Introduction

We want to take a moment to thank you for your engagement with Learn4Life and to recap our progress over the past year. The data-centric, collaborative-focus of Learn4Life and collective impact is building the foundation for sustained improvement in outcomes for the 600,000 students in the metro region.

Metro Atlanta is a diverse, vibrant region yet too many students are not prepared to contribute to our region’s vitality. Our collective responsibility to our students, and to our shared prosperity, is to ensure all our students have the opportunity to be successful.

Sustainable change requires focus, discipline and time.

The purpose of this report is to track the region’s progress toward the key indicators of a growing, healthy community:

➤ Kindergarten Readiness
➤ 3rd Grade Reading Proficiency
➤ 8th Grade Math Proficiency
➤ High School Graduation Rate
➤ Post-Secondary Enrollment
➤ Post-Secondary Attainment

Our first year was marked by collaboration and action. We now have identified an initial set of strategies that are proven to move our region forward. By continuing to share data, learn from each other, and highlight and invest in practices that are working here today, we believe we can put Atlanta on a trajectory to ensure all of our students learn for today, but also learn for life.

We look forward to your continued partnership.

Learn4Life Executive Committee Members

Ann W. Cramer
Consultant, Coxe Curry & Associates

Douglas R. Hooker
Executive Director, Atlanta Regional Commission

Hala Moddelmog
President & CEO, Metro Atlanta Chamber

Alicia Philipp
President, Community Foundation for Greater Atlanta

Milton J. Little
President & CEO, United Way of Greater Atlanta

Ken Zeff
Executive Director, Learn4Life
What Is Learn4Life

Learn4Life (L4L) is the Metro Atlanta Regional Education Partnership, a collaborative effort that brings together school systems, local communities, business, and non-profits to improve education outcomes based on common goals and shared benchmarks.

L4L convenes partners into Change Action Networks that investigate and analyze the key factors that impact our metro-wide indicators. These networks linger in our community’s challenges. These partners then work together to leverage existing resources to engage in collective action around a very specific goal. These teams use data to communicate progress and hold each other accountable, direct action in specific areas of need, and highlight areas of achievement on a wide, metropolitan scale.

Learn4Life Mission

➤ Engage partners (education, business and community partners, along with families and students) in a regional cradle-to-career initiative;

➤ Align educational efforts and resources to ensure success for each and every child;

➤ Collect and analyze data to measure our success and indicate where additional focus may be needed.

Executive Committee

Learn4Life is governed by an Executive Committee, comprised of a partnership of four leading regional organizations, committed to supporting a Metro Atlanta agenda for education.
Students are flocking to our region. Like far too many in our country, they have experienced poverty. They come from diverse backgrounds and are more likely to speak a different language at home. We must move toward an educational framework marked by a common community agenda, data-driven decision making, and strategic collaboration.

The metro area includes the school districts of:
- Atlanta Public Schools
- Clayton County Schools
- City Schools of Decatur
- Cobb County Schools
- DeKalb County Schools
- Fulton County Schools
- Gwinnett County Schools
- Marietta City Schools

K-12 Students

<table>
<thead>
<tr>
<th></th>
<th>2016-2017</th>
<th>2010-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>608,145</td>
<td>569,159</td>
</tr>
</tbody>
</table>

Change in Six Years, 2010-2017

<table>
<thead>
<tr>
<th></th>
<th>Change in Six Years, 2010-2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-white</td>
<td>50,000+</td>
</tr>
<tr>
<td>Low-Income</td>
<td>39,000+</td>
</tr>
<tr>
<td>Limited English</td>
<td>20,000+</td>
</tr>
</tbody>
</table>

Source: The Governor’s Office of Student Achievement (GOSA), 2010-2011 & 2016-2017, Enrollment by Subgroup Programs; Georgia Department of Education, FTE Enrollment by Grade Level (PK-12). Aggregated full-time equivalency (FTE) enrollment counts for school systems.
Key Indicators for Collective Impact in the Metro Atlanta Region

The Learn4Life Leadership Council identified these six key indicators to continuously measure our students’ progress along the cradle-to-career continuum. A common understanding of these data gives our partners the opportunity to measure gains and take action to plug the leaks throughout the pipeline.

- **Estimated supply/demand for quality-rated early education programs**
- **3rd graders proficient in reading**
- **8th graders proficient in math**

### Kindergarten Readiness

From ages 0-5, children begin to develop verbal skills that promote kindergarten literacy levels, a determining factor in a child’s successful reading comprehension by third grade.1

### 3rd Grade Reading

Children who have not developed reading skills by third grade are four times more likely to drop out of high school.2

### 8th Grade Math Proficiency

Algebraic concepts, taught in 8th grade, are a key gatekeeper for student access to upper-level courses in math and science that is the driver of graduation, college readiness, and post-secondary completion.3
We measure what matters, and what gets measured, gets done.

<table>
<thead>
<tr>
<th>High School Graduation Rate</th>
<th>Post-Secondary Enrollment</th>
<th>Post-Secondary Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>High school graduates enrolled in a post-secondary institution</td>
<td>High school graduates who earned a credential or degree</td>
<td></td>
</tr>
<tr>
<td>2015 78%</td>
<td>2017 80%</td>
<td>2015 75%</td>
</tr>
</tbody>
</table>

High school dropouts have higher unemployment rates than high school graduates and are less likely to participate in the workforce.¹

By 2025, more than 60 percent of jobs will require some form of post-secondary education.⁵

Post-secondary completers earn 2.5 times more over their lifetime than those with only a high school diploma.⁶
Kindergarten Readiness

22% of demand for quality-rated early learning programs could be addressed by current supply.

Core Indicator
Estimated demand and estimated supply as measured by quality-rated early learning programs and school-based Pre-K.

This indicator was selected in the absence of a state-wide assessment for kindergarten readiness. Once an assessment is available in Georgia, this core indicator will change.

Why It Matters
Children who have access to quality early education programs or Pre-K develop cognitive, social and behavioral skills necessary for kindergarten readiness.7

Where Are We Going?
Substantial work is occurring throughout our region to better prepare children for kindergarten. One example is the ATL ACCESS (Atlanta Child Care and Early Learning Supply Status) Map, a new tool to explore the early learning landscape in Metro Atlanta. ATL ACCESS Map models the supply, demand, and gaps related to child care in the region. It identifies places where care is most scarce and where investments are most needed.

Source: DECAL and PolicyMap, 2017
3rd Grade Reading Proficiency

39% of children are reading proficiently by the end of third grade.

Core Indicator
Percent of 3rd graders passing English Language Arts state standards.
In 2014, the Georgia Department of Education adopted and implemented a new statewide achievement test, the Georgia Milestones Assessment System (Georgia Milestones). The expectations of Georgia Milestones reflect the greater demands of today’s academic, college, and career settings.

Where Are We?
39% of children are reading proficiently by the end of 3rd grade.

Why It Matters
At this time, students are making the shift from learning to read to reading to learn. Meeting increased educational demands becomes more difficult for students who struggle to read. Students who do not read at grade level by third grade are four times more likely to drop out of high school than proficient readers.

Percent of Students Proficient & Above Grade Level on 3rd Grade Reading

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>All Students</td>
<td>39%</td>
<td>40%</td>
</tr>
<tr>
<td>By Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>44%</td>
<td>46%</td>
</tr>
<tr>
<td>Male</td>
<td>34%</td>
<td>34%</td>
</tr>
<tr>
<td>By Economic Subgroup</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economically disadvantaged</td>
<td>24%</td>
<td>25%</td>
</tr>
<tr>
<td>Not economically disadvantaged</td>
<td>66%</td>
<td>66%</td>
</tr>
<tr>
<td>By Race</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td>65%</td>
<td>66%</td>
</tr>
<tr>
<td>Black</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>26%</td>
<td>28%</td>
</tr>
<tr>
<td>White</td>
<td>66%</td>
<td>66%</td>
</tr>
<tr>
<td>Other</td>
<td>50%</td>
<td>51%</td>
</tr>
</tbody>
</table>

Source: Governor’s Office of Student Achievement (GOSA), 2014-2015 & 2016-2017 Georgia Milestones End-of-Grade (EOG) Assessments (by grade), December 1, 2017
3rd Grade Reading Factor Analysis

The first Learn4Life Change Action Network was established to focus on the 3rd grade reading indicator.

Get Georgia Reading Campaign’s research identified 11 factors that limit a student’s ability to read proficiently by third grade. The Learn4Life 3rd Grade Change Action Network is currently focused on identifying successful strategies for three of those 11 factors: physical health, early childhood education, and teacher preparation and effectiveness.

3rd Grade Reading Proficiency Factors

The 3rd Grade Change Action Network identified “bright spots” for each selected factor: physical health (Vision To Learn), early childhood education (Reach Out & Read), and teacher preparation (Read Right from the Start).
Goal

All students in metro Atlanta will receive a vision screening, and those who fail the screening will receive a free eye exam and a free pair of glasses. Vision To Learn will fill the gap for those students who otherwise would not access needed optometric care.

Challenge

➤ Students who struggle to see struggle to learn to read and to see the board. They can fall behind, act out, be inappropriately tracked, and face significant learning issues as a result.

➤ Low income students are disproportionately impacted by this challenge because they often lack access to vision service, even though in many cases these are covered as a Medicaid expense.

➤ Researchers evaluated the impact on educational outcomes of providing enhanced vision services to low-income elementary school children. Providing vision screening and free eyeglasses significantly increased achievement.¹⁰

Project Description

Vision To Learn’s mobile vision clinics visit schools and provide eye exams to all kids who failed the screening and provide glasses free of charge to all students in metro Atlanta. All kids prescribed glasses will choose from a wide variety of frames.

2017 Results

<table>
<thead>
<tr>
<th>Students screened</th>
<th>Students failed an eye exam</th>
<th>Pairs of glasses distributed (as of 12/31/17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,816</td>
<td>1,900</td>
<td>400</td>
</tr>
</tbody>
</table>
3rd Grade Reading Bright Spot

Early Childhood Education

Goal

Provide young children a foundation for success by incorporating books into pediatric care and encouraging families to read aloud together.

Challenge

Engaging parents in literacy is a challenge when parents lack resources to support their child’s development as a reader.

Project Description

➤ Doctors give books to children during the well visit checkup, and use the book as a developmental assessment tool to then provide feedback and recommendations about reading to the family.
➤ By integrating literacy into standard well-child pediatric visits, pediatricians promote the acquisition of spoken and written language skills in young children, thereby increasing the likelihood of school success.¹
➤ Children will receive an average of 10 new books by the time they enter kindergarten through their local pediatrician’s office.

Visits Made

201,401 Visits in 2017
Cumulative Increase
79%

112,566 Visits in 2012

Books Distributed

167,513 Books in 2017
Cumulative Increase
101%

83,331 Books in 2012

Source: Reach Out and Read Reporting Logs
Goal

Through free, research-based courses, Read Right from the Start empowers all who work with children to adopt language and literacy practices that build the foundation children need to be great readers.

Challenge

Teachers of children who enter school without the prerequisite literacy skills do not have the knowledge to ‘back fill’ and prepare the reading brain (that did not happen birth through age 5).

Project Description

➤ The Cox Campus offers free, interactive courses and resources based on proven language and literacy practices. As a result of philanthropic investments, financial and geographical barriers are removed so teachers can have access to these practices at no cost.

➤ The courses present Read Right from the Start practices, show real teachers using them, and support teachers as they begin to use what they have learned.

➤ Training provided by Rollins is curriculum agnostic and designed to build capacity in teacher pedagogy and skill.

Course Completion

- 61% Classroom Teacher
- 18% Undefined
- 9% Other
- 7% Administrator
- 3% Support Teacher
- 2% Instructional Coach

Started 4,961
Completed 3,992

Source: Cox Campus Reporting Logs
Eighth Grade Math Proficiency

42% of children are proficient in math by the end of the 8th grade.

Core Indicator
Percent of 8th graders passing math state standards.

Why It Matters
In order to increase the proportion of students graduating from high school with high-level, globally-competitive skills, then we must dramatically increase the number of students who achieve proficiency in Algebra in middle school. Algebra is a gateway to the advanced high school coursework that is the driver of high school graduation, college readiness, and post-secondary completion rates.10

Where Are We Going?
While Learn4Life has not launched a Change Action Network yet around this issue, there is a lot of activity around the region including STEM and STEAM certification from the Georgia Department of Education. To earn certification, schools must submit an application showing that they meet specific criteria, including evidence of teacher collaboration, business and industry partnerships, high levels of math and science instruction, and an integrated, project-based curriculum. STEAM is the integration of science, technology, engineering, and mathematics infused with a meaningful arts component. Currently there are 26 STEM or STEAM certified schools in metro Atlanta.

Percent of Eighth Grade Students Proficient and Above at Math

<table>
<thead>
<tr>
<th>By Economic Subgroup</th>
<th>By Race</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economically disadvantaged</td>
<td>Asian</td>
</tr>
<tr>
<td>26%</td>
<td>77%</td>
</tr>
<tr>
<td>25%</td>
<td>74%</td>
</tr>
<tr>
<td>Not economically disadvantaged</td>
<td>Black</td>
</tr>
<tr>
<td>67%</td>
<td>26%</td>
</tr>
<tr>
<td>66%</td>
<td>24%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>By English Proficiency Subgroup</th>
<th>Hispanic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited English proficient</td>
<td>32%</td>
</tr>
<tr>
<td>15%</td>
<td>32%</td>
</tr>
<tr>
<td>Not limited English proficient</td>
<td>White</td>
</tr>
<tr>
<td>44%</td>
<td>71%</td>
</tr>
<tr>
<td>43%</td>
<td>Other</td>
</tr>
<tr>
<td>52%</td>
<td>51%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>All Students</th>
<th>By Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>42%</td>
<td>Female</td>
</tr>
<tr>
<td>41%</td>
<td>44%</td>
</tr>
<tr>
<td></td>
<td>Male</td>
</tr>
<tr>
<td>41%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Source: Governor’s Office of Student Achievement (GOSA) & 2016-2017 Georgia Milestones End-of-Grade (EOG) Assessments (by grade), December 1, 2017
High School Graduation

Core Indicator
Percent of students graduating in four years.

Where Are We?
80% of students graduate high school in four years.

Roughly 8,800 students of the 2017 cohort did not graduate high school.

Why It Matters
As college education increasingly becomes a necessity for upward mobility, graduating more students from high school is critical. High school graduation is not only a precursor to college enrollment; it is also a major indicator for earnings throughout adulthood. High school graduation has been shown to predict health, mortality, teen childbearing, marital outcomes, and crime. Increasing the educational attainment of one generation improves the next generation’s academic and social outcomes.14

Where are we going?
While Learn4Life has not launched a Change Action Network yet around this issue, several factors have led to the increases in graduation rate including dual enrollment, virtual course credit, and a shared commitment by all stakeholders in the school community.

Percent of High School Students Graduating in Four Years

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>All Students</td>
<td>80%</td>
<td>75%</td>
</tr>
<tr>
<td>By Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>85%</td>
<td>82%</td>
</tr>
<tr>
<td>Male</td>
<td>75%</td>
<td>73%</td>
</tr>
<tr>
<td>By Economic Subgroup</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economically disadvantaged</td>
<td>73%</td>
<td>71%</td>
</tr>
<tr>
<td>Not economically disadvantaged</td>
<td>89%</td>
<td>86%</td>
</tr>
<tr>
<td>By Race</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td>90%</td>
<td>88%</td>
</tr>
<tr>
<td>Black</td>
<td>77%</td>
<td>73%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>69%</td>
<td>66%</td>
</tr>
<tr>
<td>White</td>
<td>91%</td>
<td>89%</td>
</tr>
<tr>
<td>Other</td>
<td>84%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Post-Secondary Enrollment

75% of the 2013 graduating class was enrolled in a post-secondary institution after 16 months.

Core Indicator
Percent of students who enroll in a post-secondary institution within 16 months of graduation.

Where are we?
75% of the 2015 graduating class was enrolled in a post-secondary institution after 16 months.

Why It Matters
As students begin to understand the impact of post-secondary education on their future plans, it is critical to ensure their access to post-secondary program options and financial aid information. Post-secondary credentials are not limited to four-year universities; two-year programs and technical certifications are also valuable in this knowledge-based economy.

Percent of students who enroll in a post-secondary institution within 16 months of graduation

<table>
<thead>
<tr>
<th>Year</th>
<th>All Students</th>
<th>By Race</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016-2017**</td>
<td>2014-2015**</td>
</tr>
<tr>
<td></td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td>Economically disadvantaged</td>
<td>64%</td>
</tr>
<tr>
<td></td>
<td>Economically disadvantaged</td>
<td>64%</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td>Asian</td>
</tr>
<tr>
<td></td>
<td>87%</td>
<td>88%</td>
</tr>
<tr>
<td></td>
<td>Black</td>
<td>70%</td>
</tr>
<tr>
<td></td>
<td>Hispanic</td>
<td>56%</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>77%</td>
</tr>
</tbody>
</table>

Learn4Life’s second Change Action Network focuses on improving post-secondary success. They are identifying strategies to

Post-Secondary Factor Analysis: Success Factors

- Social Skills and Family Support
- College-Going Culture
- Academic Preparation
- Exposure to College
- College Entrance Exams
- Financial Support (FAFSA)
- Good Fit and Match
- College Applications

27% of the 2012 graduating class had earned a post-secondary degree or credential by 2017

Core Indicator
Percent of students who obtain a post-secondary credential within five years of graduating.

Why It Matters
By the year 2025, more than 60 percent of jobs will require some form of post-secondary education. Someone with at least a bachelor’s degree will earn about two and a half times more over their lifetime than someone with only a high school diploma.¹

### Persistence

Percent of 2012 graduates who completed one year of credit within 24 months of enrollment

| Economic Subgroup                      | Percent
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Economically disadvantaged</td>
<td>32%</td>
</tr>
<tr>
<td>Not disadvantaged</td>
<td>49%</td>
</tr>
</tbody>
</table>

| English Proficiency Subgroup           | Percent
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited English proficient</td>
<td>30%</td>
</tr>
<tr>
<td>Not limited English proficient</td>
<td>42%</td>
</tr>
</tbody>
</table>

| By Race                                | Percent
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>62%</td>
</tr>
<tr>
<td>Black</td>
<td>33%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>30%</td>
</tr>
<tr>
<td>White</td>
<td>54.5%</td>
</tr>
<tr>
<td>Other</td>
<td>37.5%</td>
</tr>
</tbody>
</table>

Source: GOSA, High School Outcomes, SLDS

### Remediation

Percent of students requiring remediation*

| Subject    | Percent
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Math</td>
<td>17%</td>
</tr>
<tr>
<td>English</td>
<td>9%</td>
</tr>
</tbody>
</table>

*Class of 2016 at Georgia public colleges and universities (Aggregated)

Learn4Life’s second Change Action Network focuses on improving post-secondary success. They are identifying strategies to improve three post-secondary success factors: college-going culture, academic preparation and financial support (FAFSA).
Leadership & Support

Leadership Council

Community
Kim Anderson, Principal, K.E. Anderson Consulting
Mindy Binderman, Executive Director, GEEARS
Dr. Steve Dolinger, President,
Georgia Partnership for Excellence in Education
Milton Little, President and CEO*,
United Way of Greater Atlanta
Aníbal Torres, Executive Director,
Latin American Association

Higher education
Dr. Glen Cannon, President, Gwinnett Technical College
Dr. Tim Hynes, President, Clayton State University
Claire E. Sterk, President, Emory University

Business
Ann Cramer, Senior Consultant*, Coxe Curry & Associates
Kevin Greiner, President and CEO, Gas South
Anne Kaiser, Vice President, Community and Economic Development, Georgia Power
Dan Kaufman, President and CEO,
Gwinnett Chamber of Commerce
Jenna Kelly, President and CEO,
Atlanta Division SunTrust Bank
Hala Moddelmog, President and CEO*,
Metro Atlanta Chamber
Sylvia Russell, Former President†, AT&T Georgia
David Schelble, Advising Partner†,
Clayton, Dubilier and Rice
Henry Walker, Chairman,
Klipatrick Townsend & Stockton LLP

Pre-K-12 education
Dr. Meria Carstarphen, Superintendent, Atlanta Public Schools
Dr. David Dude, Superintendent,
City Schools of Decatur
Dr. R. Stephen Green, Superintendent,
Dekalb County School District
Dr. Morcease J. Beasley, Superintendent,
Clayton County Public Schools
Chris Ragsdale, Superintendent,
Cobb County School District
Dr. Grant Rivera, Superintendent,
Marietta City Schools
Dr. Jeff Rose, Superintendent,
Fulton County Schools
Alvin Wilbanks, CEO and Superintendent,
Gwinnett County Public Schools

Philanthropic
Kappy deButts, Executive Director,
The Zeist Foundation
Dena Kimball, Executive Director,
The Kendeda Fund
Alicia Philipp, President*,
Community Foundation for Greater Atlanta

Government
Doug Hooker, Executive Director*,
Atlanta Regional Commission
Dennis Lockhart, Former President and CEO†,
Federal Reserve Bank of America

Supporters
Our supporters generously provide the resources we need to implement effective strategies on a large scale.

11Alive
AT&T Georgia
Atlanta Regional Commission*
Community Foundation for Greater Atlanta*
Delta Air Lines, Inc.
Dobbs Foundation
Gas South
Genuine Parts
Georgia Power

Graphic Packaging International, Inc
Home Depot Foundation
Metro Atlanta Chamber of Commerce*
Morehouse School of Medicine
Sartain Lanier Family Foundation
State Farm
The Kendeda Fund
The Zeist Foundation
United Way of Greater Atlanta*

* Indicates Executive Committee members. The Executive Committee is made up of established nonprofit organizations with a shared commitment to strengthening our region.
† Indicates Executive Champions. Executive Champions are senior members of the metro Atlanta business community who bring their leadership and influence to support the Learn4Life vision.
How You Can Support Learn4Life

➤ Bring leadership and influence to the shared effort to improve common outcomes for all children – from cradle to career
➤ Consider joining a Change Action Network at L4LMetroAtlanta.org
➤ Stay engaged via Twitter @L4LMetroAtlanta
➤ Support the work of L4L financially to accelerate collective impact

References

3 Strive Partnership (2013). Cradle to Career Core Outcomes Areas Publication.
7 Hernandez. (2012).
13 Oreopoulos et. al. (2016).