

CORE PURPOSE GENERAL THEMES

Comments on core purpose were very consistent among all respondents – staff and nonstaff. Very prominent themes include:

- Educate all students.
- Prepare for successful future of their choice – workforce, college, technical schools.
- Educate to be productive, well-rounded citizens of community, state, nation, and world.
- Develop lifelong learners, critical thinkers, independent thinkers.
- Teach character, compassion, teamwork, sense of purpose, patriotism, tolerance, respect, etc.
- Instill curiosity, confidence, self-respect.

Summary

NONSTAFF – CORE PURPOSE

NONACADEMIC/SOCIAL PURPOSES (common themes, citizenship, self, etc.)

Create thoughtful, literate, citizens.

Educate to become good/outstanding citizens, educated voters, and competent employees

Educate to be law-abiding, taxpaying citizens of community and world, intelligent thinkers.

Educate to allow positive interaction with peers and build character citizenship, teamwork, and cooperation skills.

Able to participate in society

Educate to be productive, well-rounded, employable, thinking, hard-working, capable, well-adjusted, self-sufficient adults

Give tools to function as successful, confident compassionate, culturally literate, future leaders.

Produce students that care about the community.

Prepare for adult life and workforce.

Educate to be critical thinkers.

Productive citizens.

Promote life-long excitement for learning.

Teach moral respons.

Produce citizens capable of participating in our democracy.

Educate next generation of citizens in our city.

Shape and mold future leaders and members of society.

Social skills.

Self-sufficiency.

Create lifelong learners.

Achieve fullest potential of each student.

Teach children to never give up.

Prepare for independent thinking.

Teach to be better people. Develop love of knowledge.

Prepare to meet challenges of global economy.

Creative thinking. Informed citizens.

Teach responsibility, manners, respect.

Nonstaff – Core Purpose (cont'd)

Prepare for vibrant, self-actualized lives.

Help students become humane and caring.

Life skills, financial planning.

Productive, taxpaying citizens.

Achieve educated workforce to secure Billings' economic future.

Prepare for global marketplace while honoring American heritage and work ethic.

Current mission statement, plus prepare students for meaningful employment (not McDonalds).

Develop problem solvers and critical thinkers.

Give children tools to become independent thinkers.

Teach how to live with purpose.

Strong sense of patriotism

Educate all to become leaders.

Teach tolerance.

Artistic thinking and expression .

Help kids reach their goals.

Inspire.

Teach to be respectful of peers, teachers , parents, and elders.

Healthy, well-adjusted adults.

Give foundation to succeed as adults.

Prepare students for real world.

Teach to think for themselves.

Teach basic skills for mental and physical development.

Teach children how to treat others., how to love themselves through reading and interaction;

Teach children about life.

Nurture indiv. creativity, curiosity, and critical thinking.

Inform students about all their choices.

Educate to enhance students' lives and the world.

Educate children to be people of integrity and character and who believe in the beliefs the country was founded upon.

Educate student to compete in world but not with immoral methods.

Teach lessons of U.S. history in grades K-12.

Educate students to be productive and responsible citizens and fulfill their potential.

Invest in our children, our future.

Prepare student to compete in nation and world.

Educate to become contributors to society.

Graduate students ready for college, a tech school, or the trades; rest is fluff.

Graduate students with basic skills; need to be accountable that student have the skills before they move on to next grade.

Set foundation for children to learn who they are and how they can fit into the larger society.

Teach kids how to communicate take care of themselves , be creative, and understand how the world works.

Educate to succeed in life and family.

Educate to be productive citizens.

Workforce and life skills.

Build workforce of tomorrow.

Nonstaff – Core Purpose (cont'd)

ACADEMIC PURPOSE

Have every student graduate.
Educate for 21st century jobs.
Foster a desire in the child to learn.
Teach children to question, and give them resources to find the answers.
Quality education for grades K-12.
Educate children and support parents.
Educate, train, and mentor students to become successful adults.
Provide premier education.
Educate in wide variety of subjects and disciplines.
Broader focus than standardized tests.
Focus on education, not extracurricular.
Students who will work hard to keep the core of our city, state, and nation in place and functioning.
Educate to be competitive with their peer, inside and outside Montana.
Prepare for future in higher education whether a tech school or four-year college.
Each student achieve his/her highest potential
Support the average student, not just the high achievers and low achievers.
Prepare students for post-secondary study and world of work.
For post-secondary education and workplace.
Educate as foundation for lifelong learning and for pursuing career of their choice.
Educate in basic subjects.
Teach fundamentals of reading, writing, math.
Teach students how to learn.
Take care of and properly educate.
Competent instruction.
Educate all to be able to read and write and 12th grade level.
Be able to compete in ever-changing society.
Equipped to enter college or trade school.
Educate with facts not opinions.
Deliver above-average education .
Achieve excellence in education.
Well-rounded education (basics plus music, arts, health, etc.).
Teach the fundamentals.
Teach based on ability, not age.
Firm foundation in broad areas.
Well-rounded education
For students to be competitive in world market.
Graduates who are workplace and world-ready.
Equip and challenge for lifelong learning.
Strive to be second to none.
Educate the next generation of Americans; educate for tomorrow.
Read and write effectively.
Learning that in enjoyable and relevant.
Develop whole student, academically and through extracurricular.

Up-to-date knowledge and skills.
Basics only.
Sports, art, computers should be secondary to the basics.
Keep up with the times.
Superior education in a neighborhood setting.
Provide a quality education at a value.
Core education to all students.
College-bound students should be competitive locally, nationally and internationally.
All students should be prepared to succeed in local, national, and international job market.
Prepare all students for college. Educate children and incorporate parent involvement.
Upper-level thinking and reasoning.
Well-rounded approach to education.
Provide college prep, workforce prep, and technical school prep.
Back to basics.
Something to help kids learn how to make a living – electrical repair, plumbing, carpentry, etc..
Nurture and create lifelong learners.
Provide educational, emotional, social and physical skills to become functioning members of society.
Set high standards.
Graduate students with score top in the nation.
Need to hire an outside consultant to help with budget.
Create a marketing strategy to help the community and seniors understand the situation and budget.
District needs major help.

FINANCIAL

More accountability with monies.
Spend money wisely and research more sources of funding.
Cut where needed.
Provide a quality education at a value.
Build confidence in how money is spent.
Provide better financial info to public.
Cost-effectively provide best education for all.

OTHER

Work in partnership with families.
Kids should be the focus.
To educate future workers and leaders of US.
Educate based on individual learning levels.
Free comprehensive education for students of all abilities.
Teach – not parent, nurse, or feed.
In budget shortfalls, extracurriculars should be respons. of parents, with scholarships for the underprivileged.
Disappointed by negative view of the school district in the community.
Very much against clustering.
Students not getting enough help due to teacher-student ratios.
Not keeping up with education in foreign countries.

SUMMARY

CORE VALUES: NONSTAFF

Run more effectively from business standpoint

Not cater to unions and teachers.

Not bow to affirmative action

Hire the best people for classrooms and admin. Full disclosure and transparency as to no. and pay of administrators and others

Safe environment.

Kids are focus.

Demand best from students and teachers.

Needs of students above needs of teachers/admin.

Position attention on special needs children.

Best practices.

Be innovative.

Be good neighbors to community

Be a good employer

Support the community

Support healthy behaviours by encouraging walking to school.

Hold students accountable.

Collaborative and polite learning community.

Environment conducive to learning.

Use technology and most effective teaching and guidance practices.

Advocate for kids who don't have an advocate.

Positive productive curriculum.

Superior education regardless of background or economic status.

Measure against specific measurable, achievable goals.

Supply teachers with tools they need.

Staff should model lifelong learning.

Use latest tools available.

Reach fullest potential of each student.

Work in partnership with families.

Equality for all.

High standards of excellence, flexibility to change when we need to.

Clear sense of stability and direction.

Never compromise core values and integrity. High standards, research-based vision.

Have best teachers and high-quality curriculum.

Leave no child behind.

Set high standards.

Focus on learning, not testing.

Maximize resources and reduce waste.

Attend to gifted, average, and struggling.

Schools within walking/biking distance to maintain sense of community.

Children should not be pushed through the system without basic skills to read, understand, comprehend.

Kind and respectful teaching.

Focus on all kids, not just those who excel, are failing, or are in special education

Attend to kids in middle, too.

Core values – Nonstaff (cont'd)

Motivate average kids to excel and achieve.

Recognize the kids in the middle.

All graduates need to read at least 6th grade level and know basic math.

Respect and value all children for their differences and praise them for their positive attributes.

Accomodate different learning modalities (visual, auditory, sensory, etc.)

Have students advance at their own pace.

More PE and time to eat lunch.

Return to basics.

Less diversity training.

Primary and secondary education to prepare children 4-19 for independent and productive lives in 21st century.

The basics only.

Teach, don't indoctrinate.

Highest quality of teachers possible.

Challenging and rewarding education.

Positive school environment.

Clean, well-maintained schools.

Teach real-life consequences, lessons, strategies for life.

Provide opportunities for the handicapped and the exceptional, too.

Strive for quality work, not quantity.

Educate students in grades K-12.

Uphold high moral values.

Provide educational opportunities and to effectively and efficiently use local taxpayer dollars and available resources.

Challenge students to excel.

Highly regarded, well-paid teachers who have input into decisions who have input on decisions.

Parents and children have input into decisions.

Use modern technology.

High standards.

Cut far away from classroom; put students first.

Use well-researched methods for raising student achievement.

Teach students how to live with purpose.

Promote healthy lifestyles.

Use innovative and modern technology.

Smaller classes, more one-on-one time with students.

Should meet minimum standards to get degree.

Teachers are role models and take the time to learn about the children. Help students understand that education is imp't.

Teachers model good morals and values.

Teach with enthusiasm and passion.

Inspire a commitment to lifelong learning.

Constantly evaluate the curriculum and be above average.

Less focus on standardized tests.

Equal opportunity for all students.

Staff instill love of lifelong learning in students.

Practical, hands-on curriculum.

Provide facilities for all types of learning.

Core Values – Nonstaff (cont'd)

Solid core curriculum, plus computers, history, foreign language, etc., music, art, health, government.
Trim the fat, be good stewards, take care of what have already been given.
Hire competent indiv. with skill, drive, and desire.
Provide current technology and update schools.
Neighborhood schools.
Place children above all else.
Let go people unable and unwilling to do the job.
Get rid or tenure.
Have ethics clause in all contracts.
Reduce class sizes for more personal attention.
Measure/decide everything by the impact on kids.
Provide quality education within the district's limits.
Manage fiscal resources to achieve the core purpose of education. Music is basic; it is not extracurricular.
Fund extracurricular after funding basic education; extracurr. are wonderful if budget allows.
Long-term planning
Coooperation and communication among parents, community, school staff, and administration.
Small classrooms, keep neighborhood concept.
Recognize individual differences in learning styles and academic needs.
Be sensitive to students emotional and physical wellness inside and outside school.
Don't cater to the brainiacs; attend to the students who have struggle and have difficult home lives.
Every year, have kids assume more responsibility for their own development and education.
Education without bias or judgment towards race, color, ethnicity, or income so that all are prepared.
Education that meets or exceed national and international standards.
Treat kids as individuals, not numbers.
Provide leadership and standards to be a positive role model to students and be seen as by the taxpayers.
Improve community perception of schools/district.
Safety of students first, then take care of teachers.
No bullying.
Bright, energetic teachers.
No tenure.
Attend to all students – not all going to college.
Values: Primacy of learning, achievement, collaboration, innovation, integrity; social, emotional, and physical well-being.
Provide sound foundation in the primary grades.
Hold selves accountable to parents/taxpayers.
Base wages on skills and results.
Hold all staff accountable for their actions.
Have a strict budget and uphold the budget.
Tie wages to results and available funds.
Act morally and responsibly
Practice good stewardship of taxpayer dollars.
Transparency
Operate in financially sustainable manner
Run it like a business
Decisions based on facts and research
Schools as anchors to neighborhoods

Core Values – Nonstaff (cont'd)

Teach core personal values
Professional staff
Student first
Good steward s of taxpayer dollars
Fiscally solvent
Build public confidence
Clean learning environment
Safe facilities
Hire best educators
Stand by excellence
Fiscally responsible decisions
Education and kids first
Golden rule
Well training, supported teachers
Relevant practices
Well-researched decisions
Respect community input
Consider needs of all students
Innovation
Honesty, citizenship, respect, integrity, ethics Facts and research
Transparency
Education first
Three Rs first
Safety, sustainability, and upto-date curriculum and resources
Fiscally responsible and hones
Students first
Treat all students equal
Truth, honesty, integrity, faithfulness, dedication
Future-ready graduates
Wise and solid financial choices
Financially/envIRON. sustainable facilities
State-of-the art and cutting edge technology
Parental involvement and partnerships
Base decisions on research and have long-range plan
Honest, hardworking, smart
Rewards for high achievement
Equality
Do no harm.
Treat students with respect.
High college acceptance, graduation rates, and competitive nationally and globally
Treat all kids with respect and dignity
Serve individuals, not the institution
Open and accountable
Value differences
Firm discipline
No underperforming staff
Good learning environment and culture
Commitment to academic excellence, serving all students, student learning
Responsible governance

Core Values – Nonstaff (cont'd)

Preparation for any career
Make schools first financial priority of community
Fiscal accountability
Act bravely on behalf of kids
Instill self-worth in kids
Operate in professional/businesslike manner
No bullying
Safe environment
Students first
Financial sustainable operation, better technology
Accommodate all student learning styles
Integrity and personal accountability
Fiscal responsibility and transparent
Respect, educate, enrich, respect
Excellence
Well-rounded education
Academic achievement first
No one falls through the cracks
Truth and fairness
Integrity and high moral standards
Sports is secondary to education
Respect for self, others, earth
Is it good for students?
Discipline for students
Use best practices
Be proactive, not reactive
Financially transparent
Moral, honest, etc.
Best business practices
Students and staff first
Good steward of community investment
Customer service
Dedication
Balance student and educator needs
Creative and dynamic learning environment
High-performing teachers
High standards
New high school
More teacher pay
No mediocrity
Treat all equally
Use facts and research for decisions
Student safety a top priority
Oppor. for all students
Reach out to other districts
Positive motivating environmt.
Plan for future
High academic expectations
Superior teachers

Core Values – Nonstaff (cont'd)

Pride in our kids
Music and art
Measurability, accountability, validation, and vision
Cost-effective operations
Reward good teachers
Maintain neighborhood schools
Rigorous academics
Teach values
Quality teaching
Support family values
Decisions based on community needs and what will work here
Decisions based on facts and research
Open communication
Respect for individual learning styles
Listen to parents
Transparency and integrity
Financially responsible
Well-rounded education
Support and encourage the family
Truth always
Accountability across the board
Long-term planning
Put needs of students and families first
Operate in a financially sustainable manner
Strive for continual improvement (not satisfied with status quo)
Take care of our buildings and other assets
Teach model and encourage healthy lifestyles
Think and act strategically
Seek, welcome and develop opportunities for meaningful Community involvement and partnering
Fact-based decision making and best practices
Students first
Dedicated teachers
Improved communication
Involvement of citizenry in decision making;
Put students first
Fiscal responsibility in operations
Moral courage
Full accountability
Operate within means
Effective, trained staff; core educational background and beyond
Teach tolerance
Individualized education
Challenge all students
Give students opport. they do not get at home.
Engage students in learning process with real-world problems and requiring creative solutions using critical thinking, etc.
Ensure each student has resources to succeed.

Core Values – Nonstaff (cont'd)

Competitive salaries.
Hire professionals to market vision.
Explain things in understandable terms.
Short-term and long-term facilities plan.
Encourage parents to be involved.
Foster independent thinking.
Should know how government works.
Consider student as a whole and push them beyond the ordinary.
Lead other districts in the state through outstanding technology and innovate curriculum.
Instill the value of education.
Properly update, maintain, and preserve the property assets.
The kids are number one, no matter what.
Manageable class sizes.
Hold back student that don't perform to grade-level expectations.
Some student too big a distraction in classroom.
Teach the truth.
Keep social and political opinions to a minimum.
Treat every child with dignity and respect.
Keep lines of communication open with teachers, principals, and parents. Challenge students to succeed.
Meet each child where s/he is.
Be able to attend school near home, have tools and materials needed (including quality textbooks)
Be taught by excellent teachers.
Educate in cost-effective manner.
Stop busing young or vulnerable students.
Serve all groups, not just middle and upper income.
Poor students dropping out at alarming rate.
Have minimum mastery standards.
Address the dropout level; losing too many kids.
Get rid of waste.
Providing best graduates in the nation should be the focus of everyone in the school district – from janitors to teachers to administration.
Hold teachers and administrators accountable.
Cut extracurriculars not education.
All employees follow district policies.
Proactive administrators, fair coaches.
Employ best teachers and instructional leaders.

SUMMARY

CORE VALUES - STAFF

Students first.
Student achievement first.
Meet needs of every child.
Safe, equal, nondiscriminating education.
Smaller class sizes.
Focus on all kids.
Needs of students come first.
Educate at high standard.
Use a variety of teaching methods and teach to a variety of strengths.
Reach the heart of the student.
Follow a sustainable school improvement cycle.
Protect core academic programs .
Reduce dropout rates.
Support and implement best teaching practices and models.
Cross-curricular instruction and experiences.
Rigor.
Focus on core curriculum, vocational opportunities, technology, and college-ready.
Extracurricular important.
Think outside the box; aligning expectations with 21st century .
Best teachers and technology available.
Education relevant to local, state, national and global economic trends.
Model and encourage lifelong learning. Diverse course selection.
Everything we spend money on should help students.
Transparency to assure tax dollars being spent effectively.
Cut the frills
Priority to programs that support students.
Support teachers with adequate materials, supplies, and technology.
More long-distance learning and less travel and more conference calling to save money.

Summary

ENVISIONED FUTURE – NON STAFF

Instill in kids the value of education
Safe, fun environment.
Small classrooms and positive learning environment.
Safe, encouraging learning environment.
Give all kids opportunity to succeed.
Encourage and praise children for their efforts and success.
Attention to special needs children.
Staff as models of lifelong learners.
Use latest tools available.
Schooling that is relevant and enjoyable.
Motivating, positive environment.
Teachers who really want to be in the classroom.
Schools are happy places.
Students feel comfortable, valued, safe.
A community that supports its schools, children, and teachers .
Need unity in the school district – among parents, teachers, administrators, and broader community.
Schools should be asset for companies and professionals relocating to Billings.
Maintain well-educated teachers and keep teachers motivated.
Staff instill love of lifelong learning in students.
Provide facilities for all types of learning.
Require proper dress and conduct in the classroom and respect for teachers.
More discipline in the schools.
Updated schools, smaller classrooms, neighborhood schools.
Walkable neighborhood schools.
No factory/feedlot schools.
NO drugs, gangs, bullying and weapons in the schools.
Boost children's morale and self-esteem.
Develop good character, a sense of values, and passion for excellence.

Summary

ENVISIONED FUTURE - STAFF

Safe, positive, nurturing environment.
Clean, healthy environment.
Improve dropout rate.
Relevant curriculum.
Safe environment with people they trust.

Summary

NOT TO CHANGE – NONSTAFF

Put everything on table.
Commitment of all staff; energy and passion
Neighborhood schools
Quality of teachers, staff
Music program
Career Center
Sports and activities
Better communication of school stories to
improve community perceptions
School pride
Diversity and activities
Change everything
School locations
Full-day kindergarten
Keep existing schools
Keep old schools – don't tear down
Lower student-teacher ratios
K-6 in neighborhood schools
Food service
Broad extracurriculars
Compassion of teachers and staff
Good lunches
Smaller classes
Dedication to arts, music, etc.
Good communication with parents re buses not
running, etc.
Access to counselors, etc.
Good safety
Good anti-drug program
Children in need get extra help.
Great encouragement from teachers
Zangle
Ability to work with families in crisis
Wholesome atmosphere
Career Center
Interdisciplinary approaches
Crossing guards
Parent-teacher conferences
Transitions program
Middle Schools
Community schools
Smaller schools
Diversity
School colors and mascots
Good leadership.

Focus on kids
Hands-on staff
Variety of opportunities for kids
Field trips
Traditional values
Extended studies and music
Good test scores
Variety of curriculum and activities
Change everything; BPS failed me
Reaching out to stakeholders
Hometown feel
Continual improvement, innovation
Keep CARE academies
Community-based programs and schools
Bus system
Extracurricular activities, art, music
Quality work
Spring break
Sincere interest in public involvement
Class sizes

Summary

NOT TO CHANGE – STAFF

(KEY THEMES: Neighborhood schools, quality of staff, attention to kids academic and nonacademic needs, focus on students and parents. Smaller schools and reasonable teacher-student ratios)

Neighborhood schools.

Small schools.

Current grade configurations. Small class sizes.

Good teachers.

Quality and dedication of teachers.

Talented, dedicated teachers, staff, and admin. Caring staff.

Teacher unity.

Schools with diversity.

Variety of options for students.

Putting kids first.

Career Center

School –parent connections/relationships.

Enrichment and remedial programs

High quality of education delivered

Seven-period day in middle school.

Teacher training

Positive environment in schools.

Desire for more connection to the community.

Activities and the arts.

High expectations.

Middle school teaming.

Counseling staff.

Walking/Biking to school

Honors classes

Commitment to kids.

Keep music and art alive.

Warmth between staff and students.

Emphasis on relationships.

Good reputation for giving good education.

Reasonable student-teacher ratios.

Interventions for struggling students.

Good salaries to attract good teachers

Caring people.

Support of teachers by reading coaches and admin.

Support from literacy coaches.

Good hiring practices; selective.

Opportunities for students.

Pride and involvement.

Diversity.

Concern for more than just academics.

Ability to attract good teachers

Keep and enforce district boundaries to maintain balance.

School day

Summary

CHANGE – NONSTAFF

(Themes – improve district image; stabilize/fix budgeting problems, too much union power, get rid of tenure, better community relation and communications, wiser spending and financial accountability, more staff accountability; smaller classrooms; public support through mil levies; better facilities, maintenance; long-range planning; restore public trust)

Quit talking about building new schools.
Pass mil levies
Need more business approach
Provide better bang for buck
Need high-tech schools
School board in every school
No automatic raises
Be accountable
Longer range plans
Listen to parents more
Better communication with community
Leaders need business background
Fix us against them mentality
More open dialogue
Demand more of teachers and students
Consider clusters
Tear down lower-population schools
Remove tenure
Too many substitutes
More efficiency; used to vote for all levies but not now
Better internal cooperation
High school in Lockwood
More schools and teachers in outlying areas
Education over sports
Don't need all-day kindergarten
Tougher salary negotiations
Endless testing and assessment
Drug testing of employees
Do, multi-year budgeting
Uniform building maintenance
Higher standards
7-periods in high schools
More variety of classes
Divide up the school district
Smaller high schools
Safer to walk to school

No unions or tenure
Greater parent engagement
More positive press
More community collaborating
Too many 1/2 days off
Dress/appearance code
More time for kids to eat lunch
Do what's right, even if unpopular
Separate competitive sports from schools
No threats
More west-end schools
Have professional plan in place to address needs of schools and community
Like school clusters
Supt. Dedicated to resolving budget issues and confronting union
Better Financial practices
Better staff/ board relations
Visual and language arts starting in kindergarten
Better financial decision making
General lack of professionalism
Track spending; reduce waste
Fix negative culture
Fix budgeting process; pay attention to revenues; negotiate harder
Rid of dead weight
Better dress for teachers
Music and art in kindergarten
Reward high-performing teachers
Get rid of nepotism
Need a CEO at helm.
Put focus back on kids
More funding
Less community discord
More life skills in high school

Change – Nonstaff (cont'd)

Need a planning process and consistency
Think in the long-term; look beyond current year
Reach out more to community
Make all staff accountability
Balance the budget
Fix the buildings.
High schools too big
Engage all students
Be financial savvy
Get away from “who do you know” leadership
Accountable employees
Financial savvy
Mismanagement of personnel and finances
Stop bullying
Track student progress better
Need alternative schools
Better facilities
Improve community relations
Build west-end school at some point
Don't cut teachers
Develop long-term plan with community support.
More opportunities for kids
Fix financial situation; don't threaten
Fix dropout rate
More interaction with colleges and universities
Reasonable class sizes
High administrative pay
Teach civics
More friendly to community
Run district like business
Raise reading standards
Stronger focus on basics
Hire long-range planning and make data-drive decisions
Be more transparent in operations
Don't force teachers to move
Raise standards of excellence
Don't teach to test.
More gym space
New high school
Better technology.
Too much politics
Spend money better
Fix buildings
Make all decision in interests of children

Preserve the arts
Embrace every child
Accurate finances
Don't dumb down
Show teachers that they're fairly paid
Fresh perspective on school board
Update and maintain buildings
Low employee morale
Learning before extracurricular
Have dress code
Fix school space issues
No combo classes
Fix community attitude towards schools
Merit pay according to perform. and abilities
More respect for teachers
More positive publicity
Fix school/community disconnect and mistrust
Too much admin
Shake things up
Longer school year
Improve management
Integrate students into community activities
Service learning
Schools are too large
More parental involvement
Parents pay for sports
Change boundaries
Teachers work year-round
Don't advance students unless they perform
Newer updated facilities
Fix lack of trust by community
Figure out budget problems
Better discipline policy
Too much spending on special needs kids at expense of average student
Elim. varsity sports
Become a pro-education community
Pay teachers more
De-emphasize football and basketball
Put kids ahead of teachers and admin
Get rid of unqualified teachers
Need west end high school
More extracurricular
Develop community buy-in
Bring back alternative school
Tighten sports budget
Fix Sr. High Auditorium

Change – Nonstaff (cont'd)

Support existing schools rather than try to build new ones
Better funding
Fix overcrowding
Too much standardized testing
Weight honors class grades
Smaller classrooms
Mandatory foreign languages
Back to basics
Listen to the public
Embrace technology
Don't use scare tactics
Better PR
All elem. students get out at same time
Board micromanages
Fund playgrounds
Keep recycling viable
Too bureaucratic
Spend money more wisely
Reduce dropouts
Move teachers around so spread the quality
No accountability for coaches as to their records or underperformance
District run by union
Question everything
Better fiscal disclosure
Better parent-teacher communication
Bring back faith – Jesus
Not enough textbooks
10-day loss of credit rule
Business person, not educator, for supt.
Elect trustees at large
Too many PIR days
Have annual reviews for teachers.
Eliminate tenure
Too many movies, etc. in classroom

Less HS admin
Educate public about good teachers are doing
Better market selves
Too many administrators
Replace unions with reward systems
Overcrowded high schools
More community involvement and partnering
Safer routes to schools
Renovate facilities and update equipment and materials
Be quicker to adopt best practices
Get back to basics
Be a financially sound school district
Physically update schools
Provide more technology
Better public communication
Fire poor teachers; evaluate all teachers
Live within means
Improve public view of teachers; they do a lot of good and work hard
Small classes
Use Lincoln Center
Less politics; do what is right.
Better funding and resources
Move to cluster schools
Better maintain the schools
Higher expectations for kids
Listen to children
Change school boundaries to fix overcrowding
State of the art technology
Go to 12-month calendar
Effective and efficient use of facilities.
Have facilities plan
Manage facilities better
Don't pander to tests
Change everything
Build credibility

Summary

CHANGE – STAFF

(Some Themes – restore credibility; better communication; resolve financial issues)

Fund purchase of teaching/curriculum materials (textbooks)

More emphasis on writing skills.

Eliminate poor educators; Remove nonperforming educators.

Elementary system

Use the Lincoln Center

More consistency school to school and class to class

Lack of public support

Better parental involvement/responsibility

Hold business dept. accountable

We talk change but maintain status quo

Too much emphasis on activities and sports

Less politics and backstabbing

Need more consistency between schools

Think outside the box

Change school funding and growing class sizes

Board micromanages and doesn't put kids first

Make proactive, not knee-jerk decisions

Involve everyone in decision making

Don't threaten and then don't follow through

Better utilize buildings (maybe close and sell some)

Run schools like a business

School not longer fun for kids

Funding not used wisely

Smaller class sizes

More support for sPecial Ed

More support for staff

Better supplies and technology

Don't threaten in order to pass mil levies

Equal access to programs and opportunities across district

Change administrative structuring

Encourage everyone to look forward, not back to past

Build relationship with community

Eliminate waste of resources

Better public support of schools

Fix perception that school district is dishonest, etc.

Get more outside input on spending

Better teacher training

More flexibility in the school day

Get out of crisis/cut cycle so \$\$ aren't issue every year

Cut administration

Find ways to keep kids in school until graduation

Increase substitute pay

Get rid of tenure

Better bookkeeping

Don't promote nonperforming kids

Mandatory attendance in K-6

More parent accountability

More technology in classroom

More classroom aides

Estab. better relationship with community

Get good analysis of where money is going

Indecisive leadership

Change calendar to elim. spring break

Community believes that admin dishonest

Present gracious positive attitude to children and parents

Install IPAC president as school board members

Hire more Indian teachers

Better cultural/diversity training

Restore credibility of district.

Embrace Indian Education for All

Build community support

Get teachers more motivated

Competent leaders at Lincoln Center

More planning for future instead of reactionary approach

Change public perception that teachers overpaid and underworked.

Quit threatening taxpayers

Better public image

Better communication from Lincoln to schools, etc.

Lack of respect from admin to teachers

Develop professional learning communities

Be sensitive to financial situation in community

Hire admin. that raise the bar

Few student absences

Change – Staff (cont'd)

Stop wasting dollars on programs that can't be sustained, etc.
No more budgeting mistakes.
Higher middle school attendance and student accountability
Nonvaluable PIR days
Would like Charter schools - Have diff. high schools focus on diff. academic areas
Get School board out of panic mode
More input from teachers and students into decisions
Put COLT in offices in the schools to can see things first-hand
More equalized school populations
More cohesion among staff
Fix the school building s
More opport. for gifted students when they are younger
Get board and district on same page
Create positive community feelings
Manage the budget better
Close community-district gap
Develop accurate fiscal info
In high schools, do more than "college track"
More cohesion
Get rid of union
Running empty buses
School board is dysfunction and micromanages
Reduce class sizes
Get rid of unproductive teachers
Get money management
Better funding
Stop trying to be everything to everybody
Cut athletics; shouldn't have at expense of academics
Close campuses at high schools
Move the district forward
Fix financial status
Manageable classroom sizes
Prayer back in schools
Go to longer days, and four-day weeks
More teacher input
Too many employees think public owes them something.
Be more flexible and responsive
Hire the right professionals

Positive advertising to pass mil levies
Run district like a corporation; educators should be in classroom, not running district.
Have CPA firm handle budget
Board micromanages
Get rid of good old boys
More unity
More diversity, higher quality
Evaluate administrators as well as teachers
Hire more paraprofessionals to help kids
Clear and defined roles for everyone
Rid of those not doing their jobs
No tenure
Have a long-term plan for enrollment and facilities
Clear communication
Restore public trust
Lincoln Center hires their family and friends
Fire unsatisfactory teachers
Fix terrible reputation
More checks and balance on budgeting
Enforce boundaries
More transparency in decision making
Restore reputation as fiscally prudent
Have admin help teachers to do their jobs
COLT leadership style
More technology
Change attitude that district is going all it can with what it has
Create a dynamic system
Go to clustering
Show that we're doing what's right on daily basis
Public Relations
Too many people at Lincoln Center by default rather than ability
Out of touch top admin
Board not in step with teachers and admin
More honest communication between parents and teachers
Meet accreditation standards in all areas.
More values-based classes – civics
More best practices

Summary of about 14 of 32 pages

Other Comments - Staff and Nonstaff

Operate as business owned by community
Variation in configurations. Maybe K-8, K-5
Yearly teacher reviews – no tenure
Smaller classes
Strong community involvement
Educate public
Mil leview passed
More open minded
Care of existing schools
No sacred cows; leadership
More unity
Adjust boundaries
Sustainable budget
Realign boundaries
More assemblies
Future Planning
Mil levies; upgrade facilities; educate public
Central facilities management
Prioritize resources and spending
Build community trust
Fairer funding
Best practices in instructional strategies
De-emphasize athletics
Get community support
Be best in country
Want to be proud
Neighborhood schools
Half-day kindergarten
More before and after-school programs
Reboundary
Stellar libraries
Fortunate for quality of BPS
Embrace diversity
After-school computer hours
Pass mil levies
Elim. good old boys system
Smaller class sizes
Weight honors classes
Reach every student
Fiscal respons/transparency
Budget stability
Safety
Get out vote
A lot is good
Healthy school lunches
Do what's best for kids
More efficiency/cost reduction
Better explain budget

Less emphasis on sports
Encourage excellence, not mediocrity
More extended studies
Change with the times
Rigorous curriculum
More exchange programs
More time for lunch
Redefine success – de-emphasize testing
Evaluate and use results of this survey
All kids meet minimum grad. reqts.
Save money
Merit pay; union power
Life skills
Child first
Extra reading help good
Renovate/fix current schools
Public support for mil levies
Positive image
Financial stability
Pride in schools
Fewer administrators
Supt. with gumption
Union influence
Real-world, relevant curriculum
Focus on academics
Improve teacher morale
Bring community together
Unity
Get out of crisis
Communication
Another high school
Everyone graduates
Excellence first
Operate within budget
Manage money
Need at-risk school
Balanced budget
Cut sports
Year-round school
Staffing plan
We have a great school system
Specialized schools like Career Center
BPS does better than average job.
Be educational leader in state/nation.
Parents grade teachers and schools
Needs of kids first.
Clean up parking lots and sidewalks and winter
Want kids in same building in elem. school

Other Comments - Staff and Nonstaff (cont'd)

Set higher standards
More science
Hold parents accountable
Poor survey
Pass levies
Have an admirable district
Cut budget
Punish in appropriate teachers
Stick to basics
Give teachers needed resources
Get funding under control
Focus on kids
Manage finances/cut waste
Vote for schools
Spend money on kids, not at top
More physical activity/safe routes to school
Year-round calendar
Focus on education, not social services
Support aquatic center in Heights; kids need it
Must pass levies
Need good board, good supt.
Keep moving forward
Get free of govt. regulation and unions
Access to modern technology
Need beautiful buildings
Access to professional development for teachers
Good libraries
Longer school day
Fix classroom overcrowding
Consistent school calendar
School board that will stand up for kids
Communication a priority
Additional staff training
Better PR about good schools are doing
No clustering
More after-school programs
Fiscal respons.
Kids first
Another high school
More focus on health and fitness
Get community support
Fix budget
Educate community about imp. of schools
Cut admin
Set realistic goals – rid of NCLB
Need PR campaign
Renovate/construct to accommodate kids
More professional busing contractor
Solve budget problems
Pass mil levies
More sports for elem/middle school
Work together
Transparency/financial stability

Emphasis on economics and community outreach
Have fun and positive learning environment.
Keep reaching out
Preference based on longevity
More emphasis on brightest students
Pursuit of excellence
Back to basics
Teach kids to question
More Indian Education for All
Better graduation rate
Rid of NCLB
Make staff feel valued
Back to basics
Meaningful learning
Fewer social services
Board stability
Better math scores
Better minority success
Engaging curriculum
Fix budget and stick to it
Fix bus system
No more waste
Get community on same page
Longer school day
Better technology
Change calendar
Upgrade facilities
Present selves better
Be a state leader
Educate public about budget issues
Open communication
Value employees
Pass levies
More training and more effective spending
Be enlightened and progressive
Keep up with rest of world
Find financial resources
Modify teacher salaries
No frivolous spending
Open-enrollment for HS
Consider freshman enter at Lewis & Clark
Help kids falling behind
Be a role model for other towns
Hire great supt.
Career Center is marvelous
Kids are our community's future
Pass levies
Need west end high school
Get rid of bad apples
Full-day PIR days vs. ½ half days to reduce busing
Quit complaining and threatening
Get community support
More outside oversight and auditing

Other Comments – Staff and Nonstaff (cont'd)

Consider clustering
Fewer administrators; smaller classrooms
More community engagement
Zero-based budgeting
Evaluate staff annually to weed out ineffective
Get all kids involved more
Smaller classes
More physical activity and gym
Continue good job
Stronger grad. requirements
Freshman back at junior high
Quit moving staff around
First Student is dangerous
Clean up classrooms and schools
Teachers need to really care
Less admin
Go green
More PR for mil levies
Accountability at every level
Earn trust of Billings
Have parents pay for extras
Retain/hire high-quality teachers
Operate efficiently/effectively
Strong community partnerships
Open alternative school
Teachers who are role models
Too many electives
What is best for kids
Gain community support
Attention to low-income kids
More music
Proactive financially
Better bus system
Union too much say
Better insurance coverage
Professional plan for facilities maintenance and upgrades
Be leader
Identify special needs early on
Larger parking lot at Sr.
Lockwood HS
Be more like Lockwood

More AP classes; challenge kids
More community involvement
Better nutrition
Listen to kids
Build confidence of kids
Better PR and communication
Better libraries
Second languages starting in elementary
More training for paraprofessionals
Stability funding/ budget
Safety
Build at Cottonwood
More involvement in city planning
Adequate parking at schools
More online instruction
No bullying
More capable teachers
Less emphasis on sports
Think outside box
More attention to career paths
Smaller class sizes
New west end schools
Higher graduation rate
New schools as need arises
Fun!
Smaller class sizes
Cut waste/excess
Balanced budget
Need activities
Establish vision; implement plan
More special ed resources
Build new schools for West end
Aides for large classrooms
Make schools an asset to Billings
Maintain buildings
Better facilities
Hire supt. For long haul
Better educated school board
Better technology/languages
Other sources of funding besides taxes
Follow through on what say