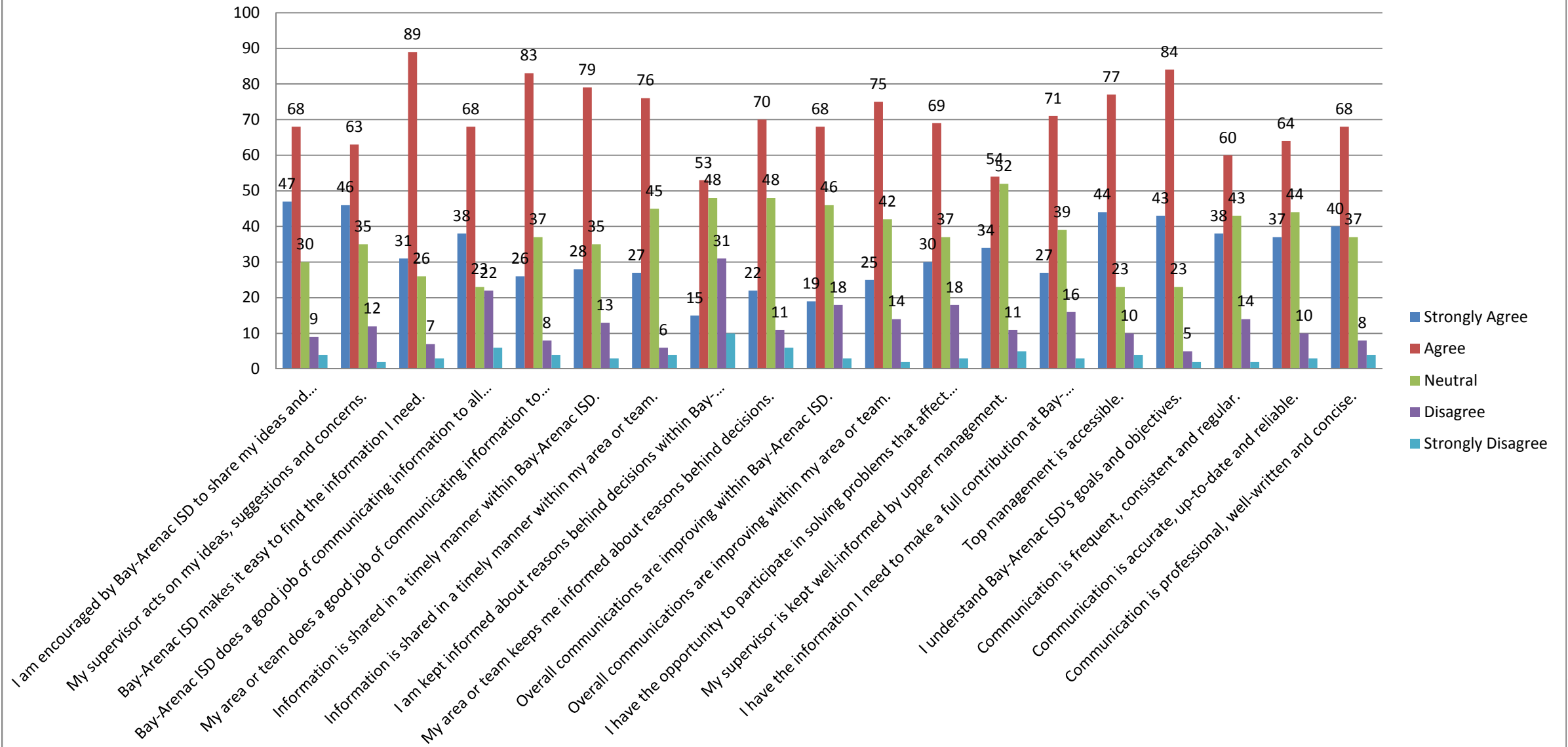


1. Indicate how much you agree or disagree with the following statements about communication at Bay-Arenac ISD:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am encouraged by Bay-Arenac ISD to share my ideas and suggestions.	47	68	30	9	4
My supervisor acts on my ideas, suggestions and concerns.	46	63	35	12	2
Bay-Arenac ISD makes it easy to find the information I need.	31	89	26	7	3
Bay-Arenac ISD does a good job of communicating information to all staff.	38	68	23	22	6
My area or team does a good job of communicating information to all Bay-Arenac ISD staff.	26	83	37	8	4
Information is shared in a timely manner within Bay-Arenac ISD.	28	79	35	13	3
Information is shared in a timely manner within my area or team.	27	76	45	6	4
I am kept informed about reasons behind decisions within Bay-Arenac ISD.	15	53	48	31	10
My area or team keeps me informed about reasons behind decisions.	22	70	48	11	6
Overall communications are improving within Bay-Arenac ISD.	19	68	46	18	3
Overall communications are improving within my area or team.	25	75	42	14	2
I have the opportunity to participate in solving problems that affect my job.	30	69	37	18	3
My supervisor is kept well-informed by upper management.	34	54	52	11	5
I have the information I need to make a full contribution at Bay-Arenac ISD.	27	71	39	16	3
Top management is accessible.	44	77	23	10	4
I understand Bay-Arenac ISD's goals and objectives.	43	84	23	5	2
Communication is frequent, consistent and regular.	38	60	43	14	2
Communication is accurate, up-to-date and reliable.	37	64	44	10	3
Communication is professional, well-written and concise.	40	68	37	8	4

Indicate how much you agree or disagree with the following statements about communication at Bay-Arenac ISD:

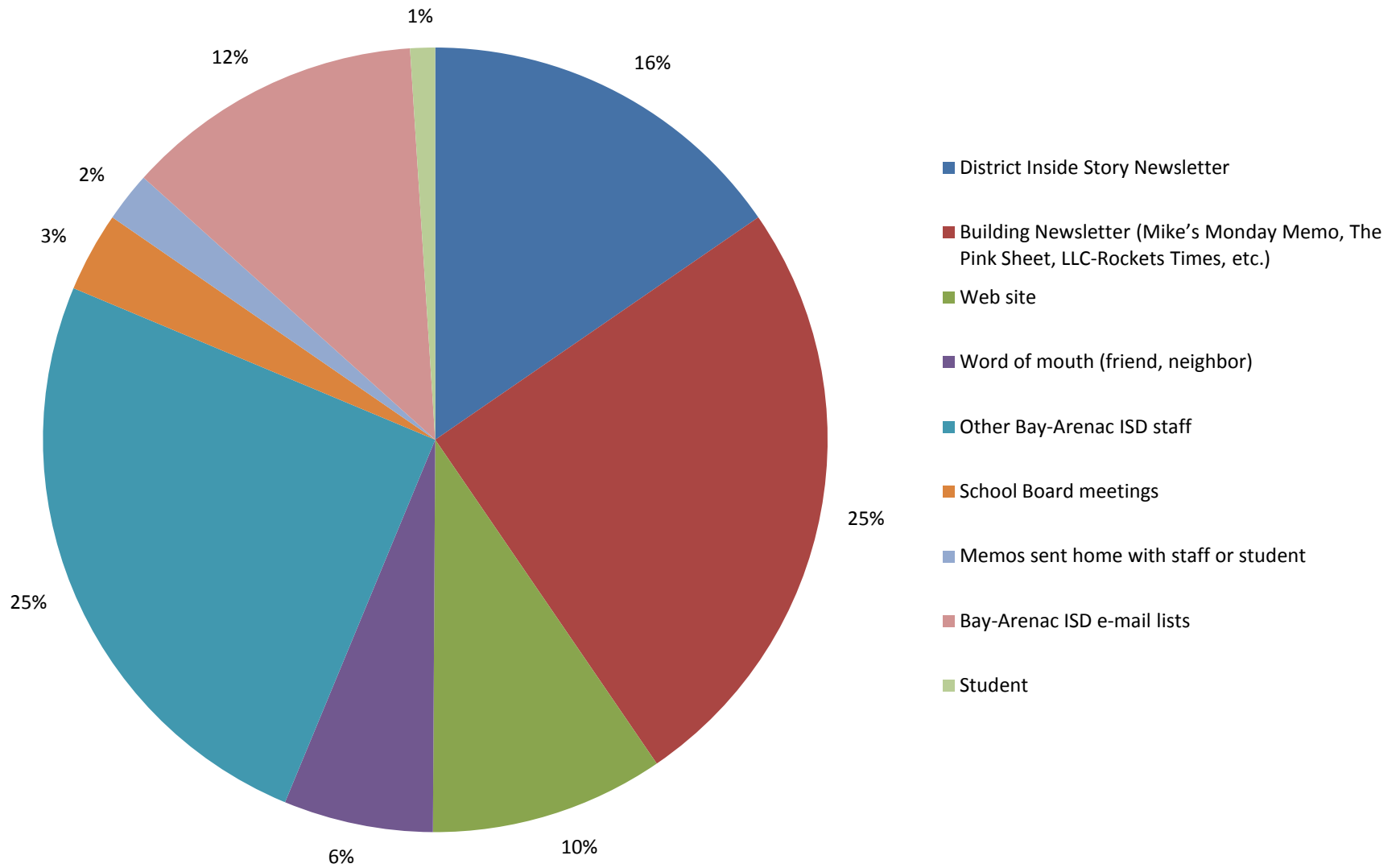


2. Where do you get most of your information about Bay-Arenac ISD (select all that apply)?

District <i>Inside Story</i> Newsletter	75
Building Newsletter (<i>Mike's Monday Memo, The Pink Sheet, LLC-Rockets Times, etc. </i>)	122
Web site	47
Word of mouth (friend, neighbor)	30
Other Bay-Arenac ISD staff	122
School Board meetings	16
Memos sent home with staff or student	10
Bay-Arenac ISD e-mail lists	60
Student	5

1 Did not answer

Where do you get most of your information about Bay-Arenac ISD (select all that apply)?



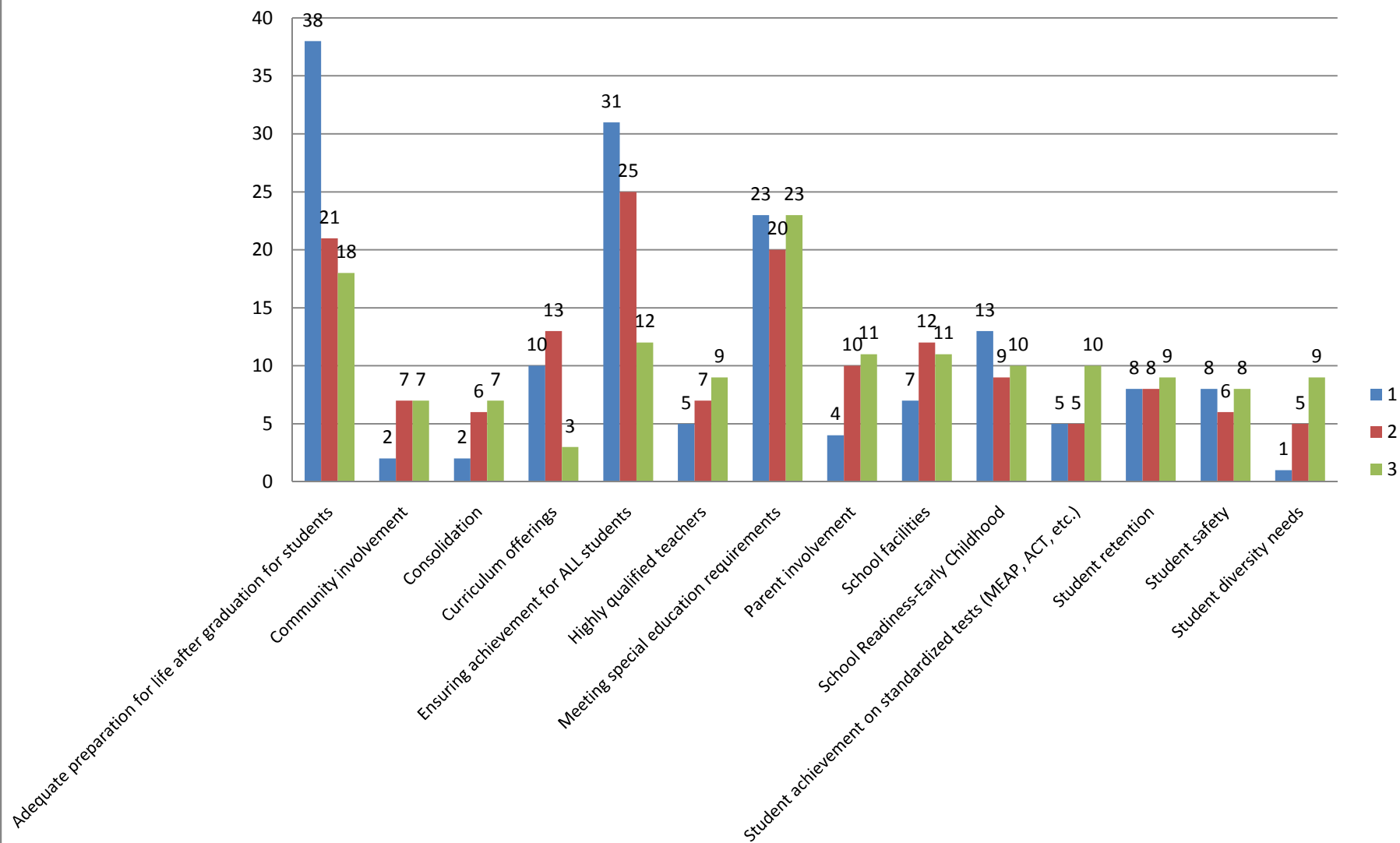
Ignoring the funding issue, what do you think are the most important issues currently facing

3. Bay-Arenac ISD? Please rank your top three (1=most important).

	1	2	3
Adequate preparation for life after graduation for students	38	21	18
Community involvement	2	7	7
Consolidation	2	6	7
Curriculum offerings	10	13	3
Ensuring achievement for ALL students	31	25	12
Highly qualified teachers	5	7	9
Meeting special education requirements	23	20	23
Parent involvement	4	10	11
School facilities	7	12	11
School Readiness-Early Childhood	13	9	10
Student achievement on standardized tests (MEAP, ACT, etc.)	5	5	10
Student retention	8	8	9
Student safety	8	6	8
Student diversity needs	1	5	9

2 Did not answer

Ignoring the funding issue, what do you think are the most important issues currently facing Bay-Arenac ISD? Please rank your top three (1=most important).



4. What other issues, not listed in question #3, are currently facing Bay-Arenac ISD?

- None
- Michigan Merit Curriculum (MMC)
- Lack of services for special education preschoolers. There is a gap of services from the infant/toddler program to kindergarten. Those students who don't qualify for ECDD, can't get into head start, and parents can't afford private preschool are left out. These students receive minimal services once exited out of toddler program. Most of them are low functioning SLI. We have a huge need for a funded SLI preschool room. Early intervention will ultimately keep special ed. student out of special ed. Isn't this one of our goals? Special Education staff are treated like second class citizens by those high up. I don't feel valued or like all my schooling means anything to Bay-Arenac. I'm not treated like a professional. It's hard to work for people who don't honor or understand the hard work you do. The focus is on other programs and actions speak louder than words.
- These were covered very well.
- Too many hands are in the pot for vocational education. They (state & local) want us to teach math, English & science, in addition you are supposed to teach over 1,100 tasks to the students. This isn't very realistic.
- Trusting staff to do their jobs.
- Lack of adequate staffing.
- Implementing state mandated programs.
- Not enough supervisor and people are not required to follow rules we make them up and do what we want. There is little consistency and it seems we care more about happenings in the business office than in the classrooms which is why we are here.
- A distinct lack of trust toward professional staff. Accountability in the workplace is essential. However, treating professional staff as though they are consistently trying to "put it to the ISD" results in significantly decreased staff morale; and quite frankly the ISD may well end up losing highly qualified professionals to other districts who treat staff more professionally. What happened to the ISD's mission and beliefs for staff treatment?
- How to prepare children and the community for jobs that don't currently exist and for futures that don't currently exist and for futures that may be global rather than regional.
- Trust issues with administration and staff. I know that we were told that the audit was not about trust, but many of us still feel that way. Also, it was very time consuming, stressful, and disruptive to have the audit, and be required to have information turned in so quickly. Disruption was the biggest problem. To be without planners, notes, etc. is very difficult. Also, I feel that we are completely under staffed in regards to school psychs, OTs, PTs, and SLPs. Especially school psychologists. From my understanding, other districts are no longer following the "test and place" model anymore. Psychs need to be more involved with intervention. Testing is still necessary, but we need to start working toward a newer model, but can't do this without the psychs. There needs to be more incentive to get more psychologists here...more pay or something! All the psychs I talk to are swamped, which is making the local districts upset. We have students with lots of needs, and they can't be in the classroom environment...which stresses teachers out...we need to do our best to support the local districts, and I don't think the shortage of psychologists is helping in the least!!!
- NA
- Less emphasis on the Career Center and more emphasis on the needs of our Special Education Students, and enough staff to implement their IEP's--i.e. OT's, PT's, SP, SW, Psych, etc.
- Trust between administration and staff.
- Staff morale and cohesion.
- NA

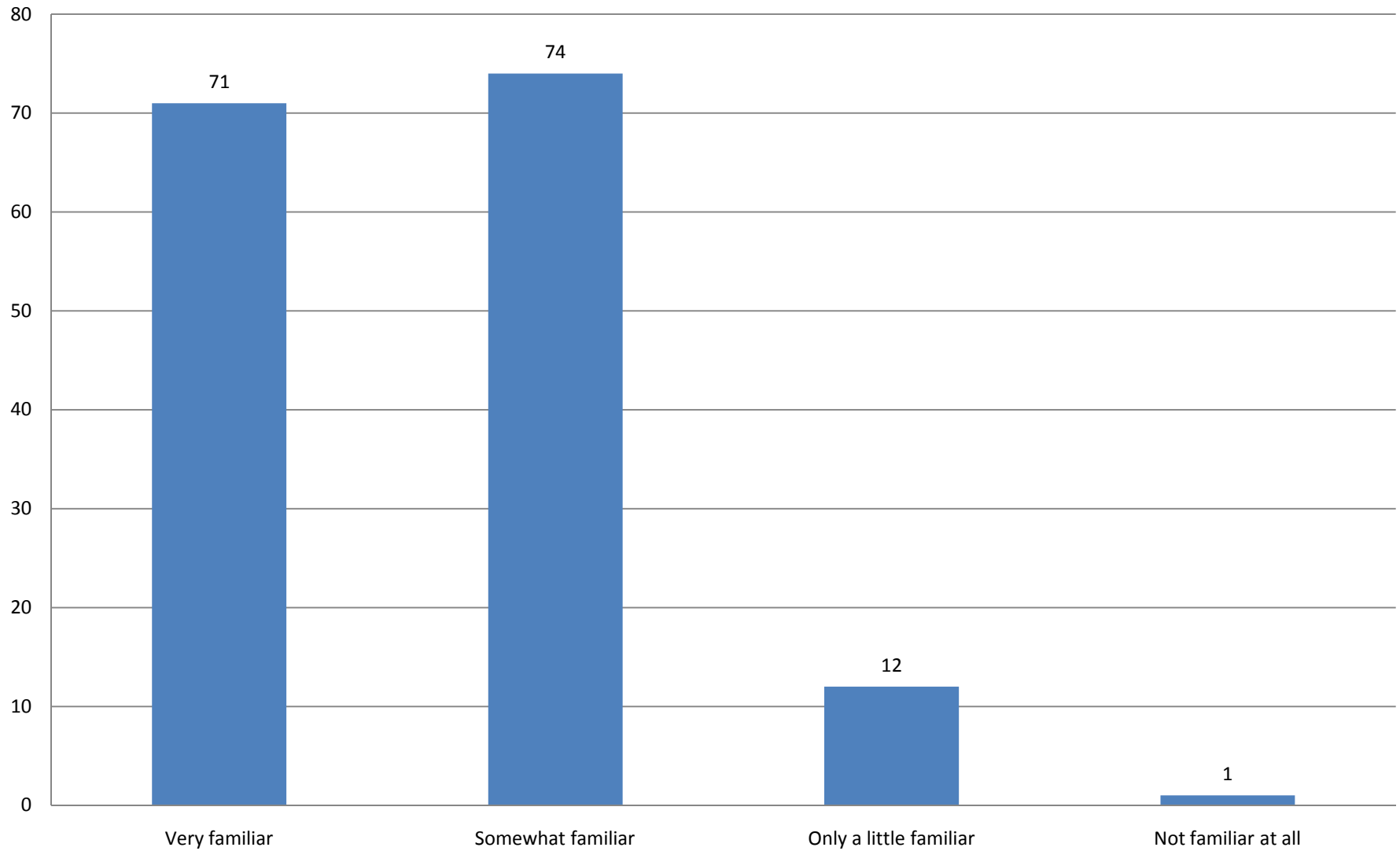
- Funding and finding innovative ways to use the money we do have wisely. I would like to see more technology for webinars live meetings using the computers and new technology. We need to make our meeting rooms consistent with the technology we have. Every room is different and we need to look at new technology to make our meeting rooms more technology savvy.
- Morale of staff due to witch hunt, lack of trust with administration, gotcha attitude of administration
- Employee morale is very low thanks to the fact that when Mr. Dewey, and other more immediate supervisors walk into a facility/classroom they come in and observe but very rarely greet the staff or say goodbye when they are leaving. While I understand the need for monitoring financial payouts the whole mileage audit was a complete farce making the staff feel mistrusted and inconvenienced!
- I think Bay-Arenac ISD is a wonderful organization. They (the entire staff) work hard to meet the needs of all children.
- MME changes and how it will affect all students.
- Standardized test and curriculum
- Student health care issues is something the district needs to develop an encompassing policy for and perhaps add it to the strategic planning team. Employee Morale Potential Federal and/or State involvement in educational decision making. Politics is politics and Education is education. Ne'er should the two meet (or maybe they should to discuss actions/needs)
- Community awareness as to what Bay-Arenac is...and has to offer besides the Career Center. Also, the career center is allowing students outside of the ISD program slots and these should be given to ISD students...even if it means increasing the amount of slots each local is given. Upper administration needs to treat all employees of the ISD equally and needs to have the same expectations when it comes to accountability.
- Students that are unable to meet the requirements of no child left behind act, are loss in their own schools. We need to bring back, more alternative programs. The no child left behind is leaving more children behind than we ever planned for!!!!!! As a tax payer I don't want anymore on the SSI or DHS roles.
- Student Accountability
- No response, at this time
- Energy use. Cost of outsourcing. Increase use of Career Center in the evening and on weekends as well as in the Summer.
- Consistent staff accountability across the entire ISD
- Economic difficulties in the state and in the school districts that we serve
- Real, timely communication between supervisors and their immediate staff.
- Students in the 12th grade who compass testing to courses at Delta requiring remediation.
- Substitute teacher office-complaints from the local staff that use it. Consistent and timely communication to all staff.
- Employee morale.
- Side effects or fall out from the Michigan Merit Curriculum requirements.

5. How familiar are you with the programs and services that the Bay-Arenac ISD provides to your local public school district and other school districts located within the Bay-Arenac ISD areas?

Very familiar	71
Somewhat familiar	74
Only a little familiar	12
Not familiar at all	1

1 Did not answer

How familiar are you with the programs and services that the Bay-Arenac
ISD provides to your local public school district and other school districts
located within the Bay-Arenac ISD areas?



Currently, the Bay-Arenac ISD the following services to your local public school districts and other districts within Bay and Arenac Counties: special education, teacher and student testing, workshops on professional development, payroll and financial services, bulk purchasing of technology equipment, printing services, computer training and technology services, substitute management services. After reading a list of the services provided to local public school

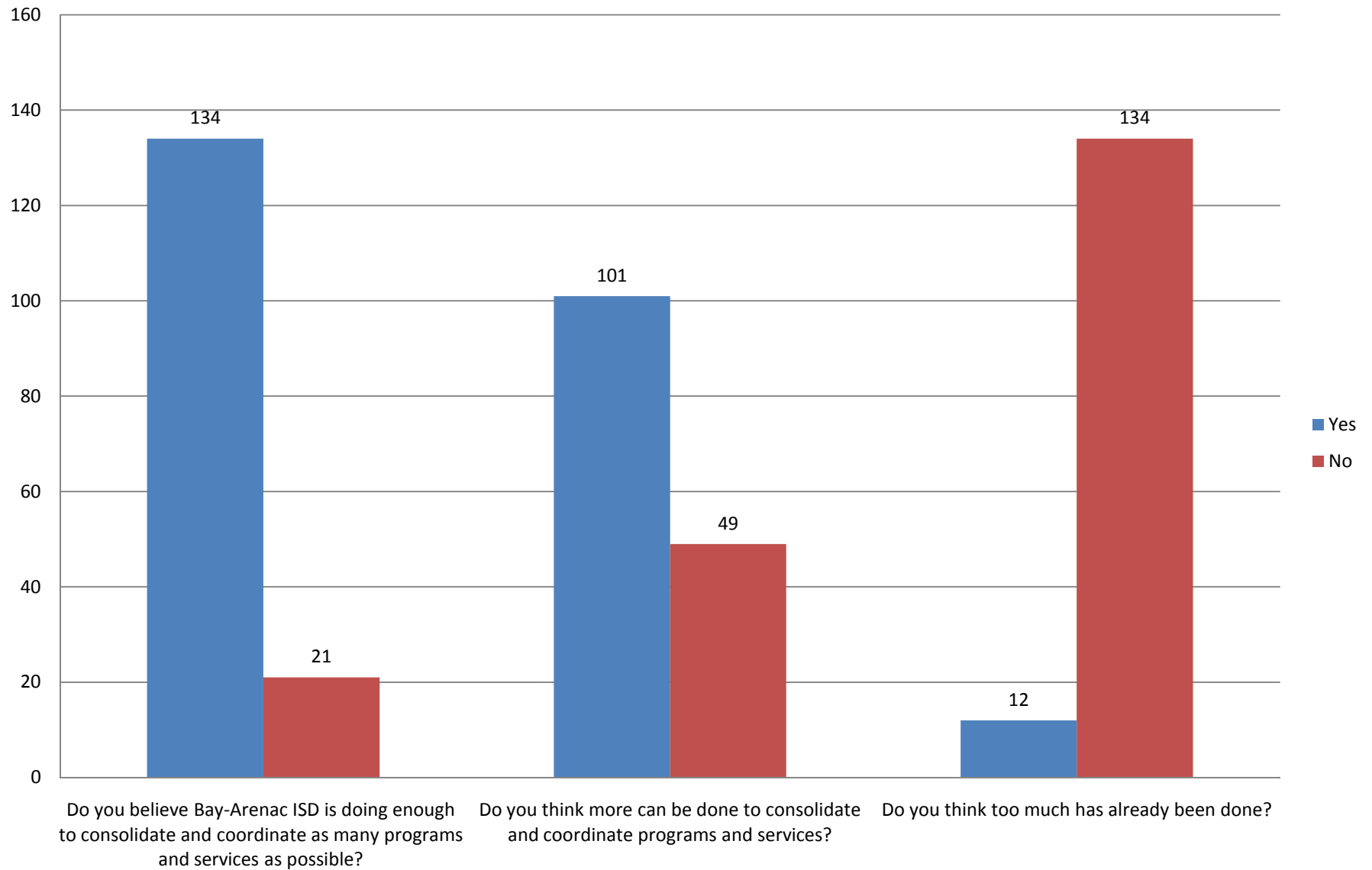
6. districts, please answer the following:

- Do you believe Bay-Arenac ISD is doing enough to consolidate and coordinate as many programs and services as possible?
- Do you think more can be done to consolidate and coordinate programs and services?
- Do you think too much has already been done?

	Yes	No	Examples
Do you believe Bay-Arenac ISD is doing enough to consolidate and coordinate as many programs and services as possible?	134	21	See Attached Sheet
Do you think more can be done to consolidate and coordinate programs and services?	101	49	
Do you think too much has already been done?	12	134	

4 Did not answer

Currently, the Bay-Arenac ISD the following services to your local public school districts and other districts within Bay and Arenac Counties: special education, teacher and student testing, workshops on professional development, payroll and financial ser



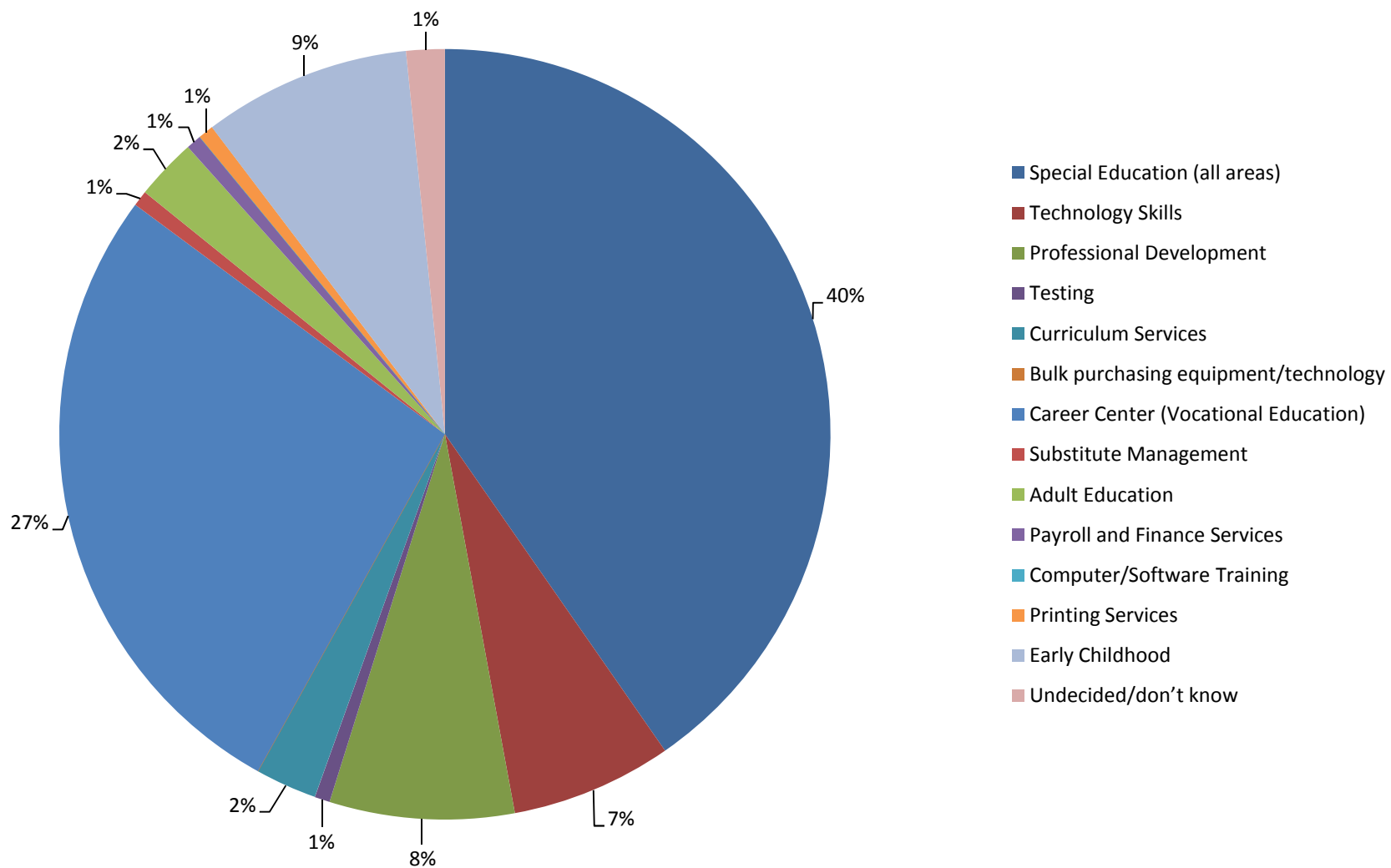
What would you say are the two (2) most important programs or services that Bay-Arenac ISD provides to your local public school district and others located within the service area of Bay-

7. Arenac ISD?

Special Education (all areas)	125
Technology Skills	21
Professional Development	24
Testing	2
Curriculum Services	8
Bulk purchasing equipment/technology	0
Career Center (Vocational Education)	84
Substitute Management	2
Adult Education	8
Payroll and Finance Services	2
Computer/Software Training	0
Printing Services	2
Early Childhood	27
Undecided/don't know	5

2 Did not answer

What would you say are the two (2) most important programs or services that Bay-Arenac ISD provides to your local public school district and others located within the service area of Bay-Arenac ISD?



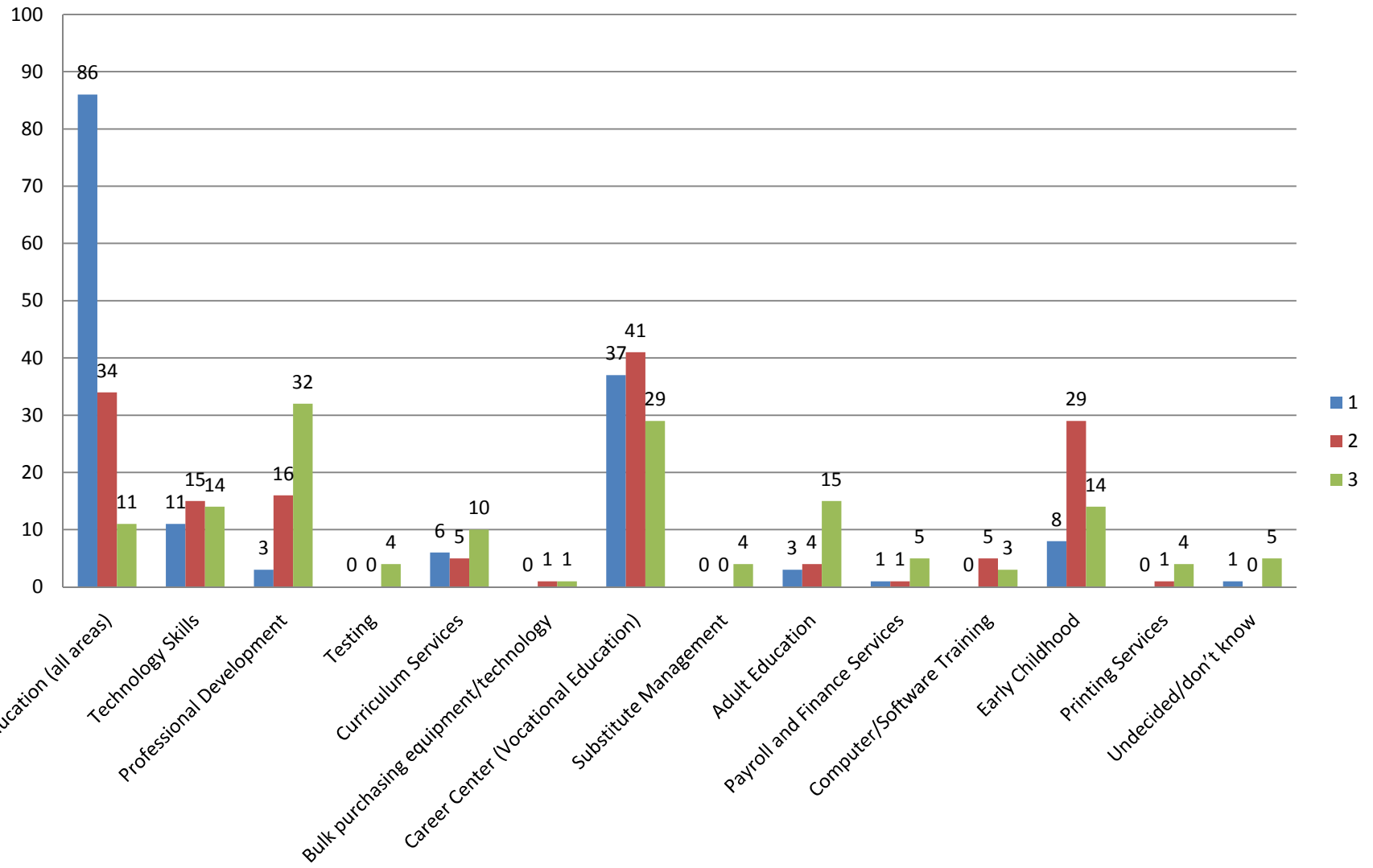
Thinking about all of the programs and services you just read in question #7, which areas would you say are the most important to the future of Bay-Arenac ISD? (Select your top three (3);

8. 1=most important).

	1	2	3
Special Education (all areas)	86	34	11
Technology Skills	11	15	14
Professional Development	3	16	32
Testing	0	0	4
Curriculum Services	6	5	10
Bulk purchasing equipment/technology	0	1	1
Career Center (Vocational Education)	37	41	29
Substitute Management	0	0	4
Adult Education	3	4	15
Payroll and Finance Services	1	1	5
Computer/Software Training	0	5	3
Early Childhood	8	29	14
Printing Services	0	1	4
Undecided/don't know	1	0	5

3 Did not answer

Thinking about all of the programs and services you just read in question #7, which areas would you say are the most important to the future of Bay-Arenac ISD? (Select your top three (3); 1=most important).

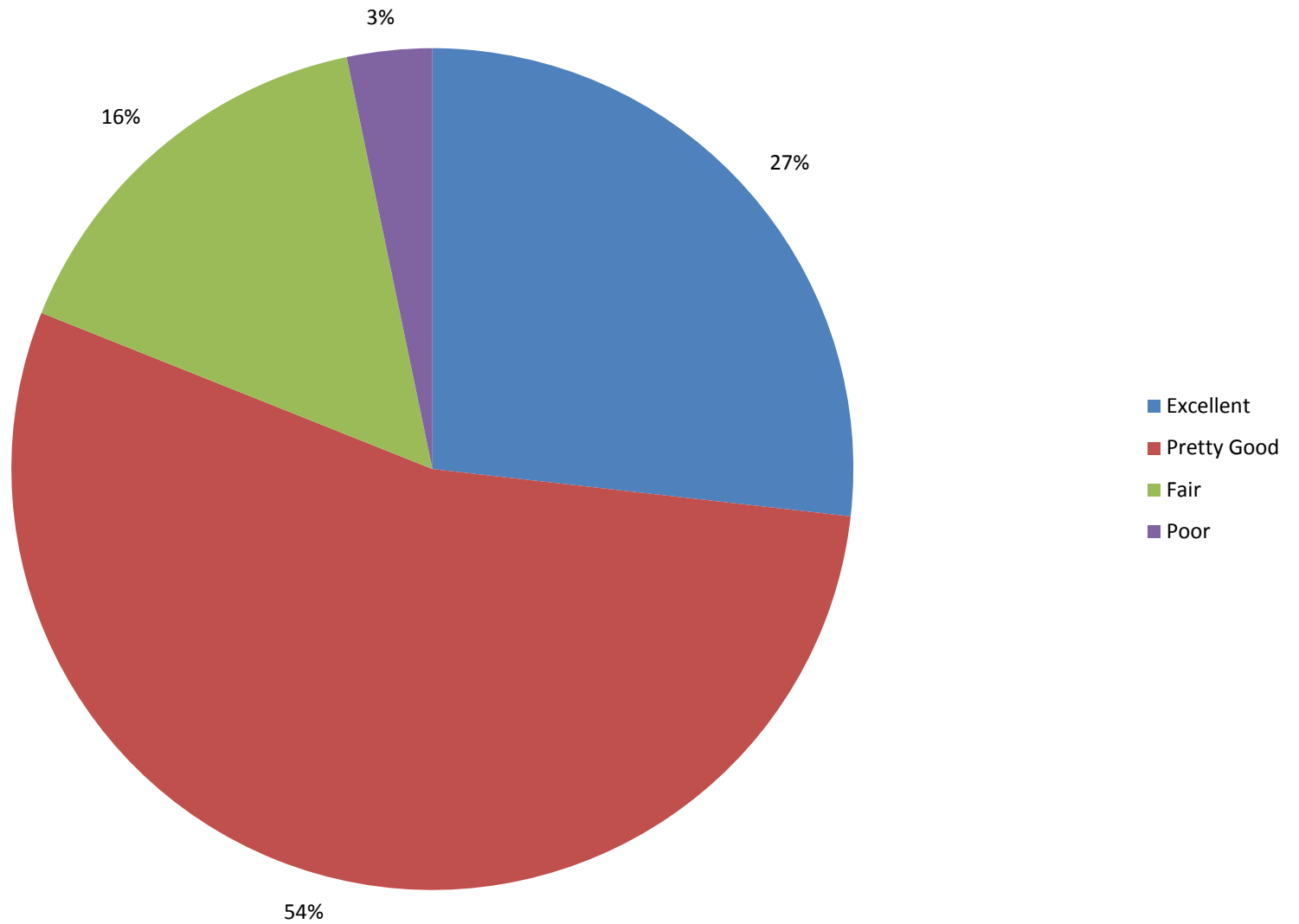


9. How would you rate the job the ISD is doing to manage the funding it receives?

Excellent	41
Pretty Good	83
Fair	24
Poor	5

6 Did not answer

How would you rate the job the ISD is doing to manage the funding it receives?



Suppose for a moment you were a school board member planning for the future. What one thing would you do to make sure students of Bay-Arenac ISD are well prepared for the future?

- Keep up the good job with student clubs
- Have more courses offered to get teacher's and staff to prepare them for what they are going to be teaching the students.
- Continue to let the students be aware of the opportunities that are available to them through community and educational resources.
- Become well versed in the MMC and any other requirements students are now required to have to graduate from high school.
- Providing skills pertaining to technology and computers.
- Allow more time for teaming. There is not enough time in the day to meet with team members to coordinate our services to provide the best we can to our students and their families.
- Hire good teachers.
- Invest in early childhood special education so these students will not have as many special education services in the future. Early intervention!
- Allow them access to websites that are more participatory, wikis and blogs allow for a wider audience to view students' work. YouTube also allows students to view
- Real life experiences in the work force
- Well educated teachers making sure their students were receiving the best possible education, even if it meant going above and beyond the scheduled 6-8 hr day.
- Determine needs for the next 15-20 years and attend to those needs. Though they are always changing, we need to think ahead and visualize what is to come, no matter how bizarre or unreal it may seem at this time. This is a global economy and communicating world. Our students need to be a part of it by learning other languages, tolerance, acceptance, and the universal languages of math and music!
- Tour the Career Center, Center based programs, and a few graduating classrooms and talk with some of this year's graduating class. Find out about their successes, hopes, and fears.
- Make sure the students are in attendance. Students can miss as many days as they want and nothing happens.
- Post-secondary
- Strengthen the professional development that local schools receive around the issue of EDPs (Educational Development Plans) and the technology tools that are available to assist students with career development (like Career Cruising). Local counselors have indicated that Bay-Arenac ISD has not provided much assistance with this (except for the students at the Career Center).
- Ability to read.
- One thing students need is significant access & practice with all types of technology and software. They need to be tech-savvy, but they also need to know how to conduct themselves responsibly in online environments. They need to be given some latitude in their online searches from school sites and equipped with the tools to make good decisions.
- Pursue more grants. Hire more secretarial staff to optimize the workflow of professional staff to maximize services.
- I would invest in early childhood with a high quality parent education piece. Research demonstrates that programs with home visiting components that are geared toward parent education on child development and family goals have an impact that is measurable for decades - both academically and financially.
- Technology!
- Survey High School teachers to gather their opinions. They are the front line people and have the best knowledge about what barriers they face to prepare students.
- Re organize to closer integrate into one entity, special ed, career center too independent from the esc. Not an organized group. All act as fiefdoms.

- Link academic material to its applicable nature.
- I would first look at school facilities. I feel that comfortable, colorful buildings - places that make employees feel happy to go to work, and make students feel good about entering the location, is the basic starting point. When people feel good about entering the work place, they are better suited to teach students (start out with a good mood) and more patient with students. Students then feel more comfortable, happy, and safe, and can therefore open their minds for learning. Secondly, I would be sure all school buildings have an area outside where students can get fresh air, run around in the grass, etc. Thirdly, I would look at waste and ways to save money on some of the costs facing the district. I see a large amount of money spent on substitute teachers and staff when 1) the sub is worthless and sits behind a desk all day or 2) the student count in the classroom is low, and an extra staff is not needed (sub could be sent home half day), etc. In that light, I would have all subs go through an interview and training process before sending them to the classroom. Interview process would help to weed out those who are not great.
- Technology. Decreasing the digital divide.
- Allocate more funds for indirect services such as curriculum and professional development.
- Focus on more special education versus the career center and its students. Special Ed generates a ton of money, and is very involved. I don't think it's recognized enough, or focused on. We often feel ignored, or don't feel our needs are met.
- Hire highly qualified staff that perform the job to the best of their ability. Also, proper training for a new employee would benefit the students as well.
- I would make sure that Special Ed students are meeting the requirements set forth by the state as well as Voc Ed students, providing the necessary staff/services to make that happen.
- Early childhood programming quality to decrease the amount of services that are required for older students due to their earlier intervention - prevention is the key!!!!
- Keep the Early Childhood programs going strong. Early Childhood education helps both students and parents prepare for their future education. We currently have many families using our services and according to surveys they are finding the programs offered very beneficial for their children.
- I think keeping the focus on helping all students learn and assisting with best practices to reach a variety of learners.
- Keep going on the current path.
- Ensuring that all students that want to attend the Career Center have the opportunity to do so.
- Encourage them to attend the Career Center.
- Money Management
- Going to college and interview skills are a must in today's day and age. I would ensure we have adequate staff on hand to help them with these must haves and the transition to come for the students.
- Our facilities are great, so I would focus on providing more technology training in many areas such as software training, training on how to use PDAs, webinars, blogs, webcams and anything new coming through that will be used by the students and staff.
- In-service for staff
- More simulated job training opportunities and education/counseling on how government supported subsidy is not the answer for at risk students and families.
- Provide appropriate in-service/professional development to staff, not just give days for PD without providing any structured activities.
- The one thing I would do to make sure students are prepared for the future, would be more social interaction among the Communities/Public Schools for SEI programs. Allow SEI students to participate within a social setting on a regular basis.
- Safeguard current programs that prepare students in those careers that are projected to be important in the economy and anticipate others as they evolve. (Great job on the Health wing)

- I think one of the most important things in preparing students for the future is parent involvement. More programs to get parents involved in their child's academics. Students are influenced by their parents more than many of them are aware of. It is very important for parents to care and be involved in their student's school life.
- Take a serious look at what the future may need and coordinate services to meet those needs.
- Consider attendance policies that communicate the importance of good attendance to both parents and students (more strict) - unless documented health reason.
- I would make sure all students have the opportunity to learn and to take the classes that are important to them. Maybe an exploration day for students that are truly interested to get the hands on approach for that class.
- Continue to provide the very best education that is possible!
- Career Center

- More student responsibilities for their own actions.
- I would want the staff to be informed and trained in research-based reading programs. The Language! Program is one such program that includes assessments to indicate mastery of a particular skill or skills. This program allows the teacher to know exactly what the strengths and weaknesses are for each child.
- Life skills
- Money/Income Management
- Integration into their community.
- In the short term I would pull files randomly from students in the middle & high schools, go to the school and interview the student, asking pointed questions about their future plans and checking them to be sure they can read, do math, and comprehend both verbal and written forms of communication (basically follow a student for a day to see what their life is like typically). This practice should not be limited to students who are in the top half of their class, rather, it should be geared toward the lower performances to see if they know the material we are graduating them with or if they have been passed along (because all districts have their issues with it.)
- Increase the services that would increase the success of skills necessary to transition into either further skills, or a job placement. The Career Center no longer focuses on job development. The focus of the counselors used to be in finding jobs not marketing the Career Center. The job development position for Arenac County no longer exists. Does a Career Center staff spend time in Arenac County? The Special Education department used to have staff that focused totally on job development for students. That staff was cut.
- Student Achievement.
- Ensure that we continue to have visionary leaders who understand the emerging trends of a global society.
- First of all, I would visit as many educational sites as possible. I would employees at all levels and take their information and experiences seriously and sincerely. Secondly, I would randomly select parents/guardians (if appropriate) and field their concerns and/or suggestions. An informed board member is essential-----seeing is believing!
- Future vocation that the student will have to pursue.
- Ensure each student had an IDP.
- More programs to meet the needs of students that are not special education, but still unable to meet the requirement put on them, with the no child left behind act.
- A way to make a living and pay taxes.
- I would further promote mentorships and internships. An hour in the "real world" provides valuable insight and encourages strong work habits. This also allows the community to embrace our educational system and in the process become more aware of our services and importance.
- Ensure every senior is registered for college.
- Ensuring that there are enough support services and wrap-around services to ensure that all students receive a high school diploma, if they are not cognitively impaired.
- I would emphasize the early childhood and career center.
- How important CTE is to the future of students.
- Maintain an excellent staff.
- Curriculum and instruction are aligned to meet new graduation requirements.
- Make sure graduation is achievable for all students by offering multiple credit recovery options.
- Make sure that all students can read proficiently and are able to locate information that they need.
- All students need to know what jobs will be available after graduation from college to be able to plan a career.
- Post-secondary education.

- Understand all the types of services provided. I don't think the board has a good understanding of the diversity of jobs and job requirements throughout the ISD. It seems that the majority of their focus is on the Career Center.
- I would make sure that they are aware of and ready for the tough economic times in the real world.
- Early intervention.
- Help them be successful in the new Michigan Merit Curriculum.
- Develop methods or resources that will increase parent involvement, creating partnerships with school and parents.

11. How can Bay-Arenac ISD improve its internal communications?

- None
- I think by having our supervisor's come in our building at least once a week to discuss any concerns in the class and/or throughout the ISD. I feel we aren't involved until the decisions are already made and our opinions aren't taken outside of the room.
- Continue with the newsletters, etc.
- Make access to computers in the classroom more assessable to all ISD persons in the classroom. Currently one must log off in order for another to go on otherwise the next can't log on. Too many passwords to get through to get email.
- Providing time slots for people to talk with their administrators if there are any problems that need to be addressed.
- Have some communications on line.
- Have the rules be consistent for all employees. What one supervisor allows for one person should be allowed for everyone. It shouldn't depend on who your supervisor is. It's hard to work when you know some people are favored more than others. Also mistreatment of females (the good old boys club).
- Set up an anonymous email box for suggestions.
- It is very good
- One-on-one communication, meetings, postings. Communication is essential!!!!!!!!!!!!
- More personal, and more exchanges between buildings.
- Supervisors should take some time to observe classroom dynamics and strife's.
- Notify people what is expected in advance and give guidance, support and training. Don't just tell us something is due and when asked for help the people wanting information or forms haven't a clue how to do it themselves.
- Enhance the web-site
- Internal communication is excellent.
- Trust.
- I found several ambiguous questions in this survey. How would I know how well my supervisor is informed, just to mention one. I believe that the use of e-mail takes all of the personal contact out of communication and often leads to misinterpretation of the communication between the upper administration and the employees. I feel that a few more "staff meetings" when there are issues would be advantageous to everyone.
- I consider the internal communications good.
- I perceive that management does not care about nor wants to hear what is happening on the "front lines". Have more supervisors and secretarial staff.
- It is difficult in special education to meet with staff because they are in many different locations, but the face-to-face communication is truly invaluable. I believe that more supervisors are needed in special education to allow for more frequent communication.
- Unsure.....email, mailing to home address, share minutes of leadership meetings.
- Quit talking down to employees...many good ideas are available from staff who have excellent input...get away from the not invented here syndrome...if it isn't a director's idea...it has no merit.
- An automated phone call system in case of emergency or snow day.
- Be honest. Be up front. Alert staff BEFORE changes occur. Listen to employee suggestions (and really think about implementation). What about a twice yearly "update" meeting with all staff? Mike talks to all of us at the start of the year, but what about half-way through the year? How about an anonymous suggestion box? The administration could take the time to read the suggestions/comments placed in the box and then comment on the suggestions during the twice yearly meetings.
- Get staff information in a timely manner. Unfortunately not all ancillary staff in the LEA's have access to computers thus do not receive information as quickly as do those who have daily access.

- Develop cross-department teams to expose different disciplines to the work of others, i.e., the strategic plan and N.C.A. brought together various disciplines representing career ed., special ed., and general ed. Structure opening day activities in a way that continues the theme of individual instruction, understanding poverty, continuous improvement, or defining what the future BAISD will look like. Encourage all administrators to visit program sites to learn about the work they do.
- Internally, communication needs to start with a staff member's direct supervisor. It's hard to know what's going on if the direct supervisor is never around.
- Have more Special Education Supervisors so that we have access to them. All they are able to do is run around and put out fires.
- Overall communications through the Inside Story and Mike's Monday Memo are fine. Would like to see improved communication including: new staff orientation, specific special ed orientation for new staff and staff new to their current positions; also the Mentoring program needs to be improved and more time allotted to those staff who are mentoring new staff. Also, more communication from the supervisors to their itinerant staff-i.e. Monthly or Bi-Monthly itinerant meeting to keep abreast of changes within IDEIA, new state regulations, or communication between ISD and the locals, etc.
- Ensure everyone is on the appropriate email lists.
- I think the monthly staff meetings and weekly memos do a great job with internal communications.
- No suggestions
- More emails and continue to use less paper.
- Fireside chat with Mr. Dewey.
- Most employees have never been given an orientation nor are rules in place but are then reprimanded for not following protocol when none was in place. Poor communication, manipulation of the truth by administration. I am not sure how the administration can improve when they do not acknowledge there is a problem.
- Mike's memo is helpful/good - What about opening up some kind of 'chat room' type of website that would let the employees communicate needs, ideas, etc. to build a stronger team. Not just top to bottom communication but something more lateral - staff meetings between disciplines only doesn't always meet the communication needs.
- I think that yearly workshops to refresh secretaries on account numbers, budgeting, purchase orders, etc. would help the communication flow and would also cut down on a ton of corrections that are needed when things are done wrong in the first place. Also, I think a photo gallery of ISD staff would be very beneficial. With so many employees and having them all spread so far apart, there are many people working here that don't even know half of their co-workers.
- By actually talking to staff rather than letting info funnel down from the local districts. Case in point, administrators in a local district informed us we were now to sign in and out of all buildings - they had been instructed so by ISD administration - and NO direct communication was given to our own staff.
- I think we do a lot of good communication now with all of our staff. But maybe looking at keeping our internal communication short and concise all the while looking professional.
- Memos, emails and meetings
- It is fine.
- Provide information through memos and give opportunity for people to hear info personally if they would like via short informational meetings...giving people the opportunity to stay and ask questions if the need arises, but not make them mandatory.
- Internal Communication could be improved by treating Teachers and Support Staff as Team Players when it comes to the students within the classroom in which the Team is implemented. All adults that interact with these students should be part of helping these students succeed at having a future.
- Be honest and sincere. Communicate information in a timely fashion.
- Ensure managers and supervisors have good human relations skills and use them to ensure all employees feel comfortable sharing concerns and ideas.

- Keep doing what you are doing. You are the best!
- Continue surveys like this, but be sure to follow up with results and action plans.
- It can provide the administration and staff with the same memo's and or a summary of them so that everyone knows what has been shared.
- Telephone messages that could be transferred to our email box when we are in or out of office.
- When issues arise they should be addressed through supervisors immediately to try to stop rumors and speculation. Not addressing rumors or issues directly allows situations to fester and false information to be passed through employees and community members. It creates feelings of mistrust, dissatisfaction, employees to not feel valued or as though they are not being treated as professionals and confusion about expectations. I believe it shows respect to employees to acknowledge issues, changes or investigations even if details can't be shared.
- By offering all members of the BAISD a voice.
- Hire another special education supervisor so that our ONE full time supervisor has time to breathe and speak with their secretary(ies). It is very difficult to communicate when all you can do is email or leave voice mails because your supervisor is so thinly spread all over the place. One supervisor, over or near 300 students (which means at least that many IEPs) in several locations (as in more than three), and all the last minute meetings, retreats, scheduled meetings, and other responsibilities (strategic plan team, director mtgs., ALT, ISD Board mtgs., etc.). Talk to people. Most people fear upper administration - it is human nature. Listen to people actively. Follow up with a phone call or visit. Email is very impersonal and people read your words with their own emotions, and that skews the intent of your email. Clear and concise = Short and abrupt = rude; yes, I hear it frequently.
- Keep up the communication through the internet. Make sure staff is using their computers for communication. Return to total staff meetings with major departments more than once a year. At the beginning of the year we need to go over policies that effect everyone. Not just hand washing and sexual harassment.
- Communications not so generalized.
- A possible list serve or bulletin board (electronic) where staff can post questions anonymously and receive feedback from the superintendent or board or other administrators.
- By not using a patriarchal management style. Communicate without hidden agendas. We are educated people and can smell bovine feces when it happens.
- Ask for input and consider other ideas.
- Don't do things on the sly. Communicate up front before they are done.
- I feel doing well.
- Have Directors be up front and forth right in their communication to staff.
- It just seems things are always very "up in the air". I don't believe anything until it happens and that seems to be at the last minute. For example, classrooms coming from Jefferson to Washington. We should have this set in stone prior to the end of the year so the staffing of those classrooms can be looked at before fall. Instead, what has happened in the past, is we get to work in the Fall and the surprises are immense. Consequently, a schedule for these students that are involved, is not set until the middle or end of September. This is very ineffective.
- I believe that our communication system is top of the line. Mike's Monday Memo addresses all of our concerns. I am very pleased with this informational avenue.
- More large group meetings where we are able to hear about ISD wide issues, not just issues related to our building. It is helpful to see the big picture and impacts are usually reciprocal in many areas.
- The supervisors could communicate via e-mail on a regular basis to itinerant staff.
- Already does an excellent job.
- Consistency. Things change on an ongoing basis and what one department was told may change by the time another department is informed...go back and make sure all changes are communicated consistently.

- I think Mike's Monday Memo and the Career Center Pink Sheets are effective communication tools .
- The only issue I've had regarding communications happened this school year. Staff affected by changes (for example - when school psychologists are changed as to the districts they serve) need to be informed of the changes. I had several re-evaluations that ended up being overdue even though I notified the school psychologist two months early, because the school psychologists were changed twice. I was not informed that they had been changed. I had to keep informing each new person of the special circumstances of these re-evaluations. The information was not passed on to the new psychologist. I was only informed the last time and had to stumble on the information.
- More trust - less fear and grapevine information.
- Monthly cluster meetings for programs at the career center to promote teamwork and sharing of projects. For example documentation for articulation agreements.
- Be consistent in what they communicate.
- By being able to provide answers to staff questions.
- More site based/program based decisions on budgets.
- Face-to-face communication is important. Please keep the monthly meetings.

12. Describe communication best practices or examples that you've observed that would help Bay-Arenac ISD.

- Student clubs
- Unsure. BAISD is doing a good job keeping its employees informed.
- Trust and empathetic listening.
- Consistency in funding with all programs.
- To increase incentive to read memos, have a crossword/word game to answer and win a prize.
- A mixer at the beginning of the year where everyone has an opportunity to meet people they don't know well during a social event.
- Staff Meetings and follow ups with staff individually.
- Bay-Arenac ISD does not have a newsletter that reaches each and every educator, Board member, and key contacts in local agencies. Other ISDs have such communications that serve to increase the awareness of what the ISD does and how ISD services meet the needs of schools and students.
- Have a better supervisor/secretary to employee ratio.
- I also think that administrators should have wireless handheld devices, i.e. blackberrys. When monitoring staff in 11 locations it is hard to get back to the office to check email and give someone an answer they're waiting for. This would help ensure quicker communication.
- Allowing more time for individual team planning...non-IEP type meetings with your team for problem solving, planning, development. Peer reviews - for ensuring quality assurance.
- More administrative time to work through front line issues with staff; everyone seems stretched with no time to help resolve problems. Staff meetings.
- An automated system that can be used by teachers to call parents and notify students about upcoming tests or projects.
- Mike's Monday Memo is great. I think there could be more information on the website (and how about pictures of actual BAISD students/staff?). The personal cards that Mike sends for birthdays and other random times are great. Nice that Mike takes the time to let us know we're appreciated. It would be nice if the Board Members had any idea about what the Special Education program looks like. I remember seeing only one Board Member in our building (and he took the time to learn staff names) and unfortunately, he's no longer on the Board. It would also be nice for Board Members to attend the Special Education Graduation.
- One of the examples exists at BAISD. The career center committees, Mike Rivard's Tuesday staff meetings, relevant speakers that support the integration of academics in vocational education. Determine relevant literature/periodicals that support a number of areas of interest for this ISD and circulate them via the email system. It doesn't have to be education based, i.e., Listen, listen, listen objectively to the thoughts of others. Mike began the process when he first came to BAISD. I think this would be something to revisit should there be specific issues to address.
- Supervisors need to keep their staff in the loop of what's going on. Also, it would be nice if supervisors would acknowledge extra effort put into certain tasks. Which, is hard to observe if they are never present.
- Not sure
- We are already better than most on our communication!
- Loved the idea of the 'all district' conference at SVSU - I believe a lot of people did not feel the topic/presenter was helpful but the concept was awesome.
- I think that Mike's Monday Memo is an excellent communication piece. I also know Mike is always available to talk with, if needed. I don't know what else could be better than that.
- Dow Chemical - using new technology for meetings, so people do not have to drive long distances for meetings and training events that we provide.
- Suggestion box.
- Gossip word of mouth??

- I found that communication about programs changing or moving sometimes helps ease the transition for the students the following year. In previous years we had a classroom change teachers and locations, and we found that the students that we told about the move in advance had a easier time transitioning into the new environment than those that we were not able to notify the year prior. Open communication with our students about their programs future the following year helps.
- No Comment.
- BRIEF staff meetings at the start of a day to communicate significant changes or concerns within the organization.
- An article in Time Magazine reported a study of communication styles, reasons for misinterpretations, and the like. The foremost result of the study was that it didn't matter what the request or how absurd it was, people allowed absurdities ("Is it ok if I cut in front of you because I have to make a copy" to a line of people waiting to make a copy) when the word "because" was incorporated. The percentage of allowance/permission/agreement was staggering! I hear a lot of "why don't they" and "they could have", but I only hear "because" consistently from three people. I think it would greatly diffuse a lot of frustrated staff and make us appear a little more friendly to the general public.
- Monday Memo works well for me.
- Communication must always be a two-way street. The more informed the staff members are, the more they may understand the reason behind certain decisions. I think the ISD is VERY transparent in their operations and communications!
- Be completely honest. This is not a consistent practice at BAISD.
- Give the employees enough time to implement new rules and not add stress to employees.
- Let other people have a say in some of the decisions that are made, especially when it concerns them or their job.
- Parent groups meeting with superintendent, student groups meet with administration.
- Dr. Bob Fall is a perfect example of how it should be done. He does it in a timely manner and does what needs to be done in order to find out your concerns or questions. He speaks to staff with respect, and addresses your concerns and questions, forth right.
- Direct e-mail with supervisors.
- Emails and staff meetings.
- The monthly memos are good, but not always read by everyone. Perhaps a bi-monthly ISD wide staff meeting--just a 30-45 minute recap of events/issues our ISD is facing in general.
- I can not think of any at this time.
- Inside Story, Mr. Dewey meeting with staff often. Not just scheduled meetings but informally.
- Email is a great means of communicating; adds confidence for the reader if someone is willing to put it in writing. All staff should be held accountable for reading their email and there should be some kind of consequence (in their evaluation?) for not.
- I like the Monday memo and the mass e-mails are effective.
- All companies have staff that is hired and fired - it does not need to be a secret - lessons need to be learned from successful and unsuccessful employees.
- Written orientation for new employees specific to the site at which they are working - even for such mundane things as the workday/lunch times.
- I believe that joint projects between staff always produce higher outcomes.
- Communication is always difficult but the consistency of what is said needs to be across all disciplines. E-mail is best as those who are in Northern Districts do not have a daily mail service.
- Use the internet and our email as a communication device. Allowing Bay-Arenac ISD to be more approachable to the outside public.
- E-mail system and monthly newsletters work well for me.

13. What topics should be communicated across the entire organization?

- Student clubs
- Community Health issues. Internal changes that may or may not affect employees prior to making them public.
- Working together to deal with problems/issues.
- Bragging about Special Education programs instead of always about the Career Center. For administration to understand what special educators and related staff do. Sending the information to the little people instead of to supervisors all the time.
- Mutual respect for everyone, regardless of their job title or status. (Some ISS are talked down to). It would be nice to see more administrators visit school buildings to see student achievement and to make informed decisions about school policies.
- Everything.
- Best practices, improvement plans, and professional developments.
- Finance, description of what people do and are doing for students/ISD/community.
- Financial
- The Inside Story provides the information across departments that can be helpful for providing referrals and support interdepartmentally. Mike's Monday Memo has a "hometown feel" that is good for staff - birthday announcements and what not. I think the bases are covered.
- Rules - ISD unwritten "rules". New employees need more education on filling out spec. ed. paperwork.
- Long range planning issues...strategic planning goals...staffing plans/changes
- Discipline and Finance issues. Anything else that even remotely effects student achievement.
- Changes in staffing. Changes in scheduling. Budgetary issues (maybe ask staff for help in ways to save money. I'll bet some could give all of you some great ideas.)
- Anything that impacts staff.
- Those that impact the district + or -.
- A need for staff, not cuts. Again, school psychs in particular.
- Info that applies to everybody--i.e. payroll, calendar, etc.
- Not sure
- Department collaborations, funding updates.
- Financial and budget status of the ISD. Budget projections for the future.
- Budget...Programs and Services...Accountability Standards...Positive Impact on Community, Schools, and Students.
- Retirement, Health Care, updates on different programs they are not related to, etc.
- State new on what is happening in the area of education. Our superintendent does this quite well now, but we need to keep sharing this information.
- Expectations of staff, professional development.
- Gossip should be nipped in the bud when there is credence put to it. A member was placed on administrative leave and then there was no follow up. An audit occurred requesting "sped cooperation" and then there was not timely follow up as to who, what, why or when with regard to the rationale behind completing the audit. The audit only singled out traveling sp ed, not from the BACC or within other disciplines. Communication should have occurred personally at the beginning for those who would have wanted to attend, with on going communication. Materials were attained 2-16 with the idea the process would be quick, with four days, and people are still receiving their original materials today 4-9.

- Financial topics, how to access Grants for classrooms, Grants available for particular programs. Yearly evaluations on Classroom productivity for the students. Recognition for students who worked hard at a goal and surpassed or met their goal, same as a general ed class, but with different ways of recognition instead of honor roll, how about a 3-6 week success goal work completion, behavior management, anything to boost self esteem and not feel like they are lost in the system and they know they are part of a school district not just 1 single program.
- Changes in school law, special education law.
- The importance of following procedure and making sure all staff, such as regular education, are familiar with rules and regulations and procedures for special education referrals and other issues.
- State topics...currently staff in other buildings that do not attend staff meetings at the ESC building do not hear the messages from Mike if they are at other buildings. (I guess that means that they will not be as depressed as at the ESC building) :) Another 3 silo situation.
- Changes in expectations for employees re. documentation. Changes in staff members mid-year.
- Cultural competency, community integration.
- 1. Funding changes or the potential--in layman's terms with access to the legal jargon. 2. Pending changes and implemented changes in departmental procedures--we all work together so a change in the tech department affects special ed and every other department, just as a change in the business office would affect virtually every other department in the district and perhaps at least some of the locals. 3. Staff reassignments. Not that we would all remember, but if it is in writing... 4. I would like a copy of my job description. I understand it won't be updated until I leave--as fast as our positions/duties change, it is a shame our job descriptions don't reflect what we really do (only what was expected of us 20-30 years ago).
- Maybe communicating how each department is run and process...I think maybe we could highlight one area once a month? Also, the roles of each administrator for example, human resources, business office, maintenance, instructional services, etc.
- Procedures, new policies, staff updates.
- Funding, enrollment, student success, and maybe make the board packets available for review on line and not just to the administrators if appropriate.
- Integrity, straight forwardness, information albeit intimidation. Being sincere and not fake is the cornerstone of any successful organization. Trust is the first thing to go and the last to regain.
- Everything that has got to do with kids and employees.
- Budget, issues affecting staff, professional development opportunities, news related to programs.
- Budgets, cut backs, changes in laws and requirements, staff concerns, personal, family news.
- Programs available to our students.
- Job cuts, future outlook.
- See previous...big picture is helpful tone personally. For teachers, they many have another option.
- I think this has been handled well.
- Cost of services. Cost of equipment. Cost of benefits. Lets staff know the overall picture.
- Appropriate topics are currently being communicated.
- Legislative updates, financial updates, and anything else that impacts the entire organization.
- Staff changes that affect the districts that we serve and our ability to do our job.
- Changes in staff in timely manner. Changes in policies at the beginning of a school year - not in the middle. Interruptions in phone or computer services.
- Sharing curriculum ideas within the Career Center.
- Policy and changes in policy. Schedules.
- Staff members may not be aware of all of the services that Bay-Arenac ISD provides internally and externally.
- State and local happenings.

14. Please provide any comments/suggestions/feedback for the Bay-Arenac ISD Communications Team.

- Student clubs have made this place the best in Michigan, super for students, jobs and advancement.
- As a person who works in a classroom I feel we are the last to know about what is happening in our room. When new students are being transferred we are always the last to know. It isn't discussed and when they do come our opinion whether they belong or not doesn't seem like it's taken seriously.
- Keep up the good work!
- None at this time.
- Keep trying. You're doing a good job!!
- Keep up the good work.
- Really take a look at staff dynamics and teamwork, a few bad apples make the job stressful and more difficult for their coworkers.
- New employee expectations.
- The attitudes of directors to employees has created a very poisonous atmosphere. Look at the number of directors to the number of employees. Look at the pay raises given to administrators compared to support staff.
- Again, be honest, open, and timely.
- Rotate members.
- Figure out how to get more staff on board. Most itinerant staff are currently being overworked...
- Would like to see more communication within the Special Ed Dept.--meeting with all itinerant staff, issues that come up in the local districts that affect our staff, etc. Also, continue to meet within our discipline with our Supervisor...that has helped tremendously.
- Not sure
- The morale is the lowest I have ever seen for years in this organization. There is no trust due to manipulation of the truth to employees. Many employees of long standing are considering employment elsewhere.
- They are doing a great job.
- Better timely communication. Does not have to be in detail, however, when info is being spread give it out accurately so as to not make employees feel like they are being 'hunted' and 'shot down'.
- Communication is the best way to success, in my understanding education is also a large part for success, and with the schools losing counts and others closing there are a lot of unused text books sitting in storage for all grade levels, and some of these programs use internet curriculum, Nova Net, Study Island, but these programs move to fast if that is all that is available to them, my suggestion is to get some of these workbooks or text books that are sitting in storage, and put them to use. These students will never be able to have a chance at meeting state requirements for diploma or GED without taking the proper steps to succeed.
- I would imagine that the probability that employees from all job families possess valuable qualities that could be frequently shared would be great.
- This is only a five minute survey if I have nothing to say. Does this mean that you didn't expect anyone to make comments in the spaces provided? It takes more than five minutes to think clearly during the work day and more time to put it in writing concisely. Including interruptions this took about three hours. Now read the same thing using "because": Because I believed it was a five minute survey I opened it about 30 minutes before lunch. There were comments to be made that I didn't expect, which caused it to take nearly three hours because of all the interruptions I experience. Because there are so many interruptions it is difficult to think clearly and write concisely. The simple addition of "because" changes the whole tone of communication--but I WAS frustrated trying to get this finished amid a plethora of interruptions.
- Heck of a job!

- I sincerely hope that upper management can put their respective ego's aside and participate in a non-threatening, consistent, and benevolent manner. The Human Resource Administrator should get off his "power tripping" method of dealing with people. I think he should consider the adage "one reaps what is sown". Karma is a reality.
- Teaching, directors to speak and treat staff with respect and kindness. It has been proven that a person that is respected for what they do is far more likely to go the extra mile. We all know what is required of us, due to what we are all facing in budget cuts.
- Just try to keep in mind the people that are out in the trenches. Keep in mind what info they need to do their job effectively. Also on the number 15 question my job family is not listed. I asked my co-workers what they put down, they said they didn't, 1) because theirs was not listed, and 2) because they fear retribution. That is another thing, people need to feel comfortable to express ideas and dissatisfaction. There is an overall feeling of retaliation, that I have never felt before until the last 2-3 years.
- I think that the communications team has done a good job.
- It is obvious that the Communications Team is doing a great job trying to accommodate staff needs pertaining to communications. Hats off to you as this is a difficult task to please/satisfy everyone.
- I think the ISD is doing an excellent job in communicating the information relevant to all ISD participants.
- Honesty is the best policy - error is human and staff will be more receptive to change if the REAL reason is shared and not sugar coated in an effort to appear perfect - everyone in the organization need not suffer in an effort to punish a few.
- Communication is very important. Please continue to increase communication to staff regarding expectations and changes that will be coming our way.
- The Mike's Monday Memo allows staff from other campuses see what is going on throughout the organization. I think it was a good idea to send it out through email and also to post it on the website.
- This is still by far the greatest place I have had the opportunity to work. Thanks.

15. Please select your job family:

Teacher	64
Instructional Support Staff	41
Technology Department	5
Custodial/Maintenance	0
Administrative Support Staff/Office Professionals	23
Administrators	12
Did Not Answer	14

Please select your job family:

