REIMAGINING SFPS

Phase IA-Inquiry
February 16, 2023

Abstract

This Report Provides a Qualitative Analysis of the Major Themes Derived from a Survey Conducted of the School District's Stakeholders Regarding Four Major Questions: What's Working, What's Not Working, How Would You Like Things To Be, and What's Getting in the Way? Recommendations and Next Steps are Included for Consideration by the Re-Imagining SFPS Steering Committee.

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Overview - Phase 1a:
The purpose of this research phase was to gather broad-brush stroke data from a wide array of stakeholder groups via surveys, facilitated conversations and facilitated focus groups. There were four basic questions asked: **1) What's working? 2) What's not working? 3) How do you want things to be and 4) What's getting in the way?**

The **stakeholder groups and individuals** were asked to identify themselves and included: students, parents/guardians, teachers, other site-based staff, general maintenance staff, principals/assistant principals, district-based staff, volunteers, community partners, the Reimagining Steering Committee*, SFPS Board of Education **, Business Leaders *and the Community Review Committee*. * Facilitated Conversations **Individual Interviews

Methodology: Qualitative Data Analysis - Delphi Sort:

The purpose of any qualitative analysis is to make sense of the data collected-what is the data telling us. To that end, each respondent's responses were reviewed by 3 researchers to ensure inter-rater reliability. A thematic analysis was conducted via a Delphi Sort to identify themes and then disaggregated the findings by subgroup as well as aggregated the findings for the entire universe of respondents. The limitation of this analysis was the small N size – 732 respondents. The N size must be considered when interpreting the data and caution must be taken to not over generalize the results. The response rate varied by subgroup as shown below:

Total number of respondents was 732. The respondent universe was composed of the following: Students -42, Parents- 233, Teachers 208, Principals/APs 11, Other school-based staff-53, District-based staff 122, General Maintenance – 4, Community Partner Organizations - 14, Steering Committee Members- 5, Business Leaders – 25, Board of Education -4, and Volunteers -11. (Note: the Community Review Committee results are provided but not included in the 732 respondents)

Each response was recorded, sorted, and categorized to identify the most significant themes.

- ○ **Disaggregation:** In order **to qualify as a theme**, the responses for a **subgroup** had to be mentioned by a minimum of 10% of respondents within the subgroup.
- ○ **Aggregation:** Subgroup themes were analyzed as a whole by question and responses that were recorded by a minimum of 10% of all respondents and were considered themes for the District as a whole.

Group Conversations were scheduled and facilitated by the Inquiry Team Chief Strategist and two Co-Project Managers. In two instances, a World Café Protocol was used to engage participants in conversations focused on the 4 questions to identify the most significant themes. Interviews were conducted individually with (4) board members.
Non-themed responses **which** were subjectively deemed innovative or meriting discussion were grouped for consideration by the Steering Committee.

Identified Themes:

What follows are identified themes disaggregated by subgroup and question number:

Question 1: What's Working ---Disaggregated by Subgroup

Group: Students (Grades 6-12)	N Size: 42
Theme #1: Teachers and Staff	8 Responses (19%) e.g., Helpful Staff and teaching styles
Theme #2: Schedule	6 Responses (14%) e.g., Arrival ad dismissal times, Afternoon early release and choice
Theme #3: Student Opportunities	6 Responses (14%) e.g., DECCA, ROTC, Athletics, Choir, and Band

Group: Parents/Guardians	N Size: 233
Theme #1: Teachers and Staff	47 Responses (20%) e.g., Hard-working, warmth, Great teachers, recruitment, Early childhood, Family supports
Theme #2: Student Opportunities	37 Responses (16%) e.g., Limited homework, Art and music, AP courses, Curriculum, Standards- based grading, IB exams, IT, Cooking with Kids, Bilingual Programs, In-school tutoring, Entrepreneurship classes, After school programming
Theme #3: Communication	27 Responses (12%) e.g., Practices- Responsive staff and open communication, PowerSchool, Bus Routes, Apps like Remind and Do-Jo, Community engagement, and more focus on equity

Group: Teachers	N Size: 208
Theme #1: Staff	45 Responses (22%) e.g., Caring staff, Everyone works hard, Early Childhood Center, Nursing staff, Wonderful classroom management, SFPS Security, Family Engagement Teams, Professional Development with strands
Theme #2: Leadership	36 Responses (13%) e.g., Restorative justice, Wellness focus, Team planning opportunities, Upper

	administration is approachable
Theme #3: Options for students	**23 Responses (11%)** e.g., Avid, AP, Medical career pathway, Electives, Diverse programming, Clubs, Stem/Career Pathways, Community Schools, Focus on SEL, District support for the Arts
Theme #4: Technology	**22 Responses (11%)** Access, Canvas, Options for online, IT /Chromebooks, Support for technical assistance

Group: Other Site-based Staff	**N Size:** 53
Theme #1: Staff	**7 Responses (13%)** e.g., Talented and Educated
Theme #2: Teamwork	**6 Responses (11%)** e.g., Support

Group: Principals/APs	**N Size:** 11
Theme #1: District Support	**2 Responses(18%)**
Theme #2: Restorative Justice	**2 Responses (18%)**
Theme #3: Highly Qualified Teachers	**2 Responses (18%)**
Theme #4: Attendance	**2 Responses (18%)**

Group: District-based Staff	**N Size:** 122
Theme #1: Teachers	**32 Responses (26%)** e.g., Arts, Sports, and Permanent Teachers
Theme #2: Leadership/Administration	**18 Responses (15%)** e.g., School-based and District-based Staff
Theme #3: Information Technology	**14 Responses (11%)** e.g., Digital Learning

Group: General Maintenance	**N Size:** 4
Theme #1: Technology	**1 Response (25%)** e.g., Work Order System

Group: Volunteers	**N Size:** 11
Theme #1: Teachers/District Employees	**5 Responses (45%)**
Theme #2: Materials	**2 Responses (18%)** e.g., School-based and District-based Staff
Theme #3: Students	**3 Responses (18%)**

Group: Community Partners	N Size: 14
Theme #1: Teacher Quality	3 Responses (21%) e.g., Amazing teachers
Theme #2: Learning Opportunities	2 Responses (14%) e.g., Electives, Alternative Programming
Theme #3: Leadership	2 Responses (14%) e.g., Superintendent
Theme # 4: Collaboration	2 Responses (14%)

Group: Business Leaders	N Size: 25
Theme #1: Current Work-based Learning in some schools	*
Theme #2: Board Innovation & Reflection	*
Theme #3: Teacher Raises	*
Theme #4: Caring Staff	*
Theme #5: Program Options/Choices	*
	*All themes arrived at by consensus-facilitated focus group

Group: Steering Committee	N Size: 5
Theme #1: Innovative Technol0gy	
Theme #2: Learning Environments	
Theme #3: Competent Workforce	
Theme #4: Caring Staff	
Theme #5: Program Options/Choices	

Group: Board of Education	N Size: 4
Major Topics: Standards-based Instruction and Grading, Early Childhood Center, Career Technical Education Technology, Lower Vacancy Rates, Social Emotional Learning, Community Schools, Computer Science, and Parent Engagement	Derived via individual interviews

Group: Community Review Committee	N Size: 14
Theme #1*: Environmental Impact on How we Run Our Facilities	7 Responses (50%)
Theme #2*: Community Support for Passing GO Bonds	5 Responses (36%)

Theme #3*: Teacher/Employee Salary Increases/Raises	**5 Responses (36%)** This helps with hiring but still not competitive
Theme # 4*: Project Management	**5 Responses (36%)**
Theme #5*: Early College Opportunity HS	**5 Responses (36%)**
	*All themes via facilitated focus group

Question 1: What's Working ---Aggregated by All Subgroups N Size: 732

- ★ **Teachers and Staff:** 149 Responses 24%
- ★ **Theme 2: Opportunities for Students:** 93 Responses 13%

Question 2: What's Not Working ---Disaggregated by Subgroup

Group: Students (Grades 6-12)	**N Size:** 42
Theme #1: Standards Based Grading	**8 Responses (19%)** e.g., Confusion about how to track how well you're doing in a class
Theme #2: Schedule	**6 Responses (14%)** e.g., Classes too long (100 minutes)

Group: Parents	**N Size:** 233
No themes emerged	

Group: Teachers	**N Size:** 208
Theme #1: Standards Based Grading	**36 Responses (17%)** e.g., Lack of training, Can't cover all the standards and do this, Lower student expectations
Theme #2: Student Behavior	**29 Responses (14%)** e.g., Lack of respect, Cell phones, Defiance, Inconsistent behavior system, Disruptive behavior impacts class, Problems at home affecting behavior
Theme #3: Schedule	**27 Responses (13%)** e.g., Not enough 1:1 time, Planning, Collaboration time, Block Schedule 100-minute classes is too long, Too many meetings, PD during the school day which takes teachers out of the classroom, Students don't have enough time to eat lunch

Theme #4: Attendance	22 Responses (11%) e.g., No accountability, Poor polices, Parental responsibility, Lack of follow-through with dropouts.

Group: Other Site-based Staff	N Size: 53
No themes emerged	

Group: Principals/APs	N Size: 11
Theme #1: Friday Early Dismissal	2 Responses (18%)
Theme #2: Student Apathy	2 Responses (18%) e.g., Parents, Chronic Absenteeism
Theme #3: Special Education	2 Responses (18%) e.g., Lack of specialized training, Not enough staff

Group: District-based Staff	N Size: 122
Theme #1: Discipline	13 Responses (11%) e.g., Behavior, Cell Phones, Chronic Absenteeism, SEL affecting attendance and behavior, Lack of follow-through with students, Inconsistent behavior policy and action

Group: General Maintenance	N Size: 4
Theme #1: Pay	2 Responses (50%)
Theme #2: Equipment	2 Responses (50%)
Theme #3: Transportation	1 Responses (25%)
Theme #4: Contract Services	1 Response (25%)
Theme #5: Training	1 Response (25%)

Group: Volunteers	N Size: 11
Theme #1: Policy	2 Responses (18%)
Theme #2: Lack of Coordinated Communication	2 Responses (18%)
Theme #3: Asking Students to Memorize	2 Responses (18%)
Theme #4: Student Behavior	2 Responses (18%)

Group: Community Partners	N Size: 14
Theme #1: Student Learning	8 Responses (57%)

	e.g., Literacy, COVID Learning Loss, Canned Curriculum, Grad Rates and Retention
Theme #2: Teacher Needs	**6 Responses (42%)** e.g., Under-resourced, Disrespected, Lack of tutors, Struggling financially, emotionally, and professionally, Teachers not speaking out
Theme #3: Equity and Opportunity	**5 Responses (36%)** e.g., Lack of equity East v. South, Lack of dual language classes, High school campuses

Group: Business Leaders	**N Size:** 25
Theme #1: Staffing	*
Theme #2: Insufficient Focus on the Trades	*
Theme #3: Funding Decisions	*
Theme #4: Communication	*
Theme #5: Wrap-around services/SEL	*
	*All themes arrived at by consensus-facilitated focus group

Group: Steering Committee	**N Size:** 5
Theme #1: Staffing	e.g., Hiring timelines, New hires (1), Lack of subs (1), Lack of teachers (1), Not being fully staffed everyday (1) *
Theme #2: Student Evaluation	e.g., Too much emphasis on standards-based grading (2), Teaching to the test (1), Credit by exam (1), E-20/20 (1), Social Promotion (1), Students not meeting potential (1) *
	*Facilitated Conversation

Group: Board of Education	**N Size:** 4
High school for some students, Lack of relevance in the curriculum for some students, Affective/Social Emotional Learning, Limited Offerings at the Alternative Schools, Middle Schools, and K-8s, Safety, and Student Behavior	Derived via individual interviews

Group: Community Review Committee	**N Size:** 14
Theme #1*: Lack of student improvement in	**6 Responses (43%)**

Reading and Mathematics	
Theme #2*: Class size and school equity	**6 Responses (43%)**
Theme #3*: Parent participation and engagement	**5 Responses (29%)**
Theme #4*: Graduation Rates	**4 Responses (29%)**
	*All themes via facilitated focus group

Question 2: What's Not Working? ---Aggregated by All Subgroups N Size: 732
★ **No Themes Emerged**

Question 3: How would you like things to be? ---Disaggregated by Subgroup

Group: Students (Grades 6-12)	**N Size:** 42
No Themes Emerged	

Group: Parents	**N Size:** 233
No themes emerged	

Group: Teachers	**N Size:** 208
Theme #1: Treatment as Professionals	**33 Responses (16%)** • e.g., Respect, More time to plan and not attend meetings, Equity between school, Student behavior problems cause lack of teacher respect, Low student expectations, Social promotion, Trust, Treat teachers as professionals, Allow teachers to decide about supplies and equipment, More voice, Collaboration on decisions, Allow teachers to do project-based learning, Go back to old grading system, Too many initiatives, Support: i.e., pay attention to teacher's SEL needs; more training for new teachers; more fun environment; ability to choose PD; more SEL support for students; affordable housing; childcare; smaller class sizes; common summative assessments for

	each priority standard; positive behavior systems; more help with SAT and MTSS paperwork; full staffing

Group: Other Site-based Staff	**N Size:** 53
No Themes Emerged	

Group: Principals/APs	**N Size:** 11
No Themes Emerged	

Group: District-based Staff	**N Size:** 122
No Themes Emerged	

Group: General Maintenance	**N Size:** 4
Theme #1: Pay	**1 Response (25%)**
Theme #2: Transportation	**1 Response (25%)**
Theme #3: Equipment	**1 Response (25%)**
Theme #4: Training	**1 Response (25%)**
Theme #5: Time	**1 Response (25%)**

Group: Volunteers	**N Size:** 11
Theme #1: Students	**2 Responses (18%)** Understanding of mathematics
Theme #2: Parent and Community Involvement	**2 Responses (18%)**
Theme #3: District Levels of Management	**2 Responses (18%)**
Group: Community Partners	**N Size:** 14
Theme #1: Project Based Learning	**2 Responses (14%)**
Theme #2: Creative Exploration	**2 Responses (14%)**
Theme #3: Individualized Instruction	**2 Responses (14%)**

Group: Business Leaders	**N Size:** 25
Theme #1: Effective Wrap-around Services	*
Theme #2: Focus on Workforce	*

Theme #3: Trauma Informed Community System	*
Theme #4: Student Driven Choices for Career Pathways	*
Theme #5: School Success Culture	*
	*All themes arrived at by consensus-facilitated focus group

Group: Steering Committee	**N Size: 5**
Theme #1: Instructional Practices	e.g., Instruction in home language (1), Teach at the student's instructional level (1)
Theme #2: Special Education Delivery	e.g., Lower Special Education Pupil Teacher Ratio (1), Behavior Specialist at each school (1), Special Education Certification to include Orton Gillingham
	*Facilitated Conversation

Group: Board of Education	**N Size: 4**
Student Engagement, Parental Engagement, Project Based Learning-Relevance, and More Magnet Programs.	Derived via individual interviews

Group: Community Review Committee	**N Size:** 14
Theme #1*: Majority of students at proficiency or above	**7 Responses (50%)**
Theme #2*: Support /Group Students at their proficiency /ability level	7 **Responses (50%)**
Theme #3*: Sustainability and environmental education integrated into the instruction	**6 Responses (43%)**
Theme # 4*: More collaboration across content areas incorporating music and art	**5 Responses (36%)**
Theme # 5*: Students taught life skills	**5 Responses (36%)** e.g., balancing a checkbook, reading, a contract, etc.
	*All themes via facilitated focus group

Question 3: How would you like things to be? ---Aggregated by All Subgroups
N Size: 732
  ★ **No Themes Emerged**

Question 4: What's getting in the way? ---Disaggregated by Subgroup

Group: Students (Grades 6-12)	**N Size:** 42
No Themes Emerged	

Group: Parents/Guardians	**N Size: 23**
Theme #1: Staffing	**24 Responses (10%)** e.g., Insufficient staffing, Lack of Teacher Support: lack of respect for teachers, passing policies without teacher input, too much work and too few staff, too may new initiatives, too many student behavioral issues, lack of Special Education teachers, low pay and lack of accountability for underperforming teachers
Theme #2: Student Opportunities	**37 Responses (16%)** e.g., Limited homework, Art and music, AP courses, Curriculum, Standards- based grading, IB exams, IT, Cooking with Kids, Bilingual Programs, In-school tutoring, Entrepreneurship classes, After school programming

Group: Teachers	**N Size:** 208
Theme #1: Leadership	**34 Responses (16%)** e.g., Lack of support: administration, top-down decision making, need an EA in every classroom, policies not being followed consistently, student discipline not addressed adequately, attendance problems, PD, held when students are in school, lack of effective communication, need more autonomy, too many initiatives, without teacher input
Theme #2: Schedule	**21 Responses (10%)** e.g., Not enough planning time, Too many PLCs and other meetings that take teachers out of the classroom, Master schedule.

Group: Other Site-based Staff	**N Size:** 53
Theme #1: Staffing	**11 Responses (20%)**

	e.g., Need more counselors and nurses, Need more new teacher training, Lack of SPED staff and support, Better communication about trainings, Poor staff retention efforts, Student discipline issues affecting staff morale and retention, Not enough time to get things done
Theme #2: Inadequate Pay	**6 Responses (11%)** e.g., Support

Group: Principals/APs	**N Size:** 11
Theme #1: Budget Responses	**2 Responses (18%)**
Theme #2: Lack of Time	**2 Responses (18%)**
Theme #3 Old Practices	**2 Responses (18%)**

Group: District-based Staff	**N Size:** 122
Theme #1: Staffing Responses	**14 Responses (11%)** e.g., Staff spread too thin, Lack of qualified staff, Teacher shortage/recruitment
Theme #2: Too much bureaucracy	**13 Responses (11%)** e.g., Top Heavy Administration

Group: General Maintenance	**N Size:** 4
Theme #1: Lack of Budget	**1 Response (25%)**
Theme #2: Training for Staff	**1 Response (25%)**
Theme #3: Access	**1 Response (25%)**
Theme #4: Training	**1 Response (25%)**

Group: Volunteers	**N Size:** 11
Theme #1: Lack of Involvement	**3 Responses (27%)** e.g., Commitment and Focus
Theme #2: Administration	**2 Responses (18%)** e.g., Supervision

Group: Community Partners	**N Size:** 14
Theme #1: Lack of Support	**6 Responses (14%)** e.g., Principal coaching, Dual Language Teachers, Supportive Administration Office, No survey of what teachers need, Time to meet and plan
Theme #2: Funding	**2 Responses (14%)**

	e.g., Federal and State
Theme #3: Individualized Instruction	**2 Responses (14%)**

Group: Business Leaders	**N Size:** 25
Theme #1: Fear of Change	*
Theme #2: Negative Narrative/Culture	*
Theme #3: Not elevating teaching professionalism/lack of focus on workforce	*
Theme # 4: Lack of sustained funding	*
Theme #5: Communication	*
	*All themes arrived at by consensus-facilitated focus group

Group: Steering Committee	**N Size: 5**
Theme #1: Staffing	e.g., More time for teaching and less for administrative duties (1), Short staffed (1), Burnout (1), Staff stretched too thin (1) Finding and retaining multi-lingual teachers (1)

Group: Board of Education	**N Size: 4**
Agricultural (current) calendar, Fear of change/mindset, Generational Trauma, Lack of Exposure/Education	Derived via individual interviews

Group: Community Review Committee	**N Size:** 14
Theme #1*: Lack of Parental Involvement	**7 Responses (50%)**
Theme #2*: Lack of value or importance of education in our school/community culture	**7 Responses (50%)**
Theme #3*: Lack of funds	**6 Responses (43%)**
Theme # 4*: All employees are not properly compensated making it difficult to hire skilled employees	**6 Responses (43%)**
	*All themes via facilitated focus group

Question 4: What's getting in the way? ---Aggregated by All Subgroups
N Size: 732

★ **No Themes Emerged**

Important Note: Due to the process which included virtual participation, a prioritization of responses was used to identify the top issues for the committee to collect the emergent themes. N Size of 732 does not include the Community Review Committee.

Making Sense of the Data- What Follows Are Points For Consideration:

1. Typically, when stakeholder groups are concerned or are unhappy with an issue, they are often vociferous in their position—this wasn't evident in this survey. Overall, respondents seem somewhat content (recognizing that you can't please everyone) -- specifically, the quality of teachers and leadership (site and district). Also, you can find relatively equal numbers liking or disliking the same thing e.g., the calendar or schedule, etc.

2. The adage that "people know what they know" also seemed at play here. We received far more responses to the first two questions: What's working and what's not working compared to the last two questions: how would you like things to be or what's getting in the way? **Recommendation (which has already been implemented): Create a Research Sub-committee to bring innovative ideas to the steering committee and for future focus groups.**

3. Issues emerged that appear to require administrative attention and not work by the Reimagination Steering Committee might include:
   a) **Standards Based Grading —** some respondents liked, and some didn't like it. **Recommendation for consideration:** It may be worth engaging a group of teachers to work out any bugs and review its implementation. Student/Parent input should also be garnered.
   b) **Special Education Services -** Provision of services is individually nuanced and highly prescribed by Federal and State statutes. The Superintendent has already started work on providing more information and getting input- there's a second event planned for this spring semester. These types of meetings should continue.
   c) **Communication:** While the District received mostly high marks for communication, the responses were indicative of a lack of knowledge of the multitude of opportunities in programming and services available in SFPS. Therefore, the District might want to consider acquiring outside

communication expert support to get the word out on what's happening in the District to effectively reach those not connected with the schools.

4. **Outlier comments which merit consideration:**
   a) Transportation services to games, clubs, and other activities like plays, dances
   b) Ungraded K-3rd grade programming
   c) Montessori K-3 and Pre-K programs
   d) Too many buildings and not enough students- declining enrollment*
   e) ESL/Bilingual Programming - Newcomer School/Services
   f) Career Pathways and Building a Workforce
   g) Better / Different Clubs — More School Spirit
   h) Expanded Social Emotional Learning Support Network
   i) Expanding Project Based Learning (PBL)
   j) More Community Schools
   k) Middle School and K-8 (upper grade) expansion of electives and redesign (UNBOLD)
   l) School Calendar (4- day weeks- extended learning time- how/what)
   m) Expansion of Out-of-School Time Opportunities
   *Declining enrollment and building usage is mentioned specifically in Reimagining Resolution

Next steps in the inquiry process are refining areas of focus, research, and outreach.

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