

Cypress-Fairbanks Independent School District

Metcalf Elementary School

2023-2024



Mission Statement

Cypress-Fairbanks Independent School District's Mission Statement

We maximize every student's potential through rigorous and relevant learning experiences preparing students to be 21st Century global leaders.

Metcalf Elementary's Mission Statement

Students' academic performance and achievement level will reflect excellence in learning and attainment of both high expectations and high standards. Students' behavior will exemplify the skills, attitudes, and/or practices characteristic of productive, community-minded adults; citizenship, self-esteem, respect for others, accountability for actions, and healthful lifestyles.

Vision

LEAD: Learn, Empower, Achieve, Dream.

We see ourselves as being an exemplary campus, meeting the needs of all of our students and serving as a model for other schools to emulate.

Comprehensive Needs Assessment

Needs Assessment Overview

Needs Assessment Overview Summary

SCHOOL PROFILE

Metcalf Elementary is a campus in Houston, Texas. Metcalf Elementary opened its doors in 1990. Metcalf Elementary is projected to serve 900 students in grades Pre-K to 5th during the 2023-2024 school year, which is an increase of 219 from the previous year of 681 students at the end of 2022-23.

COMPREHENSIVE NEEDS ASSESSMENT (CNA) PROCESS

Metcalf Elementary's needs assessment process is described below. The school Campus Performance Objectives Council CPOC evaluated the following data from the 2022-23 school year:

CPOC committee met on Wednesday, September 13, and Friday, September 15, to analyze STAAR Data. The committee meeting was open to all staff and reviewed strengths, problem statements, root causes, and strategies. We determined that we needed to review and revise our problem statements based on the root cause.

- Our Emergent Bilingual students performed below the district and cluster in ELAR, Math, and Science in 3rd and 5th grade.
- Our Meets and Masters percentage dropped significantly.
- Our Collaborative planning needs to focus on differentiated planning.
- Our students in 4th grade ELAR performed above the district in Hispanic, African American, and At Risk category.

Documentation of the process includes meeting minutes, agenda, and sign-in sheets. The CPOC met on May 17, 2023 and September 15, 2023, again on to develop and finalize the CNA. The May 17 meeting was held on Zoom, and the September meeting was held on September 13, 2023

The comprehensive needs assessment was used to develop the goals, performance objectives and strategies for the remainder of this campus.

At the first meeting on May 17, 2023, principal John Steward reviewed the Benchmark Data and CIP targets and progress measures. The CPOC committee evaluated other campus progress areas - Staff and student attendance and parental involvement.

At the second meeting on September 13, 2023, the CPOC committee met on Wednesday, September 13, and Friday, September 15, with our new principal Linda Montemayor, to analyze STAAR Data. The committee meeting was open to all staff and reviewed strengths, problem statements, root causes, and strategies. We determined that we needed to review and revise our problem statements based on the root cause.

The problem statements and root causes are listed in each needs assessment section.

SUMMARY OF IDENTIFIED PROBLEMS AND ROOT CAUSES

Below is a summary of the prioritized problems and related root causes identified by the CPOC for the school to focus on during the 2023-24 school year:

Our first identified priority problem is in the area of student achievement, Our Emergent BIL students performed below the district and cluster in 3rd and 5th grade in Reporting Category II Writing. Through the root cause analysis process, we identified We must have a rigorous and differentiated collaborative planning focusing on vocabulary, pictorial representations, and sentence stems.

Our second identified priority problem is in the area of student achievement, specifically. Our Emergent Bilingual students in 3rd, 4th, and 5th grade performed below the district and cluster. Our 3rd and 4th-grade special education students performed below the district and cluster in the area of Math. Through the root cause analysis process, we identified We must focus on effective differentiated planning with a focus on Vocabulary, small group instruction, and exit tickets to assess the student's mastery.

Our third identified priority problem is in the area of Teacher appreciation and climate The teachers want to be recognized for their contributions and endeavor to achieve their goals. specifically The teachers want to be recognized for their contributions and endeavor to achieve their goals. Through the root cause analysis process, we identified We need to implement various modes of recognition and increase the frequency of recognition events.

Student Achievement

Student Achievement Strengths

The following strengths were identified based on a review of the 2022-23 data.

- 1) 5th Grade students in Hispanic, At-Risk Populations and Special performed higher than the District and Cluster in Approaches category on 2022-23 Science STAAR Test.
- 2) 5th Grade Students in African American and Economically Disadvantaged populations performed higher than the District and Cluster in Meets category on 2022-23 Reading STAAR Test.
- 3) 4th Grade Students in Hispanic and African American populations performed higher than the District and Cluster in Approaches category on 2023-24 Reading STAAR Test.
- 4) Metcalf Elementary 2022-23 Out of School Suspension Data decreased by 4% compared to 2021-22 Discipline Data.

Problem Statements Identifying Student Achievement Needs

Problem Statement 1: RLA:Our Emergent BIL students performed below the district and cluster in 3rd and 5th grade in Reporting Category II Writing **Root Cause:** RLA: We must have a rigorous and differentiated collaborative planning focusing on vocabulary, pictorial representations and sentence stems.

Problem Statement 2: Math: Our Emergent Bilingual students in 3rd, 4th and 5th grade performed below the district and cluster. Our 3rd and 4th grade special education students performed below the district and cluster. **Root Cause:** Math: We must focus on effective differentiated planning with a focus on Vocabulary, small group instruction, and exit tickets to assess the student's mastery.

Problem Statement 3: Science:Our Emergent Bilingual students performed below the district and cluster. Our At Risk Students' in Master's category performance dropped by 17% compared to 2022-23 school year. **Root Cause:** Science: We must plan and implement retrieval practices, vocabulary, Structured conversations, and 3D- 2D knowledge transfer from hands-on activities to questions processing. We must implement these strategies across the grade levels to close the learning gaps.

Problem Statement 4: Students are beginning the 2023-24 school year with learning gaps. **Root Cause:** The onset of COVID-19 in the spring of 2020 and the implications of modified instructional methods necessitated by the need for immediate remote learning.

Problem Statement 5: Campuses serving the most economically disadvantaged/at-risk students experience larger achievement gaps. **Root Cause:** Need to deepen understanding and address specific academic needs of economically disadvantaged/at-risk students.

School Culture and Climate

School Culture and Climate Strengths

The following are strengths of the campus in regard to school culture and climate.

- 1) Metcalf Elementary increased the modes of communications to increase parent attendance to family nights.
- 2) Parent attendance for Annual Reading Night, Math Night and Science Night increased by 30% in 2022-23 school year.
- 3) Parent and Teacher survey reflected that students, parents and staff feel safe at school.

Problem Statements Identifying School Culture and Climate Needs

Problem Statement 1: The teachers want to be recognized for their contributions and endeavor to achieve their goals. **Root Cause:** We need to implement various modes of recognition and increase the frequency of recognition events.

Staff Quality, Recruitment, and Retention

Staff Quality, Recruitment, and Retention Strengths

The following are strengths of the campus in regard to staff quality, recruitment, and retention.

Problem Statements Identifying Staff Quality, Recruitment, and Retention Needs

Problem Statement 1: Teacher/Paraprofessional Attendance: We would like to improve the attendance of the teachers and the paraprofessionals. **Root Cause:** Teacher/Paraprofessional Attendance: Teachers and paraprofessionals need to be provided incentives for attendance.

Parent and Community Engagement

Parent and Community Engagement Strengths

The following are strengths of the campus in regard to parent and community engagement.

Problem Statements Identifying Parent and Community Engagement Needs



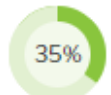



Problem Statement 1: We would like to increase our parent attendance for Open House to promote curriculum and strengthen Home-School partnership. **Root Cause:** We need to gather more parent involvement through additional modes of communication and well advance notification to parents for all family nights.









Goals







Goal 1: Academic Achievement: The district will ensure academic performance and achievement levels that reflect excellence in learning and attainment of both high expectations and high standards for all students.

Performance Objective 1: Curriculum and Instruction & Accountability: By the end of the current school year, students will meet or exceed the STAAR performance targets as noted on the attached CIP data table.

Evaluation Data Sources: STAAR RLA, Math, and Science

Strategy 1 Details	Formative Reviews		
<p>Strategy 1: RLA: Teachers will implement differentiated instruction meeting the needs of all students. Strategy's Expected Result/Impact: Meet or exceed the targets on the attached CIP target tables. Staff Responsible for Monitoring: Assistant Principals Instructional Specialist</p>	Formative		
	Nov	Feb	May
			
Strategy 2 Details	Formative Reviews		
<p>Strategy 2: Math: Teachers and Instructional Specialists will focus on planning differentiated instruction during collaborative planning. Strategy's Expected Result/Impact: Meet or exceed the targets on the attached CIP target tables. Staff Responsible for Monitoring: Assistant Principals Instructional Specialist</p>	Formative		
	Nov	Feb	May
			
Strategy 3 Details	Formative Reviews		
<p>Strategy 3: Science: We will focus on retrieval practices. Strategy's Expected Result/Impact: Meet or exceed the targets on the attached CIP target tables. Staff Responsible for Monitoring: Assistant Principals Instructional Specialist</p>	Formative		
	Nov	Feb	May
			







Strategy 4 Details	Formative Reviews		
<p>Strategy 4: Students will receive lessons covering nutrition and fitness and will participate in fitness related events at the campus and district levels.</p> <p>Strategy's Expected Result/Impact: Improved understanding of nutrition and fitness</p> <p>Staff Responsible for Monitoring: Principal</p>	Formative		
	Nov	Feb	May
			
Strategy 5 Details	Formative Reviews		
<p>Strategy 5: Eliminate the Learning Gap and Increase the Amount of Quality Learning Time: Students will be provided with at least 25 minutes of targeted instruction each day that includes: 30 minutes of direct targeted instruction during Closing the Gaps</p> <p>Strategy's Expected Result/Impact: Meet or exceed the targets on the attached CIP target tables.</p> <p>Staff Responsible for Monitoring: Assistant Principals Instructional Specialist</p>	Formative		
	Nov	Feb	May
			
Strategy 6 Details	Formative Reviews		
<p>Strategy 6: Well-Rounded Education: Students will be provided the opportunity to participate in the following enrichment programs, courses, and activities in order to provide all students with a well-rounded education: Character Education, Principal's and Assistant Principal's Advisory Committee to increase student engagement ,Destination Imagination, Science Day, Social Skills integration during Morning Meetings.</p> <p>Strategy's Expected Result/Impact: Meet or exceed the targets on the attached CIP target tables.</p> <p>Staff Responsible for Monitoring: Principal Assistant Principal Counselor</p>	Formative		
	Nov	Feb	May
			
Strategy 7 Details	Formative Reviews		
<p>Strategy 7: At-Risk: Students with an identified area of need based on STAAR or district progress monitoring will be provided with additional academic support based on their specific academic needs</p> <p>Strategy's Expected Result/Impact: Meet or exceed the targets on the attached CIP target tables.</p> <p>Staff Responsible for Monitoring: Principal</p>	Formative		
	Nov	Feb	May
			









Strategy 8 Details	Formative Reviews		
<p>Strategy 8: Metcalf will implement the following measures so that students will meet or exceed the STAAR targets on the attached data table.</p> <ol style="list-style-type: none"> 1) Assign Title I funds to employ supplemental staff--two interventionists and an instructional paraprofessional. 2) Provide extra-duty pay for teaching staff to provide tutorial sessions outside the regular school day. 3) Engage professional development services. 4) Obtain site licenses to online resources for students. 5) Purchase supplemental classroom instructional supplies and materials <p>As a result of the successful implementation of the strategies our At-Risk students' performance will increase by 4% Reading and Math in grades 3, 4 and 5</p> <p>Strategy's Expected Result/Impact: As a result of the successful implementation of the strategies our At-Risk students' performance will increase by 4% Reading and Math in grades 3, 4 and 5</p> <p>Staff Responsible for Monitoring: Principal Assistant Principal Instructional Specialists</p>	Formative		
	Nov	Feb	May
			
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Goal 1: Academic Achievement: The district will ensure academic performance and achievement levels that reflect excellence in learning and attainment of both high expectations and high standards for all students.

Performance Objective 2: ESSER III: Throughout the current school year, use the supplemental ESSER III funds to respond to the pandemic and to address student learning loss as a result of COVID-19.

Evaluation Data Sources: STAAR and Locally Developed Assessments







Strategy 1 Details	Formative Reviews		
<p>Strategy 1: Before School Program: After School/Saturday Camp - Teachers will engage students in After School/Saturday Camp instructional activities that are connected to the data from the STAAR Assessment and District Assessments.</p> <p>Strategy's Expected Result/Impact: Students attending morning tutorials and Saturday Camps will have a 50% increase in growth between pre and post assessments.</p> <p>Staff Responsible for Monitoring: Principal</p>	Formative		
	Nov	Feb	May
			
Strategy 2 Details	Formative Reviews		
<p>Strategy 2: Extended Instructional Time (Closing the Gaps): To address the student learning loss as a result of COVID-19.</p> <p>Strategy's Expected Result/Impact: Meet or exceed the targets on the attached CIP target tables.</p> <p>Staff Responsible for Monitoring: Principal</p>	Formative		
	Nov	Feb	May
			
Strategy 3 Details	Formative Reviews		
<p>Strategy 3: Professional Staffing: A core content area interventionist will be hired to work with students to improve their academic performance.</p> <p>Strategy's Expected Result/Impact: At the end of the 2023-2024 school year, 85% of the students in this class will achieve the "Approaches to Masters" standard in Reading and Math STAAR.</p> <p>At the end of the 2023-24 school year, 70% of the students in this class achieve projected scores in MAP Testing</p> <p>At the end of 2023-24 school year, Instructional specialists will be able to plan a data driven differentiated instruction to achieve the CIP growth targets by 3 to 5% growth.</p> <p>Staff Responsible for Monitoring: Principal</p>	Formative		
	Nov	Feb	May
			

Strategy 4 Details	Formative Reviews		
<p>Strategy 4: Mental Health Supports: We will promote social and emotional competency build positive climate and safe environment. Counselors will execute a Mental Health Book study with teachers to build their capacity to support students' social, emotional and mental health. Behavior Interventionist will work with the Assistant Principals to create social skills lessons based on the behavior data. Counselors will provide an ongoing program for students throughout the year. Teachers and staff will participate in PD using breakout sessions to explore avenues to manage mental health.</p> <p>Strategy's Expected Result/Impact: 100% of the staff will implement the strategies shared during the professional development and complete a related survey describing their level of mental health before, during and after the training.</p> <p>85% of the staff will implement the strategies shared during the professional development and complete a related survey describing their level of mental health before, during and after the training.</p> <p>Our Discipline data, Parent feedback and Counselor's session data and Behavior Interventionist's social skills will reflect the effectiveness of Book Study. Our Discipline data will improve by 4% by the end of 2023-24 School Year.</p> <p>Staff Responsible for Monitoring: Principal</p>	Formative		
	Nov	Feb	May
			
Strategy 5 Details	Formative Reviews		
<p>Strategy 5: Professional Development: We will hire a consultant to build the capacity of Instructional Specialists to improve First time Instruction in the classroom and improve student achievement for all targeted populations.</p> <p>Strategy's Expected Result/Impact: Meet or exceed CIP targets</p> <p>Staff Responsible for Monitoring: Principal</p>	Formative		
	Nov	Feb	May
			
 No Progress  Accomplished  Continue/Modify  Discontinue			

Goal 1: Academic Achievement: The district will ensure academic performance and achievement levels that reflect excellence in learning and attainment of both high expectations and high standards for all students.

Performance Objective 3: State Compensatory Education (SCE): Throughout the current school year, use the supplementary SCE funds to reduce the disparity in performance on STAAR between students at-risk of dropping out of school and other school district students as measured by educationally disadvantaged and at-risk students meeting or exceeding the STAAR performance targets noted on the attached CIP data table.











Evaluation Data Sources: STAAR Data

Strategy 1 Details	Formative Reviews		
Strategy 1: State Compensatory Education: Provide supplementary support to students identified as at-risk. Strategy's Expected Result/Impact: Meet or exceed targets on the attached data table Staff Responsible for Monitoring: Principal	Formative		
	Nov	Feb	May
			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress </div> <div style="text-align: center;">  Accomplished </div> <div style="text-align: center;">  Continue/Modify </div> <div style="text-align: center;">  Discontinue </div> </div>			

Goal 2: Safe and Healthy Learning Environment: The district will provide a safe, disciplined, and healthy environment conducive to student learning.

Performance Objective 1: Student Safety: By the end of the current school year, 100% of the district's safety policies will be implemented.



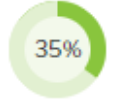





Evaluation Data Sources: Record of safety drills and other required safety actions

Strategy 1 Details	Formative Reviews		
<p>Strategy 1: Campus Safety: We will create Emergency Bags for every teacher. Staff members will be trained at the beginning of the year. A detailed document of each drill for each drill will be provided to the the staff. Safety team will oversee the drills and campus safety procedures.</p> <p>Strategy's Expected Result/Impact: The teachers will be prepared for emergencies.</p> <p>Staff Responsible for Monitoring: Principal Assistant Principals</p>	Formative		
	Nov	Feb	May
			
Strategy 2 Details	Formative Reviews		
<p>Strategy 2: Conduct Emergency Safety Drills: Fire, Evacuate (non-fire), Lockdown, Secure, Shelter (Weather), and Shelter (Hazmat) throughout the year.</p> <p>Strategy's Expected Result/Impact: 100% of Emergency Operating Procedure (EOP) safety drills will be conducted by scheduled deadlines.</p> <p>Staff Responsible for Monitoring: Principal Assistant Principals</p>	Formative		
	Nov	Feb	May
			
Strategy 3 Details	Formative Reviews		
<p>Strategy 3: Staff will be trained at the beginning of the year. Ongoing feedback will be provided to the team after each drill.</p> <p>Strategy's Expected Result/Impact: Safety drills will reinforce safety protocols, nurture readiness, and reduce panic during critical incidents.</p> <p>Staff Responsible for Monitoring: EOC Team</p>	Formative		
	Nov	Feb	May
			
 No Progress  Accomplished  Continue/Modify  Discontinue			

Goal 2: Safe and Healthy Learning Environment: The district will provide a safe, disciplined, and healthy environment conducive to student learning.

Performance Objective 2: Student Attendance: By the end of the current school year, student attendance will be at 95% or higher.









Evaluation Data Sources: Student attendance records

Strategy 1 Details	Formative Reviews		
<p>Strategy 1: Implement a campus attendance action plan that supports incremental growth toward a 96.7% overall attendance rate. Strategy's Expected Result/Impact: Student attendance will remain at or exceed 96.7%. Staff Responsible for Monitoring: Principal Assistant Principals</p>	Formative		
	Nov	Feb	May
			
Strategy 2 Details	Formative Reviews		
<p>Strategy 2: Implement a school-wide multi-tiered framework to address patterns of non-attendance (excused and unexcused absences) Strategy's Expected Result/Impact: 96.7% overall attendance rate Staff Responsible for Monitoring: Principal Assistant Principal</p>	Formative		
	Nov	Feb	May
			
 No Progress  Accomplished  Continue/Modify  Discontinue			

Goal 2: Safe and Healthy Learning Environment: The district will provide a safe, disciplined, and healthy environment conducive to student learning.

Performance Objective 3: Restorative Discipline: The campus will use restorative discipline practices.

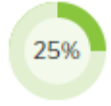





Evaluation Data Sources: Discipline reports

Strategy 1 Details	Formative Reviews		
<p>Strategy 1: Violence Prevention: Teachers and students will participate in programming and monthly lessons that emphasize positive character traits. They will also engage in proactive, preventative measures aimed to teach rules, procedures, and expectations that create a positive school climate. We will utilize Class Meetings and Social Skills. We will provide social skills lessons and increase check-ins with students.</p> <p>Strategy's Expected Result/Impact: Violent incidents will continue to be 0%</p> <p>Staff Responsible for Monitoring: Principal Assistant Principals Counselors</p>	Formative		
	Nov	Feb	May
			
Strategy 2 Details	Formative Reviews		
<p>Strategy 2: Restorative Discipline: Staff will be trained on restorative practices and are encouraged to use those strategies to help students contribute to the positive classroom/school environment. Morning Meetings, Counseling Activities, Social Skill lessons during morning meetings</p> <p>Strategy's Expected Result/Impact: Students will be equipped with self-management strategies.</p> <p>Staff Responsible for Monitoring: Assistant Principals Counselor Behavior Interventionist</p>	Formative		
	Nov	Feb	May
			
 No Progress  Accomplished  Continue/Modify  Discontinue			

Goal 3: Human Capital: The district will recruit, develop, and retain highly qualified and effective personnel reflective of our student demographics.

Performance Objective 1: Teacher/Paraprofessional Attendance: By the end of the current school year, teacher/paraprofessional attendance will increase by 3%.

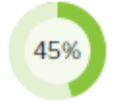





Evaluation Data Sources: Teacher/Paraprofessional Attendance Reports

Strategy 1 Details	Formative Reviews		
<p>Strategy 1: Teacher/Paraprofessional Attendance: We will pass out perfect attendance certificates. We will include incentive drawing to promote attendance</p> <p>Strategy's Expected Result/Impact: Teacher/paraprofessional attendance will increase by 3%.</p> <p>Staff Responsible for Monitoring: Principal Assistant Principal</p>	Formative		
	Nov	Feb	May
			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress </div> <div style="text-align: center;">  Accomplished </div> <div style="text-align: center;">  Continue/Modify </div> <div style="text-align: center;">  Discontinue </div> </div>			

Goal 3: Human Capital: The district will recruit, develop, and retain highly qualified and effective personnel reflective of our student demographics.

Performance Objective 2: Ensure that Teachers are Receiving High-Quality Professional Development: By the end of the current school year, 100% of teachers will receive job targeted professional development based on identified needs. The trainings will be provided by district coaches







Evaluation Data Sources: Classroom implementation of professional learning
Walk-throughs
Lesson Plans

Strategy 1 Details	Formative Reviews		
Strategy 1: High-Quality Professional Development: Schoology, Assessment Data Reports, Content Training Strategy's Expected Result/Impact: Student Achievement Staff Responsible for Monitoring: Principal Assistant Principal	Formative		
	Nov	Feb	May
			
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Goal 4: Family and Community Engagement: Increase parent engagement on the campus and the methods of communication used to engage parents in school activities.

Performance Objective 1: By the end of the current school year, parent and family engagement will increase by 3%.

Evaluation Data Sources: Parent Survey
Activity sign-in sheets/records

Strategy 1 Details	Formative Reviews		
<p>Strategy 1: Parent and Family Engagement: Host multicultural activities for parents, and provide take-home books and materials for engaging activities and games that students can play and learn with their families.</p> <p>Strategy's Expected Result/Impact: Parent and family engagement will increase by 5%.</p> <p>Staff Responsible for Monitoring: Assistant Principals Instructional Specialists</p>	Formative		
	Nov	Feb	May
			
<p style="text-align: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </p>			

2023-2024 CPOC

Committee Role	Name	Position
Principal	Linda Montemayor	Principal
Administrator	Gauri Kulkarni	Assistant Principal
Classroom Teacher	Denise Dawkins	Pre-K CPOC Representative
Classroom Teacher	Rosie Reyes	1st Grade CPOC Representative
Classroom Teacher	Laura Collazo	Kindergarten CPOC Representative
Classroom Teacher	Carolyn Bailey	2nd Grade CPOC Representative
Classroom Teacher	Lethia Greer	3rd Grade CPOC Representative
Classroom Teacher	Lisa Hughes	4th Grade CPOC Representative
Classroom Teacher	Renny Villarroel	5th Grade CPOC Representative
Other School Leader (Nonteaching Professional) #1	Amanda Gonzalez	Counselor
Other School Leader (Nonteaching Professional) #2	Danielle Morgan	Other School Leader (Nonteaching Professional) #2
Administrator (LEA) #1	Amanda Gonzalez	Administrator (LEA) #1
Administrator (LEA) #2	Administrator (LEA) #2	Administrator (LEA) #2
Parent #1	Thuan Nguyen	Parent #1
Parent #2	Parent #2	Parent #2
Community Member #1	Community Member #1	Community Member #1
Community Member #2	Community Member #2	Community Member #2
Business Representative #1	Business Representative #1	Business Representative #1
Business Representative #2	Business Representative #2	Business Representative #2
Paraprofessional #1	Barbara Cruz	Paraprofessional #1
Paraprofessional #2	Paraprofessional #2	Paraprofessional #2
Other School Leader (Nonteaching Professional) #3	Other School Leader (Nonteaching Professional) #3	Other School Leader (Nonteaching Professional) #3
Other School Leader (Nonteaching Professional) #4	Other School Leader (Nonteaching Professional) #4	Other School Leader (Nonteaching Professional) #4

Addendums

