American Way Middle Annual Plan (2022 - 2023)

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[G 1] AWMS will increase the number of students on-track & mastery in ELA on TCAP from 44 (SY21-22) to 54 (SY22-23).

Effective Instruction | Best for All Strategic Plan alignment: Academics

Effective instruction is built around standards-aligned, high quality curricula and assessments that measure student progress and provide timely information regarding student achievement and growth. Providing students with rigorous, standards-aligned instruction delivered through best practices will help to ensure that all students in Tennessee's high opportunity schools have access to a comprehensive educational system which will prepare them for the career path of their choice.

District Turnaround Plan Goal

[G 4] Build teacher capacity and content knowledge so that instruction reflects District's four instructional practice expectations from 65.63% in Spring 2022 to a minimum of 75% in 2023 on informal walkthroughs.

Strategy	Action Step	Person Responsible	Estimated Completion Date	Funding Source	Notes
[S 1.1] Support implementation of standards aligned curricula Rationale	[A 1.1.1] Improve Student Achievement-Daily Instruction Description	Rochelle Sanders	05/26/2023		
All students deserve to be taught grade-level standards aligned curriculum with aligned work tasks that allow them to fully engage in the work of the standard. The proper use of technology allows further possibilities for deeper differentiated student cognitive engagement through gradual release and/or learner support and enrichment.	Teachers will plan and deliver engaging learning experiences utilizing technology & various online platforms that strategically build reading fluency, comprehension, critical thinking and writing skills.				
Supporting Data	Implementation				
In the Fall, 10.1% of the students scored On-Track and/or Mastery in ELA. By Spring, there was a significant increase in student mastery resulting in a +15.57% change in OTM from Fall to Spring. By the Spring assessment, 25.6% of the students scored On Track and/or Mastery. During the 2020-2021 school year, there was an overall	* Weekly collaborative planning sign-in sheets * Weekly lesson plan checks w/feedback form * Weekly PLC meetings agendas & sign-in sheets * Informal observations feedback forms				

growth in ELA of +5.7%; however, during the 2021-2022 school year, there was an overall growth in ELA of +15.57%, a difference of roughly 10%. Benchmark Indicator Implementation * Daily use of technology & online standards-aligned student tasks * Use of technology/blended learning during small group instruction twice per week * Percent of students Mastery Connect OTM rates in ELA	Effectiveness Students should perform at or above 70% on District formative assessments (Fall, Winter, Spring) which align with core instructional standards for the specific quarter. In addition, individual teachers' failure rates should be at 10% or less per quarter.			
Effectiveness The overall Mastery Connect OTM in ELA will increase by 5% or higher each MC assessment (Fall 2022, Winter 2022, Spring 2023).				
	[A 1.1.2] Conduct Informal Observations/Drop-Ins Description	Rochelle Sanders	05/26/2023	
	The ELA Admin Lead, Content Lead, and the District Level Coaches all participate in weekly and/or bi-weekly informal observation/drop-ins into ELA classrooms utilizing the district's Zoho Instructional Walk-Through Form to ensure the delivery of lessons are being done effectively and the ELA curriculum is being implemented with integrity and fidelity. Debriefing occurs immediately after to identify strengths, weaknesses, and trends. Findings are then shared electronically with			

	teachers and are discussed during weekly PLCs. Instructional adjustments are made as required, needed, or suggested and follow-up with visited teachers occur with each proceeding dr.			
	Implementation			
	* Weekly/Bi-Weekly classroom observations using the district's Zoho Walkthrough Form and Debriefing Document to determine trends in teachers' ability to effectively implement the identified instructional shifts outlined in the rubric and gauge the implementation of standard aligned instruction. * Weekly teacher follow-up after each informal observation/walk-thru * Bi-Weekly PLCs to analyze student data from bi-weekly common assessments and LASW in order to make instructional adjustments as required, needed, or suggested.			
	Effectiveness The overall Mastery Connect OTM in ELA will increase by 5% or higher each MC assessment (Eall 2022, Winter 2022, Spring 2022)			
[S 1.2] Provide support to ensure that an effective instructional model is implemented Rationale	(Fall 2022, Winter 2022, Spring 2023). [A 1.2.1] Provide School-Based Professional Development Description	Rochelle Sanders, Hiawatha Renfroe, & DaJuana	05/26/2023	
Teachers working in priority schools often need support working with larger number of students with a variety of academic challenges. Teachers are more successful when they have support to	The PLC Coach, Instructional Facilitator, VILS Coach, Content Lead, and/or Instructional Support Advisors will provide ongoing, research based professional development throughout the year for	Johnson		

build capacity around good first teaching, knowledge of content standards, effective planning, and delivery of instruction with the social-emotional and academic needs and interest of students in mind. Priority school teachers need various supports that will help impact student growth and achievement such as coaching cycles, co-planning, co-teaching, analyzing student work, and employing strategies that cognitively engage students in the work. We will provide training, tools, direct supports, coaching, and partner with proven effective vendors to provide training and support that will impact student outcomes.

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Supporting Data

AWMS observed an overall increase in percentage points of students performing "On Track/Mastered" (OTM) in ELA of +15.57 from the Fall 2021 to Spring 2022 assessment.

Benchmark Indicator

Implementation

- * Weekly Informal observations and feedback
- * Bi-Weekly Informal Walkthrough data meetings
- * Weekly PLC agendas and sign-in
- * Weekly Collaborative Planning sign-in
- * Mastery Connect OTM scores in ELA

Effectiveness

The overall Mastery Connect OTM in ELA will increase from 25.6% in Spring 2022 to 35.6% or higher in Spring in 2023 by increasing OTM rates by 3.4% or higher each MC assessment (Fall 2022, Winter 2022, Spring 2023).

teachers and staff through various activities including the direct teaching model, modeling effective instructional practices, assessment techniques, implementing blended learning stations, intervention strategies, differentiated instruction, and utilizing technology in daily instruction.

Implementation

- * Weekly PLC meetings agendas & sign-in sheets
- * Monthly PD agendas & sign-in sheets
- * Quarterly VILS Learning Experiences provided by the Vendor
- * PLZ Transcripts

Effectiveness

The overall Mastery Connect OTM in ELA will increase from 25.6% in Spring 2022 to 35.6% or higher in Spring 2023 by increasing OTM rates by 3.4% or higher each MC assessment (Fall 2022, Winter 2022, Spring 2023).

	[A 1.2.2] Continue Weekly Collaborative Planning & PLC's Description	Rochelle Sanders	05/26/2023	
	The PLC Coach and the Instructional Support Advisors will participate in collaborative planning sessions and PLC meetings to assist teachers in delivery of effective instruction, practice and demonstrate how to tier instructional activities for small or whole group instruction, and support teachers to make informed standards-aligned instructional decisions after analyzing student data.			
	Implementation * Weekly schedule of coaching support * Weekly Collaborative planning and/or PLC agendas and sign-in * Mastery Connect Data * Learning Walks/Informal classroom observation data recorded in District Walkthrough platform			
	Effectiveness With instructional coaching, the percentage of observed lessons meeting the expectations of the District mandated instructional practices will be 70% by end of Quarter 1, 85% by end of Quarter 2, and 100% by end of Quarter 3.			
[S 1.3] Provide support to ensure that RTI is being implemented effectively. Rationale	[A 1.3.1] Require Academic Enrichment/Intervention Classes Description	Hiawatha Renfroe	05/26/2023	

There is a large number of students needing intervention in AWMS and teachers need additional support and training to ensure the RTI intervention block and teacher-facing instruction is done with fidelity. Teachers also need help accurately analyzing student data in order to prescribe aligned instruction that meet the needs of individual students.

Every student will have an academic enrichment or academic intervention class daily. This class will be on all students' schedule on the same period. Students who have been identified as Tier 2 and Tier 3 will be scheduled for RTI2 (Response to Intervention). All other students will scheduled for Academic Enrichment. Administrators with experience with RTI2 have been assigned to monitor the effective implementation and ensure teachers, students and parents understand the growth opportunities found in the purpose of RTI2 that will increase student growth and proficiency based on skill set, intervention and instruction.

Supporting Data

AWMS observed a decrease in percentage points of students performing "Below" in ELA Mastery Connect assessments from 64.5% Fall 2021 to 44.6% Spring 2022 assessment.

Benchmark Indicator

Implementation

- * Bi-Monthly implementation checks
- * Monthly progress monitoring data reports with a focus on deficit areas
- * Monthly data team meetings agendas and sign in sheets
- * Quarterly RTI differentiated training PD sessions and sign in sheets

Effectiveness

The number of Tier III students requiring

Implementation

- * Data Team Meeting agendas and sign-in
- * Bi-Weekly Fidelity check notes/records
- * Monthly checks of edPlan
- * Informal Walkthroughs

Effectiveness

The number of Tier II & Tier III students requiring intervention will decrease 10% by decreasing 5% from the fall 2022 to winter 2022 assessment period and an additional 5% from winter 2022 to the spring 2023 assessment.

benchmark assessing will decrease 10% by			
decreasing 5% from the fall 2022 to winter 2022			
assessment period and an additional 5% from the			
winter to the spring 2023 assessment.			

[G 2] AWMS will increase the number of students in Math on-track and mastery on TCAP from 35 (SY21-22) to 45 (SY22-23).

Effective Instruction | Best for All Strategic Plan alignment: Academics

Effective instruction is built around standards-aligned, high quality curricula and assessments that measure student progress and provide timely information regarding student achievement and growth. Providing students with rigorous, standards-aligned instruction delivered through best practices will help to ensure that all students in Tennessee's high opportunity schools have access to a comprehensive educational system which will prepare them for the career path of their choice.

District Turnaround Plan Goal

[G 4] Build teacher capacity and content knowledge so that instruction reflects District's four instructional practice expectations from 65.63% in Spring 2022 to a minimum of 75% in 2023 on informal walkthroughs.

Strategy	Action Step	Person Responsible	Estimated Completion Date	Funding Source	Notes
[S 2.1] Support implementation of standards aligned curricula Rationale	[A 2.1.1] Improve Student Achievement-Daily Instruction Description	Chauncey Lane	05/26/2023		
All students deserve to be taught grade-level standards aligned curriculum with aligned work tasks that allow them to fully engage in the work of the standard. The proper use of technology allows further possibilities for deeper differentiated student cognitive engagement through gradual release and/or learner support and enrichment.	Teachers will plan and deliver engaging Eureka Math learning experiences utilizing technology & various online platforms that strategically build mathematics fluency, conceptual understanding, and procedure.				
	Implementation				
Supporting Data	* Wookly collaborative planning sign in sheets				
	* Weekly collaborative planning sign-in sheets * Weekly lesson plan checks w/feedback				
In the Fall, 5.1% of the students scored On-Track and/or Mastery in Math. By Spring, there was a significant increase in student mastery resulting in	* Weekly PLC meeting agendas & sign-in sheets * Informal observation feedback forms				

a +18.05% change in OTM from Fall to Spring. By				
the Spring assessment, 23.1% of the students				
scored On Track and/or Mastery.	Effectiveness			
Book on the Posts				
Benchmark Indicator	Ottodanta abasilda arfama at an abasia 700/ an			
Implementation	Students should perform at or above 70% on District formative assessments (Fall, Winter, &			
	Spring) which align with core instructional			
* Daily use of technology and online	standards for the specific quarter. In addition,			
standards-aligned student tasks	individual teachers' failure rates should be at 10%			
* Use of technology/blended learning during small	or less per quarter.			
group instruction twice per week				
* Percent of students Mastery Connect OTM rates				
Math				
Effectiveness				
The overall Mastery Connect OTM in Math will				
increase by 5% or higher each MC assessment				
(Fall 2022, Winter 2022, Spring 2023).				
	[A 2.1.2] Conduct Informal	Chauncey	05/26/2023	
	Observations/Drop-Ins	Lane	00/20/2020	
	Description			
	The Math Admin Lead, In-House Math Instructional			
	Coach, Content Lead, and the District Level			
	Coaches all participate in weekly and/or bi-weekly			
	informal observations/drop-ins into Math			
	classrooms utilizing the district's Zoho Instructional			
	Walk-Through Form to ensure delivery of lessons are being done effectively and the Math curriculum			
	is being implemented with integrity and fidelity.			
	Debriefing occurs immediately after to identify			
	strengths, weaknesses, and trends. Findings are			
	shared electronically with teachers and are			
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	discussed during weekly PLC's. Instructional adjustments are made as required, needed, or suggested and follow-up with visited teachers occur within 2 weeks.			
	Implementation * Weekly/Bi-Weekly classroom observations using the district's Zoho Walkthrough Form and Debriefing Document to determine trends in teachers' ability to effectively implement the identified instructional shifts outlined in the rubric and gauge the implementation of standard aligned instruction. * Weekly teacher follow-up after each informal observation/walk-thru * Bi-Weekly PLCs to analyze student data from bi-weekly common assessments and LASW in order to make instructional adjustments as required, needed, or suggested.			
	Effectiveness The overall Mastery Connect OTM in Math will increase by 5% or higher each MC assessment (Fall 2022, Winter 2022, Spring 2023).			
[S 2.2] Provide support to ensure that an effective instructional model is implemented Rationale	[A 2.2.1] Provide School-Based Professional Development Description	Chauncey Lane	05/26/2023	
Teachers working in priority schools often need support working with larger number of students with a variety of academic challenges. Teachers are more successful when they have support to	The In-House Math Instructional Coach, PLC Coach, Instructional Facilitator, VILS Coach, Content Lead, and/or Instructional Support Advisors will provide ongoing, research based			

build capacity around good first teaching, knowledge of content standards, effective planning, and delivery of instruction with the social-emotional and academic needs and interest of students in mind. Priority school teachers need various supports that will help impact student growth and achievement such as coaching cycles, co-planning, co-teaching, analyzing student work, and employing strategies that cognitively engage students in the work. We will provide training, tools, direct supports, coaching, and partner with proven effective vendors to provide training and support that will impact student outcomes.

instruction.

Supporting Data

AWMS observed an overall increase in percentage points of students performing "On Track/Mastered" (OTM) in Math of +18.05 from the Fall 2021 to Spring 2022 assessment.

Benchmark Indicator

Implementation

- * Weekly Informal observations and feedback
- * Bi-Weekly Informal Walkthrough data meetings
- * Weekly PLC agendas and sign-in
- * Weekly Collaborative Planning sign-in
- * Mastery Connect OTM scores in Math

Effectiveness

The overall Mastery Connect OTM in Math will increase from 23.1% in Spring 2022 to 33.1% or

professional development throughout the year for teachers and staff through various activities

including the direct teaching model, modeling

effective instructional practices, assessment

techniques, implementing blended learning

instruction, and utilizing technology in daily

stations, intervention strategies, differentiated

- * Monthly PD agendas & sign-in sheets
- * Quarterly VILS Learning Experiences provided by the Vendor
- * PLZ Transcripts

Effectiveness

The overall Mastery Connect OTM in Math will increase from 23.1% in Spring 2022 to 33.1% or higher in Spring in 2023 by increasing OTM rates by 3.4% or higher each MC assessment (Fall 2022, Winter 2022, Spring 2023)*.*

Implementation

* Weekly PLC meetings agendas & sign-in sheets

higher in Spring in 2023 by increasing OTM rates by 3.4% or higher each MC assessment (Fall 2022, Winter 2022, Spring 2023).				
	[A 2.2.2] Continue Weekly Collaborative Planning & PLC's Description	Chauncey Lane	05/26/2023	
	The Math Instructional Coach and the Instructional Support Advisors will participate in collaborative planning sessions and PLC meetings to assist teachers in delivery of effective instruction, practice and demonstrate how to tier instructional activities for small or whole group instruction, and support teachers to make informed standards-aligned instructional decisions after analyzing student data.			
	Implementation * Weekly schedule of coaching support * Weekly Collaborative planning and/or PLC agendas and sign-in * Mastery Connect Data * Learning Walks/Informal classroom observation data recorded in District Walkthrough platform			
	Effectiveness With instructional coaching, the percentage of observed lessons meeting the expectations of the District mandated instructional practices will be 70% by end of Quarter 1, 85% by end of Quarter 2, and 100% by end of Quarter 3.			

[S 2.3] Provide support to ensure that RTI is being implemented effectively. Rationale There is a number of students needing Math	[A 2.3.1] Require Academic Enrichment/Intervention Classes Description Every student will have an academic enrichment or	Hiawatha Renfroe	05/26/2023	
intervention in AWMS and teachers need additional support and training to ensure the RTI intervention block and teacher-facing instruction is done with fidelity. Teachers also need help accurately analyzing student data in order to prescribe aligned instruction that meet the needs of individual students.	academic intervention class daily. This class will be on all students' schedule on the same period. Students who have been identified as Tier 2 and Tier 3 will be scheduled for RTI2 (Response to Intervention). All other students will scheduled for Academic Enrichment. Administrators with experience with RTI2 have been assigned to monitor the effective implementation and ensure teachers, students and parents understand the			
Supporting Data	growth opportunities found in the purpose of RTI2 that will increase student growth and proficiency based on skill set, intervention and instruction.			
AWMS observed a decrease in percentage points of students performing "Below" in Math Mastery Connect assessments from 72.0% Fall 2021 to 50.4% Spring 2022 assessment. Benchmark Indicator Implementation	Implementation * Data Team Meeting agendas and sign-in * Bi-Weekly Fidelity check notes/records * Monthly checks of edPlan * Informal Walkthroughs			
* Bi-Monthly implementation checks * Monthly progress monitoring data reports with a focus on deficit areas * Monthly data team meetings agendas and sign in sheets * Quarterly RTI differentiated training PD sessions and sign in sheets	Effectiveness The number of Tier II & Tier III students requiring intervention will decrease 10% by decreasing 5% from the fall 2022 to winter 2022 assessment period and an additional 5% from winter 2022 to the spring 2023 assessment.			
Effectiveness				

The number of Tier III students requiring			
benchmark assessing will decrease 10% by			
decreasing 5% from the fall 2022 to winter 2022			
assessment period and an additional 5% from the			
winter to the spring 2023 assessment.			

[G 3] AWMS will reduce chronic absenteeism rate from approximately 30.4% in 2022 to approximately 25.0% or less in 2023.

Student Support and Services | Best for All Strategic Plan alignment: Student Readiness

Schools, in partnership with parents and the community, can create a positive, child-centered learning environment which provides support to students to remove the barriers to learning that students in high opportunity schools often experience. Supporting the whole child begins with eliminating barriers to physical and mental health, well-being and learning; then planning for and implementing strategies which support the emotional, physical, mental, cognitive and social development of students.

District Turnaround Plan Goal

[G 1] Priority schools will reduce chronic absenteeism rates from approximately 31.8% in 2022 to approximately 26.8% in 2023 with clearly defined systems and operating procedures for monitoring identified at-risk and chronically absent students weekly.

Strategy	Action Step	Person Responsible	Estimated Completion Date	Funding Source	Notes
[S 3.1] Support students in overcoming barriers related to student attendance Rationale	[A 3.1.1] Provide SEED Training Description	Towan Henning	05/26/2023		
Chronic absenteeism remains a challenge for Priority Schools returning to in-person learning during COVID-19. Students must be present in order to receive instruction. In addition, there have been many staffing changes during the past year and training is crucial to ensuring proper documentation and tracking students who may need additional services.	Train and/or provide refreshers to school staff in August 2022 and January 2023 to identify, consistently monitor, and track at-risk students for chronic absenteeism; hold quarterly Round Table Discussions to share effective strategies to support reducing chronic absenteeism rates from 30.4% in 2022 to 25.0% or below in 2023.				
	Implementation				
Supporting Data	* Weekly** **Attendance Reports * Quarterly PD agenda and sign in sheets				
When this strategy was fully implemented prior to	* Monthly Attendance Team meeting and sign in				

COVID-19, we saw positive impact. Chronic	sheets			
absenteeism rates for AWMS decreased from				
17.9% in 2019 to 11% in 2020.				
Benchmark Indicator	Effectiveness			
Implementation				
****	* Attendance reports will be generated and			
* Weekly** **Attendance Reports	reviewed weekly to track attendance and provide			
* Quarterly PD agenda and sign in sheets	the appropriate intervention. Flagged students will			
* Monthly Attendance Team meeting and sign in	follow the outlined process designed by the			
sheets	schools. Incremental increase of 2% on 20 day			
* District 20-day attendance reports	reports for attendance rates leading to an overall attendance rate increase from 91.3% in 2022 to			
	93.0% or higher in 2023.			
	93.0 % Of Higher III 2023.			
Effectiveness				
Incremental increase of 2% on 20 day reports for				
attendance rates leading to an overall attendance				
rate increase from 91.3% in 2022 to 93.0% or				
higher in 2023.				
	[A 3.1.2] Monitor Student Attendance	Dianne Milem	05/26/2023	
	Description	Diamile ivillem	05/20/2025	
	Teachers, Attendance GOS, and School			
	counselors will utilize a streamlined process for			
	monitoring student attendance and tracking at-risk			
	(5-8% attendance rate) or chronically absent (10%			
	attendance rate or higher) students. Monitoring will			
	take place every 20-days to ensure students are			
	identified early and student intervention plan			
	developed and implemented.			

	Implementation * Daily attendance reports * 20 -day tracking documentation of at-risk students * Monthly clean-up procedure documentation Effectiveness * Chronically out of school rates will decrease from 30.4% in 2022 to 25.0% or below in 2023 by decreasing 1.25% or more per quarter.			
[S 3.2] Implement targeted programming, strategies, and interventions to support student mental health including trauma informed practice, restorative practices, school counseling, and mental health programming Rationale Teachers, faculty, and staff need to continue their work in making all students feel welcomed at school. Finding ways to get students back into the building is step one, and continuously finding ways to assist them with developing social-emotional skills consistently is the next vitally important step. By adding a Social Emotional Learning component to our Academic Enrichment classes, students learn crucial life skills, including the ability to understand themselves, develop a positive self-image, take responsibility for their actions, and forge relationships with the people around them that will result in decreased behavioral instances leading to out of school suspensions.	[A 3.2.1] SEL Mini-Lessons During Academic Enrichment Description	Anthony Stone	05/26/2023	
Supporting Data	Effectiveness			

Benchmark Indicator Implementation * Weekly fidelity checks for SEL mini-lessons during Academic Enrichment period * Weekly collaborative planning sign in sheets * Bi-Weekly data report for Reset Room & SHAPE Program * Monthly SEL PD agenda and sign-in sheets	Incremental decreases of 2% on 20 day reports for suspension rates leading to an overall suspension rate decrease from 21.7% in 2022 to 20% or less in 2023.			
Effectiveness Incremental decreases of 2% on 20 day reports for suspension rates leading to an overall suspension rate decrease from 21.7% in 2022 to 20% or less in 2023.				
[S 3.3] Engage students, families, and communities to support students in overcoming barriers to learning Rationale Many students struggle with barriers to attendance such as transportation, transient students, homelessness, etc. The AWMS attendance secretary, school counselors, ESL mentors, and school attendance teams will work together to develop an Attendance Plan to include parent workshops, incentives, home visits, and an effective SART and SARB processes for students showing early warning signs (5-8% absenteeism	[A 3.3.1] SART Meetings and Attendance Plans Description Flagged students will have their SART meetings conducted and attendance plans developed within 3 days of being flagged. Implementation * Daily attendance records * SART meeting date within 2 days of student heins	Towan Henning	05/26/2023	
rate).	* SART meeting date within 3 days of student being flagged * SART meeting agenda and sign-in			

	* Written attendance plans for student			
	* Evidence of implementation of attendance plan			
Supporting Data	action steps			
	action steps			
New strategy				
	Effectiveness			
Benchmark Indicator				
				
Implementation				
	100% of attendance plan action steps are			
	implemented as outlined in individual student plans			
* Bi-Weekly school attendance report	with 50% implemented within one week, 75%			
* SART and SARB meeting agendas and sign-in	within two weeks and 100% within three weeks			
* Quarterly parent workshop agendas and sign-in	with a 60% completion rate by quarter one, an 80%			
* Bi-weekly student/parent check-ins to update	completion rate by quarter two, and a 90%			
Attendance Plans	completion rate by the end of semester one.			
	The property of the control of the			
Effectiveness				
Chronically out of school rates will decrease from				
30.4% in 2022 to 25% or below in 2023 by				
decreasing 1.25% or more per quarter.				
	[A 3.3.2] Parent Workshops	Lillie Pinkston	05/26/2023	
	Description	& Sonja		
		Thomas		
	The goal of the workshops is to help parents			
	develop a better understanding of how chronic			
	absence can impact a child's achievement, by			
	identifying who is affected by poor attendance early			
	on, by learning how attendance affects a child's			
	ability to read at grade level, and enabling parents			
	to explore strategies for ensuring or improving a			
	child's attendance.			
	S.m. S. attorition			
	Implementation			
	Implementation			

Workshop agendas & sign-in sheets		
Effectiveness		
Targeted student's Chronic Absenteeism rate will		
not increase to exceed 10%.		