



# Theory of Change and Strategic Plan 2017–2020

RELEASED JANUARY 2017



California AfterSchool Network

CONNECT. CONVENE. INSPIRE.

## QUICK REFERENCE

- I. **Theory of Change** – pgs. 2-3
- II. **Strategic Plan 2017-2020** – pgs. 4-6
- III. **Acknowledgements** – pg. 7

# THEORY OF CHANGE

## THE CHALLENGE

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, 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.



## GOAL 2

CAN is a catalyst for quality, building field knowledge, skills, and capacity by promoting a shared vision of quality, sharing promising practices, and advancing continuous quality improvement.



### Objective 1A

CAN facilitates and participates in collaborative cross-sector forums that effectively 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 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 unique 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 but not limited to career exploration and development, Social-Emotional Learning, STEM, nutrition, health and wellness, support for English learners, equity and social justice, support for older youth, and rural programs.

### Objective 2A

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

#### ACTIVITIES

- Facilitate mutually beneficial cross-sector partnerships between California’s expanded learning, school-age child care, local/regional, municipal, and community based organizations.
- 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 (TA) 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 practices as well as common challenges and solutions that hold promise.

DRAFT

DRAFT

### GOAL 3

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



#### 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, and 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 California's expanded learning, childcare, municipal, and community program infrastructures, as well as information on field 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 statewide/local information and resource awareness efforts 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

The California AfterSchool Network lives its motto of being “of the field and for the field.” This strategic plan was created and informed by CAN’s Leadership Team of geographically, professionally, and culturally diverse out-of-school time professionals and stakeholders and Field Committee leadership. CAN would like to thank the following individuals for informing CAN’s strategic direction:

#### Diego Arancibia

Director, ASAPconnect  
Santa Clara County Office of Education

#### Sandy Birmingham

STEM Pipeline and Outreach Coordinator  
CAL State Channel Islands

#### Tia Dwyer

General Manager  
Think Together

#### Bill Fennessy

Director of Community Engagement and Work-Based Learning  
THINK Together

#### Michael Funk

Director  
California Department of Education – Expanded Learning Division

#### Jessica Gunderson

Senior Policy Associate  
Partnership for Children and Youth

#### Jeff Hamlin

Consultant  
Ventura County Office of Education

#### Arnell Hinkle, MPH, RD, CHES

Executive Director  
CANFIT

#### Bruno Marchesi

Chief Operating Officer  
Center for Collaborative Solutions

#### Susan Maschmeier

Healthy Start and After School Director  
South Bay Union School District (retired)

#### Normandie Nigh

Chief Executive Officer  
A World Fit for Kids!

#### Jason Riggs

Executive Director  
Extended Child Care Coalition of Sonoma County

#### Stu Semigran

Co-Founder, President  
Educare Foundation

#### Julie Sesser

Specialist, ASAPconnect  
Santa Clara County Office of Education

#### Special thanks

To the CAN Strategy Committee who held the primary responsibility for implementing a data-driven strategic planning process. Without their hard work and dedication to the process, this strategic plan would not have been possible.

#### Jhumpa Bhattacharya

Co-Director  
Development Without Limits West

#### Mary Ellen Garrahy

Program Specialist  
Butte County Office of Education

#### Rick Rood

Site Coordinator  
Livermore Area Recreation and Park District

#### Frank Escobar

Program Manager  
Visalia Unified School District

#### Ruth Obel-Jorgensen

Executive Director  
California School-Age Consortium

#### Darci Smith

Organizational Effectiveness Consultant  
Facilitator

DRAFT

DRAFT

# 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, as well as new resources, funding, and professional development opportunities.

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

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

 [facebook.com/CaliforniaAfterschool](https://facebook.com/CaliforniaAfterschool)

 [@ca\\_afterschool](https://twitter.com/ca_afterschool)



California AfterSchool Network

---

CONNECT. CONVENE. INSPIRE.