SCALING UP WEBINAR SERIES

Seminar 2: Getting going: Deciding to scale up (Stage 1)

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Tony Majors, Assistant Superintendent for Student Services and Gini Pupo-Walker, Director of Family Involvement and Community Services, Metropolitan Nashville Public Schools

November 16, 2011
Agenda

- Review
  - What is a Community School
  - What is a *system* of Community Schools

- Stage 1 Overview
  - Milestones
    - Stories from the field
    - The Nashville case
  - How you know if you’re making progress
  - Pitfalls

- Next steps
What is a Community School?

- A community school is a place and a set of partnerships connecting school, family, and community. A community school is distinguished by an integrated focus on academics, youth development, family support, health and social services, and community development. Its curriculum emphasizes real-world learning through community problem-solving and service. By extending the school day and week, it reaches families and community residents. The community school is uniquely equipped to develop its students into educated citizens ready and able to give back to their communities.
THEORY OF ACTION: A Scaled-Up System of Community Schools

Building a Scaled-Up System

Collaborative Leadership Structure

- COMMUNITY-WIDE LEADERSHIP
  - Key Roles: Vision, Policy, Resource Alignment

- SCHOOL-SITE LEADERSHIP
  - Key Roles: Planning and Implementation

- INTERMEDIARY LEADERSHIP
  - Key Roles: Planning, Coordination, and Management

KEY SYSTEM FUNCTIONS
- Results-Based Vision
- Data and Evaluation
- Finance and Resource Development
- Alignment and Integration
- Supportive Policy and Practice
- Professional Development and Technical Assistance
- Community Engagement

RESULTS FOR CHILDREN, FAMILIES, AND COMMUNITY
- Children are ready to enter school
- Students attend school consistently
- Students are actively involved in learning and their community
- Families are increasingly involved in their children's education
- Schools are engaged with families and communities
- Students succeed academically
- Students are healthy: physically, socially, and emotionally
- Students live and learn in a safe, supportive, and stable environment
- Communities are desirable places to live
- Students graduate ready for college, careers, and citizenship

CHARACTERISTICS OF A Scaled-Up Community School System
- Shared Ownership
- Spread
- Depth
- Sustainability

www.communityschools.org
How does it all fit together?

A community school is...

...a place and a set of partnerships connecting school, family, and community. A community school is distinguished by an integrated focus on academics, youth development, family support, health and social services, and community development. Its curriculum emphasizes real-world learning through community problem-solving and service. By extending the school day and week, it reaches families and community residents. The community school is uniquely equipped to develop its students into educated citizens ready and able to give back to their communities.

A system of community schools is...

...a vertical network of schools from pre-kindergarten through grade 12 in a single attendance area, linked across one or more school districts. The networks use a community schools approach to align services, support, and enrichment opportunities with young people's development needs and the school system’s academic objectives. They sustain these efforts through policy and financial support of the school district and its public and private community partners.

A community where learning happens is...

...a community-wide infrastructure able to support the social, emotional, and physical development of all children and families; to engage them in learning; and to connect them to relationships and opportunities that will help every young person achieve in school and make successful transitions from childhood to adulthood.
The Scale Up Spiral

- Overview
- More on milestones
- Stories from the field
- How you know if you are making progress
- Pitfalls
Stage 1: Decide to Scale Up

Focus on: Shift in Ownership
What?
- Share leadership
- Broaden perspectives
- Dream big
- Acknowledge self-interest
- Encourage honest, shared exploration
- Acknowledge power differentials

Who? Those with:
- A sense of urgency
- Positive attitude, sense of the possible
- Can work with others
- Openness to new ideas
Assess Readiness

- **Know what is involved:** What does it really take?

- **Gather the facts:** What’s out there already? What are your capacities? What’s the need?

- **Evaluate your findings:** Do the answers lead to a community school strategy at this point?

http://www.communityschools.org/assets/1/AssetManager/Assessing%20Readiness.pdf
Compile a Convincing Rationale for Scale Up

- Develop a clear and succinct rationale for community schools as an innovation that works
- Highlight ongoing work at schools
- Make the case attractive
- Show that now is the time for scale up
The Nashville Case
Metro Nashville Schools
- Enrollment: 81,405 students
  - 47% African American
  - 33% White
  - 16% Latino
  - -4% Asian
  - 72% Free or Reduced Lunch
  - 14% ELL
- Second largest school district in the state
- Employs 10,200 people

City of Nashville
- School district covers 545 square miles
- County and city are one Metropolitan area
- Median income: $46,430
- 19% live below the poverty rate
- 6.3 increase in the poverty rate since 2000
- 21% are uninsured
- 8.5% unemployment
District Planning and Preparation

- 2009 – **District and Community Committee forms** to promote Community School implementation in Nashville
- May, 2010 – 15 School employees and community partners attended the **Community Schools National Forum** in Philadelphia, PA
- Nov. 2010 – Alignment Nashville hosts **community forum to discuss Community Schools** in Nashville. Jane Quinn was the keynote speaker and facilitator of several community conversations at this event.
- Jan 2011- The Director of Schools calls for a task force to explore implementing Community Schools. The committee is entitled “**Community Achieves**” in alignment with the greater “MNPS Achieves” district-wide reform initiative.
- August 2011 – The Community Achieves Task Force presented their recommendations to the Director of Schools.
- Fall 2011 – Planning for scaling up Community Schools in Nashville begins in earnest.
New Leadership in Student Services Dept. – Fall 2011
- Tony Majors, Assistant Superintendent of Student Services, Former Principal of Glencliff High School, 2011 Community School of Excellence
- Gini Pupo-Walker, Director of Family Involvement and Community Services, Former Family Engagement Specialist at Glencliff High School
- Both have experience developing a Full Service Community School

Broad based Support Community Schools Scale Up
- District Leadership
- Mayor’s Office
- Strong Alliance of Community Partners
  - Alignment Nashville
  - Pencil Foundation
  - United Way
  - Local Chamber of Commerce
  - Universities
  - Faith-based community
  - Many local non-profits
Important Assets for Scaling Up in Nashville

- **Data Warehouse**
  - Very powerful data collection system
  - Student Services Dashboard created to examine school data by cluster
  - Current use of data to drive decisions on aligning resources and creating programs for families and neighborhoods

- **Cluster Support Team Model**
  - Family Involvement Specialists
  - Social Workers
  - Family Resource Centers
  - Community Career Centers
  - Support and Intervention (S & I) Model of Collaboration
Broaden Collaborative Leadership

- Reach out
  - Existing peer relationships, school leaders, families, other collaboratives, key institutions (e.g., United Way, government, CBOs, etc), businesses, etc.

- Once assembled, build internal relationships
Commit to a Motivating Shared Vision

- School system’s vision
- Community partners’ vision
- Community’s vision
- “Participants become partners”
Increase Visibility

- Promote existing community schools
- Utilize the media
- Visit community schools
- Create brand awareness
- Think regionally
- Come to the Coalition’s National Forum in May 2012!

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Together, We Are Building

a full-service community school district that serves the whole child, eliminates inequity and provides each child with an excellent teacher, every day.

Partnering with schools, families, and communities so that all children can thrive.
How you know if you are making progress?

- Track your progress using the scaling up guide:

- Mostly at the **community level** at this point
Pitfalls

- Not scanning
- Failing to reach out to key leaders, other collaborative efforts
- Overlooking what is already happening
- Neglecting the value of a powerful vision for mobilizing the entire community.
- Lack of transparency
Engage the guide: Ask questions, share stories.

Upcoming webinar series:

- Session 3: Develop an operating framework (S2) and Plan for scale up (S3) – Wednesday November 30 at 12 PM
- Session 4: Keep in mind: Sustainability (S4) and implementation (S5) – Wednesday December 14 at 12 PM
- Register at: [http://www.communityschools.org/multimedia/webinars.aspx](http://www.communityschools.org/multimedia/webinars.aspx)

Coalition staff and partners are available to help your community build a scaled-up system of community schools through telephone consultations, site visits, and presentations.
National Forum: May 16–18, 2012

- Come to the National Forum – Scaling Up School and Community Partnerships: The Community Schools Strategy
- May 16–18, 2012 in San Francisco, CA
- Pre-conference focusing on Scaling Up Guide
- Also now accepting workshop proposals

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## Contact Information & Questions

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[www.communityschools.org/scalingup](www.communityschools.org/scalingup)