Hillsborough County Public Schools

Fishhawk Creek Elementary School



2022-23 Schoolwide Improvement Plan

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Fishhawk Creek Elementary School

16815 DORMAN RD, Lithia, FL 33547

[no web address on file]

Demographics

Principal: Steven Sims Start Date for this Principal: 8/2/2022

Elementary School PK-5 K-12 General Education No 18% dents With Disabilities* llish Language Learners
No 18% dents With Disabilities* llish Language Learners
18% dents With Disabilities* llish Language Learners
dents With Disabilities* Ilish Language Learners
lish Language Learners
an Students ck/African American Students canic Students tiracial Students te Students nomically Disadvantaged dents
2021-22: A (79%) 2018-19: A (71%) 2017-18: A (69%)
tion*
Central
Lucinda Thompson
N/A
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School Board Approval

This plan is pending approval by the Hillsborough 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 www.floridacims.org.

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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Fishhawk Creek Elementary School

16815 DORMAN RD, Lithia, FL 33547

[no web address on file]

School Demographics

School Type and Gi (per MSID		2021-22 Title I Schoo	l Disadvant	Economically taged (FRL) Rate ted on Survey 3)
Elementary S PK-5	School	No		18%
Primary Servio		Charter School	(Reporte	Minority Rate ed as Non-white Survey 2)
K-12 General E	ducation	No		37%
School Grades Histo	ory			
Year	2021-22	2020-21	2019-20	2018-19
Grade	A		Α	Α

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SIP Authority

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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 (see page 4). For schools receiving a grade of A, B, or C, the district may opt to require a SIP using a template of its choosing. This document was prepared by school and district leadership using the FDOE's school improvement planning web application located at https://www.floridaCIMS.org.

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.

FishHawk Creek will provide all Falcons with a rigorous education enabling them to think critically and become responsible, caring citizens who soar to their academic best.

Provide the school's vision statement.

FishHawk Creek Elementary will soar to the highest level of academic achievement and citizenship.

School Leadership Team

Membership

For each member of the school leadership team, select the employee name and email address from the dropdown. Identify the position title and job duties/responsibilities.:

Name	Position Title	Job Duties and Responsibilities
Sims, Steve	Principal	Participate on ILT team to select data points for each grade level.
Torsone, Laura	SAC Member	SAC Chair responsible for relaying information from SAC to Faculty
Zulkoski, Amanda	Assistant Principal	Set up and regulate PLC"s and schoolwide RTI

Demographic Information

Principal start date

Tuesday 8/2/2022, Steven Sims

Number of teachers with a 2022 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.

43

Number of teachers with a 2022 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.

14

Total number of teacher positions allocated to the school

71

Total number of students enrolled at the school

1,034

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

4

Identify the number of instructional staff who joined the school during the 2022-23 school year.

Demographic Data

Early Warning Systems

Using prior year's data, complete the table below with the number of students by current grade level that exhibit each early warning indicator listed:

ladianta	Grade Level												Total	
Indicator	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
Number of students enrolled	113	170	157	199	194	201	0	0	0	0	0	0	0	1034
Attendance below 90 percent	0	10	10	7	6	5	0	0	0	0	0	0	0	38
One or more suspensions	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Course failure in ELA	2	2	1	1	3	0	0	0	0	0	0	0	0	9
Course failure in Math	0	0	0	1	3	4	0	0	0	0	0	0	0	8
Level 1 on 2022 statewide FSA ELA assessment	0	0	0	13	15	5	0	0	0	0	0	0	0	33
Level 1 on 2022 statewide FSA Math assessment	0	0	0	7	13	2	0	0	0	0	0	0	0	22
Number of students with a substantial reading deficiency	2	6	8	7	9	6	0	0	0	0	0	0	0	38

Using the table above, complete the table below with the number of students by current grade level who have two or more early warning indicators:

Indicator						Gr	ade	e Le	vel					Total
mulcator	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
Students with two or more indicators	1	2	0	1	2	0	0	0	0	0	0	0	0	6

Using current year data, complete the table below with the number of students identified as being "retained.":

Indicator	Grade Level													
Indicator	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
Retained Students: Current Year	2	2	1	1	3	0	0	0	0	0	0	0	0	9
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 8/3/2022

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

Indicator	Grade Level												Total	
mulcator	K	1	2	3	4	5	6	7	8	9	10	11	12	TOtal
Number of students enrolled	158	153	181	175	194	183	0	0	0	0	0	0	0	1044
Attendance below 90 percent	0	9	6	9	1	6	0	0	0	0	0	0	0	31
One or more suspensions	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Course failure in ELA	0	0	0	0	0	0	0	0	0	0	0	0	0	
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	6	6	2	0	0	0	0	0	0	0	14
Level 1 on 2019 statewide FSA Math assessment	0	0	0	5	7	5	0	0	0	0	0	0	0	17
Number of students with a substantial reading deficiency	6	8	6	9	6	6	0	0	0	0	0	0	0	41

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

Indicator					(3ra	de l	Lev	el					Total
indicator	K	1	2	3	4	5	6	7	8	9	10	11	12	TOLAI
Students with two or more indicators	2	5	15	9	17	5	0	0	0	0	0	0	0	53

The number of students identified as retainees:

Indicator						Gr	ade	e Le	evel	l				Total
indicator	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
Retained Students: Current Year	3	3	5	3	2	0	0	0	0	0	0	0	0	16
Students retained two or more times	0	0	0	0	0	0	0	0	0	0	0	0	0	

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

Indicator	Grade Level											Total		
indicator	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
Number of students enrolled	158	153	181	175	194	183	0	0	0	0	0	0	0	1044
Attendance below 90 percent	0	9	6	9	1	6	0	0	0	0	0	0	0	31
One or more suspensions	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Course failure in ELA	0	0	0	0	0	0	0	0	0	0	0	0	0	
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	6	6	2	0	0	0	0	0	0	0	14
Level 1 on 2019 statewide FSA Math assessment	0	0	0	5	7	5	0	0	0	0	0	0	0	17
Number of students with a substantial reading deficiency	6	8	6	9	6	6	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	TOLAT
Students with two or more indicators	2	5	15	9	17	5	0	0	0	0	0	0	0	53

The number of students identified as retainees:

Indicator		Grade Level											Total	
indicator	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
Retained Students: Current Year	3	3	5	3	2	0	0	0	0	0	0	0	0	16
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		2022			2021		2019			
School Grade Component	School	District	State	School	District	State	School	District	State	
ELA Achievement	83%	53%	56%				79%	52%	57%	
ELA Learning Gains	72%						63%	55%	58%	
ELA Lowest 25th Percentile	67%						57%	50%	53%	
Math Achievement	89%	50%	50%				83%	54%	63%	
Math Learning Gains	86%						74%	57%	62%	
Math Lowest 25th Percentile	82%						62%	46%	51%	
Science Achievement	74%	59%	59%				79%	50%	53%	

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
01	2022					
	2019					
Cohort Con	nparison					
02	2022					
	2019					
Cohort Con	nparison	0%				
03	2022					
	2019	83%	52%	31%	58%	25%
Cohort Con	nparison	0%				
04	2022					
	2019	73%	55%	18%	58%	15%
Cohort Con	nparison	-83%			•	
05	2022					

	ELA											
Grade	Year	School	District	School- District Comparison	State	School- State Comparison						
	2019	81%	54%	27%	56%	25%						
Cohort Com	nparison	-73%										

			MATH			
Grade	Year	School	District	School- District Comparison	State	School- State Comparison
01	2022					
	2019					
Cohort Co	mparison					
02	2022					
	2019					
Cohort Co	mparison	0%				
03	2022					
	2019	80%	54%	26%	62%	18%
Cohort Co	mparison	0%				
04	2022					
	2019	87%	57%	30%	64%	23%
Cohort Co	mparison	-80%	'		<u>'</u>	
05	2022					
	2019	82%	54%	28%	60%	22%
Cohort Co	mparison	-87%			· '	

			SCIEN	CE		
Grade	Year	School	District	School- District Comparison	State	School- State Comparison
05	2022					
	2019	78%	51%	27%	53%	25%
Cohort Com	parison					

Subgroup Data Review

		2022	SCHO	DL 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 2020-21	C & C Accel 2020-21
SWD	45	53	46	53	69	64	30				
ELL	73	58		88	75		60				
ASN	88	83		96	100						
BLK	59	69	67	73	75	82					
HSP	81	76	76	86	87	81	56				
MUL	86	56		95	88		79				
WHT	84	72	63	90	86	83	78				
FRL	66	73	77	70	83	71	56				

		2021	SCHOO	DL 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 2019-20	C & C Accel 2019-20
SWD	41	65	50	43	69	70	35				
ELL	69			63							
ASN	95			90							
BLK	64			50							
HSP	75	72		80	80		67				
MUL	77			84			80				
WHT	84	72	48	87	81	83	78				
FRL	69	61		65	82	73	54				
		2019	SCHO	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 2017-18	C & C Accel 2017-18
SWD	41	42	42	51	58	54	30				
ELL	68	55	40	69	80	67					
ASN	89	73		96	93						
BLK	63	47		67	71						
HSP	76	63	46	77	67	60	73				
MUL	83	69		89	73		79				
WHT	79	63	61	84	74	62	81				
FRL	69	52	57	66	72	52	70				

ESSA Data Review

This data has not been updated for the 2022-23 school year.

ESSA Federal Index	
ESSA Category (TS&I or CS&I)	N/A
OVERALL Federal Index – All Students	75
OVERALL Federal Index Below 41% All Students	NO
Total Number of Subgroups Missing the Target	0
Progress of English Language Learners in Achieving English Language Proficiency	47
Total Points Earned for the Federal Index	600
Total Components for the Federal Index	8
Percent Tested	99%

Students With Disabilities Federal Index - Students With Disabilities 51 Students With Disabilities Subgroup Below 41% in the Current Year? NO Number of Consecutive Years Students With Disabilities Subgroup Below 32% 0

English Language Learners	
Federal Index - English Language Learners	67
English Language Learners Subgroup Below 41% in the Current Year?	NO
Number of Consecutive Years English Language Learners Subgroup Below 32%	0
Native American Students	
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%	0
Asian Students	
Federal Index - Asian Students	92
Asian Students Subgroup Below 41% in the Current Year?	NO
Number of Consecutive Years Asian Students Subgroup Below 32%	0
Black/African American Students	
Federal Index - Black/African American Students	71
Black/African American Students Subgroup Below 41% in the Current Year?	NO
Number of Consecutive Years Black/African American Students Subgroup Below 32%	0
Hispanic Students	
Federal Index - Hispanic Students	78
	78 NO
Federal Index - Hispanic Students	
Federal Index - Hispanic Students Hispanic Students Subgroup Below 41% in the Current Year?	NO
Federal Index - Hispanic Students Hispanic Students Subgroup Below 41% in the Current Year? Number of Consecutive Years Hispanic Students Subgroup Below 32%	NO
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 0
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	NO 0 81
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 Subgroup Below 41% in the Current Year?	NO 0 81 NO
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 Subgroup Below 41% in the Current Year? Number of Consecutive Years Multiracial Students Subgroup Below 32%	NO 0 81 NO
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 Subgroup Below 41% in the Current Year? Number of Consecutive Years Multiracial Students Subgroup Below 32% Pacific Islander Students	NO 0 81 NO
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 Subgroup Below 41% in the Current Year? Number of Consecutive Years Multiracial Students Subgroup Below 32% Pacific Islander Students Federal Index - Pacific Islander Students	NO 0 81 NO 0
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 Subgroup Below 41% in the Current Year? Number of Consecutive Years Multiracial Students Subgroup Below 32% Pacific Islander Students Federal Index - Pacific Islander Students Pacific Islander Students Subgroup Below 41% in the Current Year?	NO 0 81 NO 0
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 Subgroup Below 41% in the Current Year? Number of Consecutive Years Multiracial Students Subgroup Below 32% Pacific Islander Students Federal Index - Pacific Islander Students Pacific Islander Students Subgroup Below 41% in the Current Year? Number of Consecutive Years Pacific Islander Students Subgroup Below 32%	NO 0 81 NO 0
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 Subgroup Below 41% in the Current Year? Number of Consecutive Years Multiracial Students Subgroup Below 32% Pacific Islander Students Federal Index - Pacific Islander Students Pacific Islander Students Subgroup Below 41% in the Current Year? Number of Consecutive Years Pacific Islander Students Subgroup Below 32% White Students	NO 0 81 NO 0 N/A 0

Economically Disadvantaged Students	
Federal Index - Economically Disadvantaged Students	71
Economically Disadvantaged Students Subgroup Below 41% in the Current Year?	NO
Number of Consecutive Years Economically Disadvantaged Students Subgroup Below 32%	0

Part III: Planning for Improvement

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?

Math gains were up across all grade levels with a 5% gain in math 3+ and 4% gain in Math Gains. Math bottom 1/4 also gained 1%

What data components, based off progress monitoring and 2022 state assessments, demonstrate the greatest need for improvement?

Science decreased by 1% in 2022 and ELA gains decreased by 3%

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

Implementing a school wide science program starting with Kindergarten where each grade level will work on a series of long term investigations and record data to track findings. Introducing Science into RTI.

What data components, based off progress monitoring and 2022 state assessments, showed the most improvement?

Math 3+ gained 5% ELA bottom 1/4 gained 4% Math total Gaines 4%

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

Extensive data studies in PLC's and implementing focus studies during RTI.

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

Teaching all students towards BEST standards mastery.
Concentrated RTI process
Extensive data study during PLC's

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.

Teachers will participate in a schoolwide PD during pre-planning to discuss science long term investigations and how to implement them into instruction.

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

Teachers will visit peer classrooms during our school wide walk throughs to observe science investigations, science logs, & and integrating science into guided reading lessons.

Areas of Focus

Identify the key Areas of Focus to address your school's highest priorities based on any/all relevant data sources.

#1. Instructional Practice specifically relating to Science

Area of Focus Description and Rationale:

explains how it was identified as a critical need from the data reviewed.

Include a rationale that FSA data including the past three years of Science Proficiency data. Data suggest a need for all grade level commitment to increase science instruction.

Measurable Outcome: State the specific measurable outcome the school plans to achieve. This should be a data based. objective outcome.

FSA science proficiency will increase by 5% on the 2022-2023 science FSA.

Monitoring: **Describe how this Area** of Focus will be monitored for the desired outcome.

PLC meeting time, visited by administration will be monitored to ensure science data is a part of data discussions. Science data will be monitored throughout the school year to identify future needs in all grade levels. Teachers will visit peer classrooms during our school wide walk throughs to observe science investigations, science logs, & and integrating science into guided reading lessons.

Person responsible for monitoring outcome:

Steve Sims (steven.sims@hcps.net)

Evidence-based Strategy:

Describe the evidencebased strategy being implemented for this Area of Focus.

Teachers will visit peer classrooms during our school wide walk throughs to observe science investigations, science logs, & and integrating science into guided reading lessons.

Rationale for Evidencebased Strategy: Explain the rationale for selecting this specific strategy. Describe the resources/criteria used for selecting this

Using this strategy works best for our school. Teachers learn from their peers and introduce what the learn into their own practice. Previous success by staff members determines the classes we select to monitor and visit.

Action Steps to Implement

strategy.

List the action steps that will be taken as part of this strategy to address the Area of Focus. Identify the person responsible for monitoring each step.

No action steps were entered for this area of focus

#2. Instructional Practice specifically relating to ELA

Area of Focus Description

and Rationale:

Include a rationale that explains how it was identified as a critical need from the data reviewed.

Increasing ELA gains for all students k-5. This area of gains decreased by 1% from 2021-2022.

Measurable Outcome: State the specific measurable outcome the school plans to achieve. This should be a data based, objective outcome.

Our student gains in ELA will increase 5% in grades 3-5 and rise from 72% to 77%. We will also achieve 77% gains in grades K-2.

Monitoring:

Describe how this Area of Focus will be monitored for the desired outcome.

We will monitor these gains throughout the school by tracking each student reading level growth throughout the school year. Student growth will be discussed during PLC's. Running records and monitoring growth through wonders PMAs will be used to track data. FAST data will also be studied throughout the school year.

Person responsible for monitoring outcome:

Amanda Zulkoski (amanda.zulkoski@hcps.net)

Evidence-based Strategy: Describe the evidencebased strategy being implemented for this Area of Focus.

Teachers will visit peer classrooms during our school wide walk throughs to observe small group reading instruction, RTI practice, & differentiated instruction for below level readers.

Rationale for Evidencebased Strategy: Explain the rationale for selecting this specific strategy. Describe the resources/criteria used for selecting this strategy.

WE want teachers to implement effective strategies. Teachers learn from each other and use techniques learned to improve their practice.

Action Steps to Implement

List the action steps that will be taken as part of this strategy to address the Area of Focus. Identify the person responsible for monitoring each step.

No action steps were entered for this area of focus

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 is critical in formulating a statement of vision, mission, values, goals, and employing school improvement strategies that impact the school culture and environment. 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.

-

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

-