

School Culture Survey

Members of the instructional leadership team—including administrators, department chairs, grade-level team leaders, and instructional specialists or coaches—complete this survey during a summer leadership retreat or an extended planning session early in the school year. Part 1 assesses the school’s culture, and part 2 assesses the school’s dominant typology or typologies.

Part 1: Rate the likelihood of the following beliefs, behaviors, attitudes, and norms occurring in your school using a scale from 1 (extremely unlikely) to 5 (extremely likely). After rating each item, add your scores and enter the total in the last row to assess school’s culture.

Item	Beliefs, Behaviors, Attitudes, and Norms	Rating
1	Staff believe all students can succeed, regardless of their background or starting point.	
2	All students receive equitable support to meet their individual needs.	
3	Staff collaborate openly with each other to support student success.	
4	Staff share responsibility for the success of all students.	
5	Staff are committed to improving their own practice and student outcomes.	
6	Staff engage in regular reflection to improve instructional practices.	
7	Staff hold themselves accountable for the success of all students.	
8	Staff use data to inform and adjust their instruction to better meet student needs.	
9	Staff and students have access to the necessary resources and support systems for success.	
10	Leadership provides strong support to teachers in their professional growth and development.	
11	Staff have a strong sense of mutual trust, with open communication between staff members.	
12	Staff seek and provide constructive feedback to each other regularly.	
13	Staff are open to new and innovative strategies to improve student outcomes.	
14	Staff have a continuous focus on improving instructional practices and school outcomes.	
15	Staff members handle disagreements in a constructive and solution-oriented manner.	
Total Score		

A total score between 15 and 30 indicates the presence of a counterproductive school culture.

REPRODUCIBLE

Part 2: Rate the likelihood of the beliefs, behaviors, attitudes, and norms associated with each school culture typology occurring in your school using a scale from 1 (extremely unlikely) to 5 (extremely likely). Divide the total score for each typology by 2 to determine your school's dominant typology or typologies.

Item	Beliefs, Behaviors, Attitudes, and Norms	Rating
1	Staff avoid discussions and feedback that challenge their current practices, even when they are needed for student success.	
2	Staff avoid conversations that foster deep reflection aimed at improving practices for universal student success.	
Total	Complacent School Culture: (Question 1 + Question 2) ÷ 2	
3	Leadership prioritizes rapid change through compliance over securing staff buy-in.	
4	Teachers have limited freedom to be creative in their teaching practices.	
Total	Controlled School Culture: (Question 3 + Question 4) ÷ 2	
5	Collaboration is limited to like-minded individuals, fostering cliques that form conflicting subcultures.	
6	Staff resist and challenge leadership, particularly when their beliefs or practices are questioned.	
Total	Clique-Based School Culture: (Question 5 + Question 6) ÷ 2	
7	Staff prioritize autonomy over collaboration.	
8	Classrooms are closed off to administrative input and collaboration-elevating practice is nonexistent.	
Total	Compartmentalized School Culture: (Question 7 + Question 8) ÷ 2	
9	Staff show little interest in improving student outcomes or adopting new strategies.	
10	Staff often use operational challenges or workload as excuses to avoid improvement efforts.	
Total	Conventional School Culture: (Question 9 + Question 10) ÷ 2	

Typologies with average scores of 3.0 or higher indicate a meaningful likelihood that the corresponding culture pattern is influencing staff behavior and improvement efforts. Schools may demonstrate more than one typology concurrently.

1.0–1.9: Typology not present

2.0–2.9: Low presence

3.0–3.9: Moderate presence

4.0–5.0: High presence