RESULTS PLAN
2017-18
Begin here.

*The NAZ Results Plan can be viewed in two ways.*

- A singular overarching NAZ document created to describe and determine our practice. In this case, this document can be presented as a whole, like a book with separate chapters.

OR

- Multiple documents described in five plans, each describing a strategic area of the Ecosystem, held together by the Effective Collaboration section. In this case, think of each document as five separate books, which together make a series, to which the Effective Collaboration section is the preface in each one.
EFFECTIVE COLLABORATION

Defines collaborative practice for Anchor Partners participating in data-driven, continuous improvement process, NAZ backbone role and individual partner-NAZ relationships (co-location of staff, contract funding, etc).

Includes the following sections that relate to each other in as depicted by this diagram:

*Note: this designates work currently being done using the Results Plans as the guide, and evaluated through NAZ continuous improvement process.

Updated Results Plan established January 2017 with contribution from NAZ and partner leadership, including:

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Alika Galloway, 21st Century Learning
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What will improve?

RESULT
A population condition of well being.

The NAZ Result is described in a two-generation approach:
- All children ready for college
- End generational poverty

Is anybody better off?

OUTCOMES
Performance Measure: Shows whether or not results are achieved.

Overall collaborative process implementing all Results Plan elements together will produce the following measures (all tracked on the action area sections that follow):
- Proficiency at key benchmarks: Kindergarten-readiness, Reading at 3rd grade, 8th grade math
- High school graduation rate
- College graduation
- Career benchmark
- Housing and family stability

How much did we do?

OUTPUTS
Performance Measure: Shows the quantity of solutions utilized.

"Outputs" measure the quantity of solutions utilized. Examples are # or % or enrollment, retention, screenings, program graduations, etc..

How well did we do it?

INPUTS
Performance Measure: Shows the fidelity of implementation (inputs).

- An "Input" is the evaluation of the strategies. They measure the fidelity of implementation.
- "Strategies" are a collection of actions taken to improve chance of positive outcomes.
- "Key Elements" are the steps to achieve the strategies.
STRATEGY AREAS
Grouping of strategies.

COLLABORATIVE PROCESS

STRATEGIES AND KEY ELEMENTS

STRATEGY 1 | NAZ and partners will co-create an annual site-based implementation plan based on the related elements in the NAZ Collaborative Results Plan to define and support implementation.

KEY ELEMENTS
- Individual partners managing NAZ resources (co-located staff, program contracts) will establish and update the Implementation Plan with timelines, roles, targets, and monitoring plan as a scope of work as part of the annual contract.
- NAZ and partner will share Implementation Plan elements, and organizational agreements, and provide support to relevant to staff roles who work in teams with NAZ families.

STRATEGY 2 | NAZ and partner staff participate in specified meetings together to address technical, adaptive, relationship and resource work to support outcomes across the collaborative.

KEY ELEMENTS
- NAZ organization will provide infrastructure for meetings designed with partners (including leadership, action team and site team meetings).
- NAZ organization and partners will support staff with relevant roles to prioritize attending appropriate meetings to move the shared work forward.

CONTINUOUS IMPROVEMENT CYCLE & BUILDING A RESULTS CULTURE

STRATEGY 3 | Contribute organizational data to collaborative database

KEY ELEMENTS
- NAZ will maintain collaborative database and provide partner training for effective use
- Partners contribute data into shared database directly when possible; upload data at set frequency if direct entry is not viable
- Partners will share barriers to database use with NAZ staff to improve database

STRATEGY 4 | Use data and learnings for continuous improvement

KEY ELEMENTS
● NAZ organization and partners will develop shared understanding of data and outcome commitments

● Build practice within organizations as part of collaborative process for regular, ongoing use of data to improve work with parents and scholars at a program level

● NAZ organization will provide annual analysis based on shared agreement within each strategy area and host “Results NAZ roundtable” to facilitate learnings to support collaborative goals

● NAZ organization and partners will make strategy and program adjustments that come out of continuous improvement discernment

STRATEGY 5 | Intentional practice of effective results-focused conversations to drive action across meetings and interactions

KEY ELEMENTS

● Leaders across NAZ will participate in Results-Based Leadership (RBL) trainings and ongoing learning

● NAZ organization will provide access to RBA/RBF tools, including maintaining user-friendly on-line portal

● Support practice of effective results conversations that move from talk to action across and within teams

COLLABORATIVE COMMUNICATION

STRATEGY 6 | NAZ organization and partners will share in developing and communicating collaborative results and other PR stories relevant building a college-culture in North Minneapolis

KEY ELEMENTS

● Team of NAZ and partner communication staff will support advancement of shared storytelling tools

STRATEGY 7 | Participate in building a “College-Going Culture” in North Minneapolis

KEY ELEMENTS

● Participate in marketing campaign

● Lift up stories of success and contribute through NAZ website

● Support parent and scholar involvement in campaign

● Innovative strategies to drive culture
SHARED RESOURCES

STRATEGY 8 | Develop, identify and report on budget for NAZ organization and full collaborative work to reach goals

KEY ELEMENTS

- Business plan for shared work
- NAZ will provide transparent, regular updates about finances

STRATEGY 9 | Identify opportunities for shared funding proposals aligned with business plan goals

KEY ELEMENTS

- Development staff at partners and NAZ organization will collaborate
- NAZ will provide letters of support for partner work
- Collaborative approach will be a lever for influencing funders

STRATEGY 10 | NAZ organization and partners will work together to shift the culture of resource investment toward less siloed funding

KEY ELEMENTS

- Hold funder briefings as a collaborative to inform funders together of what’s working
- Develop plans together based on funding areas (ie- OST, workforce) to engage key local funders at a strategy level

SYSTEM AND POLICY CHANGE

STRATEGY 11 | Use learnings, opportunities, and barriers identified through results plan and shared work with families to established systems change and policy agenda

KEY ELEMENTS

- Shared policy agenda will be established across partners within action areas
- Parent and scholar leaders will be invited to support policy agenda
- NAZ organization and partners will model the work as part of national movement
01 PARENT ENGAGEMENT & PARENT EDUCATION

NAZ implements strategies in Anchor Schools and Early Learning Centers. Other partners adopt key elements of engagement strategies to implement within their organization.

What will improve?
RESULT
A population condition of well being.

Parents will increase their belief, intention, skills and commitment to support their children’s academic development and successful path to college.

Is anybody better off?
OUTCOMES
Performance Measure: Shows whether or not results are achieved.

Develop parent survey to measure protective factors:
➔ Parental resilience
➔ Social connections
➔ Knowledge and skill in parent (PKPQ)
➔ Skills and belief for establishing a path to college

How much did we do?
OUTPUTS
Performance Measure: Shows the quantity of solutions utilized.

# and % of families in engagement strategy
# and % of families with Achievement Plans and Goals completed
# and % of families participating in conferences
# graduating from Family Academy or other evidence-based curriculum
# and % of parent leaders

How well did we do it?
INPUTS
Performance Measure: Shows the fidelity of implementation (inputs).

% of families over time who have graduated from FA classes

Metrics under development
STRATEGY AREAS
Grouping of strategies.

Support and Embed “Neighbor-Leader” Parent Coach Role in School Settings and At-Large

STRATEGIES AND KEY ELEMENTS

STRATEGY 1 | Utilize high potential individuals connected to the neighborhood in Family Achievement Coach or related role

KEY ELEMENTS
➔ Hiring practices represent cultural origins that mirror families in NAZ, with focused on those who have experienced living in poverty themselves
➔ Engage partner to support hiring when possible

STRATEGY 2 | Implement comprehensive training based on key interactional strategies to build Coach competence in role

KEY ELEMENTS
➔ Empowerment
➔ Motivational Interviewing (MI)
➔ Academic support strategies
➔ Culture and trauma informed practice
➔ Protective factors

STRATEGY 3 | Ensure Coach role is effectively integrated into school or partner setting

KEY ELEMENTS
➔ Engagement staff participates in Anchor/Partner setting professional development and staff meetings
➔ Engagement Manager facilitates monthly site meetings with key stakeholders to develop strategies for collaboration and recruitment into NAZ.
➔ Quarterly formal communication to Anchor/Partner setting staff of all NAZ enrolled families and scholars receiving Achievement Planning support.

STRATEGY 4 | Manager support for Coach role based on goal-oriented coaching and data-driven performance management practice

KEY ELEMENTS
➔ Manager holds small supervision roster (4-6 staff per) and conducts regular audits of rosters assigned to coaches
➔ Weekly individual and/or team engagement meetings
➔ Time for training, reflection and goal planning built into schedule
➔ Managers give performance feedback to support Coaches setting growth goals
➔ Peer learning built into management process
Coach Implements Achievement Goal Plan with NAZ Parents to Support Skills and Belief in Raising College-Ready Scholars

STRATEGY 5 | Recruitment

KEY ELEMENTS
➔ Work with school to identify scholars needing support
➔ Use recruitment talking points and Coach personal touch to engage potential families
➔ Prioritize scholars already engaged in other NAZ solutions (ie - out of school)
➔ Use multiple engagement strategies over time to influence parent follow through on enrollment

STRATEGY 6 | Build relationship

KEY ELEMENTS
➔ Use key interactional strategies to build relationship
➔ Follow enrollment process touch points, including gather profile information to understand family context
➔ Coach uses personal background responsibly to serve as a role model to encourage parent participation

STRATEGY 7 | Belief gap

KEY ELEMENTS
➔ Engage parent and scholar in college-going culture touchpoints (ie- pledge, photo)
➔ Coach listens for barriers to belief and helps bridge gap
➔ Use incentives to influence involvement until belief in process is secured

STRATEGY 8 | Goals to Action Framework

KEY ELEMENTS
➔ Enrollment process to model the framework, setting the stage for tackling obstacles in incremental steps leading to high action
➔ Interaction with families and scholars to evoke forward movement and goal completion lead by their individualized plan
➔ Use of SMART strategies in setting attainable and realistic goals
➔ Manager to model framework during supervision to guide coach influence with families/scholars

STRATEGY 9 | Parent leadership

KEY ELEMENTS
➔ Identify and foster leadership potential tied to goal attainment overall
➔ Provide and track leadership training and opportunities
Utilize Team Approach to Support Family Success

Host Evidence-Based Parent Education Classes to Infuse Knowledge

STRATEGY 10 | Increase social connection with parents

KEY ELEMENTS
➔ Coach relationship-building
➔ Fostering intentional cohorts across NAZ parents

STRATEGY 11 | Build parent and scholar team to support goals

KEY ELEMENTS
➔ Effective framework for collaboration and strong alignment across teams within NAZ to provide effective support
➔ Build partnerships with schools, OST, and other academic strategies to increase effectiveness of their support for scholars

STRATEGY 12 | Hold results-driven conversations with team to support progress

KEY ELEMENTS
➔ Model team approach manager meetings and supervisions
➔ Structure all meetings using RBA/RBF skills
➔ Train staff to notice when team is needed to support family goals
➔ Prioritize time staff need to spend on participating in team approach
➔ Staff (NAZ or Partners) participate in on-going communication all areas of the ecosystem to insure coordination to identify and meet families’ needs across action areas

STRATEGY 13 | Connect to and reinforce parent participation in family supports

KEY ELEMENTS
➔ Develop clear process for connecting to family support
➔ Support family in their goal plans related to family support work

STRATEGY 14 | Implement evidence-based curriculum in multiple relevant areas to support parent knowledge in raising college-ready scholars

KEY ELEMENTS
➔ Empowerment training
➔ Early learning focus
➔ Kindergarten-readiness
➔ School age success
STRATEGY 15 | Ensure evidence-based program by collaborating with research experts to build, evaluate and continuously improve curriculum

KEY ELEMENTS
- Pair research learning with parent feedback
- Theater testing
- Ongoing assessment of impact

STRATEGY 16 | Facilitation of curriculum is implemented with fidelity

KEY ELEMENTS
- Reflective, targeted skill practice
- Multiple strategies to illuminate and reinforce key learnings (books, role play, video, handouts)
- Weekly goals for families to practice between sessions; incentives to support goal completion

STRATEGY 17 | Support participation of families least likely to attend parent education opportunities

KEY ELEMENTS
- Use engagement staff to inspire and support participation
- Provide child care, transportation, and healthy meal
- Implement stipend to incentivize attendance
- Build in peer connections and support

STRATEGY 18 | Use Achievement Plan goals to support participation in parent education and reinforce skill development ongoing

KEY ELEMENTS
- Coaches or engagement staff attend Family Academy classes for foundational knowledge on best practices and to develop a common language of
- Coaches use parent education classes as an engagement touch point with families
02 EARLY CHILDHOOD

Shared plan with Anchor Early Learning Centers and NAZ teams

What will improve?

RESULT
A population condition of well being.

NAZ-enrolled scholars will make age-appropriate progress toward developing literacy, numeracy, social-emotional and other skills that contribute to kindergarten readiness.

Is anybody better off?

OUTCOMES
Performance Measure: Shows whether or not results are achieved.

# and % of Scholars demonstrating proficiency on kindergarten-entrance measure.

How much did we do?

OUTPUTS
Performance Measure: Shows the quantity of solutions utilized.

- # and % of scholars enrolled in high quality early childhood programs
- # and % of scholars screened at 3 and other assessments
- # of parents of 0-5 year olds graduated from Family Academy
- # and % of scholars with developmental concern participating in appropriate services

How well did we do it?

INPUTS
Performance Measure: Shows the fidelity of implementation (inputs).

- # and % of scholars retained in high quality programs

Additional metrics under development

STRATEGY AREAS
Grouping of strategies.

Regular Monitoring & Referral for All NAZ-enrolled Families with 0-5 Year Olds.

STRATEGIES AND KEY ELEMENTS

STRATEGY 1 | Informal observations

KEY ELEMENTS

Trained staff (NAZ or Partner) informally and regularly observe scholars 0-5
STRATEGY 2 | Formal Screening and Assessment

KEY ELEMENTS
➔ Scholars under 3 screened for developmental progress every six months
➔ Three-year-old scholars receive Early Childhood Screening
➔ Scholars 4-5 (prior to K entry) monitored every six months to determine if they are on track to reach literacy and numeracy milestones

STRATEGY 3 | Action to Support Progress on Concerns

KEY ELEMENTS
➔ Staff support parents in developing and completing plan for responding to concern(s)
➔ Referral for appropriate service(s)
➔ Follow-through to services and parent support
➔ Staff identify and refer families with scholars under 36 months of age eligible for evidence-based home visiting providers

Integration with Health and Behavioral Health

STRATEGY 4 | Mothers Access Prenatal Care

KEY ELEMENTS
➔ Engagement process identifies when women are pregnant as early as possible
➔ Staff support pregnant women in accessing and following through to appropriate pregnancy services
➔ Staff support families in understanding and using insurance to access care

STRATEGY 5 | Children Attend Well-Child Visits

KEY ELEMENTS
➔ Staff work with parents to schedule, attend and follow-through on all recommended well-child visits
➔ Staff support families in understanding and using insurance to access care

STRATEGY 6 | Support Social/Emotional and Behavioral Development

KEY ELEMENTS
➔ Emphasize integration of behavioral health strategies (training and services) with early learning programs
➔ Staff support parents in following-through on appropriate services
Partners use shared conceptual framework and language about behavioral health, promoting protective factors/mitigating adverse childhood experiences, and promoting emotional health

STRATEGY 7 | Enrollment and Attendance

KEY ELEMENTS

- Based on family interest and need, scholars under 3 enroll in ECE program prioritizing NAZ partners
- All scholars 3-5 (prior to K entry) enroll in ECE program (at least 15 hours/week, 38 weeks/year) prioritizing NAZ partners
- Staff support families in securing sufficient financial supports to ensure access to care
- Staff support parents enrolling children by maintaining awareness of available slots
- Staff support families in addressing barriers to regular attendance

STRATEGY 8 | High Quality Programs Continuously Improve to Insure Children Develop Skills Necessary for Kindergarten Readiness

KEY ELEMENTS

- Teachers use strategies and tools to support and promote children's literacy, numeracy, social emotional and other skills needed for kindergarten readiness
- Partners achieve/maintain 3- or 4-star Parent Aware rating and have adequate data, resources and capacity to ensure each child's full range of strengths and needs is being addressed
- Staff support parents in understanding and choosing high quality programs
- Support efforts to secure sufficient resources for programs to improve and maintain quality
- Use data together to support continuous improvement (best practice strategies, ongoing training)

STRATEGY 9 | Advocate to Expand Access

KEY ELEMENTS

- Support efforts to secure sufficient resources to ensure all families in NAZ have timely access programs in a mixed delivery system
- Support efforts to secure sufficient resources to increase number of 3- and 4-star rated slots
Experiences for Scholars and Parents Outside of the Classroom to Support Building Literacy, Numeracy and Executive Functioning

**STRATEGY 10 | Parenting Support**

**KEY ELEMENTS**

➔ All families enroll in and attend NAZ Family Academy offerings that match their scholar(s)' age

➔ NAZ and partners find ways to align classroom instruction and community programming with NAZ Family Academy offerings

➔ Parents receive resources and support to embed scholar skill-building at home

**STRATEGY 11 | Community Opportunities for Scholars**

**KEY ELEMENTS**

➔ Scholars and parents learn about and access appropriate supports and skill-building opportunities in the community (i.e., libraries, ECFE)

**STRATEGY 12 | Coordination Between NAZ, ECE Programs and Anchor Schools**

**KEY ELEMENTS**

➔ Partners all have clear and coordinated transition processes and activities

➔ Key Family Academy principles are leveraged by all partners to support the transition process

➔ Transition activities included in Achievement Plan

**STRATEGY 13 | Transition Support for Families**

**KEY ELEMENTS**

➔ Staff share enrollment options with families and support enrollment in selected school, prioritizing NAZ Anchor Schools

➔ Staff plan and host transition to kindergarten events for scholars, including school/classroom visits

➔ NAZ staff co-located at Anchor Schools support achievement planning during summer prior to kindergarten
What will improve?

RESULT
A population condition of well being.

NAZ scholars are on-track to graduation, demonstrate grade-appropriate skills and hold positive attitudes and beliefs for learning.

Is anybody better off?

OUTCOMES
Performance Measure: Shows whether or not results are achieved.

➔ # and % of scholars demonstrating proficiency and/or growth in standardized tests or progress monitoring measures: MCAs, MAPs,
➔ # and % of scholars demonstrating progress in Scholar Achievement Plan
➔ # and % of master teachers (6+ years of experience) at anchor schools
➔ # of years principal is at school
➔ # of principals with a track record of success in urban school leadership

How much did we do?

OUTPUTS
Performance Measure: Shows the quantity of solutions utilized.

SCHOOLS & PROGRAMS
➔ # and % participating Scholar Achievement Planning
➔ # of Scholars attending Out-of-School Time (OST) programming
➔ # and % on rosters or at sites proficient on assessments
➔ # of scholars improving academic outcomes (i.e., grades, coursework, attitudes toward school and community)
➔ # and % with identified behavioral health referrals

How well did we do it?

INPUTS
Performance Measure: Shows the fidelity of implementation.

➔ Utilization and support for critical pedagogy and culturally relevant practices in schools and programs
STRATEGY AREAS

Integration of Parent Engagement & Leaders to support Scholar Success

STRATEGIES AND KEY ELEMENTS

STRATEGY 1 | Partner with Parents to Enhance Outcomes for Scholars

KEY ELEMENTS
- Partners and schools embed strategies to effectively engage parents in supporting scholar success
- Use Achievement Planning as a tool to engage families in alignment with scholar support
- Partners and schools implement Family Academy or other validated parent education classes
- Embed parent leaders within school and/or program

STRATEGY 2 | Develop Effective Communication Methods with Families

KEY ELEMENTS
- Partners work with parents to develop understanding of the educational pipeline and key transitions (i.e., kindergarten, middle school, high school, college)
- Partners and schools take multiple approaches to inform parents about academic and non-academic progress
- Share information and resources to support Scholars’ growth

STRATEGY 3 | Identify role within site (NAZ Family Achievement Coach, Reading Corps Scholar Coach, OST staff) and train on model and modalities

# and quality of academic supports/interventions offered at schools
# of counselors per student in schools
Offering of behavioral health supports in schools that are culturally responsive
# of teachers and administrators of color in schools
# and % of master teachers (6+ years of experience) in schools that teach general and special education courses
# of years principal is at school
# of principals with a track record of success in urban school leadership

Scholar Achievement Planning (SAP)/Coaching to Help Scholars Integrate
Learning
Implemented by various roles across NAZ, including Family Achievement Coach, Reading Partners, OST program staff.

KEY ELEMENTS
➔ Motivational Interviewing, Empowerment, Adverse Childhood Experiences
➔ Goal setting process
➔ Scholar engagement
➔ Positive racial and cultural identity development

STRATEGY 4 | Engage and build relationships with Scholars identified through site-based staff (teachers, social workers, principals)

KEY ELEMENTS
➔ Facilitate data sharing process and ensure that NAZ Connect releases are in place
➔ Use positive youth development practices to build relationships with scholars

STRATEGY 5 | Set goals in key areas with Scholars to support academic and social-emotional learning.

KEY ELEMENTS
➔ Determine who is on Scholar’s “team”
➔ Understand what motivates and “Sparks” Scholar’s interest
➔ Support Scholar to use their “voice” effectively and enhance self-esteem

STRATEGY 6 | Use goals-to-action framework to monitor progress on key SAP elements and track growth

KEY ELEMENTS
➔ Find solutions with team when challenges arise
➔ Engage scholars, teachers and other “team” members to analyze individual progress, develop an intervention plan and support further goal development

STRATEGY 7 | Engage and prepare parents and Scholars for key grade-level transitions

KEY ELEMENTS
➔ Support parents to choose NAZ Anchor Schools and/or other rising and high performing schools that provide a good “fit” for their Scholar
➔ Create opportunities for parents to learn about school options

Ensure Effective Pipeline at Key Transitions
STRATEGY 8 | Support opportunities for teachers and administrators to create pipelines across school settings

KEY ELEMENTS
➔ Create events to promote pipeline transitions that are tailored to the needs and interests of Scholars and parents
➔ Design and implement curricular opportunities between classrooms and across schools that prepare students to advance along the pipeline (i.e., co-curricular design, classroom exchanges, etc.)
➔ Collaborate to align curriculum for successful advancement of Scholars from one grade-level to the next

STRATEGY 9 | College-going culture is embedded in all aspects of schools and programs

KEY ELEMENTS
➔ Schools and programs articulate pathways to college and other post-secondary options via targeted supports for scholars (i.e., college tours, workshops in college readiness, etc.) and parent engagement
➔ Embody a culture of high expectations in academic achievement for each scholar
➔ Participate in NAZ’s college-going culture campaign (i.e., marketing materials)

STRATEGY 10 | Effective School Leadership

KEY ELEMENTS
➔ Stable school leadership is fostered by the district/school board/archdioceses to hire and retain effective principals at schools for 5+ years
➔ Principals demonstrate a track record of success in urban school leadership
➔ Principals hold high expectations for student achievement, parent engagement, teacher effectiveness, and obtaining outcomes
➔ Principals provide instructional leadership that fosters creativity, critical thinking and culturally relevant curricula and pedagogy
➔ Principals hire and maintain a racially diverse and experienced teacher workforce
STRATEGY 11 | Effective Classrooms

**KEY ELEMENTS**

➔ Effective teaching is fostered by school leadership/district/school board/archdioceses by hiring and retaining high quality teachers and a high % of master teachers (6+ years of experience)

➔ Teachers demonstrate a track record of success teaching diverse students in urban schools

➔ Teachers implement critical pedagogy and culturally responsive teaching practices

➔ Teachers receive ongoing instructional support from school leader and high quality professional development in critical pedagogy, culturally responsive teaching and content areas

Supplemental Supports for Skill Building in Reading & Mathematics

Implemented by various roles across NAZ, including Academic Specialist, OST programs, ReadingCorps, ReadingPartners, other programs contracted to do tutoring.

STRATEGY 12 | Utilize and share data to improve classroom practices

**KEY ELEMENTS**

➔ Review and use academic and supporting data to focus solutions with individual scholars and engage parents

➔ Implement quality assessment process that integrates feedback from scholars, parents/guardians, and staff members

➔ Engage in ongoing professional development in scholar-coaching, critical pedagogy and related areas (i.e., ACES, and tutoring/mentoring, etc.)

STRATEGY 13 | Support Academic Success

**KEY ELEMENTS**

➔ Incorporate academic supports into the school day and during out-of-school time to foster accelerated learning among Scholars (i.e., tutoring, study groups and mentoring)

➔ Provide supports for social-emotional learning (i.e., counselor, coach, mindfulness activities, etc.)

STRATEGY 14 | Develop and implement academic strategies that promote accelerated learning and grade-level achievement

**KEY ELEMENTS**

➔ Utilize reading and mathematics curricula that align with Anchor Schools (i.e., IXL, First in Math, Lexia) and best practices

➔ Facilitate progress monitoring using shared assessment
tools (i.e., aReading and CBM Math)
➔ Incorporate coached independent reading
➔ Develop academic interventions (tutoring, small group, progress reports) for scholars who are more than one year below grade level in reading and mathematics
➔ Provide supplemental activities that provide continuous opportunities for growth (i.e., math games, tutoring, etc.)

STRATEGY 15 | Use resources to support the social-emotional needs of scholars

KEY ELEMENTS
➔ Partners and NAZ staff use skills based on core modalities (MI, empowerment, trauma-informed care) to engage scholars and families
➔ Partners use scholar-coaching and NAZ Connect to provide resources and set goals
➔ Partners engage with NAZ behavioral health staff and community partners (i.e., Washburn Child Guidance Center) to support social-emotional needs
What will improve?

RESULT
A population condition of well being.

NAZ scholars will graduate high school college-ready, enroll in an optimal post-secondary program, complete a credential within 150% of their program length, successfully enter a career pathway and be engaged civically in the community.

Is anybody better off?

OUTCOMES
Performance Measure: Shows whether or not results are achieved.

➔ # of scholars on-track to graduate high school as demonstrated by proficiency in MCA, MAP and ACT scores, and GPA
➔ # of scholars that matriculate and graduate from a post-secondary education program
➔ # of scholars that are on a career pathway and are civically engaged in community

How much did we do?

OUTPUTS
Performance Measure: Shows the quantity of solutions utilized.

PROGRAMS
➔ # of scholars enrolled in out-of-school time (OST) programs
➔ # of scholars on-track to graduation
➔ # of scholars improving their academic outcomes (i.e., GPA, grades, coursework, attitudes about school and community)

SCHOOLS
➔ # of scholars enrolled in college-ready course work (i.e., AP, IB, college-level courses)
➔ # of scholars improving their academic outcomes (i.e., GPA, grades, coursework, attitudes about school and community)

How well did we do it?

INPUTS
Performance Measure: Shows the fidelity of implementation.

➔ Offer college-ready and/or career development supports at programs
➔ Utilization and support for critical pedagogy and culturally relevant practices in schools and programs
➔ # of college-ready courses and supports offered at schools
➔ # of counselors per student in schools
→ Offering of behavioral health supports in schools that are culturally relevant
→ # of teachers and administrators of color in schools
→ # and % of master teachers (6+ years of experience) in schools that teach general and special education courses
→ # of years school retains the same administrator
→ Utilization and support for critical pedagogy and culturally relevant practices in schools and programs

**STRATEGY AREAS**
*Grouping of strategies.*

**A Seamless Network of Supports for Scholars in College and Career Readiness**

**STRATEGIES AND KEY ELEMENTS**

**STRATEGY 1 | Collaborate to Create the Participation Strategies**

**KEY ELEMENTS**

→ Active, coordinated network of participation strategies for high school scholars
→ Coordinate recruitment to connect scholars to post-secondary programs based on fit
→ Focus on rising 9th graders to ensure early access into the network of programs
→ Communication between NAZ and partner staff to best support scholars

**STRATEGY 2 | Contextualize Data**

**KEY ELEMENTS**

→ Use data to identify gaps in program supports, college access, retention and graduation
→ Coordinate with college-readiness and credit recovery programs to ensure scholars meet requirements
→ Use of NAZ Connect to facilitate coordination

**STRATEGY 3 | Continuous Quality Improvement**

**KEY ELEMENTS**

→ Collect and review data regularly around program characteristic and scholar experience
→ Implement Scholar Achievement Planning
→ Participate in regular assessment meetings reviewing scholar outcomes, and implementation of program plan
STRATEGY 4 | Support Academic Success

KEY ELEMENTS
- Provide academic supports (i.e., tutoring, study groups and mentoring)
- Provide college-level achievement planning

STRATEGY 5 | Effective Classrooms

KEY ELEMENTS
- Teachers receive high quality professional development in critical pedagogy and culturally responsive teaching
- Administrators provide instructional leadership that fosters creativity, critical thinking and culturally relevant curricula
- Provide courses in ethnic studies and courses that utilize Youth Participatory Action Research (YPAR)
- School administrators work to hire and sustain a racially diverse and experienced teacher workforce.

STRATEGY 6 | Early Access

KEY ELEMENTS
- Enroll scholars in dual enrollment courses via Post-Secondary Education Opportunities (PSEO), College In the Schools and programs
- College visits and multicultural support programs on campus for NAZ scholars

STRATEGY 7 | Financial Supports

KEY ELEMENTS
- Provide targeted and ongoing support for financial aid process
- Increase assistance for solving unmet financial aid
- Develop and maintain scholarship programs for NAZ scholars

STRATEGY 8 | Admission and Retention

KEY ELEMENTS
- Create pathways to admission for NAZ scholars
- Provide regular progress review of Scholars in first year
- Identify social supports for leadership and cultural development on campus
STRATEGY 9 | Transition to College

KEY ELEMENTS
➔ Identify college/university bridge programs for NAZ scholars
➔ Provide high quality first-year programming to support scholars’ acclimatation to college life
➔ Develop dual community and campus based mentorship program to ground scholars transitions into college and career

STRATEGY 10 | Develop Career Pathways & Strategy Participation Programs

KEY ELEMENTS
➔ Identify and develop work-based, credit-earning experiences
➔ Partner to develop career pathways via internships/fellowships among NAZ collaborative partners in fields such as: teaching, non-profit management, entrepreneurship, artist, community development, research, etc.)
➔ Connect scholars to professional affinity groups for mentorship and job shadowing

STRATEGY 11 | Foster A College-Going Culture

KEY ELEMENTS
➔ Educate NAZ parents on college process and how to support scholars through college transition via workshops and materials
➔ Promote and advocate for a college-going culture across the Northside with a consciousness raising campaign at program and school sites, in scholar’s homes and in the community via events and marketing
➔ Convene community conversations that bring together parents, scholars and education professionals to discuss critical issues and remedies to inequities in the education participation strategies and in the workforce
FAMILY SUPPORT

Supporting families so that scholars can show up ready to learn.

What will improve?

RESULT
A population condition of well being.

➔ Overall: Households will become more stable; quality of life will increase
➔ Career & Finance: Parents will have the economic ability to provide a healthy and financially stable environment at home, so children can succeed academically.
➔ Housing: Parents will have stable, affordable, healthy housing so their children will succeed academically.

Is anybody better off?

OUTCOMES
Performance Measure: Shows whether or not results are achieved.

➔ Families experience increased housing stability
➔ Scholars experience greater stability in academic settings.
➔ Parents achieve greater financial stability.
➔ Protective factors outcomes (crosswalk with Parent Engagement plan)

How much did we do?

OUTPUTS
Performance Measure: Shows the quantity of solutions utilized.

➔ # of families participating in the Housing Strategy
➔ # and % of families with in-process (active) and completing housing goals and goal steps
➔ # and % of families & children experiencing housing stability event
➔ # of parents who participate in the Career & Finance Strategy
➔ # & % of parents with in-process (active) and completing Career & Finance goals/steps
➔ # & % of parents who make progress on goals and secure or improve employment

How well did we do it?

INPUTS
Performance Measure: Shows the fidelity of implementation.

Metrics under development
### STRATEGIES AND KEY ELEMENTS

**STRATEGY 1 | Empowering parents as individuals with control of their own career/finance/Housing plans**

**KEY ELEMENTS**

- Parents enroll in empowerment training
- Staff (NAZ or partner) integrate Empowerment Principles, training and strategies into their work with families
- Ongoing parent coaching utilizing empowerment principles

**STRATEGY 2 | Start the career/finance/housing plan, identify the support team, and build relationships**

**KEY ELEMENTS**

- Provide inspiration for parent to see opportunities for themselves
- Parent expresses goals for career, finance, adult education, or housing stability; Specialist/Partner uses NAZ Connect data and assessments to identify appropriate resources and level of support
- Identify existing or high-touch coaching to parents to ensure follow-through and ultimate success
- Support and track goal development in NAZ Connect
- Staff (NAZ and partner) support parents in understanding the level of education and steps required for identified career
- Bring in other team members through partner services to support plan (ie: housing support, career training staff, financial coaching staff); track in NAZ Connect

**STRATEGY 3 | Implement career training and adult education**

**KEY ELEMENTS**

- Based on selected career plan, support entry into necessary training or adult education opportunities; prioritize employer-partnered pathways when possible
- Provide parents with access to necessary support services and financial resources to enable access to educational opportunities such as:
  - Adult education programs/resources (GED, Literacy, ELL and citizenship classes; adult tutoring and homework help
  - Workplace literacy
  - Post-secondary options
  - Bridge programs
- Provide support to ensure parents’ ongoing success in reaching career goals:
◆ Help addressing barriers, such as transportation, tuition, fees, etc.
◆ Continued support in setting and meeting education goals
◆ Behavioral health and social/emotional support identified as needed

➔ Make the training or career pathway work for parents most left behind
◆ Provide training as close to community as possible
◆ Build cohort
◆ Provide effective online tools to ensure access
◆ Support language, culture, or social-emotional barriers to success

➔ Celebrate milestone successes and goal completion along the way

STRATEGY 4 | Implement job search

KEY ELEMENTS

➔ Partner agencies provide parents with access to necessary resources such as resume assistance, career prep workshops and training, job search assistance, workforce coaching, etc.

STRATEGY 5 | Supporting parents on MFIP to use resources effectively

KEY ELEMENTS

➔ Parents’ achievement plans are aligned between MFIP employment service provider and NAZ
➔ Staff (NAZ or partner) collaborate to provide support to troubleshoot MFIP barriers

STRATEGY 6 | Use collaborative model to foster innovation and effectiveness in the MFIP system

KEY ELEMENTS

➔ Layer in customized resources and incentives beyond what is provided through MFIP employment counselors, such as shared training or additional tuition assistance
➔ Improve collaboration between County and partners to increase flexibility and support for NAZ families to use MFIP as a transformational tool for career entry and success

STRATEGY 7 | Retention: Staff provide support to ensure ongoing employment success

KEY ELEMENTS

➔ Provide consultation on career laddering
➔ Support parent’s connection with professional development opportunities to foster lifelong success
➔ Partners staff support development of beliefs and skills for job
Develop the System to Ensure Career Success at Scale

Financial Education and Coaching

STRATEGY 8 | Advocate to expand access to employment

KEY ELEMENTS

➔ Support efforts to secure sufficient resources to ensure all parents in NAZ have access to jobs, including pre- and post-employment resources and opportunities
➔ Use data and analysis of outcomes to support continuous improvement towards accessing pathways and identifying opportunities for systems and policy change

STRATEGY 9 | Partner with regional efforts to attract employer partners

KEY ELEMENTS

➔ None identified

STRATEGY 10 | Building financial stability and well being

KEY ELEMENTS

➔ Staff (NAZ or partner) use assessment tools and processes to provide individualized financial education & coaching
➔ Staff (NAZ or partner) assist families with financial coaching on credit and asset building, budgeting and building savings, down payment assistance and other supports for rental- and mortgage-readiness, etc.
➔ Provide ongoing support and follow-up such as training on maintaining credit and budgets, proactively identifying and addressing financial challenges, post-purchase coaching and supports for homeowners, etc.

STRATEGY 11 | Advocate to create new financial resources and opportunities

KEY ELEMENTS

➔ Support efforts to secure resources to ensure all parents in NAZ can build financial stability
Support Housing Stability & Ongoing Success

STRATEGY 12 | Family obtains appropriate housing

KEY ELEMENTS
➔ When families need emergency housing, support families to access shelter
➔ Support family’s transition out of shelter
➔ Provide support to protect families against predatory or substandard housing practices
➔ Leverage financial resources to make stable housing affordable
➔ Support parents to utilize partners and programs that equip families to progress through the housing continuum (ie., become a homeowner)

STRATEGY 13 | Family maintains stable housing

KEY ELEMENTS
➔ Support families to set and support stability goals to ensure proactive steps are taken to maintain housing such as:
   ◆ tenant education,
   ◆ career goal planning
   ◆ financial education/coaching and resources, including foreclosure counseling
   ◆ timely communication and problem-solving (for example: lease violations, neighbor relations, etc.)
➔ Provide families with supports to create and maintain a healthy home environment, including removal of lead paint and pests, furnishing, home maintenance and improvement
➔ Support in building and sustaining positive community relationships, including neighbors and landlord

STRATEGY 14 | Advocate to expand access to housing stock & resources

KEY ELEMENTS
➔ Collaborate to create opportunities for additional housing units, either through new construction or renovation
➔ Build network of private landlords accountable for fair housing practices and willing to rent to NAZ families, including those with previous housing challenges
➔ Advocate for resources for diversity of family situations and financial needs
➔ Seek out longer term solutions for families needing longer term supports (ie Section 8 that follows a short-term subsidy)
➔ Use data and analysis of outcomes to support continuous improvement towards accessing housing and identifying opportunities for systems and policy change