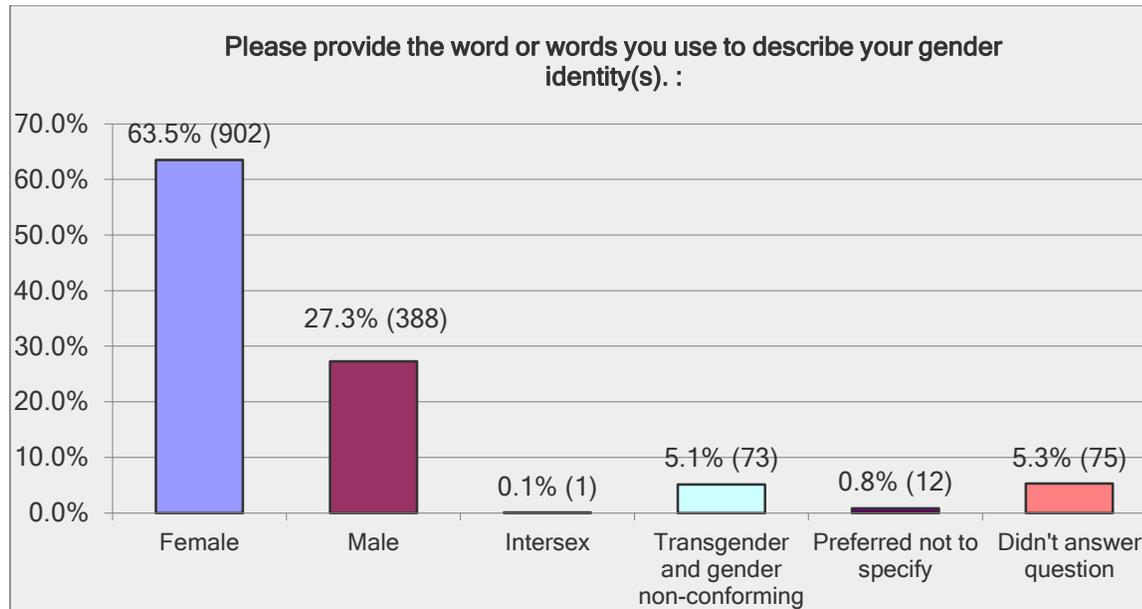
**District Staff Assessment**

Question not asked

## Randomized Responses from December 2011

Question not asked

### Y&YA and POC from February 2012 (33)



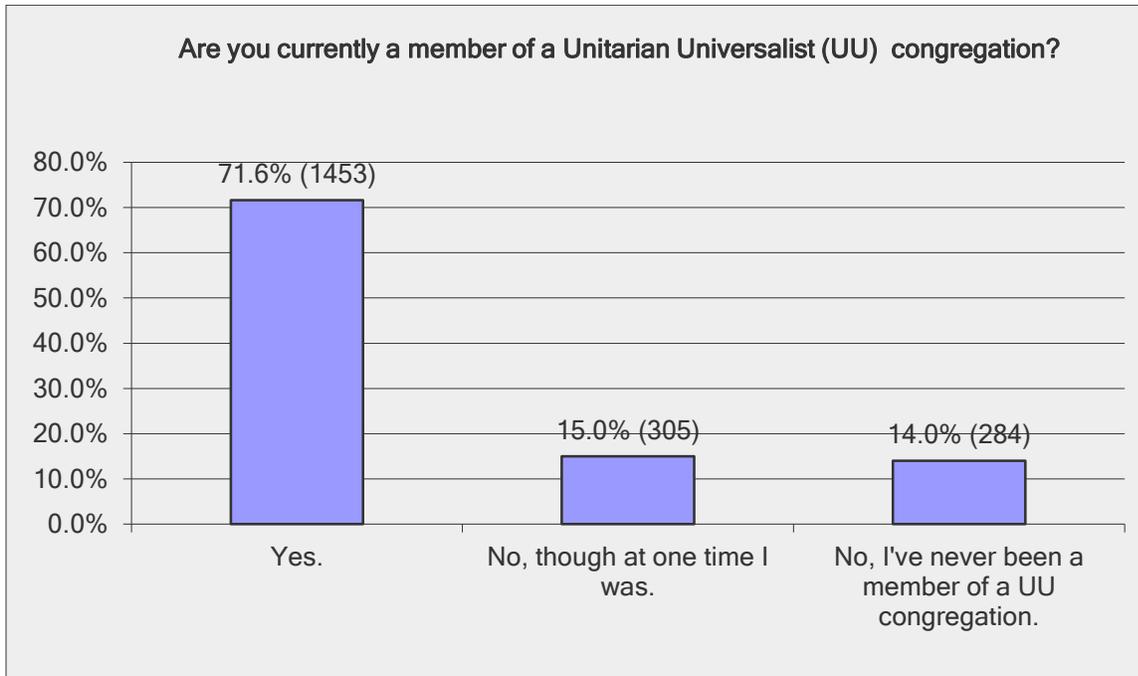
### District Staff Assessment

Question not asked

**Randomized Responses from December 2011**

Question not asked

**Y&YA and POC from February 2012 (2)**



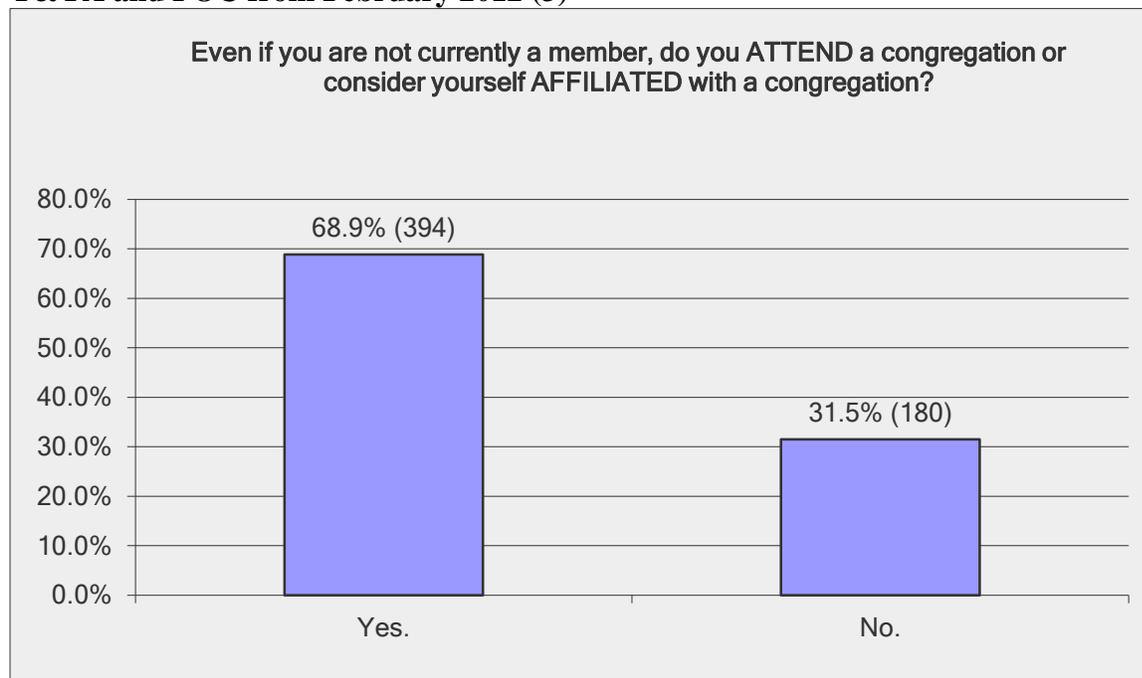
**District Staff Assessment**

Question not asked

**Randomized Responses from December 2011**

Question not asked

**Y&YA and POC from February 2012 (3)**



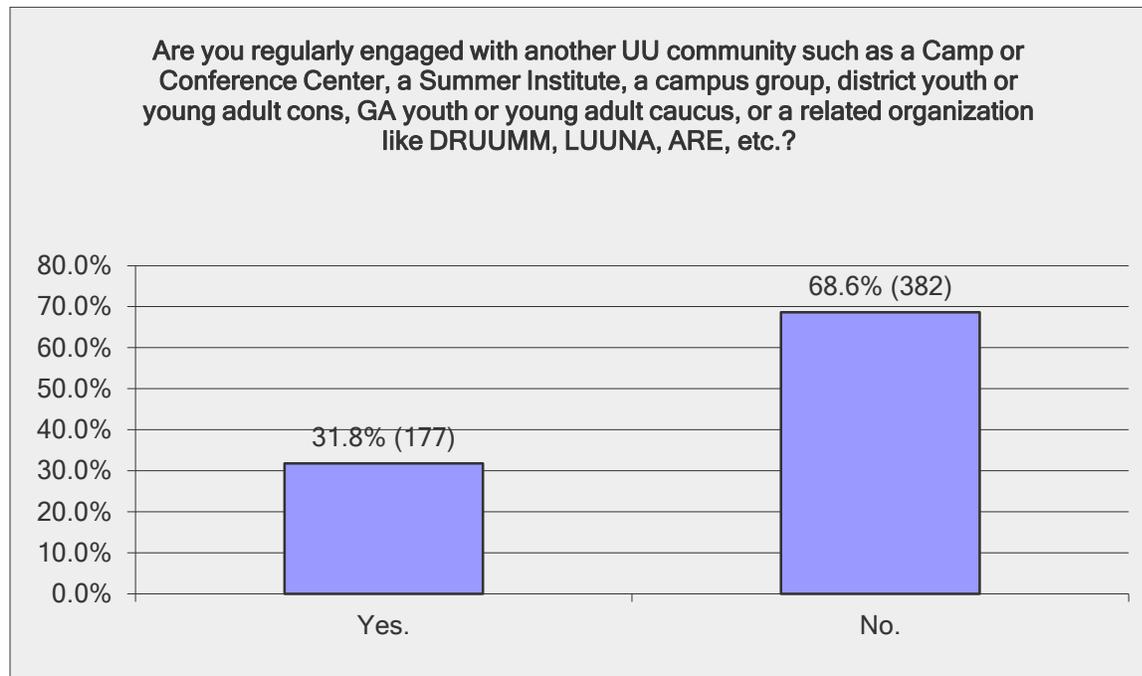
**District Staff Assessment**

Question not asked

**Randomized Responses from December 2011**

Question not asked

**Y&YA and POC from February 2012 (4)**



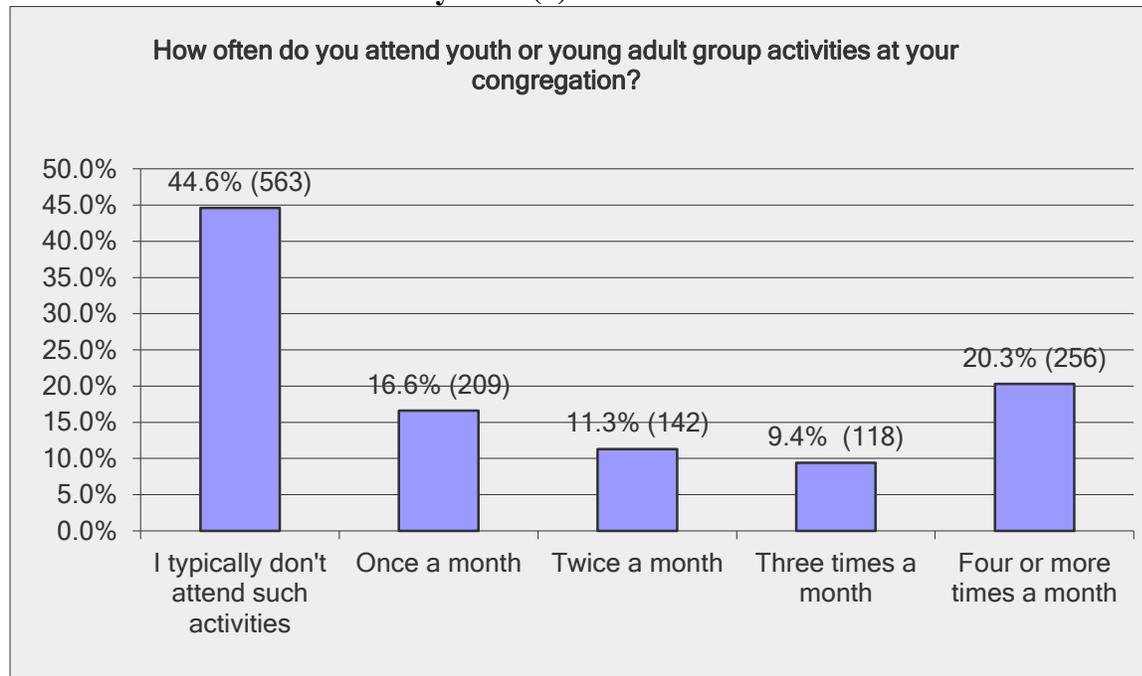
**District Staff Assessment**

Question not asked

**Randomized Responses from December 2011**

Question not asked

**Y&YA and POC from February 2012 (8)**



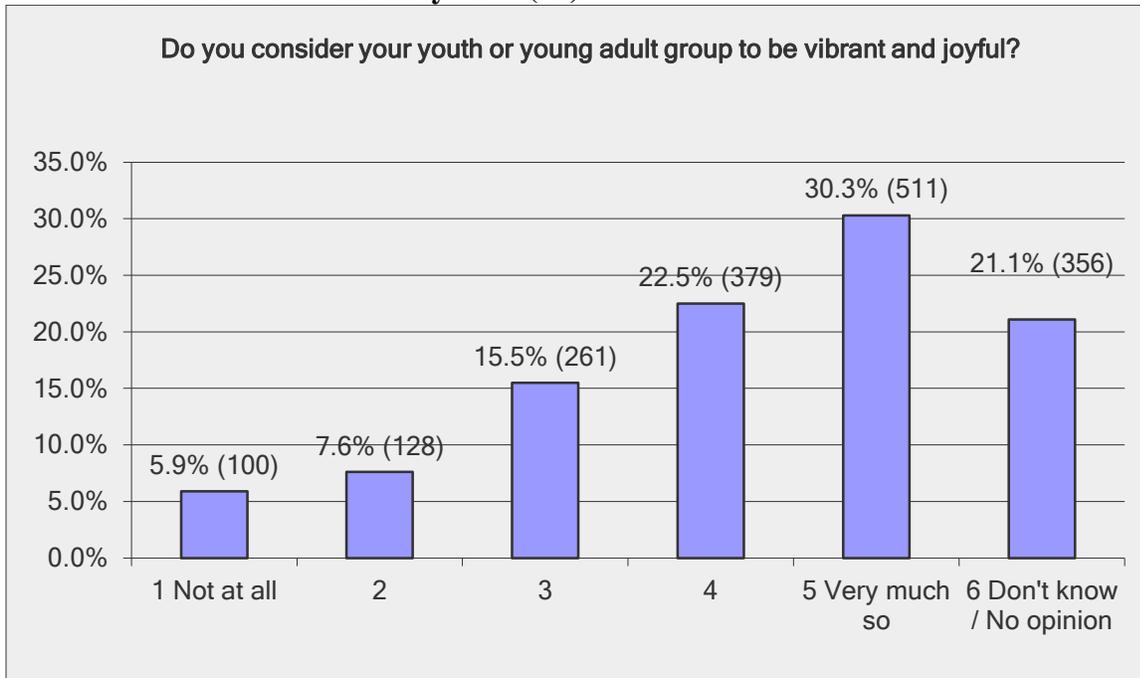
**District Staff Assessment**

Question not asked

**Randomized Responses from December 2011**

Question not asked

**Y&YA and POC from February 2012 (25)**



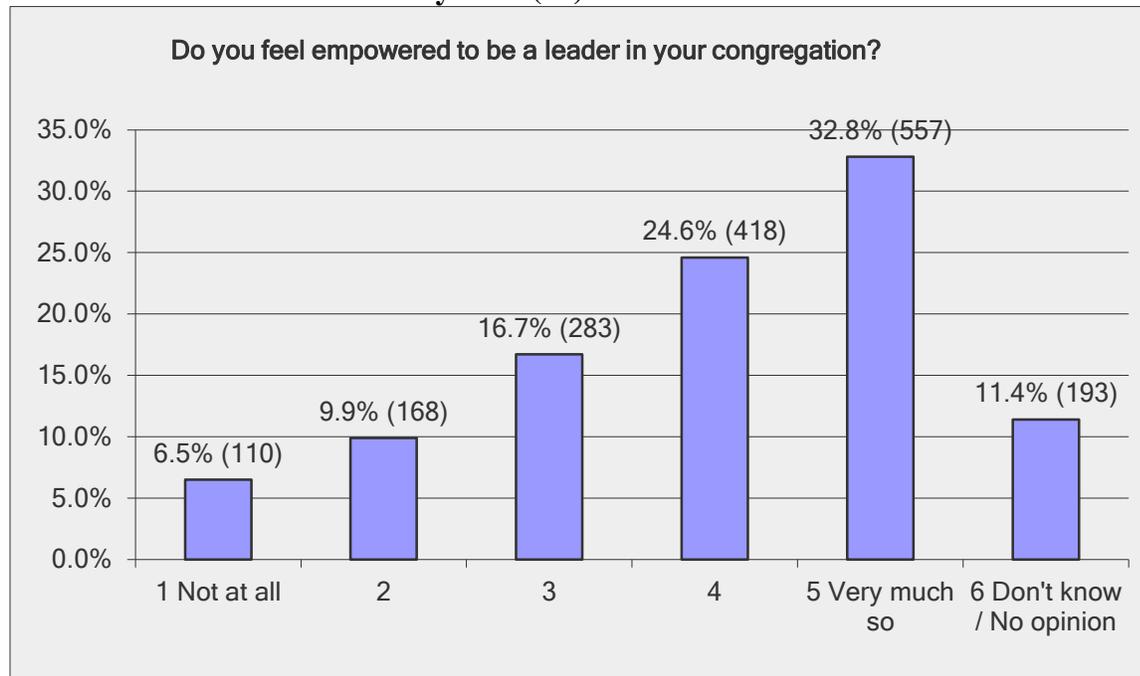
**District Staff Assessment**

Question not asked

## Randomized Responses from December 2011

Question not asked

### Y&YA and POC from February 2012 (27)



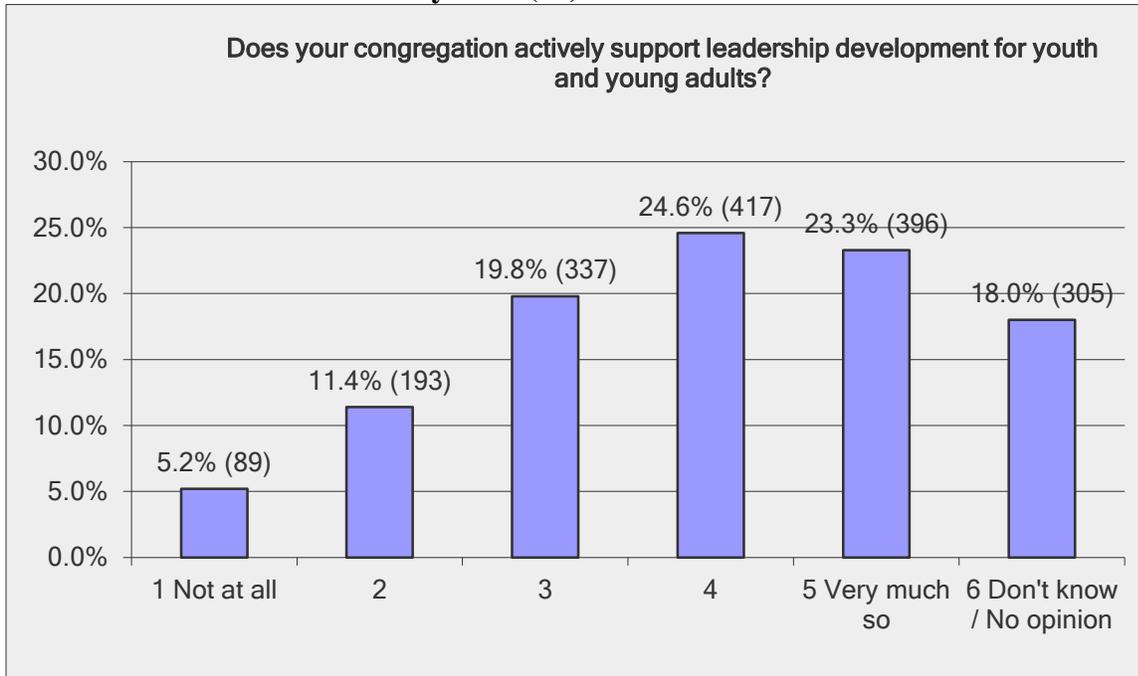
### District Staff Assessment

Question not asked

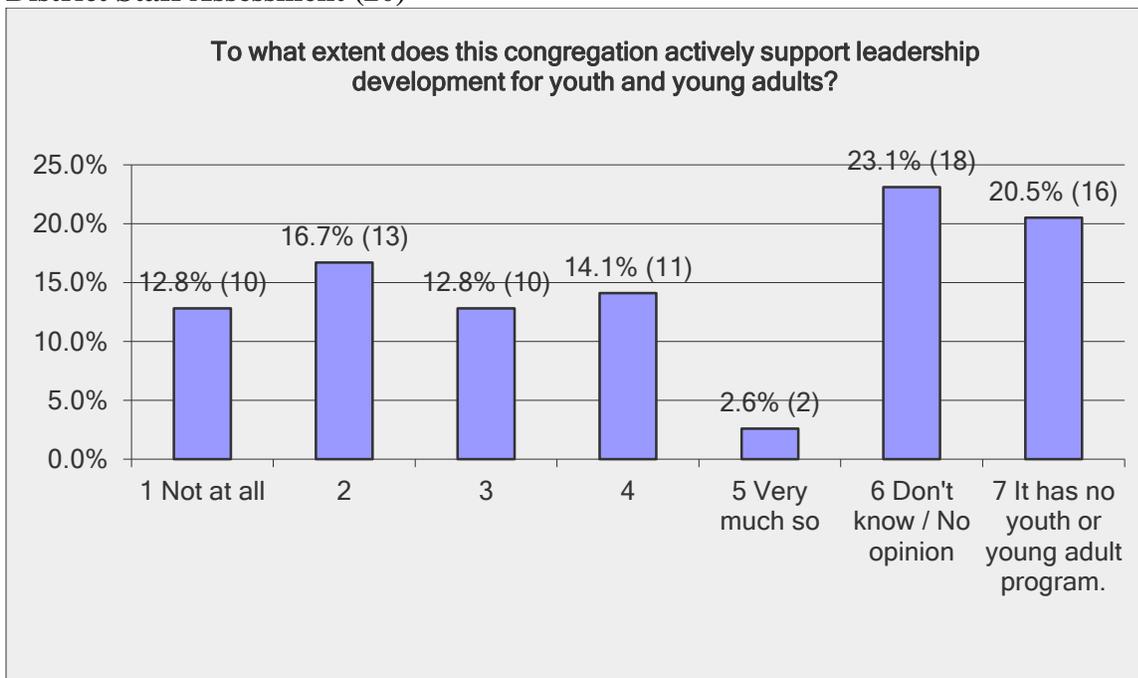
## Randomized Responses from December 2011

Question not asked

### Y&YA and POC from February 2012 (28)



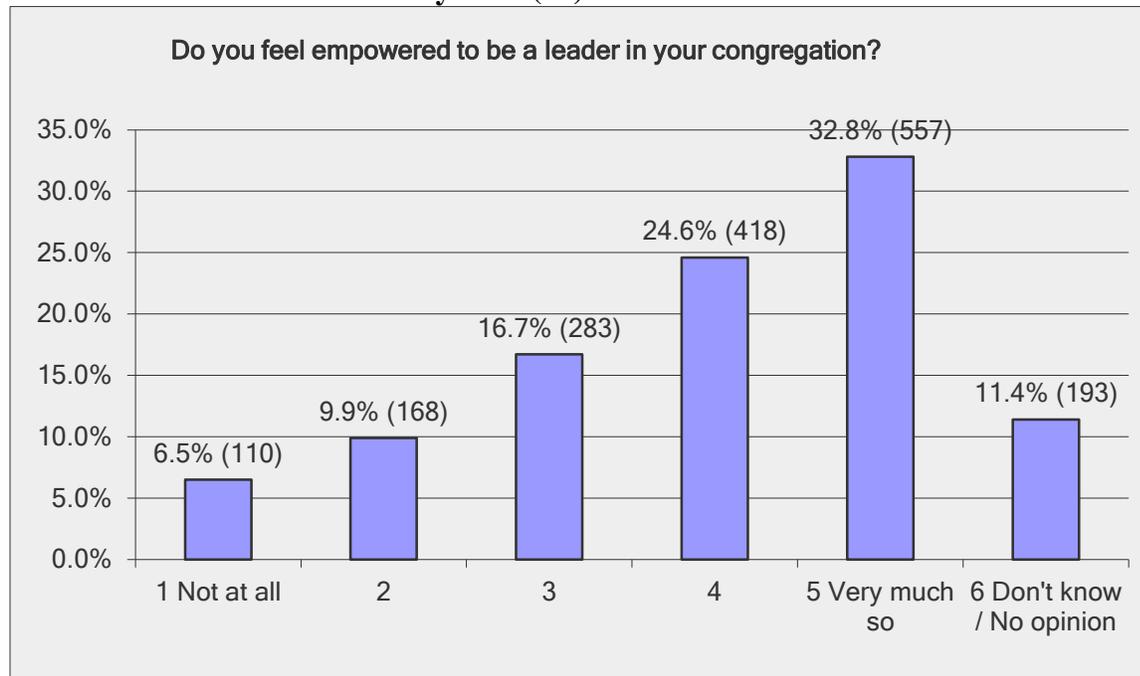
### District Staff Assessment (20)



## Randomized Responses from December 2011

Question not asked

### Y&YA and POC from February 2012 (26)



### District Staff Assessment

Question not asked

## Randomized Responses from December 2011

Question not asked

## Y&YA and POC from February 2012

Question not asked

### District Staff Assessment (19)

