# Portage la Prairie School Division



# Annual Report for Continuous Improvement 2023-24 School Year

Superintendent: Pamela Garnham
Assistant Superintendent: Rochelle Rands
Administrator of Curriculum and Instruction: Lisa Shackleton
Administrator of Student Services: Jennifer Adamson

www.plpsd.mb.ca

#### **Land Acknowledgment**

The Portage la Prairie School Division acknowledges that the schools in our division are located on Treat One land, as well as, the Traditional Territory of the Ojibway, Dakota, Cree and Anishinaabe peoples and the homeland of the Metis nation. We respect the spirit and intent of Treaties and Treaty Making and remain committed to working in partnership with First Nations, Inuit, and Metis people in the spirit of truth, reconciliation, and collaboration.



#### Who We Are

PLPSD is composed of a team of Sr. Leaders and Divisional Support consultants, coaches and Student Services staff responsive to provincial, divisional, and school mandates, policy and initiatives.

<u>Portage la Prairie School Division</u> is composed of seventeen schools, seven located within the city of Portage la Prairie, one in the town of Oakville and nine Hutterite Colony Schools in the surrounding areas and offers both English and French Immersion Programming K-12.

It is through the lenses of the provincial Framework for Learning and Mamàhtawisiwin, that Portage la Prairie School Division aligns its practice using the 5 PLPSD Guiding Principles for Learning. These guiding principles provide a cohesive foundation for professional learning and reflective conversations division-wide as we strive to meet the unique needs of all learners as they acquire the skills to flourish and live **The Good Life** (Manitoba Education and Early Childhood Learning, 2022).

#### **OPPORTUNITIES**

### RESPONSIVE LEARNING PROGRAMS

Dedicated and Innovative Staff, Comprehensive Learning Program Options, French Immersion Program Grades K-12, French Culture and Communication Grades 4-12, Music Programs: Band, Music, Guitar, Choral Grades K-12

#### **INNOVATIVE PROGRAMS**

High School Sports Academies:
Basketball, Mature Student
Program Physical Education &
Sports Programs, Walking School
Bus, Roots of Empathy Archiving
Program, SmArts, Digital Media,
Career Education Programs
including: High School
Apprenticeship Program, Credits
for Employment

#### **VOCATIONAL TRAINING**

Comprehensive Career
Development Program, Applied
Commerce, Applied Arts (middle
and senior years), Human
Ecology, Power Mechanics,
Building and Construction
Trades, Photography, Hairstyling,
Health Care Aide, and Childcare
Aide

#### **TECHNOLOGY ACCESS**

Leading Edge Programming,
Mobile Device Carts, High-Speed
Internet Access with Wi-Fi,
Science Labs, Automated
Libraries, Modern Gymnasiums

#### Together we celebrate...

- A commitment to Truth and Reconciliation.
- Infused opportunities for Indigenous ways of knowing and doing.
- Partnership with neighboring Indigenous communities.
- Responsive student-centered learning programming.
- Increasing enrolment and consistent graduation rates.
- Rich cultural diversity.
- Community partnerships.
- English and French Immersion programming from Kindergarten to Grade 12.
- Career and vocational learning opportunities that begin in the middle years.
- Curriculum that is responsive to student academic and life goals.
- Vast selection of technology to enhance access and learning for all.
- Flexible alternative options for learning.

#### And collaborate to support...

- Creating equitable and accessible opportunities for all learners.
- Development of the whole child.
- Student engagement and regular school attendance.
- Spaces where all students belong.
- Reducing transportation, food security, and mental health barriers



#### **Grant Reports**

#### Career Development

#### <u>Early Childhood Development</u> Initiative

English as an Additional Language

**English Literacy** 

French Immersion Literacy

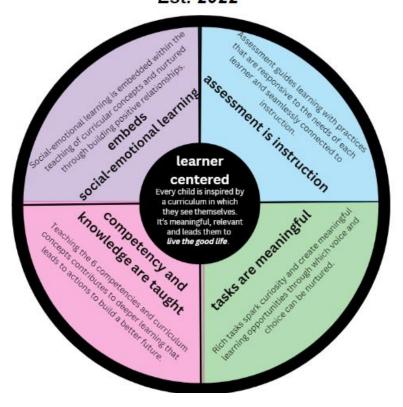
Indigenous Academic Achievement

Learning to Age 18

Numeracy French Immersion and English Programs

**Technology Education** 

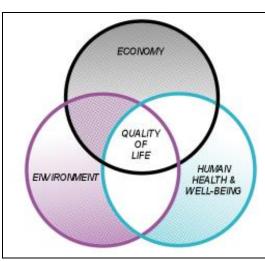
#### 5 Guiding Principles of PLPSD Est. 2022



| Division Staffing Profile (Sept. 2023)   |            |   |    |  |  |  |
|--|------------|---|----|--|--|--|
| Principals   | 9          | Trustees  | 9  |  |  |  |
| Vice Principals<br>(including 1 Hutterian School Supervisor)                               | 8          | Technology Department<br>(3 Computer Technicians, 2 Network<br>Administrators, 1 IT Administrator, and<br>2 SIS Administrators) | 8  |  |  |  |
| School Admin Assistant/Clerical Team<br>(11 Admin Assistants and<br>5 Clerical Assistants) | 16         | Transportation Operations Department  | 67 |  |  |  |
| Resource Teachers  | 16         | Occupational Therapists   | 2  |  |  |  |
| Guidance Counsellors   | 15         | Outreach Facilitators   | 4  |  |  |  |
| Teaching Staff (not Principals or Coaches)   | 224        | Community Connector   | 1  |  |  |  |
| Coaches and Consultants  | 16.5       | Indigenous Student Support Workers  | 3  |  |  |  |
| Psychologists  | 3          | Speech Language Pathologists  | 4  |  |  |  |
| WRAP Facilitator, Psychiatric Nurse, AFM Worker  | 3          | Mental Health Facilitator, Mental<br>Wellness & Rehabilitation Facilitator  | 3  |  |  |  |
| Contracted Physiotherapist and Occupational Therapist Days                                 | 45<br>days | Preschool Teachers (BSSIP Grant)  | 2  |  |  |  |

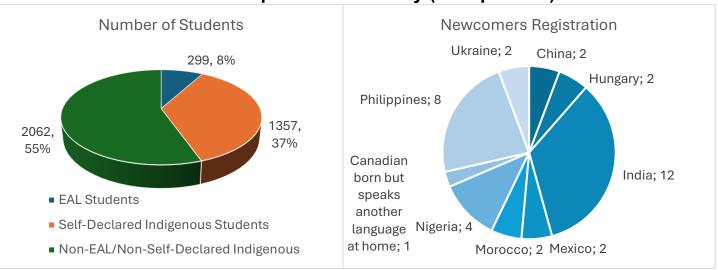
The Student Services Department is composed of a team of Resource Teachers, Guidance Counsellors, Coaches, Consultants, Strategic Initiatives Learning Coordinator, Clinical staff including Psychologists, Speech and Language Pathologists, Occupational Therapists an EMHA (Enhanced Mental Health and Addictions Team including, WRAP Facilitator, Mental Health and Addictions Nurse, Youth Substance Use Counsellor), Outreach Facilitators, Behaviour Coaches, and a Mental Health Facilitator.

#### **Education for Sustainable Development**

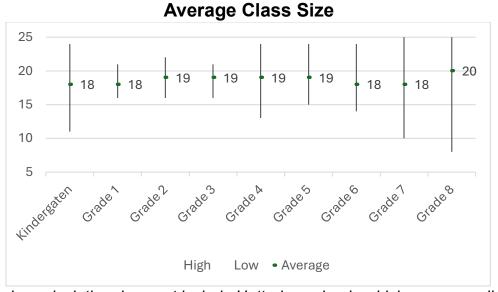


"Education for Sustainable development involves incorporating key themes of sustainable development such as poverty alleviation, human rights, health and environmental protection, climate change into the education system." (MEECL website) is ESD in Portage la Prairie School Division is prioritize at the division, school and classroom levels. Some of the projects from the past year include the addition of water filling stations at each school, Leadership Event for students at Portage Collegiate, and a Basketball mentorship project.

#### **Student Population Summary (at Sept. 2023)**

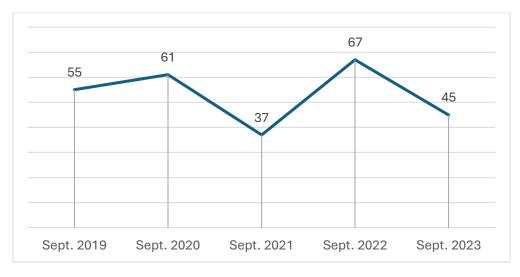


The total number of students enrolled in PLPSD as of September 2023 was 3,718.



Average class size calculation does not include Hutterian schools which are generally less than ten.

#### French Immersion Program (Maternelle) Kindergarten Enrollment Count



"DEDICATED TO THE PURSUIT OF EXCELLENCE"

#### **Early Years Assessment**

#### **Grade 3 Provincial Reading Assessment**

**Competencies**: (1) Student reflects on and sets reading goals, (2) Student uses strategies during reading to make sense of texts, and (3) Student demonstrates comprehension

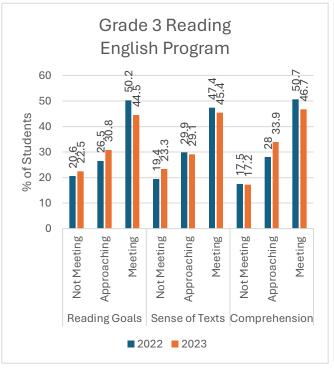
#### **Grade 3 Provincial Numeracy Assessment**

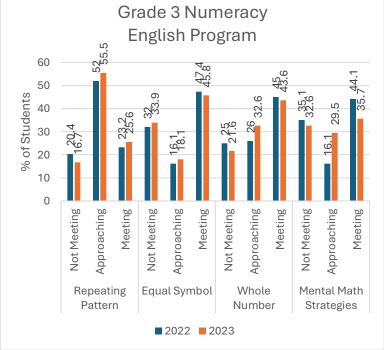
**Competencies:** (1) Student predicts and element in a repeating pattern, (2) Student understands that the equal symbol represents and equality of the terms found on either side of the symbol, (3) Student understands that a given whole number may be represented in a variety of ways (to 100), and (4) Student uses mental math strategies to determine answers to addition and subtraction questions to 18.

**Out of Scope:** A small number of students for whom the assessment is not reasonable. The percentage calculated includes this population.

| Grade 3 - Disaggregation          | Number of Students  October October 2022 2023 |        | ir              |                 | eting Expec<br>Competenci<br>Num |                 |
|-----------------------------------|---|--------|-----------------|-----------------|----------------------------------|-----------------|
| English Program                   |   |        | October<br>2022 | October<br>2023 | October<br>2022                  | October<br>2023 |
| English as an Additional Language | 34  | 41     | 38.2%           | 31.7%           | 20.6%                            | 12.2%           |
| Self-declared Indigenous          | 90  | 91     | 26.7%           | 20.9%           | 7.8%                             | 9.9%            |
| Students in Care                  | 10  | 10     | 30.0%           | 10.0%           | 10.0%                            | 0.0%            |
| Male Students                     | 115   | 112    | 40.0%           | 36.6%           | 20.0%                            | 23.2%           |
| Female Students                   | 96  | 113    | 40.6%           | 39.8%           | 14.6%                            | 10.6%           |
| Divisional                        | 211   | 227    | 40.3%           | 37.9%           | 17.5%                            | 16.7%           |
| Provincial                        | 12,119  | 12,203 | 45.7%           | 44.5%           | 34.5%                            | 35.6%           |

Grade 3 English Program

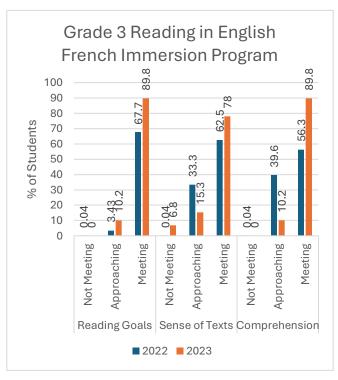


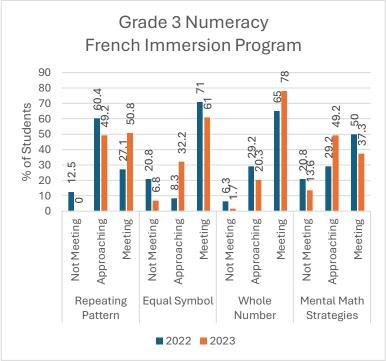


Grade 3 French Immersion Program

| Grade 3 - Disaggregation<br>French Immersion Program | Number of Students |                 | iı              |                 | eting Expec<br>Competenci<br>Num |                 |
|--|--------------------|-----------------|-----------------|-----------------|----------------------------------|-----------------|
| French inintersion Frogram                           | October<br>2022    | October<br>2023 | October<br>2022 | October<br>2023 | October<br>2022                  | October<br>2023 |
| English as an Additional Language                    | 3                  | 5               | *               | *               | *                                | *               |
| Self-declared Indigenous                             | 15                 | 10              | 33.3%           | 80.0%           | 13.3%                            | 40.0%           |
| Students in Care                                     | 0                  | 0               | *               | *               | *                                | *               |
| Male Students  | 22                 | 26              | 36.4%           | 65.4%           | 27.3%                            | 26.9%           |
| Female Students                                      | 26                 | 33              | 46.2%           | 87.9%           | 15.4%                            | 30.3%           |
| Divisional   | 48                 | 59              | 41.7%           | 78.0%           | 20.8%                            | 28.8%           |
| Provincial   | 2,566              | 2,706           | 60.0%           | 62.7%           | 40.4%                            | 43.0%           |

<sup>\*</sup>Indicates fewer than 10 students, resulting in limited data.





#### **Grade 4 Provincial Reading in French Assessment**

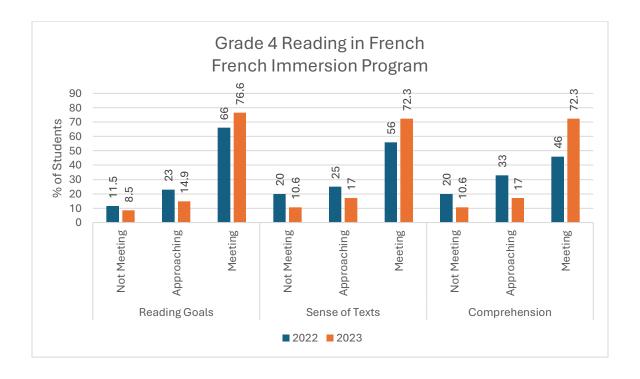
**Competencies**: (1) Student reflects on and sets reading goals, (2) Student uses strategies during reading to make sense of texts, and (3) Student demonstrates comprehension.

\*Out of Scope: A small number of students for whom the assessment is not reasonable. The percentage calculated includes this population.

| Grade 4 French Infiniersion Frogram                  |                           |          |                                   |   |  |  |
|--|---------------------------|----------|-----------------------------------|---|--|--|
| Grade 4 - Disaggregation<br>French Immersion Program | Number of                 | Students | Mee<br>Expec<br>in all :<br>Compe | tudents<br>eting<br>tations<br>3 Sub-<br>tencies<br>in French |  |  |
|  | October October 2022 2023 |          | October<br>2022                   | October<br>2023   |  |  |
| English as an Additional Language                    | 2                         | 4        | *                                 | *   |  |  |
| Self-declared Indigenous                             | 21                        | 13       | 38.1%                             | 46.2%   |  |  |
| Students in Care                                     | 0                         | 0        | *                                 | *   |  |  |
| Male Students  | 33                        | 23       | 33.3%                             | 56.5%   |  |  |
| Female Students                                      | 28                        | 24       | 46.4%                             | 83.3%   |  |  |
| Divisional   | 61                        | 47       | 39.3%                             | 70.2%   |  |  |
| Provincial   | 2,503                     | 2,433    | 47.0%                             | 48.0%   |  |  |

Grade 4 French Immersion Program

<sup>\*</sup>Indicates fewer than 10 students, resulting in limited data.



#### Middle Years Assessment

#### **Grade 7 Provincial Numeracy Assessment**

**Number Sense**: Student has a conceptual understanding of number and of some of its representations.

**Sub-Competencies:** (1) Student orders fractions, (2) Student orders decimal numbers, and (3) Student understands that a given number may be represented in a variety of ways.

<u>Number Skills</u>: Student solves mathematical problems using knowledge of number patterns and mental math strategies.

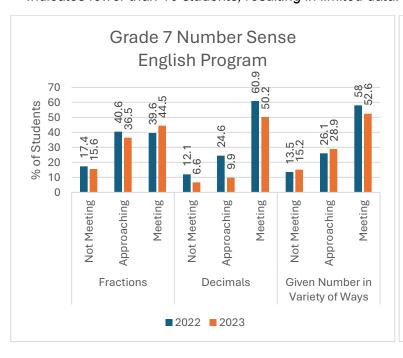
**Sub-Competencies:** (1) Student uses number patterns to solve mathematical problems, and (2) Student uses a variety of strategies to calculate and explain a mental math problem.

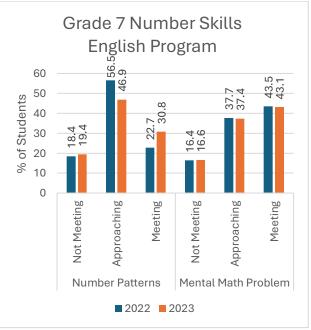
\*Out of Scope: A small number of students for whom the assessment is not reasonable. The percentage calculated includes this population.

Grade 7 English Program

| Grade 7 - Disaggregation<br>English Program | Number o        | of Students     | Expection in all 5 Sub-C<br>Number | nts Meeting<br>tations<br>competencies<br>Sense &<br>er Skills |
|---|-----------------|-----------------|------------------------------------|--|
|   | January<br>2023 | January<br>2024 | January<br>2023                    | January<br>2024  |
| English as an Additional Language           | 6               | 12              | *                                  | 25.0%  |
| Self-declared Indigenous                    | 75              | 96              | 5.3%                               | 12.5%  |
| Students in Care                            | 8               | 6               | *                                  | *  |
| Male Students                               | 108             | 98              | 17.6%                              | 29.6%  |
| Female Students                             | 99              | 112             | 14.1%                              | 17.9%  |
| Divisional                                  | 207             | 211             | 15.9%                              | 23.2%  |
| Provincial                                  | 12,580          | 13,145          | 38.1%                              | 39.3%  |

<sup>\*</sup>Indicates fewer than 10 students, resulting in limited data.

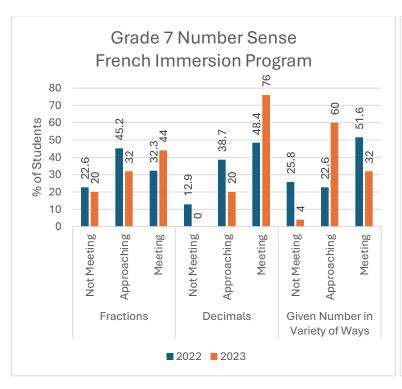


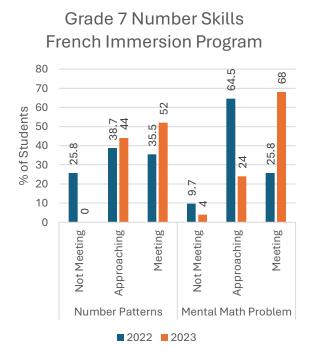


Grade 7 French Immersion Program

| Grade 7 - Disaggregation<br>French Immersion Program | Number of Students |                 | % of Studer<br>Expect<br>in all 5 Sub-C<br>Number<br>Numbe | tations<br>competencies<br>Sense & |
|--|--------------------|-----------------|--|------------------------------------|
|  | January<br>2023    | January<br>2024 | January<br>2023  | January<br>2024                    |
| English as an Additional Language                    | 1                  | 0               | *  | *                                  |
| Self-declared Indigenous                             | 11                 | 3               | 18.2%  | *                                  |
| Students in Care                                     | 0                  | 0               | *  | *                                  |
| Male Students  | 12                 | 13              | 25.0%  | 38.5%                              |
| Female Students                                      | 19                 | 12              | 21.1%  | 8.3%                               |
| Divisional   | 31                 | 25              | 22.6%  | 24.0%                              |
| Provincial   | 2,045              | 1,969           | 48.2%  | 46.0%                              |

<sup>\*</sup>Indicates fewer than 10 students, resulting in limited data.





#### **Grade 8 Provincial Numeracy Assessment**

**Reading Comprehension**: Student comprehends a variety of grade-level text (fiction and non-fiction).

**Sub-Competencies:** (1) Student understands key ideas and messages in a variety of texts, (2) Student interprets a variety of texts, and (3) Student responds critically to a variety of texts.

**Expository Writing:** Student writes expository texts for a variety of audiences and purposes.

**Sub-Competencies:** (1) Student generates, selects and organizes ideas to support reader's understanding, (2) Student chooses language to make an impact on the reader, and (3) Student uses conventions and resources to edit and proofread to make meaning clear.

\*Out of Scope: A small number of students for whom the assessment is not reasonable. The percentage calculated includes this population.

| Number of       | Students                               | % of Students Meeting Expectations in all 3 Sub-Competencies                 |  |   |   |
|-----------------|--|--|--|---|---|
|                 |  |  |  | Exposito  | ry Writing  |
| January<br>2023 | January<br>2024                        | January<br>2023  | January<br>2024  | January<br>2023   | January<br>2024   |
| 8               | 11                                     | *  | 36.4%  | *   | 45.5%   |
| 97              | 73                                     | 26.8%  | 15.1%  | 19.6%   | 16.4%   |
| 1               | 6                                      | *  | *  | *   | *   |
| 122             | 106                                    | 29.9%  | 29.2%  | 21.3%   | 29.2%   |
| 107             | 99                                     | 47.7%  | 37.4%  | 42.1%   | 48.5%   |
|                 | January<br>2023<br>8<br>97<br>1<br>122 | 2023     2024       8     11       97     73       1     6       122     106 | Number of Students         ir           Real Compression           January 2023         January 2024         January 2023           8         11         *           97         73         26.8%           1         6         *           122         106         29.9% | Number of Students   in all 3 Sub-Comprehension   Comprehension   January   January   January   January   2023   2024     8 | Number of Students         in all 3 Sub-Competencial Reading Comprehension         Expositor Expositor Comprehension           January 2023         January 2024         January 2023         January 2024         January 2023         January 2023 |

205

13,015

37.0%

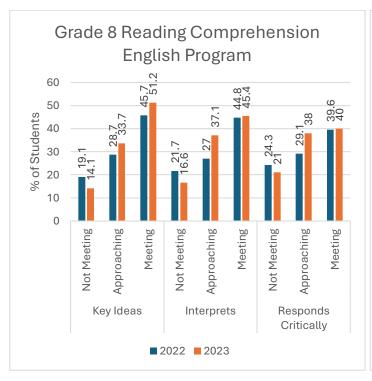
52.3%

Grade 8 English Program



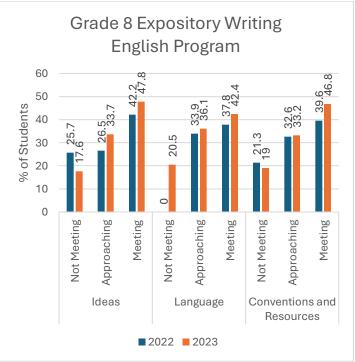
230

12,948



Divisional

Provincial



33.2%

51.8%

30.9%

45.2%

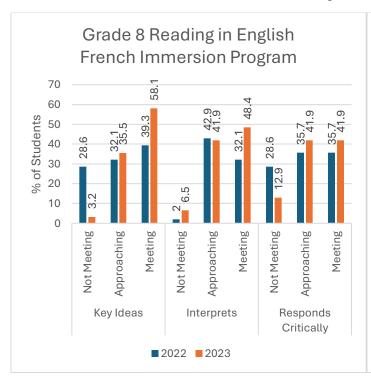
38.5%

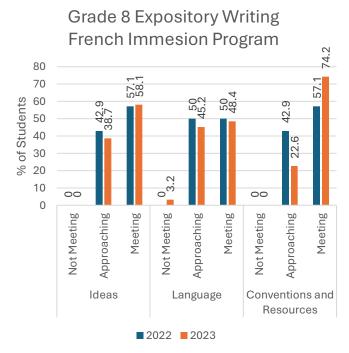
45.0%

Grade 8 French Immersion Program

|  | Number of             | Students        | ir                                     | tations<br>es   |                               |                 |
|--|-----------------------|-----------------|--|-----------------|-------------------------------|-----------------|
| Grade 8 - Disaggregation<br>French Immersion Program | Trainistr of Students |                 | Reading<br>Comprehension in<br>English |                 | Expository Writing in English |                 |
|  | January<br>2023       | January<br>2024 | January<br>2023                        | January<br>2024 | January<br>2023               | January<br>2024 |
| English as an Additional Language                    | 1                     | 1               | *                                      | *               | *                             | *               |
| Self-declared Indigenous                             | 4                     | 11              | *                                      | 54.5%           | *                             | 36.4%           |
| Students in Care                                     | 0                     | 0               | *                                      | *               | *                             | *               |
| Male Students  | 15                    | 13              | 33.3%                                  | 46.2%           | 26.7%                         | 38.5%           |
| Female Students                                      | 13                    | 18              | 53.8%                                  | 55.6%           | 61.5%                         | 44.4%           |
| Divisional   | 28                    | 31              | 42.9%                                  | 51.6%           | 42.9%                         | 41.9%           |
| Provincial   | 1,958                 | 1,980           | 70.6%                                  | 73.8%           | 63.2%                         | 67.5%           |

\*Indicates fewer than 10 students, resulting in limited data.

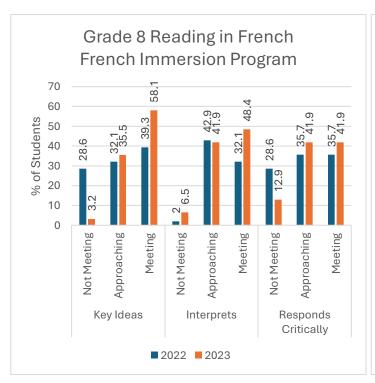


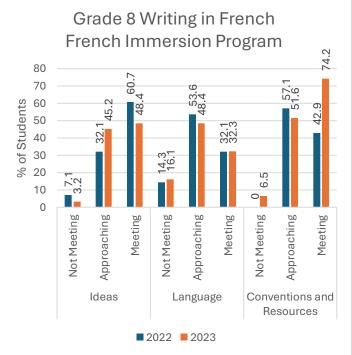


Grade 8 French Immersion Program - continued

| Grade 8 - Disaggregation<br>French Immersion Program | Number of Students |                 | iı<br>Rea<br>Compreh |                 |                 |                 |
|--|--------------------|-----------------|----------------------|-----------------|-----------------|-----------------|
|  | January<br>2023    | January<br>2024 | January<br>2023      | January<br>2024 | January<br>2023 | January<br>2024 |
| English as an Additional Language                    | 1                  | 1               | *                    | *               | *               | *               |
| Self-declared Indigenous                             | 4                  | 11              | *                    | 27.3%           | *               | 18.2%           |
| Students in Care                                     | 0                  | 0               | *                    | *               | *               | *               |
| Male Students  | 15                 | 13              | 26.7%                | 38.5%           | 26.7%           | 30.8%           |
| Female Students                                      | 13                 | 18              | 30.8%                | 44.4%           | 38.5%           | 33.3%           |
| Divisional   | 28                 | 31              | 28.6%                | 41.9%           | 32.1%           | 32.3%           |
| Provincial   | 1,958              | 1,980           | 59.1%                | 65.2%           | 49.9%           | 53.7%           |

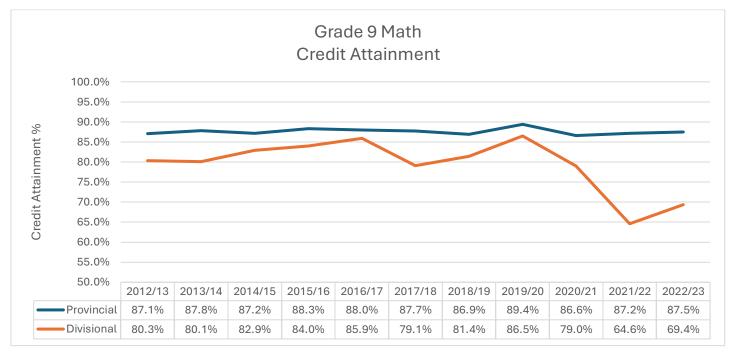
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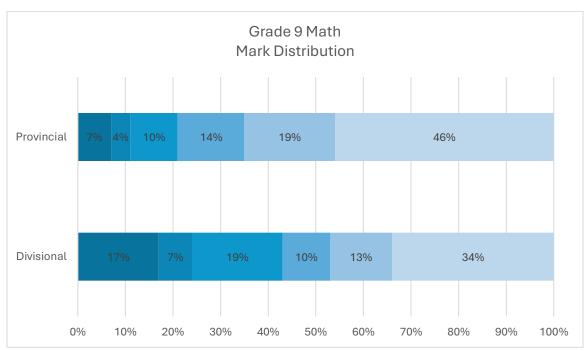




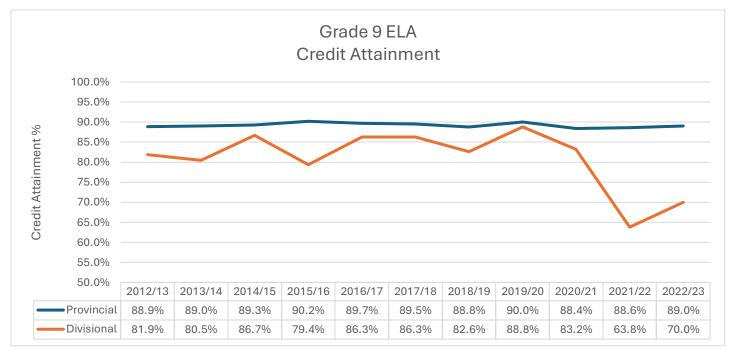
#### **High School Assessment**

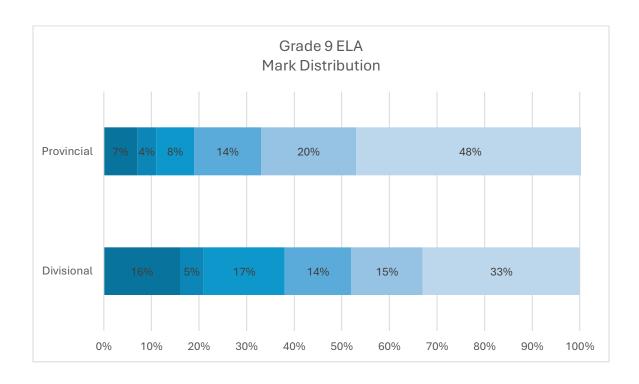
#### **Grade 9 Math Assessment**





#### **Grade 9 ELA Assessment**





#### **Grade 12 Assessment**

| Semester 1                       | Student | Pass rate |          | udent Pass rate Mean |          | an |
|----------------------------------|---------|-----------|----------|----------------------|----------|----|
| Course                           | Total   | Division  | Province | Division             | Province |    |
| Essential Mathematics            | 47      | 59.6      | 61.9     | 54.8                 | 55.9     |    |
| Applied Mathematics              | 2       | 50.0      | 63.6     | 34.1                 | 56.3     |    |
| Pre-Calculus Mathematics         | 27      | 77.8      | 65.6     | 65.9                 | 60.6     |    |
| ELA-English Program (Sem 1 only) | 82      | 76.8      | 85.5     | 65.5                 | 67.6     |    |
| ELA-French Immersion Program     | 9       | 88.9      | 85.5     | 77.0                 | 67.6     |    |

| Semester 2                          | Student                        | Pass rate |          | Mean     |          |
|-------------------------------------|--------------------------------|-----------|----------|----------|----------|
| Course                              | Total                          | Division  | Province | Division | Province |
| Essential Mathematics               | 41                             | 78.0      | 66.1     | 63.1     | 58.6     |
| Applied Mathematics                 | 12                             | 41.7      | 71.5     | 51.1     | 60.4     |
| Pre-Calculus Mathematics            | 14                             | 35.7      | 70.9     | 39.3     | 63.5     |
| Français Language Arts (Sem 2 only) | 10                             | 100.0     | 91.9     | 74.0     | 73.5     |
| English Language Arts               | *Assessment retracted by MEECL |           |          |          |          |

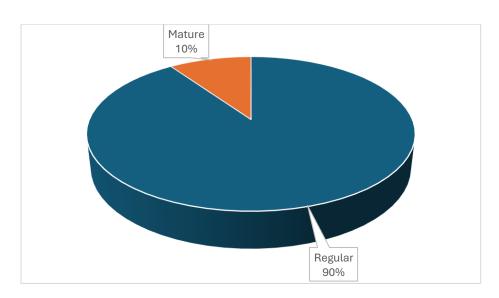
## High School Graduation (June 2024)

#### **Regular Graduates**

| •         |           |           |           |
|-----------|-----------|-----------|-----------|
| Age Group | Number of | Number of | Total     |
|           | Females   | Males     | Graduates |
| 16 years  | 3         | 0         | 3         |
| 17 years  | 46        | 37        | 83        |
| 18 years  | 43        | 58        | 101       |
| 19 years  | 1         | 5         | 6         |
| 20 years  | 0         | 0         | 0         |
| 21 years  | 0         | 0         | 0         |
| Over 21   | 2         | 1         | 3         |
| Under 16  | 0         | 0         | 0         |
| TOTAL     | 95        | 101       | 196       |

#### **Mature Graduates**

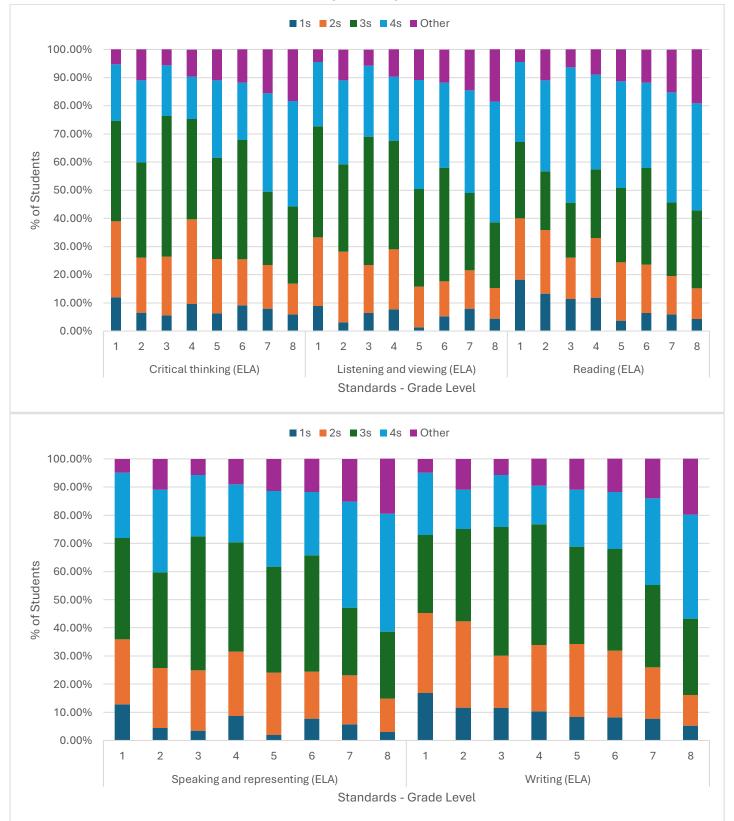
| Age Group | Number of | Number of | Total     |
|-----------|-----------|-----------|-----------|
|           | Females   | Males     | Graduates |
| 20 years  | 0         | 2         | 2         |
| 21 years  | 1         | 0         | 1         |
| 22 years  | 1         | 0         | 1         |
| 24 years  | 0         | 0         | 0         |
| Over 25   | 3         | 2         | 5         |
| Under 20  | 7         | 5         | 12        |
| TOTAL     | 12        | 9         | 21        |



#### Report Card Data - Term 3 2023/24

Grades 1-8: Percentage of Students for Each Report Card Standard (ELA)

English Program



#### Report Card Data - Term 3 2023/24

#### Grades 1-8: Percentage of Students for Each Report Card Standard (ELA)

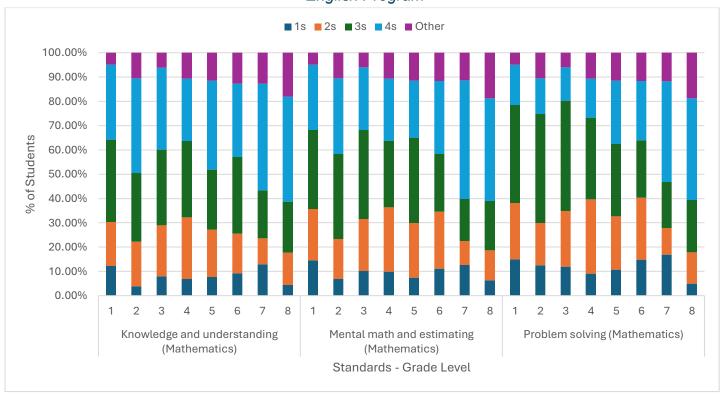
French Immersion Program



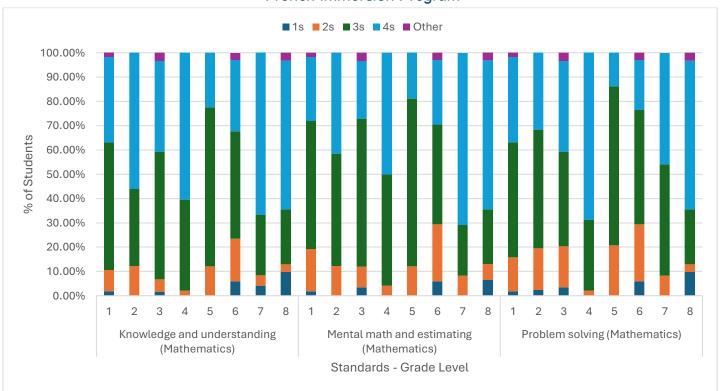
#### Report Card Data - Term 3 2023/24

#### **Grades 1-8: Percentage of Students for Each Report Card Standard (Math)**

English Program







#### Portage la Prairie School Division 2024/25 Continuous Improvement Plan

#### Division PD and SS Plan 2024-25.pptx

#### Overarching PLPSD Goals for 2024-25.docx

| Divisional Planning Document Links                 |   |  |
|--|---|--|
| French Immersion K-12 Plan for Continuous          | Early Childhood Development Initiative Plan for |  |
| <u>Improvement</u>                                 | Continuous Improvement                          |  |
| Numeracy K-12 Plan for Continuous Improvement      | Plan for Special Training (PBIS, NVCI, VTRA)    |  |
| Literacy K-12 Plan for Continuous Improvement      | Indigenous Academic Achievement Plan            |  |
| Technology Education Plan for Continuous           | Learning to Age 18 Plan for Continuous          |  |
| <u>Improvement</u>                                 | <u>Improvement</u>                              |  |
| Career Development Plan for Continuous Improvement | English as an Additional Language Plan          |  |

#### Comprehensive School Health/Plan for Healthy Schools

| Resources to Inform Planning                                   | Professional Partners  |
|--|--|
| <ul> <li>PLPSD 5 Principles for Learning (revised)</li> </ul>  | <ul> <li>Association canadienne des professeurs de</li> </ul>    |
| <u>Apr.2024)</u>   | <u>l'immersion</u>   |
| <ul> <li>Standards for Appropriate Education</li> </ul>        | <ul> <li>The Critical Thinking Consortium: Home</li> </ul>       |
| <ul> <li>Mamahtawisiwin</li> </ul>                             | <ul> <li>Manitoba Rural Learning Consortium</li> </ul>           |
| <ul> <li>Tools for Reflection</li> </ul>                       | <ul> <li>Manitoba Association of Education Technology</li> </ul> |
| <ul> <li>MEECL Framework for Learning</li> </ul>               | <u>Leaders</u>   |
| <ul> <li>MEECL Framework for Continuous Improvement</li> </ul> | Bureau d'education français                                      |
| <ul> <li>Manitoba School Leadership Framework</li> </ul>       | <ul> <li>Manitoba Education and Early Childhood</li> </ul>       |
| <u>Document</u>  | <u>Learning</u>  |
|  | <ul> <li>Manitoba Association of Education Technology</li> </ul> |
|  | <u>Leaders</u>   |
|  | <ul> <li>Flourish-Leadership by Design (Laura Gini-</li> </ul>   |
|  | Newman & Mary Nanavati)  |



