Advancing School Leadership for Continuous Improvement

Implementing and Monitoring an Early Warning System

Georgia Compensatory Educational Leaders Conference
GCEL
March 9-11, 2020

Dr. Susan Brozovic, GaDOE State Systemic Improvement Program Specialist



Session Norms

- Place electronics on silence/vibrate.
- Remain engaged in learning.
- Respectfully share opinions.
- Ask questions for clarification to avoid making assumptions.



The Every Student Succeed Act (ESSA)

The Every Student Succeeds Act (ESSA) requires states and districts to support and improve the quality of low-performing high schools. States must set long-term high school graduation rate goals for all student groups and identify and intervene in those schools that graduate fewer than two-thirds of their students.



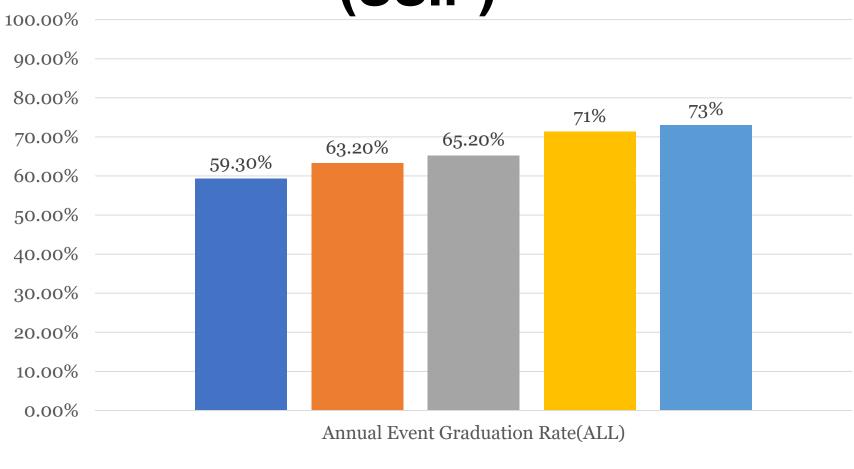
State Systemic Improvement: Student Success (SSIP)

Georgia continues to implement a systemic plan, "Student Success (SSIP)," to improve graduation outcomes, decrease dropout rates, and increase student achievement for Students with Disabilities.





Indicator 17: State Systemic Improvement Plan (SSIP)





■ FY15 ■ FY16 ■ FY17 ■ FY18 ■ FY19

2018-2019 Georgia Dropout Statistics

gosa.ga.gov

19,306
Georgia Students
Dropped Out (Grades 9-12)

3,555
Georgia Students with Disabilities
Dropped Out (Grades 9-12)



The implications of dropping out are high for students, families, communities, and society as a whole; therefore, it is pivotal that we bridge the gaps for students at-risk of dropping out by utilizing effective interventions and identifying students early.

Wilkins & Bost, 2015



School Completion Toolkit

The School Completion Toolkit provides links to state and national resources, as well as, successful practices from LEAs across the state aimed at improving outcomes for all students, including students with disabilities.



National Research Centers

For additional information and guidance to improve graduation rate, please reference the national research centers below:

















Offices & Divisions -

School Completion Toolkit











2018-2019

school completion tool x 🔎



Richard Woods, Georgia's School Superintendent







The School Comp-including student rovides links to state and national resources, as well as successful practices from LEAs across the state, aimed at improving outcomes for all students,

cess: Closing the Gap Gradua

SPOTLIGHT **ON SUCCESS**

LEAs with an Annual Event Graduation Rate of 85% or above

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Bacon County	1 20
Baker County	2
Baldwin County	4 2 0
Banks County	20
Barrow County	20
Bartow County	and and
Ben Hill County	
Brantley County	
Burke County	26
Butts County	- I
Calhoun City	200
Camden County	
Candler County	200
Carroll County	- Ba
Catoosa County	200
Chattahoochee County	1 20
Chattooga County	- B
City Schools of Decatur	200
Coffee County	
Dawson County	200
Dodge County	1 2
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Fannin County	
Fayette County	B B
Floyd County	
Forsyth County	高音
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Finance & Operations > Contact -





Learning Targets

- I can identify the purpose of an Early Warning System (EWS).
- I can identify steps to implement and monitor an Early Warning System.
- I can identify methods to ensure that an Early Warning System is implemented with fidelity.



Pulse Check

1 Finger

 I am clueless and have no idea what you are talking about.

2 Fingers

 We would like to implement an EWS but need more guidance.

3 Fingers

 We have perfected an EWS in our district.









Early Warning System (EWS)

Early Warning Systems (EWS) are an important strategy to monitor students who may be at-risk for dropping out.

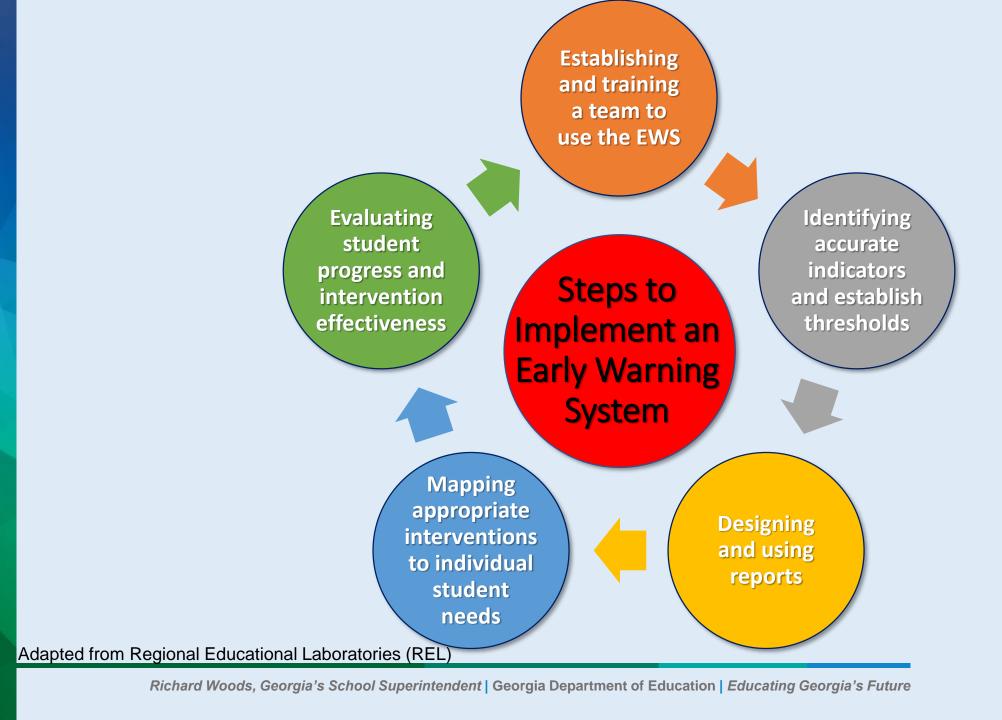
Early Warning Systems are based on established indicators that predict whether a student is off-track for graduation.



By tracking Early Warning Indicators, it is possible to identify when students are beginning to fall off-track, providing time to intervene and alter their trajectory to keep students on the pathway to graduation.









Step 1: Establish and Train Team

There is no way a single teacher has all the **time**All the **knowledge**and all the **skills**To meet all the needs
Of every child in his or her class(es).

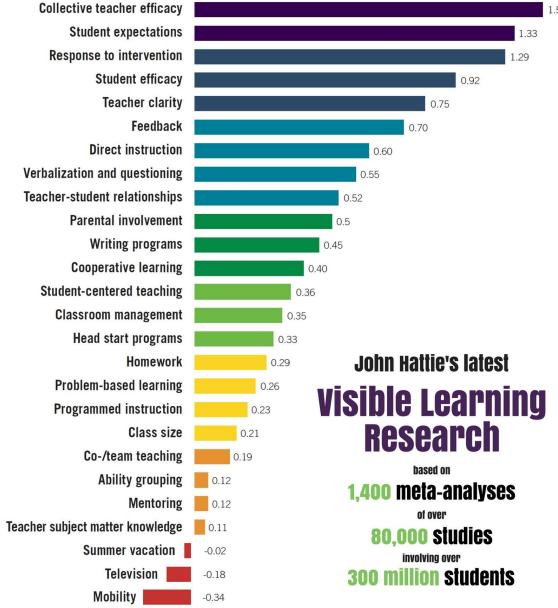
Buffaman, Mattos, & Webber, 2009

We depend on collective efficacy



Collective Teacher Efficacy

The collective belief of educators in their ability to positively affect students.





Collective efficacy is more than just 'beliefs'. It is built on evidence of impact.

Collective
belief that you
can make a
difference.

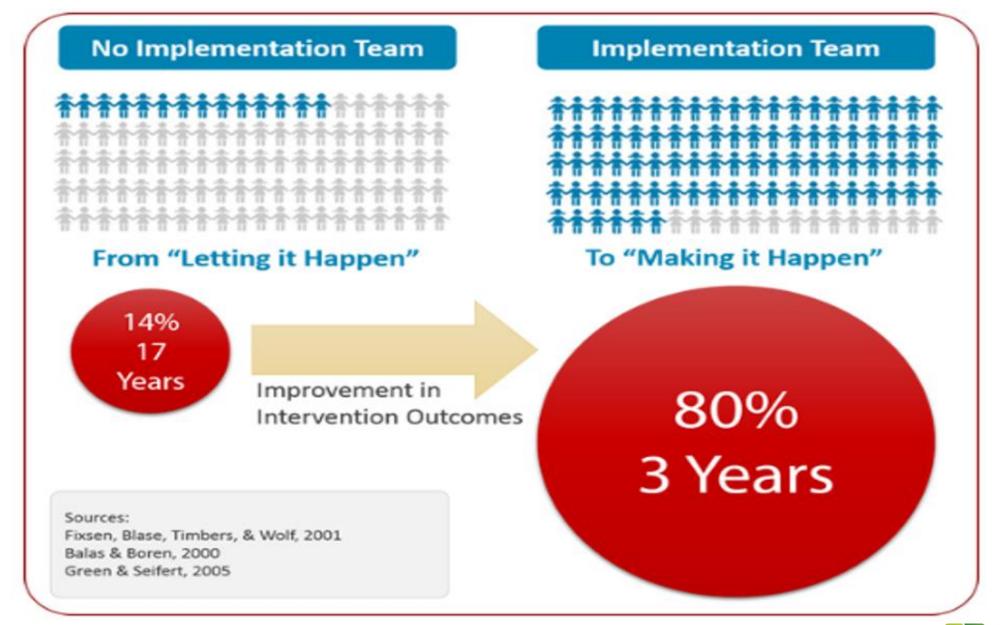


Evidence you are making a
difference.



(Eells, 2011; Hattie, 2017)







Establish and Train Team





Team make-up typically includes:

- Building administrator*
- Special education administration
- General education and special education teachers/ case managers
- Data system specialist

Other team members may include:

- Central administration
- Transition coordinator
- School counselor
- Social worker
- Home school liaison (truancy/ attendance)
- Check and Connect Coordinator
- Department chairs
- Behavior Specialist
- Parent Mentor



District Team

- Ensuring buy-in and readiness
- Installing and sustaining the implementation infrastructure
- Assessing and reporting on fidelity and outcomes
- Building linkages with external systems
- Problem-solving and promoting sustainability





School Team

- Reviewing EWS student level risk data
- Monitoring student progress or individual response to intervention
- Ensuring fidelity of implementation of intervention and
- Recommends instructional adjustments and staff professional development needs.





Roles of Team Members

Data Collector: Brings "hard" data from EWS data system to the meeting. Data should be organized for easy analysis.

Meeting Facilitator: Leads meeting and sets agenda.

Timekeeper: Ensures that time is honored.

Recorder: Keeps notes (student tracker or otherwise) and fills out action plans.

Team Members: All are dedicated to goals and follow norms. Each commits to being a "champion" for students, is aware of available resources, and searches for solutions.



Step 2: Identify Accurate Indicators

Students with Disabilities

Poor Attendance

Office Referrals/ Suspension

Course Failure

Overage- 1-2 years (repeaters)

Mobility

English Language Learners

Standardized Test Scores/ Lexile Scores

Gender

Socio Economic Status





How are you identifying targeted students?



Scenario 1: Teachers recommend students who they feel are at risk of dropping out.

Scenario 2: Each teacher recommends three students to target on the EWS.

Scenario 3: The District will track all SWD and notify case manager to hold an IEP meeting when the student is flagged in all 3 indicators (Attendance, Behavior and Course Performance).



Attendance, behavior, and course performance are the strongest predictors of school dropout.

Johns Hopkins Everyone Graduates Center



Drop-out Risk Indicators



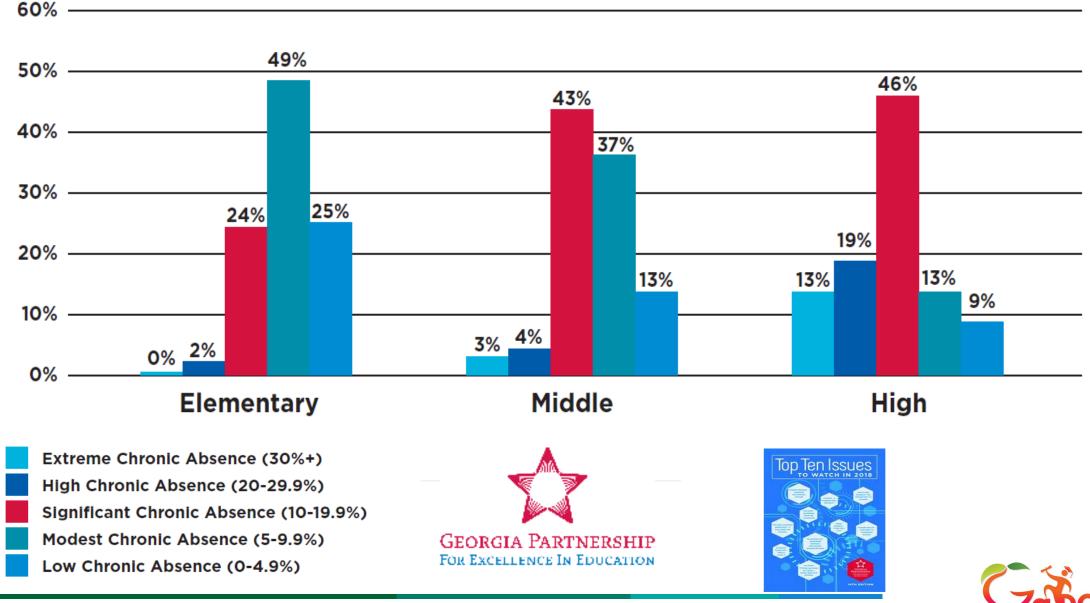




Missin a jew o ys each year is normal a doesn't matter hat m.



FIGURE 5.1 Chronic Absences Across Georgia by Severity and School Grades Served¹⁰⁹





Georgia 8th Grade Student Absences and 4 Year Graduation

Days Absent	4-Year Graduation Rate
0	82%
1 to 5 Days	80%
6 to 10 Days	72%
11 to 14 Days	61%
15 or More Days	38%

Top 10 Issues to Watch in 2018



Attendance Matters!!!

1,890,361 students

245,747 students had chronic absenteeism

Georgia 2018-2019 Data

From the Governor's Office of Student Achievement https://gosa.georgia.gov/report-card





TIERS OF INTERVENTION TO REDUCE CHRONIC ABSENCE

OVERVIEW

This hand out is intended to help a school or district think about alignment between its strategies and level of student need. The list of strategies is not exhaustive but suggestive and intended to inspire your own ideas about what could be in place.

STRATEGIES

The columns represent three tiers of strategies. <u>Tier I Strategies</u> are Universal Strategies that should be available to every student in a school building. <u>Tier II Strategies</u> are aimed at early intervention and designed to help students who need slightly more support to avoid chronic absence. <u>Tier III Strategies</u> are intensive supports offered to the students facing the greatest challenges to getting to school. Our assumption is that all levels of strategies involve some level of these core ingredients: A. Monitor data, B. Engage students and families, C. Recognize good and improved attendance, D. Provide personalized outreach and E. Remove barriers.

LEVELS OF STUDENT NEEDS

This chart assumes that students can be divided into tiers reflecting the level of anticipated need for supports:

<u>Tier 1</u> = students whose good attendance could be maintained and cultivated as long as the universal, prevention oriented supports are in place.

<u>Tier 2</u> = students who have a past history of moderate chronic absence (missing 10% or more of school) or face a risk factor (e.g. a chronic illness like asthma) which makes attendance more tenuous and need a higher level of more individualized support in addition to benefiting from the universal supports.

<u>Tier 3</u> = students with several levels of chronic absence (missing 20% or more of school in the past year or during the first month of school) and/or face a risk factor (like involvement in the child welfare or juvenile justice system, homelessness or having a parent who has been incarcerated).



Advancing Student Success By Reducing Chronic Absence



Out of school suspension (OSS) and graduation rates are negatively correlated.

Georgia Appleseed Center for Law and Justice, June 2011

Suspension and Dropout

Schools with high rates of OSS have lower schoolwide achievement and lower perceptions of school safety by the student body as a whole.

American Psychological Association, 2008

A single OSS in 9th grade is associated with a 50% increase in dropping out and a 19% decrease in enrollment in postsecondary éducation.

Balfanz et al., 2015



Georgia's 2018-2019 Data

250,771 students had a state reportable discipline incident

86%
of all
discipline incidents
resulted in
ISS or OSS

From the Governor's Office of Student Achievement https://gosa.georgia.gov/report-card

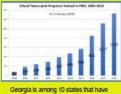




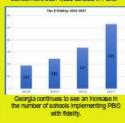
Key Features of PBIS

Behavioral support is provided for ALL students' school-wide. This system of support offers all

- Social skills instruction
- Positive/proactive discipline
- Social behavior expectations
- Active supervision
- Positive acknowledgement
- Fair and corrective discipline
- Parent training and collaboration



Georgia is among 10 states that have trained more than 1,000 schools in PBIS.



@georgia pbis

Addressing Discipline, Climate and Safety in Georgia with PBIS

How should schools address safety, acknowledge students for achievement, and appropriately discipline students?

Parents report that their main school concern is the safety of their child (Neilsen Gatti, Stansberry-Brusnahan, & Nelson,

Challenging behaviors in schools, ranging from disruptive behaviors to physical violence, is a safety concern and they represent barriers to teaching and learning.

Rather than relying on a patchwork of short- term solutions for individual students and situations, schools should focus on roactive ways to define, teach, and sustain The American Heritage Dictionary defines lunchroom, restrooms, and playground.

The primary goal of Positive Behavioral terventions and Supports PBIS is to help schools design effective environments that will improve teaching and learning for all

How does Positive Behavioral Interventions and Supports differ from traditional school discipline?

Schools tend to focus on individual situations or individual student behavior rather than the entire school climate. This approach doesn't consider the reason why behaviors are occurring. The traditional way of dealing with these problems is to punish each student with the hope that future problems will decrease.

When that does not occur, schools turn to the enforcement of tougher policies. This approach is not effective, causes more social climates in schools.

discipline as "training that is expected to behaviors, especially training that produces moral improvement."

GaPBIS believes that like reading and math, behavior can be taught. Since 2008, GaPBIS has trained over 1,000 schools to create more positive learning environments for all students.

PBIS

School

Coach



Justin Hill, PBIS State Coordinator Georgia Department of Education havioral Interventions and Supports 1870 Twin Towers East Atlanta, Ga 30334 www.gadoe.org/gapbis

School Team

PBIS

Positive BEHAVIORAL INTERVENTIONS AND SUPPORTS of Georgia



GaPBIS

One high school student drops out every 26 seconds

- Retention increases the risk of dropping out between 20%- 50%.
- Students retained as early as K–4th grade are five times more likely to dropout.
- Up to 78% of students who dropout before graduation have been retained at least once.
- "Minority students and students living in poverty constitute the majority of those who are retained."

(Jimerson, 2001b, p 53)





Georgia's 2018-2019 Data

19,306 Students
Grades 9-12
Dropped Out



Governor's Office of Student Achievement https://gosa.georgia.gov/report-card



15 Effective Strategies for Dropout Prevention

Since 1986, the National Dropout Prevention Center (NDPC) has conducted and analyzed research; sponsored workshops and national conferences; and collaborated with researchers, policymakers, and practitioners to further the mission of reducing America's dropout rate by meeting the needs of youth in at-risk situations, including students with disabilities.

Students report a variety of reasons for dropping out of school; therefore, the solutions are multi-dimensional. The NDPC has identified 15 Effective Strategies that have the most positive impact on reducing school dropout. These strategies appear to be independent, but actually work well together and frequently overlap. Although they can be implemented as stand-alone strategies, positive outcomes will result when school districts or other agencies develop program improvement plans that encompass most or all of these strategies. These strategies have been successful at all school levels from PK-12 and in rural, suburban, and urban settings. The strategies are grouped into four general categories: Foundational strategies (school-community perspective), early interventions, basic core strategies, and managing and improving instruction.

Foundational Strategies

- * Systemic Approach
- * School-Community Collaboration
- * Safe Learning Environments

Early Interventions

- * Family Engagement
- * Early Childhood Education
- * Early Literacy Development

Basic Core Strategies

- ★ Mentoring/Tutoring
- ★ Service-Learning
- * Alternative Schooling
- * After-School/Out-of-School Opportunities

Managing and Improving Instruction

- * Professional Development
- ★ Active Learning
- ★ Educational Technology
- * Individualized Instruction
- * Career and Technical Education (CTE)



ndpc@dropoutprevention.org www.dropoutprevention.org







Scenario 4: The District decides to track all high school seniors who are behind on credits.

Scenario 5: The District reviewed data and found that 40% of their students were flagged as at-risk for attendance (missed 10% of instructional time). What are the next steps?

Scenario 6: District meets during the summer to identify at-risk students based on data from previous year to identify their targeted students to track through an EWS/ ABC tracker.





Establish Thresholds

On Track

At Risk

High Risk



At what point is the student considered off track to graduation?

The literature advises EWS teams to set thresholds for indicators using local data when possiblethresholds vary between districts and even within the same district over time.



Attendance

 When a student misses 10% of their instructional time, they are considered chronically absent.

Behavior

• If a student has **two or more behavior infractions** (e.g. office discipline referrals) they are at-risk of dropping out.

Course Completion

- Reading below grade level by the end of 3rd grade
- Failing English or math in grades 6-9
- GPA below 2.0
- 2 or more course failures in 9th grade
- Failure to be promoted to 10th grade on time (Bruce Bridgeland, Fox, Balfanz)

Adapted from On Track for Success, the landmark 2011 report by Civic Enterprises and the Everyone Graduates Center at Johns Hopkins University



National High School Center at the American Institutes for Research (AIR)

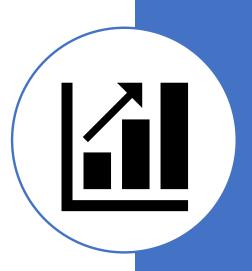
Indicators	Time Frame
Incoming Indicator	Before school begins
Attendance	 First 20 or 30 days End of each grading period End of year
Course Performance	 End of each grading period End of year
Behavior	 End of each grading period End of year
End of Year Indicator	• End of year



Step 3: Designing and Using Reports

There is a need to create different reports for different audiences

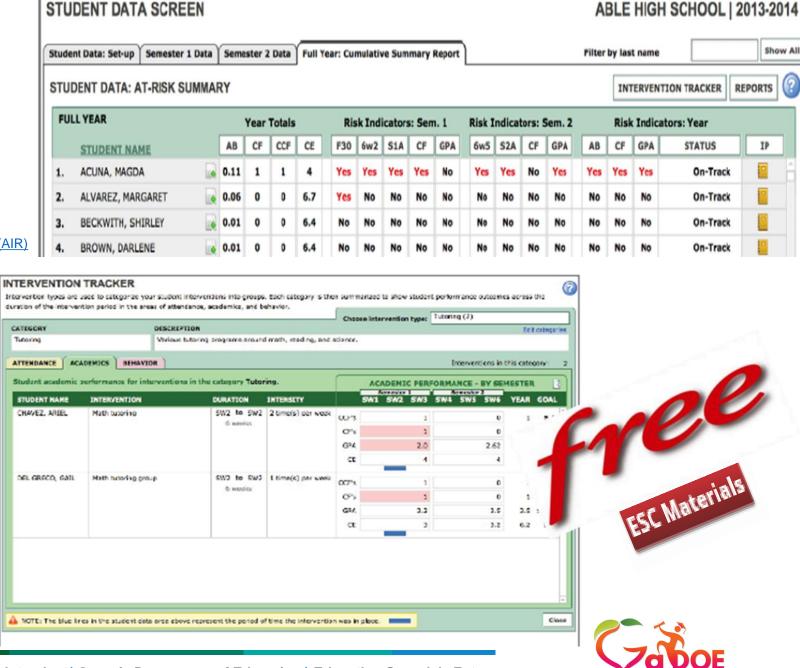
- EWS Tracker
- Student Level Reports
- School Level Summary Reports



Early Warning System Student Data At Risk Tracker

Texas Comprehensive Center at American Institutes for Research (AIR)





STUDENT DATA SCREEN

National Technical Assistance Center for Transition (NTACT) Data Tools

NTACT Data Analysis and Tools:

(for building-level data)

1. Core Data Tool – a high level look at school completion

2. Graduation & Dropout

3. Attendance Too!

4. Academics Tool

5. Discipline Tool

Risk calculator – Identifies at-risk students and their areas of need

e Passing Rate Data	1st Quarter	2nd Quarter	31
nt of 9th graders passing English/ELA class			
Students with disabilities	69.0%	70.0%	
All students	81.0%	84.0%	
Gap:SWD and all students	12.0%	14.0%	

ade	rs passing English/ELA class		
	Students with disabilities	71.0%	73.0%
	All students	82.0%	82.09
	Gap:SWD and all students	11.0%	9.0%
o ade	rs passing English/ELA class		
	Students with disabilities	69.0%	69.09
	All students	83.0%	81.09
	Gap:SWD and all students	14.0%	12.09
2th grade	rs passing English/ELA class		
	Students with disabilities	71.0%	74.09
	All students	82.0%	81.09
	Gap:SWD and all students	11.0%	7.0%



Decatur County

Individual Student ABC Monitoring Form

Last Name	First Name	▼ Sped Caseloa ▼	Scho -	Grac *	Exceptionality *	DOB -	Interventions -	Attendanc *	~	6 -	des *		-	ISS/OSS	Behavior	Additional Notes/Next Steps if Needed
									Rdg (6th)							
Sample	Johnny	Jane Doe	SMS	6	м	11/12/05	System 44	3						oss	10 days	2 fights & pushed staff when they intervened; implement behavior contract; Ms. Doe will meet with math teacher re: failing grades to determine if tutoring or additional help needs to be implemented
rampie	Johnny	Darie Doe	Omo	_ °	***	11/12/03	Check &	,	15	10	- 00	1	0.	000	10 days	C&C mentor contact parent to discuss concerns
larvey	Sally	Jane Doe	SMS	6		1/24/05	Connect	7	82	82	75	90	90			re: attendance
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Step 4:
Mapping
Appropriate
Interventions to
Student Needs

To be successful, we must do MORE than just flag students who are at risk. We must identify the **root causes** that the student is off track and provide appropriate research-based intervention to support the student's needs.



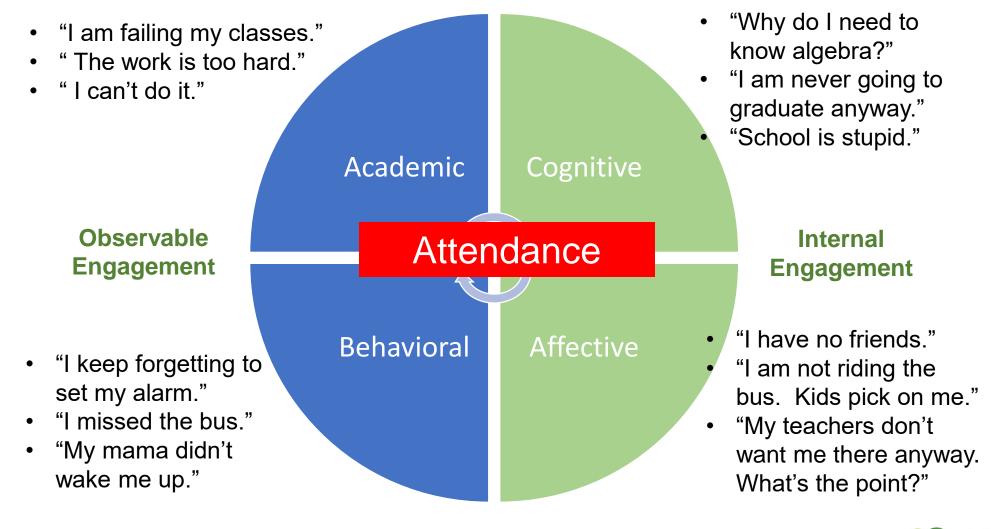
Match Intervention to Student Need

- Look beyond the indicators to consider underlying factors.
- *Identify* the student's strengths.
- **Explore** additional quantitative and qualitative data sources.
- Determine potential underlying causes of risk.

Why is this occurring?



Multidimensional Student Engagement



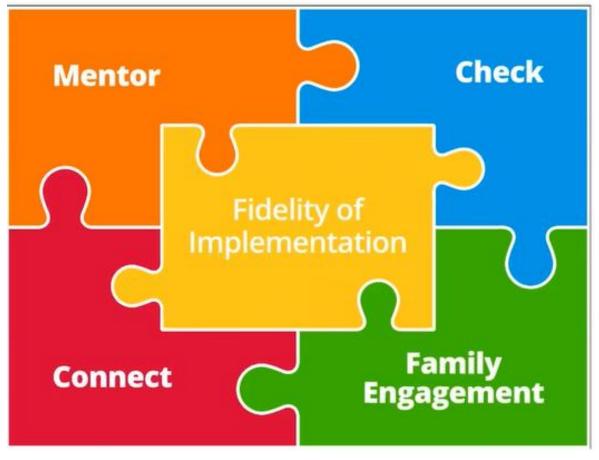


Interventions in Secondary Schools

- Increase reading comprehension or vocabulary skills
- Learn strategy to access content of text with limited reading ability
- Learn strategy to complete homework independently
- Learn to use different assistive technologies (e.g., screen readers, organizational tools)
- Increase student engagement

American Institute for Research (AIR)

Check and Connect Evidence-Based Intervention





C&C is the only dropout prevention intervention to show positive effects for staying in school

Intervention Map District Supports

Social Skills **Training**

> Mental Health Therapist

Tutoring

Mentor Program

Afterschool Program

Read 180

Perfect Attendance Celebration

Reading Support Class

> Check in/ Check out

Classworks

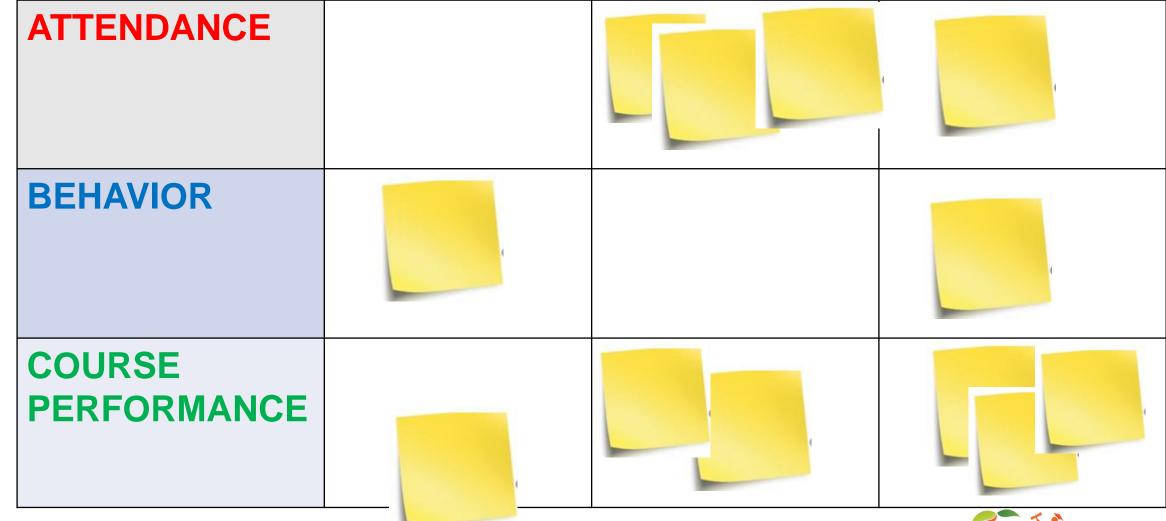


District Supports

Tier 1- Universal All Students

Tier 2- Preventive 15-20% of Students

Tier 3- Intensive 5-10% of Students



	Tier 1- Universal All Students	Tier 2- Preventive 15-20% of Students	Tier 3- Intensive 5-10 % of Students
Attendance (Example)	 Every absence brings a response Create a culture that says attending everyday matters Positive social incentives for good attendance Data tracking by teacher teams 	 Two or more unexcused absences in a month brings brief daily check by an adult Attendance team (teacher, counselor, administrator, parent) investigates and problem solves (why isn't student attending) 	Sustained one-on-one attention and problem solving Appropriate social service or community supports
Behavior			
Course Performance			
Social- Emotional Learning			

Purpose of Intervention Map:

- Align Resources-Don't buy what you don't need.
- Identify gaps in support.
- Compile a
 comprehensive
 list to ensure
 at-risk students
 have access to all
 available
 interventions/
 supports.





Selecting Evidence-Based Interventions

 Every Student Succeeds Act (ESSA) requires the use of Evidence-Based Interventions

 Outlines four levels or categories of evidence that can be considered when selecting EBPs



Selecting Evidence-Based Interventions

National Center on Intensive Intervention National Technical
Assistance Center
on Transition

What Works Clearinghouse

Promising Practices

National Center for Systemic Improvement

Best Evidence Encyclopedia National Dropout
Prevention
Center/Network

Collaborative for Academic, Social, and Emotional Learning

Evidence for ESSA

Student Engagement Project

SAMHSA Evidence-Based Practices Resource Center

Center on Instruction

Ask REL

Ideas That Work

Social Programs
That Work



Step 5: Evaluate Student Progress and Intervention Effectiveness

Measuring
Fidelity of
Intervention
Implementation

Examine
Progress of
Student
Response to
Intervention

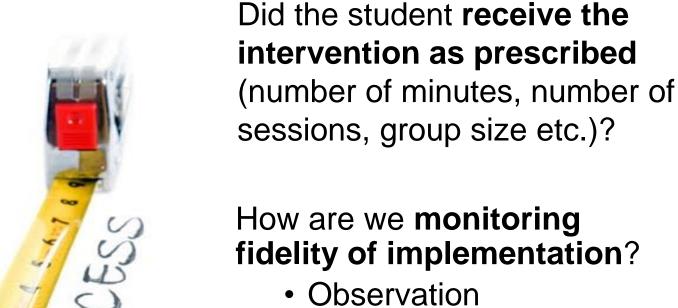


Measuring Fidelity of Intervention Implementation

How well does the intervention work with student's intervention needs in terms of effect size?

Does the intervention address the student's skill deficit?

Have staff been trained to implement and monitor intervention as prescribed?



- - Logs, lesson plans, and student work
- Self-reporting



Examine Progress of Student Response to Intervention

- Identify students who are making progress.
- Identify students who are no longer struggling.
- Identify students whose needs are not being met.

What instructional adjustments need to be made?



Compare the efficacy of different forms of instruction.

Identify students who are not demonstrating adequate progress.

Estimate the rates of improvement (ROI) across time.

Data allow us to...

Determine when an instructional change is needed.



Lessons Learned

- Secure administrative/leadership buy-in
- Facilitate and encourage cross-district (program, department) networking
- Leverage and integrate work within school and district improvement plans/ processes
- Involve and promote student and family engagement



Early Warning System Checklist

I.	Establish and train a team	Operational	In	Not
	using the EWS	Documented	Progress	Evident
	_	Evidence	Ŭ	
		Provided		
	a. Develop a team of broad			
	stakeholders			
	 b. Provide professional 			
	development on EWS			
	c. Assign roles and			
	responsibilities			
	d. Establish a monthly			
	meeting schedule			
II.	Identify accurate			
	indicators			
	a. Choose indicators			
	b. Establish thresholds			
III.	Design and use reports			
	a. Identify at-risk students			
	utilizing recommended			
	timeframe			
	 b. Develop student level 			
	reports			
	c. Develop school summary			
	reports/ District reports			
IV.	Map appropriate			
	interventions to			
	individual student needs			
	a. Map school level			
	interventions to indicators			
	b. Assign interventions to			
	students			
V.	Evaluate student progress			
	and intervention			
	effectiveness.			
	a. Examine student progress			
	b. Examine intervention			
	effectiveness			
	c. Modify intervention plan			
	as needed			
	d. Document next steps			

Early Warning System Fidelity Checklist





Offices & Divisions -

School Completion Toolkit











2018-2019

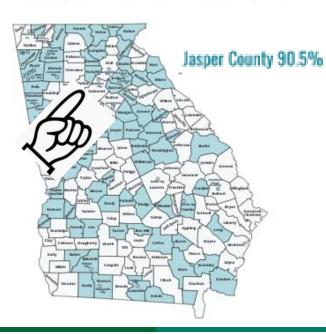
It provides links to state and national resources, as well as successful practices from LEAs across the state, aimed at improving outcomes for all students, The School Con including study

Access: Closing the Gap Grady

SPOTLIGHT ON SUCCESS

LEAs with an Annual Event Graduation Rate of 85% or above

The Ansual Event Craduation bate represents the percentage of enviewts with disabilities (SWD) who exit with a regular education diploma regardless of the year they exhaust high exholot. The role is calculated by dividing the number of SWD receiving a regular education of others by the total number of SWD receiving a regular edipsina, place SWD receiving a certificative pecial education of places, place SWD receiving a certificative pecial education of places, place SWD receiving a certificative pecial education of places, place SWD receiving a certificative pecial education of places, places SWD receiving a certificative pecial education of places, places and places.



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and document form are slot present when available	
LEA Name	Links
Atlanta Area School for the Deaf	-
Bacon County	-
Baker County	-
Baldwin County	(3
Banks County	B
Barrow County	B
Bartow County	T
Ben Hill County	
Brantley County	
Burke County	B
Butts County	1
Calhoun City	- B
Camden County	1 1
Candler County	1
Carroll County	- 1
Catoosa County	
Chattahoochee County	
Chattooga County	
City Schools of Decatur	-
Coffee County	
Dawson County	悪
Dodge County	
Dooly County	
Echols County	
Elbert County	B B
Fannin County	
Fayette County	
Floyd County	
Forsyth County	B B
Fulton Leadership Academy	
Georgia School for the Deaf	-
Glascock County	鹏
Gordon County	用书题
Grady County	
Greene County	-
Habersham County	-
Hancock County	1) m
Haralson County	4
Hart County	1
lackson County	
lasper County	
Jefferson City	
Lamar County	FB
Lee County	SEA.



school completion tool 🗴 🔎











Richard Woods, Georgia's School Superintendent

olicy -Finance & Operations -Contact -



Can you answer the learning targets?

- •I can identify the purpose of an Early Warning System (EWS).
- •I can identify steps to implement and monitor an Early Warning System.
- •I can identify methods to ensure that an Early Warning System is implemented with fidelity.





Session Feedback

Thank you for attending our session. Please take a moment to provide your feedback.

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