



CENTRAL NINE CAREER CENTER

Culture/Leadership Survey
May 2023

Description

A survey was conducted in spring 2023 to help measure the effectiveness of the career and technical education (CTE) director, and staff and student culture/climate at Central Nine Career Center. In total, 48 people responded to the survey representing over 65% of the personnel.

Part I. Culture

The first part of the survey asked respondents to rate their level of agreement with statements about the *culture* at Central Nine Career Center. Overwhelmingly, the staff agrees that the culture/climate at Central Nine Career Center is positive (see Figure 1). The highest average level of agreement was in response to the statement, "I have at least one friend at C9" followed by "I know all or most of the staff and teachers at C9". There were 48 responses in Part I.

The statement with the lowest average level of agreement was "I'm rewarded for good work." This was the only statement in this section with an average level of agreement less than 4 (Figure 1). Figure 2 shows a substantial gap (almost 17%) between "I'm rewarded for good work" compared to the next three statements receiving the lowest average level of agreement: "I receive the support I need from the administration to be successful," "I receive the support I need from colleagues to be successful," and "I would describe the culture as collaborative". Appendix A includes the overall results (percentages and responses for this portion of the survey).

Figure 1. CULTURE - Average Rating for Each Statement

Strongly Agree = 5 Somewhat Agree = 4 Neither agree nor disagree = 3 Somewhat disagree = 2 Strongly disagree = 1

Rate your level of agreement with the following statements about the culture at Central Nine Career Center.	Average Level of Agreement
I'm rewarded for good work.	3.79
I would describe the culture as collaborative.	4.13
I would describe the culture as professional.	4.15
I receive the support I need from the administration to be successful.	4.19
I feel like I belong and am welcome to be myself at C9.	4.27
I receive the support I need from colleagues to be successful.	4.27
I feel a strong connection with C9 students.	4.33
I would like to work here as long as possible.	4.35
I would describe the culture as safe.	4.42
We celebrate successes.	4.42
I would describe the culture as friendly.	4.5
I know all or most of the staff and teachers at C9.	4.67
I have at least one friend at C9.	4.71

Figure 2. CULTURE - Percentage Somewhat Agree OR Strongly Agree

Rate your level of agreement with the following statements about the culture at Central Nine Career Center.	Somewhat agree OR Strongly agree	Strongly disagree OR Somewhat disagree OR Neither agree nor disagree
I'm rewarded for good work.	62.50%	37.50%
I receive the support I need from the administration to be successful.	79.16%	20.83%
I receive the support I need from colleagues to be successful.	79.17%	20.83%
I would describe the culture as collaborative.	79.17%	20.83%
I would describe the culture as professional.	81.25%	18.75%
I feel like I belong and am welcome to be myself at C9.	81.25%	18.75%
I feel a strong connection with C9 students.	81.25%	18.75%
We celebrate successes.	83.33%	16.67%
I would like to work here as long as possible.	83.33%	16.67%
I would describe the culture as friendly.	91.66%	8.33%
I would describe the culture as safe.	91.67%	8.34%
I have at least one friend at C9.	93.75%	6.25%
I know all or most of the staff and teachers at C9.	93.75%	6.25%

The next four questions in this survey were open-ended questions. A summary of the responses is provided below and all responses in their entirety are listed in Appendix A.

QUESTION: Are you satisfied with Central Nine Career Center's culture? Why or why not?

Summary:

- The staff, for the most part, are satisfied with Central Nine Career Center's culture. Staff feel the administration and teachers are caring, friendly, and work together as a team. One staff member said, "Yes, I feel like the administration works hard to make sure that Central Nine's culture makes [this] a great place to work." Another staff member shared, "Yes, I think we have a generally great workplace culture. No workplace is ever perfect, but I can honestly say I have never experienced a better culture elsewhere."
- There are a few staff members who are not satisfied with Central Nine Career Center's culture because they don't feel Central Nine is a friendly place to work, they aren't supported by the administration, or don't think students or adults are held accountable for their actions.
- There might be some confusion among staff members regarding the definition of "culture" and what specifically contributes to a positive workplace culture.

QUESTION: Do you feel respected in the workplace? Why or why not?
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Summary:

- Seventy-nine percent (38 out of 48) of staff feel respected in the workplace. One respondent stated, "I absolutely feel respected in the workplace both by administrators, support staff, instructors, and students. I believe this is because of all the positivity in the building. I think if you work hard and always do your best everyone else will respect that in you. I also think that respect trickles down from the top. If respect is expected and demonstrated by the administration, I believe it is contagious." Another staff member shared, "Yes. I generally feel that the work I do and my contributions matter." One person said, "Yes. I feel like we get encouragement from the administration and that our input matters."
- Twenty-one percent of respondents (10 out of 48) either do not feel respected in the workplace or feel respected by some adults but not all. One respondent said, "Depends on [whom] you're asking about getting respect from. The teachers are very appreciative and respectful. Once you walk in the front office door on the admin side the first one you see has a smile then you keep walking back and it's as though you're bothering all of them. Then once you walk away, they start talking about you. [I've] seen it too many times. I try to avoid the admin office." Another shared, "I feel respected, however, I don't always feel like people who look like me are respected in the same way. That includes our students unfortunately, I have seen it over the years. We need to continue to change the narrative and be better for our students. They don't need to deal with the issues here at school that they continue to see in the media."

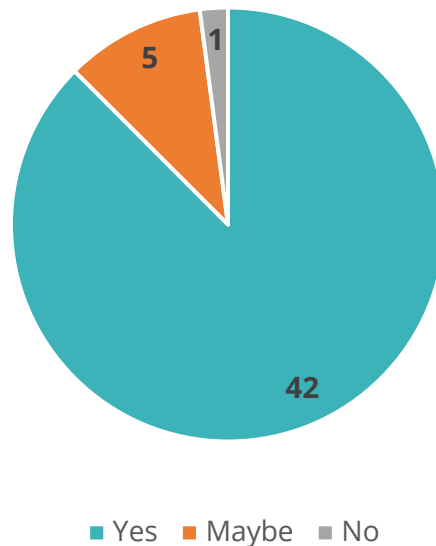
QUESTION: What would make Central Nine a better place to work?

Summary:

- One of the themes from the survey respondents is regarding student placement in programs. Staff feel they should have more input in the process of which students are enrolled into their programs. There is also a concern about student behavior and holding students accountable to higher expectations. One person said, "I am aware that we are looking into an application process. I hate to think that someone would not attend Central Nine because we have a reputation for having kids that cause trouble or have bad attitudes." Another respondent mentioned the need for, "More consideration from sending schools in terms of the calendar, scheduling, overall communication, as well as cooperation with properly placing students would reduce frustration for instructors."
- Quite a few comments centered on increasing the pay rate to be more competitive with surrounding school districts and other CTE districts.
- There was also a theme emerging about developing clearer communication, transparency, and delineation of roles and responsibilities. One staff member shared, "[I would like] to be included in decisions regarding my work, to receive constructive criticism and assistance when I fall short, not just dismissal and someone else just completing the task without a word. For things to be more open and less secretive."

QUESTION: Would you recommend someone to work at Central Nine Career Center?

Figure 3. 88% (42 out of 48) of survey respondents would recommend someone to work at Central Nine Career Center.



Part II. Leadership

The second part of the survey asked respondents to rate their level of agreement with statements about the *leadership* at Central Nine Career Center. The ratings for leadership were all at an average of 4 or higher (somewhat agree to strongly agree) with staff agreeing that the leadership at Central Nine Career Center is positive and strong (see Figure 4). The highest average level of agreement was in response to the statement, "The CTE Director is knowledgeable about career and technical education". There were 44 responses in Part II.

The statement with the lowest average level of agreement (see Figure 4) was "I know the goals and key initiatives of Central Nine for the 2023-2024 school year." Figure 5 shows the three statements with the largest number of respondents who strongly disagree, somewhat disagree, or neither agree nor disagree: "I know the goals and key initiatives of Central Nine for the 2023-2024 school year", "I receive the professional development I need to help me improve at my job", and "I have the tools and resources to do my job effectively." Appendix B includes the overall results (percentages and responses for this portion of the survey).

Figure 4. LEADERSHIP - Average Rating for Each Statement

Rate your level of agreement with the following statements about the leadership at Central Nine Career Center.	Average Level of Agreement
I know the goals and key initiatives of Central Nine for the 2023-2024 school year.	4.11
The CTE Director is an effective communicator.	4.27
I receive the professional development I need to help me improve at my job.	4.27
I have the tools and resources to do my job effectively.	4.3
The CTE Director provides me with useful feedback to help me improve at my job.	4.32
The CTE Director at Central Nine has everyone's best interests in mind.	4.41
The CTE Director makes an effort to listen to my concerns.	4.45
I fully support the goals and key initiatives of Central Nine.	4.52
I understand how my day-to-day responsibilities connect to the goals and initiatives of Central Nine.	4.52
The CTE Director is knowledgeable about career and technical education.	4.70

Figure 5. LEADERSHIP - Percentage Somewhat Agree OR Strongly Agree

Rate your level of agreement with the following statements about the leadership at Central Nine Career Center.	Somewhat agree OR Strongly agree	Strongly disagree OR Somewhat disagree OR Neither agree nor disagree
I know the goals and key initiatives of Central Nine for the 2023-2024 school year.	77.27%	22.73%
I receive the professional development I need to help me improve at my job.	77.28%	22.72%
I have the tools and resources to do my job effectively.	79.54%	20.46%
The CTE Director at Central Nine has everyone's best interests in mind.	86.36%	13.64%
The CTE Director is an effective communicator.	86.36%	13.64%
The CTE Director makes an effort to listen to my concerns.	86.36%	13.64%
The CTE Director provides me with useful feedback to help me improve at my job.	86.37%	13.63%
I fully support the goals and key initiatives of Central Nine.	88.63%	11.37%
The CTE Director is knowledgeable about career and technical education.	90.91%	9.09%
I understand how my day-to-day responsibilities connect to the goals and initiatives of Central Nine.	93.19%	6.81%

The next four questions in the survey were open-ended questions. A summary of the responses is provided and all responses in their entirety are listed in Appendix B.

QUESTION: What are 1-2 specific actions the administration can take to strengthen positive interactions and collaborations among C9 staff?

Summary:

Many respondents felt that decreasing the sense of division between administration and teachers would have a positive impact. There appears to be, among some staff, a lack of trust between administrative staff and non-administrative staff. One respondent noted, "Some people feel that they can't approach some of the front office staff. Sometimes it feels like "us against them" so maybe there's some way to bridge that mentality, but everyone would have to participate." Another shared, "Administration is separated - feel they are at a higher level than instructors. I think if we could address this it might help."

Another common thread throughout the responses was the need and desire for more opportunities for C9 staff to collaborate and spend time together. This could come in the form of professional development or through other team building/culture building activities that are unrelated to day-to-day responsibilities.

Increasing communication in general, specifically related to roles and responsibilities, was cited by some respondents as a way administration can strengthen interactions and collaborations among C9 staff.

QUESTION: What is one thing the administration at Central Nine can do to better support you?

Summary:

The majority of respondents feel supported in their work and many did not have specific ideas for improving this area. For instance, one respondent said, "I believe I have the support and tools needed" and another shared, "Our Admin is the best I have ever worked with. I feel safe to offer constructive feedback, try new initiatives, and continue to grow my teaching practice. I refuse to work for poor leadership so I will need to quit teaching when they leave. Please stay!"

There were a couple of respondents who voiced concerns about the lack of approachability of the main office staff. Some of the comments cited the need for administration to approach decision-making through the lens of a teacher and consider mental health and wellbeing. Strengthening communication was also mentioned as a response to this question.

QUESTION: What additional professional development topics do you feel are important and relevant for teachers and staff?

Summary:

There were differing responses to this question, however the following topics were mentioned by respondents more than once:

- Using personal pronouns
- Technology
- Classroom management/discipline
- Engaging instruction and instructional practices

QUESTION: What areas would you suggest Central Nine leadership focus on to ensure new staff have strong support as they transition to the team?

Summary:

The responses to this question varied greatly and can be reviewed in their entirety in Appendix B.

Responses that were mentioned more than once include:

- The need for a team of mentors (or a list of “go to” people) for each new staff member rather than assigning a single mentor.
- Focus on classroom management.
- Ensuring new instructors know what is expected of them.
- Training on the necessary technological platforms required to successfully carry out a staff member’s specific responsibilities.

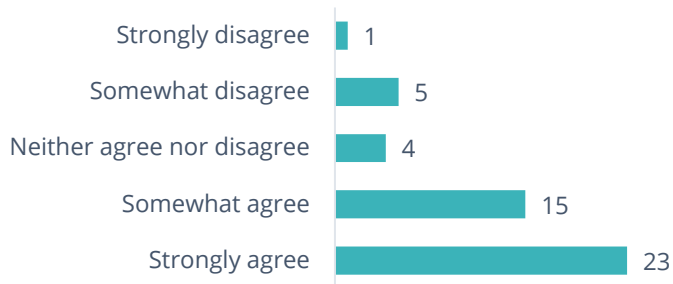
In-depth results of this year’s survey, including charts and participant responses, can be found on the subsequent pages of this report.

Appendix A.

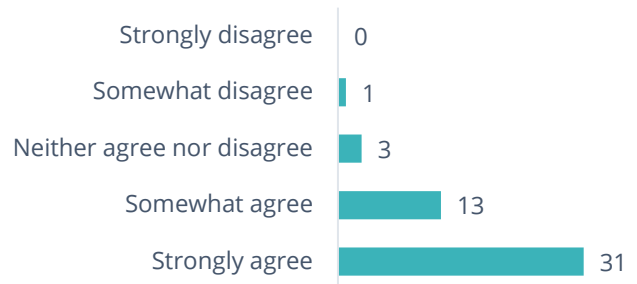
Figure 3. Rate your level of agreement with the following statements about the culture at Central Nine Career Center.

Statement	Strongly disagree	#	Somewhat disagree	#	Neither agree nor disagree	#	Somewhat agree	#	Strongly agree	#
I would describe the culture as collaborative.	2.08%	1	10.42%	5	8.33%	4	31.25%	15	47.92%	23
I would describe the culture as safe.	0.00%	0	4.17%	2	4.17%	2	37.50%	18	54.17%	26
I would describe the culture as friendly.	0.00%	0	6.25%	3	2.08%	1	27.08%	13	64.58%	31
I would describe the culture as professional.	0.00%	0	14.58%	7	4.17%	2	33.33%	16	47.92%	23
I have at least one friend at C9.	0.00%	0	2.08%	1	4.17%	2	14.58%	7	79.17%	38
I know all or most of the staff and teachers at C9.	0.00%	0	0.00%	0	6.25%	3	20.83%	10	72.92%	35
I feel like I belong and am welcome to be myself at C9.	2.08%	1	10.42%	5	6.25%	3	20.83%	10	60.42%	29
I feel a strong connection with C9 students.	0.00%	0	4.17%	2	14.58%	7	25.00%	12	56.25%	27
I receive the support I need from colleagues to be successful.	0.00%	0	12.50%	6	8.33%	4	18.75%	9	60.42%	29
I receive the support I need from the administration to be successful.	0.00%	0	12.50%	6	8.33%	4	27.08%	13	52.08%	25
We celebrate successes.	0.00%	0	4.17%	2	12.50%	6	20.83%	10	62.50%	30
I'm rewarded for good work.	2.08%	1	12.50%	6	22.92%	11	29.17%	14	33.33%	16
I would like to work here as long as possible.	4.17%	2	4.17%	2	8.33%	4	18.75%	9	64.58%	31

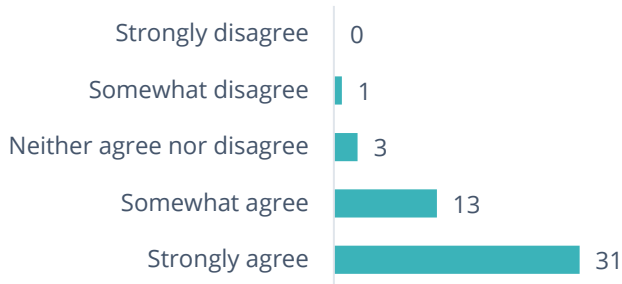
I would describe the culture as collaborative.



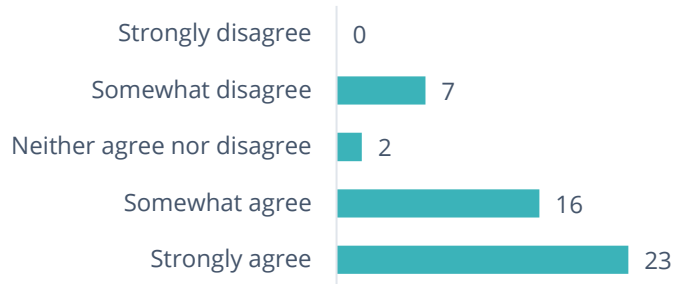
I would describe the culture as friendly.



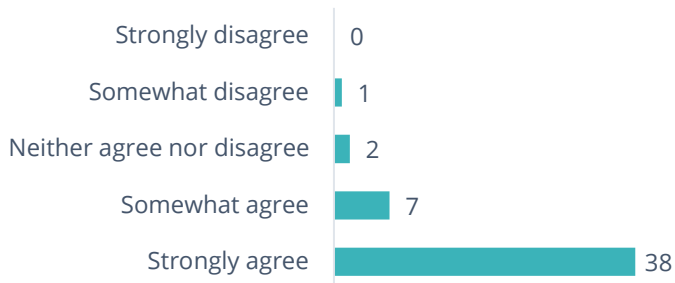
I would describe the culture as safe.



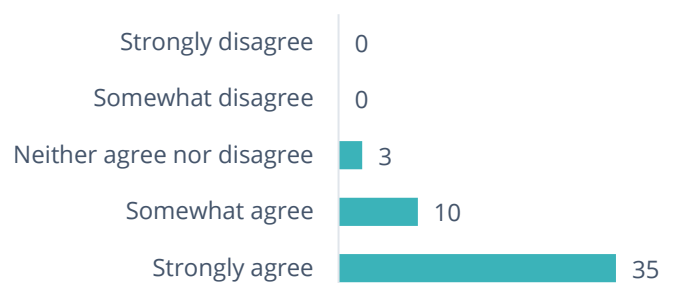
I would describe the culture as professional.



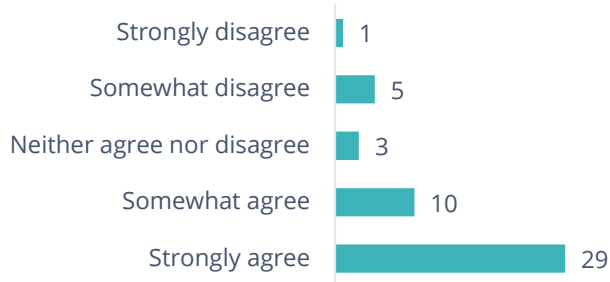
I have at least one friend at C9.



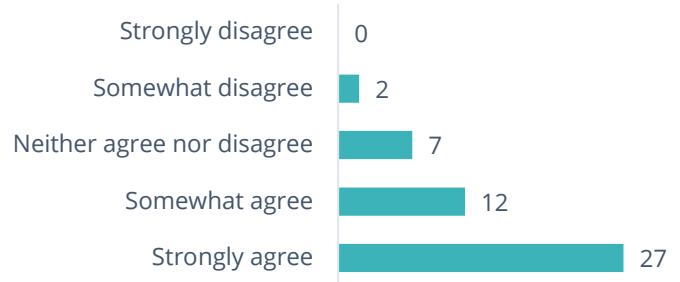
I know all or most of the staff and teachers at C9.



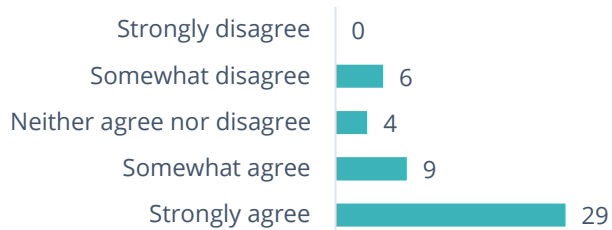
I feel like I belong and am welcome to be myself at C9.



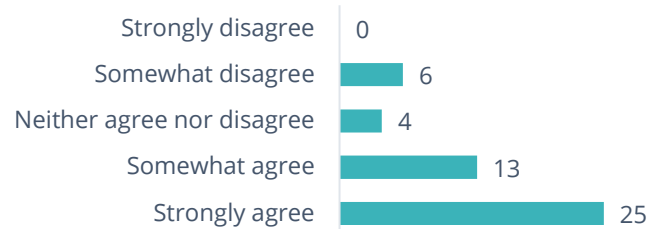
I feel a strong connection with C9 students.



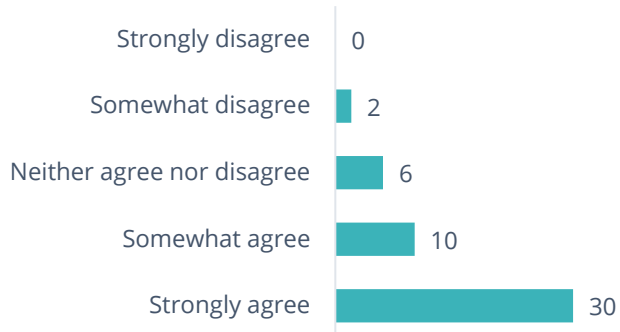
I receive the support I need from colleagues to be successful.



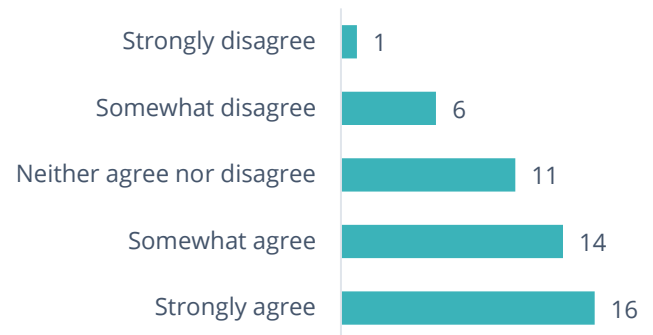
I receive the support I need from the administration to be successful.



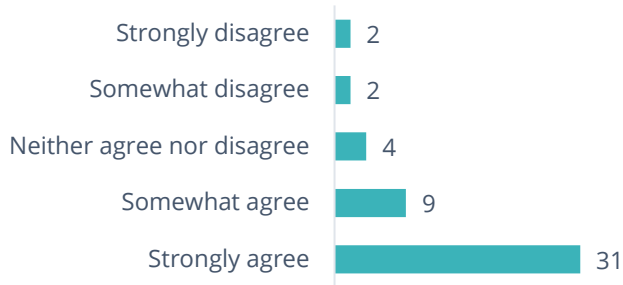
We celebrate successes.



I'm rewarded for good work.



I would like to work here as long as possible.



QUESTION: Are you satisfied with Central Nine Career Center's culture? Why or why not?

Responses:

1. Yes. I feel like the administration works hard to make sure that Central Nine's culture makes it a great place to work.
2. Somewhat
3. See above.
4. I like the atmosphere at Central Nine.
5. Yes, we have all worked together to be a cohesive team.
6. Yes.
7. Not a friendly place
8. Mostly, I do feel like the students get a pass in many areas. Attendance and professionalism are two things that the students don't seem to be held to a very high standard as a whole.
9. I love Central Nine because of everyone's friendliness and helpfulness - both instructors, administrators, and support personnel. Instructors are very willing and pleased to work collaboratively and are very supportive and cooperative.
10. The administration is very friendly, caring, supportive, and approachable.
11. Central Nine has a friendly, positive, and caring atmosphere both between students and adults as well as between adults. We always have fun, positive things at meetings and for special holidays, events, etc.
12. Yes. Friendly workplace.
13. Culture is not bad I suppose. It's leadership that is going downhill.
14. Yes, everyone is friendly and supportive. Wrapping around individuals who are going through difficult situations is very clearly seen.
15. Feels like depending on the day and what mood people are in then the culture is fine. Certain people don't know how to talk to others if they have "busy" work to do. Just depends on if its business-related or not.
16. "The Central Nine identity and narrative is confusing, contradictory, and imbalanced, particularly with the placement of students. On one hand, the promoted [message] is that instructors must adhere to high expectations in order to perpetuate a climate of increasing

- standards; yet, conversely, this stands in contradiction with the nature of the student-enrollment process which is inconsistent and, by appearances, "random."
17. Yes, I think we have a generally great workplace culture. No workplace is ever perfect, but I can honestly say I have never experienced a better culture elsewhere.
 18. Poor and unprofessional behavior is often overlooked and never put to a stop. Allowing negativity and competition to take place will always take a toll on an organization's culture.
 19. Good people to work with
 20. Yes . It is the best work environment I have worked in.
 21. I am pretty happy with the culture here at Central Nine. I believe we need to continue to stick to the current values and represent the same expectations that we want from our students.
 22. Overall, yes.
 23. As a whole, I think C9 has a positive culture. You can be yourself and you are acknowledged when you do a good job.
 24. Yes, You can do what you want as long as it is within the guidelines.
 25. For the most part, yes. I think there are areas for improvement in terms of professionalism, but overall, things are good here.
 26. Yes. I feel like our administration is caring and are fair.
 27. I believe we could encourage a little more professionalism. I addition, we continue to have the image of an alternative school for students. Quite a few students are admitted to programs for which they do not meet requirements. This sets students and teachers up for a bad experience.
 28. Yes, overall it's a great place to work.
 29. It feels like a culture divide that is generational.
 30. Yes. I see students thriving and staff uplifted
 31. Parts of the culture at C9 our certainly broken. Political views, personal views, and complacency lead to a lack of growth. Several staff members seem to go through the motions within their field of study. This leads to some departments having higher or lower standards which creates a lot of inconsistency.
 32. We also have some staff members that take advantage of our IA's or other support staff members. These staff members have them create assignments, quizzes, or other content when this should be a task that the instructor should be doing.
 33. Some staff members tend to refer to the staff at C9 as a family but this is something that shouldn't be expressed. It creates strain within the staff because not every staff member is held accountable for their actions.
 34. For the most part, Central Nine feels like a family. I really enjoy working here and feel supported by most of my colleagues. Central Nine puts a priority on the well-being of employees and has policies in place that encourage respect, trust, empathy, and support.
 35. Yes. I have not seen any negative aspects of C9's culture.
 36. Yes.
 37. Yes - overall there is a great sense of team and team support from instructors and administrators.
 38. I enjoy the space! Everyone can be really friendly. However, there are a few things that have been said to me in the past that haven't sat right with me. A few odd and offhanded remarks about people with mental disabilities, or comments about the LGBTQ+ community that I've

heard from people I normally respect make it a little hard to have any form of conversation in the future. It's off-putting sometimes, to say the least.

39. I am satisfied with the culture. I feel that I could go to anyone and ask for help or guidance; I feel that the administration does the best it can to support myself and the program.
40. Overall, yes, I do believe there are some negative nancies in the bunch that can cause low morale.
41. Yes.
42. I don't feel the culture is particularly welcoming and inclusive to all. There is an "in or popular" group who seem to be the decision-makers and influencers to the point of exclusion of other staff.
43. Both Administration and Teachers work together in create the culture we have currently for the students. Just wish we had all the answers to help the students that do not want to help themselves and make them realize how far they can go while they are here.
44. I feel very comfortable here and I am treated fairly.
45. Absolutely! Central Nine is like a big family that cares about the successes of others.
46. Yes, there's no other place I'd rather be unless it was off spending my lottery winnings.
47. Yes
48. Yes
49. Central Nine is a great place to work.
50. I'm pretty happy with the culture at C9. I do feel like some instructors are left out of some policy decision-making because of special groups being hand-picked.
51. Yes
52. I am satisfied with the culture here at C9. I feel a definite sense of comradery with my fellow staff members and feel very supported by the administration and co-workers alike.

QUESTION: Do you feel respected in the workplace? Why or why not?
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Responses:

1. Yes.
2. Somewhat.
3. Yes.
4. I feel there are "clicks". Respected to your face but not behind your back.
5. Yes, we as teachers are treated as professionals by the administration, unlike other administrations I've worked for in the past that treat teachers as students.
6. Yes.
7. Sometimes
8. yes
9. I absolutely feel respected in the workplace both by administrators, support staff, instructors, and students. I believe this is because of all the positivity in the building. I think if you work hard and always do your best everyone else will respect that in you. I also think that respect trickles down from the top. If respect is expected and demonstrated by the administration, I believe it is contagious.
10. Yes. I fell like my opinion matters.

11. Depends on [whom] you're asking about getting respect from. The teachers are very appreciative and respectful. Once you walk in the front office door on the admin side the first one you see has a smile then you keep walking back and it's as though you're bothering all of them. Then once you walk away, they start talking about you. [I've] seen it too many times. I try to avoid the admin office.
12. Yes
13. I feel respected by the people I work closely with, yes. Other people within the school, no.
14. No. There exists an absence of respect for my department and its character which has, in recent years, eroded the program's reputation.
15. Yes. I generally feel that the work I do and my contributions matter.
16. I feel supported by staff and admin.
17. Yes
18. Yes. I feel like everyone is courteous and kind.
19. I feel respected, however, I don't always feel like people who look like me are respected in the same way. That includes our students at times and unfortunately, I have seen it over the years. We need to continue to change the narrative and be better for our students. They don't need to deal with the issues here at school that they continue to see in the media.
20. Because of my position, not too much. IA's are on the lowest rung; no matter how well we do, there is no way to advance.
21. Yes, I do feel respected in the workplace. I think I am trusted that I will do my job as expected with guidance when needed.
22. I do feel respected. I am empowered by my boss, and I feel ownership in the work I do.
23. Yes. I feel like we get encouragement from the administration and that our input matters.
24. Yes, I feel respected.
25. Yes, most of the time. Sometimes I think we don't utilize specific skills that team members have.
26. I've never really thought about it. That really depends on the people I'm interacting with.
27. Yes. Everyone is in tune with what is happening in each other's life.
28. Yes, staff members make feel respected regularly with the views I present and other ways I provide for staff.
29. For the most part, I do feel respected in the workplace. There are some specific examples where I have not, but those are mostly few and far between.
30. I do. I feel I have a voice.
31. Yes.
32. Yes
33. Yes - overall there is a great sense of a collaborative nature and a genuine desire to see everyone (staff and students) succeed.
34. I feel as if I do a lot of work, and most of the time it's usually met with kind remarks! However, I normally end up finishing a lot of my work early in the day, and when others see me with nothing left to do in the day trying to make something for myself to finish, it feels a bit judgmental at times.
35. Yes. I have never been talked down to or come against in a negative manner.
36. Yes
37. Yes

38. By students and some staff yes, but by many of the staff and administration, no. Most days I feel tolerated but unappreciated. Like many, I take great pride in my work and work very hard to do my job to meet or exceed expectations, while others just muddle through doing as little as possible only to be recognized and rewarded.
39. Most definitely, by both Administration and Teachers. Feel supported.
40. Yes. The staff and most of the students treat me and each other with respect.
41. I feel respected. I feel comfortable discussing any issues that should come up with the administration.
42. Yes! Leadership is supportive. Colleagues are generally pleasant and helpful. I've worked hard to build rapport with students and enjoy working with them.
43. Yes, my experience seems to be respected, but also, I feel that I earn that with my work effort.
44. Yes
45. Yes
46. Yes, for the most part. I'm really not sure of why I feel this way.
47. Yes
48. Yes, I do. I feel that people respect my opinions and decisions on the areas that I am responsible for. Staff members are genuinely happy to see me and that means a lot to me.

QUESTION: What would make Central Nine a better place to work?

Responses:

1. I cannot think of anything at this time. I enjoy coming to work at C9.
2. I truly feel blessed to be employed by C9. I enjoy the atmosphere and coworkers. I feel supported and viewed as a person.
3. Instructors and administration need to be on the same page. I think loosely we are, but there are times I feel like the administration has a click.
4. Not sure.
5. Keeping Jenny in her own lane.
6. Students are all important, but it seems there [are] several number students in most programs who do not value the FREE SPECIALIZED training they can receive here.
7. I am aware that we are looking into an application process. I hate to think that someone would not attend Central Nine because we have a reputation for having kids that cause trouble or have bad attitudes. Maybe how do we intervene in those few students in each program, so they improve their attitude and ambition?
8. Maybe the classroom environment would be better.
9. More consideration from sending schools in terms of the calendar, scheduling, overall communication, as well as cooperation with properly placing students would reduce frustration for instructors.
10. If teachers association dues were paid for by the company.
11. If instructors had a little more say in the qualifications for incoming students and some leverage for students that do not show interest in following class rules and expectations.
12. I don't think it could get much better other than the teacher pay rate.

13. To be included in decisions regarding my work. To receive constructive criticism and assistance when I fall short, not just a dismissal and someone else just completing the task without a word. For things to be more open and less secretive.
14. Allowing staff to use sick days for mental health days. Taking some time off can help refresh and recharge.
15. Provide a subscription to an online library like Lynda.com, etc. to encourage new skills to learn.
16. Being able to have more say in who can enroll in your program. Having rules enforced evenly and fairly the first week of school.
17. Nothing I can think of.
18. A more inclusive and understanding environment would really help the place skyrocket in my eyes. Just little efforts here and there to communicate or to learn about certain things would make a lot of difference.
19. There are always a couple of people who want to do their own thing so that is disappointing at times and brings down the strength of the team.
20. Of course the continued work that is needed for stronger partnership with our schools and clear communication in that area.
21. Continue to collaborate as a staff, increase in salary, continue to work to hold students and sending schools accountable, [and] continue to [provide] PD.
22. Unknown.
23. There are some things that Central Nine has done the same way for a long time and has failed to keep up with the growing and changing world. There are also times when we have made changes the cheap and quick way rather than the right way.
24. Keeping staff members more accountable for attendance and student behavior. I also wish staff would continue to create growth and create higher standards within their program.
25. All is good
26. Be accepting of everyone
27. Increasing accountability
28. Showcasing more the good things that Instructors are doing that can benefit the entire campus
29. Clear expectations and opportunities to teach the expectations. In education, it can be easy to assume staff members know what to do, how to do, and when to do things but that's not always the case. Taking a step back to teach and explain the expectations will be helpful.
30. Having more of an open mind to try new things. "
31. Central Nine would be greatly improved if we had better partnerships with our sending schools. Our partner schools do not have a partner mentality when it comes to how or why they send students to us. Most programs are filled rather than a close examination given as to how and why students are placed there. I believe leadership could be more active in encouraging a better partnership. We tend to be very reactive instead of proactive when it comes to doing what is best for our school.
32. More streamed calendar with home schools
33. Getting students in the appropriate programs.
34. Higher pay for ALL. We are way behind our partner districts. It is becoming increasingly difficult to hire and retain staff.

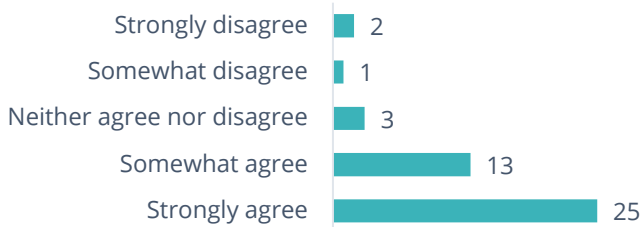
35. If we could screen the students to make sure they are a good fit for the program.
36. C9 is a good place to work. I also think there are some people that try to run the show when it's not their place to do so. Sometimes you're afraid to approach some staff because you're not sure if they're in a good mood or not and you're not sure what reaction you'll get so you avoid them.
37. Give IA's a chance for advancement and maybe a sick day or two.
38. Continue to set expectations. Respect for one another, agree to disagree and talk out issues when they arise. Our leaders set a good foundation for our team, we just need everyone to follow them. At least when they are here.
39. Exchange the quantity of sick days vs personal days. I would prefer to have more personal days than sick days. I could then use personal days as sick days if needed, but I cannot reverse them.
40. More Money
41. There is a lack of clearly defined job descriptions (or, more accurately, assigned tasks). In the office, we often collaborate on projects, and I've seen many miscommunications that could have been avoided if everyone had understood each individual's responsibility within the project. This should be communicated before every assignment because repeat duties do not always go to the same individual(s).
42. More collaboration and a more open feedback loop.
43. A refined placement process which mirrors the promoted narrative of ever-increasing standards.
44. Learned how to talk to people when they are "busy".
45. Communication among staff, what is expected of the staff.
46. Central Nine Career Center is or was fantastic to work at. But upper management, anyone from Director/Office Manager/Directors assistant, are the ones that will tear you down. Seen it [too] many times. The way people are talked to from them are horrible. If your in the office and hear this you just want to say something but to stay out of trouble or get a target on yourself you have to walk away.
47. More space for my class.
48. I believe happy instructors make for happy students. Therefore, I am very pleased that we have been asked to participate in this survey. Maybe there will be good ideas that come from it and it also will give anyone with hidden grievances a chance to vent, which can really be therapeutic - everyone wants to feel like they are heard.
49. Nothing else comes to mind - Central Nine is a great place to work.
50. Holding the students more accountable.
51. Reduce the clickiness.
52. Not sure.
53. Better support from our partner schools.
54. Take administrative work off of the instructor's plate.
55. Fairer pay. We're way below in that aspect. I would hate to lose teachers to competitors because of money.
56. Less stress
57. Nothing to add to what is currently done.

Appendix B.

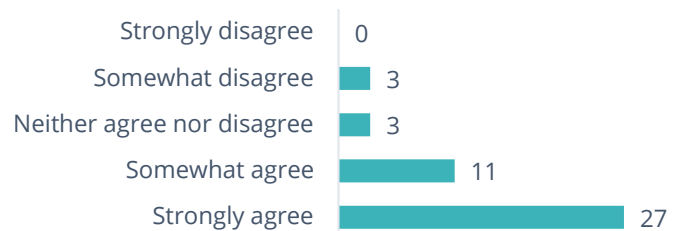
Figure 3. Rate your level of agreement with the following statements about the leadership at Central Nine Career Center.

Statement	Strongly disagree	#	Somewhat disagree	#	Neither agree nor disagree	#	Somewhat agree	#	Strongly agree	#
The CTE Director provides me with useful feedback to help me improve at my job.	4.55%	2	2.27%	1	6.82%	3	29.55%	13	56.82%	25
The CTE Director at Central Nine has everyone's best interests in mind.	0.00%	0	6.82%	3	6.82%	3	25.00%	11	61.36%	27
The CTE Director is an effective communicator.	2.27%	1	6.82%	3	4.55%	2	34.09%	15	52.27%	23
The CTE Director makes an effort to listen to my concerns.	2.27%	1	2.27%	1	9.09%	4	20.45%	9	65.91%	29
The CTE Director is knowledgeable about career and technical education.	0.00%	0	0.00%	0	9.09%	4	11.36%	5	79.55%	35
I receive the professional development I need to help me improve at my job.	0.00%	0	4.55%	2	18.18%	8	22.73%	10	54.55%	24
I have the tools and resources to do my job effectively.	0.00%	0	2.27%	1	18.18%	8	27.27%	12	52.27%	23
I know the goals and key initiatives of Central Nine for the 2023-2024 school year.	0.00%	0	11.36%	5	11.36%	5	31.82%	14	45.45%	20
I fully support the goals and key initiatives of Central Nine.	2.27%	1	0.00%	0	9.09%	4	20.45%	9	68.18%	30
I understand how my day-to-day responsibilities connect to the goals and initiatives of Central Nine.	2.27%	1	0.00%	0	4.55%	2	29.55%	13	63.64%	28

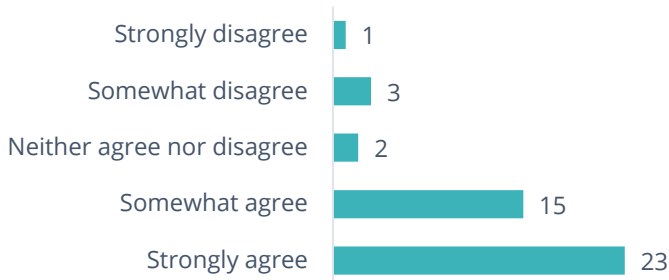
The CTE Director provides me with useful feedback to help me improve at my job.



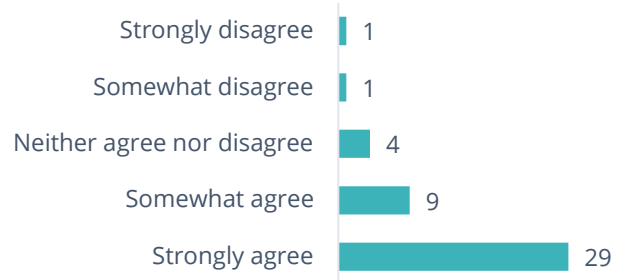
The CTE Director at Central Nine has everyone's best interests in mind.



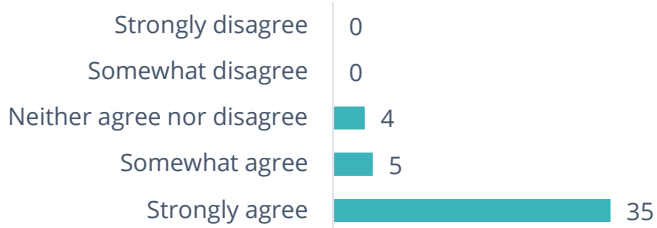
The CTE Director is an effective communicator.



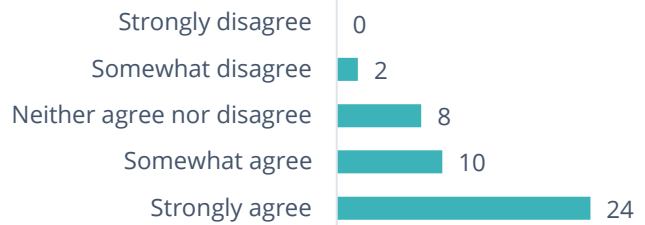
The CTE Director makes an effort to listen to my concerns.



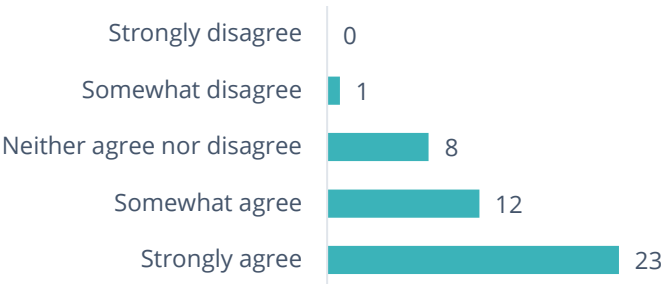
The CTE Director is knowledgeable about career and technical education.



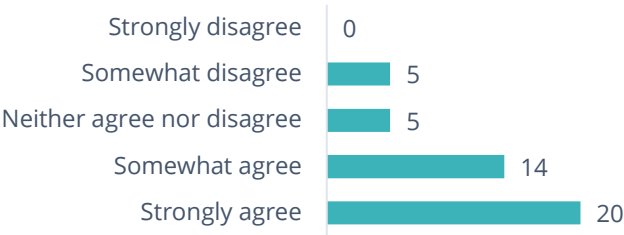
I receive the professional development I need to help me improve at my job.



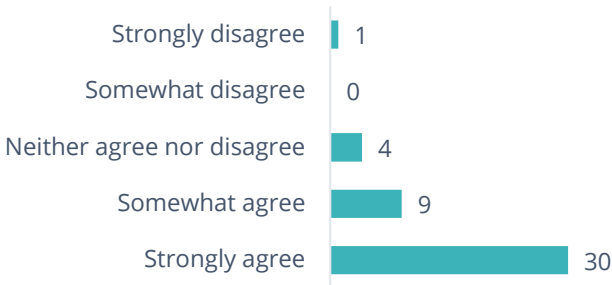
I have the tools and resources to do my job effectively.



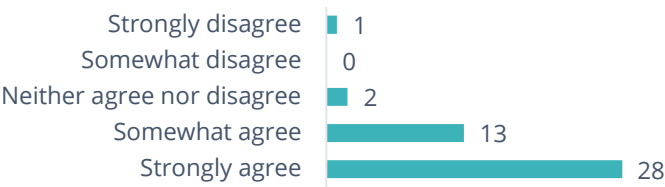
I know the goals and key initiatives of Central Nine for the 2023-2024 school year.



I fully support the goals and key initiatives of Central Nine.



I understand how my day-to-day responsibilities connect to the goals and initiatives of Central Nine.



QUESTION: What are 1-2 specific actions the administration can take to strengthen positive interactions and collaborations among C9 staff?

Responses:

1. Less stress between administration staff.
2. Continue to allow the staff to collaborate. There are many programs with cross-correlation of the curriculum. This allows us to build projects and allow interaction of students with various career interests. And for them to see the importance of each field and how SO MANY fit together. We do this around C9 in different programs already. I would like to see more of that.
3. Administration is separated - feel they are at a higher level than instructors. I think if we could address this it might help.
4. Continue to foster the current environment.
5. I would like to see the administrators out among the students and the building more frequently (increase visibility). I think most instructors as well as students would like this. I think it would be a show of staff supportiveness for administrators to be in and out of classes frequently.
6. Communication.
7. Our CTE Director needs to be interested in others' opinions other than just certain individuals. C9 needs to have more of an open-door policy where you can talk to anyone without everyone knowing. You talk to certain admins and 5 mins later everyone such as upper management such as CTE/Office Manager/and CTE's admin asst knows everything that is said.
8. Support teachers who may need extra help with students who struggle in the classroom.
9. Be open to change.
10. Individually, members of the administration approach the staff with positive and good-natured energy, but the individual programs themselves are valued to varying degrees.
11. In collaboration with the "partner schools," the administration can perhaps examine maintaining a truthful message about what C9 actually is: Are we a career center that adheres to ever-increasing standards, or are we a holding facility for young people who lack graduation requirements and possess significant disciplinary infractions?"
12. We need better communication and collaboration within our leadership team and among faculty and staff. We have not yet returned to the level we had pre-covid.
13. An increase in honest conversations and critiques would improve many things. Pointing out things that need to be improved moving forward is not a negative thing.
14. More activities.
15. I think we could continue to mix up our groups for PD and other activities. More events where staff can interact outside of work in a non-professional setting. This allows us to be more open in a positive way.
16. When available, give IA's raises bases on length of time and effort they have put in. Length of employment should count.
17. Some people feel that they can't approach some of the front office staff. Sometimes it feels like "us against them" so maybe there's some way to bridge that mentality, but everyone would have to participate.
18. I can't think of any at this time.

19. It might be a good idea to have a "coffee talk" time where people can sit down and discuss issues and/or concerns openly.
20. More teambuilding activities such as games, activities, etc.
21. Roles and responsibilities should be clearly defined. We, at times, have staff acting in leadership roles but that isn't their job. I also think staff should be clear about how their actions impact the reputation of Central Nine.
22. Increase accountability. Increase communication.
23. Generational differences training? Not sure what else could be useful.
24. All is good.
25. Personally I have a lot of positive interactions and I see those interactions with most if not all staff members with our Director.
26. Encourage open communication, set clear goals and expectations, provide training and development opportunities, foster a positive work environment, and celebrate successes.
27. More staff parties.
28. List collaboration opportunities.
29. Bring back Popcorn Friday, and continue to do stuff as a staff.
30. Continued clear and constant communication with the staff.
31. Strengthen the onboarding process for new staff members.
32. Often, I feel as if I'm an afterthought or that others feel I am incapable of doing a job for them. I think in the future they will ask or acknowledge that I could help them instead of asking me where someone else can help them would do more for me as a positive interaction.
33. Nothing at this time.
34. Listen to the concerns of all and not be afraid to take a stand on matters.
35. Team building activities.
36. Be more open/equal with communication, directions, and expectations to all involved. It's much easier to meet expectations if they are clearly outlined for all.
37. Maybe more one on one interaction. Meet on a regular basis throughout the year just to exchange thoughts/ideas about their programs or C9 in general.
38. I am not sure. I feel they do very well with the interactions of the staff.
39. More outside-of-work time special events for staff development/teamwork.
40. Continue to advocate for more aligned school calendars and schedules. When most students are missing due to misaligned breaks, testing, etc., let's use those days for e-learning for the rest of students, and devote time to staff development or intentional staff work time. "
41. Not sure, I do not see any MAJOR areas of concern.
42. Feel like you do a good job.
43. Not sure. I believe this is the best job I have ever had.
44. I think the administration and the instructors are somewhat divided.
45. Continue to be out and about.
46. I think continuing positive interactions is the continued dialogue and communication amongst all staff at C9.

QUESTION: What is one thing the administration at Central Nine can do to better support you?

Responses:

1. Less stress be able to talk with each other without being afraid.
2. Take care of all money transactions. Let teachers teach and administration keep track of past students.
3. Be more proactive with partner school scheduling issues so they aren't as much of a surprise.
4. There are times that I need materials for teaching and I'm never sure where to get them without purchasing them myself. I know there is a grant for this in the spring, but I am more referring to items that come up throughout the year and are not really expensive.
5. Provide more workspace for my program.
6. Care!!!! Don't be one sided to certain people. Be nice. There are many people that will not even come to the Main office due to certain people.
7. Encouragement.
8. Alter the perceived respect associated with my program.
9. Be willing to both talk and listen.
10. I feel supported.
11. More money.
12. Continue the positive outlook on our students and staff. Continue to set expectations for staff while allowing flexibility as well.
13. Pathway for advancement.
14. Continue to listen when I have concerns and support me when I ask for help.
15. Currently, I think their support is good.
16. Higher pay.
17. I feel supported at this time.
18. Administration should try to look through the lens of being a teacher. Most of our administration was in the classroom quite a while ago and not for a long period of time.
19. Ask more questions like what can I do to support you in your role and how can I support your professional goals.
20. Officially have flex scheduling, especially for instructors who need to complete work for C9 on campus outside of contract time.
21. All is good.
22. Discuss mental wellness in both the classroom for students and staff.
23. Provide better support for mental health and well-being, and more effective communication.
24. Continue to work to get the right students at C9.
25. Can't think of anything - I feel supported.
26. Again, just taking the time to understand some of the previous things mentioned as issues would do a lot more to support me.
27. Nothing at this time.
28. I feel supported.
29. Spread positivity.
30. I believe I have the support and tools needed.

31. I feel it is up to each individual to find professional development events, etc. to best educate and keep them on top of what is going on out in industry. Just need the blessing and financial support to do it.
32. Purchase new transportation bus for field trips
33. Our Admin is the best I have ever worked with. I feel safe to offer constructive feedback, try new initiatives, and continue to grow my teaching practice. I refuse to work for poor leadership so I will need to quit teaching when they leave. Please stay!
34. Increase recruiting. More students should be taking advantage of Central Nine and its awesome facilities and staff.
35. You do a great job!
36. Communication on timelines, like when grades are due.
37. I feel supported enough.
38. Continue to be understanding and supportive.
39. I have nothing to contribute at this time. I feel fully supported in all aspects of my time here at C9.

QUESTION: What additional professional development topics do you feel are important and relevant for teachers and staff?

Responses:

1. More one on one training.
2. State law requirements w/pronouns trans under 18 etc. Sorry. This is getting difficult to navigate. Everyone has their beliefs. However, there are several that just want to follow the law.
3. I have no comments at this time.
4. Generational changes with students post Covid.
5. Teaching Methods is a major one.
6. Classroom Discipline.
7. Hands-On Instruction.
8. Professionalism.
9. Ways to utilize skill sets.
10. CPR, First aid, stop the bleed, bullying.
11. Whatever they are, they should be CTE-centric, not something (wholly) geared toward conventional high schools.
12. Mental health topics.
13. Emotional intelligence training.
14. Finances.
15. Mental health for staff. Self-care for staff so that we can be better for our students.
16. Mental health and wellness
17. Different styles of classroom management.
18. Mental health, classroom management, PBL.
19. Engaging activities.
20. With an increase in SPED population, we need more training on how to best serve these students.

21. Mental health support and behavior management
22. We could be teaching responsible phone use for the modern world - instead of the no phone policies which don't work.
23. Mental wellness and how the stresses of the job can create a negative environment.
24. I think that it would be good to include some more technology integration training for teachers and staff.
25. Not Sure.
26. Student engagement, technology.
27. SEL and how that fits within our CTE environment.
28. Learning issues involved with LGBTQ+ students and attempting to learn their preferred name and pronouns instead of asking for a full name that has been stated they do not use in the past.
29. Nothing at this time.
30. New tech, engagement of students.
31. How to Reach Students Who Have Experienced Trauma.
32. Reaching Every Student Through Differentiation.
33. Classroom Management.
34. Technology, particularly for Skyward with all the changes by the state and moving to the new system.
35. None at this time.
36. Classroom engagement and activities.
37. Professional development that is geared toward individual classes/courses relevant to the instructor's skill course.
38. I like the idea of individual goal setting, and action planning from there.
39. Not sure.
40. Not my line of work, so can not answer this sufficiently.
41. Maybe some guest speakers.
42. Specific program training educators in their field.
43. Refreshers on current tools. Master what we do everyday vs always adding something new.
44. I cannot think of anything at this time.

QUESTION: What areas would you suggest Central Nine leadership focus on to ensure new staff have strong support as they transition to the team?

Responses:

1. More one on one training. less computer. Nobody is following through with training.
2. Mentorships and allowing new staff to actually go and spend time with various teachers. Not just the 3.
3. I think we should look at other career centers and how they staff their administration.
4. Have good mentors and newer teachers that just completed WS1 help them along.
5. Mentoring Program
6. N/A
7. Learn how to deal with people!!!!
8. Having a mentor.
9. Have an onboarding process. List of steps for people to go to for certain things.

10. Be honest about the often-overwhelming amount of tertiary work required to successfully complete a single school year (perhaps even providing a specific calendar of requirements, or significant markers which need to be hit during the initiative year of onboarding).
11. Training and mentorship.
12. Instructors should be introduced to all the staff members and understand their jobs and how they can help them in the future.
13. Continue to have strong leaders as mentors. Check up on new staff as often as possible. Maybe bring back meetings once a month or every 2 months for new staff only. (This was very helpful when I was a new teacher).
14. Training for IA's.
15. Strategies for classroom management and balancing the workload.
16. Just let them know you are there for them when they have questions or are confused on what to do.
17. A stronger support system and a short list of who to contact. Maybe even more than one mentor.
18. An in person orientation before school starts.
19. Our staff needs ways to continue to serve students, even when they don't meet the minimum requirements for the program in which they are enrolled.
20. Going over and checking in with them throughout the year about clear expectations of job duties and responsibilities, checking in with staff to see how they are truly doing and if they need anything.
21. I think it's pretty good already.
22. Better onboarding strategies to allow the new colleagues to know what is expected of them, how to do their job, and the ins and outs of Central Nine. It would also be a good idea to focus on documenting processes so that when we have colleague turnover, the new or replacement colleagues will know what functions that position includes and how to do them. Also, cross training would be a good area of focus for many of the same reasons as documenting processes, but also for times when a colleague has an unexpected absence.
23. Unknown.
24. Mentor staff members.
25. Stronger onboarding process and training.
26. Focus more on onboarding as when I was first here, I found it hard to understand where I was going or what I was to do at times.
27. Some new instructors aren't aware of things like CTSO, the financial side of things and advisory boards. The paperwork and such that is needed.
28. Can't think of any.
29. Create an interdisciplinary project within the instructor's career cluster.
30. Actual training time before being put into the classroom trying to learn on the go.
31. Training on Canvas, training on Skyward, training on the expectations and order of operations for discipline/attendance/IMPACT .
32. I feel what is in place is good for new staff. Everyone seems to go out of their way to help and make them feel welcome.
33. Being on a few committees at first can be overwhelming. If the new staff could have a chance to acclimate before being placed on committees, I think that could be helpful.

34. An instructor handbook to go along with the school handbook or to give new instructors to follow along while having new instructor meetings, i.e.: CTSO information, PO's, Advisory Board, Canvas, Skyward courses.
35. Most new teachers are assigned a mentor, but maybe a team of mentors would be helpful. Each mentor might serve a different role.
36. Make sure new instructors know that admin understands that there will be some negative issues in each class, but do not feel apprehensive to bring to up. There won't be a negative recourse for making admin aware of them.
37. I do not know what you do now, so again, do not feel like I can answer sufficiently.
38. Classroom Management.
39. I feel like we need a specific handbook that explains how to do everything that the administration might need from us. I also think that it would help if the administrator could help handle all money transactions.
40. Communicate, make sure they know what's expected, even if they do not know the question.
41. I think checking in with them on a consistent basis and a peer mentor would be very helpful.

QUESTION: Please provide any additional comments in the space below.

Responses:

1. Please provide any additional comments in the space below.
2. More support and less stress. being able to communicate with each other.
3. Of course there is ALWAYS room for improvement. In all of us, But C9 is a great place to work! Best Admin yet.
4. Incredible kids. Tons of technology. Support & encouragement from everyone I come into contact with.
5. Some employees in administration do not use their time wisely. IE: cell phones, visiting, gossiping.....
6. I have been at C9 for several years. When I first started here it was such a nice place to work. I have been through several CTE Directors. Just seems C9 keeps going down hill. Loss of support for Teachers and staff. Lots of back stabbing and/or caring from upper management, unfortunately. CTE Director should be here more which this one seems like to be out a lot which puts pressure on the Asst. CTE. Here at C9 needs a big change. Our staff and teachers should never be afraid to go the Admin office for anything and they are.
7. I love Central Nine and I always try to come in and support my students the best way I know how. Even when I am not having my best day, I still try to push through and set expectations for my students. I think we should all do our best to try to give everything we got to our students because as soon as we decide to take the easy route, that becomes reflected in what our students do as well.
8. Thank you to our leadership for providing us with opportunities and flexibility to support our students.
9. C9 is a great place to work and I'm glad to be here.
10. Overall, I think the administration is going in the right direction.
11. In spite of small concerns, Central Nine is a great place to work!

12. C9 is certainly a great place to work but needs some improvement. On the outside, among other career centers, C9 is considered one of the best. Unfortunately, on the inside, not all instructors are holding up to this high standard.
13. Central Nine needs to continue to allow for change and be sure to give all of the colleagues all of the support and tools they need to be successful.
14. C9 is a great to place to work. I think we need to continue to strive to improve and get better daily. I hope our politicians work to improve support for teachers. Not sure what we can do, but I think we need to continue to push our elected leaders.
15. One concern I do have is that I would like to see more supervision when student drivers starting arriving. I make it a point to watch them as they arrive and afraid something bad might happen that could be avoided.
16. Advertise Central Nine more, do not wait on ending schools to do it for us.
17. Trades are hurting in numbers for quality people.
18. Office Staff, keep up the good work.
19. Although I do have some suggestions. I love central 9, and I think that is a wonderful place to work.