

**Proposal to Study the Organizational Culture in
the San Elizario Independent School District (SEISD)**

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Background

Organizational culture plays a critical role in shaping the functioning, effectiveness, and overall success of educational institutions, including school districts. Understanding the dynamics of organizational culture within a school district is crucial for promoting positive changes, improving student outcomes, and enhancing the working environment for staff.

This research proposal outlines a comprehensive case mixed-method study aimed at exploring the organizational culture of San Elizario Independent School District (SEISD).

Significance of the Research

Understanding and improving organizational culture within school districts is critical for ensuring a positive learning environment for students and a supportive workplace for educators. This research will contribute to the body of knowledge on educational leadership and organizational management, with practical implications for district administrators and policymakers.

Research Objectives

The primary objectives of this research are as follows:

- To understand the current organizational culture within San Elizario Independent School District (SEISD).
- To identify the values, beliefs, norms, and practices that characterize the district's culture.
- To assess the impact of organizational culture on various aspects of the district's operations, including decision-making, staff engagement, and student achievement.
- To provide recommendations for improving and nurturing a positive organizational culture within the district.

Research Design

This is a mixed-methods case study of San Elizario Independent School District (SEISD) that explores the culture (and organizational management) of the district. The research will focus on central office and campus leadership practices including how these behaviors and actions are perceived by teachers and staff. The study will also focus on teacher values, beliefs, and practices.

Data Collection Methods

The research will employ the following methods:

- a. Surveys: Surveys will be distributed to teachers that focus on organizational culture, teacher self-efficacy and job satisfaction. Surveys will be distributed to district employees, administrators, and support staff that focus on organizational culture and job satisfaction. See Appendix A for a sample of the survey questions. The surveys will be administered in one of the following options:
 - i. Email survey to all teachers, administrators and staff from the UTEP server; the survey will include a support letter from the Superintendent and/or President of the School Board; reminders to complete de survey will be sent via email.
 - ii. In-person administration (preferred to avoid participation bias). Researchers will administer the survey during school or staff meetings so most if not all of the employees participate.
- b. Interviews: Interviews with key district leaders, teachers, and stakeholders will be conducted to gain a deeper understanding of the culture, values, and practices within the district. Interviews will be conducted with volunteers; if there is a large number of volunteers, participants will be selected randomly. To be able to participate in the interview, the individual must have completed the survey first.
- c. Document Analysis: Relevant district documents, such as policies, mission statements, and reports, will be analyzed to identify explicit and implicit aspects of the organizational culture.

Data Analysis

Data collected through surveys will be analyzed using quantitative methods, including descriptive statistics. Interview data and document analysis will be subjected to thematic analysis to identify key themes and patterns in the organizational culture of the district.

Expected Outcomes

The research anticipates several outcomes:

- A comprehensive understanding of the organizational culture within the school district.
- Identification of strengths and weaknesses in the current culture.
- Insights into the impact of culture on various aspects of district operations.
- Recommendations for improving the organizational culture to better serve the district's educational mission.

Ethical Considerations

All research participants will be provided with informed consent forms, and their confidentiality will be strictly maintained. The research will adhere to ethical guidelines and respect the privacy and anonymity of all participants. This includes drafting the reports for SEISD in the aggregate only to protect the anonymity of the participants.

Timeline

The research project is expected to take approximately 8 to 12 months, including data collection, analysis, and writing of the final report. Intermediate findings will be reported as they become available.

Budget

The research will require funding for transcription services and a part-time research assistant (if needed). Transcription services of an estimated 20 hours cost approximately \$2.00 per minute, totaling approximately \$2,400.00. See the attached information (Appendix B) for verbatim transcription services from Transcribe Me!, a transcription company commonly used.

Support needed to conduct the study

To conduct the research, different kinds of support will be required.

- a. Approval of the study from the Superintendent/School board expressed in a letter
- b. UTEP IRB approval
- c. List of emails of district employees including their role and category.
- d. Technical support to ensure that outside email including invitations to participate in the survey are not blocked or sent to the spam folder.
- e. Access to employees after school hours or other pertinent times to conduct surveys and interviews, including space at either district office or campuses.
- f. Access to relevant documents related to the organizational culture.

Appendix A: Sample Survey Questions

All surveys will include descriptive statements that will allow the participants to provide feedback on a series of variables related to the following topics: organizational culture, teacher self-efficacy and job satisfaction. Each survey statement will include a Likert scale to allow participants to rate their level of agreement or satisfaction on a scale, often ranging from "strongly disagree" to "strongly agree" or "rarely occurs" to very frequently." Below is a sample of the type of questions that may be used for the surveys related to organizational culture and

Organizational Culture

	Strongly Disagree	Disagree	Agree	Strongly Agree
Employees are made to feel important.				
Employees are treated with respect.				
Employees are treated with fairness.				

Teacher Self-Efficacy

	Rarely occurs	Sometimes occurs	Often occurs	Very frequently occurs
The principal explores all sides of topics and admits that other options exist.				
Students make provisions to acquire extra help from teachers.				
Teachers receive necessary classroom supplies.				

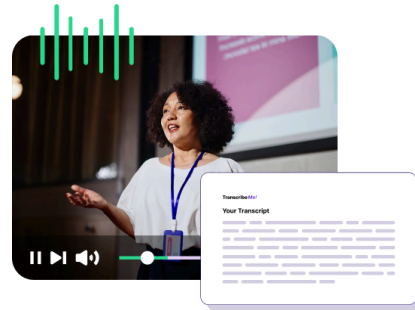
Job Satisfaction

	Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	Not sure	Moderately satisfied	Very dissatisfied	Extremely dissatisfied
The physical work conditions							
The freedom to choose your own method of working							
The amount of responsibility you are given							

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