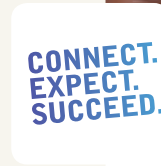


NORTHSIDE ACHIEVEMENT ZONE (NAZ)

Connect. Expect. Succeed.



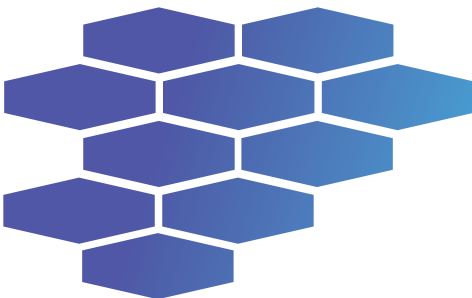
Minnesota's achievement gap is consistently among the largest in the nation. The negative indicators that produce this gap are most pronounced on Minneapolis's Northside. **The Northside Achievement Zone is a collaboration made up of over 60 organizations and schools whose mission is to build a culture of achievement in a geographic area in North Minneapolis to ensure all youth graduate from high school college-ready.**

The purpose of NAZ is to end generational poverty in the zone by significantly improving achievement outcomes for all children and youth. To achieve this bold goal, NAZ has developed a

comprehensive, multi-level change strategy that addresses the community context on the Northside overall, while implementing a "high touch" process across schools and organizational partners with the families and individuals that are in the "NAZ pipeline to college."

To start, we are working with an initial 150 families in the pipeline. NAZ supports these families with wrap-around services through partner organizations so that the children can show up to school ready to learn. NAZ also supports parents and their children through an Education Pipeline leading to college before they are even born. Proven- and promising-practices to support learning in early childhood, after school and during the summer for all ages are coordinated with families in the pipeline.

As we connect families to opportunities, and expect better outcomes from organizations, schools, parents and children, NAZ students will succeed.



NAZ FAMILY ENGAGEMENT AND OPPORTUNITY ALIGNMENT

Ensuring that key NAZ strategies across schools and organizations touch families most in need and that families create a culture of achievement in the home.

We believe the distinctive impact of NAZ is the “high touch” support and neighbor-to-neighbor leadership of the Engagement Team in the lives of NAZ families. The NAZ Engagement Team builds relationships, uncovers challenges, and coordinates promising and proven strategies to support success. In order to create a “change from within” peer-support framework, the Engagement Team is intentionally comprised of individuals from the community. The NAZ strategy of employing neighbor-leaders to engage families at regular intervals has proven successful with initial culture-shift results in families. Increased involvement in critical early childhood programs, enrollment in parent engagement curriculum offerings, and achievement-focused goal setting by families are early examples of success with families in NAZ.

EDUCATION PIPELINE

Effective and coordinated schools, services, and strategies leading children in North Minneapolis to college starting at birth.

The NAZ Education Pipeline includes a strong early learning network ensuring NAZ kids are ready for kindergarten, anchor schools with high expectations and rigorous improvement plans, and effective after school programming to extend the learning day for students. For each NAZ student, we are tracking academic progress with our education partners through Academic Case Management and identifying key barriers to learning such as health or behavioral concerns. Proven or promising strategies and services from our Education Pipeline are connected to families and students to provide coordinated educational services and share in the achievement plan process. Parent engagement and support curriculum undergirds the

coordinated work starting with early childhood education and building toward college-readiness at every grade-level.

WHOLE FAMILY SUPPORT

Supporting family success so NAZ children can show up ready to learn.

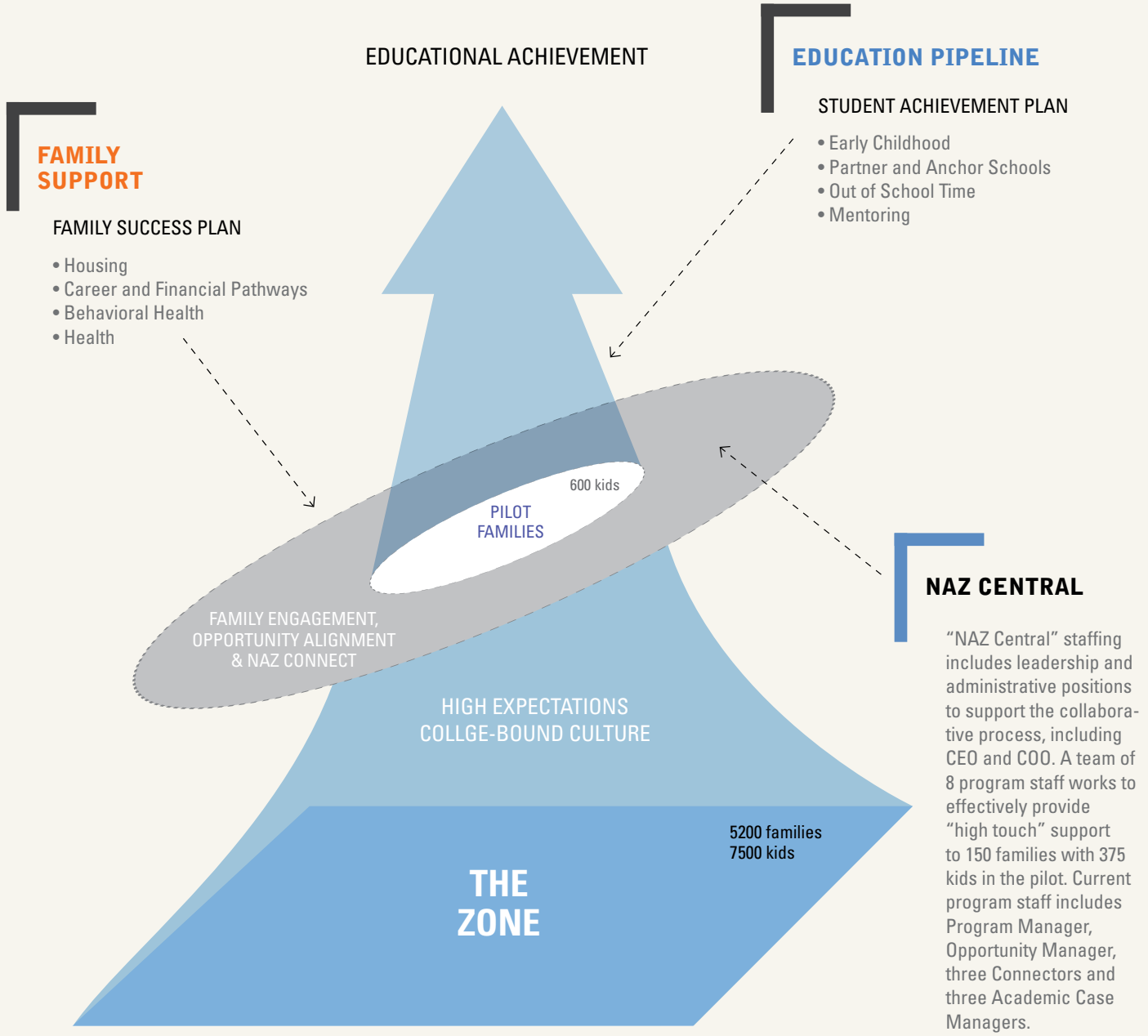
Together with the Engagement Team, anchor schools and key organizational partners, we are identifying whole family success goals with NAZ families. Opportunities, support and resources from partner organizations are identified and coordinated to stabilize housing, establish and support a career path for parents, and address health and behavioral health challenges in families. Progress in these critical areas will help the whole family succeed, and allow the children to focus on achievement.

AN INTEGRATED EFFORT

Solutions in the Education Pipeline and critical family support services are planned through seven Action Teams and integrated through our online, shared achievement-planning tool called NAZ Connect. Current Action Teams include Early Childhood, Out-of-School Time, Mentoring, Housing, Career and Financial Pathways, Health and Behavioral Health. Driven by key information and goals set by families, as well as guidance from best-practice strategies across a continuum of solutions, a family and student achievement plan is formed.

As the plan is developed and implemented, the Engagement Team aligns solutions through the partners in NAZ Connect and supports families to increase students’ success. Families, schools, and organizations are now working together at every turn to provide opportunities, support and solutions to persistent challenges. With this “high touch” process, the culture of achievement in NAZ families is solidified with every new decision a family makes pointing their children in the direction of college.

NAZ THEORY OF CHANGE



SCALE-UP OVER TIME

As effective pathways between families, schools and organizations are established by collectively focusing on outcomes for our initial 150 families, NAZ will implement a scale-up process to increase the number of families in the NAZ pipeline. Within this integrated system, every organization, family and neighbor is focused on NAZ children’s education and success.

This effort will result in children entering kindergarten ready to learn, students demonstrating proficiency at or above grade level in reading and math, and children graduating from high school prepared for college and lifelong success. Early “culture-shift” outcomes being seen now in NAZ families will lead to achievement outcomes, which in turn will lead to community-wide economic development outcomes in the long-term.

NAZ FAMILY SUCCESS STORIES

EFFECTIVE ACADEMIC ACHIEVEMENT SUPPORT FOR NAZ CHILDREN

James and his son loved to spend their time together playing sports, but the boy's school performance was steadily slipping. Their NAZ Connector talked to James about the high-impact academic support that's offered through NAZ partner Plymouth Christian Youth Center's Out-of-School Time program. He explained to James that sports are something that he and his son can always share, but focusing on education now is crucial to his long-term success.

Once he heard the benefits of the program, James wanted his son to start the next day! Using this personal "high touch" approach, NAZ is beginning to help families prioritize academic achievement support with their children.

FAMILY SUPPORT TO INCREASE ACHIEVEMENT OPPORTUNITY

Stephenny couldn't afford to keep the apartment she shared with her daughter and had become desperate in her attempt to support her family. Her NAZ Connector worked with Urban Home-works to get emergency housing; and listed her as high priority for subsidized housing from Project for Pride in Living. Stephenny was referred to Oasis to receive clothing and to the Minneapolis Community and Technical College to continue her education. Stephenny also enrolled in NAZ Family

Families are showing early successes as a result of their participation in high-priority NAZ strategies, including Out-of-School Time programs, whole family support and education goal setting.

Academy, which empowers her to prepare her daughter for kindergarten through early childhood education. Today, Stephenny has the hope she didn't have before, as well as support she didn't know was available.

EDUCATION GOAL-SETTING TOOL FOR NAZ FAMILIES

Helena was active in her five-year-old daughter's academic life before she developed an Education Goals Checklist with the help of her NAZ Connector. Now armed with the checklist, Helena approaches her daughter's teacher differently. She used to ask how her child was doing generally, but now she asks specific, probing questions, "What areas are most challenging for her? How can I help her improve in those areas? When will we check in next about her progress?"

Helena says the checklist, "Lets me know what else I need to do, and I feel accomplished when I can check things off." Through better parent/teacher communication, Helena understands how to support her daughter's success at school. As a result of this increased focus, her school performance is steadily improving. Helena's story is an example of how engaging parents leads to better educational outcomes.





NAZ manages with multiple levels of leadership, including NAZ Board of Directors, collaborative partner leadership, and NAZ Central leadership staff.

NAZ Board of Directors is responsible for governance and fundraising. The Board was transformed in June 2010 to include members able to bring high-level leadership, accountability and resource development support to NAZ.

NAZ BOARD OF DIRECTORS

Stuart Ackerberg

CEO, Ackerberg Group/Catalyst
Community Partners

Peter Bell

Former Chair, Metropolitan Council

Erika Binger

Former Chair, McKnight Foundation Board

Frank Forsberg

Senior Vice President,
United Way of Greater Twin Cities

Kristina Lemmer

Early Childhood Education Policy Manager,
Minneapolis Youth Coordinating Board

Anne Long

Executive Director, Capri Theater and
Plymouth Christian Youth Center

Michelle Martin*

COO, Northside Achievement Zone

Ann Masten

Professor, University of Minnesota
Institute of Child Development

John Mauriel

Associate Professor, Carlson School of Business

Cora McCorvey

Executive Director/CEO,
Minneapolis Public Housing Authority

Fr. Michael O'Connell

Rector, Ascension Church of Minneapolis

Art Rolnick

Senior Fellow, Human Capital Research Collaborative,
University of Minnesota

Sondra Samuels*

CEO, Northside Achievement Zone

Chris Stewart

Former Board Member, Minneapolis School Board

Wesley Walker

Executive Director, NorthWay Community Trust

John Williams

Owner, Dr. John Williams Family Dentist

* *Ex-officio Member*

NAZ MANAGEMENT & KEY STAFF LEADERSHIP

NAZ BOARD

SONDRA SAMUELS, CEO (NAZ STAFF)

NAZ Collaboration & Organizational Lead

MICHELLE MARTIN, COO (NAZ STAFF)

Operations Lead for Collaboration & Organization

ACTION AREAS

EDUCATION PIPELINE/ NAZ CONTINUUM

—Education Lead
Position TBD Early 2012,
(NAZ Staff or Contract)

EARLY CHILDHOOD

Maureen Seiwert,
MPS Early
Childhood
Executive (by
MOU)

Dianne Haulcy,
The Family
Partnership
(by MOU)

Kristina Lemmer,
Youth Coordinat-
ing Board (by
MOU)

K-12

*Partner and Anchor
Schools*— Michael
Thomas, MPS District
Superintendent & Al Fan,
Charter School Partners

Out of School Time Team—
Karen Goodenough, PYC

Mentoring Team—
Nancy Torrison, Kinship

WHOLE FAMILY WRAP-AROUND

Action Teams supporting
the education continuum:

Housing Team— Chad
Schwitters, Urban Homeworks
& Steve Cramer, PPL

Behavioral Health Team—
Dianne Haulcy, The Family
Partnership & Christina
Gonzalez, Washburn Center
for Children

*Career and Financial Pathways
Team*— David Peeples, Twin
Cities RISE! & Paul Schulz,
Emerge

NAZ “CENTRAL”

FAMILY ENGAGEMENT & OPPORTUNITY ALIGNMENT

*The NAZ Engagement Team
of 6 on-the-ground and 2 leads
currently has the capacity to
provide “high touch” to 150
pilot families, and includes:*

—James Trice,
Program Manager
(NAZ Staff)

—Michelle Palo,
Opportunity Manager
(NAZ Staff)

—Six Engagement Team
members (NAZ Staff)

—Andre Dukes,
Public Engagement &
Family Education Leader
(NAZ Staff)

EVALUATION, FUNDRAISING & DEVELOPMENT, FINANCE

Dr. Scott McConnell,
U of M, Internal
evaluation lead (by
Contract)

Wilder Research,
External Evaluator
(by Contract)

—Laura Wolff,
Communications and
Development Manager
(NAZ Staff)

—Jillian Kahn,
Communications
Specialist
(AmeriCorps VISTA)



NAZ has over 60 organizational and school partners involved as opportunity referrals, participating in the NAZ Action Teams, and supporting the college-going culture being built on the Northside. Of those partners, 28 are currently serving as Anchor Partners in NAZ. These partners are leading Action Teams, using the NAZ Connect shared data and achievement planning system, and prioritizing services and openings to support NAZ-enrolled families. This is the current list of NAZ Anchor Partners with an indication of their action area. See the-naz.org for a complete list of additional referral partners in NAZ.

NAZ FOCUS AREAS

EARLY CHILDHOOD

Minneapolis Public Schools Early Childhood
The Family Partnership
Youth Coordinating Board
Bright Water Montessori
Minneapolis Crisis Nursery
LaCreche Early Childhood Centers
Minnesota Visiting Nurse Agency
Northside Child Development Center
Parents as Teachers
Resources for Child Caring
Way to Grow

ANCHOR SCHOOLS & PARTNER SCHOOLS

Elizabeth Hall International School*
Nellie Stone Johnson Elementary School*
Harvest Prep/SEED Academy*
Plymouth Christian Youth Center /
 PYC Arts and Technology High School
Patrick Henry High School
WISE Charter
Ascension
Sojourner Truth Academy

OUT OF SCHOOL TIME

Plymouth Christian Youth Center /
 PYC Arts and Technology High School
Juxtaposition Arts
Patchwork Quilt

MENTORING

Kinship of Greater Minneapolis
Big Brothers Big Sisters
Bolder Options

HOUSING

Urban Homeworks
Project for Pride in Living
Minneapolis Public Housing Authority

HEALTH AND BEHAVIORAL HEALTH

The Family Partnership
Washburn Center for Children
Northpoint Health and Wellness Center

CAREER AND FINANCIAL PATHWAYS

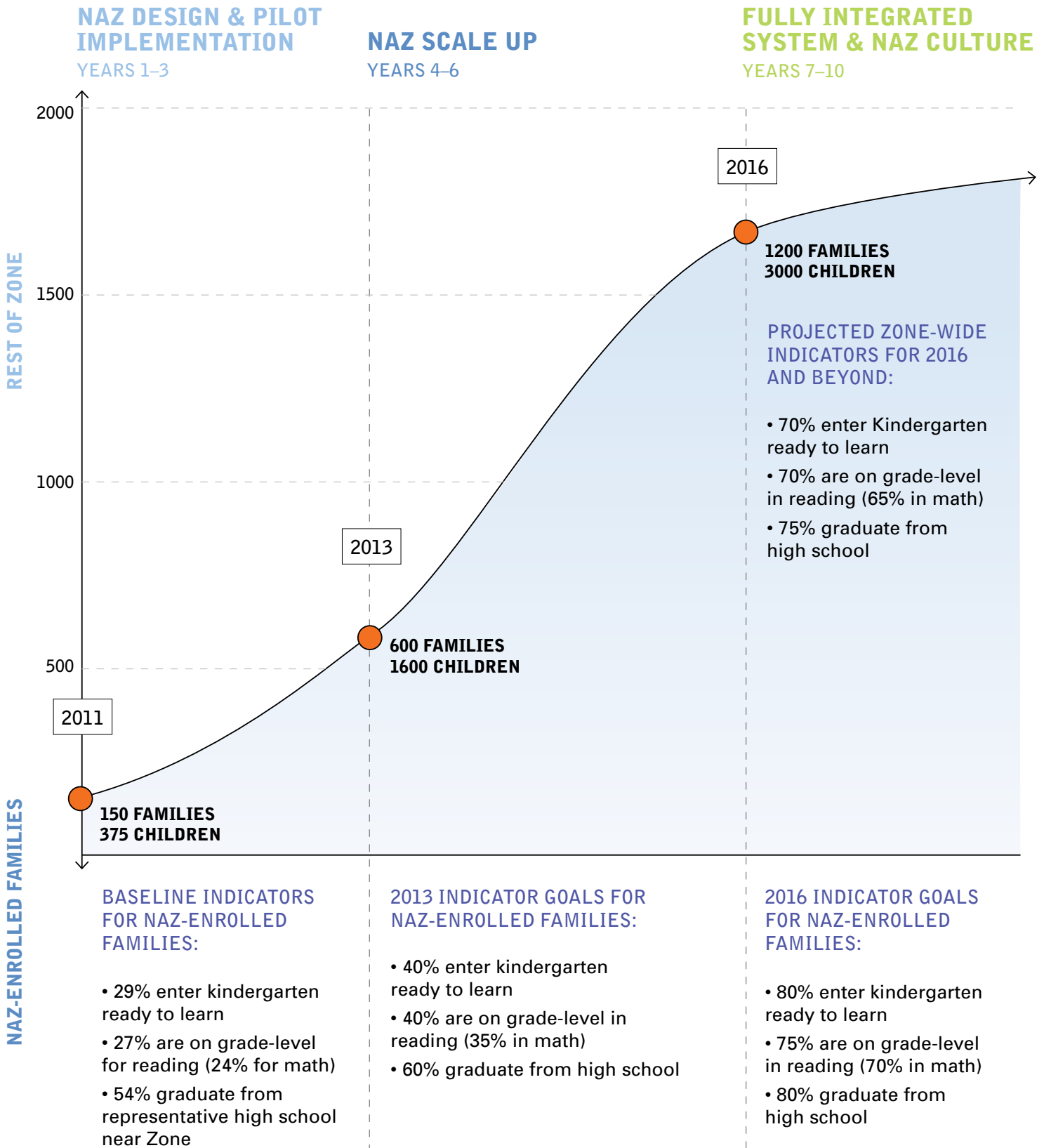
Twin Cities RISE!
Emerge Community Development

EVALUATION

The University of Minnesota Center
 for Early Education Department
Wilder Research

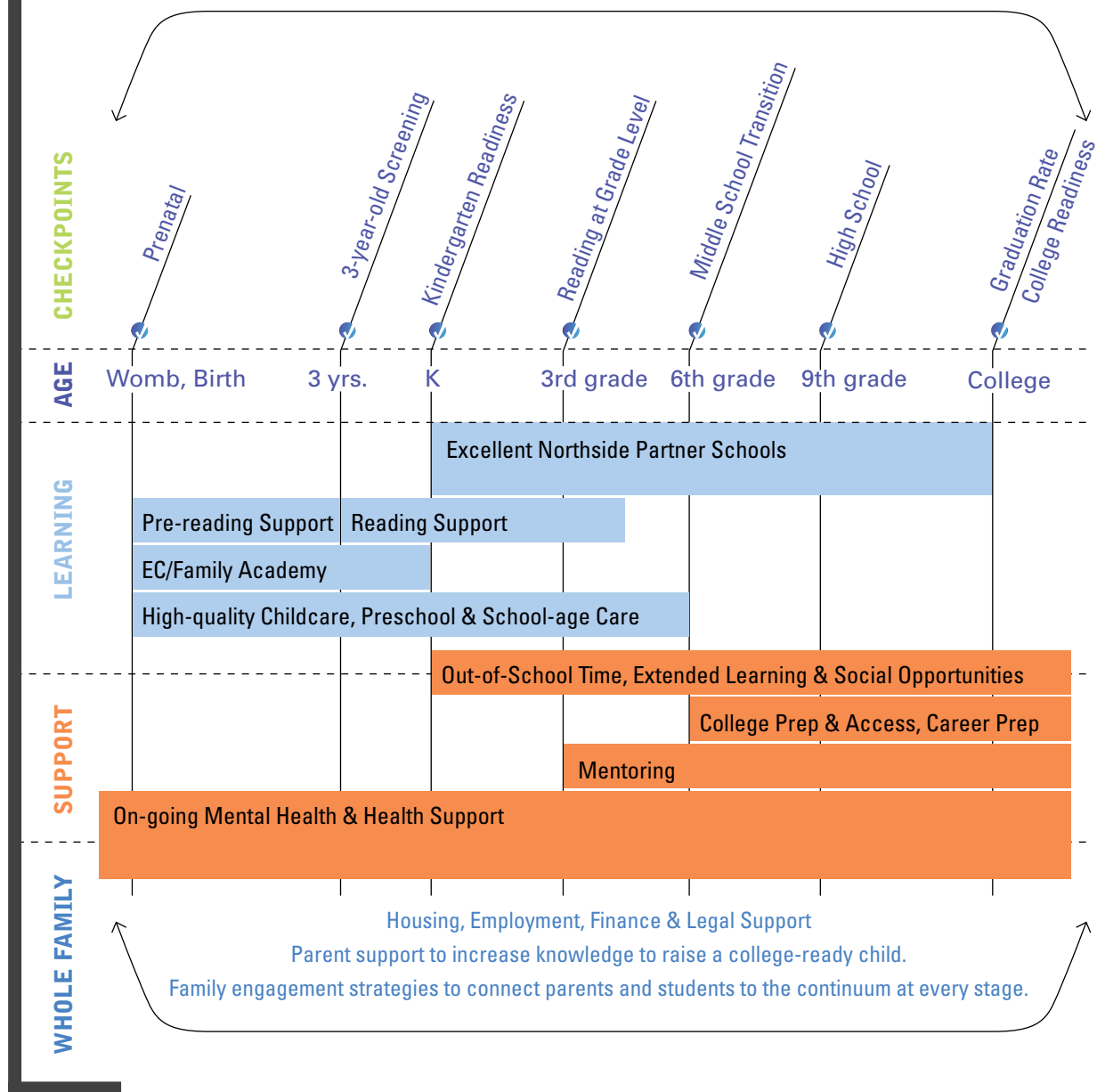
NAZ SCALE UP MODEL

2000 FAMILIES WITH 5500 CHILDREN 0-18 YEARS



NAZ CONTINUUM

PRENATAL THROUGH COLLEGE



In order to have a roadmap for how to support NAZ families and students toward improved academic achievement, a continuum of effective solutions and checkpoints has been identified. Through the continuum, local schools, mentoring programs, family support organizations, health services, and even holistic areas like art and

worship, will have a defined role to work in coordination with families around their achievement plan. **Where one program ends, another is there to pick up the process of supporting Northside children from prenatal to college.**

EVALUATION AND ON-GOING LEARNING

NAZ has designed a comprehensive and robust evaluation strategy to understand and measure our impact ongoing and over time in a variety of domains, all leading to measurement of our impact on educational achievement. We are truly a “learning collaborative” with all partners and stakeholders driven by data and realistic progress toward our end outcomes.

The NAZ Evaluation Team has two key functions. An “internal (or process) evaluation” will evaluate NAZ’s internal work in order to describe the ways our activities and plans work according to design and desired outcomes. This will be combined with a robust “external (or outcome) evaluation.” This second function will describe the success of NAZ efforts through an independent assessment of results, indicators and outcomes.

NAZ will evaluate its work and outcomes against three banner end outcomes, including:

- Kids in the Zone enter kindergarten ready to learn.
- Kids in the Zone are at grade-level in reading and math.
- Kids in the Zone graduate from high school college-ready.

points in the education continuum (early childhood, kindergarten readiness, fourth grade, ninth grade and high school graduation).

RANDOM SAMPLING MICRO-CLIMATE SURVEY

A random household survey in the Zone was conducted in summer and fall 2010. It was designed with input from participants and a thorough review of the literatures on academic achievement, collective efficacy, and previous studies of impact of parent, home and community on school-based achievement. This survey will be conducted by NAZ engagement staff every three years to measure change over time.

NAZ-TESTED PARTNER, PROMISING & PROVEN STRATEGY DESIGNATIONS

In order to implement effective strategies across a continuum of solutions and partners, and keep families in the Zone informed about best-practice programs, a NAZ Designation process will be implemented. Through this process, specific NAZ partners will have the opportunity to be “vetted” for organizational soundness and key strategies used or offered through NAZ plans will be evaluated based on whether they are promising or proven strategies. Both of these types of rating systems will be developed into a NAZ-wide, family-friendly system to make effectiveness fully transparent and to drive resource decisions by NAZ.

KEY STRATEGIES INCLUDE:

PROGRAM DATA

Data systems have been developed through NAZ Connect in order to utilize real-time information about NAZ families and students, and groups of NAZ participants, for informing program and service delivery. This system provides the Engagement Team and key NAZ action area partners with identified information about families (with proper release of information) to drive services and supports, and de-identified or aggregate data to drive big picture program or partnership decisions.

ACHIEVEMENT OUTCOME MEASURES

We are currently developing our achievement measurement model. It will include key indicators of academic success across several domains starting with early childhood. School-based indicators will include standardized tests, attendance, and additional measures as needed collected at key



NAZ OPERATING BUDGET

The NAZ operating budget includes all key areas to facilitate the collaborative process, implement the family engagement and education pipeline strategies, and run the communications, finance, and fundraising strategies.

TOTAL 2012 PROJECTED OPERATING BUDGET— \$1.3 MILLION

FAMILY ENGAGEMENT IMPLEMENTATION

\$451,000 (34%)

Key investments: Leadership and staffing of three cohorts of high-touch support from full time NAZ Connectors for 60 families in each cohort to set and move on achievement plans. NAZ Connect strategies to bring effective support to family achievement plans will be implemented.

EDUCATION PIPELINE IMPLEMENTATION

\$380,000 (29%)

Key investments: Leadership and staffing to develop and implement Academic Case Management with 3 cohorts of families (estimated 60 active families and 100 students in each cohort), including development of Anchor School relationships to serve a critical mass of the NAZ initial families from the same schools. Strategies for shared support of student success across schools, families, NAZ staff, and Education Pipeline partners will be developed.

FAMILY ACADEMY CURRICULUM

\$223,000 (17%)

Key investments: The Family Academy curriculum facilitates the culture of achievement in the Zone one family at a time, and reinforces critical behaviors in parents to support student success. Current curriculum offerings include a “foundations” empowerment training class offered to all families and an infant/toddler class to educate parents of young children about how to promote kindergarten-readiness.

FUNDRAISING

\$174,000 (13%)

Key investments: Fundraising strategies support high-growth operating budget and five year strategic plan development, and secure resources for NAZ’s intermediary role in supporting strategic work of collaborative partners with NAZ-enrolled families.

OPERATING/ADMINISTRATIVE

\$105,000 (8%)

Key investments: NAZ operating and collaborative development process ensures an actionable and effective collaborative process and an organizational infrastructure positioned to yield strong outcomes in NAZ-enrolled families and the community as a whole. This includes organizational development, collaboration management, financial management, and communications.

NAZ AS INTERMEDIARY

In order to support key NAZ strategies in the Zone and for NAZ-enrolled families, NAZ will:

- Develop infrastructure to serve as an intermediary in order to use philanthropic resources to align program partners to facilitate coordinated, effective and continuously improving practices going to scale in the Zone.
- Develop a framework with key Northside funders to ensure that NAZ-related funding does not supplant traditional support to high-quality organizations serving the Northside.
- Develop shared strategies with Action Area partners to raise funds needed to implement promising strategies through NAZ partner organizations. Funding will be sought to meet key areas of work as articulated in the NAZ Tracker work plan (focusing on the pilot families initially and scaling up long-term).

The majority of investments for NAZ Partners and Action Areas will be determined early 2012 through finalizing the 5 year Strategic Plan. As Strategic Plan areas are set, funding goals for Action Areas will be established.

EARLY CHILDHOOD

Funding Target: TBD

To meet early childhood checkpoints through visiting nurses, early childhood screenings with action plans based on findings for families and partners to utilize. Additional investments will be targeted for high-quality childcare scholarships and other on-site early learning opportunities. Funding will support all NAZ-enrolled children to be ready for Kindergarten.

MENTORING

*Current Target: \$90,000 for every 60 NAZ youth matched
Raised to date: \$90,000*

To match eligible NAZ youth with mentors through our best-practice mentor partner organizations (target of 50 to 100 new mentors matched annually).

SCHOOL-BASED

Current Target: \$50,000

To implement instructional leadership development work with nine Partner School principals and to build NAZ infrastructure in three NAZ Anchor Schools.

OUT-OF-SCHOOL TIME

Full Goal: TBD

To secure high-impact, evidence-based strategies through out-of-school time partners to provide key support to NAZ families' achievement plans during afternoon, evening, and weekend hours. Emphasis will be made on connecting out-of-school time learning support with the school day through Partner and Anchor Schools.

WHOLE FAMILY SUPPORT

Funding Goals: TBD

Includes funding to secure housing support to highly mobile families to augment what existing partners can offer, and for families to effectively access mental health, health, and employment resources and opportunities coordinated through NAZ Connect.

