



## SCALING UP WEBINAR SERIES

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

**Reuben Jacobson**, Senior Associate for Research and Strategy,  
Coalition for Community Schools

**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



# 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...

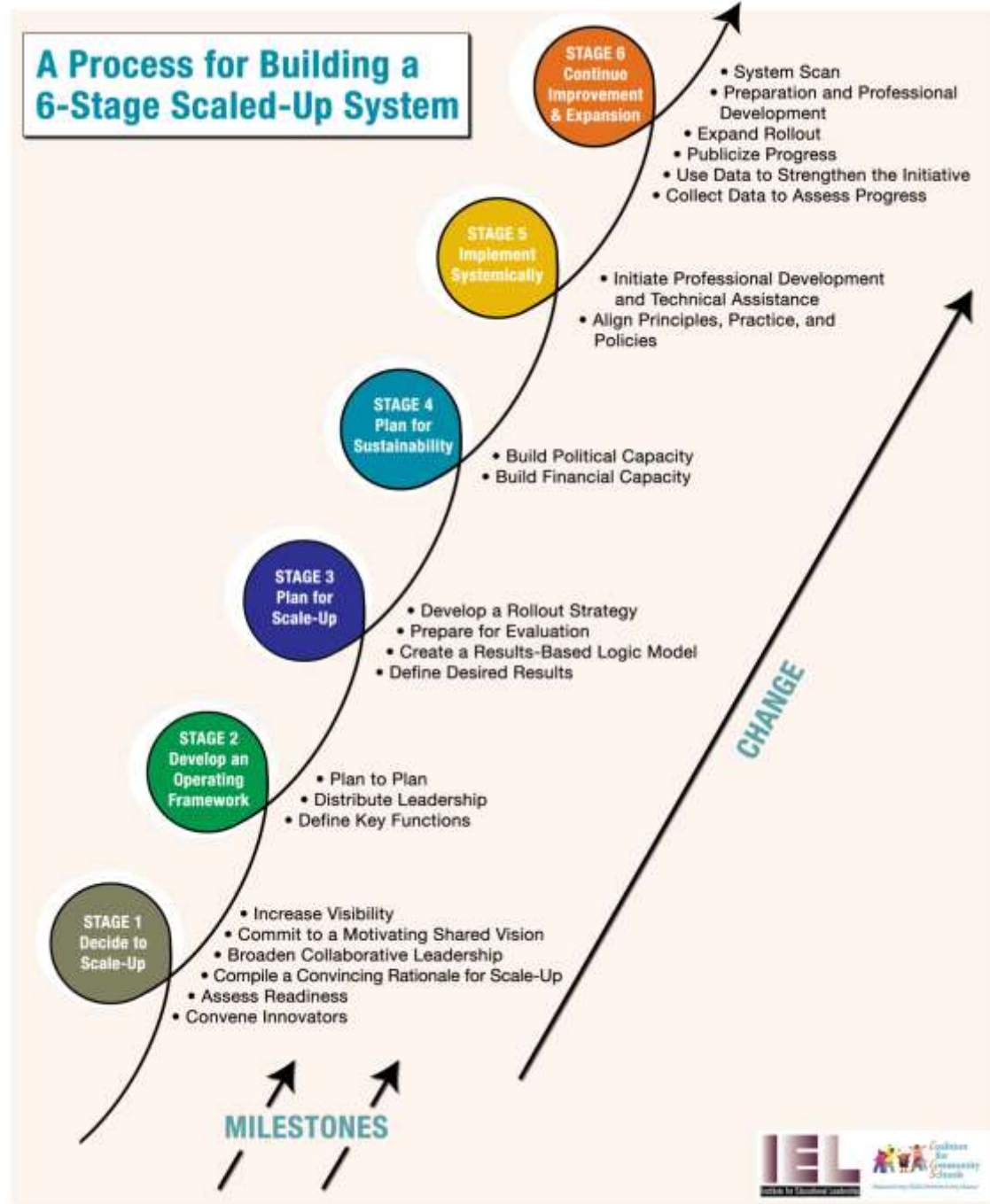
...a vertical network of schools from pre-kindergarten through grade 12 in a single attendance area, linked across one or more school districts. The networks use a community schools approach to align services, support, and enrichment opportunities with young people's development needs and the school 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

STAGE 1  
Decide to  
Scale-Up

- Increase Visibility
- Commit to a Motivating Shared Vision
- Broaden Collaborative Leadership
- Compile a Convincing Rationale for Scale-Up
- Assess Readiness
- Convene Innovators

CHANGE

Focus on:

**Shift** in **Ownership**



# Convene Innovators

## ▶ 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





# Metropolitan Nashville Public Schools & Nashville

## **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.



# Metro Nashville Public Schools – Poised to Scale Up

## ▶ **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

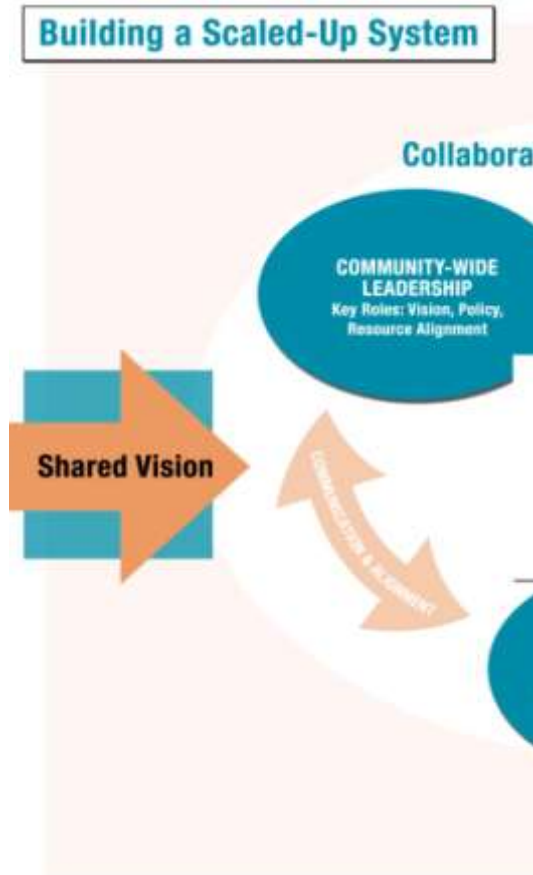
- ▶ **Reach out**
  - Existing peer relationships, school leaders, families, other collaboratives, key institutions (e.g., United Way, government, CBOs, etc), businesses, etc.



- ▶ 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!





OAKLAND UNIFIED SCHOOL DISTRICT

Community Schools, Thriving Students

# 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:

Stage 1: Decide to Scale Up			
	Community	Intermediary	Site
Collaborative Leadership	<input type="checkbox"/> An initiative is established that creates organized opportunities to meet, facilitates discussions, forges relationships, and provides continuous opportunities for feedback and reflection.		
Results-Based Vision	<input type="checkbox"/> A convincing, evidence-based rationale for scale-up is clearly articulated. <input type="checkbox"/> A clear and inspiring vision for a scaled-up system drives the initiative.		
Data and Evaluation	<input type="checkbox"/> Partners use data to inform their decision to move forward.		
Finance and Resource Development			
Alignment and Integration	<input type="checkbox"/> The initiative collaborates with other community reform initiatives working to achieve similar goals.		
Supportive Policy			
Professional Development and Technical Assistance	<input type="checkbox"/> Partners participate in site visits, community forums, and other opportunities designed to familiarize them with the principles and practices of community schools, outline the assumptions and expectations of community-wide and		

- ▶ 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



# Want to learn more?

- ▶ **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>
- ▶ 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](#)



# Contact Information & Questions

**Reuben Jacobson**

(202) 822-8405 ext. 131

[jacobsonr@iel.org](mailto:jacobsonr@iel.org)

[www.communityschools.org](http://www.communityschools.org)

**Tony Majors**

Assistant Superintendent for  
Student Services

**Gini Pupo-Walker**

Director of Family Involvement and  
Community Services. Department  
of Student Services

Metropolitan Nashville Public  
Schools

(615) 259-8606

[virginia.pupo-walker@mnps.org](mailto:virginia.pupo-walker@mnps.org)

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