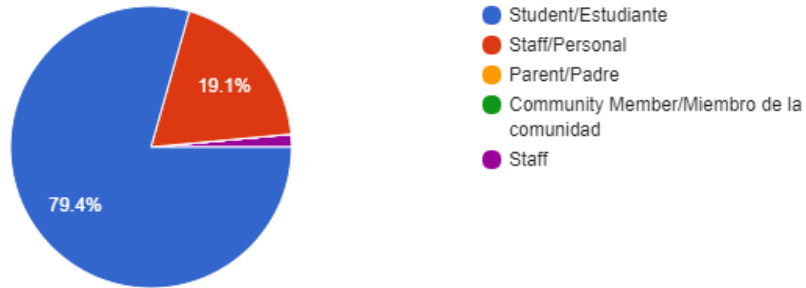


2017 Fall Principal Survey Results

The 2017 Fall Principal Survey took place from December 8th to December 18th. The purpose of the survey is to give all members of James Lick High School (Students, Staff, Parents, and the Community) to have an opportunity to provide feedback about the performance of the Principal. I am completely humbled by the responses and especially by the open-ended responses. I intend to turn this feedback into direct changes in my action.

I am the following stakeholder/Soy el siguiente

68 responses



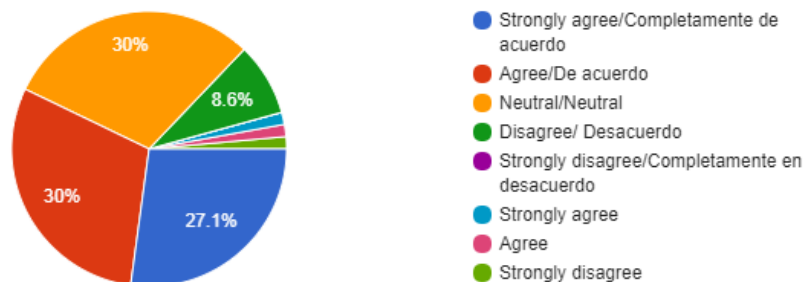
The initial survey had 69 respondents. I will work on increasing the number of parents via a direct mail campaign.

The survey results are broken into three areas. In each area is a specific question, of which I will focus on individually, and an open-ended response, which I group by common responses before analyzing. There were a few open-ended responses that had included the names of specific staff members, I have removed those statements, but your concerns are noted and will be taken seriously.

Vision, Expectations, and Communication

I feel that our principal communicates our school's vision on a regular basis. Siento que nuestro director com...sion de nuestra escuela regularmente.

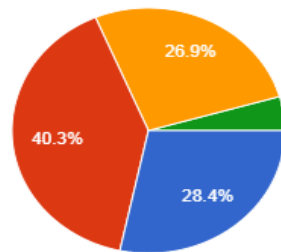
70 responses



The basic vision and mission of James Lick High School are to prepare students for college and career through authentic/real-world learning opportunities. Up to this point, I have referred to the vision and mission of mailers and staff meetings. I will be more explicit in tying the work that we do directly to the vision and mission.

I feel that our principal maintains and supports high expectations for students and staff. Siento que el direct...vas para los estudiantes y el personal.

67 responses

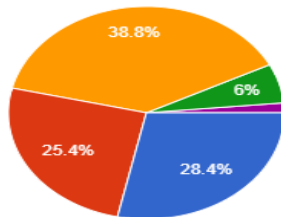


- Strongly agree/Completamente de acuerdo
- Agree/De acuerdo
- Neutral/Neutral
- Disagree/Desacuerdo
- Strongly disagree/Completamente en desacuerdo

High expectations and taking personal responsibility for achieving those expectations are part of my core values. Having high standards is not enough, you have to have a pathway for people to achieve those expectations. In the coming semester, I will be working more closely with our staff as we continue to implement Project Based Learning in every classroom. I will also be more interactive with our students to ensure they are living up to our expectations in the classroom and on the campus.

I feel that I can talk or access our principal at any time about any topic. Siento que puedo hablar o acceder a n...lquier momento sobre cualquier tema.

67 responses

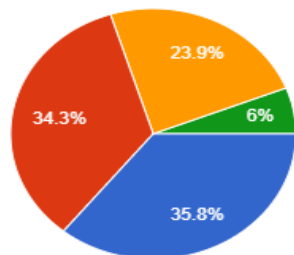


- Strongly agree/Completamente de acuerdo
- Agree/De acuerdo
- Neutral/Neutral
- Disagree/Desacuerdo
- Strongly disagree/Completamente en desacuerdo

I have been diligent in making sure that I have both an open door and an open mind. I have been very pleased with the staff members that have taken advantage of that opportunity. Having an open door is not always an option for students. In the coming semester, I will make sure that I am more accessible to students as I am doing my classroom visits and when I am out and about during lunch and break. I have been very diligent with my emails, so please feel free to reach out to porter@esuhsd.org.

I feel that I our principal is honest and transparent. Siento que el director es honesto y transparente.

67 responses

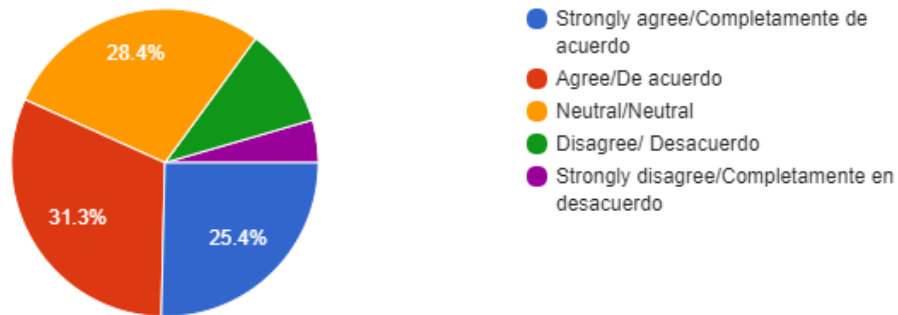


- Strongly agree/Completamente de acuerdo
- Agree/De acuerdo
- Neutral/Neutral
- Disagree/Desacuerdo
- Strongly disagree/Completamente en desacuerdo

In this era where it is difficult to tell if someone has a hidden agenda or living by a different set of facts, I am pleased to see that I am starting strong with honesty and transparency. You have to be able to trust your leaders, but not just in words, actions are required as well. I continue to work towards ensuring that my words have followed through and substantial action. I know that I am still working to ensure that all concerns are followed up on so nothing falls through the cracks.

I feel that my concerns are heard by our principal. Siento que mis preocupaciones son escuchadas por el director.

67 responses



It is critical that all members of JLHS can trust in our school leaders to have their concerns heard. Access and attentiveness are critical to creating a culture that leans on our leaders for support. I will continue to focus on being more accessible in my classroom visits, extracurricular events, and during break/lunch.

Areas that I feel that our principal could improve our school's vision, expectations, and or communication.

Concern	Response
<ul style="list-style-type: none"> ● Explain vision - what do the terms mean?? (Example = the ask) ● Make vision, expectations, communications clear to all and repeat regularly. ● I don't truly know what our school visions ● Streamline the message - there are too many buzz words. What is the difference between the pillars and the grading pillars and the green line and trust/respect/responsibility? Needs one streamlined message/ mission statement 	<p>The Vision and Mission describe our long-term goals and the roadmap for reaching those high expectations. The Driving Question provides a focal point for taking clear and measurable steps for achieving those goals. It is the role of every staff member on campus to create high expectations in both skills and content and to create opportunities and access for students to reach those expectations.</p> <p><u>Vision:</u> James Lick students will be effective communicators, creative thinkers, collaborators, and problem solvers</p> <p><u>Mission:</u> James Lick will provide experiences and activities that promote communication, creative thinking, collaboration and problem-solving</p> <p><u>Driving Question:</u> <i>What makes James Lick High School, a New Tech School, a unique and effective learning environment for all learners?</i> The work we do this year is both individual and as a collective staff. The individual work is all about how each staff member creates their relationship with our students through their interactions, the activities and actions provided to the students and in the environments, each staff creates for their students</p>
<ul style="list-style-type: none"> ● Be more active with students like appearing more and talking to us and get to know us. ● Communication with students 	<p>I could not agree more with these sentiments. Our singular goal is to support students as they take on challenging work in their classrooms. Increased visibility and access are necessary for students to feel connected and supported by their leadership. In the coming</p>

<ul style="list-style-type: none"> ● He can verbally speak more or interact with students more ● Support outside activities by attending them. ● Ask about student's opinions. ● Maybe say what times he is free to communicate with the students. ● Being more invested in the student body ● being more involved ● Checking in on sports and looking at improvement. 	<p>semester, you will see more of me in the classroom and on campus.</p>
<ul style="list-style-type: none"> ● Upgrade our school website, so it is well organized and user-friendly. Pressure Echo to create onboarding for parents & an Echo App. 	<p>...and done! The new website jameslick.esuhd.org has been redesigned. If you have any concerns or notice something is missing, please email Steven Loya at loyas@esuhd.org</p> <p>I have been working with our staff and with ECHO to improve their product. An ECHO app and easier parent access are priorities, and we will have improvements for the upcoming school year.</p>
<ul style="list-style-type: none"> ● While I believe that there is the talk of transparency, it is not delivered. We rarely meet as a staff. And, during those meetings, the conversation is controlled. The focus remains on what appears to be going well. There is never an opportunity to discuss (openly in a whole group setting) what is NOT going well. 	<p>The use of transparency for this survey was more about being transparent in my actions as the principal.</p> <p>The transparency you seek is in action, and I will continue to reflect on increasing opportunities for staff to share their concerns and to work towards positive solutions.</p> <p>I decided to have only monthly staff meetings so that our department chairpersons can meet with their departments and our connections teachers have enough time to implement the new connections curriculum. To encourage transparency and participation, I will continue to encourage all staff to attend the committee meetings and to share the notes of each of those discussions. The listening campaign notes and resolutions have been made public, and I was highly encouraged by our Freshman culture meeting where most of the staff showed up to take on a school-wide change.</p> <p>I am continuing to work on a more engaging staff meeting, if you are interested in helping me sculpt that into reality – please let me know.</p>
<ul style="list-style-type: none"> ● It often seems that there are some creative uses of "truth" as a way of trying to "ease" situations when the actual truth would be more effective. Not everyone is always going to be happy with every decision you make, but if you are completely honest and upfront, they will respect the choices you make even if they are not happy with them. Sometimes, for the sake of the students, you may need to make 	<p>Leadership is about having the courage to stick to your convictions and to do what is best for all – which means that some will not agree with every decision I make. I can live with those consequences. I also believe in making sure that I have a complete picture of a problem and that all stakeholders have an opportunity to share their concerns and to work together towards a solution.</p> <p>I accept the full responsibility for all decisions and actions made at James Lick High School.</p>

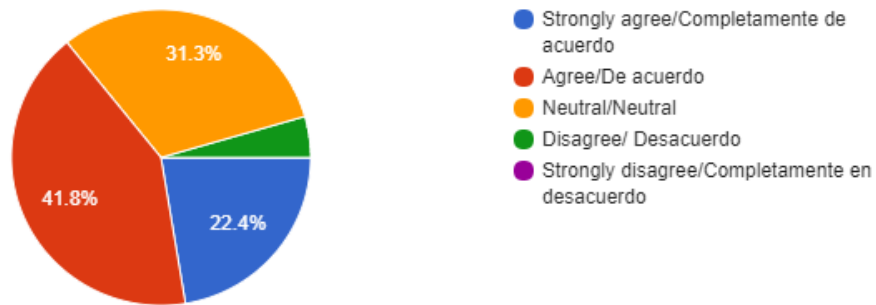
<p>some teachers unhappy, and sometimes for the sake of keeping teachers, you may need to make students unhappy. But as a strong leader, you need to recognize when to do each of those and accept that not everyone will always be happy.</p> <ul style="list-style-type: none"> I feel that he could be more realistic and not feel like everything has to be awesome and amazing. It's not good to inflate reality. I understand being positive and there is a time for that, but it doesn't mean you ignore the areas in dire need of improvement that is not going well. 	<p>44% of our senior class has maintained their college eligibility as of this survey. This is a drastic increase from our 29% average for the past six years. We have seen dramatic increases in freshman getting 60 credits and our passing rate for the college English entrance exams. These are tremendous improvements. These improvements should be highlighted and celebrated – but it does not mean we can rest on our laurels – we have to continue focusing on the changes that have given us these results.</p> <p>I will be increasing my classroom visits this upcoming semester to continue to help with the continued implementation of Project Based Learning.</p>
<ul style="list-style-type: none"> Possible to drop in on Department meetings more, even if it is just for a few minutes, to check in on progress. 	<p>That is my goal during every Department Meeting. Right now I have averaged 3-4 departments per Monday. I will be assigning my Associate Principals to swing by as well.</p>
<ul style="list-style-type: none"> Turn on the elevator 	<p>The elevators have been restricted to those people who require assistance in getting up and down the stairs. This restriction has enabled us to keep the elevators in working condition, especially during evacuations for students with crutches or in wheelchairs.</p>
<ul style="list-style-type: none"> More support for new teachers, especially regarding communication. Many new teachers find out about things at the last minute or are given poor advice and information from other teachers who do not have their best interest at heart. 	<p>Learning to navigate the waters of how a school runs at the same time you are learning who students are and how best to run your class – is intense. I will increase my walkthroughs this upcoming semester and will be sure to keep checking in with our new teachers. My associates are also working closely with some of our new teachers. We have some amazing new teachers, and we have to keep them Comets.</p>
<ul style="list-style-type: none"> Spreading announcements Being more communicative to the school 	<p>Up to now, I have relied on our weekly newsletter with staff and our marking period newsletters with parents. This is in addition to the coffee talks and regular meetings with ASB.</p> <p>I will continue to find new ways to communicate the school's events, triumphs, and tribulations of the entire James Lick Community.</p>
<ul style="list-style-type: none"> rallies school activities Our Schools time for the performances in the gym. 	<p>I could not be more proud of our most recent rally – it demonstrated what our students could do, and I only see them getting better every year. I will always be supportive of student-driven activities – if you have an idea, share them with me or come to one of the Summit Club meetings.</p>
<ul style="list-style-type: none"> he's good 	<p>Thank you, I appreciate that.</p>
<ul style="list-style-type: none"> making sure there are fewer fights It could improve by stopping the fights. 	<p>I expect that we have a zero tolerance for fighting or resolving conflict with violence. Part of our whole school change has been to focus on developing a culture that is based on communication and collaboration. More staff training will be taking place to help the staff teach students better conflict resolution. Once the staff is</p>

	trained, we will see more student activities in classrooms and in the offices that will be helping students learn to resolve issues with words.
<ul style="list-style-type: none"> • The health choice of food. • Lunch area • Quad 	I am attending weekly construction meetings, and the new multi-building, cafeteria, and quad will be open by the end of August. (Rain could delay the opening to September) The improvements to these facilities will also result in healthier and more food options.

Vision, Expectations, and Communication

I feel that our principal has put in processes and procedures that improve our school’s culture. Siento que el dir...os que mejoran la cultura de la escuela.

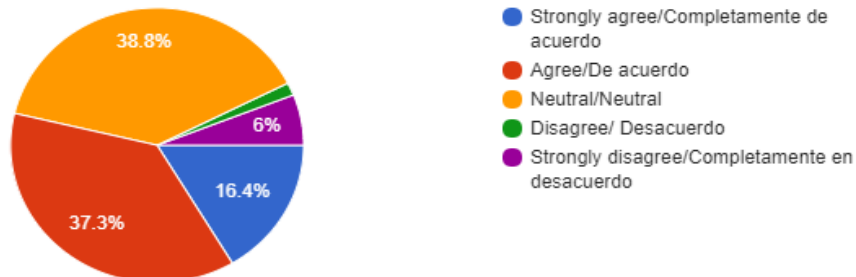
67 responses



As a member of the James Lick staff since 1999, I have seen a lot of school change and culture shifts. One aspect that has stayed true is the feeling of family. That feeling that we are in this adventure together and at the end of the day, we will support each other and protect each other. I keep this feeling close to my heart, and I hope to model this behavior in every interaction I take. We still have work to do around our school culture, especially around conflict resolution. In the coming spring, we will be looking deeply into this and be putting together a comprehensive plan for the upcoming school year.

I feel that our principal has put in processes and procedures that improve our school’s safety. Siento que el dir...que mejoran la seguridad de la escuela.

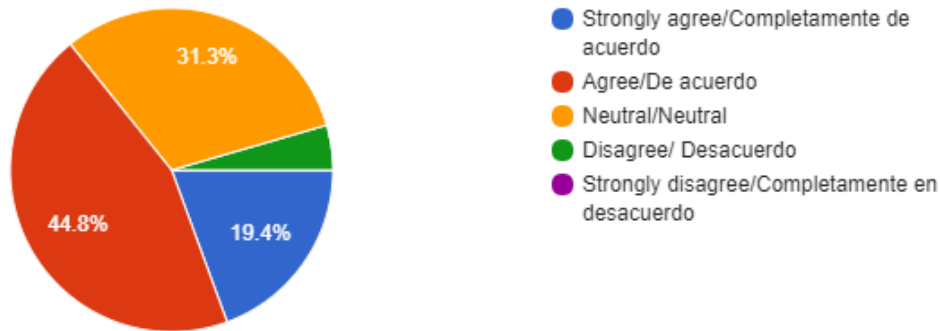
67 responses



The entire James Lick Community must feel physically and emotionally safe while on campus and while taking on the challenging curriculum. This goal of safety is never ending and must be under the constant review because the sense of safety can be shattered in a moment. I am continuing to work with my Associate Principals to ensure we have proper supervision before school, break, lunch, between periods, and after school. In addition to this, we are reviewing all of our tools we can use to help teach students about becoming a professional and sharing in the James Lick Community.

I feel that our principal has put in processes and procedures that improve our school's professional development....rollo profesional de nuestra escuela.

67 responses



This year our professional development has been focused on implementation of Project Based Learning and implementing our connections curriculum. In the upcoming year, we will be continuing our focus on Project Based Learning but will be adding a school culture aspect that will help us with implementing our core pillars.

Areas that I feel that our principal could improve our school's processes and procedures.

Concern	Response
<ul style="list-style-type: none"> Keep doing what you're doing, but we do need to keep doing clarifications 	<p>Thank you for the feedback. I believe that it is up to the communicator to ensure that the message is clear to those receiving it. I will continue to improve my communication.</p>
<ul style="list-style-type: none"> Make processes and procedures more transparent- Many times emails only go out to certain "teams," and my question is why? What can it hurt to cc all for us to feel that we are important enough to be informed? 	<p>I know that I have made that mistake. To send an email to all staff, you have to select two groups, and I know that I have forgotten to select both groups. I apologize, and I will work on fixing an all user email group so that no one is left off of the email messages.</p>
<ul style="list-style-type: none"> There is too much focus on pairs and not enough on projects. Teachers can work together without sharing the same space or commit to work together for such a long period. The confines of the current system stifles creativity, and we have lost several good teachers because of the pressure. Professional development needs to include more time for co-taught courses to meet (i.e., all Bio-Lit, all P.E.-Math). I feel like a lot of our professional development time has been a waste of time. I feel like there are many better uses of time that help us develop as teachers and I haven't seen anything that has helped me develop my practice as of yet. 	<p>This year we have successfully launched our cohort teams. A cohort team is two or more teachers working together with one or more of their classes on a project for a short period. The goal of this grouping is created new and innovative learning opportunities for students. I will continue to message these cohorts so that everyone knows that this is an option for them.</p> <p>This year's professional development has been focused on teachers teaching teachers techniques around driving questions, rubrics, and Knows/Need To Knows. When we are not engaged in this work, we are working in our co-taught and cohort groups. As we gain more competency in connections, we will be able to free up more time for teachers working together</p> <p>If any staff member or student wants to participate in our Professional Development Committee, we meet monthly, and I would love to have your feedback.</p>

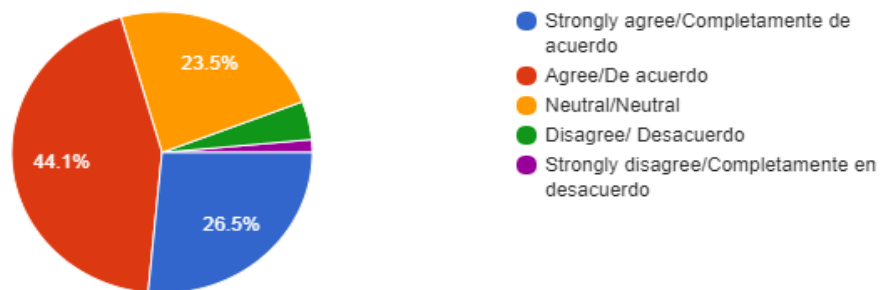
<ul style="list-style-type: none"> • Perhaps there has been an attempt to improve school culture, but I still think that it is severely lacking. Many students do not appear to have respect for the campus (peers, staff, the campus itself [litter]). • They need to exist and be consistently enforced. If "Restorative Justice" is going to be used, all staff involved with it must be properly trained, applying it consistently, and not just reintegrating students without the other components of the process being used. Admins and advisers need to be trained in the edcode laws and IEPs. Also, how have we missed the RTI bandwagon? • A training day would be nice as it pertains to safety procedures; not one that requires us to merely listen and stare at a PowerPoint presentation. 	<p>In the coming semester, we will be looking at an intensive school-wide training for the staff around proactive behavior management. This yearlong training will be interactive and responsive to our student needs and reflective of the school culture we all value at James Lick.</p>
<ul style="list-style-type: none"> • Class times should be a little bit shorter 	<p>Class minutes are determined by a state audit, and we can only increase the number of minutes in a period. As more and more classes take on Project Based Learning, the classes will seem shorter as you get more involved.</p>
<ul style="list-style-type: none"> • The classrooms that have large amounts of uncovered windows is a really big safety concern, and practicing code red seriously is another concern. 	<p>I am working with our current construction team to ensure that we have shades in all classrooms. I am working on getting it attached to one of our current projects.</p>
<ul style="list-style-type: none"> • When a problem is brought to your attention, don't just push it off. This is what causes "fires"- problems that could have been dealt with easily early on, but escalate into urgent issues that take a lot of resources and distract from the next easily preventable problem- leading to a very stressful cycle that means you will end up only ever fighting fires instead of having the time and space to enjoy your job. Also, if people get used to you not solving problems, they will solve them themselves, and you may not like their vigilante style of solution. 	<p>I would much rather be a proactive principal than a reactive firefighter. If I have ever brushed off a concern of yours, I apologize. I will continue to improve on converting listening into action and communicating those changes to all of you.</p>
<ul style="list-style-type: none"> • Teachers should be stricter with phone usage during class. 	<p>Each class can set the phone usage in each class. It should be stated in each syllabus. Technology is here to stay and learning to control the distraction is going to be an ongoing part of our instructional practice</p>
<ul style="list-style-type: none"> • More clearly defined follow up procedures after referrals and suspensions • I feel uneasy about my safety here. When a student is suspended, or there is a safety concern about them, 	<p>I have recently reviewed all of our referrals and the resulting responses, and there is room for improvement – especially around consistency. I am also working closely with our Associate Principals to find ways that we can</p>

<p>their names should be made clear to the whole faculty. Telling me that someone brought a knife to school and got suspended does not help me look out for myself. That might be a student I pass in the halls every day. I also feel that there should be a stricter punishment for some of the students. In my opinion, many students have committed offenses that should result in expulsion, and they only got suspended. It makes me feel uneasy that they are still in attendance.</p> <ul style="list-style-type: none"> ● No suspensions are not equal. ● Maybe focus a little bit more on creating more safety procedures for our school. 	<p>close the loop on referrals written by staff members so that we can close the loop.</p>
<ul style="list-style-type: none"> ● making sure we have enough time for certain projects 	<p>Project management is a tough one, a lesson I am continuing to learn. I would be more than happy to help you work with you on developing a timeline.</p>
<ul style="list-style-type: none"> ● Allow us to speak up about our class experiences 	<p>This is a fantastic idea. I have been meeting with students from ASB and Summit club, but I have wanted to meet with more students regularly. I will set up regular lunch meetings with students to check on how things are going.</p>

Follow Through and Feedback

I trust my principal to follow through with our school's concern and my concerns. Confío en que mi director c... preocupaciones mias y de la escuela.

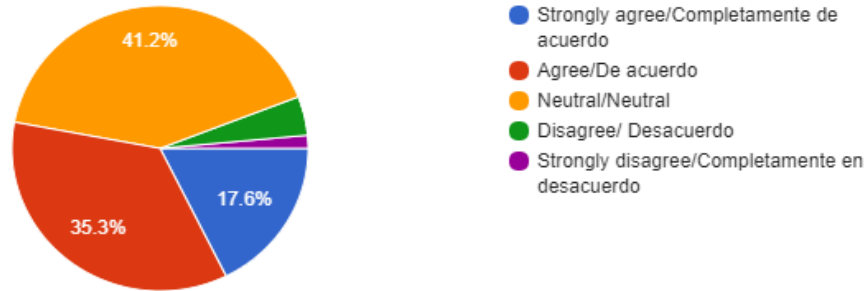
68 responses



Hearing concerns is easy, following through is the challenging work and I am eager to continue improving in this area. Follow-through builds trust, communication about that follow through will cement that trust. I will continue to improve my communication as well.

I feel that I have received meaningful feedback from my principal. Siento que he recibido comentarios significativos de mi director.

68 responses



The first semester has been all about listening and learning. Even though I have been at James Lick High School for almost 20 years, becoming the principal is a whole new vantage point. This upcoming semester will demonstrate an improved feedback cycle through increased walkthroughs with pointed feedback.

Areas that I feel that our principal could improve with our school's follow through and feedback.

Concern	Response
<ul style="list-style-type: none"> we still need to start including the teachers in the behavioral work, and we need to make sure we follow through with kids who need work 	<p>Yes. One of our teachers made this point earlier in the year. I am working with our Associate Principals to implement a staff training around behavior management, but also to find ways to include teachers in the resolution of a student issue.</p>
<ul style="list-style-type: none"> Again, more lines of open communication. It is great to that now emails get sent regarding incidents on campus, But, as a classified employee, I still feel like a 2nd class citizen where information is doled out almost as an afterthought. I would like to take part in a radio etiquette class. communication (2) TALK TO US MORE more communication with students Talk more Speak out when a change has taken place. Communicate with clubs communicate with students more 	<p>No one on our campus should feel like a 2nd class citizen. I will ensure that all staff members are included in all staff emails by fixing the all user email group.</p> <p>We will have a radio etiquette class this upcoming semester for everyone with a radio.</p> <p>I will be more available during lunch for our clubs and to meet with students and will continue to look for new and innovative ways to communicate with our students and parents.</p>
<ul style="list-style-type: none"> Stay consistent with feedback and follow through. More opportunity for staff meetings. Follow through with actions instead of just placating words 	<p>Our staff meetings have been old school, in that they are not as interactive as I want them to be. I am working making those adjustments, and you will see the results of those adjustments immediately.</p> <p>Follow through cannot be underscored enough. I will continue to review my actions to ensure that I am communicating any changes.</p>

<ul style="list-style-type: none"> ● Mostly when it comes to the safety procedures, there seem to be some inconsistencies and misunderstanding when it comes to expectations and application (i.e., gates, open or closed, locked or unlocked?) 	<p>I have been working with our Associate Principals to clarify these processes and procedures. I will ensure that we get a clear and consistent message out to all staff and students.</p>
<ul style="list-style-type: none"> ● Again, I would appreciate some constructive criticism instead of always being told what we're doing well. I want to be challenged and be given areas in need of improvement so I can grow. 	<p>I could not agree more. This process of gathering your feedback has been terrific. I will be increasing my walkthroughs and will be giving more pointed feedback</p>
<ul style="list-style-type: none"> ● Sometimes my emails go without reply, which can be frustrating. 	<p>I thought I was very good with my emails. If you have had an email or emails not replied to by me, please let me know so I can find and fix this problem.</p>