

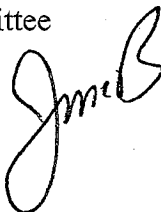


# Wyoming Department of Education

Dr. Jim McBride, Superintendent of Public Instruction  
Hathaway Building, 2nd Floor, 2300 Capitol Avenue  
Cheyenne, WY 82002-0050  
Phone 307-777-7673 Fax 307-777-6234 Website www.k12.wy.us

## MEMORANDUM

TO: Joint Education Committee

FROM: Jim McBride, Ed.D. 

DATE: November 26, 2007

RE: Findings and Recommendations on Statewide Programs for At Risk Students

Over the past several years, the Wyoming Legislature has demonstrated a commitment to the needs of students in our public schools recognized as "at-risk." As work on the funding model has progressed, various programs have been funded within the model. Separate funding for summer school and extended day programs has been provided. While additional financial resources have been provided, we have not been able to evaluate the effectiveness of most programs.

The findings provided today by the Wyoming Department of Education truly point to a number of concerns in the delivery of services to at-risk children. This memo is intended to serve as a summary of our findings, as well as to make recommendations to the Legislature in this area.

There is no greater calling than the need to provide effective services to students who are not succeeding in school. These students come from all walks of life, and we are duty bound to provide effective services tailored to their specific needs.

## FINDINGS

1. The statutory definitions of mobile students, English language learners, and free and reduced lunch eligible students constitute a proxy for at-risk funding within the block grant model, which is consistent for the purposes of generating resources. For the purposes of delivering an equitable continuum of learning support services for at-risk students, the definition of an at-risk student varies widely between districts, and even between schools within a district and impacts the type and quality of services offered.
2. It is not possible, at this time to measure the effectiveness of many of the intervention and prevention programs offered for at-risk students. Many

3. Wyoming districts do not offer research based intervention and prevention programs that have been evaluated to determine the levels of program effectiveness.
4. Prevention and intervention programs for at-risk students administered by state, district, and schools are often conducted in isolation and not approached as an equitable and effective continuum of learning supports.
5. Currently 17 districts have stand alone alternative schools, which are required to deliver the full "basket of educational goods."
6. Some districts provide alternative high school programs that exist within the traditional high school setting, but no data is available related to the number nor the quality of these programs.
7. The design, implementation and evaluation of alternative schools varies widely between districts.
8. There is no evidence that districts systematically evaluate alternative schools and alternative school programs within traditional high schools, to determine program effectiveness.
9. Many court placed students do not have individualized learning plans as required by state law.
10. Effective transitioning of at-risk students in alternative schools and institutional settings is problematic and not well coordinated.

## RECOMMENDATIONS

1. Establish an operational statewide definition of "at-risk" using both Wyoming district and national standards.
2. Work with school districts to establish consistent and reliable measures of the effectiveness of at-risk prevention and intervention programs.
3. Work with school districts to determine the level of implementation of at-risk prevention and intervention programs.
4. Continue to identify research based best practice models, assuring the full continuum of learning supports for all at-risk children in all districts.
5. Continue the current moratorium on establishing new alternative schools.
6. Evaluate the role of an alternative school, and the expected outcomes for students within alternative schools. This includes the identification of entry and exit criteria and program effectiveness indicators.
7. Establish within the Department of Education a dedicated "at risk coordinator" position. This individual would be expected to identify research based best practices, provide technical assistance for the coordination of at risk programs, provide professional development opportunities, and work with districts to develop statewide guidelines for the delivery of a continuum of learning supports for all at-risk children.
8. Direct a statewide at-risk task force to evaluate prevention and intervention programs, establish state-wide definitions, and recommend program and policy changes to the Legislature.
9. Direct a statewide court ordered and institutional placement task force to standardize individualized learning plans, establish (district & institutional) transition roles and responsibilities, and recommend program and policy changes to the Legislature.



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### MEMORANDUM

**TO:** Business Managers

**FROM:** Matthew Willmarth  
School Foundation Program Consultant  
Finance Unit

Vince Meyer  
Data Services Supervisor  
Data Services Unit

**DATE:** November 2, 2007

**SUBJECT:** Wyoming Funding Model – At-Risk Data Correction

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### IMPORTANT INFORMATION

In accordance with W.S. 21-13-313(c) and Wyoming Department of Education (WDE) Chapter 8 Rules and Regulations, the WDE has made a data correction to the WDE100 dated July 17, 2007, to properly reflect school year 2006-07 unduplicated at-risk counts on the *At-Risk* worksheet.

The July 17, 2007 Version of the WDE100 contained preliminary at-risk data generated on July 10, 2007. The finalized data contains a reduction of at-risk counts. The update to the at-risk data is the result of several factors:

- Necessary changes to Chapter 8 Rules and Regulations between the last two school years resulted in subtle, but significant, modifications required to be implemented in the calculation of mobile students.
- Updates to district student-level data, in accordance with Superintendent Memo No. 2007-122, during the AYP appeal period which lasted until the end of July. (This may be a continuing data correction as the appeal period ends after the final WDE100 is released.)
- Recently modified analysis methods to aggregate unduplicated at-risk counts for the three "Provision 3" (A free/reduced lunch

Business Managers  
November 2, 2007  
Page 2

condition for the National School Lunch Program) districts developed in collaboration with the Department of Audit.

The fiscal impact of the data correction varies by district. Please find an attached spreadsheet depicting the fiscal impact to your district.

To increase the transparency of at-risk data, the WDE will provide school districts their student-level at-risk data by December 14, 2007. In addition to the data, the WDE has attached documentation that illustrates how a student is determined to be included in the unduplicated at-risk count. The first page in the attached document contains definitions to be used with the flowcharts on pages two and three. The last page illustrates examples.

Should you have any questions regarding this data correction, please contact Matthew Willmarth at [mwillm@educ.state.wy.us](mailto:mwillm@educ.state.wy.us) or 307-777-5808 or Vince Meyer at [vmeyer@educ.state.wy.us](mailto:vmeyer@educ.state.wy.us) or 307-777-6232.

Attachments (2)

**At-Risk Data Correction**  
**Wyoming Department of Education**  
**FY2008**

**FY2008 Guarantee Impact**

District	Guarantee Prior to At-Risk Correction	At-Risk Correction \$ Impact	Guarantee After At-Risk Correction
Albany #1	\$ 42,886,606.41	\$ (30,789.46)	\$ 42,855,816.94
Big Horn #1	\$ 10,233,172.52	\$ (23,875.17)	\$ 10,209,297.35
Big Horn #2	\$ 8,676,330.41	\$ (27,197.54)	\$ 8,649,132.87
Big Horn #3	\$ 6,637,117.33	\$ (22,371.90)	\$ 6,614,745.43
Big Horn #4	\$ 5,799,762.30	\$ (10,385.39)	\$ 5,789,376.92
Campbell #1	\$ 91,887,097.97	\$ (158,933.82)	\$ 91,728,164.15
Carbon #1	\$ 21,400,960.15	\$ (44,663.05)	\$ 21,356,297.09
Carbon #2	\$ 13,580,214.71	\$ (20,452.29)	\$ 13,559,762.42
Converse #1	\$ 21,081,435.12	\$ (11,771.07)	\$ 21,069,664.05
Converse #2	\$ 9,617,722.75	\$ (16,089.45)	\$ 9,601,633.30
Crook #1	\$ 17,056,462.89	\$ (203,306.87)	\$ 16,853,156.02
Fremont # 1	\$ 23,249,691.40	\$ (37,409.87)	\$ 23,212,281.53
Fremont # 2	\$ 4,758,470.58	\$ (17,488.68)	\$ 4,740,981.90
Fremont # 6	\$ 6,125,899.42	\$ (6,490.34)	\$ 6,119,409.08
Fremont #14	\$ 9,397,451.64	\$ (120,142.97)	\$ 9,277,308.67
Fremont #21	\$ 6,752,399.97	\$ (91,404.13)	\$ 6,660,995.84
Fremont #24	\$ 5,501,857.96	\$ (14,380.55)	\$ 5,487,477.40
Fremont #25	\$ 29,940,197.26	\$ (102,540.75)	\$ 29,837,656.51
Fremont #38	\$ 7,272,881.42	\$ (62,446.37)	\$ 7,210,435.05
Goshen #1	\$ 25,552,109.39	\$ (56,642.32)	\$ 25,495,467.07
Hot Springs #1	\$ 9,452,280.75	\$ (39,267.37)	\$ 9,413,013.38
Johnson #1	\$ 17,219,271.92	\$ (4,007.41)	\$ 17,215,264.52
Laramie #1	\$ 152,090,092.29	\$ (441,572.36)	\$ 151,648,519.94
Laramie #2	\$ 14,055,318.28	\$ (15,818.33)	\$ 14,039,499.95
Lincoln #1	\$ 8,726,638.10	\$ (20,204.04)	\$ 8,706,434.06
Lincoln #2	\$ 32,191,417.43	\$ (58,694.21)	\$ 32,132,723.23
Natrona #1	\$ 140,616,702.18	\$ (370,288.33)	\$ 140,246,413.85
Niobrara #1	\$ 6,345,029.75	\$ (10,807.23)	\$ 6,334,222.52
Park # 1	\$ 19,591,171.21	\$ (31,791.96)	\$ 19,559,379.25
Park # 6	\$ 26,100,615.95	\$ (17,555.88)	\$ 26,083,060.07
Park #16	\$ 2,844,036.15	\$ (1,172.69)	\$ 2,842,863.46
Platte #1	\$ 16,272,510.57	\$ (30,400.10)	\$ 16,242,110.47
Platte #2	\$ 4,464,804.11	\$ (2,657.14)	\$ 4,462,146.97
Sheridan #1	\$ 12,396,369.62	\$ (15,044.41)	\$ 12,381,325.21
Sheridan #2	\$ 35,866,758.98	\$ (104,985.29)	\$ 35,761,773.69
Sheridan #3	\$ 3,263,254.73	\$ -	\$ 3,263,254.73
Sublette #1	\$ 11,510,109.00	\$ -	\$ 11,510,109.00
Sublette #9	\$ 10,232,266.61	\$ (4,186.53)	\$ 10,228,080.08
Sweetwater #1	\$ 55,084,975.36	\$ (153,799.51)	\$ 54,931,175.86
Sweetwater #2	\$ 31,691,495.77	\$ (7,664.29)	\$ 31,683,831.48
Teton #1	\$ 32,436,411.05	\$ (42,990.65)	\$ 32,393,420.40
Uinta #1	\$ 34,518,326.18	\$ (119,560.98)	\$ 34,398,765.20
Uinta #4	\$ 9,028,897.11	\$ -	\$ 9,028,897.11
Uinta #6	\$ 9,495,969.03	\$ -	\$ 9,495,969.03
Washakie #1	\$ 16,971,138.42	\$ (50,470.56)	\$ 16,920,667.86
Washakie #2	\$ 2,286,569.45	\$ (2,536.28)	\$ 2,284,033.16
Weston #1	\$ 10,735,802.25	\$ (21,694.52)	\$ 10,714,107.73
Weston #7	\$ 4,747,235.03	\$ (1,684.99)	\$ 4,745,550.05
<b>Wyoming Total</b>	<b>\$ 1,097,643,308.88</b>	<b>\$ (2,647,637.06)</b>	<b>\$ 1,094,995,671.82</b>

**At-Risk Count By District**

Preliminary #s 7/10/2007	Final #s 11/2/2007	Change
1,036	918	-118
317	297	-20
291	270	-21
220	203	-17
167	157	-10
1,997	1,738	-259
687	601	-86
321	296	-25
523	470	-53
223	194	-29
569	359	-210
685	614	-71
94	76	-18
160	154	-6
576	484,288	-91,712
411	332,680	-78,320
135	124	-11
1,078	978	-100
426	374,176	-51,824
920	874	-46
271	242	-29
348	298	-50
5,222	4,749	-473
319	305	-14
209	179	-30
916	862	-54
4,564	4,008	-556
111	95	-16
612	566	-46
568	503	-65
58	57	-1
420	388	-32
113	110	-3
259	247	-12
1,068	970	-98
51	50	-1
135	101	-34
186	153	-33
1,526	1,297	-229
640	566	-74
582	555	-27
1,442	1,344	-98
177	161	-16
122	100	-22
606	564	-42
41	39	-2
255	228	-27
74	65	-9
31,731	28,316,144	-3,414,856

Note: The column " Guarantee Prior to At-Risk Correction" may differ slightly on a district's WDE100 in some cases due to previous data corrections made.

Wyoming Department of Education  
**At-Risk Determinations for the Wyoming Funding Model**  
October, 2007

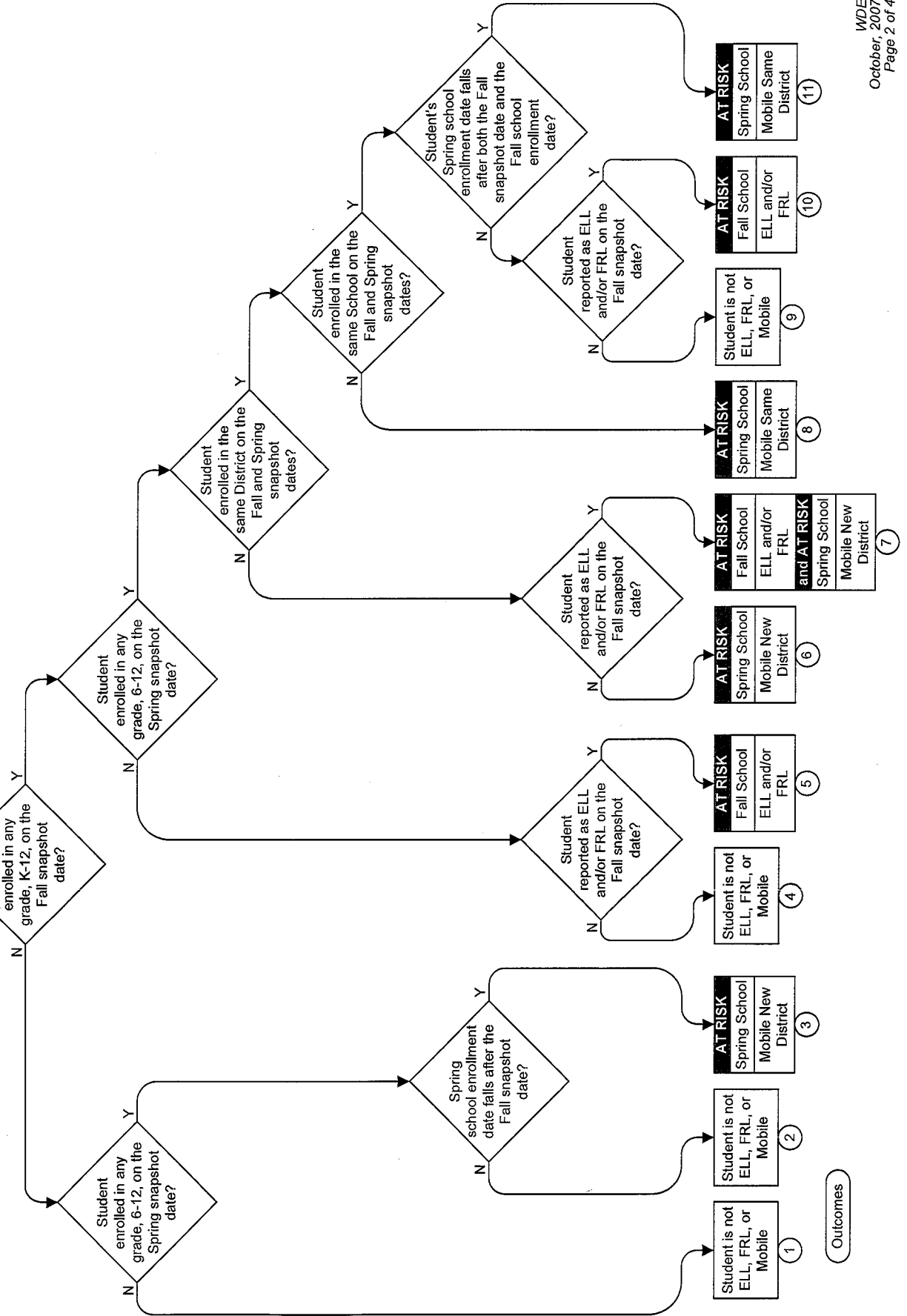
**Definitions** (to accompany the student and district/school level At-Risk determination flowcharts)

- At-Risk Student (counts unduplicated within a district)
  - Wyoming Statute 21-13-309(m)(v)(A): At-risk students, for purposes of model computations, shall include students within a school who are eligible for participation in the free and reduced price lunch program under the national school lunch program established by 42 U.S.C. 1751 et seq., who are identified as limited English proficiency in accordance with rules and regulations of the department of education or who are mobile students as defined by department rule and regulation and enrolled in grades six (6) through twelve (12) for the applicable school year. A student shall be counted only once for purposes of computing school at-risk student populations even though that student may simultaneously be eligible to participate in the free and reduced price lunch program, in programs serving students with limited English proficiency or is defined as a mobile student.
    - Free and Reduced Lunch Participant (FRL on flowcharts)
      - As reported on the WDE684 (based on federal criteria mentioned in Wyoming statute, above)
    - English Language Learner (ELL on flowcharts)
      - As reported on the WDE684 (based on WDE684 collection documentation).
    - Mobile Student (determined by the WDE based on district data provided in WDE684 submissions)
      - Wyoming Department of Education Chapter 8 RULES AND REGULATIONS FOR THE SCHOOL FOUNDATION PROGRAM: Effective: 3.20.07; Section 4. Definitions.; (m) Mobile Student. For the purpose of computing the unduplicated count of at-risk students under W.S. 21-13-309(m)(v)(A), a student who is enrolled in any grade six (6) through twelve (12) in a school on a pre-defined snapshot date in March or April having enrolled in the school after October 1 and prior to or on the aforementioned, pre-defined snapshot date used in specifying mobility for NCLB Adequate Yearly Progress determinations (or an alternate snapshot date in March or April as deemed necessary and determined by the Department).
- District Fall and Spring Student Data Submissions to the WDE
  - Currently refers to the WDE684 data collection (WISE Certified Teacher/Course/Student [TCS]) collected in the Fall based on an October 1<sup>st</sup> snapshot and in the Spring based on a snapshot as described in Chapter 8 Rules and Regulations (as provided above).
- Enrolled
  - A student's primary enrollment in a Wyoming public school reported by a district to the WDE on a specified snapshot date.
- Snapshot Date
  - District WDE684 submissions consist of records for all students enrolled on a specific "snapshot" date; October 1<sup>st</sup> in the fall, for example.
- Student's School Enrollment Date
  - A student's most current first day of enrollment (or re-enrollment) in a school as reported on the WDE684.
- USDA Provision 3 (Free and Reduced School Lunch alternative program)
  - This Provision reduces application burdens and meal counting and claiming procedures. It allows schools to simply receive the same level of Federal cash and commodity assistance each year, with some adjustments, for a 4 year period. Schools must serve meals to all participating children at no charge for a period of 4 years. These schools do not make additional eligibility determinations. Instead, they receive the level of Federal cash and commodity support paid to them for the last year in which they made eligibility determinations and meal counts by type, this is the base year. For each of the 4 years, the level of Federal cash and commodity support is adjusted to reflect changes in enrollment and inflation. The base year is not included as part of the 4 years. At the end of each 4 year period, the State agency may approve 4 year extensions if the income level of the school's population remains stable. Schools electing this alternative must pay the difference between Federal reimbursement and the cost of providing all meals at no charge. The money to pay for this difference must be from sources other than Federal funds. Source: [http://www.fns.usda.gov/cnd/Governance/prov-1-2-3/Prov1\\_2\\_3\\_FactSheet.htm](http://www.fns.usda.gov/cnd/Governance/prov-1-2-3/Prov1_2_3_FactSheet.htm)

Wyoming Department of Education  
**At-Risk Determinations for the Wyoming Funding Model**  
 October, 2007

**WDE**  
**Student Level**  
**At-Risk**  
**Determinations**

District Fall and Spring Student Data Submissions to the WDE

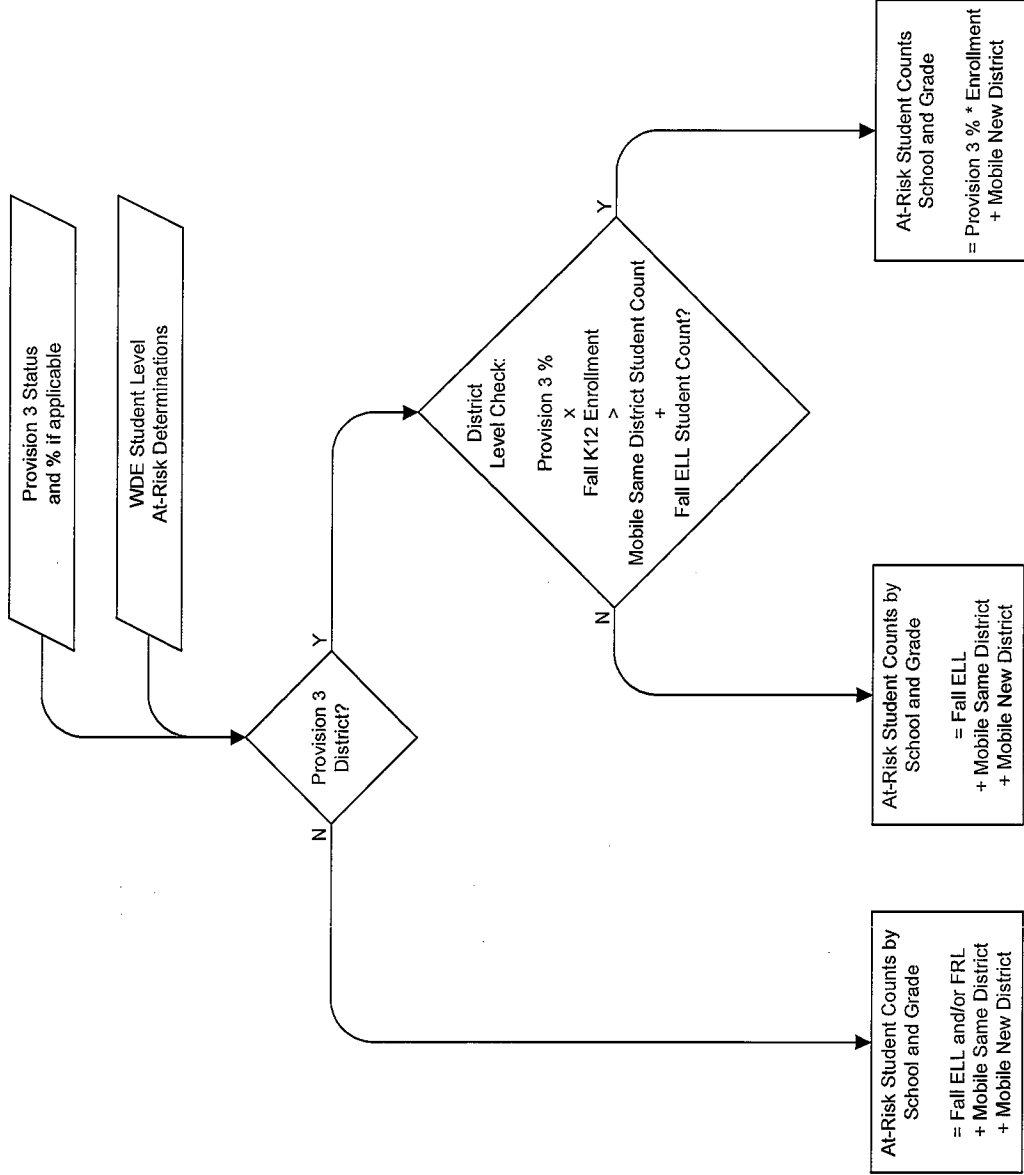


Outcomes



**WDE District and School Level At-Risk Determinations**

**Wyoming Department of Education  
At-Risk Determinations for the Wyoming Funding Model  
October, 2007**



Wyoming Department of Education  
**At-Risk Determinations for the Wyoming Funding Model**  
 October, 2007

**Logic Table / Examples for WDE Student Level At-Risk Determinations flowchart**

Outcome	Fall Snapshot Collection Example: October 1, 2006					Spring Snapshot Collection Example: March 26, 2007					Notes	
	District	School	ELL and/or FRL	School Enrolled	At-Risk @ Fall School?	District	School	Grade	School Enrolled	Mobile		At-Risk @ Spring School?
1	none	none			N	Natrona #1	Midwest	any K-5		N	N	This situation can occur where a district confirms that they mistakenly did not report a student who was enrolled in the school on October 1st on the October 1st snapshot collection
2	none	none			N	Natrona #1	Midwest	any 6-12	<= Oct. 1, 2006	N	N	
3	none	none			N	Natrona #1	Midwest	any 6-12	> Oct. 1, 2006	Y	Y	
4	Natrona #1	Midwest	N		N	any or none	any or none	any K-5 or none			N	
5	Natrona #1	Midwest	Y		Y	any or none	any or none	any K-5 or none			N	
6	Natrona #1	Midwest	N		N	UNTA #1	DAVIS	any 6-12		Y	Y	
7	Natrona #1	Midwest	Y		Y	UNTA #1	DAVIS	any 6-12		Y	Y	
8	Natrona #1	Midwest			N	Natrona #1	FRONTIER	any 6-12		Y	Y	
9	Natrona #1	Midwest	N	<= Oct. 1, 2006	N	Natrona #1	Midwest	any 6-12	<= Oct. 1, 2006	N	N	
10	Natrona #1	Midwest	Y	<= Oct. 1, 2006	Y	Natrona #1	Midwest	any 6-12	<= Oct. 1, 2006	N	N	
11	Natrona #1	Midwest		<= Oct. 1, 2006	N	Natrona #1	Midwest	any 6-12	> Oct. 1, 2006	Y	Y	
	Natrona #1	Midwest		Oct. 2, 2006	N	Natrona #1	Midwest	any 6-12	> Oct. 2, 2006	Y	Y	

Gray box indicates student not enrolled or data element value of no consequence to outcome

Wyoming Department of Education  
Preliminary Legislative  
At-Risk  
Program Report

Presented to the:  
Joint Education Committee

December 5, 2007



# At-Risk Report Items

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- At-Risk definition
- Pre-referral process (Building Intervention Team)
- Intervention and prevention activities – summer school
- Alternative programs & schools
- Professional development
- Student and performance data

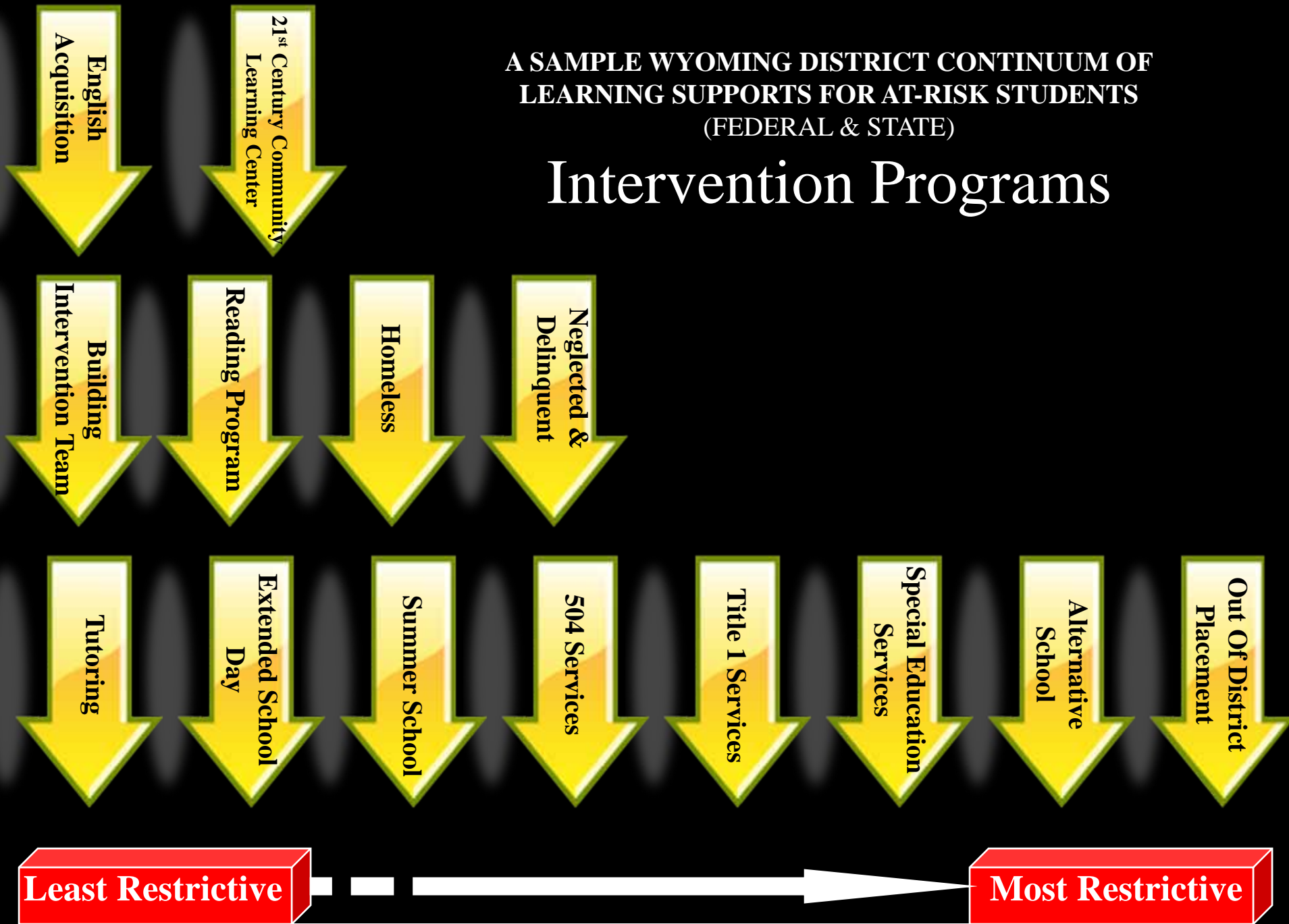
# Introduction to the At-Risk Survey & WDE Data Collection

- A statewide survey was conducted online
- It was not a mandatory WDE survey collection and 44 districts responded
- Additional data was reviewed within the department



A SAMPLE WYOMING DISTRICT CONTINUUM OF  
LEARNING SUPPORTS FOR AT-RISK STUDENTS  
(FEDERAL & STATE)

# Intervention Programs



# Prevention Programs

- **Crisis/ Emergency Assistance and Prevention**
- **School Counseling Services**
- **Violence & Crime Prevention**
- **Drug Prevention**
- **Nutrition Education**
- **Co-curricular Activities**
- **Enrichments**
- **Support for Transitions**
- **Community Outreach/ Volunteers**
- **Home Involvement in Schooling**
- **Strategic Prevention Framework**
- **21<sup>st</sup> Century Community Learning Centers**
- **Wyoming Healthy Student Success Model (WHSSM)**



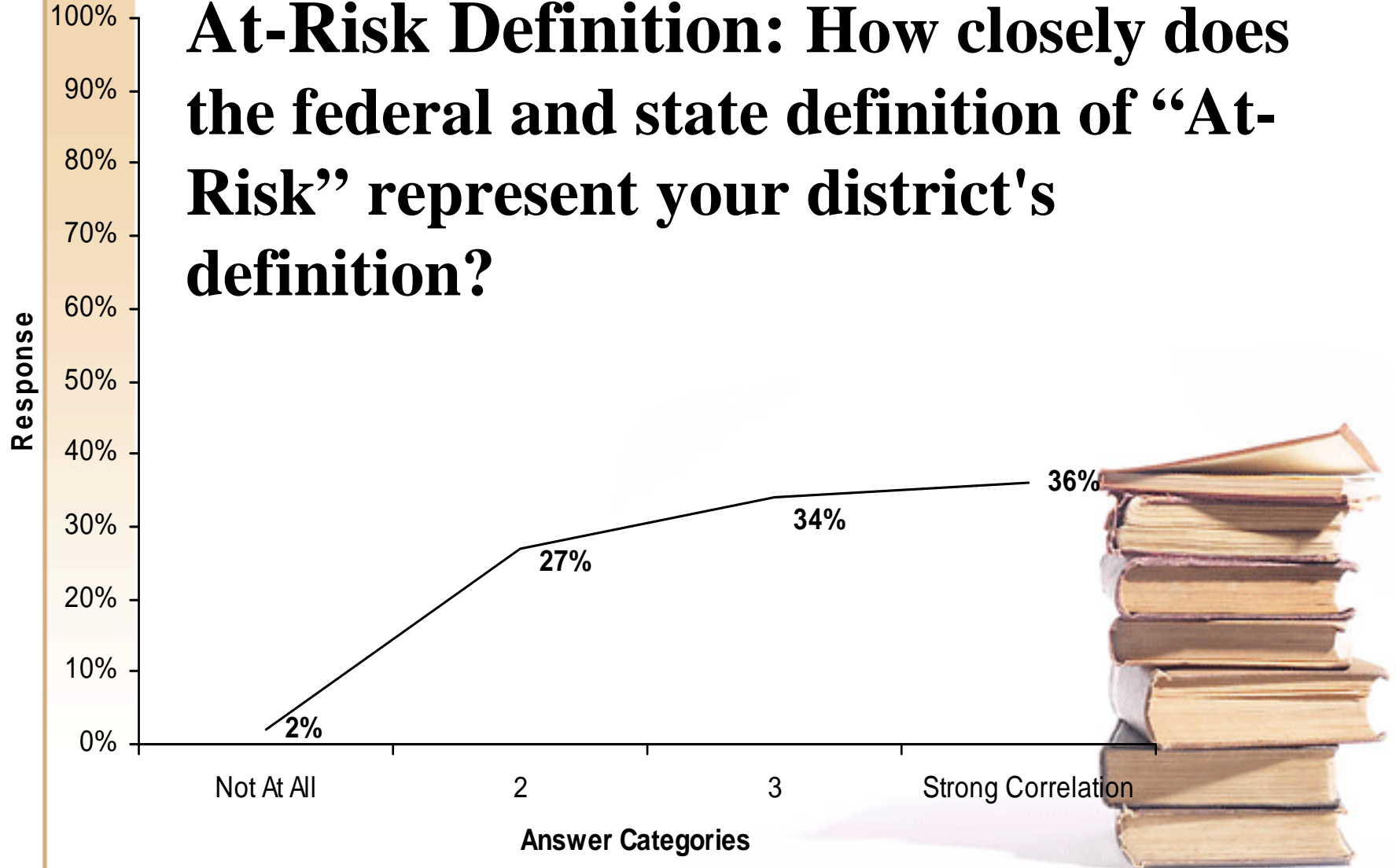
# Current At-Risk Definition for Funding Purposes

- English Language Learners (ELL)
- Free and Reduced Lunch (FRL)
- Mobile Student





# At-Risk Definition: How closely does the federal and state definition of “At-Risk” represent your district's definition?



Definition: English Language Learners (ELL), Free and Reduced Lunch (FRL), Mobile Student

# District At-Risk Definitions

Behaviors may include but not be limited to:

- **Student Health Status**
- **Teen Pregnancy**
- **Suicide or Severe Depression**
- **Substance Abuse**
- **Academic Factors**
- **Academic/Standards Failure**
- **Social Factors**
- **Dramatic Change of Behavior**
- **Legal System Involvement**
- **Victims of Violence**
- **Delinquent**
- **Homeless**
- **Neglected**



# **Describe how your district identifies At-Risk students**

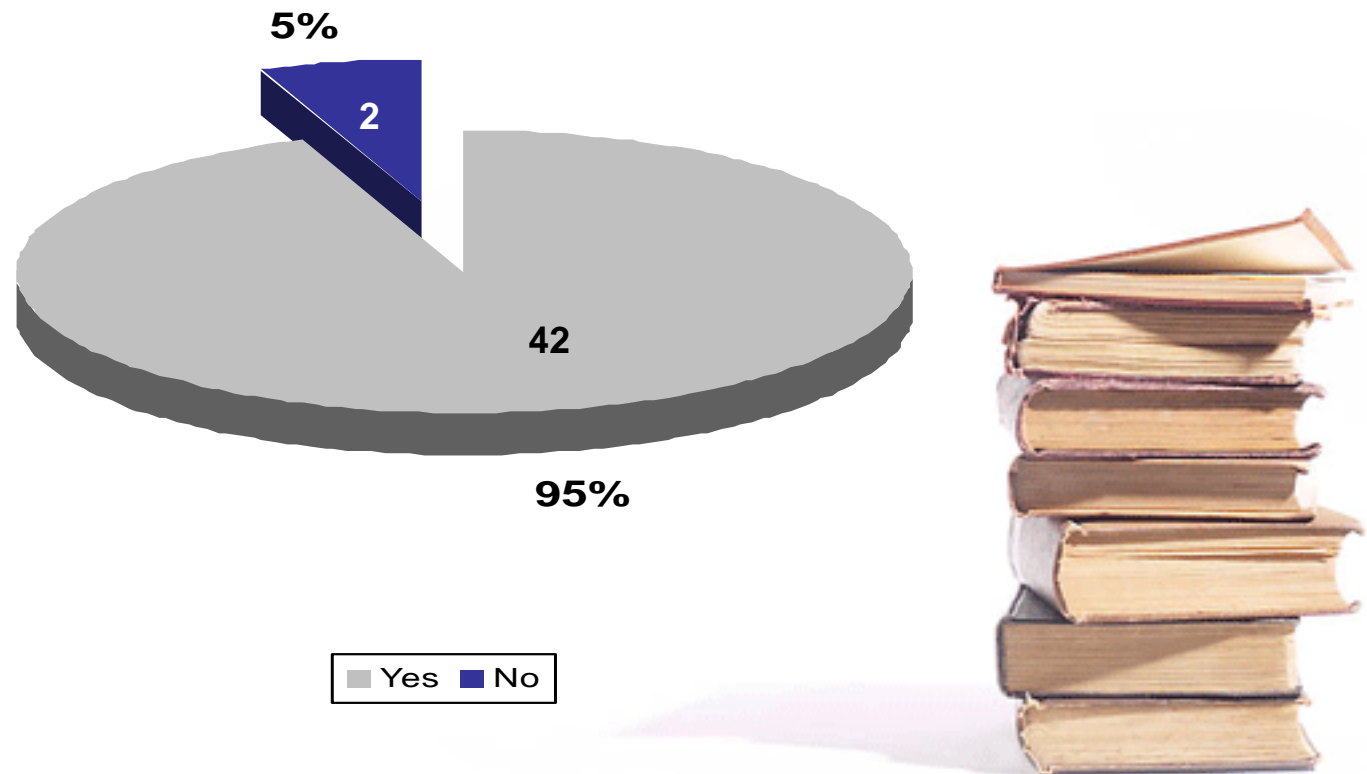
**may include but not be limited to:**

- **Proficiency Assessments for Wyoming Students – PAWS Testing**
- **Attendance**
- **English Language Learners (ELL)**
- **Students from Transient Families**
- **Foster Children Living in the District**
- **School Wide Assistance Team (SWAT)**
- **Free and Reduced Lunch Eligibility (FRL)**
- **Building Intervention Team (BIT)**
- **Individualized Educational Program (IEP) or  
Individuals with Disabilities Education Improvement  
Act (IDEA) Students**
- **Retention**
- **Counselors**
- **National, State and District Data**
- **District and School Evaluations**



## Building Intervention Team:

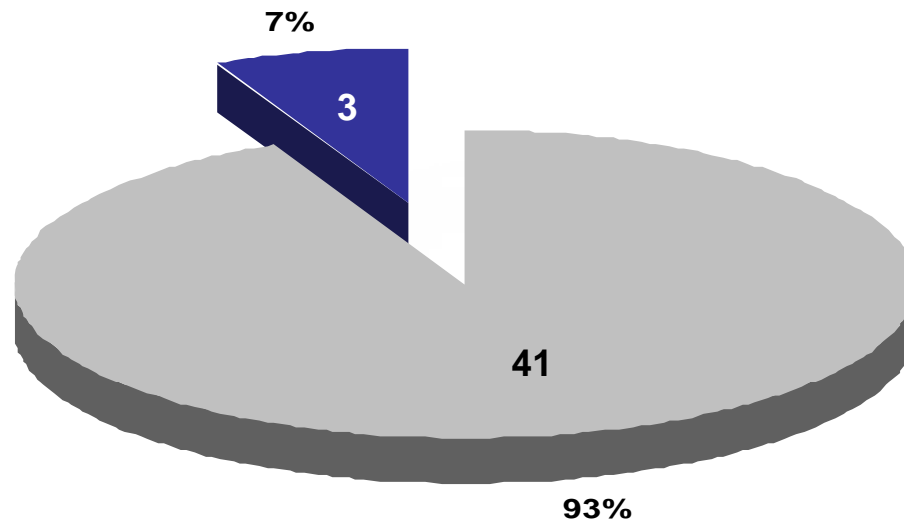
Appoints at least two certified regular education teachers, at least one which is the student's classroom teacher or the school principal; and other staff who act as consultant to the committee according to the needs of the student.



Note: Such as Building Intervention Team

## Building Intervention Team:

Ensures that all relevant routine screening procedures have been completed and documented.



■ Yes ■ No



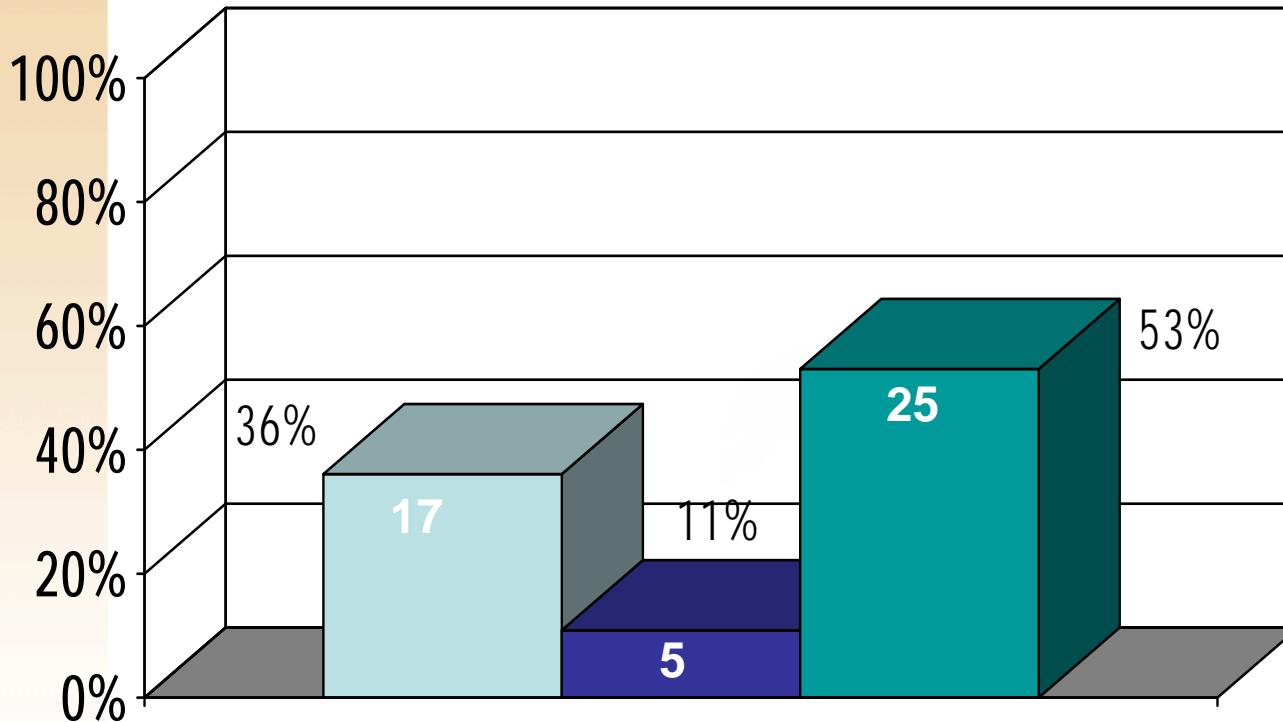
# **Describe how your district meets the needs of At-Risk students**

- **Counselors and Psychologists**
- **Before and After-School Tutoring/Programs**
- **Credit Recovery Options**
- **Summer School**
- **Alternative Programs**
- **Individual Learning Plans**
- **Parent, Student, Teacher, Principal Conferences/Interventions**
- **Collaboration with Community-Based Resources/Agencies**



# Alternative Schools: If you have an alternative school; is it a stand alone school, within a regular school, or both?

Please select all that apply.



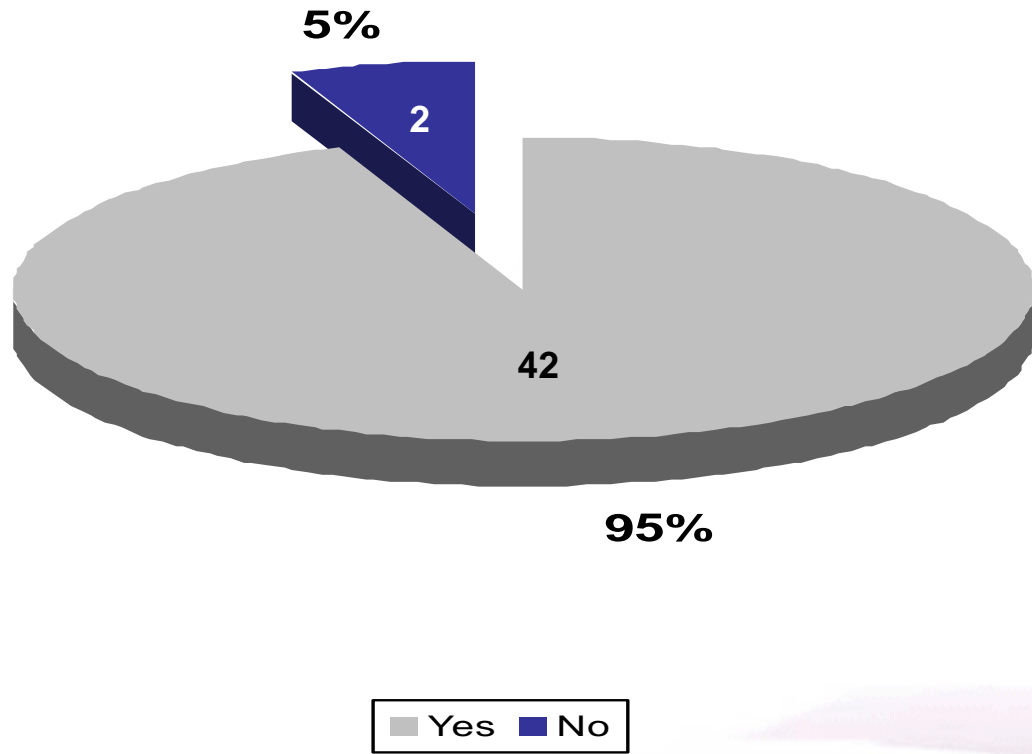
Stand Alone School

Within a Regular School

Not Applicable



# Professional Development: Were these At-Risk student professional development days aligned with your district and/or school improvement plans?





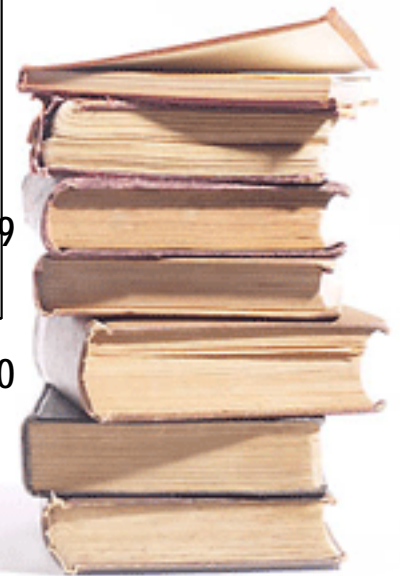
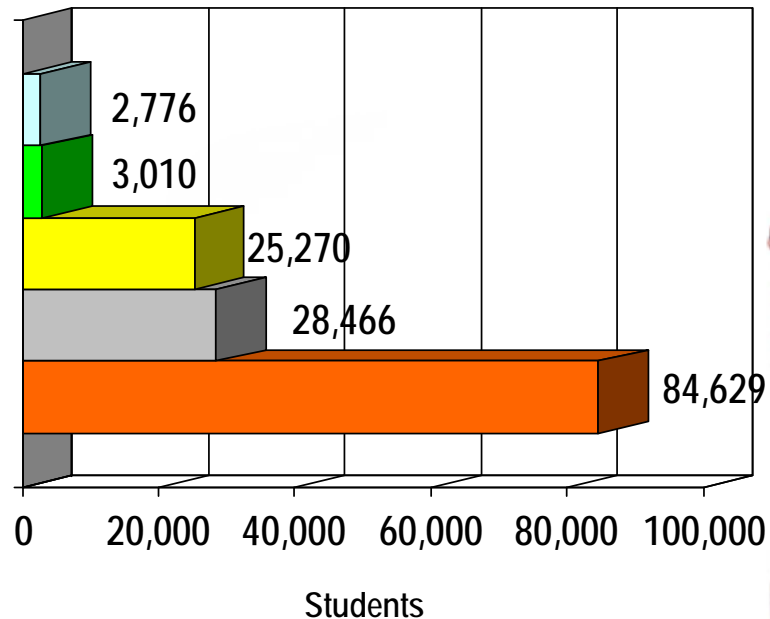
# **Internal Data Analysis**

**The following analyses is based on  
official WDE data collections**

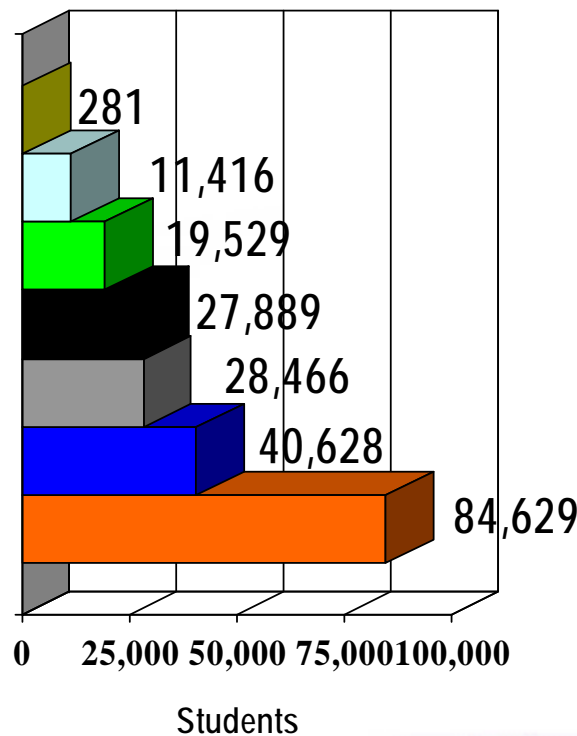
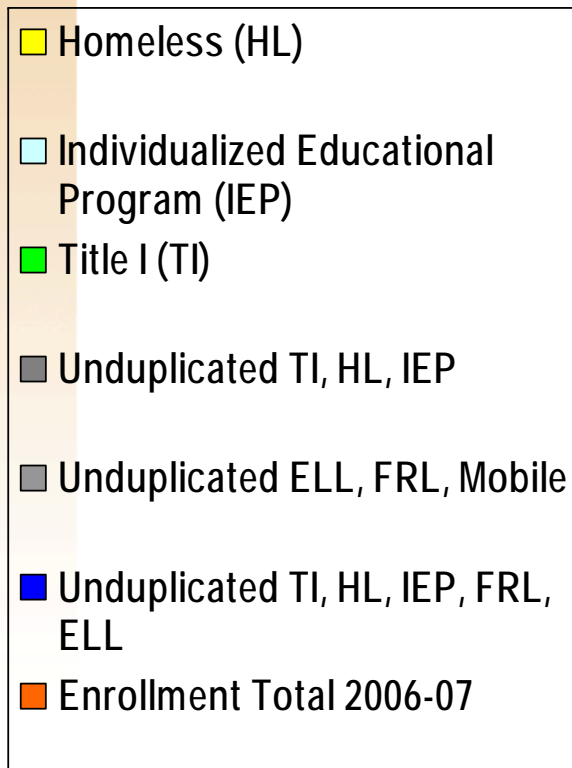


# Number of At-Risk Students Identified Using the Current Funding Model Proxy Compared To Total Student Enrollment

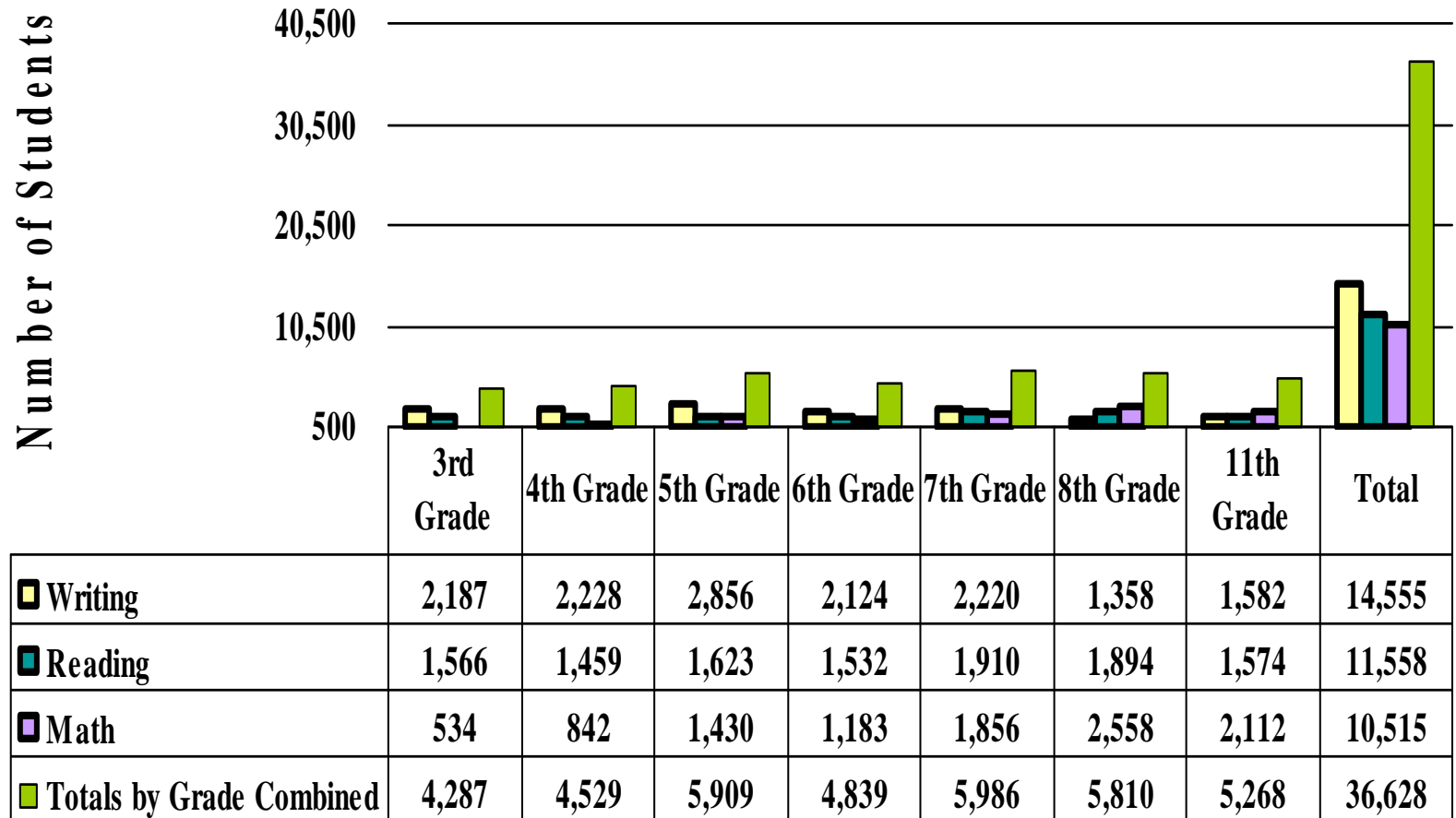
- Mobile Students (Grades 6-12)
- English Language Learner (ELL)
- Free and Reduced Lunch (FRL)
- Unduplicated ELL, FRL, Mobile
- Enrollment Total 2006-07



# Number of At-Risk Students Identified Using Student Counts From 5 Intervention Programs Compared To Total Student Enrollment



# PAWS: 2006-07 Number of Students Not Proficient in Writing, Reading, and Math



Note: Graph based on PAWS scores for all students attending public school in Wyoming

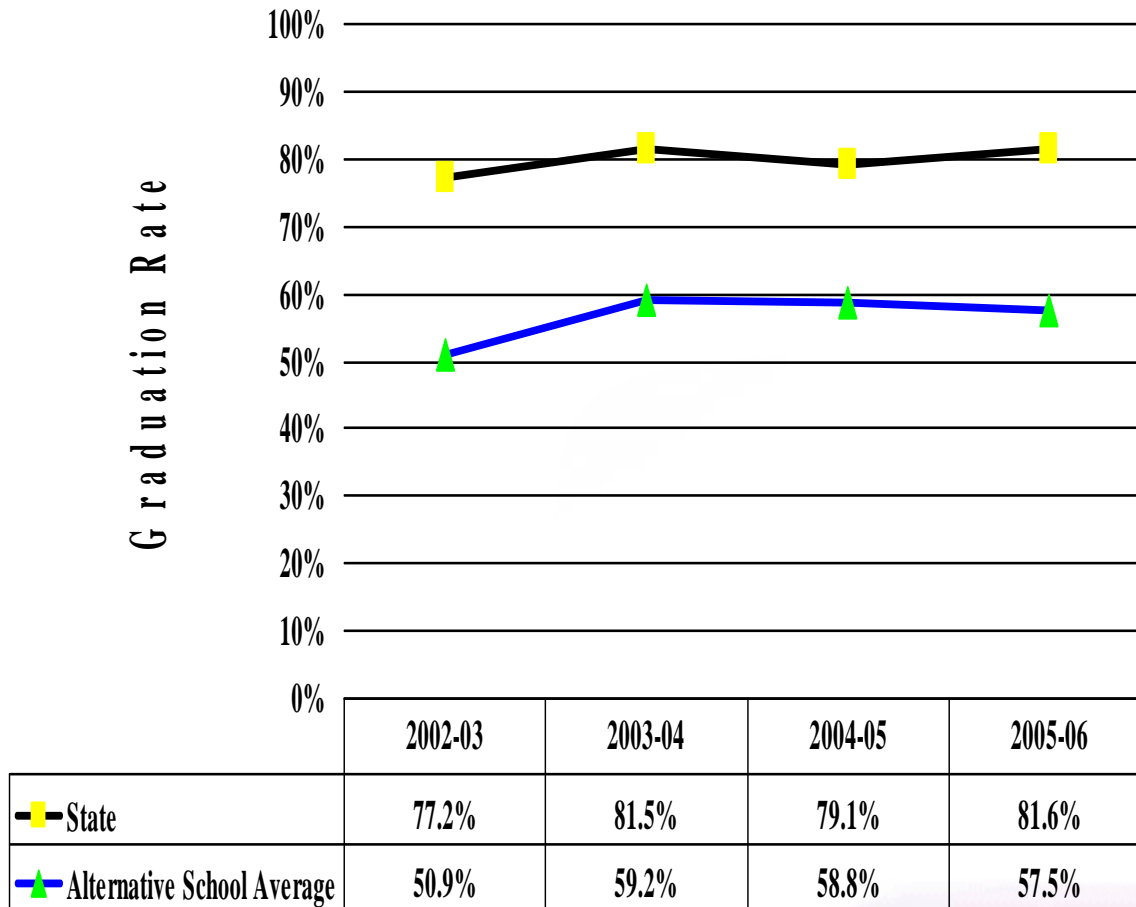
# **Total Number of Students Served In Three Intervention Programs:**

- Tutoring: 3,085 Students
- Extended Day: 6,637 Students
- Summer School: 9,319 Students

**For a duplicated count total  
of 19,041 Students**



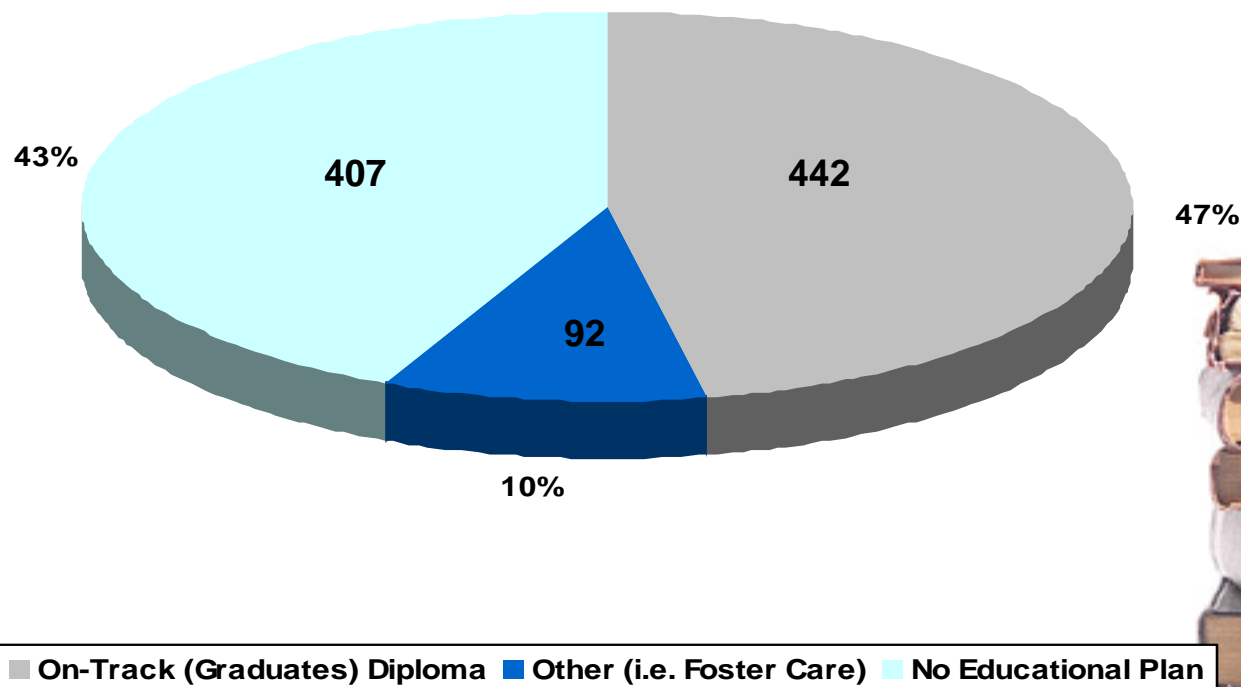
# Alternative School Graduation Rates



# Court Ordered Placement of Students and Individual Student Program Plans By Placement

## Educational Plan Summary by Center Report Period:

10/30/2006 through 10/30/2007



Note: Educational plan data provided from 20 centers.

# Statewide Preliminary Program Findings

- The current statutory definition of At-Risk is a proxy for funding and is not applied consistently across the state.
- It is not possible at this time, to measure the effectiveness of many of the intervention and prevention programs offered for At-Risk students.
- Prevention and intervention programs for At-Risk students are often conducted in isolation and not approached as an equitable and effective district continuum of learning supports.
- Currently there are 17 stand alone alternative schools in Wyoming.





# Statewide Preliminary Program Findings (continued)

- Some districts provide alternative high school programs that exist within the traditional high school setting, but no data is available related to the number nor the quality of these programs.
- The design, implementation and evaluation of alternative schools varies widely between districts.
- There is no evidence that districts systematically evaluate alternative schools and alternative school programs within high schools, to determine program effectiveness.
- Many court placed students do not have individualized learning plans.
- Effective transitioning of At-Risk students in alternative schools and institutional settings is problematic and not well coordinated.



# Statewide Preliminary Program Recommendations

- Establish an operational definition of At-Risk using local, state, and federal guidance.
- Work with school districts to establish consistent and reliable measures of the effectiveness of At-Risk prevention and intervention programs.
- Work with school districts to determine the level of implementation of research based At-Risk prevention and intervention programs.
- Continue to identify research based best practice models, assuring the full continuum of learning supports for all At-Risk children in all districts.
- Continue the current moratorium on establishing new alternative schools.



# Statewide Program Recommendations (Cont.)

- Evaluate the role of an alternative school and the expected outcomes for students. This includes the identification of entry and exit criteria and program effectiveness indicators.
- Establish within WDE a dedicated At-Risk coordinator position.
- Direct a statewide At-Risk task force to evaluate prevention and intervention programs, establish a comprehensive definition, and recommend program and policy changes.
- Direct a statewide court ordered and institutionalized placement task force to standardize individual learning plans; establish (district & institutional) transition roles; and responsibilities; and recommend program and policy changes.

