



TEACHER MORALE TOOLKIT

Prioritize Threats

Communication Templates

Use these templates to communicate to teachers and principals about the survey data results, planned next steps, decisions on which morale threats will be prioritized, and the rationale on how decisions were made.

District Leadership Forum

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Use this guide for district and school leaders to refer to when inviting questions about morale survey results, prioritization, and next steps

Communicating to Principals

Use the below template to inform principals of morale threat prioritization decisions and next steps of the morale momentum loop. Attach survey results for principals to reference.

Email from Superintendent

SUBJECT: Next Steps on Improving Teacher Morale

Hi Principal,

I am following up on the survey and conversations we have had with teachers to help diagnose the causes of low teacher morale (complete data attached). District leadership met last week to discuss and synthesize this teacher input and make a decision on what problems we plan to address to improve teacher morale for the next several months. The below will be our two focus areas:

- 1. The first problem to morale we aim to address is based on survey feedback that [Insert prioritized diagnostic survey question (e.g., XX% of teachers disagree that actions of district leadership reflect the district's mission and values')]*
- 2. [Insert prioritized diagnostic survey question]*

This decision took into consideration teacher feedback based on survey responses and the discussions we've had with teachers across the past several weeks. We used a research-based process that also considered feasibility for the district to address these concerns in the near term and their potential impact. We aim to use this process consistently over time.

I want to acknowledge that these focus areas do not cover all the concerns that teachers raise. Our goal is to robustly address a few concerns at a time, so we can give them their due attention. Our plan is to use this process consistently, alongside teachers, and to adapt, adjust, and expand our focus areas as needed into the future.

Now that we've identified the problems we plan to address first, we will begin to build solutions. But we know we must do that in partnership with teachers, to ensure these solutions work for and speak for teachers.

As you might know, we've been partnering with a research firm on this morale work throughout this spring and plan to continue to do so this summer. We will be in touch with you and with teachers about our plans to co-design solutions to boost morale before the start of the school year.

Please do not hesitate to reach out with any questions and thanks again for your support in this work.

Best,

Superintendent Name

Communicating To Teachers

Use the template below to share survey results, morale prioritization decisions, and next steps with teachers.

Email from Superintendent

SUBJECT: Results of Teacher Morale Survey/Conversations and Next Steps

EMAIL TEXT:

Dear colleagues,

I would like to thank you for taking time to participate in our 2022 teacher survey and/or feedback sessions on improving teacher morale. *[Two options depending on high or low response rate]*

- *The X% response rate was excellent—we appreciate your time and plan to continue to honor it by outlining how we plan to use this information and our next steps.*
- *We had a X% response rate. While we'd love to improve this, we so appreciate those who participated. We hope our investments coming out of this experience will encourage more of you to get involved as we continue our efforts into the future.*

This survey and our conversations have enabled us to have a more accurate picture of how you feel and your experience working in this district. Our district leadership team, including myself, has taken time to reflect on your feedback and the themes that have emerged from it.

I've attached a report that includes the survey data in full, but I also wanted to provide some context into how we used this data (and your input during conversations) to inform our next steps.

First, I wanted to highlight a few areas where we scored well.

1. *Insert area of strength from the survey/teacher conversations*
2. *Insert area of strength from the survey/teacher conversations*

Second, I wanted to highlight the two areas of focus for our leadership team across the next several months.

1. *Insert area of focus #1*
2. *Insert area of focus #2*

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Communicating To Teachers

Use the template below to share survey results, morale prioritization decisions, and next steps with teachers.

Email from Superintendent (cont.)

SUBJECT: Results of Teacher Morale Survey/Conversations and Next Steps

EMAIL TEXT:

(CONT.)

Choosing these focus areas emphasized teacher feedback based on survey responses and the discussions we've had with teachers across the past several weeks. The leadership team used a research-based process that also considered feasibility for the district to address these concerns in the near term and their potential impact on teachers. We aim to use this process consistently over time.

I want to acknowledge that these focus areas do not cover all the concerns that teachers have raised. Our goal is to robustly address a few concerns at a time, so we can give them their due attention. Our plan is to use this process consistently, alongside teachers, and to adapt, adjust, and expand our focus areas as needed into the future.

Now that we've identified the problems we plan to address, we will begin to build solutions. But we know we must do that in partnership with teachers, to ensure these solutions work for and speak for you.

As you might know, we've been partnering with a research firm on this work throughout this spring and plan to continue to do so this summer. We will be in touch again about our plans to come together to design strategies to address these areas before the start of the school year. I'm excited to continue this work in partnership with all of you.

Please do not hesitate to reach out with any questions and thanks again for your support in this work.

It is important to recognize that this is a journey—not a “quick fix”—and we commit to a continued investment in your experience as a teacher in our district.

Best,

Superintendent name

FAQ to Aid Discussions with Teachers

Below is a Frequently Asked Questions (FAQ) guide that district and school leaders can refer to when inviting questions about morale survey results, prioritization, and next steps.

Frequently Asked Questions

Question: Why aren't you responding to [*insert other concern teacher has*]?

Answer: Our intention is to limit our focus for now, so we can robustly address a few concerns at a time. This, we hope, will allow us to give these concerns their due attention rather than try to improve too many problems at once and fail to make meaningful change on any of them. Our plan is to use this decision process consistently, alongside teachers, and to adapt, adjust, and expand our focus areas as needed into the future.

Question: How did you choose these specific priorities over others?

Answer: [*In addition to scripting from above*] Choosing these focus areas emphasized teacher feedback based on survey responses and the discussions we've had with teachers across the past several weeks. The leadership team used a research-based process that also considered feasibility for the district to address these concerns in the near term and their potential impact on teachers. We aim to use this process consistently over time. The goal is to continue to ground what we address in your feedback but also to expand what we can address over time.

Questions: How are you going to solve this problem? / When will we hear more about this?

Answer: We plan to continue to work on this through the summer and plan to be in touch with specific next steps before the school year begins, likely in August. We appreciate your patience in this process. We've been working with a research firm and collaborating with school districts across the country to make sure we address your concerns as robustly as possible.

By August, we will be coming to teachers with some ideas for strategies to address our prioritized concerns, but we think it is so important to involve you all in selecting the right strategies and adapting them when needed, so they really work for you. We will begin that work at the beginning of next school year.

Question: How can I get involved?

Answer: I love to hear that you are interested! We'll have more information throughout this summer on how specifically we'd like to work with teachers to design these solutions. But I will share your interest with [*Superintendent's Name*], and we will be in touch!