



Southwest High School

**1420 Burgaw Highway
Jacksonville, NC 28540**

www.onslow.k12.nc.us/swhs

School Strategic Plan

Update
2007-2010

“Excellence Has No Boundary”

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School Profile

Southwest Community

Southwest High School is a rural high school located on Highway 53 just outside the city limits of Jacksonville, North Carolina. The high school receives students that reside in a school district radius of less than ten miles. Southwest Middle, New Bridge Middle, Southwest Elementary, Meadowview Elementary, and Blue Creek Elementary are currently the feeder schools for Southwest High School. A major factor in the Southwest High School Community is the Camp Lejeune Marine Corps Base and the New River Marine Corps Air Station. Many of the students at Southwest High School have family connections to the military base as active duty personnel, retired military personnel, or civil service employment as indicated in the chart below.

2006-2007 Federally Connected Students Living On Base	1
2006-2007 Federally Connected Students Living Off Base	129
2006-2007 Civilian Parents Working On Base	98

The Southwest community has several local business ties, volunteer fire departments, and churches that regularly support Southwest High School's academic, athletic and extracurricular programs. Additional support is received from other businesses and civic groups within the city limits of Jacksonville. An increased number of residential developments are currently being established in the Southwest community thus increasing the number of elementary students for this district.

Southwest High School

Southwest High School is one of thirty-five public schools in Onslow County and one of seven high schools. The school's enrollment has declined with 726 students in membership at the end of the twentieth day of school of the 2008-2009 school year. In addition to the regular school enrollment, Southwest High School houses the county's high school program for English as a Second Language with an average enrollment of twenty-four students. The school year is 180 days in length and is divided into two semesters of ninety days each with four ninety-minute block courses offered each day. All of the course credits are awarded in Carnegie units at the end of each semester. Therefore, each student has the opportunity for eight credits per year, or thirty-two credits during his or her high school career.

Faculty and Staff

Presently, Southwest High School has ninety-six employees that serve the school's population in numerous capacities. The school has three administrators, fifty-six certified faculty members, two counselors, one school resource officer, nine non-certified instructional support employees, three office employees, one nurse, one school social worker, and sixteen student services employees. Of the present certified staff members, forty-six percent have ten or more years experience, thirty-two percent have four to nine years of experience, and twenty-two percent have less than four years of teaching experience. Thirteen teachers are currently in the North Carolina Beginning Teacher Program while an additional seven staff members are considered as probationary. Thirty-five per cent of the certified staff members have an advanced degree and nine of the certified staff members have successfully completed the requirements to be identified as National Board Certified.

Race	Male	Female	Percentage
American Indian	0	1	2%
Asian	0	2	2%
African-American	3	4	10%
Hispanic	1	0	2%
Multi-Racial	0	1	2%
White	16	26	82%

Southwest High School

VISION STATEMENT

“Excellence Has No Boundary”

MISSION STATEMENT

Southwest High School will prepare students to be globally competitive and responsible citizens in the 21st century through a rigorous and challenging curriculum.

MOTTO

Encouraged, Enlightened, Educated

CORE VALUES

We value:

1. A safe and organized environment conducive to learning.
2. Resources that promote mastery learning and high student achievement.
3. An ethical and moral code of conduct.
4. Supportive relationships that personalize the educational experience for ALL.
5. Experiences and activities that promote positive character development.
6. Health and fitness education to improve the quality of life both now and for the future.
7. A high school experience that ensures that ALL learners are well-prepared for higher education and work.
8. The promotion of respect and understanding for the diversity of the school community.



Building Leadership Team

School Team

Pam Baldwin, Principal
Michelle Baker, Assistant Principal
Todd Kreider, Assistant Principal
Shawna Augherton, Guidance Counselor
Ris  Hatton, Teacher Assistant
Eric Kliewer, Teacher
Deborah Nash, Teacher

Polly Blake, Teacher
Alicia Hill, Head Custodian
Bev Marley, Teacher
Jeff Fuller, Teacher
Mark Price, Teacher

Parent Representatives

Marsue Barker
Joe Berti
Salena Coleman
Aisha Williams
Leesha Joseph
Melissa Rhodes
Nicki Moore
Stephanie Peedin

Jo Belfiore
Monica Burney
Melissa Rhodes
Brian Moore
Brenda Berti
Monica Rochelle
Michael Tinklenberg



AVID Site Team

Pam Baldwin, Principal
Michelle Baker and Todd Kreider, Assistant Principals
Mary Wible, AVID Coordinator / Math
John Sweeney, Social Studies
Jeff Whitehead, Social Studies
Tabitha Huffman, Social Studies
Melissa Salas, English
Suzette Kliewer, Math
Amy Taft, CTE
Judith Arevalo, EC



Safe and Civil Team

Todd Kreider
James Browning
Pam Baldwin
Diane Dail
Arlandis Green
Alicia Hill
Jesse Martinez
Robert Mewborn
Dave McLeod
Michelle Baker

Southwest High School School Strategic Plan 2007-2010

NC Goal #1: North Carolina public schools will produce globally competitive students.

OCS Goal #1: Onslow County students will be globally competitive through the mastery of a rigorous and relevant curriculum.

SWHS Strategy #1: Ensure a consistent school focus that enables all students to achieve at high levels through the support and leadership of all school staff.

Desired Results:

- Lessons and classroom observations indicate a rigorous, challenging and globalized curriculum.
- School wide writing instruction integrated into all curriculums.

- Achievement at the highest level in the North Carolina ABC program.
- Decreased achievement gap based on race, gender, and socioeconomic status on all academic measures.
- EC students will achieve proficiency in state-mandated graduation exit requirements.

- AIG students will pursue honors level and AP courses.
- CTE students demonstrate proficiency in each state-required assessment.

- Increased student enrollment in Honors and AP courses.

- Successful completion of North Carolina graduation requirements in four years or less.
- Increased number of students completing a minimum of two college-level courses.
- Students will be provided opportunities and skills to successfully enter a globally competitive workforce.

- Student participation in co-curricular activities increases.
- Number of students earning recognition, honors, and awards in all curricular areas increases.

Measures:

- Lesson plans and classroom visits (using Classroom Walkthrough method), formal, and informal observations
- Improved NC writing test scores, writing samples from all classes

- ABC Recognition Program
- AYP Program
- SIMS/NCWise enrollment and other data
- NC Public Schools Assessment
- Locally-developed constructs
- Graduation Reports
- Team action plans

- Honors and AP Course summary report

- NC VoCATS and CTE completer data

- School generated reports and Virtual Public School reports

- Dual-enrollment reports from CCCC
- Number of students attending on-site and off-campus college and career awareness opportunities
- Number of students that attain or exceed national averages for ACT, PSAT and SAT
- Number of students receiving SAT scholarships
- Graduation Project for future seniors
- Number of seniors who have taken action for post-graduation education and employment
- Data from Vocational Rehabilitation Agency

- Student participation in organizations, teams, clubs and community service
- Number of certificates and awards

- Climate survey

NC Goal #1: North Carolina public schools will produce globally competitive students.

OCS Goal #1: Onslow County students will be globally competitive through the mastery of a rigorous and relevant curriculum.

Resources:

- Allocate resources for staff development in technology, Learning Intervention Manual, AVID methodology, World View, *Writing Next*, Professional Learning Communities, Classroom Instruction that Works, and differentiated instructional practices.
- Allocate resources to purchase additional technology and to update/replace outdated technology.
- Allocate funds for on-site college and career fairs.
- Maintain an appropriate number of certified teachers to schedule special classes (AVID, Academies) as well as year long classes as needed by student population.

End of year Annual Review, Results, Next Steps

Summarize your results. Show trends. Were improvements made?

What are the areas for improvement? What will you do differently the next time?

2007-2008

- Selected team members received professional development opportunities in AVID and Strategic Reading methodologies
- AVID and Strategic Reading methodologies were implemented
- Articulation with English department, automotive technology, and social studies
- Graduation Project was piloted by Senior English Students
- Instructional technology use increased-ELMO, Promethean Boards, IT coordinator, COW's, Smart Phones, robotics, biomechanic equipment, and TI presenters
- PEP's for all at-risk students
- Development of math course sequence, Tech Math 9 and Algebra I-9
- Issue every Algebra I student a graphing calculator for home use
- School-wide writing and current events
- Emphasize inquiry in science classes
- Active participation of science classes in forensics labs at Sturgeon City site
- Development of science course sequence, Life Science and Biology
- Increase proficiency in Biology
- 88% of AP Biology students took AP exam
- Increase enrollment in AP Biology and Honors Chemistry
- Utilized AP Biology students as tutors for some General Biology students
- Psychology students were used as AVID tutors at Southwest Middle
- 57.1% of students showed growth in Algebra I
- 52.3% of students showed growth in Civics/Economics

Next Steps

- Make necessary adjustments to schedule according to individual teacher data
- Graduation Project for seniors to include judging panel
- Implement required benchmark testing
- Proactive remediation/prevention with Algebra I students
- Develop better articulation with feeder middle school concerning placement of incoming freshmen
- Revise incentives designed to encourage AP Biology students to take the AP exam
- Include more free response questions on assessments
- Involve teachers in collaborative planning
- Administer PSAT to all 9th and 10th graders
- Implement and monitor Freshmen Academy
- Investigate ways to increase the number of SAT scholarship recipients
- All CTE teachers will identify five goals for improvement
- Explore professional development opportunities to address EDS students in math
- Address EC scheduling issues, monitor EC paperwork, meet weekly with EC teachers
- Address Geometry and US History through professional development and benchmark testing

NC Goal #1: North Carolina public schools will produce globally competitive students.

OCS Goal #1: Onslow County students will be globally competitive through the mastery of a rigorous and relevant curriculum.

- 52.5% of student showed growth in English I
- 43.2% of students showed growth in Geometry
- 38.1% of students showed growth in US History
- 78% proficient on VoCATS
- EOC Percent Proficient

EOC Course	2006-2007	2007-2008
English I	82	80.3
Algebra I	64	69.3
Geometry	62	66.9
Algebra II	58	64.8
Physical Science	~	62.2
Biology	55	78.6
Chemistry	~	75
Physics	~	62.5
Civic/Economics	58	71.4
US History	64	62.4

- Writing: 2007-56.8 2008-74.5
- SAT Scholarship Recipients:
- 50% of students met or exceeded national average on SAT
- 100% of students at or above national average (2 students)
- Partnered with Coastal to offer a Sociology class on campus
- 52 dual enrollment students
- Met 16 of 17 goals-did not meet EDS students in math, met Black students in math with confidence interval
- Graduation Rate: 86.8%

NC Goal #2: North Carolina public schools will be led by 21st century professionals.

OCS Goal #2: Onslow County schools and students will be led by creative, passionate and technologically skilled professionals.

SWHS Strategy # 2: Create and foster a workplace that attracts and retains high quality professionals; communicate and foster a climate of high expectations for employee performance.

Desired Results:

- Evaluations of employees conducted according to state, federal, and local guidelines.
- Sustained diverse and high quality workforce.
- Increased employee retention rate.

- Increased success for beginning teachers and staff new to the school.

- Increased workplace satisfaction and sense of community.
- Increased percentage of teachers utilizing technology in classroom instruction.
- Establishment of Professional Learning Communities.

Measures:

- Annual employee evaluation data and audit reports.
- System Full-Time Personnel Report.
- School annual attrition reports.

- Orientation/mentoring agendas, rosters, and monthly reports.

- Teacher Working Condition and Staff Climate Survey results.
- Lesson plans / team action plans.
- Formal and informal teacher observations.
- Participation in Professional Learning Community.

Processes:

- Provide orientation opportunities for all new employees prior to the start of the school year.
- Provide trained mentors for all employees with opportunities for the mentors/mentees to work together.
- Develop and include a professional development plan aligned with identified continuous improvement strategies.
- Maintain an evaluation system that supports school improvement and holds all personnel responsible for job effectiveness.
- Promote a safe working environment for all employees through "Safe and Civil" professional development opportunities and on-site safety practice sessions to include some session conducted with local agencies.
- Investigate, create and promote Professional Learning Communities.
- Expand and improve the methods of positive communication with and among all segments of the school community to include weekly parent e-mails from teachers and the school as a whole.
- Continue duty-free lunch periods for teachers and assistants.

Resources:

- Allocate resources for staff development in technology, AVID methodology, *World View*, Professional Learning Communities, *The Fred Factor*, and areas related to developing a high quality workforce.
- Allocate resources to purchase additional technology and to update and replace outdated technology.
- Allocate resources for release time related to school-district articulation.

End of year Annual Review, Results, Next Steps

NC Goal #2: North Carolina public schools will be led by 21st century professionals.

OCS Goal #2: Onslow County schools and students will be led by creative, passionate and technologically skilled professionals.

Summarize your results. Show trends.
Were improvements made?

What are the areas for improvement? What will you do differently the next time?

2007-2008

- Freshmen Academy planning
- Orientation for new personnel
- Participate in county-level subject area meetings
- Weekly departmental meetings including sharing best practices
- Continued implementation of county chemical hygiene plan including training of all science personnel
- 79% of teachers agree that they have appropriate access to technology
- 91% of staff agrees that they use technology skills to motivate and teach students
- 91% of staff believes they demonstrate passion for teaching and learning

Next Steps

- Implement Freshmen Academy
- Incorporate monthly faculty meetings to include best practices presentations
- Strategic Plan Task Force Meetings
- Develop and maintain teacher web pages
- In-house Professional development for teacher web pages facilitated by Business Education teachers
- Provide opportunities for teacher collaboration

NC Goal #3: North Carolina public schools will be healthy and responsible.

OCS Goal #3: Onslow County students will learn in a safe environment to be civil, healthy and productive citizens.

SWHS Strategy # 3: Implement, monitor and adhere to the “Safe and Civil Schools” series which emphasizes school-wide behavior management plans and all safe schools’ criteria and healthy child legislation.

Desired Results:

- Expectations for safe schools criteria met.
- Expectations for science lab audits met.
- Increased number of students, staff, and parents reporting that they feel safe at school.
- Reduced number of in-school and out-of-school suspensions.
- Reduced number of reportable acts related to crime and violence on school campus.

- Increased number of students passing a physical fitness assessment.
- Maintain the student average attendance rate at no less than 95%.

Measures:

- Safe Schools Audit: County Audit Team Scorecard.
- Climate Survey Data.
- School discipline data.
- Uniform System Discipline Data Collection tool used by NCDPI.
- NC Annual Report on School Crime and Violence Report.
- NC Annual Report on suspensions and expulsions.

- Standardized physical fitness test.

- Student attendance data.
- Team Action Plans.

Processes:

- Address areas of identified needs based upon Safe School Audits and Climate Survey data.
- Expand and improve the methods of positive communication with and among all segments of the school community.
- Provide a safe, disciplined learning and working environment by continuing to train in “Safe and Civil” practices.
- Implement innovative approaches to positive classroom management as identified in department Action Plans using the Teacher’s Resource Guide for strategies to solve learning and behavior problems.
- Expand community service learning opportunities for students as alternative to school suspensions.
- Incorporate school-wide health and wellness activities into classroom, A/A, and extra-curricular functions.
- Explore new student recognition programs such as *Renaissance*.
- Investigate opportunities for school-wide community service projects.
- Utilize A/A lesson plans to promote/teach monthly character traits.
- Incorporate school safety into classroom lesson plans.
- Expand/Update Crisis Plan yearly or as needed to ensure a safe campus.
- Investigate and establish student mediation teams.

Resources:

- Allocate resources for student recognition programs.
- Onslow County’s “Safe and Civil Schools” Project.
- Student Agendas.
- CHAMPs/ACHIEVE materials.
- Community partnerships.
- School resource officer, school social worker, guidance counselors and nurse.
- Josten’s.
- Teacher’s Resource Guide by Hawthorne.

End of year Annual Review, Results, Next Steps

Summarize your results. Show trends. Were improvements made?

2007-2008

- Investigate support opportunities for pregnant students and student parents through guidance department
- Implement CHAMPS program techniques
- Increased number of students passing fitness test
- Character building opportunities
- Required safety contracts for all students enrolled in science courses
- Utilized A/A lesson plans to teach conflict resolution, promote character development, and goal setting
- Used "sweep" strategies to reduce tardies
- Promoted objectives of the PRIDE program
- Recognized as a Super Safe School by the North Carolina Department of Instruction
- 93% of teachers believe the school is safe
- 40% of students believe the cafeteria system is effective and efficient
- 79% of students feel safe in the classroom
- 79% of students feel safe in the hallways
- Attendance rate: 95.9%

What are the areas for improvement? What will you do differently the next time?

Next steps

- Obtain needed eyewash stations in science classrooms
- Improve chemical storage facility
- Investigate improving science classrooms to make them more conducive for lab work (lab tables, tiled floors)
- Implement and monitor CHAMPS building-wide
- Investigate student and staff rewards programs (Renaissance)
- Submit notebook for Super Safe Schools Recognition
- Investigate cafeteria concerns
- Investigate opportunities to address the Healthy Child Plan (i.e. walking club for students)

NC Goal #4: Leadership will guide innovation in North Carolina public schools.

OCS Goal #4: Leadership will foster innovation in the Onslow County School System with the cooperation of families and community partners.

SWHS Strategy #4: Create a culture that embraces change, promotes dynamic continuous improvement, and collaborates with stakeholders to discover innovative initiatives.

Desired Results:

- Maintain no less than a 95% graduation rate.
- Increased number of students completing a minimum of two college level courses at graduation.

- Reduced dropout rate.

- Increased number of students who meet community service eligibility requirement for SAT scholarships.
- Criteria for SACS/CASI met.
- Increased parental and community involvement.
- Increased/improved communication among stakeholders.

- Increased number of businesses and agencies participating in student internships, apprenticeships and mentoring opportunities.

Measures:

- Graduate Analysis Report.
- College-level course enrollment data.
- Graduate survey.
- Number of students participating in program initiatives with post-secondary institutions.

- SIMS/NC WISE data.
- AYP and ABC data.

- Number of students receiving SAT scholarships.

- SACS/CASI Annual Reports.
- JobReady and Cohort Program Data.
- Climate Surveys.
- Documentation of stakeholder involvement.

- B.A.S.E.S. reports.
- Occupational Business Report.

Processes:

- Educate staff regarding resources available in the community and strategies for utilizing them.
- Utilize a comprehensive communication system to disseminate information to and solicit feedback from stakeholders.
- Communicate educational information through electronic technology and other media sources.
- Increase partnerships with post-secondary institutions. (ECU - ITEST, Drexel – Smart Phones, CCCC – Dual Enrollment, LCC – Academy of Transportation Technology, UNCW – Student Partnerships)
- Recruit and /or provide training, supervision, and recognition for community stakeholders.
- Establish strong business and community relationships in order to provide student opportunities for real-world experiences.
- Make decisions in collaboration with community and civic organizations to impact student success.
- Explore and implement requirements required in the Graduation Project.

Resources:

- Allocate resources for training and recognition of stakeholders.
- Allocate resources for the implementation of teacher websites.
- Allocate resources for communication with stakeholders.
- ALERT Now

NC Goal #4: Leadership will guide innovation in North Carolina public schools.

OCS Goal #4: Leadership will foster innovation in the Onslow County School System with the cooperation of families and community partners.

End of year Annual Review, Results, Next Steps

Summarize your results. Show trends. Were improvements made?	What are the areas for improvement? What will you do differently the next time?
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<p>2007-2008</p> <ul style="list-style-type: none"> • Graduation Project Manual completed and linked to school website • Stakeholder informational sessions held for Graduation Project • Project K-Nect for Algebra I students • ITEST program through East Carolina University for pre-calculus students • Received Donors Choose Grant for Digital Art Project • Created teacher webpages 	<p>Next steps</p> <ul style="list-style-type: none"> • Graduation Project monitored by project coordinator • Increase number of SAT scholars • Expand Project K-Next to 10th grade Geometry students
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NC Goal #5: North Carolina public schools will be governed and supported by 21st century systems

OCS Goal #5: Onslow County Schools will be supported by effective and efficient systems.

SWHS Strategy #5: Maximize resource utilization to meet instructional and operational needs.

Desired Results:

- Instructional and operational environments contribute to the successful operation of the school.
- Increased utilization of the Technology Facilitator for instructional needs.
- Security system used to protect both individuals and public assets.
- Increased familiarization with and use of existing technology.
- Utilization of PD 360 through UNCW.

Measures:

- NC Teacher Working Conditions Survey.
- Climate Survey.
- Work order completion for maintenance and technology requests.
- Adoption of long and short range capital planning.
- Lesson plans / department action plans.
- Participation in PLC development.
- Media reports for technology usage.
- Number of staff completing professional development using PD 360.

Processes:

- Use process analysis to improve efficiency and effectiveness.
- Present, train, and utilize online professional development resources from the School Improvement Network (PD 360).
- Expand staff awareness and use of on-site technology while providing opportunities for staff to train and work with IT personnel.
- Train appropriate staff on usage of Security Systems technology.
- Increase student use of technology to support the development of 21st century skills.
- Investigate, create and promote Professional Learning Communities.
- Provide training in and time for intra- and inter-departmental planning.
- Investigate and plan for technology updates and replacement.

Resources:

- Allocate resources for release time for articulation and planning.
- Allocate resources to maintain, update and increase technology to meet requirements in tiers of the county plan for technology use in classrooms.
- Allocate resources for staff development.
- PD 360 online professional development resources.

End of year Annual Review, Results, Next Steps

Summarize your results. Show trends. Were improvements made?

2007-2008

- IT personnel utilized for lesson planning and implementation
- Utilized Instructional Technology staff for

What are the areas for improvement? What will you do differently the next time?

Next steps

- Expand use of technology in all classes
- Create professional development schedule for Instructional Technology Facilitator

NC Goal #5: North Carolina public schools will be governed and supported by 21st century systems

OCS Goal #5: Onslow County Schools will be supported by effective and efficient systems.

professional development

- Participated in interdepartmental technology usage (robotics program and JETS)
- 79% of staff agrees they have appropriate access to instructional technology
- 87% of staff believes teachers are held to a high standard for delivering instruction

**Southwest High School
Projected Budget
2008-2009**

Funding Source	Items	Purpose	Goal
Textbooks	Replacement Textbooks	Replace lost textbooks and purchase books because of increased enrollment in some courses	5
Student Accountability	Technology	Purchase Desktops and technology to enhance instruction	1,2
State Instructional	General Supplies	Teacher supplies	1,2
Local School Funds	Postage	Newsletters, discipline referrals, and other parent communication	4
Local School Funds	Security	Games and Dances	3
Staff Development/Student Accountability	Subject-Area Conferences	School Focus-Differentiating Instruction Geometry US History Biology	1
Local School Funds	Printing	Newsletters Open House Report Card AVID Postcards	4
Local School Funds	Classroom Walk-through forms	5x7 teacher observation walk-through	2
Staff Development/Student Accountability	Professional Development Resources	Books, DVDs, and PD materials	2
Local School Funds	Student/Staff Incentives	PRIDE/Renaissance Program	3

**Building Level School Strategic Plan
Regulatory Information and Assurance Statement
2007-2010**

Date Submitted

School Southwest High School

September 29, 2008

- | | |
|--|-----------------------------------|
| 1. Number of School Improvement Plan Team Members | <u>27</u> |
| 2. Representatives of the assistant principals, instructional personnel, instructional support personnel, and teacher assistants were elected (by secret ballot) by their respective groups to serve on the School Strategic Planning Team (SSPT). | X Yes <input type="checkbox"/> No |
| 3. Percentage of total school staff approving updated plan (Number approving plan divided by number voting.) | <u>97.6%</u> |
| 4. Date of Vote | <u>9/24/2008</u> |
| 5. A secret ballot vote for staff approval of the plan was conducted. Check one: | X Yes <input type="checkbox"/> No |
| 6. Parents on the School Strategic Planning Team were elected by parents of children enrolled in your school. Check one: | X Yes <input type="checkbox"/> No |
| 7. Percentage of School Strategic Planning Team who are parents providing input in the development of the plan. (Number of parents divided by members on the team.) | <u>50%</u> |
| 8. The required staff development reports have been disseminated to the appropriate persons or departments. Check one: | X Yes <input type="checkbox"/> No |
| 9. The dates, times, locations, and agenda items for meetings regarding our school strategic plans were publicized so as to abide by the open meetings law. Check one: | X Yes <input type="checkbox"/> No |
| 10. All local, state, and federal legislative regulations regarding school strategic planning were implemented as outlined in G.S. 115C. | X Yes <input type="checkbox"/> No |
| 11. All required local, State and Federal programs have been addressed in the School Strategic Plan. | X Yes <input type="checkbox"/> No |

Pamela Baldwin

Principal's Signature

Jeff Fuller

Signature, SSPT Facilitator/Chairperson

Marsue Barker

Signature of Elected Parent Representative

Nicki Moore

Signature of Elected Parent Representative

Note: Eligible voting staff – principals, assistant principals, licensed instructional personnel, support personnel, and teacher assistants.