PROMOTING STUDENT RESILIENCE GRANTEE TRAINING

National Center on Safe Supportive Learning Environments

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September 27, 2018

Chicago, Illinois

By the National Center on Safe Supportive Learning Environments

under contract with Office of Safe and Healthy Students

Welcome and Opening

12:00-12:05

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Overview of the Day

12:05-12:10

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Overview of the Day

12:10-12:30	Promoting Student Resilience Progress Updates
12:30-1:30	Training Session 1: Sustained Progress: Effective Strategies to Support Successful Programs and Extend Your Impact
1:30-1:45	Break
1:45-2:45	Training Session 2: Deepening Authentic Engagement with Key Stakeholder and Partners
2:45-3:00	Break
3:00-4:15	Training Session 3: Initiate Development of an Effective Sustainability Action Plan
4:15-4:45	Training Session 4: Maximizing NCSSLE Resources to Support Sustainability
4:45-5:00	Wrap-up, Next Steps and Adjourn

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Promoting Student Resilience Progress Updates

12:10-12:30

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Session 1:
Sustained Progress: Effective Strategies to Support Successful Programs and Extend Your Impact

12:30-1:30

Session Objectives

PSR Grantees will:

1) Review and discuss eight key factors for an effective sustainability plan.

2) Focus specifically on these key factors: assessing the environment, stakeholder engagement and creating an action strategy that will lead to a more comprehensive planning process in the district.

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Promoting Student Resilience Grants

- Goal: increase their capacities for addressing the comprehensive behavioral and mental health needs of students in communities

- Funding is designed to support system-wide approaches that link schools, mental health service providers, and community-based organizations to address the educational and mental health needs of youth who have experienced significant trauma related to the civil unrest in their communities. These approaches may include providing increased access for students to school-based counseling services, or expanding referrals to community-based counseling services.

A Concept of Sustainability

- There is no standard approach for defining or conceptualizing sustainability.

- Sustainability can simply be a continuity of a program or services – the ability to carry on program services through funding and resource shifts or losses.

- Sustainability is about institutionalizing services or the continuation of activities and impacts; creating a legacy, including continuing organizational ideals, principles, and beliefs; upholding existing relationships; and/or maintaining consistent outcomes.

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Sustainability: What is it?

A working definition -- The process of building and ensuring adaptive strategies, programs, and organizations that all have the capacity to transform school climate.

- **Sustainability is:**
  - Grounded in what you're already doing.
  - Being receptive and adaptable to change, not maintaining the status quo.
  - An ongoing process, not a one-time event.
  - Intentional, requiring action planning that rolls out over time.
  - Fully integrated into everyday operations.
  - Beneficial to all key stakeholders.

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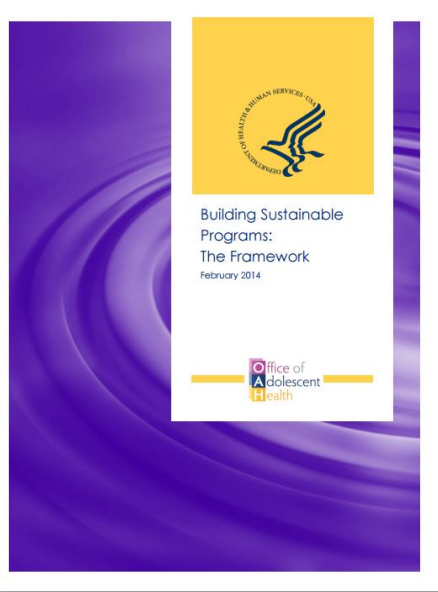Engagement | Safety | Environment

Question 1

- Thinking back on the work you've undertaken with sustainability over the past year, answer the following question:

- Briefly describe your "vision for sustainability."

- What would you hope to see continued five years from now as a result of your grant-funded work?

Federal Resource for Sustainability Planning

Building Sustainable Programs: The Framework

http://www.hhs.gov/ash/oah/snippets/508%20documents/creating_sustainableimpacts_framework.pdf

Building Sustainable Programs: The Resource Guide

http://www.hhs.gov/ash/oah/oah-initiatives/assets/sustainability-resource-guide.pdf

Eight Key Sustainability Factors

- There are 8 factors that influence whether a service, program, or its activities and benefits will be sustained over time:

- Create an action strategy

- Assess the environment

- Be adaptable

- Secure community support

- Integrate program services into community infrastructures

- Build a leadership team

- Create strategic partnerships

- Secure diverse financial opportunities

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Question 2

- Which of the 8 factors do you think is currently *easiest* for you to leverage, with the greatest return on investment of resources, in your sustainability efforts? (Select all that apply)
  - Create an action strategy
  - Assess the environment
  - Be adaptable
  - Secure community support
  - Integrate program services into community infrastructures
  - Build a leadership team
  - Create strategic partnerships
  - Secure diverse financial opportunities

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What are you trying to sustain?

- What's working.

- Specific characteristics of programs that contribute to sustainability.

- The functions and responsibilities of your organizations (i.e., the infrastructure).

- Certain capacities and practices needed to institutionalize sustainability actions.

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Goal 1: Strengthen program characteristics

Common characteristics of any program that should be the focus on sustainability action planning:

- Ensuring that the program aligns with participant needs.
- Ensuring that the program is compatible with implementing organizations.
- Achieving stated goals and outcomes.
- Building and maintaining relationships among key stakeholders.
- Ensuring stakeholder ownership.

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Goal 2: Strengthen infrastructure

The key areas recommended for intentional sustainability planning include:

- Administrative structures and formal linkages
- Champion and leadership roles
- Resource development (i.e., funding and beyond funding)
- Administrative policies and procedures
- Community and practitioner expertise

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Goal 3: Routinize key initiative practices

- Integrate key activities associated with implementing and evaluating your initiative into job descriptions, requirements, and staff assessments.

- Retain key staff and leaders responsible for key tasks of the initiative or begin to transition activities during last year of external funding.

- Incorporate staff training, technical assistance, and continuing education needs into ongoing operations.

- Make the skills needed to implement and evaluate the initiative part of the school district's standards.

- Integrate the initiative into manuals, procedures, and regulations of the school district.

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Routinize certain practices cont'd

- Integrate implementation monitoring processes into the initiative's on-going evaluation activities.

- Establish and maintain on-going outcome evaluation activities.

- Routinely communicate evaluation data to a variety of audiences (school staff, community leaders, parents, students, etc.) in order to garner community support.

- Ensure the support of the initiative through continuous soft or hard money or put a plan into place to provide funding support.

- Ensure the initiative survives annual budget and grant cycles.

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What you have already done counts….

Much of your work so far has formed the foundation for your sustainability planning, including:

- Forming teams, and then developing vision, goals, and plans
- Assessing readiness, needs, resources and organizational capacity
- Developing shared understanding among planners and stakeholders
- Developing the infrastructure to support your initiative
- Tracking your progress with data
- Developing dissemination and communication activities
- Collaborating with community partners

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What does sustainability planning look like?

Your team can intentionally work towards sustainability by:

1. Assessing where you are at critical intervals in grant cycle
2. Developing and revisiting a sustainability action plan
3. Implementing the plan and including sustainability in all team discussions
4. Evaluating the plan's effectiveness
5. Reassessing/improving the plan

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Reflect on Personal Experiences and Successes

What has been your greatest sustainability achievement to date?

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Questions You Should Be Asking Yourself

1. What were your original goals when you started?

2. What have your outcomes been?

3. What are the big take-aways from your work so far?

4. What's working and going well?

5. What are the continuing big challenges?

6. As you begin to look at the upcoming year, what do you see as your major focus areas?

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Reflections on Your Work So Far

- Who has been a key champion for your work?

- What activities or key stakeholders have been important in integrating this initiative, its goals and outcomes with existing frameworks within schools?

- How have you communicated the benefits of your programs/staff to date?

- Who are the key audiences that need to understand what you are doing and its impact?

- How have you connected the work you are doing with the greater focus on connecting initiative results to student academic outcomes?

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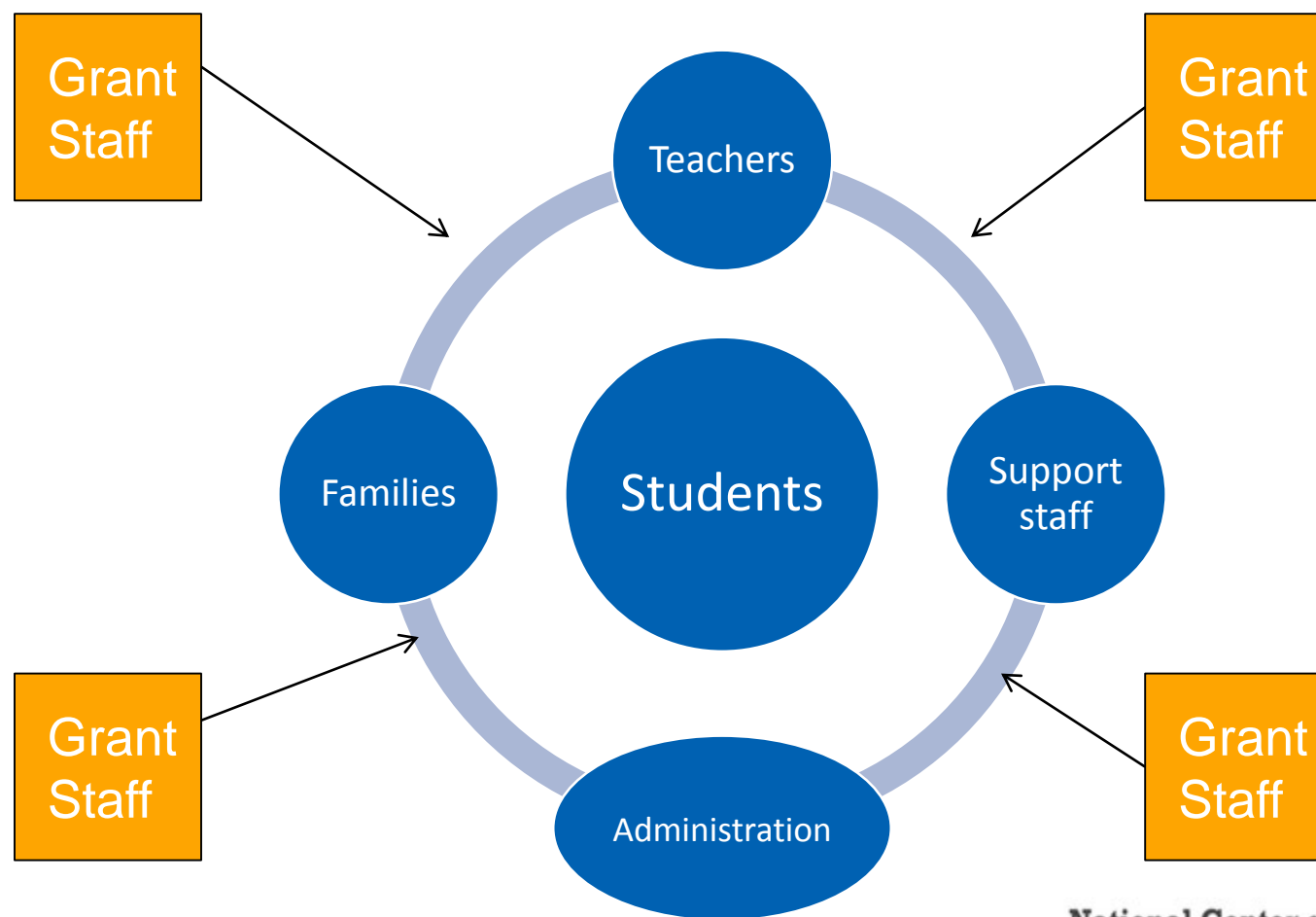Engagement | Safety | Environment

Review Next Steps for Sustainability Planning

As You Think Ahead to Sustaining Your Work

- How will you transition your work as your grant work progresses?

- How do you continue to integrate your work with the existing key functions within your district?

- In the short term, what will you need to do in the next 3-4 months?

- In the long term, what will you need to do in the next 9-12 months?

- Who will own the work that needs to be sustained?

Sustainability Planning* (*ideally 12-18 months before end of funding cycle)

Purpose of planning process

- To determine what programs/activities are in place that serve children (at the universal, selected, and targeted levels); identify their functions and how well they are working;

- To identify any potential gaps/determine what remains to be done;

- To determine how to communicate with each community agency(partner) the benefits from its involvement or partnership with initiative; and

- To plan strategies to sustain successful programs and develop a sustainability action plan.

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Team Sustainability Questions

- What have we accomplished?

- What data do we still need to collect?

- Based on what we know now, what are our priorities to sustain (including pros and cons)?

- What are the funding streams for each program/activity?

- How do those programs/activities connect to larger structure(school/district/community/state)?

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Key Take Aways

- Be intentional about what it takes to sustain your work.

- Involve more champions/stakeholders in your efforts.

- Update your sustainability plan regularly.

- Build necessary capacities, especially during the last year.

- Strengthen those things that are working.

- Strengthen organizational structures.

- Make sure your key practices are now routine.

Session 2:
Deepening Authentic Engagement with Key Stakeholder and Partners

1:45-2:45

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Session Objectives

PSR Grantees will:

1) Identify at least one success and challenge related to engagement with key stakeholders.

2) Utilize direct TA and peer-to-peer problem-solving to identify at least one goal to address a stated challenge.

3) Develop and/or refine site-based objectives for engaging with stakeholders and partners with the specific intent of supporting PSR activities beyond the life of the grant.

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Successes and Challenges to Date

- **Identify at least one success and challenge related to engagement with key stakeholders**
  - What has gone well and why?
  - What hasn't gone well and why?
- **Chicago**
- **St. Louis**
- **Baltimore**

Key Definitions for Today's Activities

- **Goals** = Broad primary outcomes

- **Objectives** = Measurable steps taken to achieve a goal

- **Activities** = Specific actions taken to achieve an objective

- **Outputs** = Direct and measurable products of a program or service. These can be expressed in terms of units (hours, number of people or completed actions). Outcomes refer to short-term, mid-term, and long-term goals of your program. A single outcome is often the result of multiple outputs.

- **Outcomes** = Results or impacts of these activities or services, often expressed in terms of an increase in understanding, and improvements in desired behaviors or attitudes of participants.

Problem-solving: Assessing the Environment and Identifying Goals & Objectives

- Factor 2: Assessing the Environment
  - Activity 1: Assessing your Organization (*Inward*)
  - Activity 2: Assessing Community Needs and Relationships (*Outward*)
- Based on findings from activities 1 and 2, identify 2-3 goals aimed at addressing an identified major challenge related engaging key stakeholders.

Activity 1: Assessing your Organization (Inward)

- Instructions: Use the spaces provided to begin exploring your organizational environment.

Activity 2: Assessing Community Needs and Relationships (Outward)

- Instructions: Use the spaces provided to:
  - Begin exploring your community's needs and the role your program or services play in meeting those needs.
  - Assess the level and quality of your program's current relationships.

Problem-solving: Identifying Goals

- Based on findings from activities 1 and 2, identify 2-3 *goals* aimed at addressing an identified major challenge related engaging key stakeholders.

- **Goals** = Broad primary outcomes

Problem-solving: Identifying Objectives

- Develop and/or refine site-based *objective(s)* for a top identified goal aimed at engaging with key stakeholders and partners with the specific intent of supporting PSR activities beyond the life of the grant.

- **Objectives** = Measurable steps taken to achieve a goal

Next Steps and Close

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Session 3:
Initiate Development of an Effective Sustainability Action Plan

3:00-4:15

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Session Objectives

PSR Grantees will:

- Begin to develop a sustainability action plan for the 2017-18 year that focuses on 2-3 high impact goals

- Identify related objectives and action steps for at least one goal

Review: Share Out and Feedback

- Share Order
  - Baltimore, St. Louis, Chicago
- Name the top goal and related objectives identified during the previous session
  - Why this goal?
  - Existing organizational or community strengths?
  - Potential challenges/barriers related to goal achievement?
- Peer-to-Peer strategizing
  - Questions about goal and/or objective?
  - Is objective "measurable?"
  - Suggestions for measuring?
  - Strategies for addressing challenges/barriers?

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Important Considerations

- Shared Vision Across Partners
  - Same proximal and distal goals
  - Formalized commitment and delineation of roles related to sustainability

- Early and Regular Incorporation
  - Development stage
  - Implementation stage

- Effective Sustainability Plan Components
  - Key definitions

Key Definitions

- **Goals** = Broad primary outcomes
- **Objectives** = Measurable steps taken to achieve a goal
- **Activities** = Specific actions taken to achieve an objective
- **Timeline** = Date(s) when activity will be implemented
- **Outputs** = Direct and measurable products of a program or service. These can be expressed in terms of units (hours, number of people or completed actions). Outcomes refer to short-term, mid-term, and long-term goals of your program. A single outcome is often the result of multiple outputs
- **Outcomes** = Results or impacts of these activities or services, often expressed in terms of an increase in understanding, and improvements in desired behaviors or attitudes of participants

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Activity: Develop a Sustainability Plan

- Instructions: Use the Sustainability Plan Template:
  - Write down your top goal and objective and begin identifying corresponding activities, timelines, outputs, outcomes and resources/people needed
  - When complete, add additional objectives as necessary or begin working on different goal in order of priority

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Share Out and Feedback

- Chicago
- St. Louis
- Baltimore

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Wrap-up and Next Steps

- How can this activity benefit your site and how will you continue developing the plan with partners?

- Other
  - SY 2017-2018 PSR COP topics?

Session 4:
Maximizing NCSSLE Resources to Support Sustainability

4:15-4:45

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Session Objectives

PSR Grantees will:

Gain knowledge about the tools and resources available on the NCSSLE website that support planning, implementing, maintaining fidelity, and sustaining activities in their schools and communities.

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Wrap-up and Next Steps

4:45-5:00

Thank You!

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