

Helping all children
discover and achieve
their dreams.



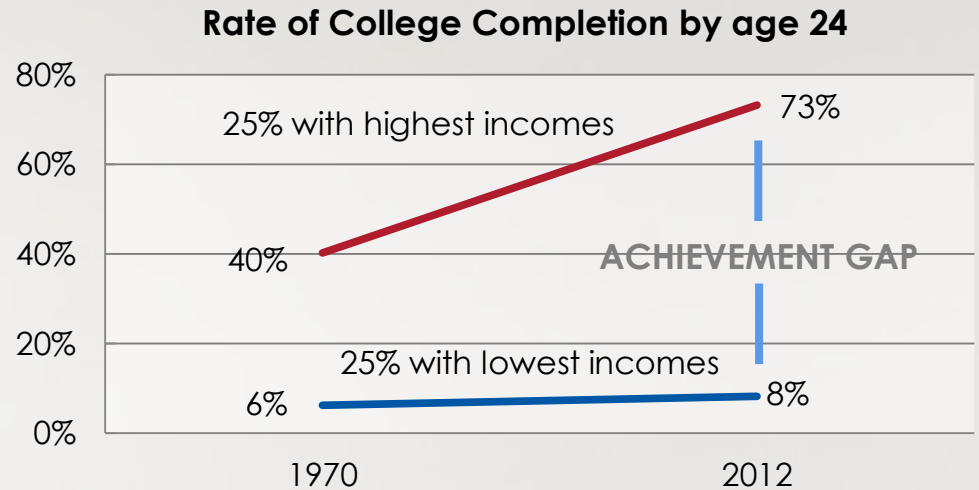
Presentation to:
Mayor Harp and
Superintendent Garth Harries
New Haven Public Schools

May 8, 2015



We often hear about the **achievement gap**.

The gap in college degree attainment has **doubled in a generation**. While students from families in the top income quartile are flocking to college, those with low incomes are not graduating.



But the achievement gap is a symptom of something deeper—a systemic **opportunity gap**.

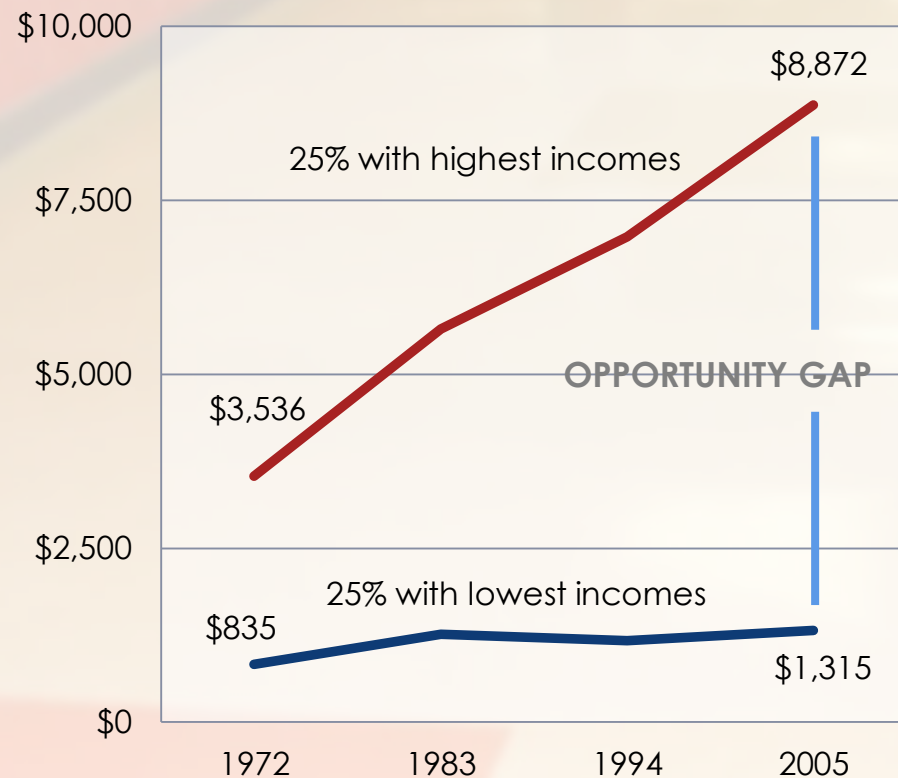
We know that children need to be inspired through their education.

Upper-income families have tripled their investment in their children's education in a generation—amounting to a **gap of 6,000 hours** of extra learning by 6th grade.

Lower-income children count on their public schools.

**Yearly Expenditure on Child's Enrichment
by Family Income**

2008 dollars

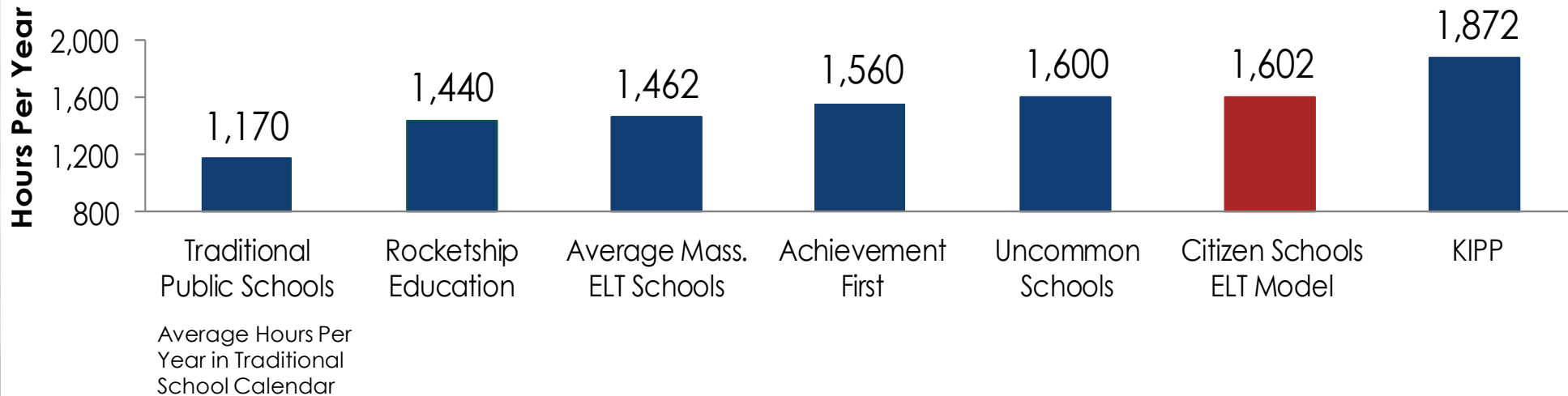


CITIZEN
SCHOOLS

EXPANDED LEARNING TIME LANDSCAPE

A lesson from Charters ...most of the successful ones add a lot more **TIME**

Comparison of School Time Per Year

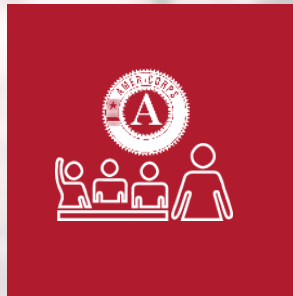


Citizen Schools:

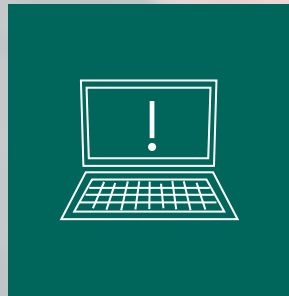
More time. More achievement. More impact.



We expand a middle school's learning day



by connecting a team of adults with students



to provide relevant learning experiences



that give students the skills, access, and beliefs



they need to succeed in school, college, and careers.



We close the gap in middle school.

Research shows that 6th grade performance can predict a student's **long-term educational trajectory**. Interests discovered in adolescence shape dreams and careers.

But middle schools in low-income communities struggle to foster those discoveries on their own.

They need more—and not just more of the same.



Source: Robert Balfanz, *Putting Middle Grades Students on the Graduation Path*, Everyone Graduates Center and Talent Development Middle Grades Program, 2009.

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY



MORNING CLASSES

In the morning, Citizen Schools staff and AmeriCorps members support teachers, join in faculty meetings, meet with mentors, plan for lessons, and analyze student data.

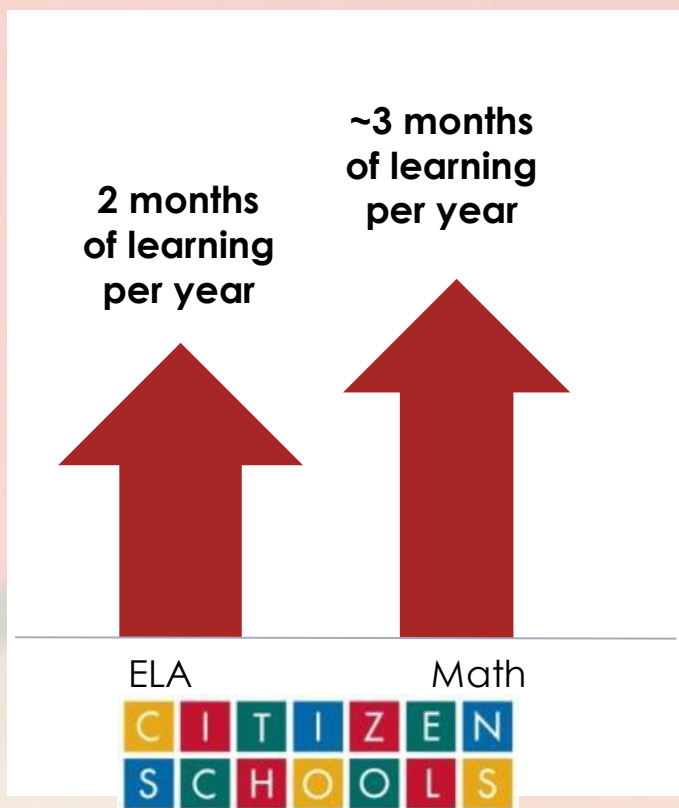


Transition
around
3pm

	SNACK AND CIRCLE	SNACK	SNACK	SNACK	
	ACADEMIC SUPPORT	ACADEMIC SUPPORT	ACADEMIC SUPPORT	ACADEMIC SUPPORT	
	ACADEMIC SUPPORT	APPRENTICESHIPS	EXPLORE	APPRENTICESHIPS	FIFTH PROGRAM DAY or TRAINING
Dismissal around 6pm					

Externally Validated Results

Interim findings reveal **unique, consistently positive, and promising student learning gains in ELA and Math** on state assessments.



“In the context of other research about the impact of ELT on student achievement outcomes, the interim findings are quite promising. Few studies have found consistent positive outcomes, and the most positive findings to date, from the recent KIPP study reflect implementation of a highly structured program model rather than the considerably more flexible Citizen Schools ELT model.”

Abt Associates, Year 3 Interim Report

Statistical significance levels: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Source: Abt Associates, Evaluation of Citizen Schools ELT Initiative Year 4 Interim Findings, 2015. (Achievement impacts include the 22 Citizen Schools ELT schools with publicly available achievement data and their matched comparison schools.)

Transforming schools...

Citizen Schools closes opportunity and achievement gaps—while working **within the existing public school system.**

LEARNING GAINS IN MATH (additional months per school year)

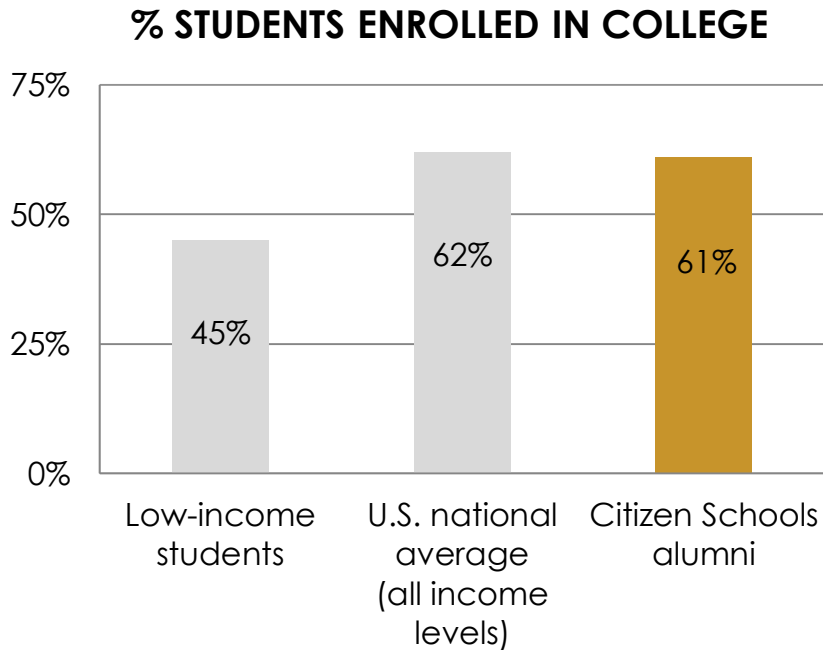
Citizen Schools Expanded Learning Time Partnerships	2.8 months
KIPP Charter Schools	3.7 months
Teach for America	2.6 months



Source: Third-party evaluations; Abt Associates Evaluation of Citizen Schools ELT Initiative Year 4 Interim Findings, 2015.

Transforming students...

Evidence shows that students change their **long-term trajectory** after the Citizen Schools experience.



And transforming citizens.

A first-of-its-kind study by Professor David A. Jones from the School of Business Administration, University of Vermont (2013) shows that Citizen Schools volunteers:

- improve in **leadership, communication, and teamwork skills**
- report greater **loyalty to their employers** after teaching
- are more satisfied with their jobs and show **improved morale**

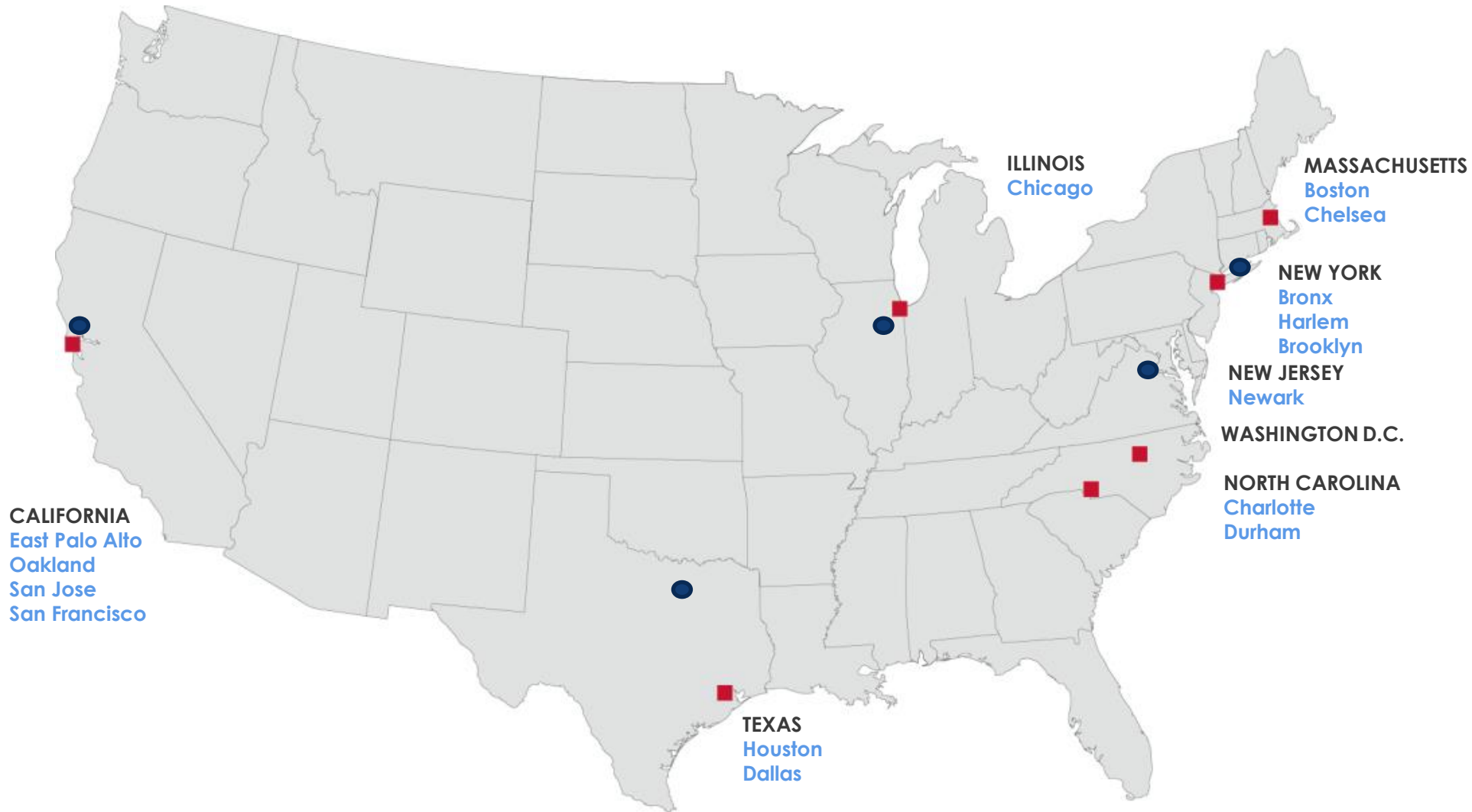
AS FEATURED IN
Forbes

20
CITIZEN
SCHOOLS
1995-2015



EXPANDING ACROSS THE COUNTRY

Expanded Learning Time Program
7 states ■ 29 schools ■ 11 districts
5,000 students ■ 2,200 volunteers





Alignment with 4 Pillars of NHPS “School Change 2.0”

Academic Learning: The Knowledge and Skills to Succeed in College and Career

We are currently in year 4 of a 5 year matched comparison evaluation of our ELT program conducted by Abt Associates. Interim reporting has highlighted average student gains **two additional months of learning per school year for students in reading** and **three additional months of learning in math**.

Social Emotional & Physical Growth: Attitudes & Foundation to Succeed in College, Career and Life

Our programs develop the skills, access and beliefs required to graduate from high school, college-ready. In addition to traditional academic outcomes, we measure growth of 21st century skills including **communication, collaboration, problem-solving and innovation**. We also have recently partnered with *National Center for Time and Learning* to administer their Transforming Ed student survey, which focuses on four domains of social emotional learning: **growth mindset, self-efficacy, self-management, and social awareness**.

Talent: Educators Engaged in Purposeful, Supportive and Meaningful Teaching and Leading

Our academic curriculum is *co-developed* with teachers and administrators in our partner schools. **Our flexible academic support caters to the unique needs and desires of our partner teachers**, sample program options include:

- “push in” during the school day, (e.g. the facilitation of classroom instruction, enabling your teachers to engage in more personalized instruction with a sub-set of students);
- 1:1 homework help and goal setting;
- supplemental math or ELA instruction co-designed by teachers and led by our AmeriCorps Teaching Fellows.

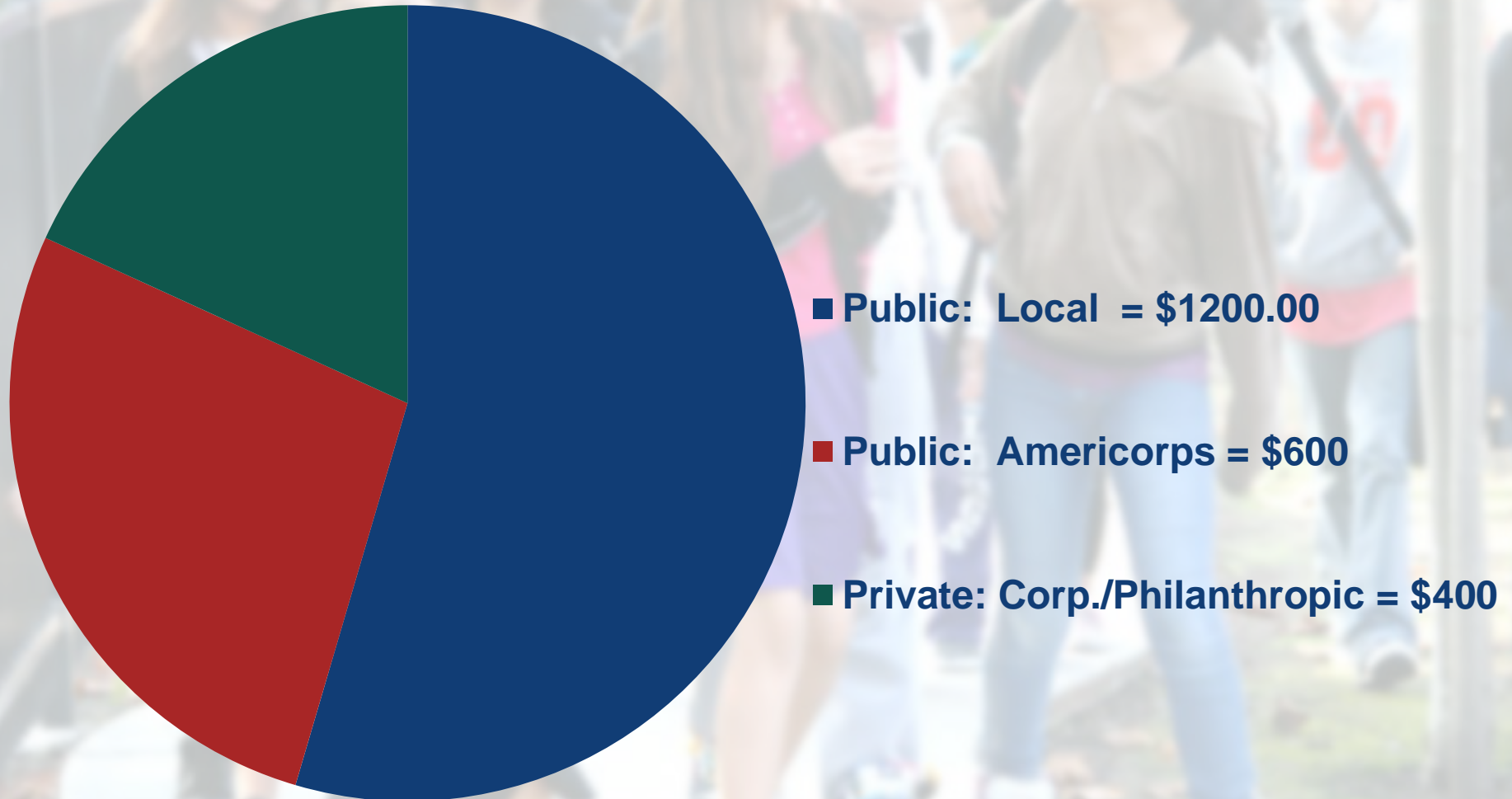
Portfolio of Schools: Schools Supported on their own Unique Paths to Success

Our ELT model is designed to improve outcomes in low performing schools. In collaboration with strong school leadership, our ELT model has been **proven as a critical component for school turnaround**.

Citizen Schools

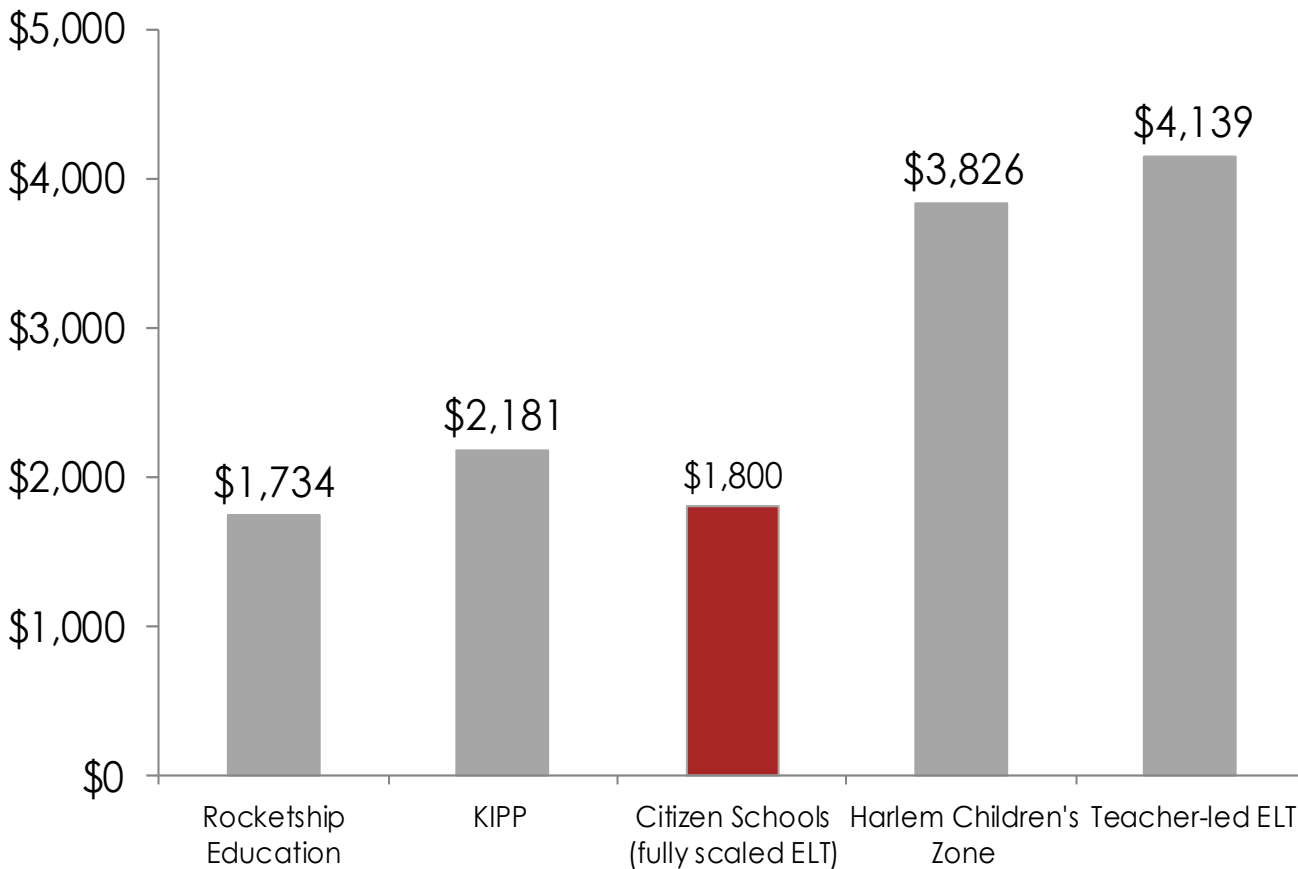
Funding Overview

(per pupil)

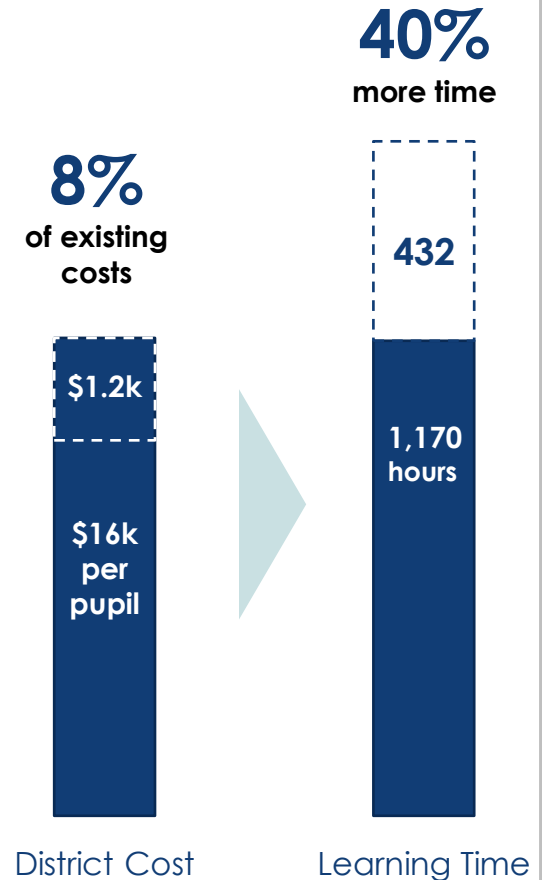


Bain Consulting analyzed the cost of ELT under various models

Cost per Student



Return on Investment



NOTES: Excluding Citizen Schools, all programs run 5 days a week; MOST includes holidays and unknown if it includes summers; Charter school costs do not include facilities; Teacher-led initiatives assume the characteristics of the corresponding Citizen Schools site; Methodology for Example Chicago MS applies Garfield MS cost structure to a Chicago Middle School using known Chicago hourly teacher cost

SOURCES: "The Costs of Out-of-School Time Programs", Public/Private Ventures, May 2006; National Center for Education Statistics; Program websites; Bain interviews; The Bridgespan Group; Harlem Children's Zone website; KIPP website; HBS case study, "KIPP 2007: Implementing a Smart Growth Strategy"; Rocketship Education Fall 2010 Business Plan

Citizen Schools

Strategic Plan FY15-FY17

EXECUTIVE SUMMARY

An **opportunity gap** drives the educational disparities that endanger social mobility in America.

Citizen Schools' model for closing these gaps—**expanded learning time partnerships with middle schools**—has proven to be effective as measured by student academic performance, non-academic predictors of success, and college enrollment.

Our national strategy is to **prove our model works** in a small set of schools and districts, and to build **demand** for high-quality, citizen driven learning in the education community.

Our national **strategy through FY17** is to lay the groundwork for systemic change by

1. Scaling with **impact** within our districts
2. Increasing **sustainability** by expanding our base of **funding and volunteers** support
3. Strengthening the organization by building **capacity** in regional **talent and operations**
4. **Creating** other **scale opportunities** through new initiatives like US2020

Citizen Schools National Strategy FY15-FY17

Scale with impact

Increase student learning, increase number of students served in ELT-ready districts, and increase number of districts that are ELT-ready

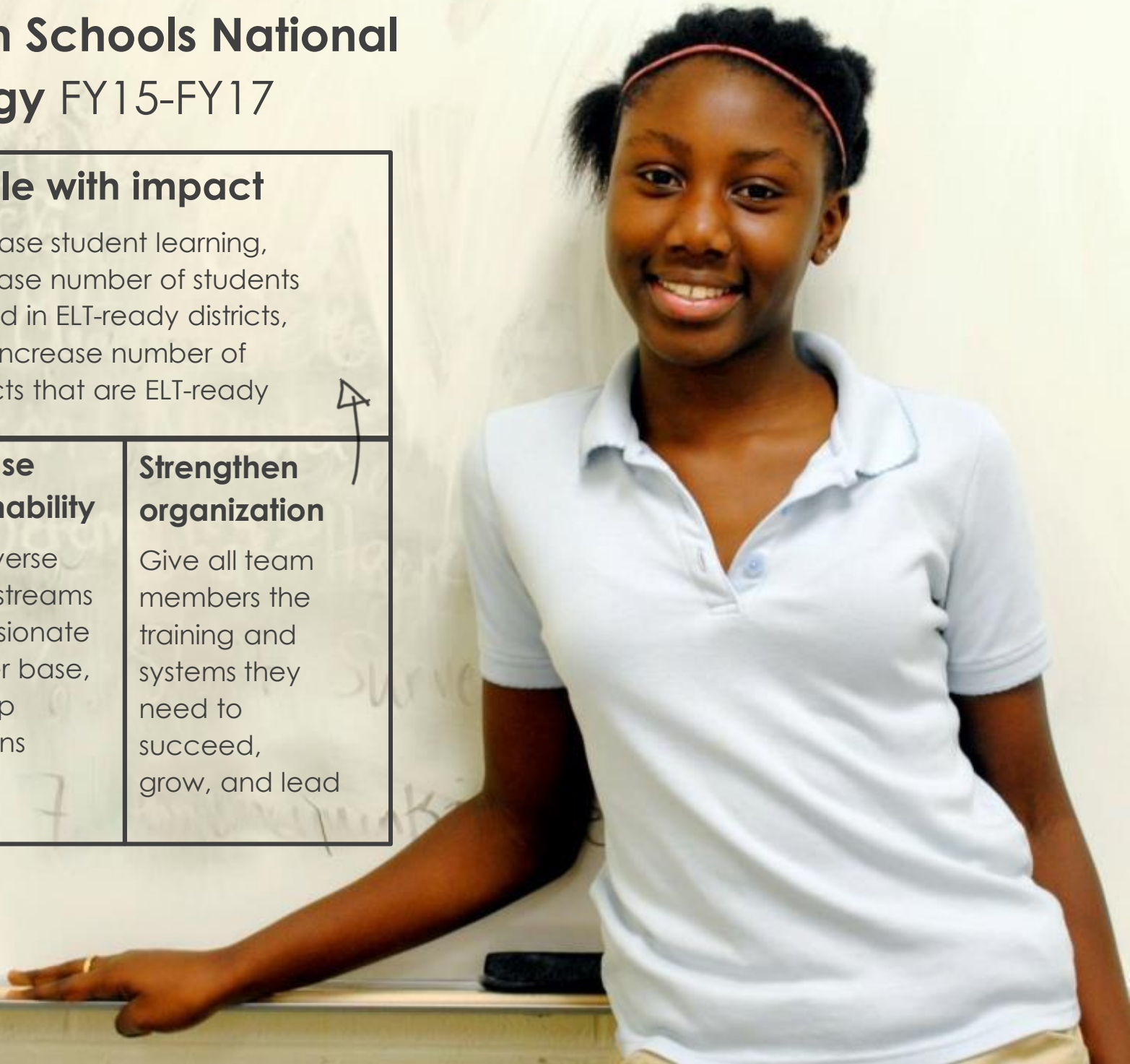


Increase sustainability

Grow diverse funding streams and passionate volunteer base, and keep operations efficient

Strengthen organization

Give all team members the training and systems they need to succeed, grow, and lead



STRATEGY MAP

Scale with Impact

Drive exceptional results for more kids

- Meet or exceed student growth targets
- Grow to 8,100 total students
- Position 8-10 districts for scale

Increase sustainability

CUSTOMER

- Improve stewardship of partners
- Strengthen brand

Strengthen organization

OPERATIONS

- Build operational excellence
- Improve decision-making through data

FINANCIAL

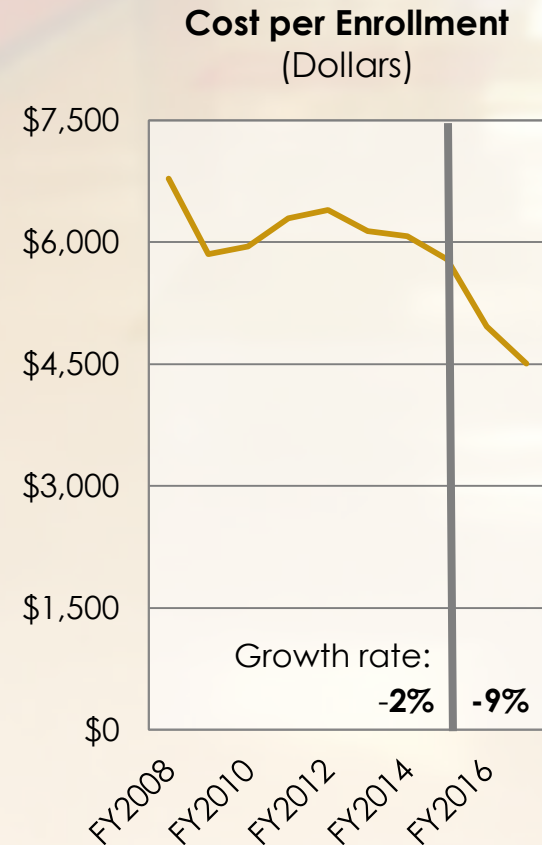
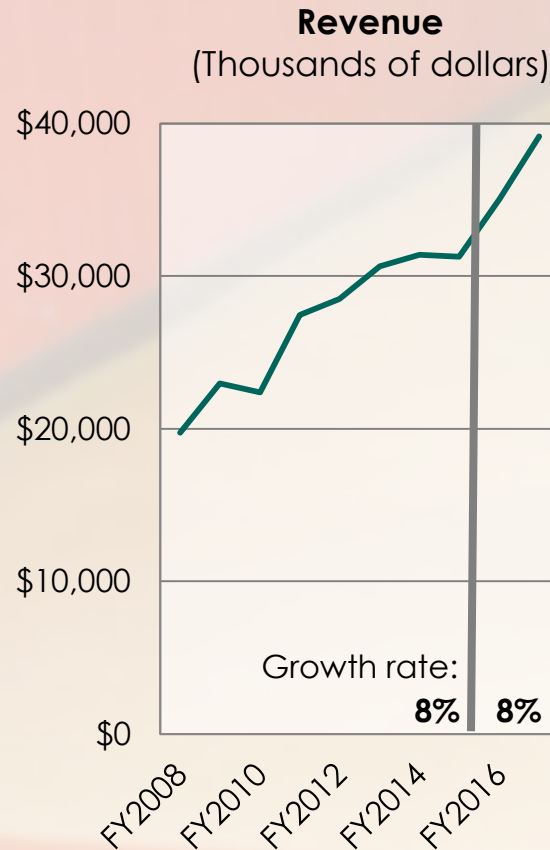
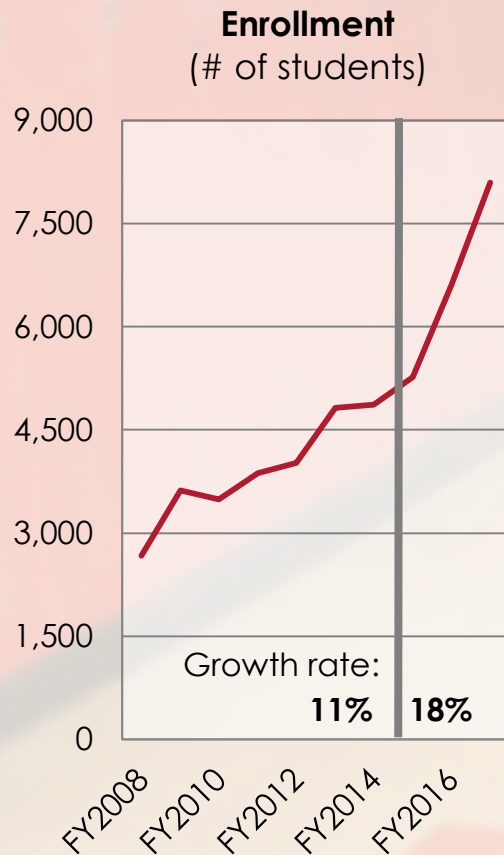
- Grow sustainable revenue
- Reduce cost per enrollment

TALENT

- Position all staff for success
- Improve staff management, development, and retention



Our plan increases students served by ~20% a year and builds on current momentum



Enrollment data includes historic actuals and future targets. Revenue data includes in-kind and US2020. Cost per Enrollment figures include total cost less in-kind and US2020, future cost is calculated using enrollment targets at 5% discount

US2020

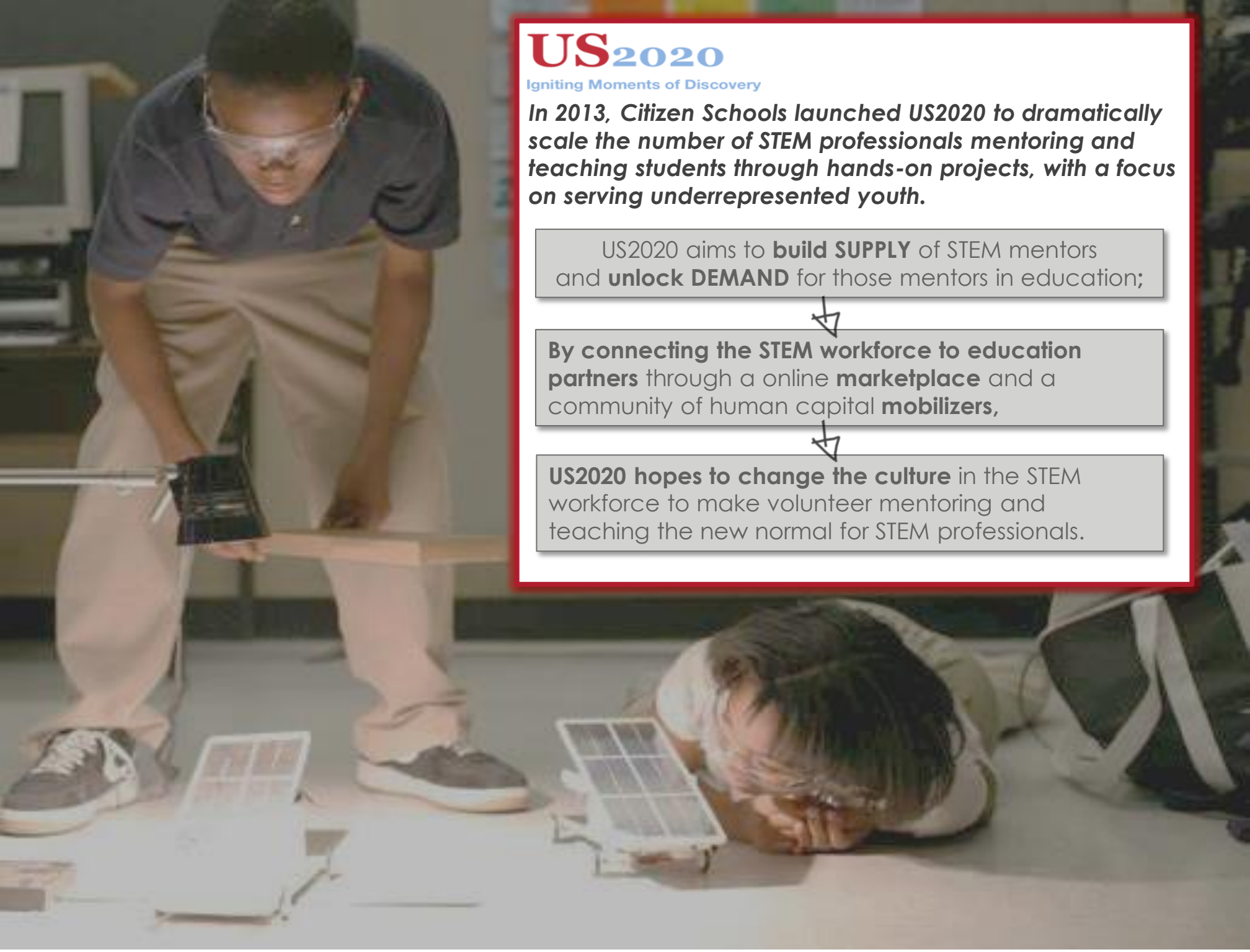
Igniting Moments of Discovery

In 2013, Citizen Schools launched US2020 to dramatically scale the number of STEM professionals mentoring and teaching students through hands-on projects, with a focus on serving underrepresented youth.

US2020 aims to **build SUPPLY** of STEM mentors and **unlock DEMAND** for those mentors in education;

By connecting the **STEM workforce to education partners** through an online **marketplace** and a community of human capital **mobilizers**,

US2020 hopes to change the culture in the STEM workforce to make volunteer mentoring and teaching the new normal for STEM professionals.



20 CITIZEN HONORS & FUNDERS

SCHOOLS 1995-2015



NATIONAL LEADERSHIP PARTNERS



US2020 PARTNERS

