

**Online Appendix**  
**Table A-1. Descriptive Statistics**

Variable	Mean	Std. Dev.	Min	Max
Performance	6.44	1.02	3.02	8.99
Lagged Performance	6.65	0.93	3.36	9.44
Manager:				
Lack Resources	-0.20	0.93	-1.62	3.07
Autonomy	4.83	1.48	2	10
Expectations	3.74	0.94	1	5
Subordinate:				
Lack Resources	0.00	0.77	-1.62	2.67
Autonomy	6.78	1.62	2	10
Expectations	3.27	1.00	1	5
Private School	0.31	0.46	0	1
Student Characteristics:				
Males	0.51	0.10	0.11	0.94
Immigrants	0.09	0.15	0	1
Nuclear Families	0.80	0.11	0.10	1
Mothers' Education	12.88	0.97	8.80	15.03
Fathers' Education	12.85	0.96	10	15.89
Mothers' Income	11.81	0.11	11.20	12.32
Fathers' Income	12.00	0.17	11.38	12.76
Student-Teacher Ratio	12.54	2.52	2.11	19.42
Teachers w/ Bachelor's	0.71	0.29	0	1
Size	5.94	0.53	3.53	6.79

N=330

**Table A-2. Correlation between Manager and Subordinate Responses to Individual Items**

Variable	Correlation (r)	Explained variance ( $r^2$ )
<b>Resource allocation</b>		
Teaching materials	0.34	0.12
Teaching equipment	0.28	0.08
School facilities	0.30	0.09
<b>Teacher authority</b>		
Teaching methods	0.09	0.01
Subject teachers	0.24	0.06

**Table A-3. Pairwise Correlations among Variables**

	Man. - Lack Resour.	Man. - Auton.	Man. - Expect.	Sub. - Lack Resour.	Sub. - Auton.	Sub. - Expect.	Perf.	Past Perf.	Private School	% Male Students	% Imm.	% Living w/ 2 Parents	Mother's Edu.	Father's Edu.	Mother's Income	Father's Income	Stud.- Tea. Ratio	% Tea. w Bach.
Man. - Auton.	0.07																	
Man. - Expect.	-0.15	-0.17																
Sub. - Lack Resour.	0.36	-0.03	-0.17															
Sub. - Auton.	0.17	0.15	-0.08	0.13														
Sub. - Expect.	-0.20	-0.08	0.36	-0.08	-0.17													
Perf.	-0.14	0.00	0.31	-0.18	-0.10	0.32												
Past Perf.	-0.15	0.04	0.29	-0.15	-0.10	0.31	0.77											
Private School	-0.31	-0.04	0.06	-0.32	-0.25	0.17	0.33	0.32										
% Male Students	0.20	-0.11	-0.01	0.16	0.00	-0.07	-0.06	-0.06	-0.25									
% Imm.	-0.02	-0.02	0.07	0.04	-0.02	0.10	-0.27	-0.37	-0.08	-0.09								
% Living w/ 2 Parents	0.04	0.10	0.14	-0.05	0.01	0.22	0.35	0.39	0.01	0.08	-0.26							
Mother's Edu.	-0.05	0.01	0.17	-0.06	0.06	0.21	0.67	0.64	0.29	-0.03	-0.50	0.23						
Father's Edu.	-0.10	-0.04	0.24	-0.04	-0.02	0.29	0.68	0.65	0.30	-0.02	-0.22	0.20	0.80					
Mother's Income	-0.02	-0.03	0.06	0.00	0.03	0.05	0.40	0.46	0.13	0.02	-0.58	0.21	0.61	0.47				
Father's Income	-0.07	-0.01	0.16	0.01	0.00	0.19	0.49	0.57	0.11	0.05	-0.48	0.29	0.63	0.62	0.64			
Stud.-Tea. Ratio	-0.08	0.04	0.14	-0.11	-0.02	0.15	0.39	0.33	0.17	-0.07	-0.14	0.25	0.36	0.32	0.14	0.18		
% Tea. w Bach.	-0.09	-0.02	-0.02	-0.06	-0.06	-0.04	0.03	0.11	-0.13	0.02	-0.07	-0.03	0.00	0.03	0.02	-0.03	0.02	
Size	0.02	0.06	0.16	0.17	0.16	0.13	0.13	0.09	-0.56	0.04	0.08	0.08	0.11	0.16	0.12	0.22	0.27	0.04

**Table A-4. Delegation of Authority Using Factor Score Instead of Summative Index**

Model	1	2	3	4	5	6
<b>Manager</b>						
Lack Resources	-0.020 (0.043)	-0.015 (0.038)			0.012 (0.045)	0.010 (0.040)
Autonomy	0.010 (0.025)	-0.008 (0.022)			0.013 (0.026)	-0.007 (0.023)
Expectations	0.138** (0.042)	0.062 (0.038)			0.111* (0.044)	0.046 (0.039)
<b>Subordinate</b>						
Lack Resources			-0.121* (0.050)	-0.093* (0.044)	-0.100 (0.053)	-0.088 (0.047)
Autonomy			-0.043 (0.024)	-0.029 (0.021)	-0.043 (0.024)	-0.028 (0.021)
Expectations			0.068 (0.041)	0.023 (0.036)	0.044 (0.042)	0.013 (0.037)
Past Performance		0.526** (0.054)		0.525** (0.053)		0.515** (0.054)
Private School	0.437** (0.128)	0.204 (0.115)	0.336** (0.127)	0.135 (0.113)	0.347** (0.130)	0.148 (0.117)
<b>Student Population</b>						
% Male Students	-0.091 (0.371)	0.016 (0.326)	-0.061 (0.367)	0.058 (0.322)	-0.087 (0.369)	0.021 (0.326)
% Immigrants	-0.060 (0.364)	0.284 (0.321)	0.022 (0.367)	0.350 (0.323)	-0.061 (0.366)	0.306 (0.326)
% Living w/ 2 Parents	1.740** (0.369)	0.828* (0.338)	1.699** (0.372)	0.790* (0.339)	1.621** (0.374)	0.793* (0.342)
Mother's Education	0.310** (0.079)	0.241** (0.070)	0.332** (0.079)	0.254** (0.070)	0.325** (0.079)	0.254** (0.070)
Father's Education	0.290** (0.074)	0.159* (0.066)	0.297** (0.074)	0.165* (0.066)	0.287** (0.074)	0.162* (0.066)
Mother's Income	-0.086 (0.506)	-0.133 (0.444)	-0.053 (0.504)	-0.101 (0.441)	-0.031 (0.502)	-0.107 (0.443)
Father's Income	0.033 (0.338)	-0.381 (0.300)	0.033 (0.337)	-0.373 (0.298)	0.011 (0.336)	-0.373 (0.299)
Student-Teacher Ratio	0.024 (0.017)	0.020 (0.015)	0.024 (0.017)	0.019 (0.015)	0.023 (0.017)	0.018 (0.015)
% Teachers w Bachelor's	0.153 (0.128)	-0.079 (0.115)	0.104 (0.128)	-0.112 (0.114)	0.117 (0.128)	-0.102 (0.115)
Size	0.221* (0.107)	0.147 (0.094)	0.240* (0.104)	0.157 (0.092)	0.221* (0.106)	0.156 (0.094)
(Constant)	-4.435 (5.695)	1.923 (5.045)	-4.568 (5.668)	1.530 (5.003)	-4.556 (5.652)	1.621 (5.031)
R <sup>2</sup>	0.60	0.69	0.60	0.70	0.61	0.70
N	330	330	330	330	330	330

Note: \*p < .05; \*\*p < .01. Standard errors in parentheses. Dependent variable is the average exam score.