



CENTRAL CITY CYBERSCHOOL OF MILWAUKEE
2023-24 SURVEY RESULTS

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### Introduction

Evident Change conducts biennial school culture and climate surveys. These surveys provide a platform to understand the experience and perspective of the school community (including students, parents, teachers, staff, school leadership and board members) to determine areas of improvement. The survey highlights strengths and opportunities for growth based on five elements that support school improvement.

### Survey Participation

Students, parents, staff, and school leaders were invited to participate in the survey (Table 1). Evident Change staff visited all schools to explain and proctor surveys to students in sixth through twelfth grades. Each school designated a survey coordinator to work with Evident Change staff to create a distribution schedule. Twice a week for three months, the school shared the survey link and/or QR code to families via text messages, newsletters, flyers, postcards, and emails. The school also set up a survey station equipped with Chromebooks for parents to participate in the survey onsite during parent-teacher conferences. Teachers, support staff, board members, and school leaders were invited to participate through email.

### Five Indicators of Improvement

The School Climate and Culture survey is loosely based on the 5Essentials framework created by the Consortium on School Research at the University of Chicago.<sup>1</sup> This survey measured school culture and climate by aligning multiple choice and open-ended questions with five indicators of school improvement.

- Supportive Environment
- Ambitious Instruction
- Collaborative Staff
- Effective Leadership
- Involved Families

Strong scores on the multiple-choice questions in these five areas lead to improved outcomes for all students, including improved attendance and larger test score gains. Research indicates that students enrolled in schools that are strong in at least three of these indicators were up to 10 times more likely to increase their math and reading scores than students in schools that are weak in three or more indicators.<sup>2</sup>

### Survey Results

The comprehensive scores (Table 2) are based on climate and culture questions organized by the five indicators of school improvement. Schools are considered in a strong position for school improvement if the school community has a positive sentiment score of 60 or higher in three or more indicators of success.

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<sup>1</sup> [5Essentials](#)

<sup>2</sup> [Supporting Schools](#)

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TABLE 1 SCHOOL CULTURE AND CLIMATE SURVEY RESPONSE RATE				
STUDENTS	CERTIFIED STAFF	SUPPORT STAFF	LEADERSHIP	PARENTS
90.0%	65.0%	77.0%	37.5%	41.1%

TABLE 2 SCHOOL CULTURE AND CLIMATE SURVEY POSITIVE SENTIMENT SCORES						
INDICATOR OF IMPROVEMENT	SURVEY					OVERALL
	Certified Staff	Supportive Staff	Leadership	Parents	Students	
Supportive Environment	79.3	25.0	N/A	82.5	77.9	66.2
Ambitious Instruction	82.4	N/A	N/A	N/A	86.9	84.7
Collaborative Staff	77.1	81.6	N/A	72.5	N/A	77.1
Effective Leadership	64.5	59.0	100.0	83.3	86.6	78.7
Involved Families	72.7	90.0	N/A	N/A	N/A	81.4
Overall Rating	75.2	63.9	100.0	79.4	83.8	77.6

Note: N/A indicates that the questions related to the listed indicator did not apply to the specific subgroup.

### Thematic Analysis

This report presents a thematic analysis of feedback collected from open-ended questions in the 2023-2024 Central City Cyber School Culture and Climate survey. The analysis focuses on key indicators of school improvement, identifying common themes that emerged from the responses. It aims to provide a comprehensive overview of the strengths, challenges, and areas for improvement within the school, based on the perspectives of various stakeholders. By examining these themes, the report seeks to inform efforts to enhance the overall school environment and support ongoing improvement initiatives.

## Parent Survey: Themes Identified

### Supportive Environment: School Community

#### Positive Aspects:

- **Strong Sense of Community:** Parents appreciate the familial atmosphere at C3, noting that staff are involved and supportive, and that the school feels welcoming and inclusive.
- **Engagement and Communication:** Effective communication from teachers and staff is highly valued. Parents feel well-informed and involved in school activities.
- **Supportive Environment:** The school provides a range of activities and maintains a supportive environment where parents feel their children are cared for.

#### Challenges:

- **Elimination of CLC Program:** The removal of the morning CLC program has been a significant concern. This program was beneficial for families and provided safety and care for younger children arriving early.
- **Bullying and Body Shaming:** There are concerns about bullying and body shaming in middle grades, suggesting a need for more comprehensive anti-bullying programs.
- **Lack of Extracurriculars and Field Trips:** Parents express a desire for more extracurricular activities and field trips, which they feel would enrich their children's educational experience.

#### Recommendations:

- **Reevaluate CLC Program Alternatives:** Consider reintroducing a morning program or providing alternative solutions to support families and ensure student safety during early arrival times.
- **Enhance Anti-Bullying Programs:** Implement anti-bullying and body shaming programs from an earlier age to better equip students to handle such issues and reduce incidents of bullying.
- **Expand Extracurriculars and Field Trips:** Increase the number and variety of extracurricular activities and field trips to offer students more opportunities for engagement and learning outside the classroom.

### Supportive Environment: Quality of Facilities

#### Positive Aspects:

- **Clean and Welcoming Environment:** The school is noted for being clean and maintaining a welcoming atmosphere. Parents appreciate the overall cleanliness and upkeep of the facilities.
- **General Satisfaction:** Many parents are satisfied with the current state of the facilities and the overall quality of the school's environment.

#### Challenges:

- **Restroom Maintenance:** There are concerns about the cleanliness of restrooms, with some students avoiding using them due to inadequate maintenance.
- **Temperature Control:** Issues with classroom temperatures, particularly feeling too cold, have been raised.
- **After-School Pickup:** Parents have reported difficulties with the after-school pickup process, which they find to be inefficient.

#### Recommendations:

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- **Improve Restroom Maintenance:** Increase the frequency and quality of restroom cleaning to ensure they are hygienic and usable for students.
- **Address Temperature Issues:** Assess and address issues with classroom temperatures to ensure a comfortable learning environment.
- **Optimize Pickup Procedures:** Review and improve the after-school pickup process to make it more efficient and organized.

### Supportive Environment: School Safety

#### Positive Aspects:

- **Perceived Safety:** The school is generally perceived as safe, with parents feeling confident in the school's efforts to maintain a secure environment for students.

#### Challenges:

- **Safety Concerns with Untied Shoes:** There is concern about students being allowed to walk around with untied shoes, which poses a potential safety risk.
- **Elimination of Early Morning CLC:** The removal of the early morning CLC program has also impacted perceptions of safety, particularly for younger students.

#### Recommendations:

- **Enhance Safety Protocols:** Implement policies to address minor safety concerns, such as ensuring that students' footwear is secure.
- **Reassess Early Morning Supervision:** Reevaluate the need for early morning supervision or alternative programs to ensure the safety of students arriving before school starts.

### Collaborative Teachers: Parent-Teacher Partnership

#### Positive Aspects:

- **Effective Communication:** Parents appreciate the strong communication between teachers and parents. Teachers are noted for being helpful and concerned about students' well-being.
- **Supportive Interaction:** The school maintains a supportive approach, with teachers engaging actively with parents and addressing concerns promptly.

#### Challenges:

- **Communication Gaps:** There are instances where parents feel that communication with school leadership is lacking, particularly when issues arise or when there is a need for contact during emergencies.

#### Recommendations:

- **Enhance Leadership Communication:** Improve communication channels with school leadership to ensure that parents receive timely updates and responses to their concerns.
- **Strengthen Parent-Teacher Engagement:** Continue to foster strong communication and collaboration between teachers and parents to support students effectively.

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### Effective Leadership: Parent-Leadership Partnership

#### Positive Aspects:

- Positive Leadership: Leadership members are recognized for their involvement and efforts in maintaining a positive school environment.

#### Challenges:

- Visibility and Response Issues: There are concerns about the visibility of the leadership team and responsiveness to parent communications.

#### Recommendations:

- Increase Leadership Visibility: Ensure that all leadership team members are visible and accessible to parents, addressing concerns and engaging actively with the school community.
- Improve Response Times: Enhance responsiveness to parent inquiries and issues, ensuring that concerns are addressed in a timely and effective manner.

#### Likes:

- Positive staff and community atmosphere
- Effective communication
- Uniforms
- Convenient location
- Extracurricular activities

#### Dislikes:

- Lack of transportation
- Limited field trips
- Insufficient Learning materials- complaints about a lack of books sent home for homework and inadequate access to creative resources
- School lunches: Common point of dissatisfaction.
- Facility Maintenance: Concerns about schools exterior upkeep, such as overgrown grass and weeds

#### Improvement Suggestions

- Enhance extracurricular offerings and resources
- Improve resources: Provide better learning materials
- Address Transportation
- Regular maintenance of the school grounds
- Enhance communication and student support
- On site specialist for behavioral concerns and learning disabilities

#### Conclusion

Parent feedback gathered highlights both the strengths and areas for improvement at C3. Parents commend the strong sense of community, effective communication, and supportive environment provided by the school. However, there are notable concerns, including the removal of the CLC program, issues related to bullying and body shaming, and a lack of extracurricular activities and field trips. Additionally, there are challenges regarding restroom



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maintenance, temperature control, and the after-school pickup process. Recommendations include reinstating or finding alternatives to the CLC program, enhancing anti-bullying initiatives, expanding extracurricular offerings, and addressing facility maintenance and safety concerns. By addressing these challenges and implementing the suggested improvements, C3 can continue to foster a positive and supportive environment for students and parents alike.

## Student Survey: Themes Identified

### Supportive Environment: Academic Personalism

#### Positive Aspects:

- Some students feel supported by specific teachers who help them understand difficult material by breaking it down into simpler parts.
- Teachers are observed seeking out students who need help, promoting a collective support system.

#### Challenges:

- Several students express fear or hesitation to ask questions due to the perceived attitude of teachers when they seek help.
- The learning environment is seen as unwelcoming by some students, contributing to a reluctance to seek assistance.
- Some students identify certain teachers as not teaching well or being overly strict, which negatively impacts their learning experience.

#### Recommendations:

- Foster a more open and supportive classroom environment where students feel comfortable asking questions.
- Implement teacher training focused on developing positive student-teacher interactions.
- Ensure that all teachers are equipped with effective teaching strategies that address the diverse needs of students.

### Supportive Environment: Peer Support for Academic Work

#### Positive Aspects:

- Some students acknowledge that their peers can be serious about their work when needed and strive to get good grades.
- There are moments when classmates turn their behavior around and focus on their studies.

#### Challenges:

- Many students express frustration over peers who are disruptive, talk too much, or do not take their studies seriously.
- The lack of a consistently serious attitude among classmates is seen as a barrier to creating a focused learning environment.

#### Recommendations:

- Encourage a culture of mutual respect and focus during class time through peer mentoring or group projects.
- Address disruptive behavior through a combination of positive reinforcement for good behavior and clear consequences for disruptions.

### Supportive Environment: Feelings of Safety

#### Positive Aspects:

- Long-term students generally feel safe at school and trust the safety measures in place.
- Some students express strong trust in the staff for their safety and mental well-being.

#### Challenges:

- New students or those unfamiliar with the environment may not feel as secure, leading to concerns about their safety.
- There is an acknowledgment that some behaviors by other students can make the school environment feel unsafe.

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### Recommendations:

- Introduce programs to help new students acclimate to the school environment, fostering a sense of security from the start.
- Implement ongoing initiatives to promote positive behavior and reduce actions that could compromise the safety of others

### Supportive Environment: Student-Teacher/Leadership Trust

#### Positive Aspects:

- Some students express strong trust in certain teachers and the high school principal, viewing them as supportive figures who care about their well-being.
- Relationships built over years contribute to a sense of mutual respect and trust.

#### Challenges:

- Trust issues are prevalent, with some students feeling that the elementary principal or certain teachers are not as present or responsive as they would like.
- There is a sense of favoritism or unfair treatment from some school leadership, which erodes trust.

#### Recommendations:

- Leadership should focus on being more visible and approachable to all students, ensuring consistent communication and support.
- Address concerns about favoritism by promoting fairness and transparency in decision-making and interactions with students.

### Supportive Environment: Preparation for Life After High School

#### Positive Aspects:

- Students appreciate the opportunities provided by the school, such as partnerships with local colleges and vocational programs.
- Specific programs, such as partnerships with MATC and nail academies, are highlighted as valuable resources for future careers.

#### Challenges:

- Some students feel pressured by the school to pursue college, even if it may not align with their personal goals.
- There are concerns about the relevance and effectiveness of certain classes and curricula.

#### Recommendations:

- Offer more diverse post-high school preparation options, allowing students to explore various career paths without feeling pressured.
- Share daily lesson objectives and overall program relevance and provide clear value to students' future aspirations.

### Supportive Environment: Quality of Facilities

#### Positive Aspects:

- **Functioning Systems:** Some students acknowledge that certain systems, such as air vents, are functioning well, contributing to a comfortable environment.
- **Availability of Supplies:** There is appreciation for the consistent availability of necessary supplies for students, ensuring they have what they need for their studies.

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- **Clean and Well-Maintained Areas:** Some students note that certain areas, like bathrooms and classrooms, are clean and well-maintained, creating a pleasant learning environment.

### Challenges:

- **Inconsistent Maintenance:** A significant issue raised by students is the inconsistency in maintaining facilities. For instance, water fountains are frequently mentioned as being broken, leading to frustration.
- **Lack of Essentials in Bathrooms:** The girls' bathroom is repeatedly highlighted as lacking essential supplies such as soap, tissue, and paper towels, which impacts hygiene and comfort.
- **Overly Strict Environment:** While some students acknowledge the strictness of the school's handbook as a positive, others feel it contributes to a rigid environment that may not always be conducive to a supportive atmosphere.
- **Temperature Control Issues:** The temperature in certain classrooms, particularly the math classroom, is mentioned as being uncomfortably hot, which can detract from the learning experience.

### Recommendations:

- **Regular Maintenance Checks:** Implement regular and consistent maintenance checks to ensure that all facilities, including water fountains and bathrooms, are fully functional and well-stocked with essential supplies.
- **Enhanced Hygiene Measures:** Improve the management of restroom facilities by ensuring a reliable supply of soap, tissue, and paper towels, especially in the girls' bathrooms.
- **Review of Handbook Policies:** While maintaining necessary rules, consider revisiting the strictness of the handbook to ensure it balances discipline with creating a supportive and flexible learning environment.
- **Climate Control Solutions:** Address temperature control issues in classrooms to ensure a comfortable learning environment year-round, potentially by investing in better climate control systems or more regular maintenance of existing ones.

### Ambitious Instruction: Academic Press:

#### Positive Aspects:

- **High Expectations:** Several students express that their teachers consistently push them to work harder, embodying a "go hard or go home" mentality. This high level of academic press is seen as a motivating factor for students to excel.
- **Support for Missing Work:** The provision of make-up days for missing work is appreciated by students, indicating that teachers are committed to ensuring that all students have the opportunity to succeed, even if they fall behind.
- **Personalized Encouragement:** Students feel supported by teachers who not only encourage them to work hard but also remind them of the long-term importance of their grades. This consistent motivation helps students understand the connection between their current efforts and their future success.
- **Engagement Through Incentives:** Some teachers use incentives like snacks to motivate students, which is positively received by students who find these small rewards encouraging.

#### Challenges:

- **Lack of Engagement:** A few students mention a lack of engagement in their learning, not because the teachers are failing to teach, but because the students themselves are not paying attention. This indicates a disconnect between the students' willingness to engage and the academic press exerted by the teachers.

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- **Discomfort with Academic Pressure:** While some students thrive under high expectations, others may feel overwhelmed or uncomfortable with the constant push to work harder. This could suggest that the level of academic press might be too intense for some students.
- **Inconsistent Experiences:** Not all students experience the same level of academic press. Some students mention not being challenged enough or not having taken any tests yet, which could point to inconsistencies in how academic press is applied across different classrooms or subjects.

### Recommendations:

- **Balanced Academic Press:** Teachers should aim to balance high expectations with an understanding of individual student needs, providing additional support where necessary to prevent students from feeling overwhelmed.
- **Enhanced Engagement Strategies:** To address the lack of engagement among some students, teachers might consider incorporating more interactive or varied teaching methods that can capture and maintain student interest.
- **Consistent Application Across Classes:** Ensure that all students experience a consistent level of academic press, with clear expectations and challenges in every class, to maintain a standard of rigor throughout the school.

### Likes

- **Supportive Teachers and Staff:**  
Many students express appreciation for their teachers, highlighting how they help them become better people, listen to them, and provide support when they feel upset or down. The connections and relationships built with teachers are valued, with students feeling that the staff genuinely care about their well-being and academic success.
- **Gym and Physical Activities:**  
The gym and opportunities for physical activity, such as recess, are commonly mentioned as favorites. Students appreciate having a well-maintained gym with good facilities, which is a significant part of their school experience.
- **Non-Bullying Policy and Fair Treatment:**  
The school's non-bullying policy is appreciated, as it helps create a safer environment. Some students also note the fairness of certain teachers and the reward system for good behavior and academic performance as positive aspects.
- **Cleanliness:**  
The cleanliness of certain classrooms and the overall school environment is mentioned as a positive, contributing to a more comfortable and pleasant atmosphere.
- **Extracurricular Activities:**  
Subjects like art and music, along with the availability of field trips, are enjoyed by students, contributing to a more engaging and diverse school experience.

### Dislikes

- **School Environment and Facilities:**  
The condition of the bathrooms is a major concern, with students describing them as dirty and unpleasant. The school's overall cleanliness is inconsistent, with some students expressing dissatisfaction with the dirtiness of certain areas.
- **School Policies and Uniforms:**

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The school's uniform policy is a source of frustration for several students, particularly the restriction on hoodies that do not match school colors. The length of classes and the removal of "Fun Friday" are also mentioned as areas of dissatisfaction.

- **Social Dynamics:**

Some students express discontent with their peers, citing issues like drama, disrespect, and messiness. The social environment can be challenging, leading to negative feelings about the school experience.

- **School Food:**

The quality of the school food is a frequent complaint, with students expressing dissatisfaction with the options provided during lunch.

- **Favoritism and Teacher Behavior:**

There is a perception of favoritism among some teachers, which creates an unfair environment. Additionally, some students have negative experiences with specific teachers, which impacts their overall school experience.

### Suggestions for Improvement

- **Better Facilities:**

Students suggest upgrading the bathrooms and improving the air conditioning as necessary improvements to enhance the school environment.

- **Improved School Food:**

Improving the quality and variety of school food is a common suggestion. Students would like to see healthier and more appealing options during lunch.

- **Fairer Policies:**

There is a call for more fairness in school policies, especially regarding the uniform code and how rules are enforced by staff. Students want to feel that all sides are heard and that policies are applied equally.

- **Enhanced Communication:**

- Better communication between staff and students is recommended. Establishing regular check-ins or private conversations could help address student concerns more effectively and improve the overall school experience.

- **Addressing Social Issues:**

To create a more positive social environment, students suggest addressing issues related to drama and disrespect. Promoting respect and kindness among students could help reduce negative social dynamics.

### Conclusion

The student survey highlights a range of strengths and areas for improvement within the school environment. Positive aspects include the dedication of teachers, the presence of a supportive safety network, and the availability of valuable academic and extracurricular resources. However, challenges such as inconsistent facility maintenance, perceived unwelcoming attitudes from some teachers, and issues with social dynamics and school policies have been identified. To enhance the overall student experience, it is recommended that the school focus on fostering a more inclusive and supportive atmosphere, improve facility maintenance and cleanliness, address concerns related to school policies, and promote better communication between students and staff. By addressing these areas, the school can build on its strengths and work towards creating a more positive and effective learning environment for all students.

## Certified Staff Survey Themes

### Ambitious Instruction: Quality of Student Discussion

#### Positive Aspects:

- Some educators work with individuals and small groups to ensure that all students have opportunities to think and share their ideas.
- There is an emphasis on encouraging students to take risks and have voice equity in discussions.

#### Challenges:

- Student discussions are often teacher-driven, with limited student-to-student interactions and opportunities for building on each other's responses.
- In some cases, students become excited and talk over each other, which may disrupt meaningful dialogue.

#### Recommendations:

- Implement strategies to foster more student-led discussions and peer interactions, such as structured group activities and discussion protocols.
- Provide professional development for teachers on facilitating student discussions and managing classroom dynamics to enhance equitable participation.

### Effective Leadership: Instructional Leadership

#### Positive Aspects:

- The school employs a diverse leadership team, including an executive director, deans, and instructional coaches, indicating a collaborative approach to leadership.

#### Challenges:

- The absence of a traditional principal role has created confusion about leadership responsibilities and effectiveness.
- Issues with toxic leadership behavior, including gossip and unprofessional conduct, have negatively impacted staff morale.

#### Recommendations:

- Clearly define and communicate the roles and responsibilities of each leadership position to avoid confusion and ensure accountability.
- Address toxic behavior through leadership training and promote a positive, respectful workplace culture.

### Effective Leadership: Program Coherence

#### Positive Aspects:

- There is ongoing work to develop standards-based learning and grading, indicating a commitment to improving program coherence.

#### Challenges:

- Ongoing enrollment and staffing issues are hindering progress in implementing and maintaining standards-based practices.

#### Recommendations:

- Develop strategies to address staffing and enrollment challenges to ensure that program coherence initiatives can be effectively implemented and sustained.

### Effective Leadership: Teacher Influence

#### Positive Aspects:

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- The school has restructured its curriculum and assessment practices to align with power standards, showing a commitment to improving instructional quality.

### Challenges:

- Teachers and staff feel that behavioral standards are not consistently applied, and there are concerns about accountability for both students and staff.
- Interruptions to curriculum work due to shifting priorities and lack of accountability for student behavior are significant issues.

### Recommendations:

- Establish clear and consistent behavioral expectations for both students and staff and ensure that these standards are enforced uniformly.
- Prioritize and protect curriculum development efforts to minimize disruptions and maintain focus on instructional goals.

## Effective Leadership: Teacher-Leadership Trust

### Positive Aspects:

- Efforts are being made to address trust issues through restorative practices and third-party climate surveys, indicating a willingness to improve staff relations.

### Challenges:

- Significant distrust exists between staff and the executive director, with reported instances of unprofessional behavior and lack of support from leadership.
- Perceptions of favoritism and unprofessional conduct among some leaders contribute to a toxic work environment.

### Recommendations:

- Promote transparency and fairness in leadership practices to rebuild trust among staff.
- Address unprofessional behavior through targeted training and establish clear protocols for handling grievances to improve overall staff morale.

## Collaborative Teachers: School Commitment

### Positive Aspects:

- Many staff members express a strong commitment to the students and the school community, highlighting their dedication and passion for their work.

### Challenges:

- Issues with unprofessional behavior and a lack of leadership are affecting staff satisfaction and commitment.
- The difficulty and expense associated with obtaining a teaching license and inconsistent support for staff are additional concerns.

### Recommendations:

- Resolve issues related to unprofessional behavior and leadership to restore a positive work environment.
- Provide support and if possible, resources for staff pursuing professional development and licensure to alleviate related challenges.

## Collaborative Teachers: Collaborative Practices

### Positive Aspects:

- Collaboration occurs primarily during staff professional development (PD) days, indicating structured opportunities for staff to work together.



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### Challenges:

- Limited opportunities for collaborative practices outside of PD days may restrict ongoing teamwork and idea-sharing among staff.

### Recommendations:

- Create additional avenues for collaboration, such as regular team meetings or collaborative planning sessions, to enhance ongoing professional dialogue and teamwork.

### Supportive Environment: Professional Development

#### Positive Aspects:

- Professional development (PD) is generally aligned with the needs of staff and students, indicating a responsive approach to staff training.

#### Challenges:

- There is a need for more purposefully planned PD, particularly at the start of the school year, to better address staff needs.

#### Recommendations:

- Plan and schedule PD sessions more strategically, ensuring that they address specific needs and are timed to maximize their impact at critical points in the school year.

### Involved Families: Family Involvement and Community Ties

#### Positive Aspects:

- Efforts to engage families and connect them with the school community are appreciated, and there is recognition of the positive contributions of involved families.

#### Challenges:

- There are challenges in reaching uninvolved families and improving overall family engagement.

#### Recommendations:

- Develop targeted strategies to increase family involvement and improve communication with less engaged families to strengthen community ties.

### Collaborative Teachers: Collective Responsibility

#### Positive Aspects:

- Some staff members demonstrate a strong sense of commitment and responsibility towards their work and the school community.

#### Challenges:

- Issues with accountability, personal responsibility, and a lack of clear protocols for addressing conflicts and behaviors create a challenging environment.

#### Recommendations:

- Foster a culture of accountability and collective responsibility by implementing clear protocols for addressing conflicts and establishing consistent expectations for professional behavior and performance.

### Likes

- **Involved Families:** Staff appreciate the engagement and support from involved families, which enhances the overall school environment.
- **Curriculum and Professional Development:** The existence of a well-developed curriculum, effective special education services, and helpful professional development in reading are highly valued.
- **Friendly and Cooperative Staff:** The staff's friendly and cooperative nature contributes to a welcoming atmosphere for students.

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- **Student Achievement:** There is a strong sense of satisfaction from seeing students achieve their goals.
- **Team Collaboration:** The ease of accessing intervention materials and the collaborative team approach for establishing groups is well-regarded.
- **Departmentalization and Trauma-Informed Practices:** The use of departmentalization and trauma-informed practices are seen as positive elements.
- **Positive Staff Relationships:** Relationships with coworkers who are professional and supportive contribute to a positive work environment.

### Dislikes

- **Uninvolved Families:** Difficulty in reaching and engaging uninvolved families presents a challenge.
- **Facilities Issues:** Concerns about the state of the bathrooms are noted.
- **Staff Overload:** The high number of staff, including new and support staff, can create challenges in building relationships and effective communication.
- **Meeting Needs of Students facing challenges:** There is a desire to better address the needs of the students with the most challenges.
- **Limited Enrichment Opportunities:** A lack of field trips is mentioned as a downside.
- **Short Lunch Break:** The need for a longer, quieter lunch break is a concern.
- **Scheduling Conflicts:** The specials schedule impacts the time available for Social Emotional Learning activities during morning meetings.
- **Leadership and Communication Issues:** Problems with communication between leadership and staff, an inconsistent discipline plan, and a lack of consequences for students contribute to dissatisfaction.

### Suggestions for Improvement

- **Policy on Student Behavior:** Establish clear policies for managing student behavior.
- **Recognition Programs:** Implement a teacher of the month program to recognize and reward outstanding staff contributions.
- **Address Unprofessional Behavior:** Tackle mean-spirited behavior among staff and ensure professional conduct.
- **Targeted Professional Development:** Provide specific professional development tailored to all positions, including support staff, to keep them updated on current educational trends and practices.
- **Family Orientation:** Require parents/guardians to meet with a school leader for orientation in August to review the student handbook and ensure better understanding and compliance.
- **Leadership Changes:** Consider revamping leadership titles and responsibilities to address systemic issues and improve overall school culture.

### Conclusion

The certified staff survey data reveals a school environment rich in positive aspects yet facing several significant challenges. Staff appreciate the supportive family involvement, well-developed curriculum, effective professional development, and the positive, cooperative nature of their colleagues. These factors contribute to a welcoming atmosphere and a strong sense of commitment to student achievement. However, issues such as uninvolved families, facility concerns, staffing challenges, and leadership problems undermine the overall effectiveness and satisfaction within the school. Recommendations to address these challenges include implementing clear student behavior policies, enhancing professional development, improving communication and leadership practices, and fostering a more

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inclusive environment for both staff and students. By focusing on these areas, the school can build on its strengths and work towards resolving its challenges, ultimately creating a more supportive and effective educational environment.

## Support Staff Survey

### Collaborative Staff: Collective Responsibility

#### Positive Aspects:

- **Unified Focus on Students:** There is a strong emphasis on collective responsibility, with a clear commitment to prioritizing students' academic progress and understanding as a common goal for everyone in the school.

#### Challenges:

- **No data demonstrating challenges.**

### Collaborative Staff: School Commitment

#### Positive Aspects:

- **Recommendation Potential:** The commitment to recommending the school to “certain students and demographics” suggests a positive view of the school's ability to cater to specific needs and its overall effectiveness.

#### Challenges:

- **Bias in Recommendation:** There is a perceived ideology that the school is for a specific population. This demonstrates a level of bias that may hinder recruitment of both students and staff.

#### Recommendations:

- **Solicit Detailed Feedback:** Actively seek detailed feedback from staff and stakeholders to better understand areas of commitment and identify opportunities for enhancing school support and outreach.

### Supportive Environment: Teacher-Support Staff Trust

#### Positive Aspects:

- **Varied Trust Levels:** Some staff members have a positive view of the trust within the team, indicating that relationships can be supportive.

#### Challenges:

- **Unclear Roles and Expectations:** There is a lack of clarity regarding roles and expectations, which affects the overall trust and cohesion among staff members.

#### Recommendations:

- **Define Roles Clearly:** Establish and communicate clear roles and expectations to all staff members. Regularly review and adjust these as needed to maintain a strong and supportive work environment.

### Effective Leadership: Program Coherence

#### Positive Aspects:

- **No Data Available.**

### Supportive Environment: College Enrollment/Career Development

#### Positive Aspects:

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- **Interest in Professional Development:** The data shows no interest in support for attaining a teacher license, which might indicate a lack of current need or focus in this area.

### Challenges:

- **Lack of Interest:** The lack of interest in support for obtaining a teacher license could reflect a broader issue with staff engagement in career development.

### Recommendations:

- **Explore Alternative Development Opportunities:** Provide varied professional development opportunities that cater to different interests and needs. Consider offering support in other areas of career growth to address diverse staff preferences.

## Supportive Environment: Career Development

### Positive Aspects:

- **Performance Reviews for Growth:** There is recognition of the potential benefits of performance reviews over peer evaluations. This suggests an understanding of the need for more structured feedback to support personal and professional growth.

### Challenges:

- **Need for Improved Feedback Mechanisms:** Current evaluation methods may not adequately support career development or provide meaningful feedback, impacting overall staff growth and resolution of concerns.

### Recommendations:

- **Implement Performance Reviews:** Introduce performance reviews to provide constructive feedback and support staff and leadership development. Ensure these reviews are conducted regularly and focus on professional growth and goal setting.

## Family Involvement: Parent Involvement

### Positive Aspects:

- **High Engagement Perception:** Staff perceive strong understanding and communication with parents, reflecting a positive view of existing parent-school interactions.

### Challenges:

- **No available data**

### Recommendations:

- **Enhance Communication Strategies:** Develop additional strategies to further engage parents and strengthen the home-school connection. Ensure that feedback from parents is actively sought and incorporated into school practices.

## Likes

- **Strong Relationships:** Respondents appreciate the close-knit relationships between staff, families, and students. This suggests a supportive and cohesive community that enhances the overall school environment.

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- **Dedicated Staff:** The dedication of long-standing teachers is highly valued, indicating respect for their commitment and contributions to the school.
- **Effective Teamwork:** The positive view of the school calendar and the effective collaboration among staff reflect well on the organization and coordination within the school.
- **Student Opportunities:** The opportunities provided to students and the close connections they have with staff are recognized as significant positives, indicating a focus on student development and engagement.

### Dislikes

- **Leadership Visibility and Direction:** There is concern about the leader's lack of presence in the school and the perceived lack of clear direction and understanding of student discipline. This can impact the effectiveness of leadership and overall school management.
- **Culture and Growth Issues:** Some staff feel that there is a lack of progress and growth in school culture, which can affect morale and the dynamic of the school environment.
- **Staff Policies and Attendance:** Discontent with staff policies related to attendance and the regular need for substitutes highlights issues with staff management and consistency.

### Suggestions for Improvement

- **Enhance Leadership Presence:** Increase the visibility of the school leader to foster stronger connections with students and parents. This can help in establishing better rapport and demonstrating active engagement in the school community.
- **Clarify Leadership Direction:** Provide clearer guidance and a more comprehensive understanding of student discipline to improve consistency and effectiveness in managing student behavior.
- **Focus on Culture and Growth:** Implement meaningful restructuring to address concerns about school culture and ensure that growth initiatives are effectively carried out.
- **Revise Staff Policies:** Reevaluate staff attendance policies and consider ways to reduce the need for frequent substitutes. This could involve addressing underlying issues contributing to staff absences and improving overall policy management.

### Conclusion

The support staff survey highlights several strengths and areas for improvement within the school. Positive aspects include a strong focus on students, effective teamwork, and dedicated staff, which contribute to a supportive and cohesive school environment. However, challenges such as leadership visibility, unclear roles, and cultural stagnation impact the effectiveness of the school's operations and overall morale. To address these issues, recommendations include enhancing the presence and direction of leadership, clarifying roles and expectations, focusing on school culture and growth, and revising staff policies to improve attendance and reduce the need for frequent substitutes. By implementing these suggestions, the school can build on its strengths, address existing challenges, and foster a more effective and engaging environment for both staff and students.

## Board/Leadership Survey

### Expertise Needs for New Board Members

#### Themes Identified:

- **Human Resources:** Expertise in HR is noted as a key area of need. This suggests a focus on improving the management and development of personnel within the school.
- **Marketing:** Skills in marketing are also mentioned, indicating a need to enhance the school's visibility and outreach efforts.
- **Fundraising:** There is a need for members with experience in fundraising, reflecting a priority to strengthen financial support and resource acquisition.
- **Corporate and IT Connections:** Specific mention of corporate and IT connections, particularly in Milwaukee, indicates a desire to leverage business networks and technological resources for the school's benefit.

### Effectiveness of School's Leadership and Board

#### Themes Identified:

- **Board Size and Diversity:** The Board is described as small and engaged, with a recommendation to grow and diversify. This suggests that while the current Board is actively involved, there is a need for expansion and increased diversity to bring in new perspectives and skills.

### Conclusion

The Board/Leadership survey highlights the need for new board members with expertise in HR, marketing, and fundraising, as well as valuable corporate and IT connections, especially in Milwaukee. Additionally, there is a recognized need to grow and diversify the Board to improve its overall effectiveness and reach.

## Summary of Key Insights and Recommendations

The feedback from parents, students, staff, and leadership reveals a multifaceted view of C3, showcasing both commendable strengths and areas needing improvement. The school is praised for its strong sense of community, effective communication, and supportive environment, as well as the dedication and cooperation of its staff. However, concerns such as the removal of the CLC program, bullying issues, inconsistent facility maintenance, and challenges in leadership and staffing are significant. Addressing these concerns involves reinstating or finding alternatives to critical programs, enhancing anti-bullying measures, improving facility maintenance, and fostering a more inclusive and supportive atmosphere. Recommendations also include enhancing leadership visibility, clarifying staff roles, and diversifying the Board to bring in essential expertise. By focusing on these areas, C3 has the opportunity to build on its strengths and create a more positive and effective educational environment for students, staff, and the broader community.