



# Theory of Change and Strategic Plan 2017–2020



California AfterSchool Network

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## QUICK REFERENCE

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# THEORY OF CHANGE

## THE CHALLENGE

Too many children, youth, and families, especially those most in need, lack access to high-quality out-of-school time learning and enrichment opportunities that promote child and youth success, support working families, and increase positive community outcomes.

## THE PURPOSE

The purpose of the California AfterSchool Network is to **increase access to high-quality** out-of-school time programs that support success for all children and youth.

## THE VISION

For California to boast an abundance of high-quality out-of-school time opportunities that enable children and youth to maximize their potential.

## THE MISSION

To provide professionals, advocates, and community members the tools and resources necessary to build high-quality out-of-school time programs in California.

## ORGANIZATIONAL GOALS

**CAN is “of the field and for the field”**, serving as a collaborative nexus for diverse out-of-school time stakeholders to collectively address significant field needs and advance innovation.

**CAN is a catalyst for quality**, building capacity by promoting a shared vision of program quality and advancing a culture of continuous improvement.

**CAN is a one-stop communication hub** providing information on tools, data, resources, policies, and practices for all out-of-school time stakeholders.

## ANTICIPATED CHANGES

Strong and diverse government, business, school, and community partnerships support out-of-school time programs for all children and youth.

State and local policy decisions prioritize high-quality out-of-school time opportunities.

Programs and staff have the resources and capacity to implement and continuously improve out-of-school time programs.

Children and youth benefit from high-quality out-of-school time learning and enrichment opportunities, resulting in positive developmental, academic, and wellness outcomes and increased readiness for college, career, and civic life.

## WE KNOW THAT

- **All children and youth can achieve** a high level of success when provided the opportunity.
- Out-of-school time programs **improve academic, social, physical, and emotional development** of children and youth.
- Out-of-school time programs help **mitigate economic, educational, and health inequities** in our communities.
- Supporting out-of-school time professionals with resources and professional development results in a strong out-of-school time workforce and **continuous quality improvement** of programs.
- **The out-of-school time field is innovative**, and innovation spreads when out-of-school time professionals come together to learn and share.
- Children and youth benefit from **strong partnerships** between educators, out-of-school time professionals, policy makers, community organizations, and families.



## GOAL 1

CAN is “of the field and for the field”, serving as a collaborative nexus for diverse out-of-school time stakeholders to collectively address significant field needs and advance innovation.



### Objective 1A

CAN facilitates and participates in collaborative cross-sector forums that advance partnerships, practices, and policies that support out-of-school time learning and enrichment opportunities for children and youth.

#### ACTIVITIES

- Participate in and facilitate forums that advance collaborative partnerships, spread quality practices, and promote federal, state, and local policies that support out-of-school-time learning and enrichment opportunities for children and youth.
- Engage stakeholders through a rich field committee structure to advance initiatives addressing emerging field needs, such as effective policy and quality; child and youth health, wellness, learning, and development; child and youth readiness for college, career, and civic life; and building the capacity of the out-of-school time workforce.
- Maintain a geographically, professionally, and culturally diverse Leadership Team with members from all areas of the state that represent diverse backgrounds and expertise, and are reflective of the field, out-of-school-time professionals, families, young people, and traditionally underserved communities.

### Objective 1B

CAN remains nimble and is positioned to address significant field need, spread innovations, and advance state and local policies for out-of-school time children and youth, families, and communities.

#### ACTIVITIES

- Provide resources and forums that strengthen K-12, higher education, and out-of-school time partnerships to support student success across learning environments.
- Strengthen California’s out-of-school time workforce by deepening partnerships with California’s workforce development infrastructure, supporting college and career pathways, and increasing volunteerism.
- Provide information, tools, and resources to address current and emerging field needs including career exploration and development; social-emotional learning; Science, Technology, Engineering, and Math (STEM); nutrition; health and wellness; support for English learners; equity and social justice; support for older youth; and rural programs.

## GOAL 2

CAN is a catalyst for quality, building capacity by promoting a shared vision of program quality and advancing a culture of continuous improvement.



### Objective 2A

CAN facilitates collaboration and alignment among various types of out-of-school time programs.

#### ACTIVITIES

- Facilitate mutually beneficial partnerships between statewide, regional, municipal, and community-based school age child care, expanded learning, and other out-of-school time programs.
- Support implementation of the California Department of Education's Expanded Learning Division Strategic Plan as a statewide technical assistance provider.
- Participate in, and facilitate forums that increase cohesion and collaboration among California's out-of-school time technical assistance providers.

### Objective 2B

CAN disseminates and shares promising practices and provides virtual and in-person forums to build the capacity of the field to implement high-quality programs.

#### ACTIVITIES

- Provide access to tools and resources, promising strategies, professional development, and trainings to enhance out-of-school time program quality.
- Increase program access to information, tools, and technical assistance supporting continuous quality improvement.
- Work to build the capacity of California's expanded learning site coordinators by creating platforms for them to learn and share quality practice, common challenges and solutions that hold promise.

“Families know the importance of out-of-school time programs and so do the children and youth who benefit from them.

Communities understand that the well-being of young people depends on the enrichment and learning that happens when school is out, too. That's why CAN is important. We help programs be the best they can be, and we help policy makers and funders understand what they can do to ensure more and better programs for young people. Because the result of healthy, happy, well-educated young people is a healthy, well-educated, productive California. It is our honor to work alongside out-of-school time professionals and stakeholders toward that result.”

#### JEFF DAVIS

Executive Director  
California AfterSchool Network

## GOAL 3

**CAN is a one-stop communication hub** providing information on tools, data, resources, policies, and practices for all out-of-school time stakeholders.



### Objective 3A

CAN is a resource for relevant data, data analysis, and policy information for expanded learning programs and other out-of-school time programs, including publicly and non-publicly funded programs.

#### ACTIVITIES

- Maintain an online policy information hub that provides up-to-date data and information regarding out-of-school-time, expanded learning, child care, education, child and youth development, health, nutrition, wellness, enrichment, and recreation policies.
- Gather, analyze, and share data so multiple audiences become aware of emerging needs and opportunities, and accelerate adoption of promising practices.
- Expand database capacity to provide a clearer picture regarding multiple out-of-school time infrastructures including expanded learning, school age child care, municipal, community-based, and other out-of-school time programs, and information on program participation in opportunities such as the federal after school meals program.

### Objective 3B

CAN provides timely communication to the out-of-school time field regarding program quality, policy, tools, funding, and other relevant resources through a one-stop web-based information hub, electronic newsletter, and social media.

#### ACTIVITIES

- Engage in web, newsletter, social media, and forums that provide information to increase out-of-school time program quality and enhance out-of-school time partnerships.
- Reorganize website content to increase user access to relevant content, user engagement, and visual appeal.
- Use electronic newsletters and social media to increase user engagement.

# Acknowledgements

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# GET CONNECTED!

**VISIT** our website at [afterschoolnetwork.org](http://afterschoolnetwork.org) or our Expanded Learning STEM resource website: [powerofdiscovery.org](http://powerofdiscovery.org)

**SIGN UP** for our free electronic newsletter and stay informed about current events, expanded learning policy, and new resources, funding, and professional development opportunities.

**ACCESS** free tools, resources, publications, funding opportunities, a professional development calendar, expanded learning employment opportunities, policy information, and data on expanded learning in California.

**JOIN** CAN's Field Committees and Leadership Team

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