

QUINTESSENTIAL ELEMENTS OF SERVICE-LEARNING

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The Shumer Self-Assessment for Service-Learning (SSASL) is designed as a self-reflective system for professionals in the service-learning and experiential learning fields. What follows is a series of instruments and analysis worksheets arranged to help individuals evaluate their current service-learning initiatives to improve and strengthen them.

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The development of these instruments and self-reflective processes is the result of a collective effort on the part of many people. Without the sincere cooperation and effort of these collaborators, this project would never have gotten off the ground.

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Rob Shumer Principal Investigator

Introduction

The purpose of this self-assessment is both formative and summative. It is designed to gather information helpful to you—to improve your service-learning initiative, report on it, publicize it, secure support for it, or seek funding for it. You can choose any of a variety of ways to use it. Your focus can be on a class, grade, school, district, etc. You choose how often to use it, and when. It can be used for formative purposes at the beginning of the semester or year, monitoring in the middle, and summative evaluation at the end.

This instrument was tested for three years with service-learning practitioners in eight states. The 23 statements are based upon the theories of experiential learning and several previous endeavors to establish standards for the service-learning field: the Alliance for Service-Learning in Educational Reform (ASLER) Standards, the Wingspread Principles, and the Essential Elements developed by the National Service-Learning Cooperative.

The instrument's 23 statements are organized in sections recommended by practitioners and researchers. This representation of service-learning includes five sections with a base of *Culture* and *Context*, along with *Philosophy and Purpose*, describes the setting and environment for the service-learning initiatives. *Policy and Parameters* includes the school, district, and state policies and structures that prescribe the service-learning initiatives. The top two sections, *Practice and Pedagogy* and *Assessment and Accountability*, describe what is done to implement service-learning and how results are evaluated and reported.

Directions

STEP 1 Complete Part I: Quick Assessment.



The self-assessment system is divided up into two parts. **Part I** is a 23-question rapid assessment, designed to provide you with a quick analysis of the strengths and weaknesses of your initiative. The answers are "Weak," "Needs Work," or "Strong." It will take only 10-15 minutes to complete.

STEP 2 Briefly Review Priorities for Improvement and Strengths of Your Service-Learning Initiative.



Once you have completed Part I, focus on the statements that cover areas you would like to improve. Identify areas in which you can most influence change in a reasonable amount of time and/or that are your highest priorities for improvement. By completing Part II, you can look at those weak areas in more depth.

STEP 3 Complete Part II: In-Depth Analysis.

Part II is a much longer and more detailed version of Part I. The 23 statements are the same in both versions. Part II questions provide the opportunity to focus your attention on some specific components of the Part I general statements.

For example, in Part I, Statement 14, you are asked whether "students are involved in selecting, developing, implementing, and assessing service-learning initiatives." You respond in one of three ways: "Weak" (we don't involve students); "Needs Work" (we do it sometimes, but not as often as we would like); or "Strong" (we do it all the time in all areas and this is one of the strengths of our practice). If you choose "Weak" or "Needs Work," select Statement 14 on Part II, and there you will find five separate queries. Answering these questions will help you to think more critically about the range of issues in your service-learning initiative and plan changes to address problems in this area.

With Part II, you can decide to select individual statements, or you can decide to complete entire sections. It is your choice. Answer as few or as many questions as you have both time and inclination to pursue. Remember, the purpose for participating in a self-assessment process is to help you identify areas for improvement and potential strategies for that improvement. There are no right or wrong answers!



STEP 4 Plan and Take Action.

Follow Up. One of the most consistent things we learned during the three years of piloting this process is that instruments, by themselves, have limited value. The self-assessment process is enhanced most when individuals take the responses to the surveys and **discuss the results** with others knowledgeable about service-learning and educational reform. We encourage you to do the same. Fill out the Action Plan on the last page of this instrument. Be sure to share your responses with colleagues in your school, your district, and the larger service-learning community so that others can help you chart a course to ensure necessary improvements are made to develop the best initiative possible.

PART I: Quick Assessment

| Before turning to Part I, examine Your Service-Learning Context |
|--|
| To better assess your initiative, please explain the context in which you do service-learning. |
| We define service-learning as: |
| The purpose of our service-learning initiative/program is: |
| Our primary goal(s) for service-learning is (are): |
| Typical activities performed by students doing service-learning include: |
| We typically assess student learning and impact of service by: |
| This self-assessment is focused on our district school other: What aspect of our service-learning initiative do we especially want to evaluate? |

Directions for Part I

For each of the 23 statements, choose and check off one response that indicates the current status of your service-learning initiative. Each statement represents a positive, desirable goal for effective service-learning. Consider having students and your colleagues (teachers, administrators, parents, and other community members) fill out Part I and discuss reflections as a group.

- Select "Weak" if the area or element is not in place or there are conditions that work against it. This is where you encounter "Barriers."
- Select "Needs Work" if the area or element is in place, but needs improvement for effective practice.
- Select "Strong" if you think the area or element is in place and operating at a highly effective level. This is where "Assets" contribute to your initiative.

Upon Completion

Note which of the 23 statements you checked as "Weak" or "Needs Work." For a more in-depth analysis of the areas you consider most important to change or most in need of improvement, complete only the corresponding questions on PART II. The second part provides more in-depth questions for each part of items in Part I.

| I. Culture and Context | | | |
|---|-----------------------------|---------------|-------------------|
| | Weak | Needs | Strong |
| The social and personal climate, as well as the larger setting, in which service-lear | ning (Barrier) | Work | (Asset) |
| is planned and implemented | , , , | | , , |
| Cooperative connections between school and community are valued. | | | |
| 2. The role of service in improving individual and community quality of life is val | ued. | | |
| 3. Involving students in the development of the learning program is valued. | | | |
| | | | |
| | | | |
| community. | | | |
| מו ויות זו | | | |
| II. Philosophy and Purpose | Weak | Needs | Strong |
| The ideas, reasons, intentions, and rationale that guide your service-learning pract | ice (Barrier) | Work | (Asset) |
| 5. The purpose(s) of our S-L program is(are) clear to everyone involved. | | | |
| 6. We consider S-L important in improving teaching and learning. | | | |
| 7. Our school and/or district's philosophy includes service as a vehicle for learning |) | | |
| 8. The purpose of our initiative is clearly linked to meaningful activities and learni | | | |
| | iig | | |
| objectives. | | | |
| III D.: 1 D | | | |
| III. Policy and Parameters | | | |
| Formal, organizational elements that define service-learning through administrativ | | Needs | Strong |
| policies and support, state and district mandates, board of education policies, school | Ol (Barrier) | Work | (Asset) |
| structures, etc. | | | |
| 9. Our schedules are flexible enough to allow us to meet S-L participant needs. | | | |
| 10. We have specific curricular goals and guidelines that support S-L initiatives. | | | |
| | | | |
| 11. There is sustained administrative commitment for developing and implementing | , | | |
| S-L initiatives. | | | |
| 12. The district's and/or school's policies support effective S-L. | | | |
| 13. There is ongoing pertinent staff development for all members of our S-L initiati | ve. | | |
| | <u>'</u> | | I. |
| IV. Practice and Pedagogy | | | |
| | | | |
| What teachers, students, community partners, and administrators do to implement | Weak | Needs | Strong |
| What teachers, students, community partners, and administrators do to implement service-learning | Weak (Barrier) | Needs Work | Strong (Asset) |
| service-learning | (Barrier) | | |
| service-learning 14. Students play an active role in selecting, developing, implementing, and assessing | (Barrier) | | |
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Summary of Part I

Planning for Part II

Priorities for improvement

To establish priorities for a more in-depth analysis of your initiative, please write on this page the three statements or sections you identified in Part I as highest priorities for improvement. These are statements to which you answered either "Weak" or "Needs Work." Also include the top three strengths, with "1" being the highest priority.

| 1 | • | | | |
|-----------|---|------|------|--|
| | | | | |
| 2 | | | | |
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| 3 | | | | |
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| | | | | |
| Strengths | | | | |
| 1 | | | | |
| | | | | |
| 2 | | | | |
| | | | | |
| 3 | | | | |
| | | | | |

PART II: In-Depth Analysis

Directions for Part II

Use your Part I responses to complete only the comments and questions in Part II that correspond to the numbered statements in Part I that you considered "Weak" or "Needs Work." (For example, if you checked "Weak" for Statement 4, "The purpose of our S-L program is clear," make comments and answer the two statements under Number 4 in this part of the assessment.)

Part II of this instrument is designed to help you examine in more detail portions of your program that you want to improve. The same 23 statements that you answered in Part I are repeated here. The major difference is that each statement has a series of sub-statements that will help you think more critically about what components of the issue need to be addressed. When the statements have relevance to more than one section, they are repeated in the appropriate sections.

A primary purpose for this survey is to help you examine issues about your program that need improvement. If any question is unclear, answer it as best you can, knowing that the instrument will serve as a point for discussion as you become further engaged in the self-assessment process. It is not necessary to complete this survey; address those questions that will help you further analyze areas for improvement.

Section I. Culture and Context

The social and personal climate, as well as the larger setting in which service-learning is planned and implemented

Please use the following to assess your overall "impression" of service-learning **in your setting**. If you work in service-learning in multiple settings, please choose one on which to concentrate. Write your answers in the space provided and/or use additional paper, if necessary. Mark the response that most closely describes the culture and context that exist in your school or district. District culture is the overall climate created by all of the stakeholders together—students, teachers, administrators, and community members.

| together—students, teachers, administrators, and community members. | | | | | | | |
|---|--|--|--|--|--|--|--|
| 1. Cooperative Connections Between School and Community Are Valued. | | | | | | | |
| A) Students value | cooperative educative connections between school and community. | | | | | | |
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: | | | | | | |
| B) Teachers value | e cooperative educative connections between school and community. | | | | | | |
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: | | | | | | |
| C) Administrator | s value cooperative educative connections between school and community. | | | | | | |
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: | | | | | | |
| D) Community m | embers value cooperative educative connections between school and community. | | | | | | |
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: | | | | | | |
| E) We value cooperation among all stakeholders: students, teachers, administrators, parents, and other community members. | | | | | | | |
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: | | | | | | |

| 2. The Role of Valued. | Service in Improving Individual and Community Quality of Life Is |
|--|--|
| A) District and so | chool values are consistent. |
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: |
| | vice in improving individual and community quality of life is valued by stakeholders: ners, administrators, parents, and other community members. |
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: |
| C) Youth are valu | ned as resources for solving community problems. |
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: |
| D) The knowledge | e and skills of community members are valued. |
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: |
| | |
| 3. Involving Stude | nts in the Development of the Learning Initiative Is Valued. |
| | are involved in the learning program's development (students identify projects, make ntacts, implement the project step-by-step, evaluate the initiative, etc.). |
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: |
| B) Teachers recog | gnize and value student involvement in program development. |
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: |

| C) Administrator | rs recognize and value student involvement in program development. |
|--|--|
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: |
| D) Parents recogn | nize and value student involve ment in program development. |
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: |
| | |
| 4. Learning Throu Community. | gh Real World Experience Is Considered Integral to the School and |
| A) Relevance of l | earning experiences tied to the lives of students is valued by all stakeholders. |
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: |
| B) The role of ref | form and change in educational improvement is valued by all stakeholders. |
| Choose One: O Weak Value O Medium Value O Strong Value | Comments: |
| | |
| Other Issues of Cu | lture and Context You Consider Important: |
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| | |

Section II. Philosophy and Purpose

your answers in the space provided and/or use additional paper, if necessary.

The ideas, reasons, intentions, and rationale that guide your service-learning initiative. In this section, focus on what you hope students will learn from involvement in the service-learning initiative.

Mark the response that most closely describes the philosophy and purpose that exist in your school or district. Write

| 5. The Purpose(s) of our S-L Program Is(Are) Clear to Everyone Involved. | | | | | | | | |
|--|--|--|--|--|--|--|--|--|
| A) Teachers invol | A) Teachers involved in our service-learning initiative understand its purpose. | | | | | | | |
| Choose One: O Weak Needs Work Strong | Comments: | | | | | | | |
| B) Students involve | ved in our service-learning initiative understand its purpose. | | | | | | | |
| Choose One: O Weak O Needs Work O Strong | Comments: | | | | | | | |
| C) Community me | embers involved in our service-learning initiative understand its purpose. | | | | | | | |
| Choose One: O Weak O Needs Work O Strong | Comments: | | | | | | | |
| D) Administrator | s involved in our service-learning initiative understand its purpose. | | | | | | | |
| Choose One: O Weak O Needs Work O Strong | Comments: | | | | | | | |
| | | | | | | | | |
| 6. We Consider S-l | L Important in Improving Teaching and Learning. | | | | | | | |
| | y that guides the purpose of our initiative is (e.g., students learn citizenship skills mmunity needs or attempting to solve community problems) | | | | | | | |
| Choose One: O Weak O Needs Work O Strong | Comments: | | | | | | | |
| B) Our servi ce-lea | arning philosophy fits in with the educational philosophy of the district. | | | | | | | |
| Choose One: O Weak O Needs Work O Strong | Comments: | | | | | | | |

| 7. Our School and | or District's Philosophy Includes Service as a Vehicle for Learning. |
|--|---|
| A) Our district an | nd school values are consistent. |
| Choose One: O Weak O Needs Work O Strong | Comments: |
| process in the | y of educational improvement assumes service-learning fits in the educational change following ways—students help develop learning objectives, appear excited about what ing, and take more responsibility. |
| Choose One: O Weak O Needs Work O Strong | Comments: |
| C) Our teachers u | inderstand the philosophy of our service-learning initiative. |
| Choose One: O Weak O Needs Work O Strong | Comments: |
| D) Our students u | inderstand the philosophy of our service-learning initiative. |
| Choose One: O Weak O Needs Work O Strong | Comments: |
| E) Our administr | ators understand the philosophy of our service-learning initiative. |
| Choose One: O Weak O Needs Work O Strong | Comments: |
| F) Our communit | ty members understand the philosophy of our service-learning initiative. |
| Choose One: O Weak O Needs Work O Strong | Comments: |

| 8. The Purpose of Our Initiative Is Clearly Linked to Academic Activities and Learning Objectives. | | | | | | |
|--|---|--|--|--|--|--|
| | arning initiative serves several complementary purposes, which include (for example, ntion, academic enrichment, etc.): | | | | | |
| Choose One: O Weak O Needs Work O Strong | Comments: | | | | | |
| B) School and con learning outco | mmunity work together to develop the service-learning initiative, especially the mes. | | | | | |
| Choose One: O Weak O Needs Work O Strong | Comments: | | | | | |
| C) School and con | nmunity objectives for our service-learning initiative are mutually consistent. | | | | | |
| Choose One: O Weak O Needs Work O Strong | Comments: | | | | | |
| | | | | | | |
| Other Issues of Phi | losophy and Purpose You Consider Important: | | | | | |
| | | | | | | |

Section III. Policy and Parameters

Formal organizational elements that define service-learning through administrative policies and support, state and district mandates, board of education policies, school structures, etc. Please describe the specific policies and parameters that influence your ability to implement high-quality service-learning initiatives.

Note to Administrators: * indicates questions specifically for administrators

| Mark the response that most closely describes the policies and parameters that exist in your school or district. Write your answers in the space provided and/or use additional paper, if necessary. | | | | | | | | |
|--|---|---------|----------|--------|--------|----------|--|--|
| 9. Our Schedules Are Flexible Enough to Allow Us to Meet S-L Participant Needs. | | | | | | | | |
| A) Our school-day schedule allows students to engage in service activities as follows (considerations for this question include your school's scheduling, e.g. modular, block, etc., and what aspects of service-learning, i.e., projects, school-to-work, etc., are scheduled into the school day): | | | | | | | | |
| i) | flexibility in schedule | | | | | | | |
| Comments: | Rigid/non-flexible | 1 | 2 | 3 | 4 | ⑤ | Very flexible | |
| ii) | time units | | | | | | | |
| Short/i Comments: | nadequate blocks of time | 1 | 2 | 3 | 4 | (5) | Longer/adequate blocks of service- learning time | |
| B) The ti | me students spend doing | service | e is int | egrate | d into | regulai | r course activities. | |
| Comments: | Not integrated | 1 | 2 | 3 | 4 | (5) | Fully integrated | |
| | palance between the time s appropriate to achieve th | | | | | | ing and outside the school day is the ning experience. | |
| Comments: | No balance | 1 | 2 | 3 | 4 | \$ | Most appropriate balance | |

| 10. We Have Specific Curricular Goals and Guidelines That Support S-L Initiatives. | | | | | | | |
|--|---------|---------|---------|---------|-----------|---|--|
| A) Service-learning is integrated i | nto the | e curri | cula. | | | | |
| No integration Comments: | ① | 2 | 3 | 4 | (5) | Full and appropriate integration | |
| B) Service-learning curriculum is | develo | ped jo | intly l | by stud | lents, c | ommunity members, and staff. | |
| Only staff (non-collaborative) Comments: | ① | 2 | 3 | 4 | (5) | Totally collaborative | |
| C) Policies and standards for serv following: | ice-lea | rning | in our | school | l, distri | ict, or state are characterized by the | |
| i) The following describes re | _ | | | | | our school: | |
| No mandate for service or service-learning | 1 | 2 | 3 | 4 | (5) | Mandate for service or service-learning | |
| If service-learning is mandated, by whom | n? | | | | | | |
| If service-learning is mandated, how? | | | | | | | |
| Subjects or courses (e.g., English) | | | | | | | |
| Classes (e.g., Writing 10A) | | | | | | | |
| Hours | | | | | | | |
| Honor projects | | | | | | | |
| Extracurricular | | | | | | | |
| Other | | | | | | | |
| Comments: | | | | | | | |

| ii) Service-learning is required by: Circle all that apply: School School district State Comments: School School district State Circle all that apply: Teachers School board School district State Comments: iv) Curriculum standards for learning are developed by: Circle all that apply: Teachers School board School district State Comments: Teachers School board School district State On There are policies for awarding of academic credit. There is no specific policy for granting credit for service-learning. Comments: E) Our service-learning initiative is available to all students who want to participate. Available only to a specific group, if this applies. Explain why they were selected. | | | | | | | | | |
|---|---------------|------------------|----------------|----------|----------|---------|---------|---------|--------------------------------------|
| School School district State Comments: iii) Quality standards for service-learning are developed by: Circle all that apply: Teachers School board School district State Comments: iv) Curriculum standards for learning are developed by: Circle all that apply: Teachers School board School district State Comments: D) There are policies for awarding of academic credit. There is no specific policy for granting credit for service-learning is granted according to school/district policy. Comments: E) Our service-learning initiative is available to all students who want to participate. Available only to a specific group ① ② ③ ④ ⑤ Open to all students Comments: | ii) | Service-learn | ing is requir | ed by: | | | | | |
| Comments: iii) Quality standards for service-learning are developed by: Circle all that apply: Teachers School board School district State Comments: iv) Curriculum standards for learning are developed by: Circle all that apply: Teachers School board School district State Comments: D) There are policies for awarding of academic credit. There is no specific policy for granting credit for service-learning. There is no specific policy for granting credit for service-learning is granted according to school/district policy. Comments: E) Our service-learning initiative is available to all students who want to participate. Available only to a specific group ① ② ③ ④ ⑤ Open to all students Comments: | Circle all th | at apply: | | | | | | | |
| Circle all that apply: Teachers School board School district State Comments: iv) Curriculum standards for learning are developed by: Circle all that apply: Teachers School board School district State Comments: D) There are policies for awarding of academic credit. There is no specific policy for granting credit for service-learning is granted according to school/district policy. Comments: E) Our service-learning initiative is available to all students who want to participate. Available only to a specific group ① ② ③ ④ ⑤ Open to all students Comments: | Comments: | School | School di | strict | | Stat | e | | |
| Circle all that apply: Teachers School board School district State Comments: iv) Curriculum standards for learning are developed by: Circle all that apply: Teachers School board School district State Comments: D) There are policies for awarding of academic credit. There is no specific policy for granting credit for service-learning is granted according to school/district policy. Comments: E) Our service-learning initiative is available to all students who want to participate. Available only to a specific group ① ② ③ ④ ⑤ Open to all students Comments: | | | | | | | | | |
| Teachers School board School district State Comments: iv) Curriculum standards for learning are developed by: Circle all that apply: Teachers School board School district State Comments: D) There are policies for awarding of academic credit. There is no specific policy for granting credit for service-learning. Comments: E) Our service-learning initiative is available to all students who want to participate. Available only to a specific group ① ② ③ ④ ⑤ Open to all students Comments: | iii) | Quality stand | ards for serv | rice-lea | arning a | re dev | eloped | by: | |
| Comments: iv) Curriculum standards for learning are developed by: Circle all that apply: Teachers School board School district State Comments: D) There are policies for awarding of academic credit. There is no specific policy for granting credit for service-learning. There is no specific policy for granting credit for service-learning is granted according to school/district policy. Comments: E) Our service-learning initiative is available to all students who want to participate. Available only to a specific group ① ② ③ ④ ⑤ Open to all students Comments: | Circle all th | at apply: | | | | | | | |
| Circle all that apply: Teachers School board School district State Comments: D) There are policies for awarding of academic credit. There is no specific policy for granting credit for service-learning. Comments: D) There are policies for awarding of academic credit. There is no specific policy for granting granting credit for service-learning is granted according to school/district policy. Comments: E) Our service-learning initiative is available to all students who want to participate. Available only to a specific group ① ② ③ ④ ⑤ Open to all students Comments: | | Teachers | School b | oard | | Sch | ool dis | trict | State |
| Circle all that apply: Teachers School board School district State Comments: D) There are policies for awardi ng of academic credit. There is no specific policy for granting credit for service-learning. Comments: D) There are policies for awardi ng of academic credit. There is no specific policy for granting granting credit for service-learning is granted according to school/district policy. Comments: E) Our service-learning initiative is available to all students who want to participate. Available only to a specific group ① ② ③ ④ ⑤ Open to all students Comments: | iv) | Curriculum st | andards for | learnir | ng are d | levelor | ed by: | | |
| Teachers School board School district State D) There are policies for awardi ng of academic credit. There is no specific policy for granting credit for service-learning. Comments: D) There are policies for awardi ng of academic credit. There is no specific policy for granting granting credit for service-learning is granted according to school/district policy. Comments: E) Our service-learning initiative is available to all students who want to participate. Available only to a specific group ① ② ③ ④ ⑤ Open to all students Comments: | | | | | | | | | |
| There is no specific policy for granting credit for service-learning. O | | | School | board | | Sch | ool dis | trict | State |
| Comments: E) Our service-learning initiative is available to all students who want to participate. Available only to a specific group ① ② ③ ④ ⑤ Open to all students Comments: | D) Ther | e are policies f | or awardi n | g of ac | ademi | c credi | it. | | |
| E) Our service-learning initiative is available to all students who want to participate. Available only to a specific group ① ② ③ ④ ⑤ Open to all students Comments: | | | | 1) | 2 | 3 | 4 | (5) | granted according to school/district |
| Available only to a specific group ① ② ③ ④ ⑤ Open to all students Comments: | Comments: | | | | | | | | |
| Comments: | E) Our | service-learnin | g initiative | is avai | ilable t | o all s | tudent | s who | want to participate. |
| Describe the specific group, if this applies. Explain why they were selected. | | e only to a spec | ific group | 1 | 2 | 3 | 4 | (5) | Open to all students |
| | Describe the | e specific group | o, if this app | lies. E | xplain : | why th | ey wer | e selec | ted. |

| | Is Sustained Administiatives. | trati | ve Co | mmit | ment | for Dev | reloping and Implementing |
|-----------|--|-------------------------|------------------|------------------|---|--|---|
| A) Admi | nistrative support for ou | r serv | ice-lea | rning | effort | can be ch | aracterized as follows: |
| i) | | , iden | tifying | the ran | ige of | variation. | evel). Select "varies" if the support For example, if support varies between |
| Comments: | Principal(s) Superintendent(s) District administration (such as cabinet, curriculum coordinator/director) School board Other | | ② ② ② ② | 3 3 3 3 | (4) (4) (4) (4) | High S S S S | Varies |
| ii) | Level of involvement (to | what e | extent t | hey de | vote ti | me, talent | , and resources) |
| Comments: | Principal(s) Superintendent(s) District administration (such as cabinet, curriculum coordinator/director) School board Other | ttle or olveme O O O | 2 2 2 2 | 3 3 3 3 | 44444 | Full volvement \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ | Varies |
| iii) | | rt staf | | | | | oing to support service-learning pay for substitute teachers, assist with |
| a) | | | | | | | |
| b) | | | | | | | |
| c) | | | | | | | |
| Comments: | | | | | | | |

| | iv) | What further administrat | ive sup | port is | neede | d? | | |
|------------|-------------|---------------------------|---------|---------|--------|---------|-----------|--|
| a) | | | | | | | | |
| b) | | | | | | | | |
| c) | | | | | | | | |
| Commen | ıts. | | | | | | | |
| Commen | 163. | | | | | | | |
| B) | Fundi | ing and other resources t | hat inf | luence | the su | staina | bility o | f our service-learning effort |
| | | Grant/soft money only | 1 | 2 | 3 | 4 | (5) | Full district budget line item |
| Comm | nents: | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| C) | Bread | lth of support | | | | | | |
| | | Individual teachers | 1 | 2 | 3 | 4 | (5) | Widespread support (teachers, school, district, community) |
| Comm | nents: | | | | | | | |
| | | | | | | | | |
| D) | Syste | m levels of support | | | | | | |
| | ~) ~ · · · | Single school | ① | 2 | 3 | 4 | (5) | All schools |
| Comm | nents: | 211,810 2011001 | v | C | 9 | Û | • | |
| Comm | iciits. | | | | | | | |
| | | | | | | | | |
| E) | Progr | am stability | | | | | | |
| | | High teacher turnover | 1 | 2 | 3 | 4 | (5) | Minimal teacher turnover |
| | i) V | Who do you consider to be | the ess | sential | teache | rs nece | essary fo | or the sustaining of your program? |
| | | | | | | | | |
| Comm | nents: | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

| | High administrator turnover | ① | 2 | 3 | 4 | (5) | Minimal administrator turnover |
|------|--|----------|---------|---------------|-----------------|----------------|---|
| | ii) Who do you consider to be program? | e the es | sential | admin | <u>iistrato</u> | <u>rs</u> nece | ssary for the sustenance of your |
| Comm | nents: | | | | | | |
| | High community turnover | 1 | 2 | 3 | 4 | (5) | Minimal community turnover |
| | iii) Who do you consider to b program? | e the e | ssentia | l <u>comn</u> | nunity | <u>membe</u> | rs necessary for the sustenance of your |
| Comm | nents: | | | | | | |

| 12. The District's a | and/or School | 's Mis | ssions | and | Polic | ies Su | pport Effective S-L. | | |
|--|-------------------|---------|---------|---------|---------|---------|---|--|--|
| A) The district's policies provide support for effective service-learning. | | | | | | | | | |
| Choose One: O Weak Support O Medium Support O Strong Support | Comments: | | | | | | | | |
| B) The school's po | olicies provide s | upport | for ef | fective | servic | e-lear | ning. | | |
| Choose One: O Weak Support O Medium Support O Strong Support | Comments: | | | | | | | | |
| percentage of | | ervice- | learnii | ng init | iatives | , avail | es. Include items such as the ability of other paid staff, internal and etc. | | |
| i) There is | teaching staff. | | | | | | | | |
| Staff have responsibile learning with minimal to Comments: | | ① | 2 | 3 | 4 | (5) | Staff have responsibility for service- learning with maximum time allocation. | | |
| Commonds. | | | | | | | | | |

| ii) | There is administrative st | aff. | | | | | |
|-------------|---|---------|----------|---------|---------|----------|--|
| | tive staff are assigned to vice-learning initiatives. | 1 | 2 | 3 | 4 | (5) | Administrative staff have substantial responsibility for service-learning initiatives. |
| Comments: | | | | | | | initiatives. |
| | | | | | | | |
| | | | | | | | |
| iii) | There is support staff. | | | | | | |
| No other st | aff (aides, coordinators) | 1 | 2 | 3 | 4 | (5) | Full-time staff (includes all areas of |
| Comments: | | | | | | | instruction) |
| | | | | | | | |
| | | | | | | | |
| iv) | There is external staff (A) | meriCo | rps, Vl | [STA, | parents | s, volun | teers, etc.). |
| Ĩ | No external staff support | ① | 2 | 3 | 4 | (5) | Adequate and appropriate external support |
| Comments: | | | | | | | |
| | | | | | | | |
| | E 4 1 4 60 1: | 1 1: | C./1 | | 1 | | |
| v) | External staff are used in | deliver | y of the | e servi | ce-lear | ning in | itiative. |
| Comment on | how they participate. | | | | | | |
| | | | | | | | |
| D) Liabi | lity coverage for our serv | ice-lea | rning | activit | ies inc | ludes t | he following areas/issues: |
| i) | Written liability policies | | | | | | |
| | No written policy | 1) | 2 | 3 | 4 | (5) | Board approved formal policies |
| Comments: | | | | | | | |
| | | | | | | | |
| ••• | | | | | | | |
| ii) | Liability policies cover: | | | | | | |
| | Students only | ① | 2 | 3 | 4 | (5) | Full coverage for everyone involved in the service-learning activity |
| Comments: | | | | | | | |
| | | | | | | | |
| | | | | | | | |

| rage for all off-campus |
|-----------------------------|
| |
| |
| |
| ctivities. |
| |
| ccess Varies |
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| |
| assroom service activities: |
| portation provided for all |
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| eadily available |
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| 13) There Is Ong | oing Staff Devo | elopm | ent f | or All | Men | bers | of Our S-L Initiative. |
|----------------------------------|----------------------|----------|---------|--------|---------|----------|--|
| A) Teachers/pro service-learn | | ined in | moni | toring | and co | ordina | ting techniques for out-of-classroom |
| No formal trainii | ng or experience | ① | 2 | 3 | 4 | (5) | Formal course work, in-service, or prior experience monitoring and coordinating learning |
| B) Teachers and | l other staff receiv | ve regu | ılar tr | aining | and/or | r devel | opment. |
| | No training | 1 | 2 | 3 | 4 | (5) | Consistent training |
| C) Training and | or development i | is avail | able t | hrough | the st | ate, dis | strict, or other organization. |
| Circle all that apply | | | | | | | |
| State | District U | niversi | ty | Profes | ssional | organi | zation Other |
| Comments: | | | | | | | |
| | | | | | | | |
| D) Credit is ava | ilable for training | and/o | r deve | lopme | nt. | | |
| Circle all that apply | | | | | | | |
| State | District U | niversi | ty | Profes | ssional | organi | zation Other |
| Comments: | | | | v | | | |
| | | | | | | | |
| E) Community | members receive | regulai | r train | inσ an | d/or d | eveloni | ment |
| E) Community | No training | (1) | (2) | (3) | (4) | (5) | Consistent training |
| Comments: | 110 training | • | Œ) | 9 | • | 9 | Consistent it unting |
| Comments. | | | | | | | |
| 1 | | | | | | | |

| Other Issues of Policy and Parameters You Consider Important: | | | | | | | |
|---|--|--|--|--|--|--|--|
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

Section IV. Practice and Pedagogy

What teachers, students, community partners and administrators do to implement service-learning

| | sponse that most closely describes the practice and pedagogy that exist in your school or district. Write your answers provided and/or use additional paper, if necessary. | | | | | | | | |
|-----------|--|----------|----------|---------|----------|---------|------------------------------|--|--|
| | 14. Students Play an Active Role in Selecting, Developing, Implementing, and Assessing Our Service-Learning Activities. | | | | | | | | |
| | A) Students are involved in program development and assessment of learning. Respond to this statement by using the following considerations. | | | | | | | | |
| i) | Students are involved in o | levelop | ing cu | ricula | and pr | ogramı | ming with community members. | | |
| | Not involved | 1 | 2 | 3 | 4 | (5) | Totally involved | | |
| Comments: | | | | | | | | | |
| | | | | | | | | | |
| ii) | Students are involved in s | etting l | earnin | g goal | S. | | | | |
| | Not involved | 1) | 2 | 3 | 4 | (5) | Totally involved | | |
| Comments: | | | | | | | | | |
| | | | | | | | | | |
| | | | | .3 | | | | | |
| 111) | Students are involved in i | mplem | enting | the sei | | | | | |
| | Not involved | 1 | 2 | 3 | 4 | (5) | Totally involved | | |
| Comments: | | | | | | | | | |
| | | | | | | | | | |
| iv) | Students are involved in e | valuati | ng serv | vice-le | arning. | | | | |
| | Not involved | 1 | 2 | 3 | 4 | (5) | Totally involved | | |
| Comments: | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| v) | Students are prepared for | the exp | perienti | al lear | rning pi | rocess. | | | |
| | No preparation | 1 | 2 | 3 | 4 | (5) | Continuous preparation | | |
| Comments: | | | | | | | | | |
| | | | | | | | | | |

| vi) Students develop programs that address educational standards/mandates. | | | | | | |
|--|----------|---------|-----------|----------|----------|--|
| Never | 1) | 2 | 3 | 4 | (5) | Always |
| Comments: | | | | | | |
| | | | | | | |
| | | | | | | |
| vii) Students feel ownership, | particij | pate in | decisio | on mak | ing. | |
| Students feel no ownership and do not | 1 | 2 | 3 | 4 | (5) | Students have ownership and |
| participate in decision making. Comments: | | | | | | participate in decision making. |
| | | | | | | |
| | | | | | | |
| viii) Teachers support student | engage | ement i | n deve | lopme | nt and a | assessment. |
| Teachers believe students should not | 1 | 2 | 3 | 4 | (5) | Teachers fully support student |
| be involved. Comments: | | | | | | involvement. |
| | | | | | | |
| iv) Administrators support of | tu domt | 20000 | ma amt is | a darral | 2000 | t and aggregationt |
| ix) Administrators support st | | | | | | |
| Administrators do not support engagement. | 1 | 2 | 3 | 4 | (5) | Administrators fully support engagement. |
| Comments: | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| 15 C4 | T | | 1 | 7•4• - | - 1 Tl-3 | enter a surd to Control to |
| 15. Structured Student Reflecti Fulfillment of Curricular O | | | ages (| ritic | ai in | inking and is Central to |
| A) Reflection on S-L is multifacet | ed. | | | | | |
| Not structured | ① | 2 | 3 | 4 | (5) | Highly structured |
| Single form | ① | 2 | 3 | 4 | (5) | Multiple forms |
| Done once | 1 | 2 | 3 | 4 | (5) | Done continuously |
| Done pre-activity | 1 | 2 | 3 | 4 | (5) | Done post-activity |
| | | Done | mid-a | ctivity | | |
| Comments: | | | | | | |
| | | | | | | |

| B) Adec | quate time is provided for | reflect | ion. | | | | |
|--------------------|---|----------|--------|---------|-----------|----------|--|
| | No reflection time | ① | 2 | 3 | 4 | (5) | Sufficient reflection time |
| Comments: | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| C) Wha | t is reflected on? | | | | | | |
| Comments: | | | | | | | |
| | | | | | | | |
| D) D. A. | | 1 | | • • • • | .:4l. 4l. | | |
| D) Refle | ection connects the service | e-learni | ng act | ivity w | vith the | e curric | culum. |
| | No connection | 1 | 2 | 3 | 4 | (5) | Full connection |
| Comments: | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| 16. Our In Involve | | ning, | Supe | rvisio | on, an | d Mo | nitoring of S-L and All People |
| | thers and other profession ning settings. | al staff | are av | vailabl | le to m | onitor | students at out-of-classroom service- |
| i) | School personnel monitor classroom: | r/superv | ise ou | r servi | ce-lear | ning stu | idents while they are out of the |
| | ot monitored while out of oom for service-learning. | 1 | 2 | 3 | 4 | (5) | Students are appropriately monitored while out of classroom for service- |
| Comments: | | | | | | | learning. |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

| ii) Students are monitored/supervised by (check all that apply): |
|--|
| O Teachers, administrators, coordinators (school staff) O Community partners or agency staff O Trained volunteers (parents, VISTA, AmeriCorps, etc.) O Others |
| Comments: |
| |
| iii) Monitoring/supervising of students takes the form of (check all that apply): |
| O Observation O Written communication O Phone conversations O Checklists O Other |
| Comments: |
| iv) While students are being monitored/supervised, the focus is on (check all that apply): |
| O Learning core concepts/principles associated with course/program O Attendance O Student behavior O Career development O Problem-solving process O All of the above O Other |
| Comments: |
| |
| v) Teachers/professionals are trained in monitoring/supervising techniques. |
| No formal training ① ② ③ ④ ⑤ Formal training Comments: |

| | | - | | | | ging Actions for the Common munity and Have Significant | | |
|---|----------|----------|----------|----------|----------|--|--|--|
| A) Students perform challenging and responsible actions. | | | | | | | | |
| No challenging and responsible actions | 1 | 2 | 3 | 4 | (5) | Challenging and responsible actions | | |
| Comments: | | | | | | | | |
| B) Actions are directed toward the | comm | on goo | d. | | | | | |
| Common good is peripheral. | 1 | 2 | 3 | 4 | (5) | Common good is central. | | |
| Comments: | | | | | | | | |
| C) We perform needs assessment active an issue, etc.) before we begin any S | | | issue ar | ıalysis, | resear | ch, talking with community members about | | |
| No needs assessment | 1) | 2 | 3 | 4 | (5) | Continuous needs assessments | | |
| D) The community has input into t | he sele | ection (| of activ | vities. | | | | |
| No input | 1) | 2 | 3 | 4 | (5) | Appropriate community input | | |
| E) The community we serve provid | les feed | dback | on the | value | and ef | fectiveness of service. | | |
| No feedback | 1) | 2 | 3 | 4 | (5) | Continuous feedback | | |
| F) Significant consequences result | from S | 5-L act | tivities | | | | | |
| Students cannot recognize consequences. | 1 | 2 | 3 | 4 | (5) | Students recognize consequences. | | |
| Community members cannot recognize consequences. | ① | 2 | 3 | 4 | (5) | Community members recognize consequences. | | |
| 18. Student Learning Through So | ervice | e Is D | irectl | y Tie | d to F | Regular Class Objectives and | | |
| Activities. | | | | | | | | |
| A) Service-learning assignments, in | | | | | | | | |
| Not connected Comments: | 1 | 2 | 3 | 4 | ⑤ | Strongly connected | | |

| B) Student learning through service | e occu | rs in a | range | e of dis | cipline | es. |
|---|---------|---------|---------|----------|---------|---|
| Only one discipline Identify the disciplines: | ① | 2 | 3 | 4 | (5) | Multiple disciplines |
| identify the disciplines. | | | | | | |
| Comments: | | | | | | |
| C) Service-learning standards are | develo | ped by | · | | | |
| Circle all that apply: | | | | | | |
| Teachers School board Comments: | l | Å | School | distric | et | State |
| D) Service-learning components ar | e inclu | ıded iı | ı class | es. | | |
| No classes have service-learning components. Comments: | 1 | 2 | 3 | 4 | (5) | Almost all classes have service- learning components. |
| E) Student character development | is fost | ered tl | ırough | our S | -L init | iative. |
| No emphasis on character development Comments: | 1 | 2 | 3 | 4 | (5) | Strong emphasis on character development |
| | | | | | | |
| | you to | answ | er i an | d ii be | low, th | ges or improvement in student learning link of several specific students you |
| i) Areas of change or improve | ement | | | | | |
| O Social development O Academic achievement O Affective development O Ethical/moral/value O Other | | | | | | |
| Comments: | | | | | | |

| ii) Kinds of change or improvement | |
|---|--|
| O Social behaviors O Self-discipline O Academic performance O Leadership skills O Citizenship skills O Attitudinal changes (toward school, learning, interactions, etc.) O Affective changes (self-esteem, personal happiness) O Career knowledge O Ethical/moral Comments: | |
| iii) Application of changes or improvement: | |
| O Applying specific classroom learning to a service context O Applying service context to specific classroom learning O Other Comments: | |
| | |
| 19. S-L Occurs During Regular School Hours. | |
| A) Flexibility in schedule | |

| 1 | 2 | 3 | 4 | (5) | Very flexible |
|---|---|---|---|-----|---|
| | | | | | |
| | | | | | |
| 1 | 2 | 3 | 4 | (5) | Longer/adequate blocks of service- learning time |
| | | | | | |

| Other Issues of Practice and Pedagogy You Consider | Important: |
|--|------------|
| | |
| | |
| | |
| | |
| | |
| | |

Section V. Assessment and Accountability

Evidence that the service-learning initiative is meeting its goals and the process and results are being reported.

| answers in the space provided and/or use additional paper, if necessary. | | | | | | | | | |
|--|---|----------|---------|---------|---------|--------|---|--|--|
| | 20. Our Assessment Plan Is Clear, Purposeful, and Linked to State Standards and District Learning Objectives. | | | | | | | | |
| A) Our assessment/accountability plan can be characterized as follows: | | | | | | | | | |
| i) | Purpose of assessment | | | | | | | | |
| | No clear purpose | 1 | 2 | 3 | 4 | (5) | Purpose is clear to all parties. | | |
| Comments: | | | | | | | | | |
| | | | | | | | | | |
| ii) | Development of plan | | | | | | | | |
| | Few involved | ① | 2 | 3 | 4 | (5) | Wide involvement of teachers, | | |
| | | U | E | 9 | • | 9 | administrators, students, and community | | |
| Comments: | | | | | | | | | |
| | | | | | | | | | |
| iii) | Clarity of plan | | | | | | | | |
| | No clear or specific plan | 1 | 2 | 3 | 4 | (5) | Clear and measurable goals and objectives | | |
| Comments: | | | | | | | objectives | | |
| | | | | | | | | | |
| B) Our | assessment plan is linked | to state | e and/o | or othe | er stan | dards. | | | |
| | Never | ① | 2 | 3 | 4 | (5) | Always | | |
| O State sta | | | | | | | | | |
| O Other sta | andards | | | | | | | | |
| Comments: | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

| C) Our assessment | plan is linked | to dist | rict lea | rning | object | ives. | |
|-------------------|----------------|---------|----------|-------|--------|-------|--------|
| | Never | 1 | 2 | 3 | 4 | (5) | Always |
| Comments: | | | | | | | |
| | | | | | | | |
| | | | | | | | |

| 21. Our As | ssessment Process Is A | Appro | priat | ely F | reque | nt an | d Thorough. |
|---------------|---------------------------|---------|----------|-------|-------|-------|---|
| A) Our a | assessment process includ | les the | follow | ing: | | | |
| i) | Frequency | | | | | | |
| | No evaluation | 1 | 2 | 3 | 4 | (5) | Continuous evaluation |
| Comments: | | | | | | | |
| | | | | | | | |
| ii) | Participants | | | | | | |
| , | ne involved in evaluation | (1) | 2 | 3 | (4) | (5) | Key participants are involved in |
| Comments: | ie involved in evaluation | U | (| ٩ | 4 | 9 | evaluation |
| Comments. | | | | | | | |
| | | | | | | | |
| iii) | Types of Data | | | | | | |
| Single data s | source (limited methods) | 1 | 2 | 3 | 4 | (5) | Multiple data sources and methods |
| Comments: | | | | | | | |
| | | | | | | | |
| in) | Accountability | | | | | | |
| 10) | Accountability | | | | | | |
| | No accountability | ① | 2 | 3 | 4 | (5) | Data tied to local/state accountability measures such as standards or |
| Comments: | | | | | | | curriculum guidelines |
| | | | | | | | |
| | | | | | | | |

| | 22. Our Assessment Looks at the Different Sectors (Students, Teachers, Parents, Community, School, etc.) Involved in S-L. | | | | | | | |
|---------------------------|---|---------|---------|---------|---------|---------|-----------------------------------|--|
| A) The assessm | ent of the effective | eness o | f our a | ctiviti | es indi | cates t | he following: | |
| i) Impac | t on students | | | | | | | |
| Not consider Comments: | red in evaluation | 1) | 2 | 3 | 4 | (5) | An important evaluation component | |
| ii) Impact | t on community | | | | | | | |
| Not consider Comments: | red in evaluation | 1) | 2 | 3 | 4 | (5) | An important evaluation component | |
| iii) Impac | t on teachers | | | | | | | |
| Not consider Comments: | red in evaluation | 1 | 2 | 3 | 4 | (5) | An important evaluation component | |
| iv) Impac | t on school | | | | | | | |
| Not consider Comments: | red in evaluation | 1 | 2 | 3 | 4 | (5) | An important evaluation component | |
| v) Impact | t on district | | | | | | | |
| Not consider Comments: | red in evaluation | 1 | 2 | 3 | 4 | (5) | An important evaluation component | |
| vi) Other | areas of impact | | | | | | | |
| Please list other areas | of impact: | | | | | | | |

| 23. Our Assessment S Improvement. | Secures E | nough | Pert | inent | Data | to M | easure Ef | fectiveness and Guide |
|--------------------------------------|--------------|---------|---------|---------|----------|----------|---------------|-----------------------|
| A) We use assessment | to plan futu | ıre act | ivities | | | | | |
| | Never | 1) | 2 | 3 | 4 | (5) | Always | |
| Comments: | | | | | | | | |
| | | | | | | | | |
| B) We use assessment | to monitor | the im | nleme | ntation | of the | e nrogr | ·am (continu | uous program |
| improvement). | | | preme | | . 01 (11 | o progr | (co | zous progrum |
| | Never | 1 | 2 | 3 | 4 | (5) | Always | |
| Comments: | | | | | | | | |
| | | | | | | | | |
| C) We use student lear | rning outco | me dat | a for 1 | orogra | m imp | rovem | ent. | |
| -, | Never | (1) | | 3 | 4 | (5) | Always | |
| Comments: | TVCVCI | 0 | ٧ | 9 | 4 | 9 | | |
| Comments. | | | | | | | | |
| | | | | | | | | |
| D) We use community | assessment | data f | or pro | gram | impro | vement | t. | |
| | Never | 1 | 2 | 3 | 4 | (5) | Always | |
| Comments: | | | | | | | | |
| | | | | | | | | |
| E) We use assessment | data to den | nonstra | ite cos | t-effec | tivene | ss of th | e service-lea | arning initiative. |
| , | Never | ① | 2 | 3 | 4 | <u> </u> | Always | |
| Comments: | | v | • | • | U | • | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

| Other Issues of Assessment and Accountability You Consider Important: | |
|---|--|
| | |
| | |
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| | |
| | |

What's Next? Creating an Action Plan

Remember that the purpose of this self-assessment process is to provide you with useful information that can guide improvements of your service-learning initiative. To move from information to action, use this sheet to help develop an explicit plan and decide how to assess progress toward improvement of your initiative.

| Str | engths of our service-learning initiative |
|-----|---|
| 1. | |
| | |
| | |
| Ar | eas for improvement |
| 1. | |
| | |
| 3. | |
| Acı | tion steps to improve our service-learning initiative |
| | Action priority 1 |
| | What? |
| | By whom? |
| | By when? |
| | How to assess changes? |
| | Action priority 2 |
| | What? |
| | By whom? |
| | By when? |
| | How to assess changes? |
| | Internal resources (e.g., other teachers, parents): |
| | |
| | External resources (e.g., university, state department of education): |
| | · - |

Now that you have identified strengths and weaknesses of your initiative, it will help to share this with other service-learning practitioners, especially those who will help you improve your practice. Follow up with colleagues in your school, district, and larger service-learning community to both discuss the results of this assessment and choose ways to make the improvements you have identified as most needed for your service-learning initiative.

Monitoring the Action Plan

Use copies of this sheet to periodically review progress and revise plans for improving your service-learning initiative.

| DATE |
|--|
| Current strengths of our service-learning initiative |
| |
| |
| • |
| Areas currently needing improvement |
| · |
| |
| |
| Action priority 1: |
| Progress: |
| |
| Obstacles: |
| |
| Vhat to do next: |
| |
| Action priority 2: |
| rogress: |
| |
| Obstacles: |
| |
| What to do next: |
| |
| Overall assessment (did things improve?): |
| |
| |
| |
| |