

EVIDENT CHANGE

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DARRELL LYNN HINES ACADEMY

2023-24 SURVEY RESULTS

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Culture and Climate Report

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.¹ 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.²

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.

¹ [5Essentials](#)

² [Supporting Schools](#)

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TABLE 1				
RESPONSE RATE				
STUDENTS	CERTIFIED STAFF	SUPPORT STAFF	LEADERSHIP	PARENTS
91.0%	75.0%	57.0%	43.0%	35.0%

TABLE 2						
POSITIVE SENTIMENT SCORE						
INDICATOR OF IMPROVEMENT	SURVEY					OVERALL
	Certified Staff	Support Staff	Leadership	Parents	Students	
Supportive environment	68.1	76.2	n/a	84.0	67.7	74.0
Ambitious instruction	88.3	n/a	n/a	n/a	78.7	83.5
Collaborative staff	72.9	87.1	n/a	83.6	n/a	81.2
Effective leadership	61.7	90.2	87.9	96.4	88.1	84.9
Involved families	65.9	94.3	n/a	n/a	n/a	80.1
Overall Rating	71.4	87.0	87.9	88.0	78.2	80.7

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 Darrell Lynn Hines 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.

Culture and Climate Report

Parent Survey: Themes Identified

Supportive Environment: School Community

Positive Aspects:

- The school community is highly regarded, with multiple mentions of the staff being accommodating, helpful, and understanding.
- Parents and students feel welcomed and appreciated within the school environment.
- The school's cleanliness and professionalism are noted as significant positive factors.

Challenges:

- A desire for more student/parent activities was expressed, as parents wish to be more involved in the school community.
- Some teachers need to take more responsibility for their interactions with students.

Recommendations:

- Increase the number of student/parent activities to foster greater community involvement.
- Provide training for teachers on effective communication and student interaction to improve relationships.

Supportive Environment: Quality of Facilities

Positive Aspects:

- The school is praised for its cleanliness, with comments emphasizing the excellent job done in maintaining the facilities.

Challenges:

- There were no significant negative comments about the quality of the facilities, indicating general satisfaction.

Recommendations:

- Continue the current level of maintenance to ensure the facilities remain in excellent condition.

Supportive Environment: School Safety

Positive Aspects:

- The school is recognized for handling bullying incidents effectively and taking steps to resolve issues when they arise.

Challenges:

- Some parents feel that the school needs to improve its security measures, as the current system allows for easy access to the building.
- Concerns about bullying remain, with suggestions for more robust disciplinary actions.

Recommendations:

- Implement tighter security measures to control access to the school building.
- Review and enhance anti-bullying policies, ensuring that disciplinary actions are consistent and effective.

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Collaborative Teachers: Parent-Teacher Partnership

Positive Aspects:

- Teachers are appreciated for their support and communication, with specific praise for some individual teachers.
- The school's focus on student learning is recognized positively.

Challenges:

- There is a call for teachers to focus more on building relationships with students rather than involving parents in minor issues that could be handled within the classroom.
- Some parents feel that not all teachers are adequately engaging with parents about academic needs.

Recommendations:

- Encourage teachers to balance communication with parents, focusing on academic progress and significant issues.
- Foster stronger relationships between all teachers and parents to ensure consistent communication.

Effective Leadership: Parent-Leadership Partnership

Positive Aspects:

- The current leadership is well-liked, with the principal being described as approachable, knowledgeable, and understanding.
- The leadership team is commended for being responsive and addressing concerns in a timely manner.

Challenges:

- There were no significant negative comments about the leadership, indicating general satisfaction.

Recommendations:

- Maintain open communication channels between leadership and parents to continue building trust and partnership.

Likes:

- The staff's dedication to helping children learn is a major highlight, along with the overall support provided by the school.
- The school's communication and responsiveness are valued highly.

Dislikes:

- Absence of bus transportation
- Lack of after school enrichment and homework help
- Playground space
- Lack of diversity among teaching staff
- Absence of school counselor

Improvement Suggestions

- Improve resources for children with behavioral issues.

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- Increase the diversity of the teaching staff and implement transportation services.
- Enhance security measures to ensure a safer environment for students.is recommended.

Conclusion

DLH Academy is well-regarded by its community for its supportive staff, cleanliness, and effective communication. However, there are areas for improvement, particularly in security, teacher-parent engagement, and providing more activities for parent involvement. Addressing these challenges and implementing the recommended improvements will further enhance the school environment and ensure continued satisfaction among students and parents.

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Student Survey: Themes

Ambitious Instruction: Academic Personalism

Positive Aspects:

- Some students recognize that certain teachers do offer help, indicating that there is some level of academic support provided.

Challenges:

- The majority of students report a lack of academic personalism, with several responses indicating that their teachers do not help them.
- Students feel that support varies depending on the class, with some teachers not providing the necessary assistance.
- There are instances where students feel blamed for things they did not do, creating a sense of unfair treatment and lack of support.

Recommendations:

- Increase efforts to ensure consistent academic support across all classes and teachers.
- Implement a system where students can voice concerns about unfair treatment without fear of retribution.
- Provide professional development for teachers to foster a more supportive and understanding environment.

Supportive Environment: Peer Support for Academic Work

Positive Aspects:

- A significant number of students believe that their classmates are serious about school and are willing to help each other with academic work.

Challenges:

- Some students experience peer bullying and harassment, including physical aggression and verbal abuse, which detracts from a supportive environment.
- Issues with classroom management lead to disruptions in learning, particularly in science and social studies classes, where students talk over the teacher.
- There are reports of immaturity and a lack of seriousness among some students, which negatively impacts the learning environment.

Recommendations:

- Implement anti-bullying programs and peer mediation to address interpersonal conflicts and create a more supportive peer environment.
- Strengthen classroom management strategies to ensure a focused and respectful learning environment.
- Encourage a culture of mutual respect and responsibility among students through school-wide initiatives.

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Supportive Environment: Feelings of Safety

Positive Aspects:

- Some students feel safe when they are around their friends, indicating that peer relationships can be a source of comfort and security.

Challenges:

- Many students express concerns about safety, with some mentioning threats of violence, death threats, and even threats from teachers.
- There is a general sense of distrust towards teachers, which discourages students from confiding in them.
- Reports of physical and verbal abuse, as well as feelings of invasion of privacy, contribute to a pervasive sense of insecurity among students.

Recommendations:

- Improve school safety measures, including the establishment of clear protocols for addressing threats and violence.
- Provide training for teachers on how to build trust with students.
- Create a confidential support system where students can report safety concerns without fear of repercussions.

Supportive Environment: Student-Teacher/Leadership Trust

Positive Aspects:

- Some students express positive feelings towards their school leadership, with specific mentions of fairness from the assistant principal and strong affection for the principal.
- There is acknowledgment that most teachers treat students with respect.

Challenges:

- A significant number of students report a lack of trust in their teachers, particularly due to perceived unfair treatment and disrespectful behavior.
- Some students feel that certain teachers have racial biases against them, which affects their trust in the school staff.

Recommendations:

- Foster a culture of mutual respect between students and teachers by promoting open communication and addressing concerns promptly.
- Recognize and celebrate positive relationships between students and school leadership to build a stronger sense of trust.
- Conduct regular surveys or feedback sessions to identify and address specific issues related to student-teacher trust.

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Supportive Environment: Quality of Facilities

Positive Aspects:

- One student mentioned that the facilities are "nice," indicating that there may be areas of the school that are well-maintained.

Challenges:

- The majority of students describe the facilities as messy, smelly, and dirty, with reports of littering, poor hygiene among students, and a general lack of cleanliness.
- There are concerns about the presence of bugs and overall discomfort due to the state of the school's environment.

Recommendations:

- Increase cleaning and maintenance efforts to ensure that the school facilities are hygienic and comfortable for students.
- Educate students about personal hygiene and the importance of maintaining a clean environment.
- Consider periodic inspections and student-led initiatives to maintain cleanliness and improve the quality of facilities.

Ambitious Instruction: Academic Press

Positive Aspects:

- Some students express a clear understanding of the academic expectations placed upon them, particularly in challenging subjects like English.

Challenges:

- A student mentioned struggling with English due to difficult grading standards and a lack of support from the teacher, who seems to take pride in the challenge rather than offering help.

Recommendations:

- Review grading practices to ensure they are fair and provide constructive feedback to help students improve.
- Provide additional academic support for students who are struggling, particularly in challenging subjects.
- Encourage teachers to adopt a more supportive and motivating approach to academic challenges.

Likes

Positive Aspects:

- **Social Connections:** Many students value their friendships and the social environment at the school. They enjoy spending time with friends, indicating that peer relationships are a significant positive aspect of their school experience.

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- **Gym and Physical Activities:** Gym is frequently mentioned as one of the most liked aspects of the school, suggesting that students appreciate physical activities and the opportunity to engage in sports or exercise during the school day.
- **Library and Reading:** Several students express their appreciation for the library, noting the variety of books and the enjoyment they get from reading. This indicates that the library is a valuable resource for students who are interested in academic and leisure reading.
- **Teachers and Learning:** Some students highlight their positive relationships with teachers and their enjoyment of the learning process, particularly in subjects like math and English. This suggests that effective teaching and supportive teacher-student relationships are key aspects of the school experience for these students.

Dislikes

Challenges:

- **School Lunches:** The quality of the food is a common complaint among students. They describe the lunches as sometimes unappetizing or insufficient in quantity, indicating a need for improvement in this area.
- **Classroom Environment:** Students mention issues with the cleanliness of the hallways and classrooms, as well as the behavior of some peers who do not take school seriously. This contributes to a less conducive learning environment and negatively impacts the overall school experience.
- **Strict Policies and Early Start Times:** The early start time, dress code, and other school policies like morning meetings are seen as negative aspects by some students. These elements of the school routine are perceived as restrictive or inconvenient.
- **Teaching Methods and Some Teachers:** There are complaints about certain teaching methods and specific teachers who are viewed as aggressive or not supportive enough. This suggests a need for more consistent and positive teaching approaches across the school.

Suggestions for Improvement

Recommendations:

- **Enhance Academic Support:** Students suggest the need for additional homework help and more attention from teachers. Offering more targeted academic support could help address these concerns and improve student outcomes.
- **Improve School Lunches:** Upgrading the quality of the food and ensuring that meals are more appealing and nutritious is a common suggestion. Addressing this issue could significantly enhance students' satisfaction with their school experience.
- **Cleanliness and Maintenance:** Students recommend making the school cleaner, particularly in common areas like hallways and bathrooms. Implementing more rigorous cleaning protocols or involving students in maintaining the school environment could address this concern.

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- **Policy Adjustments:** Suggestions include providing more gym time, offering later start times, and revising strict policies like the dress code. These adjustments could make the school day more enjoyable and less stressful for students.
- **Teacher Training and Recruitment:** Hiring new teachers and improving existing teaching methods are suggested improvements. Focusing on professional development for teachers and ensuring a positive classroom environment could enhance the learning experience.

Conclusion

The student survey reveals a school environment with both notable strengths and significant areas for improvement. While students appreciate the social connections, gym activities, and supportive teachers, challenges such as inconsistent academic support, safety concerns, cleanliness issues, and dissatisfaction with school lunches highlight the need for targeted interventions. To foster a more positive and effective learning environment, it is crucial to enhance academic personalism across all classes, improve school safety and cleanliness, and refine policies to better meet students' needs. Addressing these concerns through increased teacher support, enhanced facilities maintenance, and more responsive school policies can create a more supportive and enriching experience for all students.

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Certified Staff Survey

Ambitious Instruction: Quality of Student Discussion

Positive Aspects:

- Students enjoy participating in discussions and show a high level of creativity when given the opportunity to express their opinions.
- The administration is supportive, providing opportunities to improve student participation.

Challenges:

- Students are afraid of being wrong, which hinders their willingness to engage.
- There is a struggle among students to allow others to speak, which impacts the inclusivity of discussions.

Recommendations:

- Introduce structured discussion formats that ensure all students have a chance to speak.
- Implement activities that focus on active listening skills to improve student interactions.
- Provide positive reinforcement to students who contribute constructively, regardless of the correctness of their input.

Effective Leadership: Instructional Leadership

Positive Aspects:

- The leadership is recognized as excellent and well-regarded by staff.
- There is a strong appreciation for the efforts and support provided by the instructional leadership.

Challenges:

- There is a need for more concrete and specific instructional guidance from the leadership.

Recommendations:

- Leadership should consider offering more detailed instructional frameworks or examples to guide teachers.
- Regular feedback sessions could be implemented to ensure teachers' needs for concrete instruction are met.

Effective Leadership: Program Coherence

Challenges:

- Some staff feel they lack the knowledge necessary to effectively influence program coherence.

Recommendations:

- Provide professional development opportunities focused on understanding and contributing to program coherence.
- Encourage collaboration among staff members to share knowledge and strategies related to program coherence.

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Effective Leadership: Teacher Influence

- There were no comments in this section

Effective Leadership: Teacher-Leadership Trust

Positive Aspects:

- The leadership team is highly trusted and appreciated by the staff, contributing positively to the school's environment.

Recommendations:

- Maintain and build on the trust by ensuring open and transparent communication between teachers and leadership.
- Continue to recognize and support the leadership qualities that are valued by the staff.

Collaborative Teachers: School Commitment/Collaborative Practices

- There were no comments in this section.

Collaborative Teachers: Collective Responsibility

Positive Aspects:

- The staff demonstrates a cohesive and unified approach to collective responsibility.
- Scheduled time for collaboration among middle school teachers is valued and seen as beneficial.

Recommendations:

- Continue to prioritize and possibly expand collaborative time to strengthen the unified approach.
- Encourage the sharing of best practices among staff to further enhance collective responsibility.

Supportive Environment: Professional Development

Positive Aspects:

- There is a clear desire among staff for more professional development opportunities.

Challenges:

- Time constraints limit the ability to take advantage of all professional development opportunities.

Recommendations:

- Explore alternative professional development formats, such as online modules or peer-led sessions, to accommodate busy schedules.
- Increase the availability of off-campus professional development opportunities to broaden the scope of learning.

Involved Families: Family Involvement and Community Ties

Challenges:

- While families are welcome to be involved, many do not take part in school activities.

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Recommendations:

- Develop targeted initiatives to increase family involvement, such as workshops or family-oriented events.
- Improve communication channels to keep families informed and engaged with the school community.

Likes

- Sense of Community and Teamwork:
- Autonomy and Curriculum Control
- Common Planning Time
- Leadership Qualities

Dislikes

- Inconsistent Communication:
- Lack of Middle School Support
- Student Behavior and Accountability
- Professional Development and Support Staff

Suggestions for Improvement

- **Increase Support Staff:** A strong recommendation for hiring more support staff, especially for middle school, to better manage the workload and support student needs.
- **Consistency Across the Board:** Calls for greater consistency in communication, enforcement of policies, and execution of plans by all staff, including administration, teachers, and educational assistants.
- **Enhanced Family Involvement:** Suggestions to involve more families in the school on a regular basis, potentially by creating a parent group or organizing more family-oriented events.
- **Professional Development Opportunities:** The need for more off-campus professional development opportunities to help staff build on their goals and stay updated with best practices.
- **Early Intervention in Student Behavior:** A recommendation to address unacceptable behavior early in the year to prevent long-term issues.

Conclusion

The Certified Staff Survey reveals a strong foundation of supportive leadership and a committed, collaborative teaching environment, which contributes positively to the school's culture. However, challenges persist, including the need for more structured student discussions, enhanced instructional guidance, and improved family involvement. To address these, the survey suggests implementing structured discussion formats, providing concrete instructional frameworks, and offering more professional development opportunities. Additionally, increasing support staff and ensuring consistent communication across all levels are seen as vital steps to further enhance the educational environment and address the specific needs of middle school students.

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Support Staff Survey

Collaborative Staff: Collective Responsibility

Positive Aspects:

- **Impactful Collaboration:** Collective responsibility is highlighted as a factor that enhances both the school environment and broader community, suggesting that staff are committed to positive outcomes beyond the school setting.
- **Caring Environment:** There is a strong sense of care and support among staff, contributing to a positive and empathetic atmosphere.

Challenges:

- **Role Confusion:** The staff's inclination to adopt a friendly approach sometimes leads to the neglect of established rules and authority, potentially undermining the effectiveness of school policies.

Recommendations:

- **Clarify Roles and Responsibilities:** Provide training to ensure that staff can balance supportive, friendly interactions while maintaining necessary authority and adherence to school rules.
- **Implement Regular Reviews:** Conduct periodic reviews of staff interactions and rule enforcement to address any inconsistencies and reinforce the importance of maintaining boundaries.

Collaborative Staff: School Commitment

Positive Aspects:

- **Strong Work Ethic:** Staff display a high level of commitment, mirroring the dedication they expect from their students, which contributes to a cohesive work environment.
- **Team Cohesion:** The strong sense of teamwork and mutual support among coworkers is a major motivator, fostering a collaborative and supportive atmosphere.

Challenges:

- **Burnout:** Staff believe burnout leads to inconsistencies in how commitment is perceived and practiced.

Recommendations:

- **Promote Team-Building Activities:** Encourage regular team-building activities to strengthen staff relationships and maintain high levels of motivation and commitment.
- **Address Potential Burnout:** Monitor staff workload and stress levels to prevent burnout and ensure that commitment remains sustainable over time.

Supportive Environment: College Enrollment/Career Development

Positive Aspects:

- **Interest in Support:** There is a mixed level of interest in receiving support for obtaining a teacher license, with some staff expressing willingness to consider it.

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Challenges:

- **Lack of Clear Support:** The majority of staff either declined or expressed uncertainty about the need for support, indicating that current career development offerings may not fully meet their needs or expectations.

Recommendations:

- **Tailor Support Programs:** Conduct surveys or focus groups to better understand staff needs regarding professional development and licensing support. Adjust programs to align with these needs.
- **Follow Through on Promises:** Ensure that any proposed support for career development is followed through effectively to build trust and maintain staff engagement.

Supportive Environment: Career Development

Positive Aspects:

- **Potential for Growth:** There is acknowledgment of the potential for sponsored training, indicating an awareness of the need for career development opportunities.

Challenges:

- **Unfulfilled Promises:** There is frustration due to a lack of follow-through on sponsored training, leading to disappointment and a perceived lack of support for career advancement.

Recommendations:

- **Develop a Clear Plan:** Create and communicate a detailed plan for implementing sponsored training and professional development opportunities. Ensure that staff receive regular updates and support.
- **Offer Diverse Opportunities:** Provide a range of career development options to cater to various staff interests and career goals, ensuring that opportunities are relevant and meaningful.

Involved Families: Parent Involvement

Positive Aspects:

- **Increased Engagement:** There has been an increase in parent involvement recently, which is seen as a positive development and beneficial for the school community.

Challenges:

- **Desire for More:** Despite the increase, there is still a desire for even greater parental involvement, indicating that current levels may not fully meet the school's needs.

Recommendations:

- **Enhance Engagement Strategies:** Develop and implement strategies to further increase parent involvement, such as regular communication, parent workshops, and volunteer opportunities.
- **Foster Stronger Partnerships:** Build stronger partnerships with parents by involving them in school activities and decision-making processes, ensuring that they feel valued and engaged.

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Likes

- **Family Atmosphere:**
 - The school is appreciated for its close-knit, family-like environment. Staff and students value the personal connections and the holistic approach to education, emphasizing empathy, communication, and global perspectives.
 - The leadership's active involvement, particularly Principal Fletcher's hands-on approach, and the overall sense of community and support are highlighted as strengths.
- **Support and Care:**
 - There is a strong appreciation for the support provided to both students and staff. The school is seen as a safe place where second chances are given, and efforts are made to work hard and ensure that everyone is cared for.
 - The commitment to making thoughtful decisions and the open-door policy of the leadership contribute to this positive perception.

Dislikes

- **Teacher Consistency and Commitment:**
 - Concerns are raised about some teachers giving up on students too soon and leaving unexpectedly, which disrupts continuity and stability in the classroom.
- **Policy Enforcement and School Day Structure:**
 - There are issues with policy enforcement, particularly concerning uniform policies and discipline. Additionally, the longer school day is seen as problematic.

Suggestions for Improvement

- **Enhance Student and Parent Engagement:**
 - Increase efforts to involve students and parents more in school activities and decision-making. This could help address issues such as policy adherence and improve overall engagement.
- **Improve Support Systems and Resources:**
 - Address the need for better support for students and staff, particularly for those who require additional help. Ensure that resources are available to support all students effectively.
- **Review and Adjust School Policies and Procedures:**
 - Reassess and reinforce school policies to ensure consistent enforcement and address concerns about policy implementation and school day structure.
- **Improve Communication and Coordination:**
 - Enhance communication regarding student backgrounds, especially for those joining mid-year, to better prepare teachers and manage expectations.

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Conclusion

The support staff survey reveals a blend of strong positive aspects and areas needing improvement within the school environment. Staff appreciate the school's family-like atmosphere, the strong sense of support and care, and the active involvement of leadership, which foster a collaborative and empathetic work environment. However, there are notable challenges, including inconsistencies in policy enforcement, concerns about teacher commitment, and unmet needs for career development support. To address these issues, recommendations include enhancing student and parent engagement, improving support systems, reassessing school policies, and bolstering communication and coordination. By focusing on these areas, the school can build on its strengths while effectively addressing the challenges to create a more supportive and cohesive environment for both staff and students.

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Board/Leadership Survey

Expertise Needs for New Board Members

Themes Identified:

- **Fundraising:** There is a specific need for members with expertise in fundraising. This indicates a focus on securing financial resources and enhancing the school's financial sustainability.
- **Community Connection and Networking:** Skills in building community connections and networking are also highlighted as essential. This suggests an interest in expanding the school's influence and engagement within the community.

Effectiveness of School's Leadership and Board

Themes Identified:

- **No Additional Feedback:** The responses indicate that there are no additional comments or concerns regarding the effectiveness of the school's leadership and Board of Directors.

Conclusion

The Board/Leadership survey reveals that the primary focus for new board members should be on expertise in fundraising and community engagement. The lack of additional feedback on leadership effectiveness suggests either contentment with the current situation or a lack of further comments.

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Summary of Key Insights and Recommendations

The 2023-2024 Darrell Lynn Hines Academy Culture and Climate survey provides a detailed assessment of the school's current environment through various stakeholder perspectives. The analysis highlights the school's strengths, including supportive staff, effective communication, and a collaborative atmosphere, while also identifying critical areas for improvement. Key challenges such as security concerns, inconsistent academic support, and the need for enhanced parent and student engagement were noted across different survey groups.

Addressing these challenges requires a multi-faceted approach: improving safety protocols, enhancing academic support, and fostering greater family involvement. Additionally, strengthening communication, refining policies, and investing in professional development for staff are crucial steps to creating a more supportive and effective learning environment. By focusing on these areas, Darrell Lynn Hines Academy can build on its existing strengths, resolve current issues, and continue to improve overall satisfaction among students, parents, and staff. Ensuring that these recommendations are implemented effectively will be essential for fostering a positive and enriching educational experience.