

# Welcome!

## Using Evidence for Scaling Community-Based Interventions That Work Webinar

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*We'll get started in just  
a couple of minutes.*

*Please be sure to  
access the Audio by  
clicking the speaker  
icon above.*

# CNCS Webinar Series on Scaling

- This webinar is also part of The Evidence and Evaluation Community of Practice Workshop Series, organized by Federal agencies in partnership with the OMB Evidence Team.
- To learn more please reach out to Erica Zielewski at [ezielewski@omb.eop.gov](mailto:ezielewski@omb.eop.gov)



# Using Evidence for Scaling Community-Based Interventions That Work

Mary Hyde, Anthony Nerino, and Lily Zandniapour, Office of Research and Evaluation [mhyde@cns.gov](mailto:mhyde@cns.gov), [anerino@cns.gov](mailto:anerino@cns.gov), [lzandniapour@cns.gov](mailto:lzandniapour@cns.gov)



# CNCS Webinar Series on Scaling

## Today's Webinar (#3): Perspectives from the Field/Grantee Experiences

Previous webinars:

### [Webinar #1: June 13, 2018, 2:00 - 3:00 p.m. ET](#)

- Presentation Title: Using Evidence for Scaling Community-Based Interventions That Work
- Presenters: Nan Maxwell, Ph.D., Senior Researcher, and Scott Richman, Ph.D., Survey Researcher, Mathematica Policy Research

### [Webinar #2: November 14, from 2:00 - 3:30 PM ET](#)

- Presentation Title: The Power of National Service: Improving Children's Literacy Outcomes
- Presenters: Carrie Markovitz, Ph.D. and Marc W. Hernandez, Ph.D., University of Chicago; Sadie O'Connor, Reading & Math, Inc.
- <https://www.nationalservice.gov/impact-our-nation/research-evaluation/webinars>

# Why Scaling?



- Bring solutions that work into communities in need across the nation
- Challenge for funders and practitioners - no formula or “correct” pathway for doing this
- Need deeper understanding of what it takes to successfully scale interventions that work
- Requires insight, resources, experience, and readiness at many levels
- Experiential learning is important to this effort

# Why this Panel?



- Breadth of perspective
- Range of experience in building evidence and scaling
- Bring reflections on context and decision making process
- Wealth of knowledge from successes and challenges

# Questions for Presenters

- What did you do to get evidence and what drove your decision to scale?
- What was the critical preparatory work and how is your organization supporting scale-up?
- What were key challenges and what have you learned about effective scaling?

# Perspectives from the Field/Grantee Experiences

## Panelists:

- LaVal Brewer, Former Executive Director, Playworks
- Lara Dreier, Director of Federal Partnerships, College Possible
- Sadie O'Connor, Managing Director, Reading & Math, Inc.
- Adam Maurer, HR Consultant, Citizen Schools
- Dean Elson, Chief Knowledge Officer, Reading Partners



# *Playworks: What did you do to get evidence and what drove your decision to scale?*

- Playworks:
  - Randomized controlled study back in 2013
  - Continuous annual survey and data analysis from our current partners
  - Grew our evaluations team to enable deeper dives into parts of the data
  - Recognized that our Theory of Change was scalable outside our current footprint
  - Desire to fully achieve our vision

# *What was the critical preparatory work and how is your organization supporting scale-up?*

- Playworks:
  - Work with our state commission on expansion of our AC footprint
  - Study of the geographic region we desired to grow in
  - Discovering the partners who have like minded growth plans
  - Personal visits to the regions / locations

# *What were key challenges and what have you learned about effective scaling?*

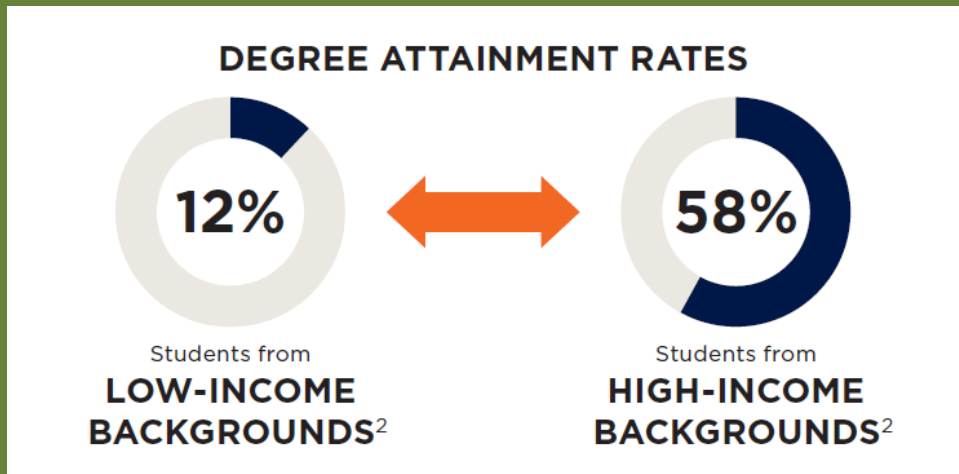
- Playworks:
  - Plan (determine outcomes), test small, evaluate test against outcomes, pilot small expansion
  - Distance from our core office and leadership staffing causes a strain on the team
  - Small differences in the way partner schools engage with CBO's requires leaders to adapt/modify the pilot, not the outcomes



Making college admission and success possible for students from low-income backgrounds



# Rationale for Scaling

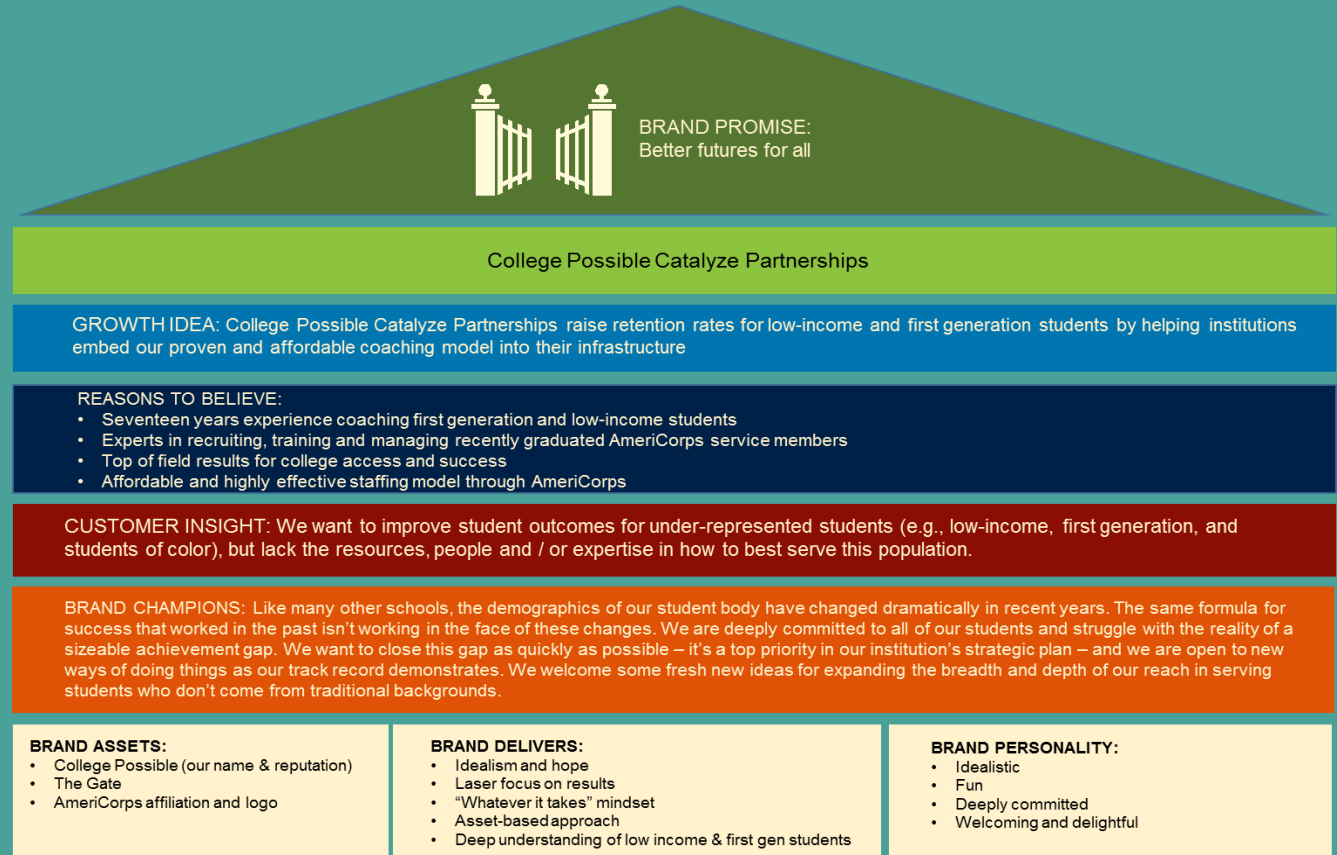


- + Internal data
  - Persistence and graduation rates
- + External data
  - College enrollment and graduation rates by income bracket
  - Workforce data
- + Financial sustainability
  - Decreased reliance on grants

<sup>2</sup> "Indicators of Higher Education Equity in the United States: 2017 Historical Trend Report." *The Pell Institute* (2017).

# Preparation for Scaling

- + Listening sessions with institutions
- + Building the business case for our program



# Challenges in Scaling

- + Grant compliance & training
- + Program fidelity



# What is Reading Corps?



Reading Corps is a tutoring program that places AmeriCorps members into preschools and elementary schools to help students become proficient readers by the end of 3<sup>rd</sup> grade.



Tutors provide one-on-one, small group or classroom wide support to students identified as at-risk.

Evidence-based interventions, data-based decision making and onsite coaching are pillars of the model.



In 16 year history, scaled from 24 AmeriCorps members to more than 1500 in 600+ locations in Minnesota, and is now replicated in 12 states.





# What did you do to get evidence? What drove your decision to scale?

## Establish Promise

Internal evaluation of alignment between design and application.

### **Key Questions**

*Is the program model stable?  
Is it promising?*

- + Process evaluations
- + Descriptive analyses of pre-post outcomes

## Refine and Evaluate

External evaluation of causal impact and iterative improvement

### **Key Questions**

*Is Reading Corps effective?  
Is the infrastructure strong?*

- + Special education cost analysis
- + NORC Evaluation (MN)

## Scale and Improve

External evaluation of causal impact of the program at scale.

### **Key Questions**

*Is Reading Corps effective across implementation environments?*

- + NORC Multi-State Evaluation

## Continuous Improvement

Ongoing internal research projects to improve programming

### **Key Questions**

*Reading Corps works—now, how can the program become more effective and efficient?*

- + Multiple internally lead projects



# What was critical preparatory work, and how is your organization supporting scale-up?

1. Essential elements of the model were clear
2. Early results prove model to be effective
3. Finding people who influence resources
4. Constant refinement of operational systems



# What were key challenges and what have you learned about effective scaling?

1. Statewide infrastructure
2. System for student data management
3. Raising money



# OUR MISSION

Citizen Schools seeks to ensure that every adolescent has the skills, mindsets and networks to inspire them as lifelong learners and position them to thrive in the 21st century.





# OUR VISION

By 2025, one million adolescents will have access to high quality, hands-on learning experiences with experts that engage and prepare them to navigate future pathways.

# OUR PROGRAM

We are re-imagining the way students learn in the **classroom**, **after school** and within our **communities** to ensure equal opportunity for all.



EXPANDING THE CLASSROOM:

## Catalyst

Empowering **science teachers**, in partnership with **volunteers**, to deliver high-quality, project-based STEM learning experiences during the school day.



EXPANDING THE DAY:

## Expanded Learning Time

Partnering with **schools** to provide academic support, high school and college pathway programming, and our signature **apprenticeships**.



EXPANDING THE COMMUNITY:

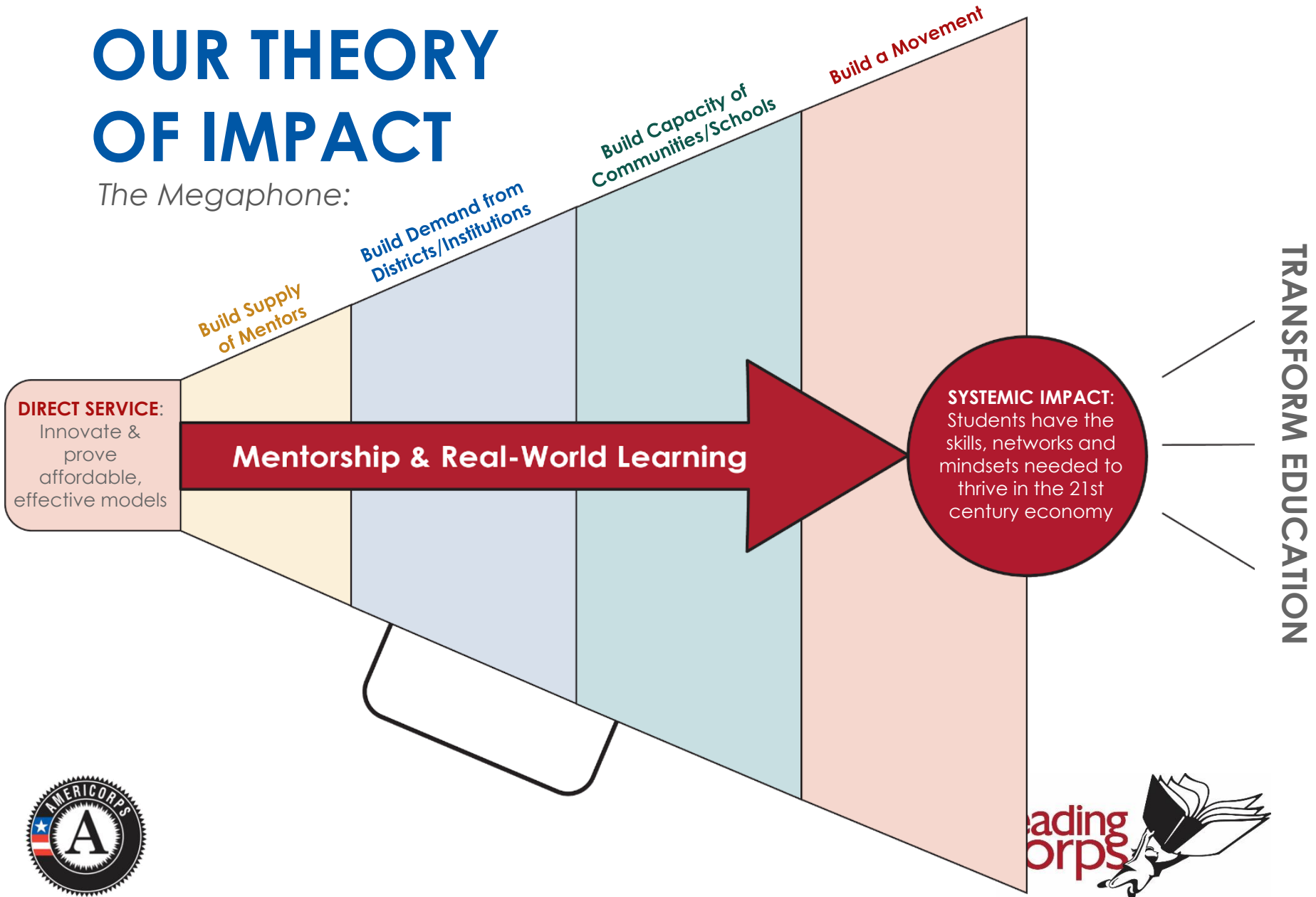
## US2020

Connecting **STEM mentors** with nonprofit orgs and schools to offer hands-on STEM education and **maker-centered learning** opportunities for students.

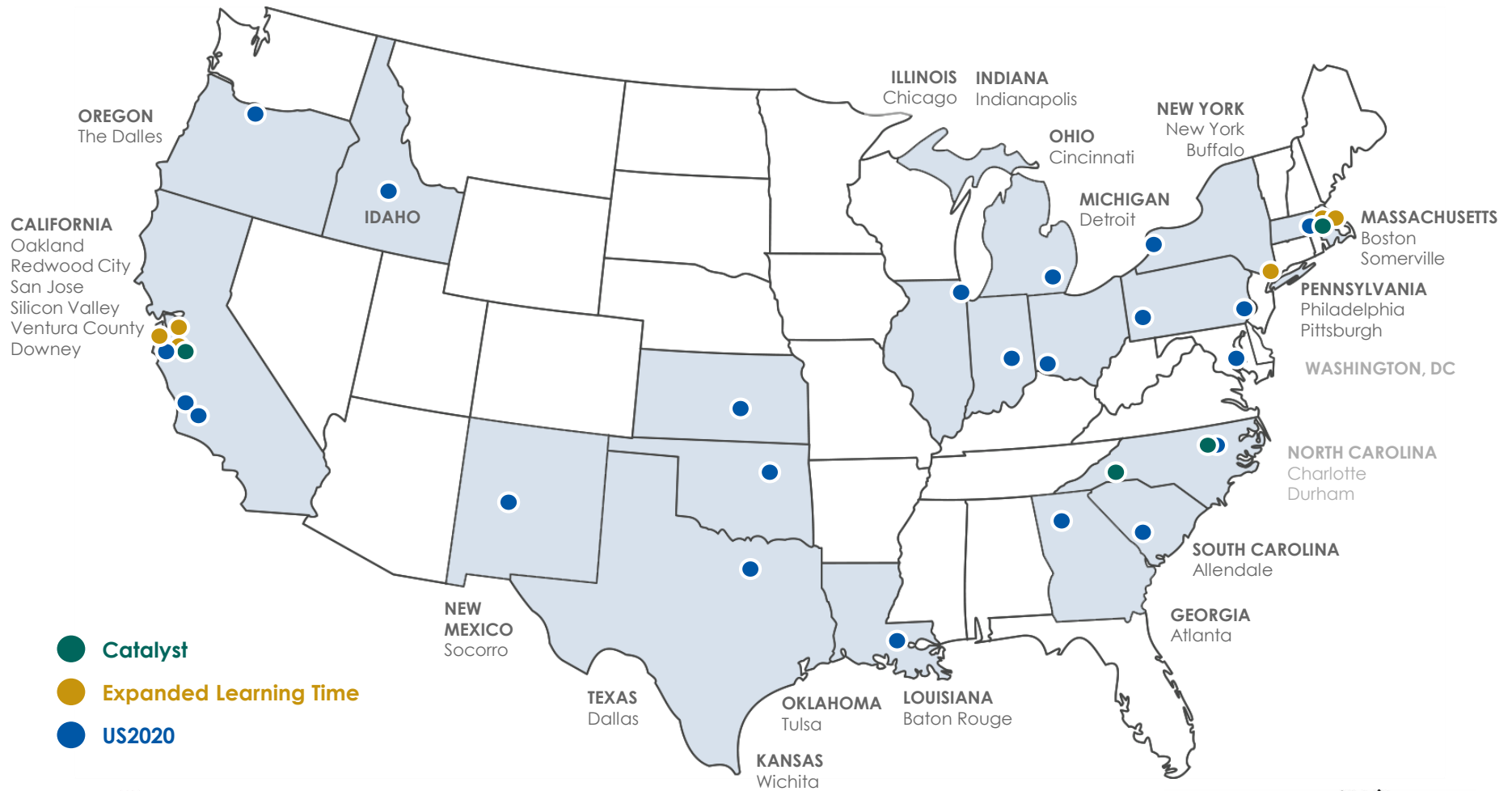





# OUR THEORY OF IMPACT

*The Megaphone:*



# OUR FY19 FOOTPRINT



-  Catalyst
-  Expanded Learning Time
-  US2020





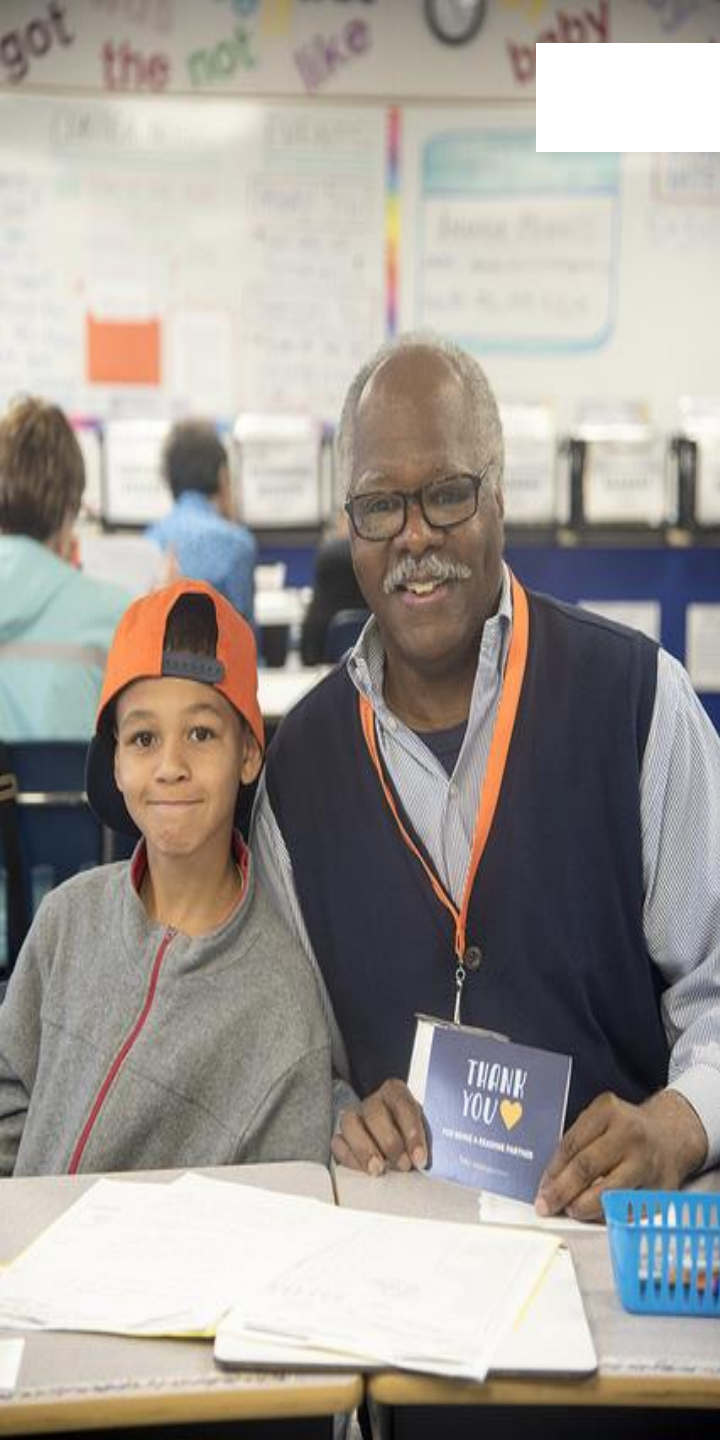
# CNCS Scaling Webinar

Dean Elson, Chief Knowledge Officer



READING  
PARTNERS





## Our Vision

- We envision a future where all children in the U.S. have the reading skills necessary to reach their full potential.

## Our Mission

- Our mission is to help children become lifelong readers by empowering communities to provide individualized instruction with measurable results.

## Our Program

- Our evidence-based tutoring program is a public-school literacy intervention powered by AmeriCorps members and community volunteers who twice weekly serve K-4 students who struggle with reading.

# Evidence Building & Decision to Scale Up

## Early Evidence of Success

- Internal data for several years showed strong results around student improvement on literacy skills and reducing grade-level reading gaps
- 2009-12: Matched comparison study with design and oversight from Stanford University

## Social Innovation Fund (SIF): MDRC Evaluation

- SIF / EMCF provided funding, an opportunity to request matching funds from donors, and oversight for an independent, highly rigorous evaluation
- MDRC conducted a randomized control trial (RCT) from 2012 to 2015, including planning, implementation and impact data collection, and cost study

## SIF #2: APA Evaluation

- Second SIF grant supported scaling to Colorado and further exploring implementation and impact
- 5-year study in CO revealed additional program insights and yielded more positive impact data

## Decision to Scale

- Early evidence of success and student impact
- Valued asset to school and district partners; high satisfaction and long waiting lists
- Alignment among national and regional board members and leadership team to meet the size of the challenge

# Critical Preparatory Work / How the Org Supports Scaling Up



- Clear program model / theory of change / logic model
- Alignment among leadership team, board & staff
- Key functions have strong leaders and functional expertise
- Expansion “checklist” and clear timeline
- Achieving clarity about where to scale & why
- Opportunities for sustainable fundraising and school and district partnerships
- Understanding donor interest and alignment to mission, strategy, and goals
- Align annually on priorities, debate the “must have” investments vs. “nice to have” projects
- Data for learning and to tell an impact story

# Key Challenges and Lessons Learned About Effective Scaling



- **Develop effective measurement and data systems**
- **Document success**
- **Balance scaling with core program improvement**
- **Encourage innovation and expand sources of creativity**
- **Secure multi-year funding commitments**
- **Create and sustain operational efficiencies**
- **Prepare the talent bench**



# Closing Remarks: Dr. Mary Hyde



# Question & Answer



- You can ask a question at any time by typing it in the Q&A box below
- We will answer questions in the order they come in
- For reports, please check out the Evidence Exchange: <https://nationalservice.gov/impact-our-nation/evidence-exchange>

# Thank you!

- Thank you for attending today's webinar
- A recording will be available online within the next few weeks
- To help us improve future webinars, please take a few minutes to fill out [this survey](#)

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