



Title: Summary of Survey Results of School District 9R Teachers and Staff

Authors: Community for 9R Accountability

Date: 21 January 2018

The purpose of this report is to share the findings of a recent survey (results attached) that we sent to the teachers and staff of the 9R School District related to fiscal transparency, general job satisfaction, and the performance of our superintendent and central office administration. It is our intention that this summary will help spur dialogue; inform future decisions; highlight successful and positive policies and practices; focus attention on areas of concern and develop strategies for improvement as needed. We respectfully asked the 9R School Board members to conduct a survey on their own, but our request was declined. Based on the feedback that we as parents have received from teachers and staff in the district as well as our own experiences, we thoughtfully conducted our own survey. On January 12, 2018, an anonymous survey was sent to all staff in the District. A staff email list was compiled by visiting each of the schools' websites as well as the District 9R website.

Community for 9R Accountability recognizes the limits of the statistical validity of the survey design. Participants in the survey who accessed the survey through the link in their email were only able to respond once and then were blocked from completing the survey a second time. However, the survey link on the Community for 9R website allowed for taking the survey more than once, but not from the same IP address. Participants would have to access another device to complete the survey. It would have been impossible to avoid this issue while maintaining the anonymity of respondents. As only 32 of the responses were done through the website, we do not believe that this was a wide practice that was used by the participants. Of the 32 website responses, 2 were deemed invalid as the comments clearly indicated that it was the 2nd and 3rd time the participant completed the survey. The respondent who completed the survey 3 times responded to almost all of the questions as "Strongly Agree", therefore skewing the data in favor of the district.

The Community for 9R Accountability survey was comprised of 20 questions and provided 5 possible responses: strongly disagree, disagree, agree, strongly agree, or neutral. A final question was also provided as an option for open-ended comments. The survey was sent to 963 email addresses of staff and teachers on Friday, January 12, 2018. 298 responses were recorded for questions 2 through 21 and 333 responses were recorded for the first question. The difference in the number of recorded responses to question one is attributed to respondents opening the survey to the first question, but then choosing not to complete it. The response "neutral" was interpreted as "not applicable" in some cases based on multiple comments from survey respondents; therefore, we chose to generally ignore responses in this category and grouped strongly disagree/disagree as "unfavorable" and strongly agree/agree as "favorable" responses for evaluation and interpretation. We recorded 104 comments in total. Comments generally provided additional details about why respondents answered the survey questions in a particular way.

Using the results of the survey, Community for 9R Accountability made a simple comparison by ordering the most favorable to least favorable responses to each question and similarly for unfavorable responses. The results suggest some positive policies and practices, based on favorable responses.

The top three questions with the highest proportion of favorable responses from highest to lowest summarized below:

- + the District employs fair hiring practices;
- + the District is dedicated to the professional development of teachers; and
- + teachers/staff generally agree with the superintendent's philosophy.

Responses to questions also suggest some concerns and areas for improvement, as noted by the highest proportion of *unfavorable* responses to the top three questions summarized as follows:

- teachers/staff do not feel like they can openly and honestly express opinions;
- district spending is not transparent; and
- administration has not earned the trust of teachers/staff.

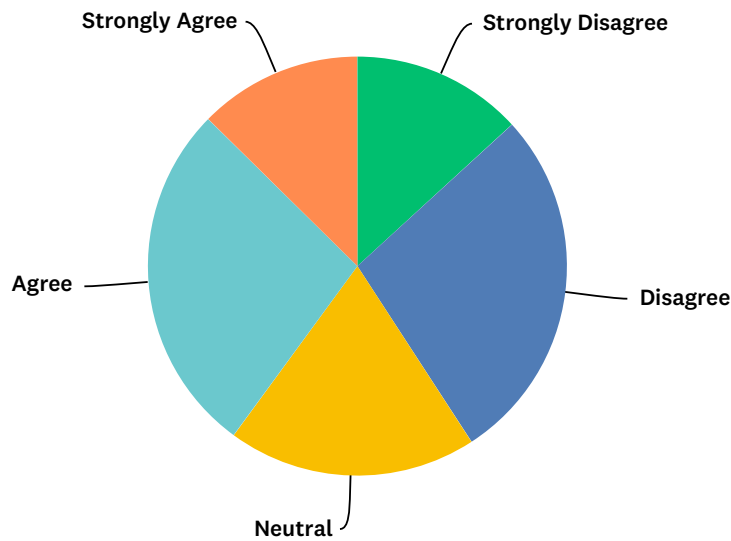
All 104 comments recorded by the survey are also included in the survey results. Upon review, we deleted comments such as "none" or "no comment" or those not related to the survey questions, which reduced the total number of relevant comments to 83. We then grouped each relevant comment as positive or negative. If any comment tended to be equivocal, we categorized it as positive. We documented a negative to positive ratio of about 3.5:1. This type of analysis is highly subjective; however, we report it here to provide a general indication of the nature of the comments.

In summary, the results of this survey highlight some successful policies (e.g., professional development) and practices by the superintendent (e.g., strong leadership and good communication). Conversely, there is also room for improvement in the general culture (e.g., a lack of trust), as well as lack of financial transparency (e.g., school vault was mentioned three times in the comments). It is also important to consider and compare both the answers to the questions and the comments together. For example, although favorable responses were documented related to the question about fair hiring practices by the District, we searched the comments and found 14 (16%) included negative comments about either hiring practices or Human Resources. We did not query comments for any other category.

In conclusion, we understand the limits of our survey effort and possible deficiencies in our summary of the data. However, the purpose of this survey is to gain an overall assessment of the District from teachers and staff and create dialogue based on that response.

# Q1 The 9R Administration clearly communicates the district's vision and strategies and how decisions that are made align with this vision.

Answered: 333 Skipped: 0

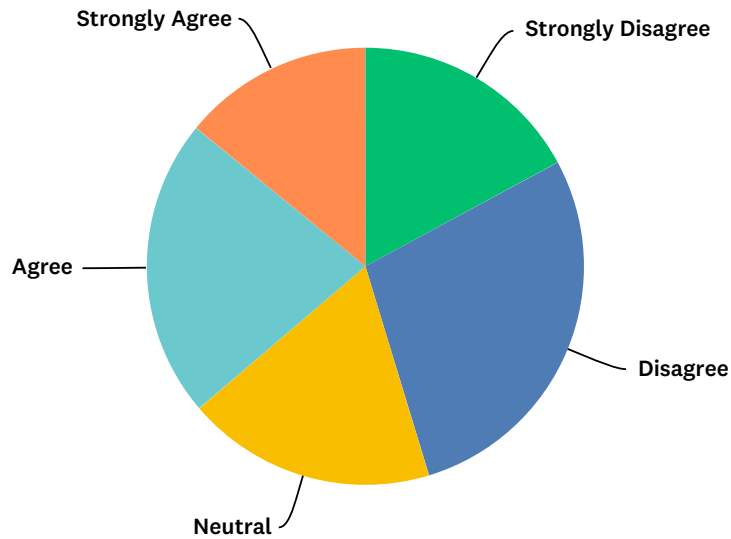


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 13.21%    | 44         |
| Disagree (2)          | 27.63%    | 92         |
| Neutral (3)           | 19.22%    | 64         |
| Agree (4)             | 27.33%    | 91         |
| Strongly Agree (5)    | 12.61%    | 42         |
| <b>TOTAL</b>          |           | <b>333</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 2.98 | 1.26               |

## Q2 9R Administration has earned your trust.

Answered: 298 Skipped: 35

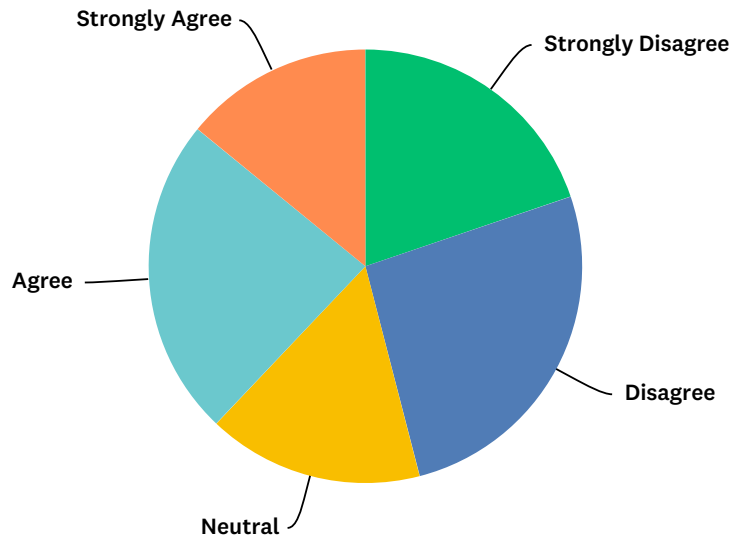


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 17.11%    | 51         |
| Disagree (2)          | 28.19%    | 84         |
| Neutral (3)           | 18.46%    | 55         |
| Agree (4)             | 22.15%    | 66         |
| Strongly Agree (5)    | 14.09%    | 42         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 2.88 | 1.32               |

### Q3 I feel like I can openly and honestly express my opinions.

Answered: 298 Skipped: 35

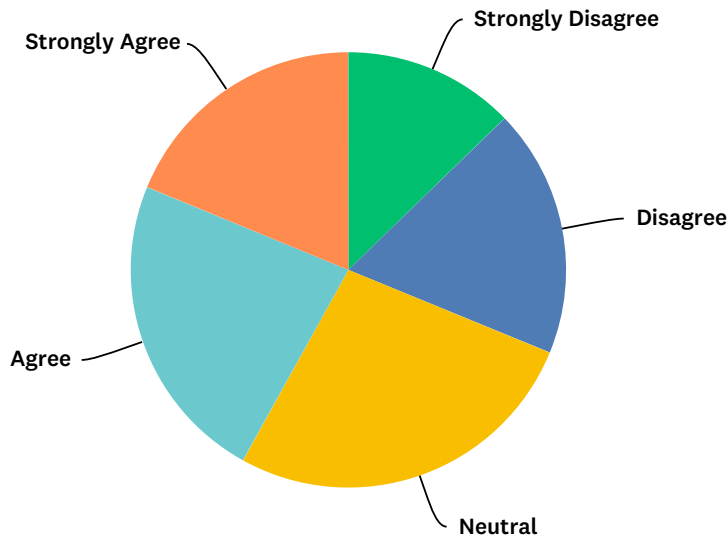


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 19.80%    | 59         |
| Disagree (2)          | 26.17%    | 78         |
| Neutral (3)           | 16.11%    | 48         |
| Agree (4)             | 23.83%    | 71         |
| Strongly Agree (5)    | 14.09%    | 42         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 2.86 | 1.36               |

### Q4 The Superintendent is an effective leader.

Answered: 298 Skipped: 35

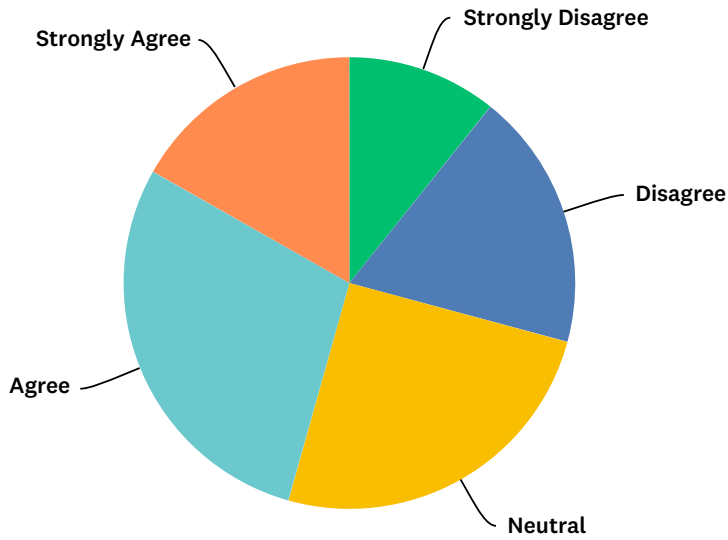


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 12.75%    | 38         |
| Disagree (2)          | 18.46%    | 55         |
| Neutral (3)           | 26.85%    | 80         |
| Agree (4)             | 23.15%    | 69         |
| Strongly Agree (5)    | 18.79%    | 56         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 3.17 | 1.28               |

## Q5 The Superintendent is a good communicator, skilled at both listening and messaging.

Answered: 298 Skipped: 35

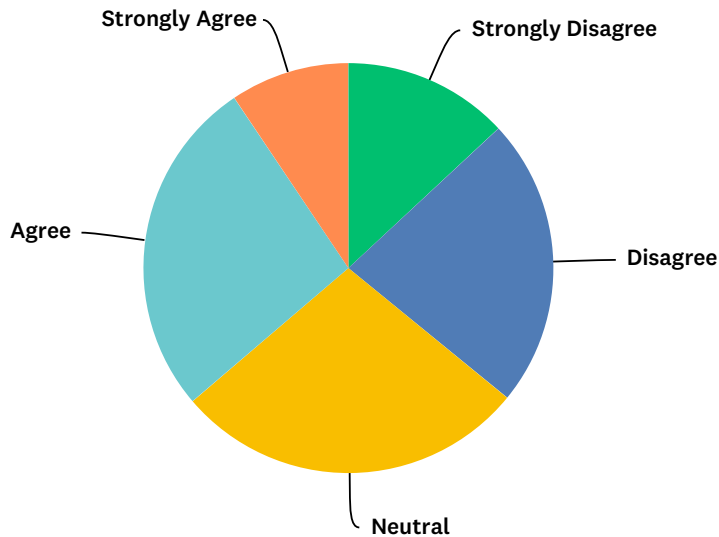


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 10.74%    | 32         |
| Disagree (2)          | 18.46%    | 55         |
| Neutral (3)           | 25.17%    | 75         |
| Agree (4)             | 28.86%    | 86         |
| Strongly Agree (5)    | 16.78%    | 50         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 3.22 | 1.23               |

## Q6 9R Administration rewards outstanding performance.

Answered: 298 Skipped: 35



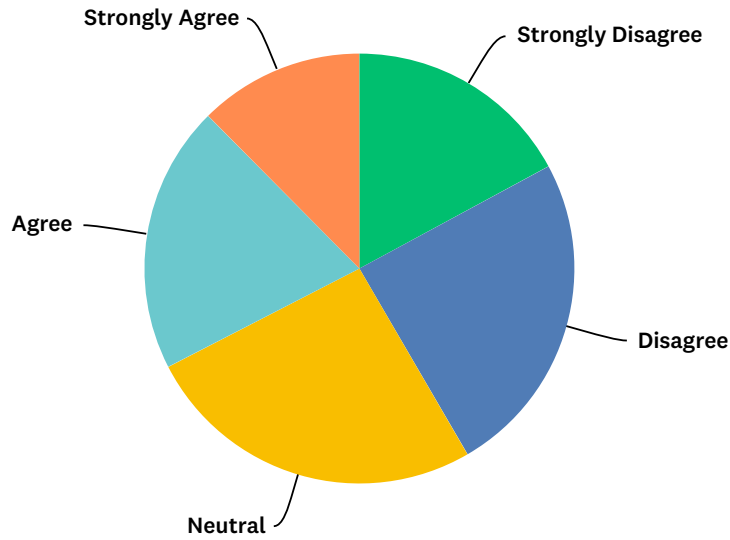
| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 13.09%    | 39         |
| Disagree (2)          | 22.82%    | 68         |
| Neutral (3)           | 27.85%    | 83         |
| Agree (4)             | 26.85%    | 80         |
| Strongly Agree (5)    | 9.40%     | 28         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 2.97 | 1.18               |



## Q7 My feedback is respected and considered by the Superintendent and the 9R Administration.

Answered: 298 Skipped: 35

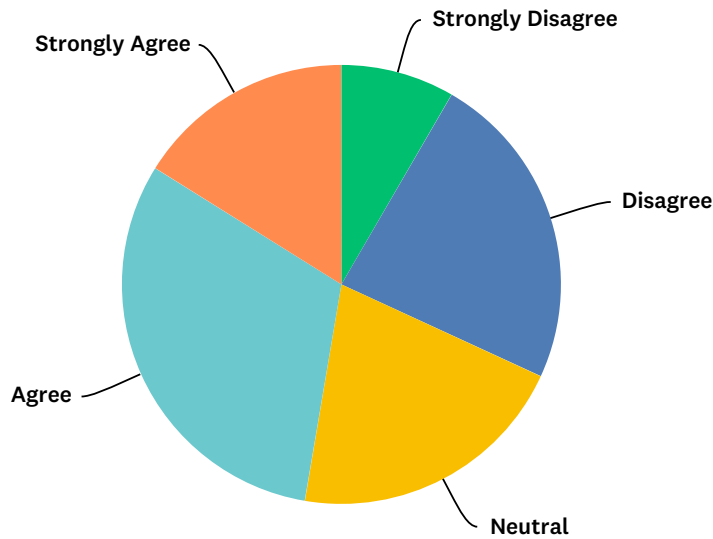


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 17.11%    | 51         |
| Disagree (2)          | 24.50%    | 73         |
| Neutral (3)           | 25.84%    | 77         |
| Agree (4)             | 20.13%    | 60         |
| Strongly Agree (5)    | 12.42%    | 37         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 2.86 | 1.27               |

### Q8 I feel I am part of the 9R District team.

Answered: 298 Skipped: 35

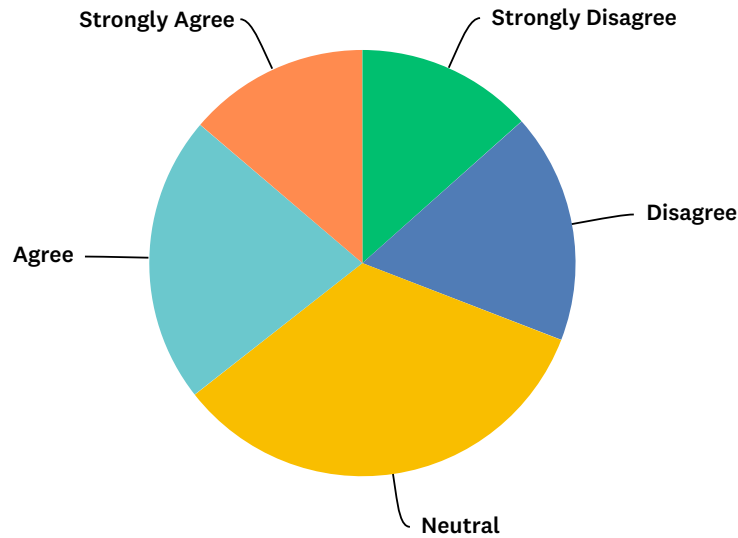


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 8.39%     | 25         |
| Disagree (2)          | 23.49%    | 70         |
| Neutral (3)           | 20.81%    | 62         |
| Agree (4)             | 31.21%    | 93         |
| Strongly Agree (5)    | 16.11%    | 48         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 3.23 | 1.21               |

### Q9 The Superintendent addresses conflict in the district, positively and fairly.

Answered: 298 Skipped: 35

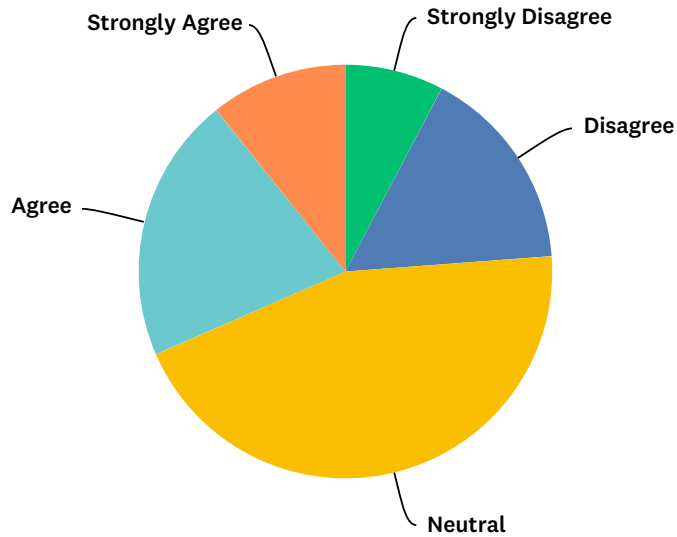


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 13.42%    | 40         |
| Disagree (2)          | 17.45%    | 52         |
| Neutral (3)           | 33.56%    | 100        |
| Agree (4)             | 21.81%    | 65         |
| Strongly Agree (5)    | 13.76%    | 41         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 3.05 | 1.22               |

## Q10 The 9R Board of Directors is approachable.

Answered: 298 Skipped: 35

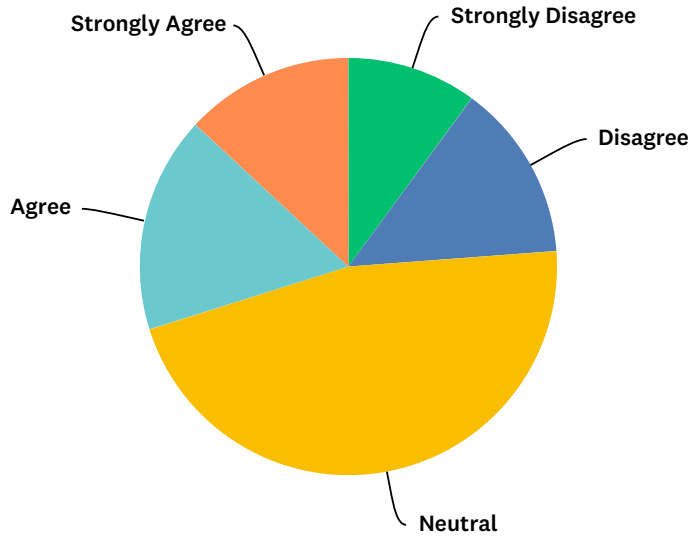


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 7.72%     | 23         |
| Disagree (2)          | 16.11%    | 48         |
| Neutral (3)           | 44.63%    | 133        |
| Agree (4)             | 20.81%    | 62         |
| Strongly Agree (5)    | 10.74%    | 32         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 3.11 | 1.05               |

## Q11 Issues that I have taken to the Superintendent have received sufficient response.

Answered: 298 Skipped: 35

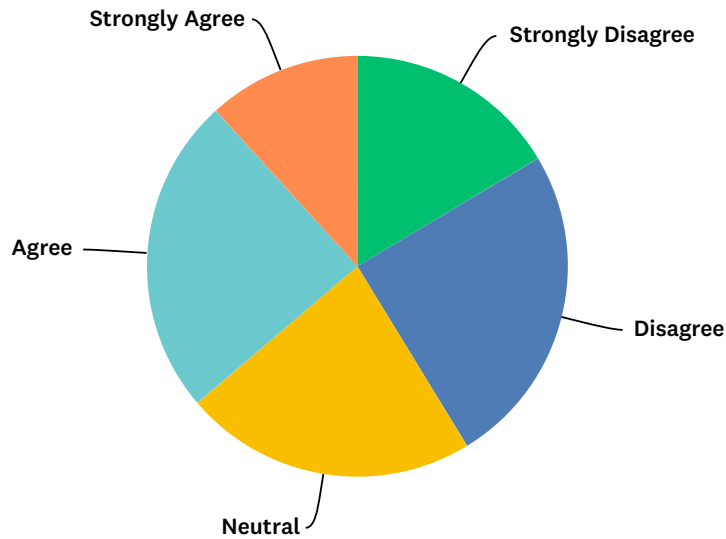


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 10.07%    | 30         |
| Disagree (2)          | 13.76%    | 41         |
| Neutral (3)           | 46.31%    | 138        |
| Agree (4)             | 16.78%    | 50         |
| Strongly Agree (5)    | 13.09%    | 39         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 3.09 | 1.11               |

## Q12 I have confidence in the central office management.

Answered: 298 Skipped: 35

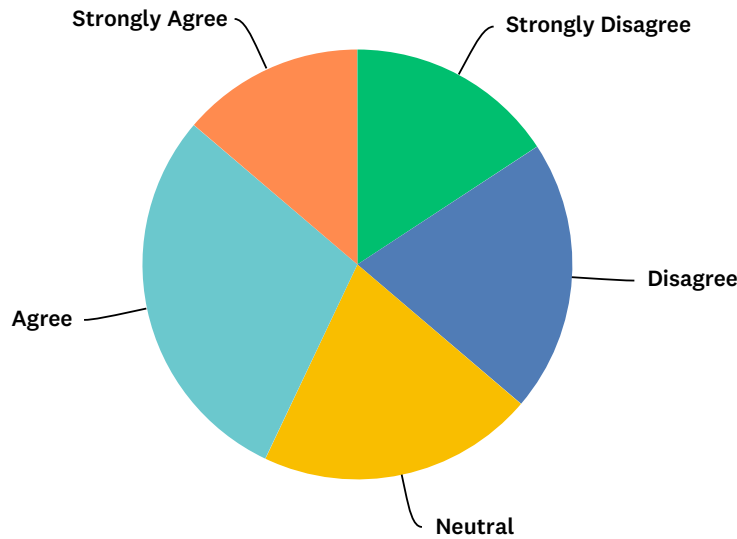


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 16.44%    | 49         |
| Disagree (2)          | 24.83%    | 74         |
| Neutral (3)           | 22.48%    | 67         |
| Agree (4)             | 24.50%    | 73         |
| Strongly Agree (5)    | 11.74%    | 35         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 2.90 | 1.27               |

### Q13 I feel valued and respected by the 9R Administration.

Answered: 298 Skipped: 35

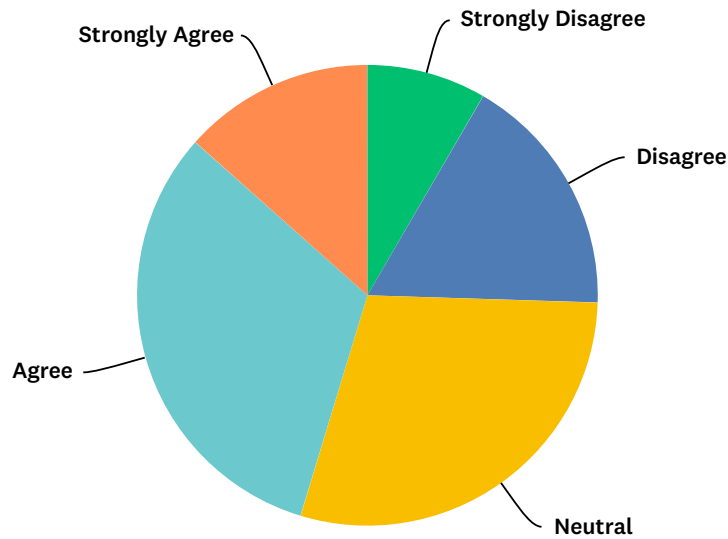


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 15.77%    | 47         |
| Disagree (2)          | 20.47%    | 61         |
| Neutral (3)           | 20.81%    | 62         |
| Agree (4)             | 29.19%    | 87         |
| Strongly Agree (5)    | 13.76%    | 41         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 3.05 | 1.29               |

### Q14 I agree with the philosophy and vision of the Superintendent.

Answered: 298 Skipped: 35



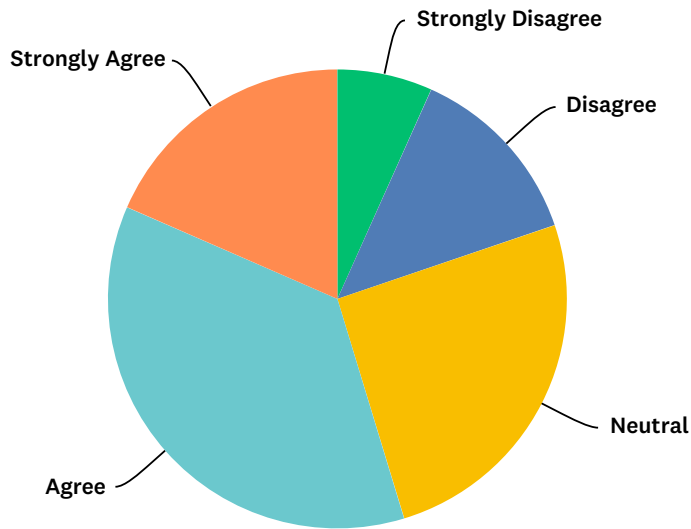
| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 8.39%     | 25         |
| Disagree (2)          | 17.11%    | 51         |
| Neutral (3)           | 29.19%    | 87         |
| Agree (4)             | 31.88%    | 95         |
| Strongly Agree (5)    | 13.42%    | 40         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 3.25 | 1.14               |



## Q15 9R is dedicated to my professional development.

Answered: 298 Skipped: 35

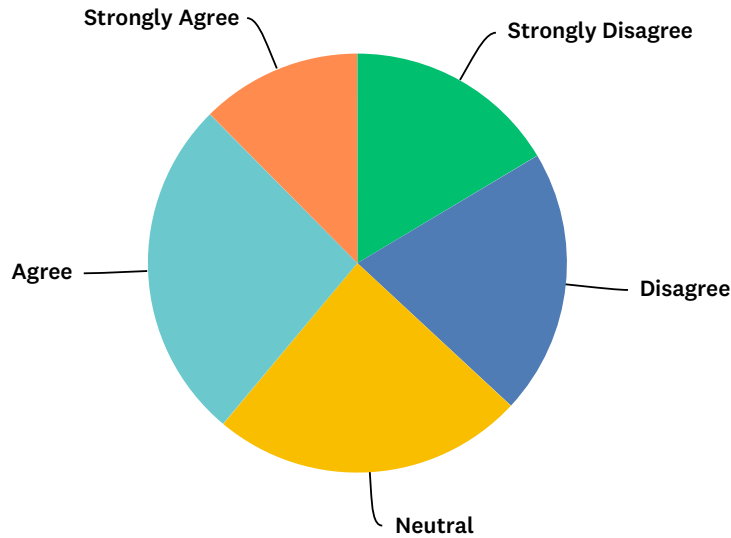


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 6.71%     | 20         |
| Disagree (2)          | 13.09%    | 39         |
| Neutral (3)           | 25.50%    | 76         |
| Agree (4)             | 36.24%    | 108        |
| Strongly Agree (5)    | 18.46%    | 55         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 4.00   | 3.47 | 1.13               |

## Q16 I am comfortable speaking with the Superintendent, 9R Administration and School Board about my concerns.

Answered: 298 Skipped: 35

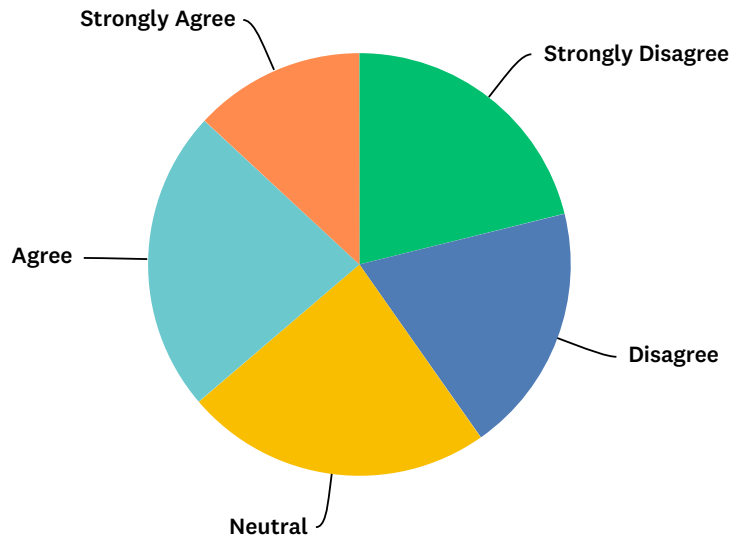


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 16.44%    | 49         |
| Disagree (2)          | 20.47%    | 61         |
| Neutral (3)           | 24.16%    | 72         |
| Agree (4)             | 26.51%    | 79         |
| Strongly Agree (5)    | 12.42%    | 37         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 2.98 | 1.27               |

### Q17 The Superintendent effectively uses district resources.

Answered: 298 Skipped: 35

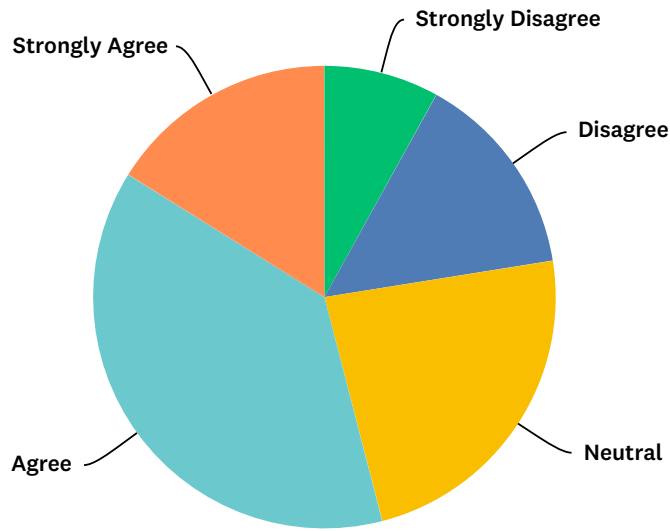


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 21.14%    | 63         |
| Disagree (2)          | 19.13%    | 57         |
| Neutral (3)           | 23.49%    | 70         |
| Agree (4)             | 23.15%    | 69         |
| Strongly Agree (5)    | 13.09%    | 39         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 2.88 | 1.33               |

### Q18 9R employs fair hiring practices.

Answered: 298 Skipped: 35

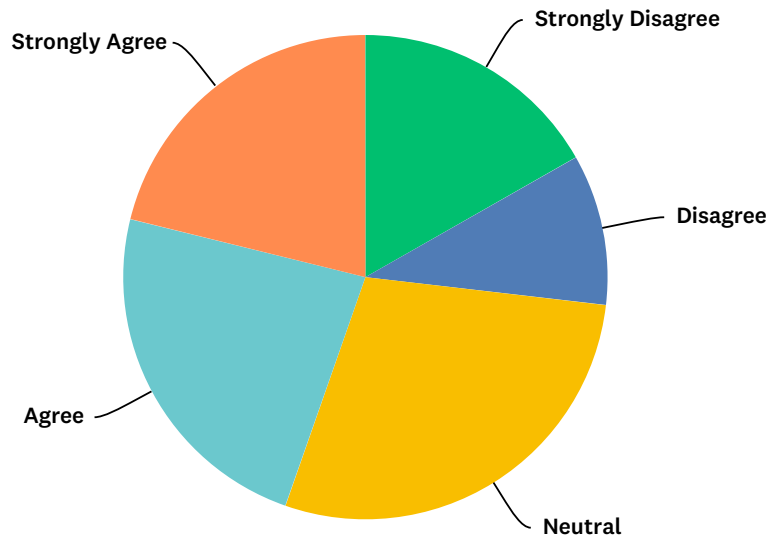


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 8.05%     | 24         |
| Disagree (2)          | 14.43%    | 43         |
| Neutral (3)           | 23.49%    | 70         |
| Agree (4)             | 37.92%    | 113        |
| Strongly Agree (5)    | 16.11%    | 48         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 4.00   | 3.40 | 1.15               |

# Q19 I would like to see the Superintendent's contract renewed.

Answered: 298 Skipped: 35

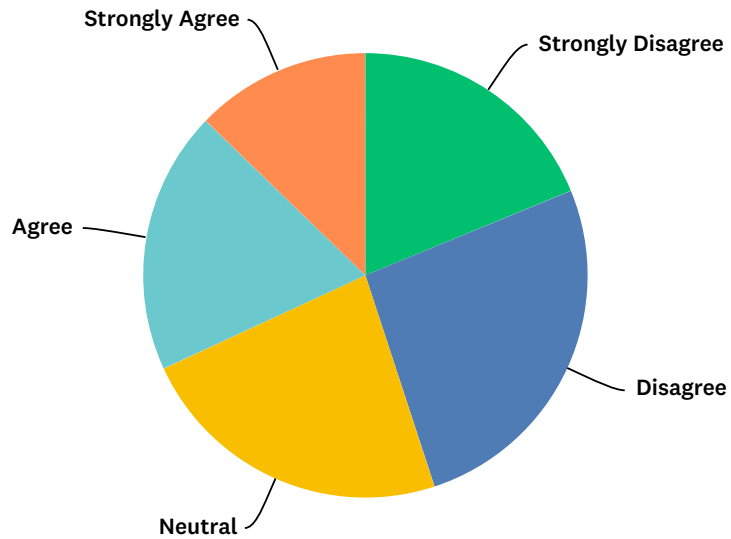


| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 16.78%    | 50         |
| Disagree (2)          | 10.07%    | 30         |
| Neutral (3)           | 28.52%    | 85         |
| Agree (4)             | 23.49%    | 70         |
| Strongly Agree (5)    | 21.14%    | 63         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 3.22 | 1.34               |

## Q20 District spending is transparent.

Answered: 298 Skipped: 35



| ANSWER CHOICES        | RESPONSES |            |
|-----------------------|-----------|------------|
| Strongly Disagree (1) | 18.79%    | 56         |
| Disagree (2)          | 26.17%    | 78         |
| Neutral (3)           | 23.15%    | 69         |
| Agree (4)             | 19.13%    | 57         |
| Strongly Agree (5)    | 12.75%    | 38         |
| <b>TOTAL</b>          |           | <b>298</b> |

| BASIC STATISTICS |         |        |      |                    |
|------------------|---------|--------|------|--------------------|
| Minimum          | Maximum | Median | Mean | Standard Deviation |
| 1.00             | 5.00    | 3.00   | 2.81 | 1.30               |

## Q21 Additional Comments:

Answered: 121 Skipped: 212

| # | RESPONSES  | DATE               |
|---|--|--------------------|
| 1 | Fiscal irresponsibility is a major concern with this superintendent. I would like to see an unbiased investigation of School Vault so it is not just swept under the rug and forgotten before contract renewal. Thank you for seeking input!   | 1/14/2018 7:45 PM  |
| 2 | Really take away class pets, bake sales, and hand sanitizer (and Spanish class) but you still want my kids to enjoy school   | 1/14/2018 7:41 PM  |
| 3 | We need more hands-on help in our classrooms, as in extra adults to support our growing high needs students. Or we need smaller classes. I do appreciate the support there has been for EL education. That is working very well.   | 1/14/2018 6:49 PM  |
| 4 | My biggest concerns are continuing to push for innovative education strategies that are relevant to our community and culture while ensuring that teachers are well-paid and highly-respected professionals. Teachers must be stakeholders and I would like to see teachers and committees that are filled by a combination of teachers and administrators controlling more of the district's resources. | 1/14/2018 6:09 PM  |
| 5 | How much money was wasted on SchoolVault? How many TOSA's are in the district? Why can't we find a list of them? What are their roles? What is the actual cost of 9-R leaving BOCS?  | 1/14/2018 5:37 PM  |
| 6 | None   | 1/14/2018 3:07 PM  |
| 7 | time for new superintendent.   | 1/14/2018 1:32 PM  |
| 8 | Ok   | 1/14/2018 1:22 PM  |
| 9 | I think good changes are happening this year that are best for today's kids. Give it a chance to work. A change in district leadership jeopardizes that.   | 1/14/2018 12:40 PM |

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| 10 | <p>I question the intent of this survey. I do not want to assume, but is the function of this to really help any kind of rift between upper admin, teachers, and parents or is it a tool for removal of particular Central Office staff. The latter seems to be the intent. Perhaps I am mistaken. I would agree that all issues addressed in this survey need work, but I would also argue that our district functions fairly well for a rural district in a state that does not value/fund public education as it should be. There is much more to the "9R picture" than upper administration. Perhaps this grassroots group should really look at TABOR and how much money school districts in our state lose every year with the most paralyzing tax reform in the nation that impacts schools, teachers, and most importantly, students. Not to mention the impact that it has on police officers, firefighters, CDOT, etc. I would love for our community to educate themselves, and get up in arms about that. Since 2009, 9R has lost over 40 million dollars (and growing) as a result of this legislation. That is something to be up in arms about in my opinion. Having said that, I would agree that money in our district could be spent differently, and in some areas, perhaps more efficiently. I would also encourage people to understand that 9R teachers and principals have a lot of autonomy in terms of how we choose to meet state standards and the day to day in our classrooms. If you look at larger districts around the state, curriculum, assessment, and instruction methodologies are mandated in a daily curriculum set forth by the district, not to mention, teachers have little to no voice. That means that as a teacher, I would have to teach to a curriculum that is designed by someone else that has no idea who my students are nor what their needs may be and I had better keep up with all of the other teachers in my content area. I appreciate the autonomy in this district. I would also encourage this group to advocate for the community to look at our district's infrastructure. Infrastructure is one of the most underfunded line items in public education. Roofs, carpets, gymnasiums, outside spaces, technology, desks/tables, classrooms, security systems, etc., etc. all need addressing, but again, that is a statewide problem, and arguably a nationwide problem. I do not want to assume that this organization is not looking at these issues (TABOR and funding primarily), but if not, please do so. I feel like issues are much larger than Central Office. I do not deny that philosophies and spending do not always align with teachers, staff, and parents. I will be the first to say that "divorcing" BOCES was a mistake in my opinion (we will have to wait and see the outcome), but I would argue, that if done thoughtfully, our district is taking strides in a better direction in terms of curriculum, instruction, and assessment. The grass is always greener on the other side of the fence. Perhaps we should all examine the bigger picture and address the larger issue at hand, funding and valuing public education. Dan Snowberger and Central Office is not the issue in my opinion. Issues are much larger and result from national and state legislation. Unfortunately, this may not get any better with the current educational philosophy that is stemming from our nation's capital, unless we at the grassroots level, start to address it.</p> | 1/14/2018 11:32 AM |
| 11 | None.  | 1/14/2018 10:45 AM |
| 12 | a few "complaints"and concerns: -school vault -no Spanish at Needham -too many TOSAs/admin positions (central office seems top heavy) -Tanaka promotion  | 1/14/2018 9:29 AM  |
| 13 | Neutral answers are n/a to me or I don't have enough data/experience/interaction to have a strong opinion.   | 1/14/2018 8:34 AM  |
| 14 | I think we should have a separate survey's for the departments, this survey seemed to revolve around the superintendent.   | 1/14/2018 7:40 AM  |
| 15 | My opinion is that it is "who you know" within 9R's administration that will get you hired to a position and advance your position.  | 1/14/2018 6:20 AM  |



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| 16 | <p>I really appreciate the opportunity to provide anonymous feedback. The last time that staff were formally asked for feedback about our central administration, through a survey in 2014, the feedback was followed by a mass email from Dan Snowberger chastising respondents for criticizing him. Since that and other incidences of hostility toward critics of the central administration's policies and actions, I am not surprised that few employees are willing to raise concerns or voice criticism. That same Fall of 2014, Mr. Snowberger sent another mass email to all teachers reprimanding a few staff members who "behaved inappropriately" during a painfully down-beat convocation ceremony that went past the scheduled time and was monopolized by negative monologues from Mr. Snowberger, a really rough way to start a new school year. In one of those 2 emails, Mr. Snowberger went on to announce that there would be significant reductions in teaching staff for the following year. The way the message was presented it could be perceived that the lay-offs were a consequence for the recent "disrespectful" acts on the part of staff members. This announcement came as financial, staffing, and intellectual resource for the development and implementation of School Vault were being ramped up to extraordinary levels. I shudder to think how many millions of dollars were invested and how much teacher time and energy were diverted from instructional activities, planning and training in order to carry out this ill-fated project, which teachers tried to explain would not work and even if it did would not benefit students. Fast forward a few years and here we are with a most recent wave of initiatives and programs that, like School Vault, have and will continue to cost the district huge sums of money and massive time investment from administrators and educators throughout the entire district. Maybe these innovations could lead to improvements in student learning, however there are evidence-based best practices that we could be investing time and money into that have much more certain costs and benefits. Some of the damage has been done . . . a new set of District 9R standards to replace the Colorado Academic Standards. This has already cost the district a lot of money and placed a lot of stress on teachers, thereby reducing the quality of the classroom experience for students. How can a teacher be as effective when he or she is under the added stress of "unpacking" and implementing these new standards, without support or resources, and on the fly? It's ludicrous! And this is just the beginning. Teachers have already been taken from classrooms and reassigned to work on these special projects as TOSA's (Teachers on Special Assignment). I expect more people and much more capital will be required to design, buy, and contract services to develop and implement all of the layers of systems that will be required for this most recent in a long string of 9R Innovations, which are ultimately abandoned. This one is called Personalized Competency Based Learning and it is huge. In the course of less than a year, without input or involvement from classroom teachers, students, building administrators, or families, the central administration has rolled out the following directives: 1). Implement a new set of academic standards based on a belief that the standards provided by the Colorado Department of Education are not rigorous enough. "Here they are teachers. You figure out how to teach this stuff without support or resources and, by the way, you have until the end of the school year to break these standards down into detailed lessons or learning targets or evidences of learning or documentations of learning or however you want to "unpack" these new Performance Indicators and report your work to the Curriculum, Instruction and Assessment department by the end of the year." So then, what is the job of the ever expanding Curriculum, Instruction and Assessment department if they are not providing resources or training to teachers AND they are not even defining what these new rigorous standards mean? 2). Personalized education for all 9R students. This seems like a great idea, but quite ambitious and not sustained in a majority of districts where it has been prioritized. Still, it is potentially a worthy endeavor if we want to make that a primary priority as a district. 3). Competency based learning. This is another concept with merit if we chose to make this our primary priority as a district and based the evaluation of student competency on the standards that have been developed and provided by the State of Colorado. To tackle all of these 3 initiatives simultaneously is to dilute the potential benefit of any of them and decrease the probability that we will fulfill any of these highly ambitious and costly goals. This is not what our community was promised or had in mind when voting for the recent mill levy to support education. If what I have heard is true, that our Superintendent and also our Director of Curriculum, Instruction, and Assessment do not have experience as classroom teachers, then it makes sense to me that they would be so disconnected. We should replace them with more qualified individuals.</p> | 1/14/2018 1:06 AM |
| 17 | <p>Mr. Snowberger's vision as expressed is fine. I agree about endeavoring to close the achievement gap. It's often the means by which that end is tried for that I disagree with-- there's a ton of great talk, a little affirming action, and lots of resource and energy spent on unrelated work. This makes the statements ring hollow. ACTIONS are what counts.</p>   | 1/13/2018 9:48 PM |
| 18 | <p>I do not feel I have the team support from my office or from down town.</p>   | 1/13/2018 7:01 PM |
| 19 | <p>None</p>  | 1/13/2018 7:00 PM |

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| 20 | The macro management is out of control...how many TOSA's do we need..and what do they really do. I would love to see the ratio of those who directly impact students, ie:teachers and paras, compared to those who don't! I imagine the imbalance is astronomical. And what's next on the ban list after animals, bake sales, staff building lockouts (which has it's own brand new committee!!!!) Banning of bag lunches?? Outside recess? Fun in learning in general? Oh, sorry, that one is already banned.   | 1/13/2018 5:17 PM  |
| 21 | An excess of money is being spent on Administrative staff. These staff members have no clear-cut roles and it seems a waste of money. It is disappointing, to say the least, that schools have been struggling to find strong teachers when strong teachers are being moved into Admin positions and no one has any idea what these Admins do. They certainly aren't out in the buildings or aiding the teachers in the trenches. The teachers are continuously asked to do more while more administration is added with no clear job descriptions. Frustrating.   | 1/13/2018 4:30 PM  |
| 22 | Upon hiring I would like to see a even playing field. Meaning if candidates don't qualify for a position they shouldn't be hired, for a higher position.   | 1/13/2018 2:09 PM  |
| 23 | I feel there are too many positions in the administration and TOSA positions . That same money should be spent on assisting teachers in the classroom with the numerous students who have learning difficulties. Specifically, more Paras to KEEP IN COMPLIANCE.   | 1/13/2018 12:02 PM |
| 24 | I believe the superintendent is doing great work and will not always be able to please everyone. He is approachable but I have found other administrators at the district office are not approachable  | 1/13/2018 11:15 AM |
| 25 | I am proud of our Superintend as he makes sure that all students in our district are supported no matter their ethic background. He has gone above and beyond to support our diverse population.   | 1/13/2018 10:57 AM |
| 26 | Everything is good and fair  | 1/13/2018 10:49 AM |
| 27 | The District, to my knowledge, just spent a huge amount of money creating performance indicators which are basically the same thing as Colorado Academic Standards. They hired at least 10 people who earn above a teachers salary to make the indicators, and implement; these are the same as the Colorado Standards, just written differently. This money would be better spent giving teachers a better living salary, teachers are the ones interacting with students everyday!!!! Providing maternity leave (none is given now), spent on teacher supplies (some schools have no budget for teachers to buy new items for their classrooms, i.e. books!!!)and/or spent on school up keep, up to date technology, furniture for students (new tables, dynamic seating), many schools need new playground equipment. Lastly, each classroom should have 1 licensed teacher and an aid (2 adults in every classroom) teachers have so many behavior issues to take care; learning is often disrupted; these aids could assit with behavior. District money should stay in the schools, not out of them paying people to develop yet another way to track student growth. Less Administration, more for the schools! | 1/13/2018 10:43 AM |
| 28 | Durango School District 9R has my full support. Since this survey seems to be heavily questioning the position of superintendent, when will your group put out a similar survey for teachers. Will said survey also impact teachers evaluations? As the saying goes, what good for the goose is good for the gander.   | 1/13/2018 10:38 AM |
| 29 | It is difficult to comment on all components of 9R administration because there are so many departments within it. There are mulitple areas in which teachers and administrators are supported by 9R and areas where improvement is needed. This survey made it difficult to provide input for each area, so blanket statements had to be made.  | 1/13/2018 10:35 AM |
| 30 | Most of these do not apply to me as I don't approach the superintendent, I approach my principal, which is how the chain of command should go unless a complaint is ABOUT the principal.   | 1/13/2018 10:28 AM |
| 31 | As a teacher at Needham, I am troubled that my coworkers continue to feed parents with bad information about our district. I wish they spent as much time focused on teaching all of their students as they do on sharing false information.   | 1/13/2018 10:21 AM |
| 32 | My greatest disappointment is with lack of communications and apparent respect for families in the school system. I feel there are alterior motives at times and the best interest of my children is not the primary concern. Politics seems to dictate decisions more than they should.   | 1/12/2018 10:50 PM |
| 33 | PD provides by district is good this year. School board is in Dan's pocket and therefore unreliable. Very corrupt.   | 1/12/2018 9:32 PM  |

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| 34 | I have communicated with the superintendent, board and other central office administrators in the past regarding different concerns and my voice has always been listened to and considered in what I feel is a fair manner. I have further respectively disagreed with policies and decisions and have never been "targeted" because of my stance. I feel strongly supported by the superintendent and feel he and his staff do the best job they can with good intentions. I do not work at the Central Office and am a school employee. I would love to know what this parent advocacy group has against the superintendent. Please share specifics as to what you desire from the superintendent and his management team as far as transparency and accountability. Thank you.   | 1/12/2018 8:08 PM |
| 35 | 3rd time I have taken this survey, which invalidates the results.  | 1/12/2018 7:56 PM |
| 36 | The superintendent is not perfect but he sure tries and though i do not always agree with everything he is leading us in the right direction.  | 1/12/2018 5:41 PM |
| 37 | I am very pleased with Dan Snowberger. Mr. Snowberger has offered and presented a variety of forums to give the community a platform to ask questions and also to give facts regarding the budget. These forums also have been available to anyone seeking clarity about the schools' visions. Many of these forums were not well attended by staff or community despite invitations that reached everyone many times. Mr. Snowberger has handled human resource issues in a very sincere effective manner. Anyone I know who has actually met with about an issue was treated with respect and dignity. I have known this man to put in a lot of extra time on top of his demanding schedule to assist and rectify many misunderstood conflicts. Dan is a valued leader to myself, my colleagues, my children and Durango's children.   | 1/12/2018 5:41 PM |
| 38 | Dan Snowberger has made huge steps forward with this district. I admire his work and feel he has the students' best interest at heart.   | 1/12/2018 5:33 PM |
| 39 | Valuing the education of our students, as well as having respect and true value for our teachers does NOT mean supporting a top- heavy administration. Quit hiring academic "coaches" and hire help for the classrooms, paras , and mental-health professionals. Durango 9-R admin is NOT supporting student achievement.  | 1/12/2018 5:27 PM |
| 40 | I don't understand the reason for this survey or who is doing it. It concerns me in this time of political savagery that a group wouldso this.   | 1/12/2018 4:31 PM |
| 41 | As a long time employee of this district I feel less able to discuss or give input today. HR is heavy handed and Lautra Galido leads through intimidation and is on the verge of harassment at times. The viable curriculum that we are using is neither purchased or endorsed by the board. Do whatever you want to meet the standards is a joke and a burden on teacher to "figure it out". There is a lack of resources to teachers and the CIA team has placed a large burden of work on teachers to create templates for each standard that is cumbersome and redundant to fill out to demonstrate its vision of PBCL. Teacher input about this has been ignored by Leanne Garcia. As an elementary teacher there are more standards to complete than there is time to do it. Additional time is not being given to complete this task and it feels as if it is hanging over my head to complete. If I have time I want to work and do things that help my students today or tomorrow and cement their learning and growth, that is where I want to spend my time and effort.- Not do paperwork for the district. As far as Dan Snowberger goes he has been in the classroom more than any previous Superintendent. He know me by name and has been approachable and personable. I do not understand or feel clear about our district and their plans. Some teachers are doing PEBC and thinking strategies and some are not. Some do a lot of workshops and some do not. Some have ladders and some do not. The vision is not shared nor is it unified within the district. This handicaps studnets who may move move from school to school within our community as the baseline and voaculary of what they have been exposed to is not common to all of us.This really bothers me as a teacher and as a parent. I would like more clarity and unity in what we use (curriculum), and what we do in the district so that more materials and support can be given to teachers so we can do our job without reinventing the wheel to teach a standard! I work over 70 hours a week to do my job! This is absurd! | 1/12/2018 4:27 PM |
| 42 | I have experienced a few instances where I've emailed district office managers questions about pay/PD and have not received answers.The district seems to implement new strategies and changes too often without appropriate front loading for staff to properly implement/process and are not open to suggestions on these changes. Change can be good, but only when everyone is fully informed on what success of these changes look like. Change also TAKES TIME. The district needs to give their teachers and principals time to process changes or new standards to implement. We cannot implement changes if there are too many holes or our state standards are decimated. The educators need to be informed and included in the decision making process, not ordered to make changes.  | 1/12/2018 4:09 PM |

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| 43 | It is my opinion that the District does not truly understand/empathize with its teachers and their needs. In addition, I feel that the district sends an inconsistent message to its teachers as to what its priorities are and what their expectations of their teachers are.   | 1/12/2018 3:39 PM  |
| 44 | To reiterate, the fact that I have now taken this survey twice--from the same computer even--invalidates these surveys. We live in a democracy where I am allowed one vote--but one vote only. Please don't expect the board or anyone with an understanding of the mathematics behind accurate surveys to take any results at face value. I would be happy to take a survey that allows a single individual to take the survey a single time and then close that individual out from further voting. Times like today--especially when you are addressing educational concerns, demand CRITICAL THINKING and evidence based on accurate reporting. Shame on you for taking such an uncritical and unprofessional approach   | 1/12/2018 3:27 PM  |
| 45 | I feel completely undervalued by this school district. The new compensation system is offensive. I actually saw my pay decrease. We are not given the resources to keep equipment in good repair, and are essentially discouraged from seeking outside resources to remedy equipment issues. In addition, the culture of over-testing is taking away from teaching time. It is unproductive to constantly test students in this manner. We need to get back to the basics of educating children without constantly measuring them against each other.  | 1/12/2018 3:25 PM  |
| 46 | LOVE 9-R!!!  | 1/12/2018 3:00 PM  |
| 47 | There are so many issues with Durango 9R and the teachers and staff can not speak up. We all are worried about losing our jobs if we speak our mind. I could go on for days on issues I have.  | 1/12/2018 2:58 PM  |
| 48 | The fact that this survey can be taken numerous times makes it highly inaccurate and, very likely, highly biased. As a person who has written and conducted surveys, I give this survey virtually no weight as an accurate tool of evaluation.   | 1/12/2018 2:58 PM  |
| 49 | Employees at the schools that my children attend feel the leadership at 9R has room for significant improvement.   | 1/12/2018 2:41 PM  |
| 50 | This is slightly unrelated: I am extremely concerned about the possible change to access cards and when they will work. Limiting teachers' ability to work on their OWN time is unfair to teachers and kids.... especially first year teachers like myself who is not able to afford internet at home and relies on access to her classroom. The kids will be the ones effected when I am prevented from creating my best work.  | 1/12/2018 2:38 PM  |
| 51 | they play favorites  | 1/12/2018 2:18 PM  |
| 52 | Time for new leadership in 9-R, including the Human Resources Director and Student Services Director. Leadership through fear and intimidation is what the Snowberger/Galido team has brought to 9-R. We deserve better! As a long-time resident, tax payer and parent of 9-R students, I demand change and the removal of the current superintendent.   | 1/12/2018 1:57 PM  |
| 53 | PD is currently being supported but I feel like that is more recent development.   | 1/12/2018 1:48 PM  |
| 54 | Anything answered neutral was n/a. There are a few very solid employees at the main office but not many follow through. This results in a lack of efficiency and trust. Technology is so far behind.   | 1/12/2018 1:25 PM  |
| 55 | I do not feel valued as a district educator. Teachers are asked to do more and more without taking anything off our plates. Most recently, we are being asked to complete curriculum maps at each grade level. This involves cutting and pasting from the district graduation standards and state standards. If we have a curriculum department, this should be done by this department. My time should be spent doing work that directly affects the students in my class. Spending is NOT transparent! Money has been spent on a student tracking/ID system when we have buses that need to be replaced. We are paying for roads to be paved (Animas Valley) when we have buildings that need maintenance (windows leak when it rains, causing wet carpets). And still...we add more and more people to the central office admin. People are hired at the central office before references have been checked (finance director). Principals deemed ineffective are PROMOTED to the central office rather than being let go. Teachers salary increase is now tied to a points system, but nothing has been finalized about what activity will count as points. The decision feels arbitrary and inequitable when points are denied. Communication is often shared by word of mouth and very few policy changes are written down. New teachers are hired but there is no system in place for on-going training of curriculum materials, etc. Leadership is lacking on MANY levels. Teachers are frequently told two different things from people at the district office. When nothing is in writing, it is difficult to know what the best course of action is. THINGS ARE BROKEN and MUST change! | 1/12/2018 1:12 PM  |
| 56 | THANK YOU! For finally asking us.  | 1/12/2018 12:56 PM |

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| 57 | I think a PTA (and advocacy group) rather than just PTOs(Strictly fundraising) is desperately needed in the 9R community. I think we should be creative in how we structure a PTA- and look at grouping it by feeder school - to ensure support and continuity. For example a PTA that is Miller/Riverview/Needham and Animas Valley (then possibly have sub groups with in) I think the schools are so divided in all aspects and have no reason to be. We are one community and see the same issues throughout. The issues that typical PTA's run into is the same people are there everytime and when a child leaves a school-so do the parents. I think if we look at grouping the middle and elementary together....we can alleviate that. OR we could look at doing a PTA that is by elementary, middle and high school. I think we all have busy lives, but if we group together within a bigger demographic -we will accomplish what is necessary to ensure our children have an amazing education!   | 1/12/2018 12:45 PM |
| 58 | none  | 1/12/2018 12:35 PM |
| 59 | I would like to address the \$2 million spent on Schoolvault, as well as "PD" hours we spent creating it. I am curious as to why our Principals and Assistant Principals are going to be required to ride the bus routes in the role of behavior aides? Could someone from the central office do that? I would also like to express my concerns over the quality of the new Graduation Standards/Performance Indicators. Have we thought this through, and why is the district making teachers "rewrite" all of these? I would like to use my PD/planning time to focus on becoming more effective in my practice, not reinventing the wheel for the 4th time in 6 years!   | 1/12/2018 12:21 PM |
| 60 | It is common knowledge that the Superintendent ensures that people he knows and likes get hired for 9-R. How fair is that? The district failed to recognize several people last year at the Convocation that had worked in the district more that 20 or 25 years. Do you think that made those people feel like their work is valued in the district? When he first became the leader for our school district I was 100% in favor of his ideas and now I have no faith or trust in him or his vision. As far as feeling comfortable speaking honestly to anyone in Administration I have learned that you never speak the truth to them or there will be negative consequences for you. I have learned to keep my mouth shut. What an oppressive school district we have! Thanks for asking me how I really feel.   | 1/12/2018 12:17 PM |
| 61 | All of my choices are based on the admin at the central office and not my school administration. I love my school admin and feel that they do a great job!  | 1/12/2018 12:16 PM |
| 62 | Not sure who is doing this survey. Many of my coworkers did not get this email. Please leave our Superintendent alone. He's doing a great job!  | 1/12/2018 12:15 PM |
| 63 | I think this not an appropriate way to get feedback. Feels like a hidden agenda. I don not like this was sent to my school email.   | 1/12/2018 12:05 PM |
| 64 | 9R needs to incorporate anonymous suggestion boxes or web site for each school  | 1/12/2018 11:59 AM |
| 65 | I think that there is great potential with Dan as our leader, however I do not feel he uses our financial resources wisely, particularly with central office administration. We continue to promote administrators who have not done well in their previous positions and allow them to continue to ineffectively lead others (while increasing their pay) and then ask staff who demonstrate high performance (as evidenced by evaluations) grovel for points to increase salaries. The district has too many initiatives being poorly executed and misguided-the trust doesn't exist and while frustration is communicated nothing is done about it, including acknowledgement by central office. Emails are not replied to, special education is dysfunctional and departments are neglected. Neither the board or central office wants to address concerns.No one comes to our buildings to talk with us and check in-they have forgotten what a real day at school looks like. I believe that there are persons in positions of power and authority who are behaving unethically and taking advantage of their power positions. I don't mind renewing Dan's contract but I think a lot of things need to change under his leadership soon. | 1/12/2018 11:51 AM |

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| 66 | I see no check or balance to the power and voice of the superintendent. The board has no way to know of the failures of this administration since the only person reporting to the board is the superintendent. This leads to decisions that no one is held accountable for. Examples are hiring unsuccessful educators at central office, nepotism, and wasting resources that could be used at schools. The biggest example I can think of is school vault. A 2 million \$ waste of resources that teachers opposed. This occurred after Andy Burns (then President of the Board) promised tax payers the last Mill Levy would go for keeping high quality teachers. Both Dan Snowberger, and Andy Burns promoted, School Vault, forced us to waste class time using it, and then the 2million dollar failure was recognized as a failure, and we dropped it. Dan hired Andy to be our finance officer without any question from the board. Great example of failures in leadership leading to promotion to central office. We need leadership that promotes quality teaming for our kids sake, and are aware of and held accountable for failures. Board, please seek voice from teachers who are present in the learning environment. Don't accept one source of information as you lead our district. Come to class to hear the real story. | 1/12/2018 11:39 AM |
| 67 | 9R has squandered hundreds of thousands of dollars on school vault, mid-level management, and poorly-researched "quick fix" programs. Precious teacher/support staff time is squandered in the constant restructuring local learning targets - most recently called "Performance Indicators." Hard-working and underpaid paraprofessionals and other staff are paid just less than full time, yet our central office is awash with "Specialists" that do no teaching, curriculum design, or direct student services. Two of our schools are ancient - built in 1960's - and are in astounding disrepair. Facilities repair teams are incredibly understaffed. Buildings are filthy because custodial staff are undertrained and poorly managed - and understaffed/underpaid. We still do not have 1:1 computers for students, and science textbooks are as "new" as the early 2000's in publication. We will be losing teachers and students if current leadership remains unchanged.  | 1/12/2018 11:25 AM |
| 68 | From what I have observed, I feel that Mr. Snowberger is a fair and good man who has the students best interest.   | 1/12/2018 11:11 AM |
| 69 | While Dan Snowberger often takes a bad rap, I feel that his hands are often tied by the School Board, many of whom have minimal understanding of school operations or the daily work teachers do. No leader will ever be agreed with on every issue but at least Dan has been in classrooms and makes an attempt to understand schools on the ground level. He also doesn't shy away from disagreement. He is willing to discuss things people disagree with him about. This doesn't always change the outcome. Communication has improved over the last few years and the pace of new initiatives has been slowed in order to fully explain the thinking behind them. Buildings have been provided with more autonomy than in the past. The leadership isn't perfect. I do wonder about many of the jobs at central office. There seems to be a lot of jobs that make administrative salaries that school level staff have no contact with or are unsure about what the function is of those jobs. More clarity in this area would be beneficial.   | 1/12/2018 11:06 AM |
| 70 | Check out the money wasted on a district evaluation/testing software create and paid for by the district a waste of over a million dollars and maybe used once.  | 1/12/2018 10:58 AM |
| 71 | 9-R is fortunate to have Mr. Snowberger as Superintendent. He's the best thing to happen to 9-R in a long time.  | 1/12/2018 10:57 AM |
| 72 | I feel left behind by the economy due to lack of raises in the district over the last 4 years. A bond has passed and still no adjustment to catch us up.   | 1/12/2018 10:54 AM |
| 73 | The newly approved certified salary schedule and point system is unfair and flawed. Approximately thirteen teachers at Step 18, MA+60 did not receive any raise at all -- 0%, nor have they received a salary increase in many-many years while their colleagues have received regular and meaningful increases! Teacher input prior to approval of the new certified schedule and questions to the superintendent and negotiating teams following approval seemingly fell on deaf ears.   | 1/12/2018 10:49 AM |
| 74 | Thank you for this survey!!  | 1/12/2018 10:47 AM |
| 75 | Some survey questions are difficult to answer as they combine employee groups (ie...answering question about communicating to super and board; I have different feedback about this between the 2 entities   | 1/12/2018 10:38 AM |
| 76 | I feel 9R school district and administration have brought of district to the forefront when it comes to small town school districts. Decisions are made keeping in mind All students. Durango schools have been in the spotlight for what our students are doing, not only in sports, but in academics as well. It takes a good leader, a leader that isn't afraid to challenge staff to do better for ALL 9R students. I thank the current administration and leadership for their hard work.   | 1/12/2018 10:31 AM |

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| 77 | We have too many people in the administration building drawing large salaries. That's not why the mill levy was passed. We need more people in schools to help us get to all students to raise student achievement, not have paper pushers downtown who have little impact on our students, their growth, and achievement.   | 1/12/2018 10:26 AM |
| 78 | "Neural" for above questions are either not applicable or I have no enough information for an opinion.   | 1/12/2018 10:12 AM |
| 79 | I believe our district uses a "smokescreen" of transparency. There is an illusion of gathering information and input from staff; however most decisions are really already made. I also disagree with the district's current philosophy of gathering student information. We spent a fortune on Schoolvault that provided absolutely nothing positive or useful for educating children. Our current system is no longer called Schoolvault, but it is another financial and time burden that has little positive impact.   | 1/12/2018 10:11 AM |
| 80 | While the superintendent and the school board LISTEN, they do not take action. In fact, there are punitive measures taken if you oppose central administration. I would also like to evaluate the director of human resources. She is scary.   | 1/12/2018 10:09 AM |
| 81 | We hire staff who has connections with admin. Not the best qualified. The point system for pay was set in place on a timely demand and doesn't beat represent the hours teachers put in. The Superintendent contact and salary is concerning as it's understood by few that this was set in place without a vote. I have seen a feedback survey once so thank you for this one. This is district has wasted so much money! Every new teacher coming from another district comments how behind we are- professional development, credited resources, aligned with state and other districts. The TSI training is costing \$1700 per teacher and teachers have been made to go twice. I don't believe support staff from admin are effective either. I feel there is a lot of wasted money and resources. There are major gaps in communication and programming. | 1/12/2018 10:07 AM |
| 82 | I am a veteran citizen of this community and I am currently disgusted with the lack of support our students are receiving. I feel like the amount of resources being used to micromanage teaching staff is a detriment to our students. What if we used those monies to support our students?! What is the ratio of employees that do not have DIRECT contact with students in classrooms to those that do not? What is the percent of new positions that do not have direct student contact? Man, wouldn't it be amazing if each of our Math/LA classrooms had support...direct and daily support for small groups and/or differentiation!  | 1/12/2018 10:07 AM |
| 83 | would like to see drug testing in hire process   | 1/12/2018 9:52 AM  |
| 84 | There are large communication gaps between administration and staff especially from the district office and schools. Information is often not relayed to the effected staff until there is a problem. There have been major changing with in the finance department regarding procedures and information has not been given in a timely matter if it has been given at all. While the district has made strides to improve professional development this continues to be an are that needs improvement, especially for new staff. There is no formal training procedure for new staff. New hire orientation is only offered at the beginning of the school year, so all staff hire after August don't even receive basic information.  | 1/12/2018 9:48 AM  |
| 85 | We have on over abundance of fauculty at Administrative wages. Never have we had so many administartors. it is very unclear what these people even do and rarely are they seen. Way too top heavy in our district!   | 1/12/2018 9:43 AM  |
| 86 | 5 TOSA or Instructional Specialists is too much. Not transparent with job duties.  | 1/12/2018 9:36 AM  |
| 87 | Lumping multiple individuals and/or departments into one question may not create actionable feedback or valid data. There are individuals and departments that fall into different places on the scale and there is no place to represent that different rating.   | 1/12/2018 9:36 AM  |

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| 88 | I feel that the superintendent spends more time being trying to decide a political figure then been a leader in the district. I am thankful for Andy burns he's ting alot of lose ends that should of been tied up along time ago, but I'm afraid he will get burnt out trying to tie them all up. I think before the district offer's to reimburse the superintendent for any type of expenses tied to him getting a doctrit that the board should look in to if he's going to use it to apply for a job els where. I've heard the terms "Dan runs a list ship" and "Dan likes to give away the farm" more then I like to from other co-workers and some people from the community. Just seams like he likes to be tied to all the good positive notes that's attached to the district. Seams like he likes to highlight people who do bad and offers no support to help fix problems. Like a article I saw in the Harald a few months ago highlighting the math teachers. Saying that they got the degree to teach, but they are not motivated or interested in teaching the lessons. I think maybe they need support not criticism. I see a big issue with juniper school. Who ever signed the deal I don't think thought for long term. Why wasn't there a longer lease contract with them so that the district don't have to eat a big chunk of change for the elevator and other minor improvements that was made to the building? Poor leadership possibly? I think the board really needs to take a long hard look at renewing the contact. it's going to be though to find someone new who once they see what's been going on in the district to even want the position . The only stupid question is the one not asked. If asked and the person asked makes the person feel bad for asking then their not a leader. Thank you for the survey and your time. | 1/12/2018 9:30 AM |
| 89 | The district office and its employees are not effective in communicating or collaborating with its staff. Decisions are not made to include feedback from those that would have the most insight in the reality. Decisions seem to be made in a completely top down manner. Staff are afraid to voice their opinions for fear of being reprimanded. Why are staff not included in the most important discussions?   | 1/12/2018 9:27 AM |
| 90 | I feel like if the district valued us as educators, we would not be spending precious time copying and pasting standards from one document to the next. Also, I feel like the district is top heavy. It feels like there are a lot of people that work at the admin building, getting paid a lot of money and I am not sure what their job title is or what they do. Why do we take people who were not doing a good job in their position and promote them?  | 1/12/2018 9:27 AM |
| 91 | I question some of the vague newly created positions staffed by all the familiar faces in the upper ranks of the district   | 1/12/2018 9:24 AM |
| 92 | I feel Super is effectively running this school district for the first time in many years. I have been disappointed in the past by this community that feels parents know more about education than highly educated educators. It's about time we have a Super with a backbone!   | 1/12/2018 9:18 AM |
| 93 | I am not sure about whether the district spending is transparent. I may just not know where to go to get that information, so letting staff know this would make the district more transparent.   | 1/12/2018 9:18 AM |
| 94 | I am very concerned about the lack of organization at the district office, and subsequent lack of appropriate communication, as well as the lack of receptivity to talk about real issues (suicide and crisis) and solutions. We have a lot of very talented counselors and mental health professionals in this district, and there is no adequate leadership. We are often required to meet and are directed to do tasks that are not counselor driven or helpful. Not all counselors are receiving PD that is requested. There are positions in the admin that are redundant and a waste of resources. It has also become a dumping ground for principals that have not been able to be adequate leaders in their buildings.  | 1/12/2018 9:14 AM |
| 95 | Dan Snowberger is the best thing that's happened to Durango in a decade!  | 1/12/2018 9:13 AM |
| 96 | In the time the superintendent has been here we have seen a steady decline in student achievement and a complete destruction of the morale of the teaching staff.   | 1/12/2018 9:01 AM |
| 97 | Thank you so much for asking these questions. Durango schools and students would be better off with less systematization from central administrators and a smaller, less expensive bureaucracy. Though I am critical of the district administration on many points, the individuals involved are decent people. -- Durango parent and public school teacher   | 1/12/2018 9:01 AM |
| 98 | Was Andy Burns position posted? Were other people interviewed? As professional educators we are fearful to questions decisions that are made.   | 1/12/2018 8:34 AM |
| 99 | I've served the 9R District for the past 15 years and have weathered three previous superintendent's. Mr Snowberger is by far the leader this District deserves. I appreciate his vision in doing what's best and right for all students, staff and families.   | 1/12/2018 8:33 AM |



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| 100 | The superintendent and his lieutenants seem to be basing their vision on a false set of premises. I think the staff is worn out and it is time to look for new leadership who can rebuild morale and unlock the staff's creativity with our children.  | 1/12/2018 8:33 AM |
| 101 | My salary is degrading.  | 1/12/2018 8:29 AM |
| 102 | Many of these questions are part of my every day life. It almost totally based on opinion and very little data. It's how I feel and not what is actually there.  | 1/12/2018 8:28 AM |
| 103 | I would like there to be more continuity between all the schools ie each student entering middle school and high school have the same exposure to classes and experiences so its a level playing field. It blows my mind that you can enter middle school as a feeder to the same one and not have been prepped the same way. I would like there to be a clear vision and path from kinder to high school within our district...same language, same training, same goals.  | 1/12/2018 8:28 AM |
| 104 | As a first year teacher, I feel like my openness with admin has resulted in more work for me that feels rather like discipline and less like support.  | 1/12/2018 8:19 AM |
| 105 | My principal is very approachable and I take everything to him. Our communication is honest, open and very transparent.  | 1/12/2018 8:17 AM |
| 106 | District spending and decisions should be transparent. However, they are not. The district webpage for example does not list district spending like it used to!  | 1/12/2018 8:16 AM |
| 107 | The School Vault waste of time, money and resources has been shoved under the rug. Many people are very upset that no one has been held accountable for this waste.  | 1/12/2018 8:15 AM |
| 108 | A lot of my neutral comments regarding the superintendent are because I do not have very much interaction with him, or the district office. It was more of an N/A response.  | 1/12/2018 8:11 AM |
| 109 | Durango is SO lucky to have Dan Snowberger as the Superintendent of 9-R! He stands head and shoulders above his peers in this region and the State!  | 1/12/2018 8:06 AM |
| 110 | This is an exceptional district. I am honored to work in this district.  | 1/12/2018 8:05 AM |
| 111 | ESP Staff are still treated like the step child of the district. Especially where compensation is concerned.   | 1/12/2018 8:04 AM |
| 112 | Obviously many of these responses and questions are general and overarching but extremely important. I applaud your efforts and hope you take a closer look at the deeper issues behind each question! Gratitude   | 1/12/2018 8:01 AM |
| 113 | District spending is far from transparent. Since the current administration has been in office I have never seen a breakdown of how money is spent. With the new salary structure and recent investment in salaries it would be interesting to know how that money is being spent. Lots of money is being spent, but I would like to know where it's going.  | 1/12/2018 7:57 AM |
| 114 | This administration is going in the wrong direction, they are taking fun out of education and are creating a place of stress and anxiety. The school year is ridiculous, having 2-3 days after memorial day is silly. Students and teachers have no reason to be here and they both are aware. Having second semester end after Christmas break is silly. Students and teachers are ready for a fresh start after the break. My room is a safety hazard, but although I have put in requests, there has been no solution. I am a teacher, yet my own children are approved for medicaid and free and reduced lunch. A teacher's kids have to get free and reduced lunch because she cannot afford to live here. I cannot afford a house, there should be a housing subsidy of some sort in this expensive town. I am extremely upset with the district and if it were not for need, I would not work for the district. | 1/12/2018 7:55 AM |
| 115 | my building level admin is outstanding!  | 1/12/2018 7:53 AM |
| 116 | Too many for a small box   | 1/12/2018 7:53 AM |
| 117 | As an employee I do not interact directly with the superintendent. I am a basic understanding of his roles and responsibilities. Overall messages, spending, allocation of funds, new academic mandates, procedures and policies are not communicated clearly or transparently from the district office.   | 1/12/2018 7:50 AM |
| 118 | Thank you school board for what you do! Many of these questions group you with Central Administration. The culture in 9R is the worst I have seen in years, fear of recrimination is rampant   | 1/12/2018 7:48 AM |
| 119 | spend money on people who have DAILY contact with students; not on administrators!!!   | 1/12/2018 7:47 AM |
| 120 | This survey should have included an N/A choice.  | 1/12/2018 7:44 AM |

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I have had little interaction with the administrative team or the superintendent.

1/12/2018 7:43 AM

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