

2021-22 Schoolwide Improvement Plan

# **Table of Contents**

School Demographics	3
Purpose and Outline of the SIP	4
School Information	7
Needs Assessment	10
Planning for Improvement	16
Positive Culture & Environment	18
Budget to Support Goals	0

# **Osceola Elementary School**

1605 OSCEOLA ELEMENTARY RD, St Augustine, FL 32084

http://www-oes.stjohns.k12.fl.us/

Demographics

# **Principal: Jessley Hathaway**

Start Date for this Principal: 8/25/2021

<b>2019-20 Status</b> (per MSID File)	Active
School Type and Grades Served (per MSID File)	Elementary School PK-5
Primary Service Type (per MSID File)	K-12 General Education
2020-21 Title I School	Yes
2020-21 Economically Disadvantaged (FRL) Rate (as reported on Survey 3)	100%
<b>2020-21 ESSA Subgroups Represented</b> (subgroups with 10 or more students) (subgroups below the federal threshold are identified with an asterisk)	Students With Disabilities* Black/African American Students* Hispanic Students Multiracial Students White Students Economically Disadvantaged Students
School Grades History	2018-19: A (67%) 2017-18: D (40%) 2016-17: B (56%)
2019-20 School Improvement (SI) Inf	ormation*
SI Region	Northeast
Regional Executive Director	Cassandra Brusca
Turnaround Option/Cycle	N/A
Year	
Support Tier	
ESSA Status	
* As defined under Rule 6A-1.099811, Florida Administrative Code. F	or more information, <u>click here</u> .

### **School Board Approval**

This plan is pending approval by the St. Johns County School Board.

#### **SIP** Authority

Section 1001.42(18), Florida Statutes, requires district school boards to annually approve and require implementation of a Schoolwide Improvement Plan (SIP) for each school in the district that has a school grade of D or F. This plan is also a requirement for Targeted Support and Improvement (TS&I) and Comprehensive Support and Improvement (CS&I) schools pursuant to 1008.33 F.S. and the Every Student Succeeds Act (ESSA).

To be designated as TS&I, a school must have one or more ESSA subgroup(s) with a Federal Index below 41%. This plan shall be approved by the district. There are three ways a school can be designated as CS&I:

- 1. have a school grade of D or F
- 2. have a graduation rate of 67% or lower
- 3. have an overall Federal Index below 41%.

For these schools, the SIP shall be approved by the district as well as the Bureau of School Improvement.

The Florida Department of Education (FDOE) SIP template meets all statutory and rule requirements for traditional public schools and incorporates all components required for schools receiving Title I funds. This template is required by State Board of Education Rule 6A-1.099811, Florida Administrative Code, for all non-charter schools with a current grade of D or F, or a graduation rate 67% or less. Districts may opt to require a SIP using a template of its choosing for schools that do not fit the aforementioned conditions. This document was prepared by school and district leadership using the FDOE's school improvement planning web application located at <u>www.floridacims.org.</u>

#### Purpose and Outline of the SIP

The SIP is intended to be the primary artifact used by every school with stakeholders to review data, set goals, create an action plan and monitor progress. The Florida Department of Education encourages schools to use the SIP as a "living document" by continually updating, refining and using the plan to guide their work throughout the year. This printed version represents the SIP as of the "Date Modified" listed in the footer.

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Purpose and Outline of the SIP	4
School Information	7
Needs Assessment	10
Planning for Improvement	16
Title I Requirements	0
Budget to Support Goals	0

# **Osceola Elementary School**

# 1605 OSCEOLA ELEMENTARY RD, St Augustine, FL 32084

## http://www-oes.stjohns.k12.fl.us/

**School Demographics** 

School Type and Gr (per MSID F		2020-21 Title I School	Disadvant	Economically aged (FRL) Rate ted on Survey 3)
Elementary S PK-5	chool	Yes		100%
<b>Primary Servic</b> (per MSID F	• •	Charter School	(Reporte	Minority Rate ed as Non-white Survey 2)
K-12 General Ec	ducation	No		45%
School Grades Histo	ry			
Year Grade	2020-21	<b>2019-20</b> A	<b>2018-19</b> A	<b>2017-18</b> D
School Board Approv	val			

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## **SIP Authority**

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## Purpose and Outline of the SIP

The SIP is intended to be the primary artifact used by every school with stakeholders to review data, set goals, create an action plan and monitor progress. The Florida Department of Education encourages schools to use the SIP as a "living document" by continually updating, refining and using the plan to guide their work throughout the year. This printed version represents the SIP as of the "Date Modified" listed in the footer.

# **Part I: School Information**

#### School Mission and Vision

#### Provide the school's mission statement.

Osceola Elementary will be a family of learners working to become successful in academic and social settings. By nurturing determination, grit, and a growth mindset in all students, we will create life-long learners.

#### Provide the school's vision statement.

**Better Never Quits** 

#### School Leadership Team

#### Membership

Identify the name, email address, position title, and job duties/responsibilities for each member of the school leadership team.:

Name	Position Title	Job Duties and Responsibilities
Keffer, Rebecca	Principal	

### Demographic Information

#### **Principal start date**

Wednesday 8/25/2021, Jessley Hathaway

**Number of teachers with a 2019 3-year aggregate or a 1-year Algebra state VAM rating of Highly Effective.** *Note: For UniSIG Supplemental Teacher Allocation, teachers must have at least 10 student assessments.* 

2

Number of teachers with a 2019 3-year aggregate or a 1-year Algebra state VAM rating of Effective. Note: For UniSIG Supplemental Teacher Allocation, teachers must have at least 10 student assessments.

12

Total number of teacher positions allocated to the school 52

Total number of students enrolled at the school

674

Identify the number of instructional staff who left the school during the 2020-21 school year.

3

Identify the number of instructional staff who joined the school during the 2021-22 school year. 4

**Demographic Data** 

Early Warning Systems

### 2021-22

### The number of students by grade level that exhibit each early warning indicator listed:

Indicator				Total										
indicator	κ	1	2	3	4	5	6	7	8	9	10	11	12	Total
Number of students enrolled	97	104	93	102	82	96	0	0	0	0	0	0	0	574
Attendance below 90 percent	20	18	17	15	20	17	0	0	0	0	0	0	0	107
One or more suspensions	1	7	4	1	5	6	0	0	0	0	0	0	0	24
Course failure in ELA	0	0	0	7	13	8	0	0	0	0	0	0	0	28
Course failure in Math	0	0	0	0	0	0	0	0	0	0	0	0	0	
Level 1 on 2019 statewide FSA ELA assessment	0	0	0	0	6	19	0	0	0	0	0	0	0	25
Level 1 on 2019 statewide FSA Math assessment	0	0	0	0	0	0	0	0	0	0	0	0	0	
Number of students with a substantial reading deficiency	0	9	11	21	0	0	0	0	0	0	0	0	0	41

The number of students with two or more early warning indicators:

Indiaatar					(	Grac	le L	.ev	el					Total
Indicator	Κ	1	2	3	4	5	6	7	8	9	10	11	12	Total
Students with two or more indicators	1	5	5	11	13	12	0	0	0	0	0	0	0	47

### The number of students identified as retainees:

Indicator	Grade Level													Total
indicator	κ	1	2	3	4	5	6	7	8	9	10	11	12	TOLAT
Retained Students: Current Year	5	15	12	14	12	18	0	0	0	0	0	0	0	76
Students retained two or more times	0	0	0	0	0	0	0	0	0	0	0	0	0	

# Date this data was collected or last updated

Wednesday 8/25/2021

## 2020-21 - As Reported

The number of students by grade level that exhibit each early warning indicator:

St. Johns - 0331 - Osceola Elementary	/ School - 2021-22 SIP
---------------------------------------	------------------------

Indicator				Total										
indicator	K	1	2	3	4	5	6	7	8	9	10	11	12	TOtai
Number of students enrolled	97	107	98	85	98	124	0	0	0	0	0	0	0	609
Attendance below 90 percent	14	20	16	16	11	13	0	0	0	0	0	0	0	90
One or more suspensions	4	4	6	1	3	5	0	0	0	0	0	0	0	23
Course failure in ELA	0	0	0	9	10	13	0	0	0	0	0	0	0	32
Course failure in Math	0	0	0	9	10	13	0	0	0	0	0	0	0	32
Level 1 on 2019 statewide ELA assessment	0	0	0	4	19	18	0	0	0	0	0	0	0	41
Level 1 on 2019 statewide Math assessment	0	0	0	4	19	18	0	0	0	0	0	0	0	41

# The number of students with two or more early warning indicators:

Indicator						Gra	de	Lev	vel					Total
indicator	κ	1	2	3	4	5	6	7	8	9	10	11	12	Total
Students with two or more indicators	2	3	8	11	8	11	0	0	0	0	0	0	0	43

## The number of students identified as retainees:

Indicator		Grade Level													
Indicator	κ	1	2	3	4	5	6	7	8	9	10	11	12	Total	
Retained Students: Current Year	4	8	2	2	1	0	0	0	0	0	0	0	0	17	
Students retained two or more times	0	0	0	0	0	0	0	0	0	0	0	0	0		

# 2020-21 - Updated

## The number of students by grade level that exhibit each early warning indicator:

la di setara	Grade Level										Total			
Indicator	К	1	2	3	4	5	6	7	8	9	10	11	12	Total
Number of students enrolled	97	107	98	85	98	124	0	0	0	0	0	0	0	609
Attendance below 90 percent	14	20	16	16	11	13	0	0	0	0	0	0	0	90
One or more suspensions	4	4	6	1	3	5	0	0	0	0	0	0	0	23
Course failure in ELA	0	0	0	9	10	13	0	0	0	0	0	0	0	32
Course failure in Math	0	0	0	9	10	13	0	0	0	0	0	0	0	32
Level 1 on 2019 statewide ELA assessment	0	0	0	4	19	18	0	0	0	0	0	0	0	41
Level 1 on 2019 statewide Math assessment	0	0	0	4	19	18	0	0	0	0	0	0	0	41

# The number of students with two or more early warning indicators:

Indicator		Grade Level											Total	
		1	2	3	4	5	6	7	8	9	10	11	12	Total
Students with two or more indicators	2	3	8	11	8	11	0	0	0	0	0	0	0	43

## The number of students identified as retainees:

In elization	Grade Level										Total			
Indicator	κ	1	2	3	4	5	6	7	8	9	10	11	12	Total
Retained Students: Current Year	4	8	2	2	1	0	0	0	0	0	0	0	0	17
Students retained two or more times		0	0	0	0	0	0	0	0	0	0	0	0	

# Part II: Needs Assessment/Analysis

### School Data Review

Please note that the district and state averages shown here represent the averages for similar school types (elementary, middle, high school, or combination schools).

School Grade Component		2021			2019		2018			
School Glade Component	School	District	State	School	District	State	School	District	State	
ELA Achievement				64%	75%	57%	51%	72%	56%	
ELA Learning Gains				68%	67%	58%	35%	59%	55%	
ELA Lowest 25th Percentile				57%	59%	53%	26%	50%	48%	
Math Achievement				71%	77%	63%	60%	77%	62%	
Math Learning Gains				75%	69%	62%	40%	67%	59%	
Math Lowest 25th Percentile				74%	59%	51%	17%	58%	47%	
Science Achievement				58%	72%	53%	48%	68%	55%	

## Grade Level Data Review - State Assessments

NOTE: This data is raw data and includes ALL students who tested at the school. This is not school grade data.

			ELA			
Grade	Year	School	District	School- District Comparison	State	School- State Comparison
03	2021					
	2019	57%	78%	-21%	58%	-1%
Cohort Co	mparison					
04	2021					
	2019	71%	77%	-6%	58%	13%
Cohort Co	mparison	-57%				
05	2021					
	2019	58%	76%	-18%	56%	2%
Cohort Comparison -71		-71%			· · ·	

	МАТҢ												
Grade	Year	School	District	School- District Comparison	State	School- State Comparison							
03	2021												
	2019	62%	82%	-20%	62%	0%							
Cohort Con	Cohort Comparison												
04	2021												

			MATH	1		
Grade	Year	School	District	School- District Comparison	State	School- State Comparison
	2019	76%	82%	-6%	64%	12%
Cohort Corr	nparison	-62%				
05	2021					
	2019	67%	80%	-13%	60%	7%
Cohort Com	Cohort Comparison				• •	

	SCIENCE											
Grade	Year	School	District	School- District Comparison	State	School- State Comparison						
05	2021											
	2019	56%	73%	-17%	53%	3%						
Cohort Comparison												

# Grade Level Data Review - Progress Monitoring Assessments

# Provide the progress monitoring tool(s) by grade level used to compile the below data.

i-Ready data.

Fall = percent of students Early on Grade Level or above.

Winter = percent of students Mid On Grade Level or above.

		Grade 1		
	Number/% Proficiency	Fall	Winter	Spring
English Language Arts	All Students Economically Disadvantaged Students With Disabilities English Language Learners	22 10	23 4	
	Number/% Proficiency	Fall	Winter	Spring
Mathematics	All Students Economically Disadvantaged Students With Disabilities English Language Learners	18 7	21 4	

		Grade 2		
	Number/% Proficiency	Fall	Winter	Spring
English Language Arts	All Students Economically Disadvantaged Students With Disabilities English Language Learners	38 9	31 10	
	Number/% Proficiency	Fall	Winter	Spring
Mathematics	All Students Economically Disadvantaged	24	18	
	Students With Disabilities English Language Learners	18	10	
		Grade 3		
	Number/% Proficiency	Fall	Winter	Spring
English Language Arts	All Students Economically Disadvantaged Students With Disabilities English Language Learners	51 13	31 10	
	Number/% Proficiency	Fall	Winter	Spring
Mathematics	All Students Economically Disadvantaged Students With Disabilities English Language Learners	25 10	20 13	

		Grade 4		
	Number/% Proficiency	Fall	Winter	Spring
English Language Arts	All Students Economically Disadvantaged Students With Disabilities English Language Learners	28 0	30 11	
	Number/% Proficiency	Fall	Winter	Spring
Mathematics	All Students Economically Disadvantaged Students With	28	15	
	Disabilities English Language Learners	5	5	
		Grade 5		
	Number/% Proficiency	Fall	Winter	Spring
English Language Arts	All Students Economically Disadvantaged Students With Disabilities English Language Learners	32 8	17 3	
	Number/% Proficiency	Fall	Winter	Spring
Mathematics	All Students Economically Disadvantaged	30	15	
	Students With Disabilities English Language Learners	5	3	
	Number/% Proficiency	Fall	Winter	Spring
Science	All Students Economically Disadvantaged Students With Disabilities English Language Learners			

# Subgroup Data Review

		2021	SCHOO	OL GRAD	E COMF	ONENT	S BY SI	JBGRO	UPS		
Subgroups	ELA Ach.	ELA LG	ELA LG L25%	Math Ach.	Math LG	Math LG L25%	Sci Ach.	SS Ach.	MS Accel.	Grad Rate 2019-20	C & C Accel 2019-20
SWD	31	26	43	43	65	64	24				
ELL	40			40							
BLK	33	50	46	42	68	58	14				
HSP	59	60		69	80		70				
WHT	70	63		75	76		60				
FRL	49	52	56	56	80	79	37				
		2019	SCHOO	OL GRAD	E COMF	ONENT	S BY SI	JBGRO	UPS		
Subgroups	ELA Ach.	ELA LG	ELA LG L25%	Math Ach.	Math LG	Math LG L25%	Sci Ach.	SS Ach.	MS Accel.	Grad Rate 2017-18	C & C Accel 2017-18
SWD	38	56	51	44	67	68	33				
BLK	50	69	64	59	74	56	44				
HSP	73	59		67	80						
WHT	66	67	54	75	74	76	69				
FRL	52	65	53	63	74	73	49				
		2018	SCHOO	OL GRAD	E COMF	PONENT	S BY SI	JBGRO	UPS		
Subgroups	ELA Ach.	ELA LG	ELA LG L25%	Math Ach.	Math LG	Math LG L25%	Sci Ach.	SS Ach.	MS Accel.	Grad Rate 2016-17	C & C Accel 2016-17
SWD	27	23	19	37	28	11	17				
BLK	27	30	25	42	28	9	16				
HSP	63	40		63	47						
MUL	57	30		64	50						
WHT	61	38	23	67	44	19	60				
FRL	43	30	26	51	36	15	36				

# ESSA Data Review

This data has been updated for the 2021-22 school year as of 10/19/2021.

ESSA Federal Index		
ESSA Category (TS&I or CS&I)		
OVERALL Federal Index – All Students	61	
OVERALL Federal Index Below 41% All Students	NO	
Total Number of Subgroups Missing the Target	1	
Progress of English Language Learners in Achieving English Language Proficiency		
Total Points Earned for the Federal Index	426	
Total Components for the Federal Index	7	
Percent Tested	98%	
Subgroup Data		

Students With Disabilities		
Federal Index - Students With Disabilities	42	
Students With Disabilities Subgroup Below 41% in the Current Year?	NO	
Number of Consecutive Years Students With Disabilities Subgroup Below 32%		
English Language Learners		
Federal Index - English Language Learners	40	
English Language Learners Subgroup Below 41% in the Current Year?	YES	
Number of Consecutive Years English Language Learners Subgroup Below 32%		
Native American Students	<u> </u>	
Federal Index - Native American Students		
Native American Students Subgroup Below 41% in the Current Year?	N/A	
Number of Consecutive Years Native American Students Subgroup Below 32%		
Asian Students		
Federal Index - Asian Students		
Asian Students Subgroup Below 41% in the Current Year?	N/A	
Number of Consecutive Years Asian Students Subgroup Below 32%		
Black/African American Students		
Black/African American Students Federal Index - Black/African American Students	44	
	44 NO	
Federal Index - Black/African American Students		
Federal Index - Black/African American Students Black/African American Students Subgroup Below 41% in the Current Year?		
Federal Index - Black/African American Students Black/African American Students Subgroup Below 41% in the Current Year? Number of Consecutive Years Black/African American Students Subgroup Below 32%		
Federal Index - Black/African American Students Black/African American Students Subgroup Below 41% in the Current Year? Number of Consecutive Years Black/African American Students Subgroup Below 32% Hispanic Students	NO	
Federal Index - Black/African American Students Black/African American Students Subgroup Below 41% in the Current Year? Number of Consecutive Years Black/African American Students Subgroup Below 32% Hispanic Students Federal Index - Hispanic Students	NO 68	
Federal Index - Black/African American Students         Black/African American Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Black/African American Students Subgroup Below 32%         Hispanic Students         Federal Index - Hispanic Students         Hispanic Students         Hispanic Students Subgroup Below 41% in the Current Year?	NO 68	
Federal Index - Black/African American Students         Black/African American Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Black/African American Students Subgroup Below 32%         Hispanic Students         Federal Index - Hispanic Students         Hispanic Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Hispanic Students Subgroup Below 32%	NO 68	
Federal Index - Black/African American Students         Black/African American Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Black/African American Students Subgroup Below 32%         Hispanic Students         Federal Index - Hispanic Students         Hispanic Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Hispanic Students Subgroup Below 32%         Multiracial Students	NO 68	
Federal Index - Black/African American Students         Black/African American Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Black/African American Students Subgroup Below 32%         Hispanic Students         Federal Index - Hispanic Students         Hispanic Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Hispanic Students Subgroup Below 32%         Multiracial Students Subgroup Below 32%         Multiracial Students Subgroup Below 32%	NO 68 NO	
Federal Index - Black/African American Students         Black/African American Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Black/African American Students Subgroup Below 32%         Hispanic Students         Federal Index - Hispanic Students         Hispanic Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Hispanic Students Subgroup Below 32%         Multiracial Students         Multiracial Students         Multiracial Students       Multiracial Students         Multiracial Students Subgroup Below 41% in the Current Year?       Subgroup Below 41% in the Current Year?	NO 68 NO	
Federal Index - Black/African American Students         Black/African American Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Black/African American Students Subgroup Below 32%         Hispanic Students Subgroup Below 32%         Federal Index - Hispanic Students         Hispanic Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Hispanic Students Subgroup Below 32%         Multiracial Students Subgroup Below 32%         Federal Index - Multiracial Students Subgroup Below 32%         Multiracial Students         Federal Index - Multiracial Students         Multiracial Students         Multiracial Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Multiracial Students Subgroup Below 32%	NO 68 NO	
Federal Index - Black/African American Students         Black/African American Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Black/African American Students Subgroup Below 32%         Hispanic Students         Federal Index - Hispanic Students         Hispanic Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Hispanic Students Subgroup Below 32%         Multiracial Students         Federal Index - Multiracial Students         Multiracial Students         Federal Index - Multiracial Students         Multiracial Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Multiracial Students         Multiracial Students Subgroup Below 41% in the Current Year?         Number of Consecutive Years Multiracial Students Subgroup Below 32%         Pacific Islander Students	NO 68 NO	

White Students		
Federal Index - White Students	69	
White Students Subgroup Below 41% in the Current Year?	NO	
Number of Consecutive Years White Students Subgroup Below 32%		
Economically Disadvantaged Students		
Federal Index - Economically Disadvantaged Students	58	
Economically Disadvantaged Students Subgroup Below 41% in the Current Year?		
Number of Consecutive Years Economically Disadvantaged Students Subgroup Below 32%		

### Analysis

#### Data Analysis

Answer the following analysis questions using the progress monitoring data and state assessment data, if applicable.

What trends emerge across grade levels, subgroups and core content areas?

What data components, based off progress monitoring and 2019 state assessments, demonstrate the greatest need for improvement?

What were the contributing factors to this need for improvement? What new actions would need to be taken to address this need for improvement?

What data components, based off progress monitoring and 2019 state assessments, showed the most improvement?

What were the contributing factors to this improvement? What new actions did your school take in this area?

What strategies will need to be implemented in order to accelerate learning?

Based on the contributing factors and strategies identified to accelerate learning, describe the professional development opportunities that will be provided at the school to support teachers and leaders.

Provide a description of the additional services that will be implemented to ensure sustainability of improvement in the next year and beyond.

# Part III: Planning for Improvement

#### Areas of Focus:

#1. Instructional Practice specifically relating to ELA	
Area of Focus Description and Rationale:	
Measurable Outcome:	
Monitoring:	
Person responsible for monitoring outcome:	[no one identified]
Evidence-based Strategy:	
Rationale for Evidence-based Strategy:	
Action Steps to Implement	
No action steps were entered for this area of focus	
#2. Instructional Practice specifically relating to Math	
Area of Focus Description and Rationale:	
Measurable Outcome:	
Monitoring:	
Person responsible for monitoring outcome:	[no one identified]
Evidence-based Strategy:	
Rationale for Evidence-based Strategy:	
Action Steps to Implement	
No action steps were entered for this area of focus	
#3. Culture & Environment specifically relating to	
Area of Focus Description and Rationale:	
Measurable Outcome:	
Monitoring:	
Person responsible for monitoring outcome:	[no one identified]
Evidence-based Strategy:	
Rationale for Evidence-based Strategy:	
Action Steps to Implement	
No action steps were entered for this area of focus	
#4. ESSA Subgroup specifically relating to Students with Disabilities	
Area of Focus Description and Rationale:	
Measurable Outcome:	
Monitoring:	
Person responsible for monitoring outcome:	[no one identified]
Evidence-based Strategy:	
Rationale for Evidence-based Strategy:	
Action Steps to Implement	
No action stops were entered for this area of focus	

No action steps were entered for this area of focus

#### Additional Schoolwide Improvement Priorities

Using the <u>SafeSchoolsforAlex.org</u>, compare the discipline data of the school to discipline data across the state and provide primary or secondary areas of concern that the school will monitor during the upcoming school year. Include how the school culture and environment will be monitored through the lens of behavior or discipline data.

# Part IV: Positive Culture & Environment

A positive school culture and environment reflects: a supportive and fulfilling environment, learning conditions that meet the needs of all students, people who are sure of their roles and relationships in student learning, and a culture that values trust, respect and high expectations. Consulting with various stakeholder groups to employ school improvement strategies that impact the positive school culture and environment are critical. Stakeholder groups more proximal to the school include teachers, students, and families of students, volunteers, and school board members. Broad stakeholder groups include early childhood providers, community colleges and universities, social services, and business partners.

Stakeholders play a key role in school performance and addressing equity. Consulting various stakeholder groups is critical in formulating a statement of vision, mission, values, goals, and employing school improvement strategies.

Describe how the school addresses building a positive school culture and environment.

Identify the stakeholders and their role in promoting a positive culture and environment at the school.