



**Cedar Grove-Belgium
School District**



LEADERSHIP PROFILE REPORT

**Cedar Grove-Belgium
School District
March 13, 2024**

SELECTION PROCESS

The Cedar Grove-Belgium School Board has retained the services of HYA to assist the board with the hiring of the next superintendent. The consultant will screen applications and recommend candidates to the Board for interviews and further consideration. Any questions regarding the application process, selection process, and/or this Leadership Profile Report should be directed to: Mike Richie at mikerichie@hyasearch.com or Scott Winch at scottwinch@hyasearch.com.

EXECUTIVE SUMMARY

This report presents the findings of the Leadership Profile Assessment conducted by Hazard, Young, Attea & Associates (HYA) during the months of January through March 2024 for the new superintendent of the Cedar Grove-Belgium School District. The data contained herein was obtained from input the HYA consultants received when they met with individuals and groups in either interviews or focus group settings. The interviews and focus group meetings were structured to gather input to assist the board in determining the primary characteristics desired in the new superintendent. Additionally, the stakeholder interviews and focus groups collected information regarding the strengths of the organization and some of the challenges that it will be facing in the coming years. It should be emphasized that the data is not a scientific sampling, nor does it necessarily represent the majority opinion of each respective group.

All seven current school board members were interviewed by an HYA Associate. In addition, HYA conducted 12 focus groups. A total of 91 individuals participated in either focus groups, individual interviews or email responses.

The same questions were asked during each interview, focus group, and email response, and were as follows:

1. What are the strengths of the Cedar Grove-Belgium School District that the next superintendent can build upon?
2. What are the challenges facing the Cedar Grove-Belgium School District that the next superintendent should be aware of, or you would like to see be addressed?
3. What characteristics or traits are you looking for in your new superintendent?
4. Is there anything else you would like to share with us or that we should know about the Cedar Grove-Belgium School District.

Through the information gathered, common themes were generated by the respondents. In this summary report, we will highlight what those common themes were as identified by the following four groups:

- Community
- Board
- Staff
- Students

Process

The structure of the individual meetings, forums, and focus groups was open, allowing for participants to build upon each other's comments. All of those involved in providing input in the selection of the next Cedar Grove-Belgium Superintendent were asked to respond to the questions above.

Participation

The total number of individuals interviewed or participating within an interview/focus group/email responses was 91. The HYA consultant held seven (7) interviews and hosted twelve (12) focus groups.

Interviews / Focus Groups
Individual board member interviews via zoom
Rocket Academy Board via zoom
School district employees
Parents/community members/business leaders/civic groups/boosters/chamber via zoom
Principals and associate principals
Student Resource Officer
Outgoing superintendent
Kitchen staff and other support staff
MS/HS teachers/certified staff
Elementary teachers/certified staff
Parents/community members/business leaders/civic groups/boosters/chamber
High school students (grades 9-10)
High school students (grades 11-12)

Description of the District

Located along the shores of Lake Michigan, the Cedar Grove-Belgium School District includes one of the northernmost communities in the Milwaukee metropolitan area and one of the most southernmost communities in Sheboygan County. Serving over 900 students, and with a student teacher ratio of 12:1, the district is committed to a focus on educational excellence for its students, professional staff and entire community. The Cedar Grove-Belgium School District consists of a little over 38 square miles. The District has 151 employees, and a general fund budget of \$13 million. The Cedar Grove-Belgium Area School District is a highly rated, public school district located in the charming village of Cedar Grove, WI.

The Cedar Grove-Belgium Area School District serves students from early childhood through grade 12 at three public schools and a new tuition-free public technology charter school, The Rocket Academy. The middle school houses an auditorium and swim facilities. The high school (grades 9-12) houses the district office and the fitness center. Their beautiful athletic facilities on campus include a new turf football and soccer stadium, baseball and softball diamonds and a new track and field.

In spring of 2023, the Cedar Grove-Belgium Area School District passed a \$21.5 million referendum to significantly upgrade all three of their buildings. Some of the larger projects include a complete renovation of the pool and auditorium. The school district proudly significantly exceeds expectations with 86.1% on the Wisconsin State Report Card. Cedar Grove-Belgium is also ranked 5th on the Wisconsin School Report Card, in addition to being home to the 2023/2024 Wisconsin State Teacher of the Year.

Cedar Grove-Belgium consists of two villages in Wisconsin, where you can enjoy the beauty and history of Lake Michigan. A short drive gets you to Kohler-Andre State Park or Harrington State Park, two of the most beautiful and well operated state parks in Wisconsin. They boast wooded trails, campgrounds and beaches. World class golf courses, such as Whistling Straits, are also nearby. The Kettle Moraine State Forest is located to the west where hiking and horse trails are available. Conveniently situated off I43, we are within easy reach of sporting events such as the Milwaukee Bucks and the Milwaukee Brewers, as well as the Green Bay Packers.

What truly sets Cedar Grove-Belgium apart is its strong emphasis on family values. The community prides itself on fostering close-knit relationships and creating a supportive environment for families to thrive for generations to come.

The Cedar Grove-Belgium Area School District is dedicated to continuous learning, growth, and the ongoing quest for improved ways to offer the best foundational life experience for the District's children. This is a community where students actively contribute to success both within and beyond the classroom. As the district looks ahead, it seeks a leader who aligns with its values and shares a commitment to preserving the traditional principles that have made Cedar Grove-Belgium a unique and cherished educational community.

Visit the Cedar Grove-Belgium Website for more information:

[Home | Cedar Grove-Belgium School District \(cgbrockets.com\)](http://cgbrockets.com)

Cedar Grove-Belgium School District Superintendent Desired Candidate Profile

The Cedar Grove-Belgium School District seeks a superintendent who in collaboration with the board, staff, students, parents and community will focus the district on shared goals and vision. After seeking input from board members, staff, students, parents and community members via individual and group interviews and focus groups, the Cedar Grove-Belgium School District seeks a strong, visionary superintendent who possesses the following characteristics:

A visionary, inspirational leader who:

- Promotes a vision of excellence and innovation to the students, staff, board, parents and community.
- Builds strong relationships with all stakeholders and understands the Cedar Grove-Belgium Schools and communities.
- Continues the implementation, work and progress of the Rocket Academy.
- Upholds the core community beliefs, values and principles.
- Ensure that the staff and student voices are heard.

An exceptional communicator and consensus builder who:

- Is visible throughout the school building and community and is actively engaged in building and sustaining positive relationships with all students, staff and stakeholders.
- Is open and honest, dedicated, visible and energetic.
- Able to recruit students and families to attend Cedar Grove-Belgium Schools by developing a strategy and marketing plan.
- Communicates regularly, clearly and concisely in a way that engages and values stakeholders.

An experienced educational leader who:

- Is a talented facilitator who can motivate, engage and bring all stakeholders together.
- Has the ability to work with and develop relationships with all school district employees and the board, targeted to student success.
- Is laser focused on student success.
- Effectively plans and manages the long-term financial situation and the demographics of the school district.
- Has the ability to to make difficult decisions and holds all staff and himself/herself accountable.

A successful candidate will:

- Have a track record of authentic leadership and continue to build on the good things happening in the school district.
- Have an awareness and understanding of Federal, State and local policy.
- Be committed to the students, staff and communities of the Cedar Grove-Belgium School District.

IDENTIFIED BY COMMUNITY: Strengths of the Cedar Grove-Belgium School District Based on the Data Analysis Collected

1. The parents and community expressed one of the overall strengths of the district is a strong curriculum, curricular options, feeder programs, course offerings, the arts, athletics, and the overall academic performance of students. Students are learning, and the district provides a wide variety of options.
2. The parents and community members expressed that Cedar Grove-Belgium is a small, strong close knit district with rich traditions. There is a strong sense of community in and out of the schools where everyone knows each other. People are tremendously supportive of the district.
3. The parents and community also believe a strength is the students in the district. They believe that for the most part the students in the district care about their district and want a quality education.
4. The focus groups also believe that the district is currently in a good place and want to see the district continue to move forward.
5. The Rocket Academy was also identified as a strength of the district, there is excitement and anticipation for the start of the school year next year.

IDENTIFIED BY COMMUNITY: Challenges of the Cedar Grove-Belgium School District Based on the Data Analysis Collected

1. The parents and community are not sure that the high school students are getting enough, or the proper attention to meet their postgraduate education goals. It would be beneficial to have students find a direct path to what they should do in each grade year to meet their goals (i.e. take certain classes, apprenticeship opportunities, college prep, or job prep). There is concern that the current staff in place may not have the KSA's (Knowledge, Skills, and Abilities, or competencies are the attributes required to perform a job and are generally demonstrated through qualifying experience, education, or training) to properly lead today's youth.
2. The parents and community feel that the district needs to encourage the students to be more involved in school and in the community. The belief is that there should be more incentives to be a part of the community. At the same time, the group feels there is an

increasing time crunch on students to do everything they want to do and also what is asked of them.

3. The parents and community want to make sure that the students have a well rounded experience in schools. They would like to see more opportunities for students that are not in sports and more support of the arts in school.
4. Families in the district are not accustomed to all of the state mandates, which is also related to special education services in the district needing some attention.
5. There is a feeling amongst this group of stakeholders that there is more accountability needed and to also make sure the district has the right people in the right spots.

Desired Characteristics of the next Cedar Grove-Belgium Superintendent as identified by the COMMUNITY		
Approachable	Present	Understand how a small community works
Good listener	Confident	Must be able to relate to a smaller school community
Down to earth	Good communication, videos	Keep the balance between both towns
Try new things	Longevity	Not afraid to go against the grain
Well rounded	Clone of the current superintendent	Humble with the good of the district in mind
Ability to lead	Not afraid to try something new	Be vested in the Rocket Academy

IDENTIFIED BY SCHOOL BOARD: Strengths of the Cedar Grove-Belgium School District Based on the Data Analysis Collected

1. Board members continually mentioned the strong academic programming that is offered in the district. The district ranks in the Top 5 in school report cards and has a variety of strong academic offerings. The Board also believes that the district has a strong academic focus with a good balance between academics and athletics.
2. Board members also feel that the culture of the district is strong from top to bottom. The feeling is that the administrative team is strong and experienced, and the entire staff is strong overall. There is very low turnover in certified staff, which is also a sign that the district's culture is very good.
3. The district is in excellent shape fiscally, with a fund balance currently at 30%. The district also recently passed a \$21.5 million referendum to ensure the facilities are in great shape for years to come. The business manager was also mentioned as a reason for the district's strong financial position.
4. The school board believes that they are a unified board that is supported by the community which has a direct effect on the support of the district from the community. Things are going good in the district and the support of the two close knit communities is evident.
5. The Rocket Academy was also identified as a strength of the district, there is excitement and anticipation for the start of the next school year.

IDENTIFIED BY SCHOOL BOARD: Challenges of the Cedar Grove-Belgium School District Based on the Data Analysis Collected

1. The Rocket Academy will open a new building in the Fall of 2024. There is a need to make sure this program is a top priority to succeed.
2. The board feels that the district needs to stay competitive with area school districts. They would like to continue to attract people to come to the district and build on the good things the district has going for them.
3. A need to promote the District's successes in an effort to attract open enrollment students; both those wanting to come into the district and to retain those thinking of transferring out of the district.
4. The board also feels that the district needs to continue to drive the culture of the school both internally and externally. The new superintendent will have big shoes to fill and sometimes change can be hard on a district.
5. The board feels that the district needs to continue to recruit and retain quality staff members.

Desired Characteristics of the next Cedar Grove-Belgium Superintendent as identified by the SCHOOL BOARD		
Family oriented	Value relationships	Strong leader/mentor for administration and staff
Down to earth	Present in the district	Must be a genuine face of the district
Approachable	Stability, stay a while	Proactively communicate with local press
Communication	Fiscally responsible	Communicate with internal/external stakeholders
People person	Be part of the community	Get to do list checked off
Be visible	Don't take things personally	Charter/Tech School experience
Availability	Engaged with the community	Similar values to the community
Mentor Administrators	Strong leadership skills	Look for input from all stakeholders in district
Hold staff accountable	Continuous improvement	Presence in the school and community
Must be able to demonstrate conflict resolution, parent issues, chain of command		
Strong communication and relationship building skills		
Excellent problem solving and looking to the future, thinking outside the box to create a positive change and approach to the stakeholders		
Flexibility, the ability to handle change and questions with ease		
Empathy and emotional intelligence, the ability to understand and recognize the impacts on different groups when changes are made and create solutions that produce positive outcomes		
Keep growing on the things we have going		

IDENTIFIED BY STAFF: Strengths of the Cedar Grove-Belgium School District
Based on the Data Analysis Collected

1. Staff members feel there is a sense of family among all staff members. The staff is close knit and appreciate the opportunities the district has to provide staff members. Everyone is rolling in the same direction and works well together as a team.
2. The staff members feel that the administrative team is very supportive and also very visible in the district and the community.
3. The staff feels the district is student focused and in turn the district has great students that take great pride in being a Rocket.
4. The district provides a rigorous curriculum at all levels and challenges the students to be their best. The district supports the curriculum with great technology throughout the district.
5. The communities and schools are very welcoming and supportive of each other. The district has many generational families and as such has a strong sense of pride in the schools as is evidenced by the \$21.5 million referendum that passed in 2021.

IDENTIFIED BY STAFF: Challenges of the Cedar Grove-Belgium School District
Based on the Data Analysis Collected

1. The Rocket Academy will open a new building in the Fall of 2024. We need to make sure this program is a top priority to succeed.
2. There is a feeling that the pay structure could be better for all groups specifically, support staff feel underpaid and at times undervalued in the district.
3. We need to figure out how to handle the growing ELL population, we need a better plan.
4. Communication from the district did get better this last year but can still improve as can the communication between buildings.
5. We need to look at ways to increase longevity for staff. The district is run with a skeleton crew, a huge burden on the entire staff, both teachers and administrators.

Desired Characteristics of the next Cedar Grove-Belgium Superintendent as identified by <u>STAFF</u>		
Approachable	Wants to get to know the staff	Good sense of humor
Superintendent is community	Embrace the community	Someone you can talk to
Advocate for kids	Down to earth	Hold people accountable
Don't micromanage	Forward thinking	Students should know who the superintendent is
Commitment	Vision	Navigate the two communities and two counties
Follow through	Pitch in where needed	Support co-curricular activities
Friendly	Support the SRO	Good leadership skills
Educational visionary	Good Communicator	Not afraid to bring ideas to the school board
Collaborative	Better support for special education and mental health	

Experienced	Willing to meet and confer with the association	
Empathetic	Respects family traditions and beliefs	Someone who likes to put students first
Take time to learn the district and culture - don't just come in and make changes		
Not only visible in the community and at events but be out in the hallways to build relationships with students		
Not just a yes person, challenge the board and community if needed, if it's the right thing to do		
Focus on things that make a difference in the life of children		
Someone who likes and puts students first		
Open to conversation with all stakeholders		
Sets the bar high in the areas of academics and initiatives		

**IDENTIFIED BY STUDENTS: Strengths of the Cedar Grove-Belgium School District
Based on the Data Analysis Collected**

1. The students feel the schools are safe and peaceful, there is very little fighting or bullying. School culture, unity and togetherness is awesome, down to earth and chilled, a great school.
2. The students feel there are many opportunities for students including college and trades. They also feel the resources they have are very good and the staff is supportive of the students.
3. The freshman mentor program is great but would like more time with mentors and connections throughout the school year.
4. The students appreciate the number of academic, club and sport opportunities the district provides for the school size. The students also appreciate being able to leave school and go to work.
5. Rocket Block, 30 minutes of the opportunity to talk to any teacher.

**IDENTIFIED BY STUDENTS: Challenges of the Cedar Grove-Belgium School District
Based on the Data Analysis Collected**

1. Many teachers are very good with student involvement but others don't go to anything or do anything extra. Students also feel that teachers can be more open to other things going on in school, not just their subject area.
2. Students feel that electives are tech ed heavy (which is a strength as well). They would like to see a variety of non-tech ed electives, in particular more business course offerings.
3. The district emphasizes getting into good colleges, but what is not talked about is what if you do not get in, then what? Overall, the students would like more thorough career planning.
4. Students would like more attention on student related discipline, such as truancy, tardiness, cell phone usage and the use and care of Chromebooks.
5. More student participation in sports and clubs and more appreciation of the fine arts. The students would also like to see more awareness of the clubs and more teacher involvement in them.

Desired Characteristics of the next Cedar Grove-Belgium Superintendent as identified by the STUDENTS

Personable	Down to earth	Someone as personable as Mr. Brakke
Approachable	Receptive to criticism	Always looking for ways to improve
Give students a voice	Don't treat as just a job	Take student's ideas under consideration
Visible	Come into classrooms	Willing to be involved in the community
Fun	Sense of humor	Give students positive feedback
Connect with students	Come to community events	Keep the positive vibes and culture going
Not a pushover	Organized	Get to know students and parents
Hold students accountable to the rules but is still understanding		
Willing to make changes but see what the public wants first, don't just come in and change things		
Know what's going on with the hiring process for staff		

DESIRABLE CHARACTERISTICS OF NEXT SUPERINTENDENT

Many of the discussions pertaining to strengths and challenges of the Cedar Grove-Belgium School District flow into the expectations/characteristics for the next superintendent. Several of the characteristics that are present in the profile for the next superintendent build on the current strengths of the organization in addition to addressing the challenges ahead. The search team will seek a new superintendent who will understand issues facing the district. It will be important for the new superintendent to constantly foster positive energy, and must know or be willing to get to know the Cedar Grove-Belgium community. The new superintendent must be a good listener, be genuine, be trusted, have integrity, and build relationships that will be the driving force to all of the work in the Cedar Grove-Belgium School District. It is vital that the new leader communicate effectively with all stakeholders, be a good listener and a team player. It is an expectation of all stakeholders that the new superintendent will be visible in the schools and in the community, be engaged and be present.

The new superintendent will also need to be a great board facilitator, have board governance skills, make difficult decisions and must be able to put things in simple terms when explaining them. The ideal candidate will have educational administrative leadership experience, be a strong instructional leader, and have the knowledge and understanding of school finance (how school funding works in Wisconsin). A critical characteristic of the new superintendent is that he or she **MUST** be approachable and be a people person and continue to uphold the core community beliefs, values and principles.

Thank you for the opportunity to work with the Cedar Grove-Belgium School District, we look forward to finding your next leader that fits the criteria of your stakeholders. The HYA Associates would like to thank the Cedar Grove-Belgium staff who helped coordinate the schedules, invitations, dates and arrangements which supported the data collection for this report.

Additionally, we thank all participants who shared their thoughts, opinions and suggestions throughout this search process.

The HYA team would also like to commend the high school students who participated in the focus groups. Not only did they have a meaningful conversation with us, they were very respectful to us and each other. This did not go unnoticed and the CGB School District and community should be proud of their students and how they represent the school and community in such a positive manner. This speaks volumes about the climate and culture created in your schools. We value the opportunity to work with your school district and we look forward to finding your next leader that fits the criteria of your stakeholders.

Respectfully submitted,
Mike Richie, HYA Vice President
Scott Winch, HYA Associate

DATA SUMMARY

The interviews and focus groups of stakeholders generated the following responses. Careful attention has been made to accurately convey the message. The comments listed below emerged from statements made by stakeholders and they are to be considered personal opinions of the individual making the comments regarding the Cedar Grove-Belgium School District.

Strengths as Identified by Parents/Community Members:

- Passing of the referendum
- Forward thinking during COVID
- Current superintendent has done a great job, we are sorry to see him go but understand family must come first
- District is moving forward
- Current superintendent has really moved the district forward
- Rocket Academy is a strength
- Great test scores
- Physical changes in the district since the passing of the referendum
- Believe in the community and school
- Foundation is a strength
- Students
- Lots of care in the community from students to staff to parents
- People are very comfortable with the district
- School board is a strength

Strengths as Identified by Board Members:

- Top 5 state report cards
- Potential for Rocket Academy (Dual credit opportunities for students to graduate from high school with college credits/degree in programs such as CNC machining, welding and HVAC)
- High level sports teams
 - Boys Cross Country Team State 2023 & 2024
 - Girls Cross Country Team State 2024
 - Wrestling Team State 2023
 - Record number of individual state qualifiers (7) in 2023
 - Girls Soccer Team State 2023
 - Several successful individual track state qualifiers in 2023
- Great staff
- Great administrative team
- Great academics
- Career readiness
- Facilities are in great shape
- Low certified staff turnover
- Things are going good in the district

- Culture is good from the top down
- Close knit community, family orientated
- Communities have sense of community/belonging
- Three strong principals with experience
- Strong business manager
- Financially stable
- Fund balance at 30%
- Updated facilities, passed a \$21.5 million referendum
- Unified school board that is supported by the community
- Rocket Academy
- 40 acres of undeveloped land for cross country and outdoor learning center
- Scholarship program
- Sports are solid
- Music and theater are strong
- Strong academic focus with a good balance between academics and athletics
- Experienced staff
- District is transparent
- Community support
- District is safe

Strengths as Identified by Staff:

- Strong sense of family as staff
- Very caring, close knit staff
- Great students
- Lots of generational families
- Current superintendent attends things that the former superintendents never went to
- District is phenomenal
- Adapted with technology changes
- Size is a strength, everyone knows everyone
- Class size is a strength
- Board wants to support staff and good things they're doing for the district
- Great facilities, 2021 referendum
- Solid administrative team
- Lots of openness from community
- Lots of opportunities from staff
- Very caring staff
- Kids first, focus is on the kids
- Lots of pride from being a Rocket
- Great technology in the classroom
- Curriculum is updated and solid
- This district is special and it feels like family
- Right people in the right positions
- Administrators are very visible
- Staff enjoys being here, enjoy each other
- Culture of respect

- Lots of autonomy
- People are from here and people are from the outside, there is lots of support for the district
- Good relationships throughout the district
- Everyone is rolling in the same direction
- Staff works well together
- Going in good direction of mental health
- Good technology across the district
- District does a nice job providing rigorous curriculum
- Supportive administrative team
- Very welcoming schools and community

Strengths as Identified by Students:

- Willing to work with other schools
- Peaceful, no fights, very little bullying
- Very safe
- One district, one family keeping all school and students involved
- Community outreach
- Making the buildings and resources available to the public
- Good teachers, dedicated and go to the events
- Lots of opportunities for students including college and trades
- Good support systems
- Student teacher relationships are very good
- Lots of opportunities through clubs and sports
- Ability to leave school and go to work
- Range of classes is great for a small school
- School culture, unity and togetherness is awesome
- Down to earth and chilled, great school
- Resources are good, getting the help you need
- Rocket Block, 30 minutes of being able to talk to any teacher
- Can take college credit classes, would like to see this start at an earlier grade
- Freshman mentor program is great but would like more time with mentors and connections throughout the school year
- Students have opportunities to talk to adults or go to break room to relieve stress
- School rewards good behavior

Challenges as Identified by Parents/Community Members:

- Do we have the right people in the right seat
- Need to hold people accountable
- Continue to make sure students are well rounded
- More opportunities for kids not in sports
- Give more to the arts
- More encouragement to kids to get involved
- Encourage community involvement
- More incentives for students to be part of the community
- Families are not accustomed to state mandates

- Not sure that the high school students are getting enough or the proper attention to meet their postgraduate education goals. It would be beneficial to have students find a direct path to what they should do in each grade year to meet their goals (i.e. take certain classes, apprenticeship opportunities, college prep, or job prep), not sure the current staff in place have the KSA's (Knowledge, Skills, and Abilities) to properly lead today's youth
- Special education may need some attention
- Increasing time crunch, not enough time for students to do everything

Challenges as Identified by Board Members:

- The Rocket Academy will open a new building in the Fall of 2024, we need to make sure this program is a top priority to succeed
- Need to promote the district's successes in an effort to attract open enrollment students
- Continue driving for top end report cards (data driven)
- Continue to drive culture of the school both internally and externally
- Some staff could use improvement plans
- Financial challenges, economy as a whole
- New leadership, change can be hard
- Keep working on what has been built
- Declining enrollment
- Big shoes to fill
- Keep the good things going
- Continue to build on the Rocket Academy
- Market the district for open enrollment, both in and out
- Attract people to come to the district
- Stay competitive with area districts
- Recruit, retain quality staff

Challenges as Identified by Staff:

- Support staff is underpaid
- Lost a TA to neighboring district, made over \$4.00 per hour more
- Better communication amongst the buildings
- Communication from district level did get better this last year but can still improve
- Need to recruit support staff
- Need to figure out how to handle the growing ELL population, need a better plan
- Pay categories, admin / certified staff / support staff, district needs to revamp their way of thinking with more classifications within the support staff grouping
- Substitute pay needs to be more competitive
- Staff can feel undervalued at times
- Supportive staff feels not compensated
- Being small is a challenge, staffing, sections, duties etc.
- Declining enrollment
- Would like to see more conversation about student learning
- People will go right to the top and not follow the chain of command
- Change of superintendent may cause uneasiness because things are going so well here

- At times the support staff feels less supported than other employees
- The lunch periods are too short
- Make sure policies and procedure are followed and make sure they are in compliance with state laws and DPI
- More consistency with student discipline
- A concern that social studies and science days of instruction have decreased at the middle school
- Reduction of section because of decreased enrollments
- Feels like the middle school concept is gone and feels more like a junior high
- Communication, some things are very last minute
- District is run with a skeleton crew, a huge burden on the entire staff, both teachers and administrators
- Getting Rocket Academy up and running
- Open enrollment numbers should be looked at and studied
- Lack of subs
- More professional development, have lots of meetings
- What happens to exit interview information, accurate information
- Insurance cost should be looked at
- Looked at paid time off versus sick and personal days, look at leave policies
- Ways to increase longevity for staff
- Advocate for all students and meet the needs of every one
- All staff have not embraced the new charter school, hoping the next superintendent also sees the importance of a technology school and the importance of tech classes for CGB

Challenges as Identified by Students:

- More student participation in sports and clubs
- Teachers communication with parents
- More awareness with the fine arts
- Many teachers are very good with student involvement but others don't go to anything or do anything extra
- Teachers can be more open to other things going on in school not just their subject area
- Would like more time with teachers rather than the every other day as they have a lot to offer not just academics but personal advice as well
- The time that clubs meet should be changed to allow for more participation, all clubs currently meet at the same time on the same day
- More awareness with clubs
- More teacher involvement with clubs
- Have athletes evaluate coaches at the end of the season
- More open with policies, communicate policies
- Make sure coaches know that students have a heavy load with school, jobs and may be in multi sports not just their one sport
- Some teachers are involved in many clubs and other teacher not involved with any
- Talk a lot about getting into good colleges, but what is not talked about is what if you do not get in, then what?

- Better career planning
- Address the student absenteeism or tardiness
- Hire more people from Cedar Grove-Belgium versus outside people for jobs
- More future planning
- A little more class variety/options
- More respect for teachers
- More respect for property, Chromebooks
- Too much phone usage, not following the rules
- Lots of playing games on the Chromebooks
- Would like to do a survey on the teachers as to how they did at the end of the semester/year
- More recruitment for open enrollment
- Make students more aware of what classes are offered
- More encouragement to joining outside groups like 4H
- Electives are tech ed heavy, would like to see a wider variety on non-tech ed electives
- More school spirit and attend games
- More business classes
- More medical electives for student going into the medical field
- More spirit weeks
- More funding for smaller sports
- More encouragement be join a sport, club or activity