

MISSION

- ★ Shared **BELIEF** about student ability to achieve to standard - proficiency or higher.
- ★ Shared **CULTURE OF ACHIEVEMENT**, not only in schools but across our community.
- ★ Shared academic and character development **PROFICIENCY TARGETS FOR ALL STUDENTS**, which all community members actively support.
- ★ Shared **PROFICIENCY 'DATA STREAM'** used collaboratively to pinpoint specific student proficiency needs and successes.
- ★ Shared academic and character development instruction and support, **ACROSS COMMUNITY CONSTITUENCIES**.

NEED

What if five years from now every student in a community like Dorchester or Springfield scored "proficient" or "advanced" on all of their assessment tests? If you're like many people, you probably paused just now, wondering if that could ever happen, let alone in five years.

Communities possess an amazing reservoir of energy and human capacity that could help students reach proficiency. Despite this community organizations are straining to respond to what student test results show. They commit large amounts of time, energy, and resources to boost achievement and - they'd be the first to admit - make modest improvements for pockets of students but have a very long way to go.

Helping students achieve proficiency is a community-wide mission and communities need to manage it like one. Visit any community and you'll see signs of resources that could, but have yet, to be maximized; people that could support student achievement but don't know what the needs are; people who want better achievement outcomes but never specify the target, information that should be exchanged but hasn't been. Visit any community and you'll find:

- The teacher who wants an assessment tool to let her know how students are progressing relative to end-of-year targets.
- The head of a large youth organization who would love to connect with local school staff to discuss what homework help and academic enrichment activities students need.
- A museum specialist with a grant for a new science exhibit who wants to focus educational materials and exhibit activities for area students.
- A Spanish-speaking mother who doesn't know where to go to get her daughter extra math help.
- The mentor who could have easily helped a student strengthen writing skills but no one emphasized it as part of his role.

The Campaign for Proficiency provides a catalyst for communities - a process community members can use to confirm what they believe and what they, as a whole, can do to actively support concrete and specific proficiency goals. Practically, the Campaign is designed to put in place a data feedback system that allows organizations and individuals - not just schools -- know exactly where students are struggling at each grade level and use the information to more effectively connect students with learning opportunities and support from across the community and at home.

It's not enough for a parent, mentor, or afterschool program staff member to know that 8th grade math scores are low. They need to know what constitutes proficiency and which specific skills need work so they can refine their own practices and activities in order to give students plenty of opportunity to practice.

CAMPAIGN STRATEGY

- ▶ Convene community leaders to identify academic and character development proficiency targets for all students.
- ▶ Identify grade-by-grade indicators and quarterly assessments that will measure student progress relative to established targets.
- ▶ Provide Efficacy Institute data/feedback system (SDIS) training to 800-1000 K-12 educators, community teams, parents, and others.
- ▶ Host a community-wide proficiency Summit and a planned schedule of follow-up outreach as a way to engage 75+ critical organizations and constituency representatives in the proficiency effort.
- ▶ Build a 'data stream' - identify procedures for sharing proficiency assessment results across schools and community organizations/constituencies.
- ▶ Create community-based teams that will review data and coordinate training on instructional practices and access to tools and materials.
- ▶ Train a cadre of community members in the skills needed to manage and sustain a proficiency focus beyond the three-year campaign "jump start".

COST & FUNDING APPROACH

350,000 local / matching funds x 3 years
+ 350,000 foundation investment(s) x 3 years

\$ 700,000 per year x 3 years = \$2.1 million per mid-sized city

Main costs: direct training and community-based team support, summit, project management

CAMPAIGN FOR PROFICIENCY IMPLEMENTATION MAP

	Year 1	Year 2	Year 3
Belief & Commitment What do we believe about learning capacity? What are our "we want all students there or better" proficiency targets?			
1. 1-on-1 introductory meetings with key community leaders.	X		
2. Dinner with community leaders- proficiency data reviewed and campaign strategy outlined.	X		
3. Efficacy Institute leadership meeting for community and school officials	X		
4. Identification of proficiency targets. Official endorsement of the campaign.		
5. Funding strategy: identification of matching funds; commitment of in-kind support.
6. Targeted outreach, community awareness, and PR activity to promote campaign strategy
Leadership & Management Who are the "sparkplugs"? Who will lead our community's campaign for proficiency?			
7. Steering Committee formation (monthly meeting)
8. Staff Team formation and training		
9. School Selection: Goal of 10-12 schools in Year 1 @ 300-400 teachers. Selection criteria determined by steering committee. Expansion to all schools by Year 3.
Data Stream & Feedback System Where's the data? How do we share it and make sense of it?			
10. Efficacy/data feedback system training for educators
11. Grade-by-grade indicators identified for all core subjects, developed by district/ educators		
12. Grade-by-grade indicators for character development, developed by community members and educators		
13. Identification of quarterly assessment tools and coordinated assessment and results distribution schedule		
14. Identification of school-community organization data sharing procedures.		
Community-Wide Engagement What can organizations and individuals across the community do to support proficiency targets?			
15. SMI Community Mobilization Summit: interview process; broad-based representation; training on organizational collaboration, data feedback system, instructional support		
16. Community Team formation: cross-organizational teams that ensure data flows and is used to enhance proficiency-focused learning activities and support. (monthly meeting)
17. Efficacy awareness-building and/or training sessions for community members, i.e., community team members, CBO staff, parents, etc. @ 150-200 community members
18. Summit Follow-Up: reconvene Summit representatives; progress check		X	X
Instructional Support How do we strengthen proficiency-focused learning activities in the settings where we encounter students?			
19. First data review and feedback cycle with educators		
20. Data flows to organizations via Community Teams. Teams review data & results. Teams identify instructional methods & materials needs.
21. CYDE methods training - by constituency group (i.e., after school programs, parent or mentor strategies) or by specific need (i.e., improving math)
Impact, Depth & Sustainability How do we make sure this effort continues and is embedded in community operations?			
22. Emerging Leaders Training: train-the-trainer workshop series + side-by-side field work & coaching for cadre of 25-50 community members (Efficacy certification, SMI community methods, CDYE instructional methods).
23. Targeted support for subset of individual schools / neighborhoods ("power pilots")
24. Evaluation: baseline assessment of student proficiency; annual review of progress; third-party evaluation of initiative impact (interviews, case study).
25. Sustainability strategy meeting with Steering Committee		X	X

CURRENT CAMPAIGN LOCATIONS

Dorchester/Boston, Massachusetts

STATUS: LAUNCHED JUNE 2004

15,593 students

985 teachers

22 elementary schools

11 middle schools

4 high schools

100-150 community-based organizations

Springfield, Massachusetts

STATUS: PILOT SITE, LAUNCHED SPRING 2002

26,132 students

600 teachers trained (2300 total staff)

32 elementary schools

6 middle/jr high schools

5 high schools

WE ARE SEEKING FUNDING FOR CAMPAIGNS FOR THESE TWO COMMUNITIES AND A THIRD TO BE DETERMINED.

PROJECT LEADERSHIP & PARTNER EXPERTISE

The Campaign is directed by a local Steering Committee and managed by a small staff team (1 full-time paid, 2-3 dedicated/in-kind support). Three organizations provide training, facilitation, and technical assistance support.

Efficacy Institute, Waltham

Provides the "data feedback operating system" and strategies communities can use to identify and achieve clear proficiency targets. Promotes belief in the intellectual capacities of children and adults.

School & Main Institute, Boston

Provides training, coaching, and facilitation support that engages community constituencies and helps them collaborate effectively.

Center for Youth Development and Education, Boston

Provides training and practical, hands-on learning methods that help adults work effectively with youth.

RESULTS FROM THE SPRINGFIELD PILOT

- 600 teachers, instructional staff, and administrators trained in Efficacy strategies. Six people certified as Efficacy district trainers.
- Proficiency Summit involved 65 organizations. Exponential increase of community partners: 3-9-27-81 ...
- Quarterly Assessments (Proficiency Target Testing) conducted in all schools for every student in grades 3, 6, 8, 9, and 10; additional grade in some of the 12 pilot schools.
- Character Development Task Force engaged community-wide partners to identify character development proficiency targets and indicators.
- Five community-based teams and one city-wide team, involving total of 125 individuals, meeting monthly to review data and identify instructional support strategies and training/materials needs.
- Six parent training sessions held for more than 100 parents. Included Latino (in Spanish) and Asian family outreach sessions.
- Highly successful promotional event with guest speaker Dr. Bill Cosby hosted by Campaign, with United Way, Attended by 2000 community members.
- Greater consistent involvement of faith-based organizations (FBOs)
- Coordination with NEON, a community-based health initiative
- EDC doing case description on initiative impact

For more information or to provide support for a Campaign, please contact:

Paula Rieck

Efficacy Institute

182 Felton Street

Waltham, MA 02453-4134

phone: (781) 547-6060 x582

email: prieck@efficacy.org