Swanson - School Action Plan - 2023-24 to 2025-26 Principal: Bridget Loft			
Goal #1	Math - Opportunity Gaps - SOL		
Strategic Plan Goal Area	Student Success		
Strategic Plan Performance Objectives	PO-SS-1-By 2024, APS will reduce opportunity gaps for all reporting groups on	state assessments.	
Baseline Data	Spring 2023 Math SOL pass rates Pass % (opp. gap%): Black - 45% (32%) Hispanic - 43% (34%) EL - 22% (55%) SWD - 41% (36%) Econ. Disadv - 41% (36%) Identify if goal is required based on state or federal requirements, or other guidelines		
	3 Year Performance Goal		

MATH SOL

By 2026, opportunity gaps on the Math SOL (aggregated for all grade levels) will be reduced by the following tiered goal:

Black - Increase pass rate from (Spr. 2023 pass rate) 45% to at least 66%, reducing the gap from 24% to 17% Hispanic - Increase pass rate from (Spr. 2023 pass rate) 43% to at least 66%, reducing the gap from 25% to 17% EL - Increase pass rate from (Spr. 2023 pass rate) 22% to at least 61%, reducing the gap from 38% to 22% SWD - Increase pass rate from (Spr. 2023 pass rate) 41% to at least 66%, reducing the gap from 31% to 18% Econ. Disadv. - Increase pass rate from (Spr. 2023 pass rate)41% to at least 66%, reducing the gap from 27% to 19%

	Annual Performance Goals		
Annual Performance Goal Year 1 (2023-24)	By June 2024, opportunity gaps on the Math SOL (aggregated for all grade levels) will be reduced by the following tiered goal: Black - Increase pass rate from 45% to at least 55%, reducing the gap from 32% to 24% Hispanic - Increase pass rate from 43% to at least 54%, reducing the gap from 34% to 25% EL - Increase pass rate from 22% to at least 41%, reducing the gap from 55% to 38% SWD - Increase pass rate from 47% to at least 57%, reducing the gap from 31% to 24% Econ. Disadv Increase pass rate from 41% to at least 52%, reducing the gap from 36% to 27%		
Annual Performance Goal Year 2 (2024-25)	By June 2025, opportunity gaps on the Math SOL (aggregated for all grade levels) will be reduced by the following tiered goal: Black - Increase pass rate from 55% to at least 62%, reducing the gap from 24% to 19% Hispanic - Increase pass rate from 54% to at least 62%, reducing the gap from 25% to 20% EL - Increase pass rate from 41 % to at least 53%, reducing the gap from 38% to 29% SWD - Increase pass rate from 57% to at least 64%, reducing the gap from 23% to 18% Econ. Disadv Increase pass rate from 52% to at least 60%, reducing the gap from 27% to 21%		

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	By June 2026, opportunity gaps on the Math SOL (aggregated for all grade leve	els) will be reduc	ed by the following	tiered goal:
Annual Performance Goal Year 3 (2025-26)	Black - Increase pass rate from 62% to at least a 66%, reducing the gap from Hispanic - Increase pass rate from 62% to at least a 66%, reducing the gap from EL - Increase pass rate from 53% to at least a 61%, reducing the gap from 28% SWD - Increase pass rate from 61% to at least a 66%, reducing the gap from 19 Econ Disadv Increase pass rate from 60% to at least a 66%, reducing the gap	n 19% to 17% to 22% 9% to 18%	9%	
	Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-SS-2-Deliver curriculum through innovative and relevant instruction that is diff	ferentiated to me	eet the diverse need	ds of each student.
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-EW-2-Provide growth opportunities by implementing a competency-based promembers.	ofessional learni	ng and evaluation fi	ramework inclusive of all staff
	Action Steps			
Action Steps		Timeline	Responsible & Accountable	Monitoring for Implementation
Tier 1 * Implement Mathematics curriculum utilizing county provided curriculum and curricular resources. * Provide opportunities for EL and SpEd teachers to collaborate with Math Coach or grade-level CLT wherever they are supporting students. * Teacher will begin to use math workshop structures within each unit. * Every student will being to meet regularly meet the teacher in targeted small group. * Targeted groups are differentiated to meet each students' needs. Provide just-in-time support to help students access grade level curriculum.				
Tier 2 * Collaborative planning including EL and SpEd teachers to target identified needs. * Identify target areas (power standards), to address students still scoring in Below Basic and Basic quantile ranges. * Ensure that students have access to environmental and visual scaffolds (such as manipulatives, anchor charts for key vocabulary and processes, manipulatives, etc.) to aid comprehensible input and recall. * Additional targeted small group weekly using best instructional strategies, progress monitoring, and document progress. * Principal & AP will support with ATSS, Math, SPED & EL Office - will monitor by conducting walkthroughs and observations and attending CLTs.				
teacher and staff providing interventions to sup * Use very straight-forward, explicit Instruction I	ustment in time or group made as needed. Communication between classroom port station activities and guided-group activities. by breaking down mathematical concepts into smaller, more manageable steps. ice, and offer opportunities for students to practice independently.	Sept - June, ongoing	Classroom teachers, EL, SpEd teachers, Math Coach	

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Professional Learning: Ensure that all Math teachers are trained to imp choice/station activities.	Ensure that all Math teachers are trained to implement number sense routines and games and short, targeted practice in					
	Progress	Monitoring				
Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-SS-3- Math SOLs	Results of Progress (End of Year)		Math SOL		
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	Goal Evidence of Progress toward Annual Goal Evidence of Progress toward (MP4)		_		
School level- NWEA - MAP Growth Teacher/CLT/Grade -VGA -District Benchmarks [Mastery Connect] -SOL Quick Checks (Just in time Quick Checks) -Progress Monitoring Data from Interventions	Teacher/CLT/Grade -District Benchmarks [Mastery Connect] -SOL Quick Checks (Just in time Quick Checks) -Progress Monitoring Data from Interventions	School level NWEA - MAP Growth Teacher/CLT/Grade -VGA -District Benchmarks [Mastery (-SOL Quick Checks (Just in tin Checks) -Progress Monitoring Data from	ne Quick	-SOL Quick Check		

Goal #2	Reading - Opportunity Gaps - SOL		
Strategic Plan Goal Area	Student Success		
Strategic Plan Performance Objectives	PO-SS-1-By 2024, APS will reduce opportunity gaps for all reporting groups on	state assessments.	
Baseline Data	Spring 2023 Reading SOL pass rates Pass % (opp. gap%): Black - 56% (26%) Hispanic - 56% (26%) EL - 20% (62%) SWD - 44% (38%) Econ. Disadv - 54% (28%)	Identify if goal is required based on state or federal requirements, or other guidelines	Level 2 performance rating on VDOE school quality indicator, English: Achievement Gaps
	3 Year Performance Goal		

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READING SOL

By 2026, opportunity gaps on the Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal:

Black - Increase pass rate from (Spr. 2023 pass rate) 56% to at least 70%, reducing the gap from 26% to 18% Hispanic - Increase pass rate from (Spr. 2023 pass rate) 56% to at least 70%, reducing the gap from 26% to 18% EL - Increase pass rate from (Spr. 2023 pass rate) 20% to at least 60%, reducing the gap from 62% to 26% SWD - Increase pass rate from (Spr. 2023 pass rate) 44% to at least 66%, reducing the gap from 38% to 21% Econ. Disadv. - Increase pass rate from (Spr. 2023 pass rate) 54% to at least 69%, reducing the gap from 28% to 17%

Annual Performance Goals					
Annual Performance Goal Year 1 (2023-24)	By June 2024, opportunity gaps on the Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal: Black - Increase pass rate from 56% to at least 63%, reducing the gap from 26% to 21% Hispanic - Increase pass rate from 56% to at least 63%, reducing the gap from 26% to 20% EL - Increase pass rate from 20% to at least 40%, reducing the gap from 62% to 43% SWD - Increase pass rate from 44% to at least 55%, reducing the gap from 38% to 29% Econ. Disadv Increase pass rate from 54% to at least 62%, reducing the gap from 28% to 22%				
Annual Performance Goal Year 2 (2024-25)	By June 2025, opportunity gaps on the Reading SOL (aggregated for all grade leads of the local leads of the least of the l	n 20% to 18% 20% to 18% o 33% % to 23%	·	ng tiered goal:	
Annual Performance Goal Year 3 (2025-26)	By June 2026, opportunity gaps on the Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal: Black - Increase pass rate from 67% to at least 70%, reducing the gap from 18% to 16% Hispanic - Increase pass rate from 67% to at least 70%, reducing the gap from 18% to 16% EL - Increase pass rate from 52% to at least 60%, reducing the gap from 33% to 26% SWD - Increase pass rate from 62% to at least 66%, reducing the gap from 23% to 21% Econ. Disadv Increase pass rate from 66% to at least 69%, reducing the gap from 19% to 17%				
Strategic Plan Strategies					
Strategic Plan Strategies- PRIMARY	S-SS-2-Deliver curriculum through innovative and relevant instruction that is different	erentiated to me	et the diverse need	s of each student.	
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -					
	Action Steps				
Action Steps		Timeline	Responsible & Accountable	Monitoring for Implementation	

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Tier 1: * Explicit vocabulary Instruction-all content areas * Utilize strategies from Aspire Training and Staf * Access strategies- partner reading, choral read		g questions	Sept-June, ongoing	Admin, All Teachers, Reading Specialist,, ELA and Reading teachers, EL and special ed teachers	
Tier 2: * Core phonics in Reading Strategies Class * Lexia powerup / (Lexia English for EL 1 & 2)			Sept-June, ongoing	Admin, ELA and Reading teachers, EL and special ed teachers Reading Specialist,	Principal & APs will support with ATSS, ELA, SPED &
Tier 3: * Teach students routines they can use to decode multisyllabic words * Immersive Reader, ed tech access for read aloud/translations		Sept-June, ongoing	Admin, ELA and Reading teachers, EL and special ed teachers, Reading Specialist,	EL Office - will monitor by conducting walkthroughs and observations and attending CLTs.	
Professional Learning Provide ELA, EL and special education teachers who teach sheltered or self-containted Reading and ELA classess with training on how to implement the NWEA Map Reading screener and how to interpret the results of the screener. Sept-June, ongoing				Admin, ELA, Reading, EL and special ed teachers, Reading Specialist,	
Progress Monitoring					
Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-SS-1- Reading SOLs	Results of Progress (End of Year)		Reading SOL	
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	Evidence of Progress toward (MP3)	l Annual Goal	Evidence of Pro	gress toward Annual Goal (MP4)

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School Level -NWEA MAP Growth for ELA (BOY, MOY, EOY for 6th & 7thBOY in 8th, only MOY & EOY if below proficient on BOY)	Teacher/CLT/Grade- -End of Unit Assessments [Mastery Connect] -Writing performance task embedded in curriculum	School Level -NWEA MAP Growth for ELA (BOY, MOY, EOY for 6th & 7thBOY in 8th, only MOY & EOY if below proficient on BOY)	School Level -NWEA MAP Growth for ELA (BOY, MOY, EOY for 6th & 7thBOY in 8th, only MOY & EOY if below proficient on BOY)	
Teacher/CLT/GradeEnd of Unit Assessments [Mastery Connect] -VGA -Writing performance task embedded in curriculum		CLT/Teacher -End of Unit Assessments [Mastery Connect] -VGA -Writing performance task embedded in curriculum	CLT/Teacher -End of Unit Assessments [Mastery Connect] -Writing performance task embedded in curriculum	

Goal #3	Student Well-Being				
Strategic Plan Goal Area	Student Well-Being				
Strategic Plan Performance Objectives	PO-SWB-3-Key findings on the Your Voice Matters survey will show improvement	ts in student social, emotional, and m	nental Health.		
Baseline Data	44% of students responded "never" to the question, "How often do you feel that you are treated poorly by other students because of your race, ethnicity, gender, family's income, religion, disability or sexual orientation?" on the 2022 Your Voice Matters survey. Identify if goal is required based on state or federal requirements, or other guidelines				
	3 Year Performance Goal				
By June 2026, at least 76% of students will respond "never" or "almost never" to the question, "How often do you feel that you are treated poorly by other students because of your race, ethnicity, gender, family's income, religion, disability or sexual orientation?" on the 2026 Your Voice Matters survey. Annual Performance Goals					
	bility or sexual orientation?" on the 2026 Your Voice Matters survey.	treated poorly by other students beca	ause of your race,		
	bility or sexual orientation?" on the 2026 Your Voice Matters survey.	he question, "How often do you feel t	that you are treated poorly		
ethnicity, gender, family's income, religion, disa Annual Performance Goal	bility or sexual orientation?" on the 2026 Your Voice Matters survey. Annual Performance Goals By June 2024, at least 66% of students will respond "never" or "almost never" to by other students because of your race, ethnicity, gender, family's income, religion.	he question, "How often do you feel t n, disability or sexual orientation?" on he question, "How often do you feel t	that you are treated poorly the 2024 Your Voice that you are treated poorly		
ethnicity, gender, family's income, religion, disa Annual Performance Goal Year 1 (2023-24) Annual Performance Goal	By June 2024, at least 66% of students will respond "never" or "almost never" to by other students because of your race, ethnicity, gender, family's income, religion Matters survey. By June 2025, at least 71% of students will respond "never" or "almost never" to by other students because of your race, ethnicity, gender, family's income, religion to by other students because of your race, ethnicity, gender, family's income, religion	he question, "How often do you feel to he question, "How often do you feel to he question, "How often do you feel to he question?" on he question, "How often do you feel to he question, "How often do you feel to he question,"	that you are treated poorly the 2024 Your Voice that you are treated poorly a site-based generated that you are treated poorly		
Annual Performance Goal Year 1 (2023-24) Annual Performance Goal Year 2 (2024-25) Annual Performance Goal	Annual Performance Goals By June 2024, at least 66% of students will respond "never" or "almost never" to by other students because of your race, ethnicity, gender, family's income, religion Matters survey. By June 2025, at least 71% of students will respond "never" or "almost never" to by other students because of your race, ethnicity, gender, family's income, religion survey. By June 2026, at least 76% of students will respond "never" or "almost never" to by other students because of your race, ethnicity, gender, family's income, religion survey.	he question, "How often do you feel to he question, "How often do you feel to he question, "How often do you feel to he question?" on he question, "How often do you feel to he question, "How often do you feel to he question,"	that you are treated poorly the 2024 Your Voice that you are treated poorly a site-based generated that you are treated poorly		

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Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-SWB-4-Ensure all students can identify at least one school-based adult who supports and encourages their academic and personal growth.				
	Action	Steps			
Action Steps			Timeline	Responsible & Accountable	Monitoring for Implementation
Action 1 - Responsive Advisory lessons that add lessons)	dress respect and value fordiverse perspectives	(Leverage SEL leads to identify	Sept-June, Ongoing	Admin, RA Teachers, Counselors	Principal & AP's will monitor by conducting walk-through observations of RA lessons being delivered
Action 2 - Bullying prevention counselor delivered	ed lessons		Sept-June, Ongoing	Admin, RA Teachers, Counselors	Principal & AP's will monitor by conducting walkthrough observations of counselor conducted bullying prevention lessons and check-in meetings with Director of Counseling
Action 3 -Peace Circles parts 1, 2, 3			Sept-June, Ongoing	Admin, RA Teachers, Counselors	Principal & AP's will monitor by conducting walkthrough observations of student engagements in Peace Circles 1, 2 and 3
Action 4 - Restorative practices in response to o	disciplinary referrals for sttudents who engage in	this behavior.	1-2) August for initial traning, Sept- June, Ongoing	Admin, RA Teachers, Counselors	Principal will monitor through check-in meetings with AP's, RA teachers and counselors regarding implementation of restorative practices and through review of student generated bullying reports re name calling
	Progress	Monitoring			
Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-SWB-9- YVM Student: Social, Emotional, and Mental Health	Results of Progress (End of Year)		Spring 2024 & 202	26 YVM
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	,			
SEL Survey	School Survey (based on YVM Question)	SEL Survey		YVM	

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Goal #4	Engaged Workforce			
Strategic Plan Goal Area	Engaged Workforce			
Strategic Plan Performance Objectives	PO-SWB-3-Key findings on the Your Voice Matters survey will show improvement	nts in student social, emotional, and mental He	alth.	
Baseline Data	52% of staff responded "extremely well", "quite well", or "somewhat well" to "Overall, how well does site-base professional learning meet your needs?" on 2022 Your Voice Matters survey. 97% of staff responded "extremely well", "quite well", or "somewhat well" to "Overall, how well does site-base professional learning meet your needs?" on 2023 site-based generated exit survey. Your Voice Matters survey.	Overall, how well does site-base professional learning meet your needs?" on 2022 Your Voice Matters survey. 97% of staff responded "extremely well", "quite well", or "somewhat well" to Overall, how well does site-base professional learning meet your needs?" on		
	3 Year Performance Goal			

During the 25-26 school year, Swanson's Instructional Leadership Team will collaborate to provide focused, staff-influenced Responsive Advisory and Responsive Classroom professional learning opportunities that meet the evolving needs of our staff. As a result, at least 80% of Swanson staff will respond favorably ("quite well or extremely well") to school-based professional learning opportunities in the 2026 Your Voice Matters survey.

	Annual Performance Goals			
Annual Performance Goal Year 1 (2023-24)	During the 23-24 school year, Swanson's Instructional Leadership Team will collaborate to provide focused, staff-influenced Responsive Advisory and Responsive Classroom professional learning opportunities that meet the evolving needs of our staff. As a result, at least 70% of Swanson staff will respond favorably ("somewhat well, quite well or extremely well") to school-based professional learning opportunities in the 2024 Your Voice Matters survey.			
Annual Performance Goal Year 2 (2024-25)	During the 24-25 school year, Swanson's Instructional Leadership Team will collaborate to provide focused, staff-influenced Responsive Advisory and Responsive Classroom professional learning opportunities that meet the evolving needs of our staff. As a result, at least 75% of Swanson staff will respond favorably ("quite well or extremely well") to school-based professional learning opportunities to a site-based developed survey that mirrors relevant questions in the 2024 Your Voice Matters survey.			
Annual Performance Goal Year 3 (2025-26)	During the 25-26 school year, Swanson's Instructional Leadership Team will collaborate to provide focused, staff-influenced Responsive Advisory and Responsive Classroom professional learning opportunities that meet the evolving needs of our staff. As a result, at least 80% of Swanson staff will respond favorably ("quite well or extremely well") to school-based professional learning opportunities in the 2026 Your Voice Matters survey.			
	Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-EW-2-Provide growth opportunities by implementing a competency-based professional learning and evaluation framework inclusive of all staff members.			

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Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -			
Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Action 1 - Prioritize practice-supportive materials over principles and precepts	Sept- June, ongoing	Instructional Lead Team, administrators, T- and A-scale staff	Principal will monitor by reviewing Exit tickets after
Action 2 - Identify resources (time, human, competing priorities) necessary to adequately implement professional learning	Sept- June, ongoing	Instructional Lead Team, administrators, T- and A-scale staff	professional learning offerings, observation of RA meetings and instruction with RA and RC look-fors

Progress Monitoring				
Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-EW-9- Staff feedback on PL activities	Results of Progress (End of Year)	YVM	
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	Evidence of Progress toward Annual Goal (MP3)	Evidence of Progress toward Annual Goal (MP4)	
Exit tickets after professional learning offerings, observation of RA meetings and instruction with RA and RC look-fors	Exit tickets after professional learning offerings, observation of RA meetings and instruction with RA and RC look-fors	Exit tickets after professional learning offerings, observation of RA meetings and instruction with RA and RC look-fors	YVM	

Goal #5	Student Well-Being			
Strategic Plan Goal Area	Student Well-Being			
Strategic Plan Performance Objectives	PO-SWB-3-Key findings on the Your Voice Matters survey will show improvements in student social, emotional, and mental Health.			
Baseline Data	The results of the Spring SEL Survey indicate that 66% of students in grades 6-8 reported favorably related to the four measured areas of social emotional skills: self-management, social awareness, growth mindset, and self-efficacy.	Identify if goal is required based on state or federal requirements, or other guidelines		
3 Year Performance Goal				

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By 2026, at least 90% of students will report favorably on the spring SEL survey that they feel confident that they have the skills, knowledge, and understandings related to self-awareness, self-management, social awareness, relationship skills and responsible decision-making.

Annual Performance Goals				
Annual Performance Goal Year 1 (2023-24)	By June 2024, at least 75% of students will report favorably on the spring SEL survey that they feel confident that they have the skills, knowledge, and understandings related to self-awareness and self-management.			
Annual Performance Goal Year 2 (2024-25)	By June 2025, at least 83% of students will report favorably on the spring SEL survey that they feel confident that they have the skills, knowledge, and understandings related to self-awareness, self-management, relationship skills and responsible decision-making.			
Annual Performance Goal Year 3 (2025-26) By June 2026, at least 90% of students will report favorably on the spring SEL survey that they feel confident that they have the sk knowledge, and understandings related to self-awareness, self-management, social awareness, relationship skills and responsible decision-making.				
Strategic Plan Strategies				
Strategic Plan Strategies- PRIMARY	S-SWB-3-Implement an evidence-based curriculum that focuses on students' physical, social, emotional, and mental health needs.			
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -				

Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Action 1 - Students and staff will participate in SEL activities, mindfulness, and other similar strategies during the school day.	August-June	Responsive Advisory meeting advisors	Principal & AP's, with Office of Student Services staff, will monitor by conducting walkthroughs and observations of RA meetings.
Action 2 - Responsive Advisory teachers will facilitate RA meetings with fidelity four times a week throughout the school year.	August-June, we	Responsive Advisory meeting advisors	Principal & AP's, with Office of Student Services staff, will monitor by conducting walkthroughs and observations of RA meetings.
Action 3 - Share information about Responsive Advisory meeting themes weekly with families.	September- June, weekly	Principal	Principal will send weekly messages to families.

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Action 4 - Provide regular professional learning sessions for T- & A-scale staff focused on Responsive Advisory meetings and Responsive Classroom strategies.			August-June, monthly	Instructional Leadership Team	Principal & AP's will observe the facilitation of faculty developed and presented professional learning sessions.
Progress Monitoring					
Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-SWB-9- YVM Student: Social, Emotional, and	Results of Progress (End of Year)		YVM	
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	Evidence of Progress toward Annual Goal (MP3)		Evidence of Progress toward Annual Goal (MP4)	
SEL Survey	School survey (based on selected questions from SEL surveys)	SEL Survey		School survey (ba from SEL surveys	sed on selected questions)