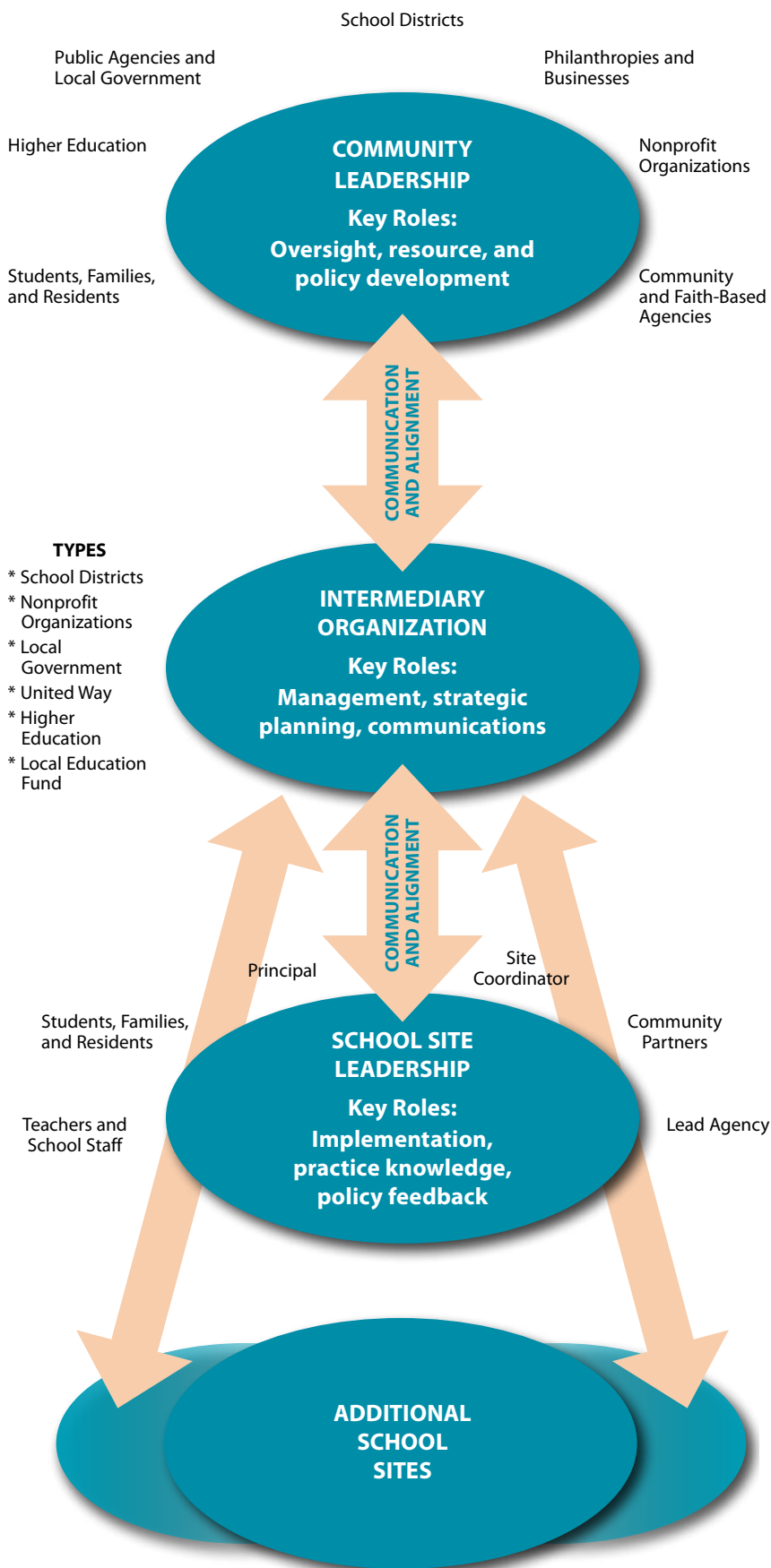


Figure 8: Community Schools Collaborative Leadership Framework



Community-Level Functions	
Results	➔ Agree on a vision for scale up and long-term results
Data and Evaluation	➔ Finance evaluation for accountability and improvement
Alignment	➔ Align policies, programs, and practice with the school's mission and connect to other reform initiatives
Policy	➔ Respond to site needs with supportive policy
Finance	➔ Coordinate and leverage resources
Prof. Dev.	➔ Finance professional development
Community Engagement	➔ Cultivate new champions

Intermediary-Level Functions	
Results	➔ Develop a results framework as the basis for evaluation
Data and Evaluation	➔ Develop a strategy for collecting and using data
Alignment	➔ Coordinate work of school and community to support the results-based framework
Policy	➔ Package site-level information into actionable policy recommendations
Finance	➔ Develop a long range financing strategy
Prof. Dev.	➔ Identify and provide technical assistance needed in specific functional areas
Community Engagement	➔ Develop marketing and communication strategies that build political support

Site-Level Functions	
Results	➔ Select indicators for progress
Data and Evaluation	➔ Collect appropriate data
Alignment	➔ Design and implement activities to achieve results
Policy	➔ Identify challenges to implementation and barriers to conditions for learning
Finance	➔ Mobilize local resources
Prof. Dev.	➔ Provide joint professional development opportunities for partners and school staff
Community Engagement	➔ Promote community participation through site teams