

# EVIDENT CHANGE

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## MILWAUKEE MATH & SCIENCE ACADEMY 2023-24 SURVEY RESULTS

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## Culture and Climate Report

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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.

TABLE 1				
RESPONSE RATE				
STUDENTS	CERTIFIED STAFF	SUPPORT STAFF	LEADERSHIP	PARENTS
90.0%	63.6%	63.5%	85.7%	78.4%

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

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

TABLE 2						
POSITIVE SENTIMENT SCORE						
INDICATOR OF IMPROVEMENT	SURVEY					OVERALL
	Certified Staff	Support Staff	Leadership/ Board Members	Parents	Students	
Supportive Environment	77.1	90.0	N/A	71.7	55.7	<b>58.9</b>
Ambitious Instruction	88.0	N/A	N/A	N/A	70.4	<b>79.2</b>
Collaborative Staff	81.9	94.7	N/A	78.6	N/A	<b>85.1</b>
Effective Leadership	77.8	96.7	85.0	82.4	58.1	<b>80.0</b>
Involved Families	68.8	96.0	N/A	N/A	N/A	<b>82.4</b>
<b>Overall Rating</b>	<b>78.7</b>	<b>94.4</b>	<b>85.0</b>	<b>77.6</b>	<b>61.4</b>	<b>77.1</b>

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 Milwaukee Math and Science Academy 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:

- Many parents expressed their love for the school, highlighting the dedication and support of the teachers. Multiple comments praised the school for creating a calm environment, with teachers who help students manage their emotions and behavior.
- The longevity of students attending the school was noted positively, indicating a strong community connection and satisfaction with the overall experience.
- Several parents mentioned how the school has positively impacted their children's academic progress, especially in reading.

#### Challenges:

- There were concerns about cleanliness and overall maintenance, with some parents noting that the school is unclean.
- Issues of fairness and inclusivity were raised, with some parents feeling that the school needs to address various situations better, including a lack of programs such as Black History Month celebrations.
- The attitude and professionalism of office staff were criticized, with parents describing them as rude and unprofessional.

#### Recommendations:

- The school should invest in improving cleanliness and maintenance, ensuring a healthier environment for students.
- Implement programs and initiatives that promote inclusivity and fairness, such as celebrating diverse cultures and histories.
- Provide additional training for office staff to improve their interaction with parents and the community, focusing on professionalism and customer service.

### Supportive Environment: Quality of Facilities

#### Positive Aspects:

- Some parents described the school as very clean and safe, with excellent staff who contribute to a positive environment.
- There was recognition of efforts to maintain safety within the facilities, although this was not universally agreed upon.

#### Challenges:

- The physical condition of the school was frequently mentioned, with specific concerns about the outdated and dingy appearance of the building. The need for new paint and brighter lights was highlighted.
- The location and condition of the playground were also significant issues, with parents noting that it is poorly placed, and that the outside area is generally in bad condition.
- Concerns about the basement classroom, particularly its suitability for young children, were raised due to poor air quality that might affect students with asthma.

#### Recommendations:

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- Renovate the school building with fresh paint, improved lighting, and updated facilities to create a more welcoming environment.
- Reevaluate the placement and quality of the playground to ensure it is safe and accessible for all students.
- Address air quality concerns in basement classrooms to ensure a healthy learning environment, particularly for students with respiratory issues.

### Supportive Environment: School Safety

#### Positive Aspects:

- A number of parents praised the school for its safety, describing it as a very safe environment.
- There were reports of effective communication from teachers and the assistant principal regarding incidents involving students, which helped parents feel informed and reassured.

#### Challenges:

- Need for Increased Security: There is a call for enhanced security measures, including better supervision and separation of different school levels on buses.
- Bullying and Safety Concerns: Issues with bullying and the effectiveness of the school's response are highlighted, along with general dissatisfaction with current safety measures.

#### Recommendations:

- Several parents raised concerns about the presence of weapons in school and the lack of adherence to technology rules, which compromises safety.
- Bullying, both in school and on buses, was identified as a major issue, with some parents noting that the school needs to take stronger actions to address it.
- Emotional safety concerns were raised, with some parents feeling that the adults in charge negatively influence students' mental health.

### Collaborative Teachers: Parent-Teacher Partnership

#### Positive Aspects:

- Some parents appreciated the consistent communication from certain teachers and their efforts to understand and connect with students.
- The teaching staff was often praised for their dedication and willingness to support students' learning.

#### Challenges:

- There were significant concerns about a lack of communication, with parents feeling that teachers only reached out when there was a problem.
- Some parents felt that teachers did not understand the cultural needs of their children and were disappointed by the lack of partnership in the learning process.
- Issues were raised regarding the qualifications and effectiveness of some teachers, with a perception that they were not well-prepared to handle the classroom dynamics.

#### Recommendations:

- Improve the frequency and quality of communication between teachers and parents, ensuring that parents are kept informed about their child's progress regularly.

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- Provide cultural competency training for teachers to better understand and address the needs of a diverse student body.
- Foster a collaborative environment where parents' opinions are valued and considered in the decision-making process related to their children's education.

### Effective Leadership: Parent-Leadership Partnership

#### Positive Aspects:

- Some parents were satisfied with the leadership, describing it as very good and expressing appreciation for the involvement of the leadership team in school activities.

#### Challenges:

- Many parents criticized the school leadership, particularly the principal, for being unapproachable, rude, and sometimes harsh with both students and parents.
- Concerns were raised about a lack of transparency and involvement, with some parents feeling excluded from understanding what is happening within the school.

#### Recommendations:

- Leadership should work on improving communication with parents and creating a more inclusive and transparent environment.
- Implement regular meetings or forums where parents can voice their concerns and feel heard by the school leadership.
- Provide leadership training focused on emotional intelligence and community engagement to help improve relationships between the principal, staff, and parents.

#### Likes:

- Parents appreciated the dedication and kindness of the teaching staff, as well as the quality of education provided.
- The school's proximity to home and the overall learning environment were also noted as positives.

#### Dislikes:

- The organization of the school, issues with bullying, and the quality of the curriculum were mentioned as major dislikes.
- Concerns about safety, particularly regarding weapons and inadequate responses to bullying, were also prominent.

### Improvement Suggestions

- Suggestions for improvement included enhancing communication, providing better facilities, and addressing safety concerns more effectively.
- Parents also recommended more extracurricular activities and field trips to make learning more engaging for students.

### Conclusion

The parent survey reveals a complex picture of the school environment, highlighting both strengths and areas in need of improvement. Parents overwhelmingly appreciate the dedication of the teaching staff and the supportive atmosphere that fosters academic progress, particularly in reading. The strong sense of community and the safe environment are also recognized as positive aspects. However, significant challenges persist, particularly regarding

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cleanliness, inclusivity, and the quality of communication between parents, teachers, and school leadership. Concerns about the physical condition of the school, the effectiveness of safety measures, and the professionalism of the office staff indicate a need for targeted improvements. To enhance the overall school experience, it is recommended that the school leadership prioritize renovations, improve security measures, foster cultural competency, and strengthen parent-teacher partnerships through better communication and transparency. Addressing these concerns will be crucial in maintaining a positive and inclusive environment where all students can thrive.



## Student Survey: Themes Identified

### Section: Academic Personalism

#### Positive Aspects:

- A few students noted specific teachers who were helpful or liked, such as Mr. Dahlk and Ms. Contante.

#### Challenges:

- Many students reported a lack of helpfulness and support from teachers, with some students mentioning that teachers do not have control over the classroom.
- Negative interactions with teachers, such as one being "mean" or calling students derogatory names, were highlighted.
- Concerns about the academic content not being aligned with their grade level were also raised.

#### Recommendations:

- Improve teacher-student relationships by fostering a more supportive and respectful environment.
- Ensure that academic content is appropriate for the grade level and differentiated for students' learning needs.
- Enhance teacher training to improve classroom management and support for students.

### Supportive Environment: Peer Support for Academic Work

#### Positive Aspects:

- A few students mentioned having positive interactions with some classmates.

#### Challenges:

- Many students reported feeling unsafe due to bullying, fights, and general disrespectful behavior from peers.
- A significant number of students feel that their classmates are not serious about their education, which negatively impacts the learning environment.

#### Recommendations:

- Implement stronger anti-bullying measures and promote a culture of respect among students.
- Encourage more collaborative and supportive peer interactions to create a positive learning environment.

### Supportive Environment: School Safety

#### Positive Aspects:

- A few students mentioned feeling safe due to the actions of certain staff members.

#### Challenges:

- Many students expressed concerns about safety on school buses, with reports of reckless driving and unsafe conditions.
- There were also reports of feeling unsafe in classrooms due to peer violence and inadequate teacher responses to such incidents.

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### Recommendations:

- Improve the safety protocols for school transportation, consider bus monitors.
- Enhance classroom safety by addressing disruptive behavior more effectively and ensuring that students feel secure.

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

#### Positive Aspects:

- A small number of students expressed trust in specific teachers, such as Mr. Biami and Mr. Dahlk.

#### Challenges:

- There is a pervasive lack of trust in teachers and leadership among students, with some students describing negative interactions with the principal and other staff members.
- Reports of teachers using physical force or making students uncomfortable were particularly concerning.

#### Recommendations:

- Build trust between students and staff by fostering a more supportive and respectful school culture.
- Address any reports of inappropriate behavior by staff members through proper investigation and training.

### Supportive Environment: Quality of Facilities

#### Positive Aspects:

- Some students appreciated the gym facilities.

#### Challenges:

- Many students expressed dissatisfaction with the school's physical environment, citing issues such as poor food quality, inadequate heating, mold, and overall dissatisfaction with the school building.
- There were also concerns about the lack of use of the park directly across the street; stating teachers seem to be afraid of their neighborhood.

#### Recommendations:

- Improve the quality of school facilities, including food, heating, and cleanliness.
- Consider renovations to provide a better-equipped building with adequate recreational facilities.

### Ambitious Instruction: Academic Press

#### Positive Aspects:

- Some students mentioned enjoying certain classes, particularly those taught by teachers they respect, like Mr. Mohammed and Mr. Williams.
- A few students acknowledged the effort teachers put into their education.

#### Challenges:

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- There is a sense that the academic content does not challenge students appropriately, with some feeling that they are not learning at the correct grade level because so many other students are behind.
- Concerns were also raised about the effectiveness of certain teachers and the overall learning environment.

### Recommendations:

- Differentiate instruction to meet the needs of students at various academic levels.
- Provide additional support for students who need it while challenging advanced students with more rigorous content.

### Likes

- The most frequently mentioned likes include physical activities, particularly the gym and recess.
- Several students expressed an appreciation for academic subjects, particularly math.
- A few students highlighted positive social interactions as a favorable aspect of their school experience.

### Dislikes

- The length of the school day was a significant concern for many students.
- Several students expressed dissatisfaction with the behavior of teachers and the overall classroom environment.
- The quality of the school lunch was another major area of concern.
- Some students expressed dissatisfaction with the behavior of peers, including issues of safety and inappropriate language.
- Many students suggested changes to the school schedule, including shorter days and more breaks during the school day.

### Improvement Suggestions

- Many students suggested changes to the school schedule, including shorter days and more breaks during the school day.
- Improvements in the quality of school lunches were a common suggestion.
- Students suggested changes to teaching staff and their behavior, with some expressing a need for more qualified and respectful teachers.
- There were also suggestions related to improving the physical environment of the school, such as adding air conditioning and a playground.

### Conclusion:

The data highlights significant challenges within the school environment, including issues with teacher support, peer behavior, safety, trust, and the quality of facilities. While there are some positive aspects, such as the gym facilities and a few respected teachers, the overall sentiment is one of dissatisfaction and concern. To improve the school environment, it is essential to address the safety concerns, enhance the quality of academic instruction, and build trust between students and staff. Investing in the facilities and fostering a more supportive and respectful school culture will be key to addressing the challenges identified by students.

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The feedback from students highlights several key areas where the school excels, such as offering enjoyable physical activities and certain academic subjects. However, it also reveals significant dissatisfaction with the school schedule, food quality, and teacher behavior. The suggested improvements emphasize the need for a more accommodating schedule, better food, and a more positive and respectful learning environment. Addressing these concerns could enhance the overall student experience and foster a more supportive educational atmosphere.

## Certified Staff Survey

### Ambitious Instruction - Quality of Student Discussion

#### Positive Aspects:

- Students are increasingly engaging in discussions and team talks, which helps them formulate better answers.
- Structured programs like SFA (Success for All) are beneficial in fostering appropriate discussion and defense of answers.
- Students are given opportunities to listen, agree, or disagree with their peers, promoting active engagement.

#### Challenges:

- Some students feel discouraged if they are not called on first or if they perceive that their answers are being repeated, which may reduce their participation.
- Student participation in discussions varies depending on their interest in the topic, their feelings, and external factors influencing their behavior.
- The need to adapt teaching strategies due to the introduction of a new grade and subject level adds complexity to fostering quality discussions.

#### Recommendations:

- Develop strategies to encourage all students to participate, even if their answer has been mentioned, by emphasizing the value of diverse perspectives.
- Implement classroom routines that consistently support and validate student participation regardless of external factors.
- Provide ongoing support for teachers in adapting instructional techniques to new grade levels or subjects.

### Effective Leadership - Instructional Leadership

#### Positive Aspects:

- Professional development and instructional meetings are helpful, especially for new teachers, in improving their teaching approaches.
- Leadership at the school is highly regarded, with strong support and high expectations being key factors in creating a positive teaching environment.

#### Challenges:

- There is a perception that leadership is stretched thin, with more experienced teachers feeling less of a focus on their needs.

#### Recommendations:

- Consider providing differentiated support for experienced teachers to ensure their needs are met alongside those of newer staff.
- Maintain a high level of support and continue to promote a positive leadership culture to retain staff and encourage new teacher recruitment.

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### Effective Leadership - Program Coherence

#### Data Availability:

- No data available.

### Effective Leadership: Teacher Influence

#### Positive Aspects:

- Teachers have the flexibility to elaborate on the curriculum and introduce additional learning opportunities aligned with student interests.

#### Challenges:

- School-wide behavior standards are not consistently enforced, leaving teachers to manage behavior in their classrooms with limited support.

#### Recommendations:

- Strengthen the enforcement of behavior standards across the school to provide teachers with consistent support.
- Encourage the development of classroom management strategies that align with school-wide expectations, with ongoing administrative backing.

### Effective Leadership: Teacher-Leadership Trust

#### Positive Aspects:

- There is room for teacher input and the development of classroom standards.

#### Challenges:

- Trust between teachers and leadership can be strained due to inconsistent follow-up on behavioral standards and a perceived lack of support.

#### Recommendations:

- Enhance communication and collaboration between teachers and leadership to build stronger trust and ensure consistent support across the school.
- Consider regular feedback sessions to address concerns and improve trust.

### Collaborative Teachers - School Commitment

#### Positive Aspects:

- Teachers who are committed to the school express a strong belief in the leadership, staff, and curriculum's support of student learning and growth.

#### Challenges:

- Some teachers feel demotivated due to high workloads and a perceived lack of spirit among staff, possibly exacerbated by teacher shortages.

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### Recommendations:

- Provide additional support to reduce teacher workloads and improve morale.
- Foster a positive school culture by recognizing and addressing the factors contributing to low staff spirit.

### Collaborative Teachers: Collaborative Practices

#### Positive Aspects:

- Regular collaborative meetings, such as those held every Tuesday and Thursday, allow teachers to discuss data, goals, and plans.

#### Challenges:

- Inconsistent attendance at collaborative meetings by some teachers and insufficient time for collaboration are significant issues.

#### Recommendations:

- Improve the consistency of attendance at collaborative meetings by addressing the underlying causes of absenteeism.
- Allocate more time for collaboration to ensure that all teachers can fully participate in these crucial discussions.

### Collaborative Teachers: Collective Responsibility

#### Challenges:

- Some adults are feeling overwhelmed and are giving up due to the challenges of managing student behavior.

#### Recommendations:

- Develop a support system for teachers to help them manage challenging behaviors more effectively.
- Promote a culture of collective responsibility where all staff feel supported in addressing behavior issues.

### Supportive Environment: Professional Development

#### Data Availability:

- No data available.

### Involved Families: Family Involvement and Community Ties

#### Positive Aspects:

- The school has a Solutions Team and a Community Connections Team focused on family and community involvement.

#### Challenges:

- Many teachers believe parents lack the interest or ability to participate in school activities, limiting family involvement. Teachers who believe that parents are indifferent to their child's education may lack empathy and fail to recognize the cultural factors that influence parental involvement.

#### Recommendations:

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- Increase efforts to engage parents and educate teachers by identifying and addressing barriers to participation.
- Consider offering more flexible involvement opportunities that accommodate the diverse needs and capabilities of families.

### Likes

- **Supportive Leadership and Staff**

A common theme among the positive feedback is the strong sense of support from the leadership and staff. Respondents appreciate the open-mindedness and supportive nature of the leadership team, with many noting the collaborative environment where teachers feel they can seek help when needed. This support extends beyond the classroom, with teachers feeling valued and encouraged in their professional growth.

- **Positive School Community and Relationships**

Many respondents highlighted the strong relationships they've built with coworkers and students, describing the school environment as feeling like a family. The camaraderie among staff and the positive impact of these relationships on their work and student success are highly valued.

- **Curriculum and Professional Development**

The school's curriculum, particularly the literacy program, received praise for contributing to student growth. Additionally, the opportunities for professional development and the leadership in this area are appreciated, helping teachers feel equipped and confident in their roles.

### Dislikes

- **Student Behavior and Discipline**

A significant concern is the issue of student behavior, with many respondents expressing frustration over disrespectful and disruptive students. The perception is that the lack of effective discipline and behavior management strategies has led to students feeling they can "run the campus," creating a challenging environment for teaching and learning.

- **Communication and Feedback**

Some staff members feel there is a lack of positive communication and feedback among the staff. This lack of clear and constructive communication is seen as a barrier to fostering a more cohesive and supportive school culture.

- **Workload and School Conditions**

The long workdays and extended school year compared to other schools were noted as downsides, contributing to stress and burnout. Additionally, concerns about school safety, physical conditions (e.g., broken doors, plumbing issues), and the school's location were highlighted as areas needing improvement.

### Improvement Suggestions

- **Enhanced Behavior Management**

The most frequently suggested improvement is a focus on consistent and effective behavior management strategies. Respondents recommend using a unified approach across the school, with clear communication and consistent consequences to address student behavior issues more effectively.

- **Improving School Culture**

There is a desire to restore and enhance the school's culture, which some feel has deteriorated since the



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pandemic. Suggestions include fostering a more respectful environment with less sarcasm and stronger leadership to rebuild the positive atmosphere that once existed.

- **Teacher Retention and Support**

To retain great teachers, respondents suggest finding more incentives and support mechanisms. Addressing safety concerns and improving the physical conditions of the school are also seen as essential steps in making the school a more desirable place to work and learn.

### Conclusion

The feedback gathered from the Certified Staff Survey provides a comprehensive overview of both the strengths and challenges within the school environment. Positive aspects such as strong leadership, supportive staff, and a curriculum that fosters student growth are highly valued by the staff, contributing to a sense of community and professional fulfillment. However, significant concerns around student behavior, communication, and the physical condition of the school indicate areas that need immediate attention. The suggestions provided by staff, including the need for consistent behavior management, cultural revitalization, and enhanced support for teachers, highlight the critical steps needed to address these challenges. By focusing on these recommendations, the school can work towards creating a more positive and productive environment for both students and teachers, ensuring continued growth and success for all.

## Support Staff Survey

### Collaborative Teachers - Collective Responsibility

#### Positive Aspects:

- There is strong teamwork among staff, with a collective effort in tackling problems and creating a supportive, inclusive, and encouraging environment for students.

#### Challenges:

- Some staff members express a desire to have greater outreach to the parents of students, indicating a gap in communication and involvement.

#### Recommendations:

- Strengthen parent-teacher communication channels to enhance parental involvement in the school community.
- Consider implementing regular meetings or events that facilitate more direct engagement between teachers and parents.

### Collaborative Teachers - School Commitment

#### Positive Aspects:

- The school has successful programs and youth sports that promote hard work and teamwork among students.
- There is a strong commitment to maintaining a safe and supportive environment, with staff dedicated to helping students, particularly those with special needs.
- The school's commitment is seen as a key factor in its success, with a safe and dedicated environment being highlighted as better than other schools in the area.

#### Challenges:

- There is a need for more incentives to retain both new and existing staff, which is essential for the continued growth and success of the school.

#### Recommendations:

- Introduce incentive programs to attract and retain staff, such as professional development opportunities, recognition programs, or financial incentives.
- Continue to build on the supportive environment by regularly reviewing and enhancing safety measures and support programs for students with special needs.

### Supportive Environment - Teacher-Support Staff Trust

#### Positive Aspects:

- There is a strong sense of support among staff and teachers, contributing to a collaborative and trusting environment.

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### Challenges:

- Disparities exist in the time spent per child between teachers and support staff, particularly those with strong educational backgrounds. This suggests a need for better allocation of resources and staff time to ensure more direct interaction with students.

### Recommendations:

- Reevaluate the distribution of staff responsibilities to ensure that those with strong educational backgrounds spend more time directly engaging with students.
- Address logistical and administrative challenges that may be hindering the effective use of staff time with students.

### Effective Leadership - Program Coherence

#### Data Availability:

- No data available.

### Effective Leadership - Leadership-Staff Trust

#### Positive Aspects:

- A strong family-like environment is highlighted, indicating a close-knit and supportive relationship between leadership and staff.

#### Challenges:

- No specific challenges were noted in the data.

#### Recommendations:

- Continue fostering the family-like environment while actively seeking feedback from staff to identify and address any potential areas of concern.
- Implement regular check-ins or surveys to monitor staff trust and satisfaction with leadership.

### Supportive Environment - College Enrollment/Career Development

#### Challenges:

- When asked about support for attaining a teacher license, there was limited interest, with most responses indicating uncertainty or no interest.

#### Recommendations:

- Explore the reasons behind the lack of interest in teacher licensing support and consider offering alternative professional development opportunities that align more closely with staff needs and goals.
- Provide more information on the benefits of obtaining a teacher license to encourage those who may be unsure.

### Supportive Environment - Career Development

#### Data Availability:

- No data available.

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### Involved Families Parent Involvement

#### Data Availability:

- No data available.

#### Likes

- **Staff and Relationships:** There is a strong appreciation for the staff and the overall family-like environment. The sense of camaraderie and teamwork among staff is highly valued, as well as the support provided by the Leadership Team.
- **Student Engagement:** Building positive relationships and bonding with students is a significant aspect that is liked, showing a commitment to student well-being and personal connections.
- **Extracurricular Activities:** The commitment to youth sports and extracurricular activities is also a highlight, providing students with opportunities beyond academics.

#### Dislikes

- **School Facilities and Resources:** Concerns were raised about the breakfast and lunch choices provided to students, indicating dissatisfaction with the quality or variety of meals.
- **Mental Health Support:** There is a desire for more mental health support staff, suggesting that the current resources may be insufficient to meet the needs of students.
- **Staff Retention and Compensation:** Low salaries and high staff turnover rates are significant issues, pointing to potential dissatisfaction among staff and challenges in maintaining a stable workforce.
- **Discipline and Parent Involvement:** The current discipline policies and their implementation are seen as areas needing improvement. There is also a concern about the lack of parent involvement, which may be affecting the overall school environment and student support.

#### Improvement Suggestions

- **Expanded Programs:** There is a desire for more after-school programs, which could provide additional opportunities for student engagement and development.
- **Improved Discipline Policies:** Several suggestions focus on enhancing the discipline system, more consistent holistic policy that avoids a rigid, black-and-white approach.
- **Holistic Problem-Solving:** One suggestion emphasizes the importance of addressing issues with a nuanced approach, considering different perspectives and solutions rather than a one-size-fits-all mentality.

#### Conclusion

The support staff survey data highlights several strengths within the school, particularly in fostering a supportive, family-like environment among staff and students, as well as a commitment to student engagement through extracurricular activities. However, there are notable challenges, including the need for better parent involvement, improved mental health support, and more effective discipline policies. Additionally, concerns about staff retention and the need for more competitive compensation suggest areas where further investment is required to maintain a stable and motivated workforce. To address these issues, the recommendations focus on enhancing communication with parents, offering more incentives for staff, and refining the discipline system to be both clear and flexible. By taking these steps, the school can build on its existing strengths while addressing the areas in need of improvement, ultimately creating a more cohesive and supportive environment for all.

## Board/Leadership Survey

### Expertise Needs for New Board Members

#### Themes Identified:

- **Education:** There is a strong emphasis on the need for expertise in education. This reflects a desire for members who understand educational issues and can contribute to improving academic outcomes.
- **Demographic Representation:** There is a specific mention of wanting members from the same demographic background as over 90% of the children, suggesting a focus on representation and understanding of the community served by the school.
- **Legal and Finance:** Expertise in legal and financial matters is also highlighted. This indicates a need for guidance on compliance, risk management, and financial planning.
- **Community Outreach and Partnerships:** Skills in community outreach and forming community partnerships are noted. This underscores the importance of building relationships and networks to support the school.
- **School Finance Knowledge:** Specific knowledge about school finance is mentioned, emphasizing the need for financial acumen tailored to the educational sector.

### Effectiveness of School's Leadership and Board

#### Themes Identified:

- **Leadership Quality:** The leadership is praised for doing a great job, with a majority of board members holding higher education degrees and bringing diverse expertise to the table.
- **Positive Feedback and Adaptation:** The leadership and board are recognized for their efforts in settling into a new building, with positive feedback from parents and students.
- **Increased Board Size and Diversity:** The number of Board members has increased, and the diversification of expertise is seen as a positive development, leading to more innovative ideas for the school.
- **Need for Increased Involvement:** There is a suggestion that the board could be more involved by visiting the school during the day to gain a better understanding of its operations.

### Conclusion

The Board/Leadership survey indicates a need for new board members with expertise in education, legal and financial matters, and community outreach. Representation that reflects the demographic background of the student body and knowledge of school finance are also crucial. While the current leadership and Board are praised for their effectiveness and the positive impact of their increased size and diversity, there is a call for greater board involvement in school activities to improve engagement and understanding.

### Summary of Key Insights and Recommendations

In summary, the comprehensive surveys conducted among parents, students, staff, and leadership reveal a nuanced view of the school environment, underscoring both commendable aspects and critical areas for improvement. The dedication of the teaching staff, a strong sense of community, and the safety of the school are widely acknowledged and appreciated across various groups. However, persistent challenges, including cleanliness, inclusivity, communication, and facility quality, suggest the need for significant targeted interventions. Additionally, concerns about student behavior, safety, and staff professionalism, as well as dissatisfaction with school schedules, food quality, and leadership engagement, highlight areas requiring immediate attention.

To move forward, it is essential for the school to invest in renovating facilities, enhancing security measures, and improving the overall learning environment. Strengthening communication and trust between all stakeholders—parents, students, staff, and leadership—will be crucial in fostering a more positive and inclusive atmosphere. Moreover, addressing issues like cultural competency, behavior management, and staff retention through targeted training and support will be vital in ensuring continued growth and success. By taking these steps, the school can build on its existing strengths while effectively addressing the identified challenges, ultimately creating a more supportive, engaging, and thriving educational environment for all.