Launching and Scaling Up a Community Schools Strategy: The Role of Cities

November 30, 2011
• **Audrey Hutchinson**, Program Director, Education and Afterschool Initiatives, Institute for Youth, Education and Families, National League of Cities

• **Martin J. Blank**, President, Institute for Educational Leadership; Director, Coalition for Community Schools

• Evansville, Indiana
  – **Mayor Jonathan Weinzapfel**
  – **Dr. Cathlin Gray**, Associate Superintendent of Family, Schools and Community Partnership, Evansville Vanderburgh School Corporation

• Portland, Oregon
  – **Peggy Samolinski**, SUN Service System Coordinator
  – **Eileen Argentina**, Parks and Recreation Services Manager, City of Portland
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.
Community School Core Principles

- Shared vision and accountability for results
- Strong partnerships
- High expectations for all
- Community strengths
- Respect for diversity
- Local decision making
Conditions for Learning

- Early childhood development programs are available to nurture growth and development.
- The school offers a core instructional program delivered by qualified teachers; instruction is organized around a challenging curriculum anchored by high standards and expectations for students.
- Students are motivated and engaged in learning—in both school and community settings—before, during, and after school and in the summer.
- The basic physical, mental, and emotional health needs of young people and their families are recognized and addressed.
- Parents, families, and school staff demonstrate mutual respect and engage in effective collaboration.
- Community engagement, together with school efforts, promotes a school climate that is safe, supportive, and respectful and that connects students to a broader learning community.

www.communityschools.org
Scope of the Movement

- Systems of community schools in close to 50 communities
  - Similar approaches include CIS, Beacons, University-Assisted Community Schools, and others
- 4,000–5,000 community schools nationwide
- Policy (federal, state, local)
- Coalition includes over 150 national, state, and local partners
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

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

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 child'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
Functions

- Results-Based Vision
- Data and Evaluation
- Finance and Resource Development
- Alignment and Integration
- Supportive Policy and Practice
- Professional Development and Technical Assistance (TA)
- Broad Community Engagement
Cities are part of community-wide leadership

PUBLIC AGENCIES AND LOCAL GOVERNMENT

COMMUNITY AND FAITH-BASED AGENCIES

STUDENTS, FAMILIES, AND RESIDENTS

NONPROFIT ORGANIZATIONS

COMMUNITY-WIDE LEADERSHIP

KEY ROLES: VISION, POLICY, RESOURCE ALIGNMENT

PHILANTHROPIES AND BUSINESSES

UNIONS

SCHOOL DISTRICTS

HIGHER EDUCATION
City roles

- Investment
- Leadership
- Coordinating city resources
Characteristics of Effective Scale-Up

- Shared ownership
- Spread
- Depth
- Sustainability
Why is NOW the time to scale-up?

- Growth of community schools across the country
- Community schools achieve results
- Vehicle for organizing fragmented services and integrating funding streams
- Focus on collective impact
- Address changing demographics
- Policy environment is ripe
- We know how to do it
The Scale Up Spiral

Interactive
- Stories
- Share your story
- Discuss with others

A Process for Building a 6-Stage Scaled-Up System

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

STAGE 2 Develop an Operating Framework
- Plan to Plan
- Distribute Leadership
- Define Key Functions

STAGE 3 Plan for Scale-Up
- Develop a Rollout Strategy
- Prepare for Evaluation
- Create a Results-Based Logic Model
- Define Desired Results

STAGE 4 Plan for Sustainability
- Build Political Capacity
- Build Financial Capacity

STAGE 5 Implement Systemically
- Initiate Professional Development and Technical Assistance
- Align Principles, Practice, and Policies

STAGE 6 Continue Improvement & Expansion
- System Scan
- Preparation and Professional Development
- Expand Rollout
- Publicize Progress
- Use Data to Strengthen the Initiative
- Collect Data to Assess Progress

MILESTONES

www.communityschools.org
Mayor Jonathan Weinzapfel
City of Evansville Indiana

Dr. Cathlin Gray, EVSC Associate Superintendent
Family, Schools, and Community Partnership
City Collaboration

- Mayor’s Education Roundtable
  - School Based Mentoring
  - Early Childhood Education
  - Southwest Indiana College Access Network (SICAN)

- $160,000 contributed annually to support summer Parks and Recreation program
- Neighborhood revitalization efforts in Glenwood and Jacobsville
- All American City
- America’s Promise – 100 Best Cities for Youth
Collaboration

- School-Community Council
- Mayor’s Education Roundtable
- School-based Site Councils
- Labor Councils
- Superintendent’s Business Council
- Cooperative Purchasing Organization
- Partnerships with Charter Schools and Private Schools
- Union Partnership – Creation of Equity School Model
- School-based Health Services
- Early Childhood Development Coalition
Supports and Services within the Center for Family, School, Community Partnerships

- Family Support Services
- Student Support Services
- Early Childhood Education
- Related Services
- Health and Wellness
- After School and Summer Programs
- Extended Day Center Program

EVSC Working Hand in Hand
Results

• District AYP
• Improved Test Scores
• Increased Graduation Rates
• Increased College Going Rates
Federal Resources used to support Full Service School Strategy

- City Parks and Recreation
- Title I
- SIG – Title I School Improvement Dollars
- 1003 G – School Improvement Dollars
- Special Education
- Title II – Professional Development
- Title III – English as a Second Language
- Title IV – Safe and Drug Free
- Even Start
- Head Start
- Center for Disease Control
- 21st Century Community Learning Centers
- Carol M. White Physical Education Grant
- Grant to Reduce Alcohol Abuse
- Safe School / Healthy Students
- McKinney Vento Homeless Grant
- Full Service Community Schools
SUN Community Schools

“Launching and Scaling Up a Community Schools Strategy: The Role of Cities”

Webinar with the National League of Cities & the Coalition for Community Schools
Peggy Samolinski & Eileen Argentina
November 30, 2011
SUN Community School’s Goal

SUN = Schools Uniting Neighborhoods

Educational success and self-sufficiency for all youth and families in Multnomah County
SUN’s Collaborative Partners

SUN is built on foundation of partnership:

The Coordinating Council provides overall guidance and leadership to the SUN System

- Multnomah County (managing partner)
- City of Portland: Parks & Recreation, Portland Housing Bureau, and Portland Children’s Levy
- 6 School Districts
- State Dept. of Human Services
- Businesses
- Non-profit agencies (9 contractors and many others in partnership)
- Community members
SUN’S Partnership Graphic
SUN Community Schools

- **64 SUN Community Schools** in 6 Multnomah County School Districts
- **9 non-profit organizations and PP&R** operate SUNCS sites
- **17,669 children and youth**
- **3,742 adults** in adult education, skill-building and school-related classes
- **70,848 people** in community and family events
Resources in SUN Community Schools

Operating Cash (the CS “vehicle”): $6.7 million total
- Multnomah County General Fund: ~$3.2 million (48%)
- City of Portland General Fund: ~$1.6 million (24%)
- City of Portland Children’s Levy: ~$830,000 (12%)
- 21CCLC grants: ~$670,000 million (10%)
- Districts: ~ $400,000 (6%)

Match/Partner Services Cash: over $10 million
($7.5 million in district funding – Title I, general fund, etc.)

In-kind: over $7 million
Scale Up: Why Every School a SUN Community School?

- SUN Community Schools work
- SUN has a strong foundation of partnership
- SUN serves preschoolers to parents
- SUN is adaptable
- SUN helps providers be more efficient
- SUN addresses equity
- Every neighborhood has a school
Role of the City of Portland

- Mayor of Portland has always valued role of education in creating a thriving, vibrant city.
- Current Mayor Sam Adams has deepened City commitment to supporting student success.
- Formed an Education Cabinet to bring together key leaders to improve graduation rates throughout the city.
Role of the City of Portland

- City funds SUN Community Schools directly, and is a catalyst for system change
- Sits on SUN Coordinating Council
- Parks Bureau mission is to engage children, youth and families in community locations
- Historical foundation in Community Education
- Traditionally at community centers; schools as centers of community allows bureau to broaden this reach
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
- Now accepting workshop proposals

www.communityschools.org
<table>
<thead>
<tr>
<th>Name</th>
<th>Phone Number</th>
<th>Email</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Martin J. Blank</td>
<td>(202) 822-8405 ext. 167</td>
<td><a href="mailto:blankm@iel.org">blankm@iel.org</a></td>
<td><a href="http://www.communityschools.org">www.communityschools.org</a></td>
</tr>
<tr>
<td>Audrey Hutchinson</td>
<td>(202) 626-3053</td>
<td><a href="mailto:hutchinson@nlc.org">hutchinson@nlc.org</a></td>
<td><a href="http://www.nlc.org/iyef">www.nlc.org/iyef</a></td>
</tr>
</tbody>
</table>