



# **Culture 360 Survey & Equity Audit Findings Executive Summary**

**Dr. Jeff Hadley, Superintendent  
April 5, 2022**

# Background

- During the 2019-2020 school year, Avonworth engaged approximately 50 stakeholders in strategic planning.
- Through the strategic planning process, the committee identified the following five focus areas:
  - Curriculum & Instruction
  - Culture, Communications & Relationships
  - Diversity & Inclusion
  - Mental Health & Social Emotional Development
  - Career Readiness

# Background

## *Culture, Communications & Relationships*

- **Strategy:** Develop success measure benchmarks for the District.
- **Action:** Identify measures of success that focus on holistic growth and achievement for all Avonworth students.
- **Update:** Review findings from **Culture 360 Survey**.

## *Diversity, Equity & Inclusion*

- **Strategy:** Create a process to review, assess and communicate cultural responsiveness.
- **Action:** Conducting an Equity Audit.
- **Update:** Review findings from **Equity Audit**.

# Culture 360 Survey Background

From Johns Hopkins

- “Culture” refers to the values that shape how our students, staff, and families experience school.
- The research-based Culture 360 Survey was created by the Institute of Education Policy at Johns Hopkins University.
- The survey examines five core areas of school culture:
  - Academic Life
  - Administration and Governance
  - Communality
  - The Whole Child
  - Organizational Identity

# Conducting the Culture 360 Survey

## WHY is school culture important?

- Our overall goal is to ensure all students feel a sense of belonging.
- Research shows that a strong school culture is linked to:
  - Positive civic outcomes, such as increased political engagement and higher levels of respect.
  - Positive academic outcomes, such as increased college enrollment and more consistent workforce participation.

# Culture 360 Survey Summary

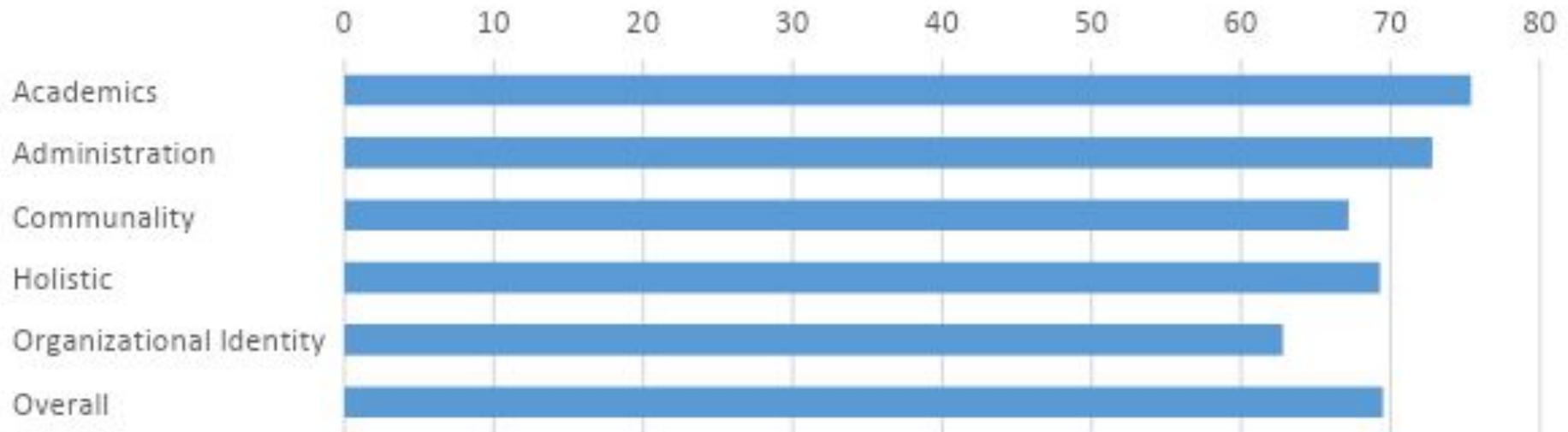
- Surveys were administered in May/June of 2021 to all stakeholders.
- Participation was voluntary and responses were confidential.
- 3,521 surveys were sent and 1,080 surveys were completed.
  - Teachers: 107
  - Administration: 3
  - Parents: 519
  - Students: 451



# **Culture 360 Survey Findings**

# Culture 360 Survey Summary Overall Findings

Avonworth School District



# Trend/Agreement - Strengths

Agreement Between	Domain; Subscale Focus Area	What does this indicate?
Students, Teachers	Communality; Racial Climate	Students of different racial/ethnic backgrounds get along and have positive interactions.
Students, Parents,	Supportive Administration & Governance; Fair & Trustworthy  Supportive Administration & Governance; Supportive Context	School governance is fair and supportive. School leaders are objective. Teachers feel valued and respected.  School Leaders actively monitor activities in the school.

# Trend/Agreement - Weaknesses

Agreement Between	Domain; Subscale Focus Area	What does this indicate?
Teachers, Parents, Administrators	Holistic Development; Justice	Ensure rules are enforced equally. Continue with the effort of creating a sense of belonging.
Students, Parents, Administrators	Communality; Wider Community Engagement	Build a better system for communicating with caregivers about student progress and challenges.
Parents, Administrators	Communality; Trust	Provide opportunities for students and teachers to connect, listen to, and value one another.
Teachers, Administrators	Organizational Identity; Understanding the District's Mission	A greater focus is needed on understanding and living the District's mission.



## **Equity Audit Findings**

# What Is Educational Equity?

Educational equity is the practice of ensuring every student has the resources, access, and opportunity they need to reach their full potential regardless of race, gender, ethnicity, language, disability, sexual orientation, family background, or family income.

# Why Is Educational Equity Important?

- Should every Avonworth student receive an equitable and excellent education?
- Should every Avonworth student have equal access to the District's programming, activities, and resources?
- Should every Avonworth student experience school in an environment that is fair, safe, and encouraging?
- Should every Avonworth student, family, and community member feel a sense of belonging?
- Should Avonworth programs, policies, and practices be fair for all students?
- Should every Avonworth student have the opportunity to maximize their achievement?

# **Avonworth School District's Equity Statement**

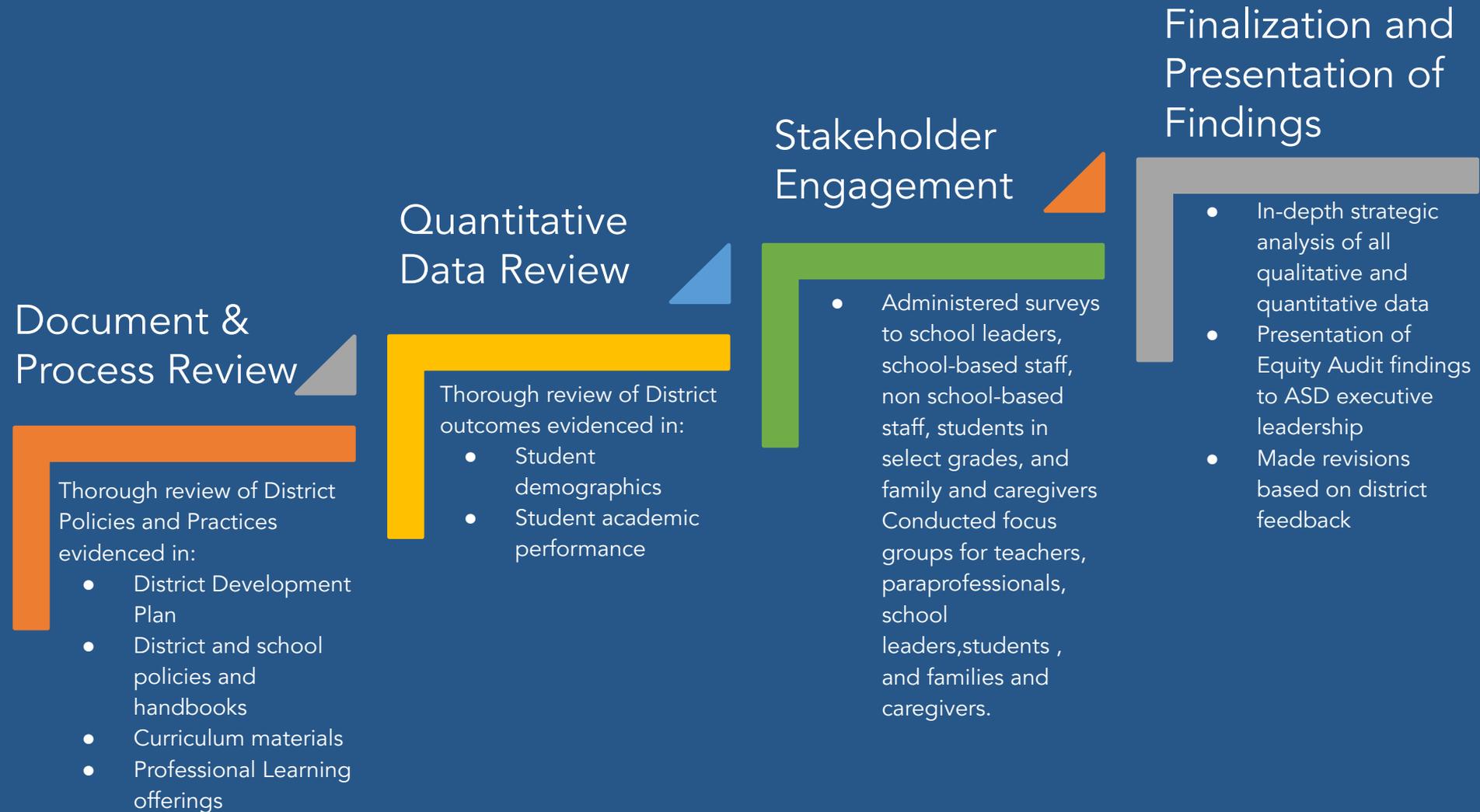
The Avonworth School District is committed to ensuring our schools are places of belonging for all members of our school community. To create a sense of belonging, Avonworth is committed to fostering an inclusive environment that understands, respects, and embraces individual differences.



# Insight Education Group Equity Framework



# Equity Audit Process



# Methodology

- Data Collection
- Surveys
- Focus Groups

# Participation

- Surveys - 505 Total Participants
- Focus Groups - 81 Total Participants

# Overall Themes in Findings

## Domain 1

## Structures, Systems & Resources

Strategic plan includes an equity goal.

DEI committee is in place but needs to be restructured.

Lack of clarity around the District's definition and vision of equity.

Pervasive sense from the majority of stakeholders, particularly white families, that they are satisfied with their experience in the district. This can also serve as a barrier towards changing current practices.

# Recommendations

## Domain 1

## Structures, Systems & Resources

Redevelop the district's Diversity, Equity, and Inclusion (DEI) Team.

Assist each school in developing a School-based Diversity Equity, and Inclusion (SDEI) Team to serve as leaders in developing equitable practices in the building.

Develop system-wide data practices that examine equitable opportunities, access, and outcomes for all students.

# Overall Themes in Findings

## Domain 2

## Culture and Community

ASD Board of Directors recognize, value and support an anti-racist climate and creating a place of belonging for all.

Not all students/staff/families have experienced a culture of belonging yet.

The District's future work needs to be focused on increasing student and staff awareness on issues of equity by examining current practices in professional development for staff, reviewing disciplinary practices and the code of conduct for students, and implementing a positive behavior support system.

# Recommendations

## Domain 2

## Culture and Community

Enlist the school community to work toward establishing a supportive community focused on equitable outcomes and inclusivity among all stakeholder groups.

Develop a system-wide, consistently implemented restorative process for development of positive behavior supports and implementation, enforcement, and reporting of disciplinary matters.

# Overall Themes in Findings

## Domain 3

## Equity in the Educator Workforce

The District is committed to attracting and retaining teachers, administrators, and staff from diverse backgrounds.

The District continues to be a part of the Digital Promise Teach of Color cohort.

# Recommendations

## Domain 3

## Equity in the Educator Workforce

Identify a senior leader to develop talent management strategies for the district. Strategies should address recruitment, retention, and development of a talent pipeline to encourage career options and advancement specific to staff of color.

# Overall Themes in Findings

## Domain 4

## Professional Learning & Personal Growth

Staff at all levels recognize the need to receive consistent and ongoing professional learning to support improvement of equitable mindsets and practices.

Some teachers feel unprepared to discuss or address issues of race.

The District has begun to provide training to the staff, and needs to continue this focus on professional learning.

Families and caregivers recognize and support the need for an ongoing investment in professional learning focused on equity.

# Recommendations

## Domain 4

## Professional Learning & Personal Growth

Develop and implement a plan for district-wide, consistently implemented professional learning, with a focus on cultural competence, for all levels of staff.

# Overall Themes in Findings

## Domain 5

## Curriculum, Instruction and Learning

Avonworth is a highly academically focused school district in which students perceive the education they receive as rigorous academic experiences.

The District has been intentional in developing curriculum, purchasing materials, and providing course options that include multiple perspectives.

Staff desire systems and structures to support them in creating a more equitable learning environment.

# Recommendations

## Domain 5

## Curriculum, Instruction and Learning

Develop or expand current curricula and instructional materials in all content areas to prioritize inclusion and equity.

Establish a district-wide culture of developmental responsiveness which ensures that the practices adults use respond to students' individual, cultural, and developmental learning needs and strengths.

# Takeaways - Assets

- The overall racial climate of the district is positive.
- Parents and students have trust in the administration.
- The District has demonstrated an effort to create a culture and systems that are equitable.
  - School Board Support
  - Strategic Plan
  - DEI Team
  - Curriculum
  - Programming
  - Professional Learning
  - Digital Promise - Teachers of Color Cohort

# Takeaways - Areas to Address

- There is a need to review discipline practices, code of conduct, etc. to ensure uniform systems and practices are in place.
- Clarity is needed with respect to the District's mission and definition/vision of equity.
- Parents/caregivers desire more communication and /or access regarding their children's progress and challenges.
- Most, but not all, feel a sense of belonging. Continue our efforts to ensure all feel a sense of belonging.
- There is a desire from stakeholders for ongoing learning growth in the area equity and inclusion.

## Next Steps

Administration will create a 3-year Action Plan that addresses the equity initiatives outlined in the Strategic Plan and the takeaways identified from the Equity Audit and 360 Culture Survey.