

James Lick High School Principal Survey Spring 2018

Thank you for taking the time to fill out this survey. I take your feedback personally because I am dedicated to improving my job performance as the Principal of James Lick High School. This semester's feedback demonstrated that I have some key areas of improvement to focus on over the summer.

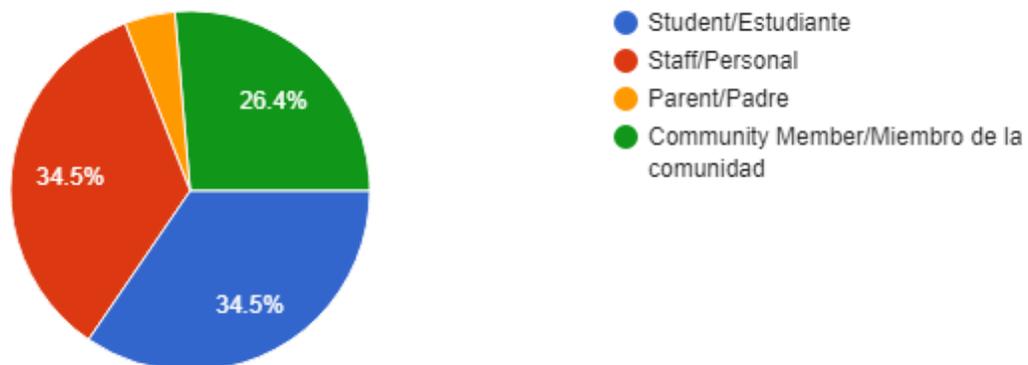
Before we get to the survey results, I thought it would be important to address a couple of critical areas of concern:

- **What is and what is not included in the survey?** The open ended portion of the survey allows for you to share with me without having to answer a scripted question. I cannot post a response if it includes a specific person's name, or a critique of a specific person or job beyond myself. I do not remove any other responses or change any spelling or punctuation of those open ended responses.
- **What is going on with Physics?** There were dozens of questions about physics in all of the open ended responses and I would like to address that here:
 - **Physics will continue at James Lick High School in the 2018-2019 school year.** At the end of the 2017-2018 school year it was reported that we would be canceling physics. This was and is not accurate. What is true is that I was faced with a reduction of students signing up for physics in the upcoming school year and chose to offer it in the summer. **I got that one wrong!** Thanks to some amazingly driven and outspoken Parents and Students, we have been able to keep the summer physics course and keep Physics as a fall course as well. I am humbled by our community's activism, fervor, and fierceness in getting their point across. I also want to thank the many, many open response comments – you spoke and you were heard. I will continue to work with my staff, students, parents, and community to ensure that students know the importance of physics, that parents have a more involved role in course selections, and that there is a continuous pipeline of students taking advanced science courses.

I will be responding to each of the data points as well as the open response statements. I have grouped some of the common themes in the open response for easier reading. **If you feel that you have a missing statement or have a follow up question, comment or concern, please email me directly at porter@esuhsd.org**

I am the following stakeholder/Soy el siguiente

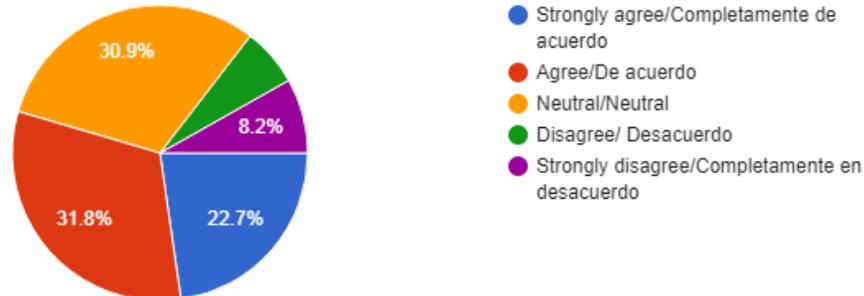
110 responses



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.

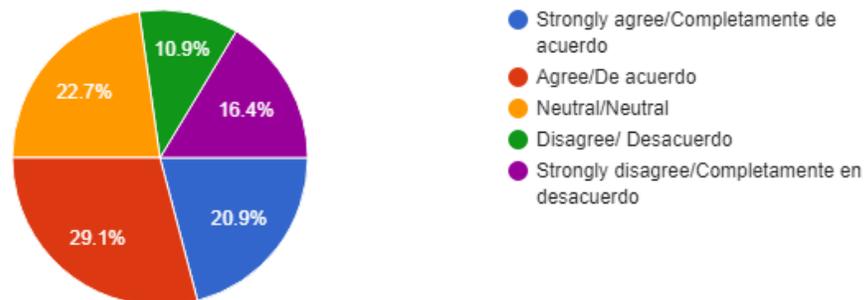
110 responses



Response: The overarching vision for James Lick High School is to ensure that every James Lick High School graduate is an effective communicator, creative thinker, collaborator, and problem solver. If a student possesses these key attributes then they will graduate with the ability to open their own doors to college and/or career. This message has to be delivered by me in our staff meetings, in my classroom introductions and walkthroughs, in our parent meetings and in my staff and community newsletters.

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.

110 responses



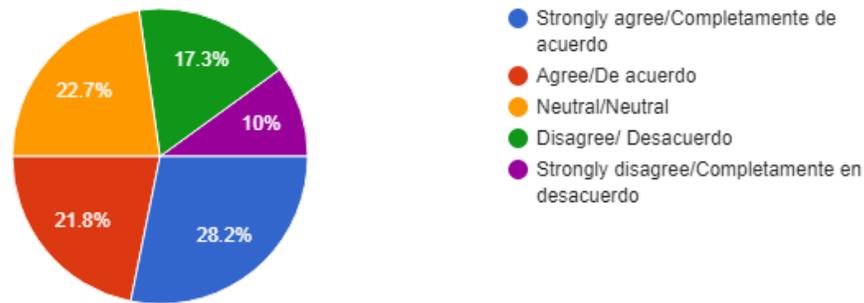
Response: Having high expectations are important, but I have not been clear in communicating those expectations with our staff, students or community. Once the expectations are communicated, it is imperative that I reinforce those in my staff meetings, interactions, and walk-throughs.

- I expect the following from myself and my administrative team
 - Clearly communicate the schools vision and mission
 - Connect the work we do and the decisions we make to the vision and mission
 - Model the behaviors and expectations we demand of the James Lick Community
 - Provide training and supports to help all members of the community to achieve the expectations set forth
 - Take personal responsibility for the actions and results of the decisions we make
- I will be expecting staff to
 - Implement Project Based Learning or Problem Based Learning in every class, with an emphasis on
 - Teaching and assessing the shared pillars of Agency, Written Communication, Oral Communication and Collaboration
 - Utilize a rubric that incorporates the shared pillars as well as the content skills and curriculum
 - Create a daily agenda that includes the content work as well as a focus on one of the pillars

- Develop projects that are authentic and incorporate assessment beyond the classroom setting to include other classes, outside staff, or community members
 - Use Canvas as the gradebook and update regularly
 - Use ParentSquare to communicate student growth and challenges (academic and behavior) with our parents and students.
- I will be expecting students to:
 - Take ownership of their actions and dedicate yourself to a growth mindset in your academics and behavior
 - Participate fully in all class projects as a student and more importantly as a contributing member of your group
 - Improve the class culture by following all agreed upon procedures and protocols established
 - Expect the best from yourself before expecting more from others

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.

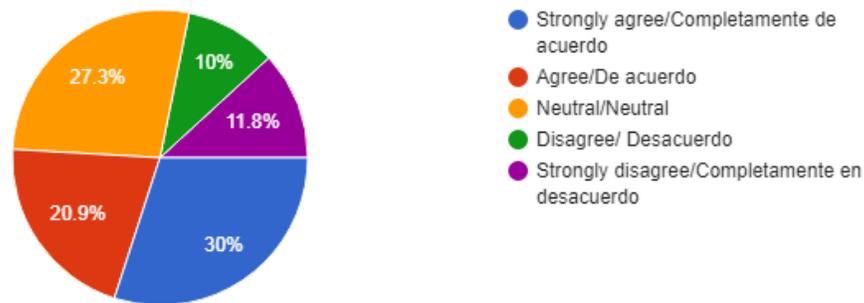
110 responses



Response: For the 2017-2018 school year, I made myself available in my office and tried to keep my door open to anyone who needed to speak to me. I was dedicated to trying to respond to all emails within 48 hours, although I was not always successful. For the 2018-2019 school year, I will be much more accessible as you will find me in classrooms, in the halls and in the quads. I will continue to work on being an active listener and take your thoughts, concerns, and ideas to heart. I will then close the loop by following up with you about our conversation.

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

110 responses

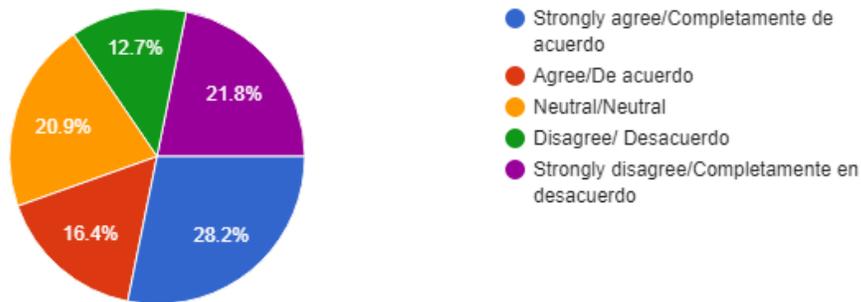


Response: Honesty and transparency are two values that are at the core of my being. Trust is key to honesty and that is only built through time, connection, and communication. As the Principal of James Lick High School, I have had to make many difficult decisions. Those decisions that found support and were welcomed with open arms or understanding lived by the three tenants of trust. The decisions I made that were not well communicated, that did

not give people time to process, or allowed for face to face conversation before the end result ended poorly. I put people in a position where they felt that there was a lack of control, input, or just a chance to voice an opinion. I will not always make people happy, but I will be more inclusive about major decisions in order to ensure that you all feel that I am honest and transparent.

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

110 responses



Response: If I were you, and you disagreed with how the Physics situation was dealt with, I could completely understand why you felt that I did not hear your concerns. In the upcoming school year, you will see much more information and input before decisions are made. Once a decision is made I will make sure that I am transparent in my decision making process so that you will be able to see how I came to the conclusion I did. Over time, you will see that I have learned this year and am dedicated to demonstrating that improvement.

Vision, Expectations, and Communications open responses

Nothing bc he's great hehe	Thank you for you positive feedback!
Consistency in description of the pillars and how they can be applied to rubrics across all PBL curriculum	I could not agree with you more. We have been able to break down our pillars into grade level expectations and this will greatly improve the consistency of how rubrics are utilized
Connections, New Tech branding (are we still a New Tech school?)	We are still a New Tech school. I am greatly proud of how our first graduating New Tech class set the highest graduation rate and college eligibility rate in the school's history. This growth will continue as we get more purposeful around our pillars and with our new connections plan. Branding James Lick as a New Tech school is a critical part of making us as competitive as possible for our future comets
Well to ensure that students don't be able to escape from school? Like to have the school fully closed with gates and lock at school time	James Lick High School is a closed campus and we are reviewing our supervision plan to close all avenues of escape. It will take a full staff effort to ensure that people are closing and locking gates as they pass through them.
You must find ways to train and delegate some of the responsibilities to your team. I would hate for you to get burn out. Looking at next year's calendar I see way too many meetings scheduled. I would hate for you to be stretched too thinly and not work to your best potential.	Your kindness is well received – thank you for your concern. Part of the life of a Principal is learning to share the responsibilities, this results in a more cohesive staff and student culture. I am looking forward to a strong connections coordinator, a renewed Professional Development team, and a refreshed admin team. I might

	<p>be in a lot of meetings, but as a participant, not as the key developer and facilitator.</p>
<p>I'm not sure if this is in place already and do not receive it but, a monthly bulletin with current news, updates and events regarding the school and students.</p>	<p>We currently have a weekly newsletter for the staff that comes from my office. The counseling team sends out a weekly newsletter to our students, staff and parents. We will be able to get more information out to our community now that we are partnering with Parent Square. Can't wait for 2018-2019</p>
<p>Being around campus more when he's needed. Usually no one is even found</p> <p>To be honest I don't really see our principal very often so I can't make a honest answer. However I would like him to improve of really engaging with our students such as our rally's.</p>	<p>I could not agree with you more. An open door, open mind policy means that I can be found daily in classrooms, in the halls, and in the quads. This has been the best part of my work and I look forward to doing much more – I have found our students and staff to be truly inspiring.</p>
<p>I feel that when there are issues with staff, they are not always addressed and I feel that the structure of the discipline in this school is lacking.</p> <p>More transparency with staff.</p> <p>Rather than trying to get agendas passed by hiding through committees, trust the staff enough to listen to your vision. A good leader is able to inspire confidence not by pretending that issues don't exist, but by embracing the issues and meeting them head on with a plan to resolve them. You have enough clout with the staff if you are up front and transparent (as evidenced by Canvas). You should have trusted the staff enough without hiding behind the ITLs (which has been the common practice the last few years). The job of the ITLs is to represent their departments, not serve as your shield from issues that don't turn out the way you want them to OR to try and convince the department of YOUR agendas.</p> <p>More staff meetings (during regular school hours) that aren't controlled to only discuss what IS working. What about what isn't?</p>	<p>Communication is central to transparency, improving discipline, making staff meetings more engaging, and supporting our department chairpersons. Communication is a two way process and this past year has shown that more often than not, it has been a delivery system for information. The times that I engaged with staff, students or community members, the results have been amazing. I am dedicating a lot of time to restructuring our staff meetings to make them more of a discussion and much less about receiving information.</p>
<p>This school should expect more from its students. I hear excuses all the time, and instead we need to teach our students responsibility by holding them accountable for their actions and behavior. Also, please stop enabling students to be lazy by offering Cyber High. They know they can slack off all year and then just take it in May and still graduate. This is creating a very negative atmosphere among the staff and students, and it needs to end. If you hold them to high standards, they will rise up and meet them. I also feel like my time has not been respected. If you schedule a meeting with a teacher, please communicate with them when you are going to be late, or ask to reschedule. Don't leave them waiting in your office for 45 minutes, and then never show up or apologize.</p>	<p>I believe we expect our students to rise to their best, but I know I need to do a much better job at communicating those expectations and helping students take responsibility for their actions. When students take full ownership of their learning, it won't external expectations that drive them, but internal ones and that is when we have fully realized our vision.</p> <p>In order for a student to take CyberHigh they must have previously failed that course and they cannot dual enroll. This means that a student could not blow off a core course and make it up in May, that would violate the dual enrollment policy. CyberHigh is a definite challenge for students and currently our students are taking 60-90 hours to complete a semester course. By far the best</p>

	<p>route for a student to find success is in the classroom with our highly trained staff.</p> <p>I apologize for not respecting your time and your comment has made a personal and deep imprint on me. I would be upset and insulted if I had to wait that long to be seen and that should not have happened to you. It was insensitive and unprofessional – I will not allow that to happen again. To ensure that, I have spoken with my Secretary so I don't create a situation where someone has to wait that long.</p>
<p>I think the principal has high expectations for staff, but I'm unsure how he holds staff accountable.</p> <p>I think that this school lacks accountability of teachers working towards our school's vision and expectations. There is no follow through to see which teachers are actually working towards these things. We CANNOT assume all teachers have good intentions and are doing there job because unfortunately, it is just not true. And there are a bunch of teachers who have good intentions, but are in no way, shape, or form are working towards our school's vision for newtech and project based learning.</p>	<p>Once clear and achievable expectations are set and communicated with the staff, it is the hands on walkthroughs that help to ensure that those expectations are followed through on. I am working this summer with my admin team to restructure our job duties to allow for these walkthroughs and to provide targeted feedback.</p> <p>Implementing Project Based Learning is an adaptive task and every teacher implements it at a different rate. While I will be patient and persistent with each person's implementation plan, I will expect that all staff teach to the school's pillars, assess the growth of the pillars through the shared portions of the rubric, target a pillar to address every day, to use Canvas and ParentSquare to improve the feedback cycle for our students and parents.</p>
<p>Maybe we could replace Connections in the future with something else. It seems to be unpopular with the students and some staff.</p>	<p>We had an amazing meeting of students, teachers, admin, and community members about connections in May. In just a few hours we were able to create a whole new connections plan that allows for teachers to have some say in what they teach and allows for students to choose a subject area. Giving students and staff both voice and choice will allow for richer connections to be built and sustained.</p>
<p>Bathroom</p>	<p>The James Lick Custodial team is working non-stop this summer to improve the bathrooms and have worked diligently to maintain clean and orderly restrooms. It is critical that all members of the James Lick community view the bathrooms as a shared space and respect these facilities as they would their own bathrooms at home.</p>
<p>finding a way to make the hallways less crowded during passing period</p>	<p>Construction will be coming to a close in the fall for the new multipurpose building. The fencing for the construction will be rolled back dramatically at the start of the school year to allow students full access to the central quad. This also means the other green spaces and hallways will be improved which will return the campus to a more free flowing space. I could not be more proud of the patience our students demonstrated this past year.</p>
<p>Hear out students</p> <p>Be more communicated.</p> <p>Communicate more or connect more with students.</p>	<p>The singular best part of my job has been to be out and about during the day. Having the chance to speak with the students and staff in the hallways, quads or going into the classrooms inspires me to keep doing the hard work of leading a school. I am currently restructuring our</p>

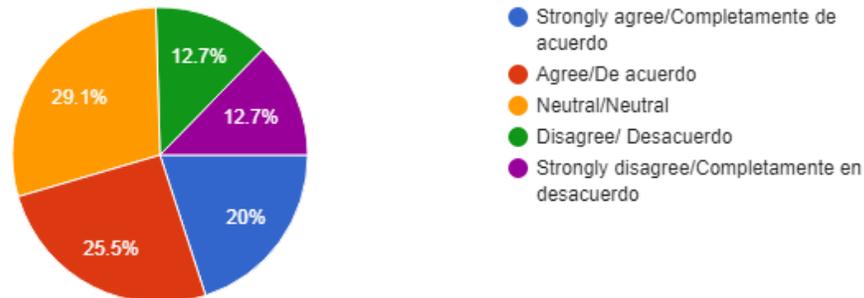
<p>Find effective ways to communicate the vision and expectations to parents and students.</p> <p>Make sure to announce more about school events & sports !</p>	<p>admin duties to create more opportunities to bring my open door policy to our students and staff.</p> <p>This past year I sent out a weekly newsletter to our staff, it has helped with keeping the staff up to date and focused on a singular message. I will be expanding that to include a monthly parent newsletter and working with our counseling team to expand the counseling corner, our weekly student newsletter.</p> <p>I have also been experimenting with building a stronger social media presence and will work with my team to get more information about James Lick into the world wide web.</p>
<p>It has been 4 years since we voted to be connected to New Tech. The vote to keep New Tech and any component associated with that has not taken place for whatever the reason. We were told/promised that after 4 years we could vote to keep it or not. How can this staff establish trust with administration if our voice is negated/not acknowledged?</p>	<p>Making the shift to become James Lick High School – A New Tech School has improved many aspects of the daily experience for our students. Being a New Tech school has brought all of our class sizes down to 29:1 (33:1 is the district average), it allows us to create co-taught courses giving students of all abilities access to our college going courses, increased our funding for technology in the classroom and in the community, most importantly being a New Tech School gives us the structures to review, reflect and revise our work to find avenues for continued improvement.</p> <p>Our students have flourished over the past four years with a nearly 20% increase in graduation rates, astronomic increases in reading and written communication (with a majority of students at grade level for reading by the end of the Freshman year), a nearly doubling of the number of students who qualify for college eligibility. These leading indicators tell me we are on the path to greater student outcomes in the future.</p> <p>There are also areas that we have not shown improvement, but must prioritize in order to achieve more academic gains. We must continue to improve our attendance rates, decrease our referrals, suspensions and expulsions. These are not easy tasks and have to be shared by all members of the James Lick Community.</p> <p>The staff must have a voice in how we continue to create a school that reflects the aspirations of our community and helps our students achieve their goals. In order to give staff a greater voice, I am restructuring out staff meetings from a direct instructional model to a more facilitated and collaborative one. James Lick belongs to the entire community and all voices have to be heard.</p>
<p>"I feel that our principal maintains and supports high expectations for students and staff" is 2 different questions. Academic rigor is under attack. We're in danger</p>	<p>A James Lick High School graduate exceeds the standards set by the district and the state because the staff agreed to live by a set of pillars that will prepare students for life.</p>

<p>of undermining our very reason for existence. Higher graduation rates (or even college acceptance rates) mean little. They look good, but it means nothing in terms of actual student learning. We need more metrics than the grad rate. We should be steadfast in our quest of authentic student learning and achievement as measured by the teacher in the classroom. We seem to make excuses and create unlimited opportunities for students to collect credits without learning and they've learned to rely on that. Staff are held to reasonable standards.</p>	<p>I take great pride in the increasing number of students who are able to walk that stage proudly knowing they are on their way to achieving their goals and dreams. Increased college acceptance rates means that our students are able to open pathways to making dreams a reality. These two indicators are central to the purpose of any public or private institution.</p> <p>As a school it is imperative that we hold all students to a high standard of success and provide the steps to making that success reality. Students have to do that on their own and as a staff we are making the moves to create a space for students to learn by doing.</p> <p>We cannot make excuses for students, staff or our community – the reality is that we all want the same outcome for our students – for each student to graduate college and career ready. Making excuses for behavior means that we jeopardize that vision from becoming a reality. I will model that by setting clear expectations with our staff and students at the beginning of the 2018-2019 school year.</p>
<p>What is the school's vision?</p>	<p>The vision for James Lick High School is to ensure that every James Lick High School graduate is an effective communicator, creative thinker, collaborator, and problem solver. If a student possesses these key attributes then they will graduate with the ability to open their own doors to college and/or career.</p>
<p>The principal listens but does not hear or address the expressed concerns. It's a forum to air cathartic grievances but no real change or progress is ever made to remedy the underlining issues brought up by parents or staff. Additionally, the method of disseminating information is utterly harmful to the moral and cooperative cohesion of the teachers and staff. The current system of disjointed chunks of information through numerous channels gives staff a fractured and conflicting view of the administration plans. An all staff meeting where administration can present a detailed and comprehensive plan of action would allow us, the staff, to discuss and internalize the plan. Only then can the staff truly invest the time and effort needed for successful implementation.</p>	<p>Thank you for this well written observation and action plan. The sign of a good leader is the ability to connect the vision and mission of the school with a plan for how we will get to that point. It is important at that point for the staff to be given the time to discuss it, ask questions, and plan for how to personally implement it. Once the plan is put into place, it is my job to reinforce the plan through walkthroughs and reporting back to the staff the progress on that plan. This is exactly what I am working on this summer.</p>
<p>The school food</p>	<p>Better food and food service is on the way. The new servery will give our gifted kitchen staff the opportunity to spread their wings and create a fresh dining experience</p>
<p>school culture</p>	<p>Building school culture takes time. It starts with shared values and a strong identification with the school. Our students and staff are proud to be Comets, but the work we have to do as a school is to create opportunities to show our shared values.</p>

Processes and Procedures

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.

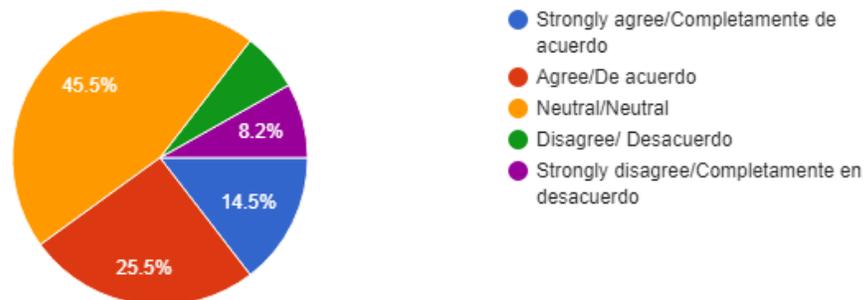
110 responses



Response: James Lick High School is a special place, we are a family – connected by the aspirations of our students and community. We are bonded by a singular goal of graduating all of our students and we are making progress to making this a reality for every student. Cultures are built on shared experiences which is why collaboration and communication are critical pillars. I will be focusing on modeling and reinforcing these pillars next 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.

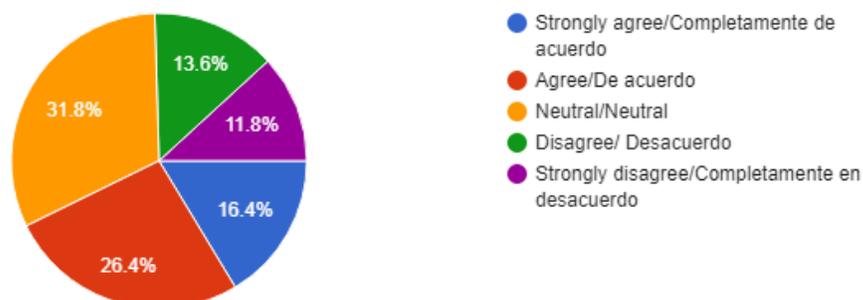
110 responses



Response: More changes are coming to school safety including improved supervision systems, communication with staff and parents about behavior issues, and more adults out and about all day. We will be bringing in New Hope for Youth to help our students who struggle to get to school or get to class and we will work with Silicon Valley Faces for an ongoing professional development that will help students and staff de-escalate issues in the classroom.

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

110 responses



Response: We have amazing teachers who regularly differentiate their instruction based on the various needs of their students, they find ways to engage a struggling student and at the same time accelerate a student who is ready for the next thing. Professional Development has not risen to meet that same standard. The 2018-2019 school year should be a renaissance for teacher training because of inclusion of Silicon Valley Faces and a fully staff PD committee made up members from every department. The committee will be able to get more feedback and identify specific areas of growth for the staff.

Processes and Procedures open responses

<p>Consistency of supervision and keeping open areas monitored to reduce student ditching. I see students walk passed teachers an admin to go off campus to Starbucks, TeaZr, etc..</p> <p>Well to have more inspections on parking lot I know he did better then how it was</p>	<p>Campus supervision is an area of revision for next year and we are doing that work right now. Along with this new plan, the behavior team will be introducing themselves to the students at the beginning of the year to explain the rules and expectations so that all students know what they are supposed to do.</p> <p>The Parking Lot has been identified as an area where we need increased supervision as well as the pick-up drop-off area before and after school. Safer traffic flow will actually improve our tardies and reduce the stress people have coming onto campus.</p>
<p>Maybe doing more drills</p>	<p>I approached our Fire Service team with project. They will be assisting us in preparing for and implement all of our safety drills for next year. Bringing students to the table for our safety drills will help us improve the authenticity of the drills.</p>
<p>More communication - not sure everyone understands expectations</p> <p>I feel that the principal listens to concerns about safety and professional development, but I don't often see those concerns addressed.</p>	<p>More communication is on the way. I am retooling and expanding the newsletters to cover more about how we are progressing towards our vision and mission. A monthly newsletter will also be sent home to our parents.</p> <p>Sending out information is critical to communication, but closing loops for people is core to building transparency and trust. I have already started making changes to my work schedule to allow for me to be able to close the loop when a student, staff or parent shares a concern or an idea with me.</p>

<p>Give students and all staff members a voice when it comes to Connections, or get rid of it completely. It is failing now and the students and staff resent having to participate. Safety is a concern. If this is not going to be a closed campus, there needs to be more security personnel monitoring the halls. Professional development often feels like a waste of time. Give departments more time to work together and collaborate.</p> <p>Clearly defining what we mean by culture. What IS the goal of Connections (we are supposed to be building culture during this time, but how can we do that if it is not CLEARLY defined)?</p>	<p>We had an amazing meeting of students, teachers, admin, and community members about connections in May. In just a few hours we were able to create a whole new connections plan that allows for teachers to have some say in what they teach and allows for students to choose a subject area. Giving students and staff both voice and choice will allow for richer connections to be built and sustained.</p> <p>We are also reworking our supervision plan and bringing in more staff to help sculpt an improved Professional Development plan.</p>
<p>Meaningful PD that unifies staff in areas of behavior management, getting involved in/connected with the community, and disability awareness.</p> <p>I only felt like there was one useful PD this year and it was led by Andrew from NewTech. I STILL feel like we need more targeted workshops that teachers can elect to go to to meet their needs. We need to be challenged. We need to review student work and finish the cycle of inquiry. We've been saying this yet we haven't seen it put into play.</p> <p>I would really appreciate more learning PDs. I would like PD's to be something that helps our staff grow. Less talking, more doing. More energy put into unifying us as a staff.</p> <p>Please bring back Instructional Rounds so the staff can continue to learn from each other.</p> <p>Follow up after professional development sessions with answers and further discussions.</p>	<p>For the first time in recent memory we will have a fully staff Professional Development committee made up of representatives from every department. This group in conjunction with our New Tech Instructional Coach and Silicon Valley Faces means that we will be able to vastly improve the quality and outcomes of our professional development time.</p> <p>Instructional rounds and feedback are important parts of any successful professional development plan. I will be modeling the instructional rounds a lot next year and I am working with my admin team to figure out how to support and encourage teachers to take on their own explorations.</p>
<p>He is doing a fantastic job!</p> <p>I think you are doing good on this category</p>	<p>Thank you for the positive feedback. I am looking forward to implementing our improvements in Connections, Professional Development and school safety. Great things are coming and with your support they will be a great success.</p>
<p>I know you are under pressure to reduce suspensions/expulsions and get the graduation rates up. But it feels protecting the integrity of education has fallen solely on the shoulders of the teachers. The increase of cyber-high classes is a direct threat to the integrity of education, and it seems we are expanding it? How can students expect to get the skills they need to be successful (especially reading and writing) in a six-week online course? There need to be some limitations (maybe each student is only eligible for three cyber-high courses over the high school career or something). Now we're on to our 5th different APA in the last 7 years? The learning curve at JL is steep, and now we have to start over again.</p>	<p>The real pressure is not to reduce suspensions or expulsions, but to use these policies justly and equitably. Our internal data indicates that we are not employing these strategies consistently for all students. Our united job is to get students across that stage in order for them to be full participants in our community. To achieve this goal we need to review our current practices and create policies that have all stakeholders share in the improvement process.</p> <p>Our new APA is a former James Lick Graduate with an extensive background in the work of behavior management and community building. She has a vision</p>

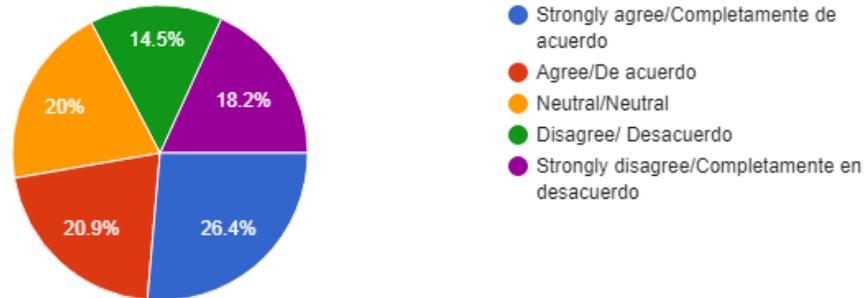
	<p>for how to improve school safety, reduce suspensions, and help students take responsibility for their actions. On top of that, she has a plan to make that happen in real time.</p> <p>In order for a student to take CyberHigh they must have previously failed that course and they cannot dual enroll. This means that a student could not blow off a core course and make it up in May, that would violate the dual enrollment policy. CyberHigh is a definite challenge for students and currently our students are taking 60-90 hours to complete a semester course. By far the best route for a student to find success is in the classroom with our highly trained staff.</p>
<p>I feel like Mr Porter needs to interact with students more. We want to know who our principal is and we want to know that we can trust him.</p>	<p>Thank you for expressing this thought so candidly. I have made your thoughts central to my plan for next year and I am working with the admin team to restructure our work to be more visible and accessible.</p>
<p>Our students know there are no consequences for their actions. Over time that severely degrades culture. It has. Stop using unsubstantiated empirical data when convenient and/or using skewed non-scientific data to convince the staff that everything is honky-dory. It's insulting. Labeling independent thinkers as those with a negativity bias is short-sighted and unfair</p>	<p>The work of the new APA and the entire admin team is help students take responsibility for their actions. Students have to learn that their actions have repercussions for themselves and for others. It is a learning process and will take the entire community to make an impact.</p> <p>I am not sure what is meant by unsubstantiated empirical data. My goal is to always describe the whole picture. We have some amazing growth the past few years around graduation rates, college entrance, and reading. At the same time we continue to see lagging indicators around attendance and behavior. I would love for you to share more about this so I can better understand your point.</p> <p>I recall discussing Negativity Bias, but was focused more on my personal interactions and interpretations. I apologize if you or others felt that I was attacking independent thinkers as negative. Our community is stronger with diverse thought and opinions when we really listen and are open to those thoughts. I will continue trying to model that behavior.</p>
<p>I feel that he could stay focused on improving the look of our classes because there are many classes that have a horrible aspect.</p>	<p>There is massive amounts of literature and studies on how the quality of the learning environment impacts the ability for students to learn. I have spoken with my custodial team and will share this information with our staff. Thank you for bringing it to my attention.</p>
<p>Enforcing the idea to parents - education starts in the home. There should be some 'parent promise' about teaching our students the basis - like how to use please, thank you, excuse me, etc. It can not be placed solely on the teachers and administration. This is a group effort and</p>	<p>This year's introduction to the Coffee Talks and Dessert Discussions have left me with one clear opinion – our parents are on it! They are tireless advocates for our teachers and have very high expectations of their children in behavior and academically.</p>

<p>it's all in order to ensure the success of ALL of our students!!</p>	<p>There is a communication gap between our parents and our teachers. We are partnering with ParentSquare next year to allow for teachers and parents to communicate using text, an app, or email that will automatically translate the message into whatever language works best for our families. This program will allow for teachers and parents to communicate directly with each other and improve the learning outcomes for our students.</p>
<p>Better teachers</p> <p>Educating staff on how to respect students as human beings not numbers..</p>	<p>I believe that we have a highly educated, dedicated and caring staff at James Lick. It is this staff that helps to create a caring culture where students can challenge themselves and take a more proactive role in their own learning.</p> <p>No staff is perfect and we have work to do this year to make the learning more individualized to the needs of each student. To start with, we will be working with Silicon Valley Faces to train the staff on positive classroom management techniques. As a teaching staff, we will be focusing developing our PBL and PrBL strategies to get better at giving our students more ownership of their educational path.</p>
<p>Consistent implementation of current procedures is critically lacking. Procedures lose all meaning in stature when staff and students see the lack of follow through and uneven enforcement of current rules. Additionally there are no procedures to address potential dangers before a tragic outcome occurs. For example: the 600 gate is left wide open and unpatrolled despite rules set in place to ensure a safe closed campus. This unfettered access may result in dangerous outcomes, while no incident has yet occurred there is clearly a potential for catastrophe. However, when concerns were voiced, they were dismissed without discussion or consideration. Reacting to tragedy cannot be driving the factor in change.</p>	<p>The past four years we have strived to improve our policies and procedures to create a safe, caring, and welcoming environment for our students. We work hard at helping students take full responsibility for their actions and to use those experiences as opportunities for learning.</p> <p>Follow through, feedback and consistency are three areas of focus for next year. We must be proactive in our actions and include the entire staff and student community to maintain a safe campus. James Lick High School sits directly on White Rd and we must do a much better job of making sure our perimeters are safe and we are actively preventing any future tragedies.</p>
<p>Nothing else but food</p>	<p>Better food is on the way. In just a few months, our new "Servery" will be open and our kitchen staff will be given the chance to shine and our students will have many more food options.</p>
<p>There should be transparency in polling of student interest for classes.</p>	<p>More transparency is not a problem. This year, as in years past, we have shared the results of student requests with the department chairpersons and they in turn share them with their departments. This does not give a full picture for the staff, students or parents. Next year we will be sharing the results of the student requests with the whole staff. In addition to this we will be sending requests home early so that the parents can review the academic choices their children made. This has to be a much more community event.</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.

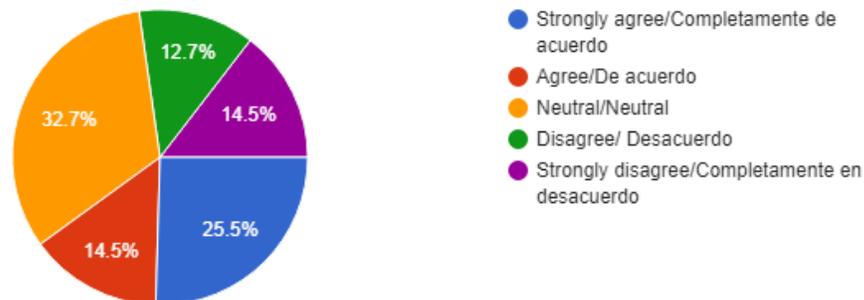
110 responses



Response: An important facet of my position is to hear out concerns and to remove obstacles that stand in the way of student, staff, or family progress. I am incredibly proud of our new connections concept that was developed as part of a meeting with students, teachers and community members. The switch to Canvas and the inclusion of ParentSquare was a direct result of parent input and needs for a single grade platform and an increase in teacher-parent communication. These recent actions show the continued need for me to fulfill this role. Next year, I hope to build on these successes and continue to overcome the challenges I encountered.

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

110 responses



Response: Feedback that challenges, inspires, and increases student success is one area that I failed to prioritize for the 2017-2018 school year. The lack of priority meant that feedback was hit or miss. As the leader of the school, I will be reorganizing the daily duties of our admin so that I can prioritize feedback and support to our entire community.

Follow Through and Feedback open responses

If there is a complaint made by a teacher or student, a follow up conversation on next steps may be nice. I have noticed some individuals have felt that they were unheard because the process of handling their complaint may be taking too long or the response they received was too brief.

When someone makes a complaint, it takes a lot of will power and personal fortitude to step forward. That effort should be respected with a timely, reflective, and reasoned response. The fact that was not true for some people means that the processes and procedures for complaints is not being followed. When someone comes

<p>I just think he could be better at following up. It's kind of 50/50 right now.</p>	<p>to me with a complaint, I will makes sure to not leave the conversation without:</p> <ul style="list-style-type: none"> • Making sure I completely understand the concern • Identified some key next steps • Set a meeting or time to close the conversation <p>By this time next year, I will be well beyond 50/50!</p>
<p>To have the gates closed</p>	<p>We are reviewing all of our safety protocols and procedures to ensure that all gates and doors are shut and remain that way during the school day</p>
<p>Find ways of uniting us. Not an easy task for sure!</p>	<p>We are James Lick! I believe that to my core. Our staff comes to James Lick every day with their hearts focused on making a positive difference. Our students come to James Lick knowing that they will be cared for and that they are making positive strides to their future goals. Our parents trust us to help guide, sculpt, and develop their child's minds so that they have skills to be successful in college and career.</p> <p>I have to continue to find ways to remind us all, especially in darker times, that we all share one goal – the graduation of our students – knowing what the diploma is a sign of our student's preparation for college and career.</p>
<p>The teachers you hire. Have someone go through the classes to see if teachers are doing their jobs. But do this randomly so you it will be the feeling of a real class day.</p> <p>More classroom visits/observations to provide feedback.</p> <p>I feel there should be many more informal observations where teachers are given meaningful feedback on how to improve. I DON'T like that the focus is on student actions. I want to receive feedback on my actions and how they impact student actions. I want to be pushed and challenged to be better. I feel that our processes inhibit that from happening because we're all afraid of hurting people's feelings instead of actually providing constructive feedback for teachers to grow and improve.</p>	<p>I could not agree with these statements more. That is why I am working with my admin team to redesign our workload and work day to dramatically increase the number of classroom visits.</p> <p>The quantity of feedback is one part of improving the cycle of learning, but quality feedback that inspires, challenges, and pushes us to improve has to be the cornerstone of the work I do next year.</p>
<p>The 600 building is dirty, and infested with bugs (cockroaches, ants, spiders). The classrooms are caked with grime and dirt. Several teachers have tried raising concerns about this, because it is a health code violation to have cockroaches present, and our concerns don't feel like they are being taken seriously. Also, the grass area outside the building is full of trash. No wonder we have bugs! This should be a priority.</p> <p>Stricter rules in order to maintain our campus clean.</p>	<p>As soon as I read this comment, I met with my custodial team and they are in the process of deep cleaning the 600 wing as part of the summer clean up. Our head custodian and I are also reviewing the number and placement of garbage cans in that wing to reduce the amount of food garbage.</p> <p>The grass area will be greatly improved with new sod. The new grass will be placed in the 600 wing, 400 wing, and the 200/300 wing. This is all part of our improvement project and water run-off project.</p>
<p>Don't cherry pick data. Don't ignore truth. Why don't my questions from the fall survey appear on the results page? Stop making the only avenue for real teacher input occur</p>	<p>I have been reflecting for a while on this response, so hear goes:</p>

<p>after school. Invite and create an avenue for real dialogue and dissent. If you can't craft a message that addresses those concerns then the concerns must be legitimate. "Any questions?" at the end of a staff meeting isn't exactly inviting a difficult conversation. An ongoing effort to avoid that conversation will only backfire in the long run.</p>	<ul style="list-style-type: none"> • Missing questions/comments – I do not edit or remove any comments from the survey unless they directly discuss another staff member, student or parent. If I missed a question or comment, please accept my sincerest apology. The goal of these surveys to make the review of me as your principal as open and transparent as possible. • Better Data – There is some data that I am incredibly proud of that we need to continue to use as inspiration: Increase in graduation rates by 19% in 10 years, with a 10% increase in the past four years. An increase in A-G, our incoming Senior class will start the year with 55% of the students eligible to apply to a 4 year university. We also have lagging data in attendance, suspensions, and expulsions. With that being said, I am revamping our staff meetings and ITL meetings to make better use of our data. • Teacher Input – This year I have sought out staff feedback through our listening campaign in the fall, two principal surveys, hold monthly union and admin meetings, and kept an open door policy. I am restructuring our staff meetings to avoid the “any questions” at the end of a meeting. I get how that can feel as though questions are an afterthought.
<p>You could respond to the NUMEROUS emails and open letters sent to you.</p>	<p>I have a policy goal of responding to every email within 48 hours. I don't always make that, but I will continue to strive for that level of a response – if you took the time to write me, I should take the time to write back.</p> <p>I have only received one open letter this year and responded to it directly to the senders of that letter. If there are other letters, I would love the opportunity to respond.</p>
<p>Better communication</p>	<p>I agree. The restructuring of the admin roles will help greatly with improving communication. In addition, I will be sending out a staff, student, and parent newsletter regularly.</p>
<p>make kids go to class instead of letting them walk around be on the lookout more</p>	<p>You can't learn if you are not in a class. We will be implementing a stricter more structured process of ensuring that students are in class. We are also partnering with New Hope for Youth to help with those students who are the most habitual wanderers.</p>
<p>Transparency and meaningful PD for staff.</p>	<p>I hope that the new PD committee, made up of every department will help me define clear and measurable goals for professional development next year. The walkthroughs will go a long way to reinforcing those new skills.</p>

Please include any likes you may have, any questions that you would like included in this survey or any other comments.

I really like your honesty and open mindedness towards staff and students. It really makes it seem that this school is making a turn for the better. I would like to hear more about how we are planning on making this school more emotionally, mentally, and physically safe for our students both for the learning and social experiences here on campus. Also GREATLY appreciate knowing that we are switching to ONE online platform. Please stick to your guns on that and do not allow other teachers to use more than one, that will only hinder the process.

I am proud for the work you have done this year as our principal, the love for our students and faith in our staff is evident. Sure, there were many challenges, but there were also many wins for all of us. Let's continue to work together!

The principal definitely cares about this school, the staff and the students and I believe that his actions lead his decisions. I think that there are a number of issues that need to be addressed in this school and that they take time to fix. I wish sometimes the principal did not always see the best in everyone, but the best and what they need to work on so he could help them change for the better.

Mr. Porter is a fantastic listener and follows through with concerns that staff may have. I think he could improve on connecting directly with students.

I like that I feel I can approach Porter and be open and honest with him. That is crucial in a leader. I still feel very strongly that we have weak, if any procedures and policies in place regarding discipline and consequences for student behavior. We are still WAY to soft with kids and we are doing them a disservice by treating them this way. They will continue to make poor choices and behave inappropriately and some of them will continue to manipulate the adults on this campus to get their way the way they have been doing ever since Vanderzee left.

I like how he is easy to reach out to

i think our principle does a great job

I like the sincereness

I would like to thank you all for positive feedback, it is much appreciated and encourages me to continue improving as a principal and as a person.

Education is ultimately a people business. At the core of the work is the relationships we form, the lives we influence and the lives we are influenced by. That is why I am so proud to work with such a wonderful staff, student body and community.

We will be making some key improvement next year around walkthroughs and feedback, supervision and behavior management, as well as connections and communication. This work will be challenging, but I know that the results will be something we are all proud of.

<p>I like that our principal actually knows our staff and how he is not rude to students.</p> <p>I think he is doing a great job I have a new found faith and excitement in James Lick's future since he has taken over.</p> <p>I strongly feel that James Lick has continued to improve under David Porter's leadership and I completely agree with and support his efforts.</p> <p>I like the positive outlook we have created for JL. Also thank you for highlighting the positives and improvements JL has made.</p>	
<p>Have a better lunch line</p>	<p>A new lunch line and a new lunch service is just a few months away</p>
<p>se necesita k alguien estuviera revisando los estacionamientos para evitar k los estudiantes se vayan o again cosas malas en los autos</p>	<p>La inquietud del estacionamiento también se mencionó en una de nuestras Coffee Talks de este año. Estamos reasignando el monitor de nuestro campus para pasar más tiempo en el estacionamiento para garantizar la seguridad de nuestros estudiantes.</p>
<p>I think we have settled in to a practical plan for Connections after four years of trying the same thing over and over again (and failing). This new plan should provide avenues for genuine relationship building with students. I also think "New Tech" has evolved into sustainable levels of paired classes and consistent project-based learning. We don't need the New Tech network anymore (not sure we ever did). Let's continue to make New Tech our own and find ways to make it even better.</p>	<p>I could not be more excited for the new connections plan, the fact that it allows for teacher and student voice and choice could be a very transformative aspect of James Lick. This new connections plan could not have happened if our students, teachers and community did not come together to create the solution. I can't wait for the 18-19 school year!</p> <p>Being New Tech means that we have agreed to be on a personal journey of improvement as students and teachers. It is a network made up of teachers and students who are constantly reviewing, reflecting, and revising their practice. Our relationship with New Tech is purely what we make of it, but it also brings some very amazing attributes to James Lick High School:</p> <ul style="list-style-type: none"> • A Chromecart in every room • 29:1 student to teacher ratio (some of the lowest in the state) • A shared set of values/pillars • Authentic learning experiences in every classroom • Innovative opportunities to pair courses • A connection to teachers across the country sharing projects and project ideas
<p>Are we allowed to be in the football field during break and lunch?</p>	<p>Not as of yet. I will take your request under advisement when reviewing our supervision chart</p>
<p>I am just wondering why one of my best coaches is not able to work in track and field anymore. Coach Vela has been helping me since my freshmen year and was there for me in my off seasons. I was very excited to work with</p>	<p>While I cannot speak directly about this situation, I can say that I am incredibly proud that Coach Vela had such a positive impact on you and other athletes.</p>

<p>him in my senior year, however it is not going to be the same, I believe that I need him to help me reach to state my senior year, for track or wrestling. He has helped many other athletes and they are really let down by this situation. If I were to write a letter to you, porter, about how he is a great coach and why he should come back, will it help change your decision at all? If I were to make a petition, and get various of signatures, would it help at all? thanks.</p>	<p>I would suggest we sit down and discuss this in person. Please feel free to email me at porter@esuhsd.org to discuss this further.</p>
<p>Can we keep the best staff possible? We lost too many talented staff members and people that are in this career for the long haul.</p>	<p>Staff turnover is incredibly disruptive to the learning outcomes for students. A staff loss creates a void for students, especially when they form lasting relationships. I try to keep this reality from knocking on our door, but will continue to develop stronger supports for our teachers so that they stay with us for a very long time.</p>
<p>The principal survey is a great idea. It shows that the principal is committed to improving his practice.</p>	<p>Thank you for the positive feedback. I know that I have gained a lot from this experience and hope to improve as a principal by this time next year.</p>
<p>Please include all my comments and questions from the above sections. Mandatory Canvas training was promised. Cyber High for Freshmen is saddening. Not offering Physics is saddening.</p>	<p>I do not edit or remove any comments from the survey unless they directly discuss another staff member, student or parent. If I missed a question or comment, please accept my sincerest apology. The goal of these surveys to make the review of me as your principal as open and transparent as possible.</p> <p>Canvas, our new online grading platform, training will occur the week before school starts. I have weekly update meetings with the folks at Canvas and with our IT department and I am monitoring the implementation closely.</p> <p>Currently we have 6 freshman taking CyberHigh this summer with a credentialed English teacher. The goal is to spend part of the day building skills and the rest of the day engaged with the curriculum. We will continue to monitor this situation closely.</p> <p>We are offering physics for the 18-19 school year and during the summer.</p>
<p>Are we ever going to have the opportunity to re-evaluate our position on New Tech (is it working for our students/school, do we want to continue, etc.)?</p>	<p>Making the shift to become James Lick High School – A New Tech School has improved many aspects of the daily experience for our students. Being a New Tech school has brought all of our class sizes down to 29:1 (33:1 is the district average), it allows us to create co-taught courses giving students of all abilities access to our college going courses, increased our funding for technology in the classroom and in the community, most importantly being a New Tech School gives us the structures to review, reflect and revise our work to find avenues for continued improvement.</p>

	<p>Our students have flourished over the past four years with a nearly 20% increase in graduation rates, astronomic increases in reading and written communication (with a majority of students at grade level for reading by the end of the Freshman year), a nearly doubling of the number of students who qualify for college eligibility. These leading indicators tell me we are on the path to greater student outcomes in the future.</p> <p>There are also areas that we have not shown improvement, but must prioritize in order to achieve more academic gains. We must continue to improve our attendance rates, decrease our referrals, suspensions and expulsions. These are not easy tasks and have to be shared by all members of the James Lick Community.</p> <p>The staff must have a voice in how we continue to create a school that reflects the aspirations of our community and helps our students achieve their goals. In order to give staff a greater voice, I am restructuring out staff meetings from a direct instructional model to a more facilitated and collaborative one. James Lick belongs to the entire community and all voices have to be heard.</p>
<p>This school has been failing for years.</p>	<p>James Lick High School has demonstrated tremendous growth as an academic and athletic institution. Our college going rates have been steadily improving, our graduation rate is the highest in 40 years, and we have seen continued growth in the number of students taking AP courses. We have won titles in basketball, track, cross country, soccer, and badminton and repeated those titles on many occasions.</p> <p>We have work to do and improvements to make – that is fact. I hope you will join me in helping to make sure that James Lick finds greater success by holding me accountable. I also hope you are there with us to celebrate our successes. If you ever want to come and see the great work that the students and staff at James Lick High school do every day, I would welcome you with open arms and would appreciate your feedback.</p>
<p>Share the vision. Include it in all marketing and on the marquee for the community to see. I would also like to take a moment to say thank you to Mr. Porter for always putting our students first! Thank you for placing JLHS back on the right track. Thank you for improving our school and making sure the community sees the improvements. I am SO proud to be a part of the Comet Family!!</p>	<p>James Lick is a very special place and at the heart of what we do is our student’s success. We live for the day that every student who starts with us finishes with a cap and gown. That is my singular job, but part of that job is to ensure that our community gets to share in those success stories. I will be increasing our presence in social media and making sure that everyone in the East Side is aware of James Lick.</p> <p>I too am proud that you are part of the Comet family.</p>
<p>I love the rallys and posters up on the wlls keep it up!!!!</p>	<p>The rally’s and lunch time activities were wonderful this year. We have ASB (associated student body), our</p>

	<p>leadership class, and our clubs to thank for all of these activities. When I last spoke with ASB, it sounds like even more activities are in store for next year</p>
<p>¿Por qué no ofrecer un curso de física para los estudiantes que quieren crecer y aprender? ¿Por qué no se relacionan por qué desea obstaculizar o detener esta dirección vocacional? Sobre por qué desea evitar el formulario para estudiantes aprender física podría ayudar a la comunidad a comprender mejor sus intenciones.</p>	<p>Física continuará en James Lick High School en el año escolar 2018-2019. Al final del año escolar 2017-2018 se informó que cancelaríamos la física. Esto fue y no es exacto. Lo que es cierto es que me enfrenté a una reducción de estudiantes que se registran para la física en el próximo año escolar y decidí ofrecerlo en el verano. ¡Lo entendí mal! Gracias a algunos padres y estudiantes increíblemente impulsados y abiertos, hemos podido mantener el curso de física de verano y mantener la física como un curso de otoño también. Me siento honrado por el activismo, el fervor y la ferocidad de nuestra comunidad para expresar su opinión. También quiero agradecer los muchos, muchos comentarios de respuesta abierta: usted habló y fue escuchado. Continuaré trabajando con mi personal, estudiantes, padres y la comunidad para asegurar que los estudiantes sepan la importancia de la física, que los padres tengan un papel más importante en la selección de cursos, y que haya un flujo continuo de estudiantes que tomen cursos avanzados de ciencias.</p>
<p>How many graduates go on to college?</p>	<p>According to the National Student Clearinghouse data, we average about 66% attend a community college or 4 year university. 86% of graduates attend a community college or a 4 year university within 2 years of graduating.</p> <p>We are eager to see how our first graduating class of New Tech compares.</p>
<p>Thank you for an amazing school year Mr.Porter ! Can't wait for next year to be even better !</p>	<p>This has been an amazing year and there is so much to look forward to next year. I am most excited about our new Professional development committee, our new grading platform, a new parent teacher communication tool, a new connections plan. Above all that is another year working with our dedicated and caring staff and students.</p>