



HOWARD FULLER COLLEGIATE 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](#)

TABLE 1				
RESPONSE RATE				
STUDENTS	CERTIFIED STAFF	SUPPORT STAFF	LEADERSHIP	PARENTS
84.0%	50.0%	26.0%	12.0%	46.0%

TABLE 3						
POSITIVE SENTIMENT SCORES						
INDICATOR OF IMPROVEMENT	SURVEY					OVERALL
	Certified Staff	Supportive Staff	Leadership	Parents	Students	
Supportive Environment	78.6	50.0	N/A	72.7	65.2	66.6
Ambitious Instruction	79.3	N/A	N/A	N/A	77.4	78.4
Collaborative Staff	69.6	54.3	N/A	62.1	N/A	62.0
Effective Leadership	70.4	65.0	90.0	88.5	75.7	77.9
Involved Families	59.3	95.0	N/A	N/A	N/A	77.2
Overall Rating	71.4	66.1	90.0	74.4	72.8	72.4

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 Howard Fuller Collegiate 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.

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Parent Survey: Themes Identified

Supportive Environment: School Community

Positive Aspects:

- The school provides excellent after-school and summer programs, helping students who need extra support.
- The leadership and staff, particularly Dr. Howard Fuller were praised for their commitment to students and effective communication.
- The school environment is generally welcoming and supportive, with many parents expressing satisfaction with how their children are cared for.

Challenges:

- Inconsistent staffing has led to instability and a lack of continuity in student experiences.
- There is a perception of bias among some staff members.
- The office staff is reported to be unfriendly.
- There are concerns about the lack of extracurricular opportunities and limited food variety.

Recommendations:

- Implement strategies to ensure greater staff stability and consistency.
- Provide training to address and reduce biases among staff.
- Enhance the friendliness and responsiveness of office staff.
- Expand extracurricular activities and improve the variety of food options to better meet student needs.

Supportive Environment: Quality of Facilities

Positive Aspects:

- The school maintains cleanliness in many areas and is upgrading its facilities, including a new gym and improved parking.
- The efforts to build a new school facility are seen as positive steps toward improving the learning environment.

Challenges:

- Some areas, such as bathrooms and cafeteria services, are noted as needing improvement.
- Drop-off and pick-up procedures are problematic, causing traffic chaos and inconvenience.
- The current facilities, including the temporary location in a warehouse, are seen as less than ideal.

Recommendations:

- Address cleanliness issues in bathrooms and improve the quality of cafeteria services.
- Develop a more efficient and organized system for drop-off and pick-up to alleviate traffic issues.
- Continue to focus on upgrading facilities and communicate progress on the new building to the community.

Supportive Environment: School Safety

Positive Aspects:

- The school is praised for its strong safety measures and awareness of security issues within its control.

Challenges:

- Concerns are raised about the safety of students using public transportation and the inability to monitor them once they leave the school premises.
- There are reports of ongoing issues with bullying, theft, and harassment, with some feeling that these issues are not adequately addressed.

Recommendations:

- Explore options for providing safer transportation alternatives.
- Implement more robust measures to address and prevent bullying, theft, and harassment, including better communication and follow-up with affected students and parents.

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Collaborative Teachers: Parent-Teacher Partnership

Positive Aspects:

- Teachers are generally praised for their communication and respect towards parents.
- The availability of Infinite Campus and responsive communication from some teachers is appreciated.

Challenges:

- High teacher turnover and inconsistency in teacher quality are concerns.
- Some parents feel they have not had the opportunity to collaborate with teachers regarding their child's needs.
- Lack of frequent updates and communication about classroom activities and student progress.

Recommendations:

- Work on reducing teacher turnover and improving consistency in teaching quality.
- Increase opportunities for parent-teacher collaboration and communication.
- Ensure regular updates on classroom activities and student progress are provided to parents.

Effective Leadership: Parent-Leadership Partnership

Positive Aspects:

- The leadership team is generally viewed positively, with some leaders, such as Ms. Simmons, receiving specific praise for their responsiveness.

Challenges:

- Concerns about favoritism and a perceived lack of strong leadership.
- Issues with transparency and communication regarding staff changes and school operations.

Recommendations:

- Strengthen leadership presence and effectiveness within the school.
- Increase transparency and communication with parents about staff changes and school operations.
- Address concerns about favoritism and ensure fair treatment for all students.

Likes

Academic Excellence and Support:

- **High Standards:** The school is praised for maintaining high academic expectations and standards.
- **Motivational Goals:** Goals set for students help them stay motivated and recognize their potential.
- **Teacher Support:** Teachers are seen as pushing students to excel and take pride in their work.
- **Preparation for the Future:** The school prepares students well for college and future careers, including college partnerships and scholarship support.

School Community and Environment:

- **Caring Staff:** Staff are appreciated for their genuine care and dedication to students' education.
- **Small Class Sizes:** Smaller classes contribute to a more personalized learning experience.
- **Community Feel:** The school fosters a sense of community, with staff and teachers considered as family.

Additional Positive Aspects:

- **Communication:** Effective communication between staff, teachers, and parents is valued.
- **Learning Environment:** The school's learning environment is supportive and aligns with its vision for student development.
- **Facilities Upgrades:** Ongoing upgrades to the school facilities are noted positively.

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Dislikes

Facilities and Infrastructure:

- **Building Maintenance:** There are concerns about the condition of the building, including cleanliness and maintenance issues.
- **Lack of School Buses:** The absence of school bus services is a significant inconvenience, requiring students to use city buses.
- **Traffic and Parking:** Problems with arrival and dismissal traffic, as well as inadequate parking, are noted.

School Services and Policies:

- **Grading System:** The current grading system is seen as problematic.
- **Food Service:** The quality and variety of food service are criticized.
- **Homework Load:** The volume of homework is considered excessive by some.

Other Concerns:

- **Parent Involvement:** There is a desire for increased parent involvement and better communication with staff.
- **Dress Code and Scheduling:** Changes in the dress code and the half-day on Wednesdays are seen as inconvenient.

Improvement Suggestions

Facilities and Infrastructure:

- **Improve Food Service:** Consider changing the food service vendor to enhance meal quality.
- **Enhance Parking and Traffic Management:** Address parking issues and improve traffic flow during arrival and dismissal.
- **Maintain and Upgrade Facilities:** Continue to focus on building maintenance and upgrades. Consider installing a camera system around the perimeter for added security.

School Services and Policies:

- **Review Grading System:** Reevaluate the grading system to ensure it accurately reflects student performance.
- **Reduce Homework Load:** Adjust the amount of homework to better align with students' learning needs and capacity.
- **Increase Extracurricular Activities:** Offer more extracurricular options, such as music classes, sports, and other activities to enrich the student experience.

Communication and Community:

- **Enhance Communication:** Improve communication channels between staff and parents. Consider implementing virtual meetings and regular updates on school activities.
- **Encourage Parent Involvement:** Develop more opportunities for parents to engage with the school and contribute to their child's education.
- **Adjust School Schedule:** Reconsider the half-day schedule on Wednesdays and explore alternatives to better accommodate working parents and students' needs.

Conclusion

Howard Fuller Collegiate Academy demonstrates a strong commitment to academic excellence and student support, evident through its high standards, dedicated staff, and effective communication. The school's focus on preparing students for college and fostering a supportive community is highly valued by parents and students alike. However,

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challenges remain, particularly regarding staff consistency, facility conditions, and student safety. Addressing issues such as the need for better food services, improved parking, and enhanced measures to tackle bullying will be crucial. By implementing recommendations for staff stability, facility upgrades, and more robust safety measures, the school can further enhance its supportive environment and overall effectiveness. Strengthening communication with parents and increasing extracurricular opportunities will also contribute to a more comprehensive and fulfilling educational experience for students.

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Student Survey Themes

Ambitious Instruction: Academic Personalism

Positive Aspects

- **Dedicated Teachers:** Some teachers, like Dr. Taylor and Ms. Kelly, are praised for their hard work and dedication to their roles. They are recognized for taking on multiple responsibilities and making a positive impact on students.
- **Supportive Teachers:** Some teachers have been noted for their effective teaching methods, though there are areas for improvement.

Challenges:

- **Inconsistent Teaching Quality:** There is a significant variance in teaching quality, with complaints about unqualified substitute teachers and ineffective teaching methods in some classes. Students mention that certain teachers, like the Pre-Calc teacher, struggle to meet students' needs or adapt their teaching methods.
- **Lack of Engagement:** Students find some classes, particularly those focused on specific topics like LGBTQ+ issues, to be less engaging. There is also a concern that some teachers are perceived as not fully committed or overly strict, impacting students' learning experiences.
- **Limited Support Outside Class:** Students express frustration with the reliance on office hours for additional help, feeling that classroom time should be used more effectively for teaching and support.

Recommendations:

- **Professional Development:** Provide regular training and support for teachers to ensure they are well-equipped to engage students and adapt their teaching methods as needed.
- **Enhanced Support During Class:** Encourage teachers to use classroom time more effectively for addressing individual student needs and to provide additional support without relying solely on office hours.
- **Feedback Mechanisms:** Implement a system for students to provide ongoing feedback about their classes and teachers to identify and address issues promptly.

Supportive Environment: Peer Support for Academic Work

Positive Aspects:

- **Peer Engagement:** Some students are engaged and serious about their studies, showing a commitment to their academic success and being supportive of their peers.

Challenges:

- **Classroom Disruptions:** Many students report that their peers are disruptive and disrespectful, making it difficult to focus and engage in learning. Issues such as loud behavior, lack of seriousness, and inappropriate conduct are mentioned.
- **Lack of Cooperation:** There is a lack of cooperation among students, with some feeling uncomfortable working with their classmates or experiencing difficulties in group settings.

Recommendations:

- **Behavioral Interventions:** Develop and enforce clear behavioral expectations and interventions to manage classroom disruptions and encourage a respectful learning environment.
- **Peer Support Programs:** Introduce programs or activities that promote peer collaboration and mutual respect, fostering a more supportive academic atmosphere.

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Supportive Environment: Safety Concerns

Positive Aspects:

- Awareness of Safety Issues: Students are aware of and articulate their safety concerns, which indicates an engagement with their environment and a desire for improvement.

Challenges:

- Transportation Safety: Students express significant concerns about the safety of their transportation, citing issues such as overcrowded buses, dangerous conditions, and inappropriate behavior from others.
- Physical Safety: There are fears about walking in hallways and using bathrooms, with reports of feeling unsafe due to the presence of inappropriate behavior and poor infrastructure.

Recommendations:

- Improved Transportation: Advocate for safer transportation options, such as dedicated school buses, and address the issues of overcrowding and safety on public transit.
- Enhanced Security Measures: Increase security measures within the school, including better surveillance, maintenance of facilities, and clear protocols for addressing safety concerns.

Supportive Environment: Student-Teacher/Leadership Trust

Positive Aspects:

- Trust in Some Teachers: Some students have positive relationships with their teachers and feel that they are trustworthy and supportive.

Challenges:

- Distrust in Leadership: There is a notable lack of trust in school leadership, including the principal and some teachers, with students feeling that their concerns are not taken seriously or addressed appropriately.
- Inconsistent Support: Students perceive a lack of genuine care from some staff members, impacting their trust and overall satisfaction with their school experience.

Recommendations:

- Build Trust: Foster stronger relationships between students and leadership through open communication, regular meetings, and transparent decision-making processes.
- Address Concerns Promptly: Implement a system for students to voice their concerns and receive timely and effective responses from leadership.

Supportive Environment: Preparation for Life After High School

Positive Aspects:

- Dual Enrollment Opportunities: The school encourages dual enrollment, which is positively received by students who see it as a valuable opportunity for college readiness.

Challenges:

- Inadequate Preparation: Students feel that the school does not adequately prepare them for life after high school, including college readiness and career planning. Issues include missed opportunities for senior seminars and inadequate guidance on college applications.
- Lack of Resources: There are complaints about the lack of resources and support for preparing for post-high school life, including ineffective counseling and limited opportunities.

Recommendations:

- Enhanced Guidance Programs: Develop and implement comprehensive college and career readiness programs, including regular workshops, individual counseling, and practical guidance for post-graduation planning.
- Improve Communication: Ensure that information about opportunities and deadlines is communicated effectively and in a timely manner to all students.

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Supportive Environment: Quality of Facilities

Positive Aspects:

- **Positive Feedback on Specific Features:** Some students appreciate specific features of the school, such as the cold water from the water bubbler and the encouragement of dual enrollment.

Challenges:

- **Facility Maintenance:** There are significant issues with the condition of facilities, including dirty bathrooms, poor heating and cooling, and overall lack of cleanliness and maintenance.
- **Safety and Comfort:** The school's physical environment is reported to be uncomfortable and inadequate, impacting students' overall experience.

Recommendations:

- **Facility Upgrades:** Invest in facility improvements, including better maintenance of bathrooms, improved heating and cooling systems, and overall cleanliness of the school environment.
- **Address Infrastructure Issues:** Ensure that infrastructure issues, such as plumbing and safety concerns, are addressed promptly to create a more conducive learning environment.

Likes

- **Educational Opportunities and Support:** Many students appreciate the dual enrollment programs offered by the school, which provide valuable opportunities for college readiness. The encouragement to take college courses while still in high school is seen as a significant benefit. Additionally, the availability of office hours for extra help is valued, as it offers students additional support to complete missing or unfinished work.
- **Positive Teacher Relationships:** Some students express high regard for individual teachers who show genuine care and dedication. Teachers like Dr. Taylor and Mrs. Earnest are noted for their commitment to student success and their supportive approach. The positive relationships with these educators are a highlight for several students, contributing to a favorable view of their school experience.

Dislikes

- **Facilities and Environment:** Students frequently criticize the state of the school's facilities, including issues with maintenance, cleanliness, and comfort. Complaints about dirty bathrooms, poor heating and cooling, and a generally inadequate physical environment are common. Additionally, the temperature in classrooms and the quality of the school lunch are major points of dissatisfaction.
- **School Policies and Management:** The school's strict dress code, including restrictions on comfortable clothing and the one-way hallway rule, are sources of frustration. Students also express dissatisfaction with the overall school environment, citing issues such as unfairness from staff, lack of cooperation among students, and negative perceptions of the school's administration, including the principal and vice principal.

Suggestions for Improvement

- **Enhanced Facilities and Environment:** To address the concerns about the physical environment, the school should invest in facility upgrades. Improvements in bathroom maintenance, heating and cooling systems, and overall cleanliness are crucial. Additionally, the quality of the school lunch should be reviewed and improved to better meet students' needs.
- **Policy Revisions and Student Support:** Revising restrictive policies, such as the dress code and hallway rules, could improve student satisfaction. Implementing more lenient and practical rules may enhance the overall school experience. Furthermore, increasing the support provided by teachers and staff, including better communication and responsiveness to student needs, could foster a more positive and supportive learning environment.

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Conclusion

The student survey reveals a complex portrait of the school environment, highlighting both strengths and significant areas for improvement. On the positive side, dedicated teachers make notable contributions to student success, and the encouragement of dual enrollment is appreciated. However, challenges such as inconsistent teaching quality, classroom disruptions, and safety concerns significantly impact the student experience. There is a clear need for enhanced professional development for teachers, more effective use of classroom time, and improved behavioral management strategies. Addressing safety issues, particularly in transportation and facility maintenance, is crucial for creating a secure and comfortable learning environment. Additionally, fostering better communication and trust between students and leadership, along with implementing robust college and career readiness programs, will be essential in preparing students for life after high school. By focusing on these areas, the school can work towards a more supportive and effective educational experience for all students.

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Certified Staff Survey

Ambitious Instruction: Quality of Student Discussion

Positive Aspects:

- Students who are engaged and invested in their schooling exhibit respect and contribute positively to discussions.
- There is an effort to create a safe learning environment and provide low-stakes opportunities for students to share.

Challenges:

- Participation in discussions is often limited to a few class leaders, leaving others hesitant to speak.
- Despite attempts to foster a supportive environment, a significant portion of students remain skeptical and disruptively influence their peers.
- Negative interactions and "playing around" are common, leading to unconstructive and disrespectful comments.

Recommendations:

- Implement structured group activities that encourage all students to participate, such as rotating discussion leaders or small group discussions.
- Introduce explicit norms and guidelines for respectful communication and regularly reinforce them.
- Provide targeted interventions for students who disrupt discussions to help them understand the impact of their behavior on peers.

Effective Leadership: Instructional Leadership

Positive Aspects:

- Support from the principal and leadership is seen as effective and accommodating.
- The removal of previous ineffective leadership has resulted in improved conditions.

Challenges:

- Limited collaborative planning impacts the overall classroom culture and effectiveness.
- Staffing shortages and administrative distractions have affected the consistency of instructional leadership.

Recommendations:

- Increase opportunities for collaborative planning among teachers to enhance consistency and coherence in instructional practices.
- Consider mentoring and additional training for new teachers to ensure they are well-prepared and supported.
- Address staffing and administrative challenges to ensure leaders can focus on their primary roles.

Effective Leadership: Program Coherence

Positive Aspects:

- Improvement in program consistency has been noted compared to previous years.

Challenges:

- Inconsistency in disciplinary consequences and frequent curriculum changes create confusion and disrupt coherence.
- Previous leadership decisions have negatively impacted curriculum coherence.

Recommendations:

- Develop and communicate a clear and stable curriculum plan to the entire school community.
- Address disciplinary inconsistencies and establish clear guidelines to ensure fairness and consistency.
- Plan for long-term curriculum stability to avoid frequent changes and allow for better alignment across the school.

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Effective Leadership: Teacher Influence

Positive Aspects:

- Teachers are provided with relevant professional development opportunities.

Challenges:

- Lack of adequate time to internalize and supplement new curricula.
- Inconsistent adherence to standards among teachers affects overall instructional quality.

Recommendations:

- Allow for more time between curriculum changes to enable teachers to better prepare and integrate new materials.
- Develop strategies to ensure that all teachers consistently uphold the standards and expectations set forth by the school.

Effective Leadership: Teacher-Leadership Trust

Positive Aspects:

- The principal is highly regarded, and there is a belief in the leadership team's commitment to data-driven professional development.

Challenges:

- Some administrative members are perceived as disconnected, and trust in the organization as a whole is lacking.

Recommendations:

- Foster open communication between leadership and staff to build trust and address any disconnection.
- Ensure that leadership provides consistent support and feedback to all staff members.

Collaborative Teachers: School Commitment

Positive Aspects:

- Teachers show intrinsic commitment to their work and believe in the school's mission.

Challenges:

- The day-to-day challenges can be overwhelming, leading to personal strain for some staff members.
- Perceived inefficiencies and lack of expertise among some staff members may impact job satisfaction.

Recommendations:

- Provide additional support and resources to help teachers manage their workload and reduce personal strain.
- Address staff expertise and training needs to improve overall effectiveness and job satisfaction.

Collaborative Teachers: Collaborative Practices

Positive Aspects:

- Collaboration across subjects and disciplines is strong, and there is a focus on student care.

Challenges:

- Limited collaboration on IEPs and lack of choice or differentiation in professional development opportunities.

Recommendations:

- Increase opportunities for teachers to collaborate on IEPs and share best practices.
- Offer differentiated professional development that allows teachers to focus on their individual needs and areas for growth.

Collaborative Teachers: Teacher and Support Staff Trust

Positive Aspects:

- Support staff are highly valued and seen as integral to student success.

Challenges:

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- Inconsistency in management practices has led to resentment among staff.

Recommendations:

- Address inconsistencies in management practices and ensure that all staff members are supported and valued.

Collaborative Teachers: Collective Responsibility

Positive Aspects:

- Not applicable in the provided data.

Challenges:

- Not applicable in the provided data.

Recommendations:

- Not applicable in the provided data.

Supportive Environment: Professional Development

Positive Aspects:

- The school provides engaging and relevant professional development.

Challenges:

- Not applicable in the provided data.

Recommendations:

- Continue to focus on relevant and engaging professional development while considering additional opportunities for teacher choice and differentiation.

Involved Families: Family Involvement and Community Ties

Positive Aspects:

- Not applicable in the provided data.

Challenges:

- Community and family involvement is currently a weak spot with limited opportunities for engagement.

Recommendations:

- Develop and implement strategies to increase parent and community involvement in school events and programs. Consider creating more opportunities for families to engage with the school.

Likes

- **Dedication and Support**
 - Teachers are highly dedicated and work hard.
 - Leadership is approachable, supportive, and values feedback from staff.
 - The school has a strong dual enrollment program and a clear mission that is regularly reviewed for alignment.
- **Community and Environment**
 - The small size of the school fosters a family-like atmosphere.
 - Students are generally positive about their schooling and encouraged by each other.
 - The school has a strong vision and a focus on putting students first.
 - There is an opportunity to educate Black children in the community and a track record for college acceptances.
 - The school fosters an open and honest environment among peers and administrators.

Dislikes

- **Inconsistencies and Morale**
 - Lack of consistency among leaders and between departments.
 - Low teacher morale and high turnover rates.

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- Inconsistent application of consequences for students and lack of cohesion, resulting in varying experiences each year.
- **Staff and Resource Issues**
 - Insufficient time for staff to build relationships and lack of support for personal issues.
 - Disruptive classrooms and lack of physical resources like windows.
 - Inconsistent support and recognition for teachers compared to students.
 - The feeling of being in a constant state of mild chaos impacts student achievement and mental health.

Improvement Suggestions

- **Consistency and Support**
 - Improve consistency across the board for employee and student expectations.
 - Increase support for teachers through consistent training and recognition.
 - Develop a consistent curriculum with teacher involvement in the selection and development process.
- **Resource Management**
 - Enhance the tech department by hiring additional staff and avoiding reliance on students.
 - Implement regular, structured meetings for special education teams and provide continual training for both new and existing teachers.
 - Create a detailed and consistent overview of student expectations and progression throughout their time at the school.
- **Planning and Development**
 - Focus on consistent forward planning with well-developed systems, addressing one or two issues at a time until they are mastered.
 - Develop and maintain a comprehensive plan for each student's academic journey, including anticipated courses and events.

Conclusion

The certified staff survey data reveals a clear commitment to the core values of dedication, support, and community within the school. The strengths highlighted include the hard work of teachers, supportive leadership, and a strong dual enrollment program, all of which contribute to a positive and family-like atmosphere. However, significant challenges such as inconsistencies in leadership and departmental expectations, low teacher morale, and resource limitations need to be addressed. To improve, the school should focus on enhancing consistency across policies and practices, increasing support and recognition for staff, and addressing resource and planning issues. By implementing these recommendations, the school can build on its strengths, rectify existing shortcomings, and continue to foster a supportive environment conducive to both student and staff success.

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Support Staff Survey

Collaborative Staff: Collective Responsibility

Positive Aspects:

- **Support for School-Wide Incentives:** There's a strong belief in the potential benefits of school-wide incentives to motivate students. This includes rewarding achievements such as good grades, trying new things, maintaining good attendance, and helping others. This approach can foster a positive, encouraging environment.

Challenges:

- **Segregation and Cliques:** Staff members are seen as segregated into cliques and have favorites, which can hinder a unified team approach and affect the overall school culture. This segmentation might impact staff collaboration and collective responsibility.

Recommendations:

- **Promote Unity and Team Building:** Implement team-building activities and professional development focused on collaboration to bridge gaps between cliques. Encourage school-wide initiatives that require collective effort and celebrate teamwork.

Collaborative Staff: School Commitment

Positive Aspects:

- **Improved Culture:** There's acknowledgment of progress in the school's culture and commitment. The shift towards a more positive environment is noted as beneficial for both staff and students.

Challenges:

- **Lack of Social and Life Skills Preparation:** There's a noted gap in preparing students for social and life skills, which are crucial for their overall development.
- **Negative Punishments:** Current disciplinary practices, such as sending students home for dress code violations, are seen as overly punitive and not always considerate of students' and families' circumstances.

Recommendations:

- **Focus on Positive Incentives:** Introduce more positive reinforcement strategies to replace or balance out negative punishments. Develop programs that emphasize school culture and personal development.
- **Integrate Life Skills Training:** Incorporate social skills and life skills training into the curriculum to better prepare students for life beyond school.

Supportive Environment: Teacher-Support Staff Trust

Positive Aspects:

- **Family-Like Environment:** Staff members feel a sense of family and mutual trust, even though there are growing pains. This camaraderie is a positive aspect of the school culture.

Challenges:

- **Lack of Detailed Data:** No specific data was provided

Recommendations:

- **Enhance Communication Channels:** Establish regular check-ins and feedback mechanisms to ensure that trust and support continue to grow among staff members.

Effective Leadership: Program Coherence

Positive Aspects:

- **No Data Available.**

Effective Leadership: Leadership-Staff Trust

Positive Aspects:

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- **No Data Available**

Supportive Environment: College Enrollment/Career Development

Positive Aspects:

- **Interest in Support for Licensure:** Some staff members are interested in support for obtaining a teacher license, indicating a desire for professional growth and development.

Challenges:

- **Mixed Responses:** There is a split in interest, with some staff members unsure or uninterested in pursuing a teacher license.

Recommendations:

- **Provide Tailored Support:** Offer varied professional development opportunities to cater to different interests and needs. Ensure clear pathways and support structures for those interested in further qualifications.

Supportive Environment: Career Development

Positive Aspects:

- **Awareness of Needs:** There is recognition of the need for DVR (Division of Vocational Rehabilitation) services for students, highlighting an awareness of gaps in career development support.

Challenges:

- **Lack of Current Services:** The absence of DVR services means students may not be receiving the support they need for career development.

Recommendations:

- **Seek External Partnerships:** Explore partnerships with local DVR offices or similar organizations to provide career development resources and support for students.

Family Involvement: Parent Involvement

Positive Aspects:

- **Good Interaction with Parents:** There is a positive perception of existing interactions with parents, suggesting that the current level of engagement is strong.

Challenges:

- **Room for Improvement:** Despite good interactions, there's a recognition that more can be done to enhance parent involvement.

Recommendations:

- **Expand Engagement Efforts:** Develop additional programs or events that encourage greater parent participation and foster a stronger home-school connection.

Likes

- **Student-Centric Focus:** Respondents appreciate the students and the founder's good intentions. This indicates a strong commitment to student welfare and a positive view of the school's mission and vision.
- **Effective Support Staff Collaboration:** There is recognition of how some support staff effectively communicate and work together. This positive dynamic helps in addressing student needs and facilitating a supportive environment.
- **Personal Relationships:** The opportunity to build bonds and relationships with students is valued, highlighting the importance of personal connections in the educational environment.
- **Leadership and Growth Opportunities:** The potential for growth and leadership to support staff development is seen as a positive aspect, indicating a desire for professional development and improvement.

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Dislikes

- **Staff Gossip and Immaturity:** Gossip among staff is viewed as immature and unhelpful, which negatively impacts the work environment and staff cohesion.
- **Inflexible Work Hours:** The rigidity of work hours is considered impractical. Staff feel that flexibility in work hours could improve their productivity and mental well-being, particularly when preparing for classes or managing classroom materials.
- **Curriculum and Special Education Support:** There is a concern about the lack of an alternate curriculum for students with individualized education plans and insufficient special education staff to meet these students' needs.
- **Staff Turnover and Commitment:** High staff turnover and perceived lack of commitment to students are problematic, affecting continuity and stability in the educational environment.

Suggestions for Improvement

- **Address Gossip and Foster Professionalism:** Work on reducing staff gossip and improving professionalism. Implement training or workshops on effective communication and team dynamics to create a more supportive work environment.
- **Revise Work Hour Policies:** Consider flexible work hours or additional planning time to allow staff to prepare and manage classroom materials more effectively. This could lead to improved staff satisfaction and performance.
- **Enhance Curriculum and Special Education Support:** Introduce life and social skills into the curriculum and develop an alternative curriculum for students with Individualized Education Plans. Invest in training for staff to better support these students and address their specific needs.
- **Build Staff Cohesion:** Increase opportunities for staff bonding and team-building activities to strengthen relationships and improve overall morale. This can also help in creating a more cohesive and supportive work environment.

Conclusion

The support staff survey highlights both commendable strengths and areas needing improvement within the school. The positive aspects underscore a strong commitment to students and effective collaboration among support staff, with notable appreciation for the founder's intentions, the value of personal relationships with students, and opportunities for leadership growth. However, challenges such as staff gossip, rigid work hours, insufficient special education support, and high turnover rates impact the overall work environment and educational effectiveness. To address these issues, it is recommended to implement strategies that promote unity and professionalism, revise work hour policies, enhance curriculum and special education support, and foster staff cohesion. By focusing on these improvements, the school can build on its strengths, resolve existing challenges, and create a more supportive and effective environment for both staff and students.

Leadership/Board Survey:

Expertise Needs:

- **Educational Expertise:**
 - **Focus on Education:** There is a clear indication that the most needed expertise for the Board is in the field of education. This suggests that additional knowledge or experience in educational practices, policies, and pedagogy is considered essential for the Board's effectiveness.
- **Leadership Effectiveness:**
 - **No Additional Comments:** There were no additional comments provided about the effectiveness of the school's leadership and Board of Directors. This absence of feedback implies that either the current perception of leadership and board effectiveness is satisfactory, or there may not be specific concerns or issues being highlighted by the respondents.

Recommendations:

- **Strengthen Board's Educational Expertise:**
 - **Recruit Educational Professionals:** To address the identified need, focus on recruiting board members with a strong background in education. This could include individuals with experience in curriculum development, educational leadership, or pedagogy to enhance the Board's ability to make informed decisions and support the school's educational goals.
- **Maintain Open Channels for Feedback:**
 - **Encourage Ongoing Feedback:** Although no additional comments were provided, it is crucial to maintain open channels for feedback regarding the Board's and leadership's effectiveness. Regular surveys or feedback sessions can help identify areas for improvement and ensure that the leadership remains responsive to the needs of the school community.

Conclusion

The primary need identified for new Board members is expertise in education, indicating a desire for enhanced educational knowledge and experience. The lack of additional comments on leadership effectiveness suggests either satisfaction with current performance or a need for more active solicitation of feedback to gauge and address any potential issues.

Key Insights and Recommendations

This thematic analysis of the 2023-2024 Howard Fuller Collegiate Academy Culture and Climate survey reveals a school that is deeply committed to academic excellence, student support, and community building. The strengths of the school, such as dedicated teachers, effective leadership, and a strong dual enrollment program, are highly valued by stakeholders. However, there are critical areas that require attention, including staff consistency, facility conditions, student safety, and communication. Addressing these challenges through targeted improvements, such as enhancing professional development, upgrading facilities, and fostering better relationships between students, staff, and leadership, will be essential for the school to continue its mission of providing a supportive and effective educational environment. By focusing on these areas, Howard Fuller Collegiate Academy can strengthen its foundation, improve the overall school experience, and ensure long-term success for both students and staff.