

COMMUNITIES AND SCHOOLS FOR SUCCESS



Dear Friends and Supporters,

I am pleased to present this annual report on the results of Communities and Schools for Success (CS²) for school year 2007-2008. This report provides a look at the history and evolution of the CS² network, and its impact in eight communities across the state in 2007-2008.

This year has been marked by increasing challenges felt across our state and nation; but it has also been a year of unprecedented accomplishments by the CS² network, thanks to the collaborative work between the CS² Entrepreneurs, countless and committed community and school partners, parents and guardians and the young people themselves.

At a time when the global economy and our increasingly diverse society requires heightened intellectual and professional proficiency, far too many young people in our Commonwealth face institutional barriers that cut their education short and stunt their future prospects to become fully engaged citizens of the world. CS²'s positive impact on those young people who are most disconnected from education and career pathways nevertheless continues to be dramatic, as the pages ahead will show. The work of CS² draws upon the most promising state and national initiatives in education, youth development, and workforce development.

Commonwealth Corporation established CS² in 1993 as a statewide educational initiative connecting schools and communities in order to develop effective strategies, programs, and resources to prepare students for college, careers, and civic responsibility. Fifteen years later—an anniversary we proudly celebrate this year—CS² continues its work at the important intersection of education and workforce development. We continue to carve out our niche as *a statewide incubator and think-tank for dynamic dropout prevention strategies while also addressing pressing workforce and academic needs in Massachusetts.*

After 15 years of program innovation, resource cultivation and community partnership development, CS² is now embarking on a planning process to upgrade and align our model so our work continues to be cutting edge and relevant to the educational and workforce needs of youth in the 21st century.

We are deeply dedicated to the vital work of nurturing and transforming the resilience of our young people into readiness for life. We are honored to work with you and grateful for your support as we continue to meet this goal.

Sincerely,



Talitha Abramsen
Senior Program Manager
Commonwealth Corporation



Photograph on Cover: Amherst Regional High School Students from the Minority Student Achievement Network (MSAN) Leadership Seminar, attending a national MSAN youth leadership conference.

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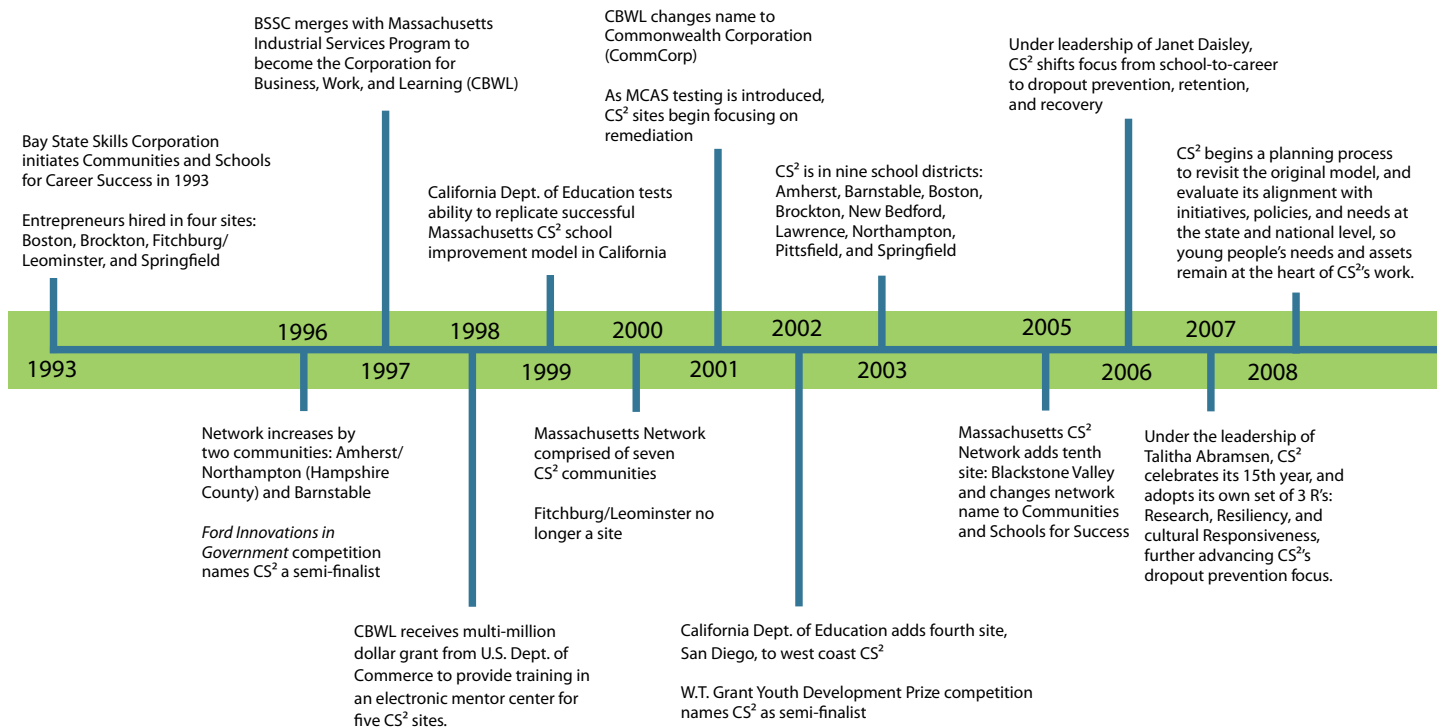
CS² Network: History

Communities and Schools for Success (CS²) was established in 1993 by the Bay State Skills Corporation (now known as Commonwealth Corporation) to connect schools with community partners so together they could develop innovative strategies, programs, and resources that have a positive impact on student achievement. Fifteen years later, CS² continues to be managed, and supported by Commonwealth Corporation (CommCorp), a Massachusetts quasi-public organization.

CS² has its roots in the national School-to-Work movement, and over time has evolved into a strategy to foster large-scale school reform efforts, including the federal Comprehensive School Reform Demonstration Project, Smaller Learning Communities, and 21st Century After-School Programs. With the advent of the federal government's "No Child Left Behind" initiative, CS² aligned its vision to focus on the needs of disengaged and underserved students.

The CS² network increasingly addresses and engages the specific needs and assets of youth who are disconnected from traditional educational and career paths. Across the Commonwealth, CS² cultivates school-community partnerships and replicates promising practices that nurture young people's resilience, so they can flourish in school and the workplace, and ultimately transform their society for the better. CS² creates these innovative collaborations between communities and school districts through the work of small teams of change agents, known as "CS² Entrepreneurs," in each site.

Since 1997, an earmark in the state budget has funded CS². The Department of Elementary and Secondary Education's Line Item 7027-0016 of the FY 2008 budget for the Commonwealth of Massachusetts provided \$734,400 for the state's matching grant for the CS² program at the Commonwealth Corporation.



CS² Network: 2007-2008

Statewide Impact of the CS² Network:

During 2007-2008, across the eight CS² sites in Massachusetts, 14 Entrepreneurs, working in teams, created, directed, or supported over 43 programs and 22 systemic initiatives that addressed the academic and career development needs of disconnected youth. An overview of statewide results includes the following:

Program Innovation and System Building

- **Sixty five schools** participated across the eight CS² communities
- **More than 250 teachers** partnered with CS² in programs and activities for their students
- **Over 7,500 students** participated in or were impacted by CS² programming, many of whom were previously disengaged from their school communities
- **Over 17, 400 students** were impacted by system building efforts or community coalition work facilitated by CS² Entrepreneurs

Partnership Development

- CS² Entrepreneurs engaged more than **500 businesses** across the Commonwealth in CS² projects this year
- CS² Entrepreneurs placed over **1,100 students** in career-related internships
- **695** of those internship placements included an integrated academic component
- CS² Entrepreneurs developed partnerships with over **500 community organizations** to support CS² career and youth development initiatives, academic support programs, and community service learning opportunities
- CS² Entrepreneurs reached out and involved more than **1,000 parents and guardians** in CS² initiatives

Resource Cultivation

- CS² teams raised over **\$2.1 million in public and private grants**, cash contributions, and in-kind donations, over a **3:1 ratio of funds or resources raised** for each dollar invested by the state
- In addition, funds invested by local communities to support their CS² teams brought the total results to **\$2.8 million leveraged by the state budget earmark—a ratio of 4:1**
- *Amounts raised by or invested in CS² reflect the network's continuing ability to successfully leverage the Massachusetts State Legislature's dollar investment*

Advancing Other State Initiatives

CS² Entrepreneurs partnered at the local level with:

- Pathways to Success by 21 (P21)
- Youth Councils of local Workforce Investment Boards
- YouthWorks, the state-funded summer jobs program
- DYS through the Bridging the Opportunity Gap Grant
- WIA In-School Youth

CommCorp's Support of the CS² Network

Technical Assistance

Site-based coaching tailored to CS² communities' needs, including:

- Linking CS² sites to regional and statewide trends and resources
- Increasing visibility for local CS² sites
- Supporting CS² interventions and initiatives with research, meeting facilitation, program-design assistance, and data
- Connecting CS² teams to national, regional and statewide policy events related to dropout prevention and workforce development

Professional Development

Highlights from this year included three network summits, two trainings and one regional conference.

- October: *Creating Pathways to Success*
- November: *Deepening Our Community of Practice*
- December: *Culturally Responsive Pedagogy as a 21st Century Imperative*
- January: *Cutting Edge Recruitment and Retention Strategies for Successful Youth Programming*
- April: *Reflecting On Our Past, Envisioning Our Future*
- May: University of Connecticut's 2nd Annual *Closing the Achievement Gap Conference*

Network Presentations

CS² Entrepreneurs were invited to speak at several high-level statewide education focused summits and explain the impact of the CS² model within their community and its alignment to key priorities

- October, Massachusetts Dept. of Education, *Alternative Education Summit*
- January, Massachusetts Dept. of Education, *College and Career Readiness Summit*

CS²'s Core Beliefs

- **We believe** that all young people possess assets, which are the building blocks to success in their personal and community lives.
- **We believe** that young people are trailblazers who thrive when they actively and authentically shape their own path to success.
- **We believe** that all young people deserve rigorous, relevant education and gainful employment, which are essential tools to self-empowerment and social change.
- **We believe** that when communities and schools collaborate, take collective responsibility and share a common vision for young people's success, they become a force for meaningful transformation.
- **We believe** that young people are not "at risk", but rather "placed at risk" by multiple barriers within our society and as a result deserve opportunities to build upon their innate resiliency.
- **We believe** networks are the new form of organizing, enabling social innovations to be broadened, shared and replicated.



New Bedford Students Participating in a Marketing seminar offered by The Standard Times as part of their CS² Summer Work and Learning Entrepreneurship Program.

CS²'s Core Elements

CS² Community-School Entrepreneurs

CS² provides funding and technical assistance to sustain a team of seasoned professionals, who act as change catalysts, situated in each participating CS² community. These professionals are known as “community-school Entrepreneurs” and are charged with:

Program Innovation

CS² Entrepreneurs envision and create innovative approaches to expand and transform educational services and programming.

Resource Cultivation

CS² Entrepreneurs map, harness, and build upon the assets in a community and identify opportunities for investing in school-community partnerships.

Partnership Development

CS² Entrepreneurs facilitate community conversations and strategic planning pertaining to key educational and workforce development issues facing young people.

Network Building

CS² Entrepreneurs foster critical connections between multiple stakeholders to create systemic change in schools and the larger community.

Best Practice Incubation

With the technical assistance and professional development offered by Commonwealth Corporation staff, CS² Entrepreneurs share and replicate promising practices across the Commonwealth around dropout prevention and career-focused programming options for youth.

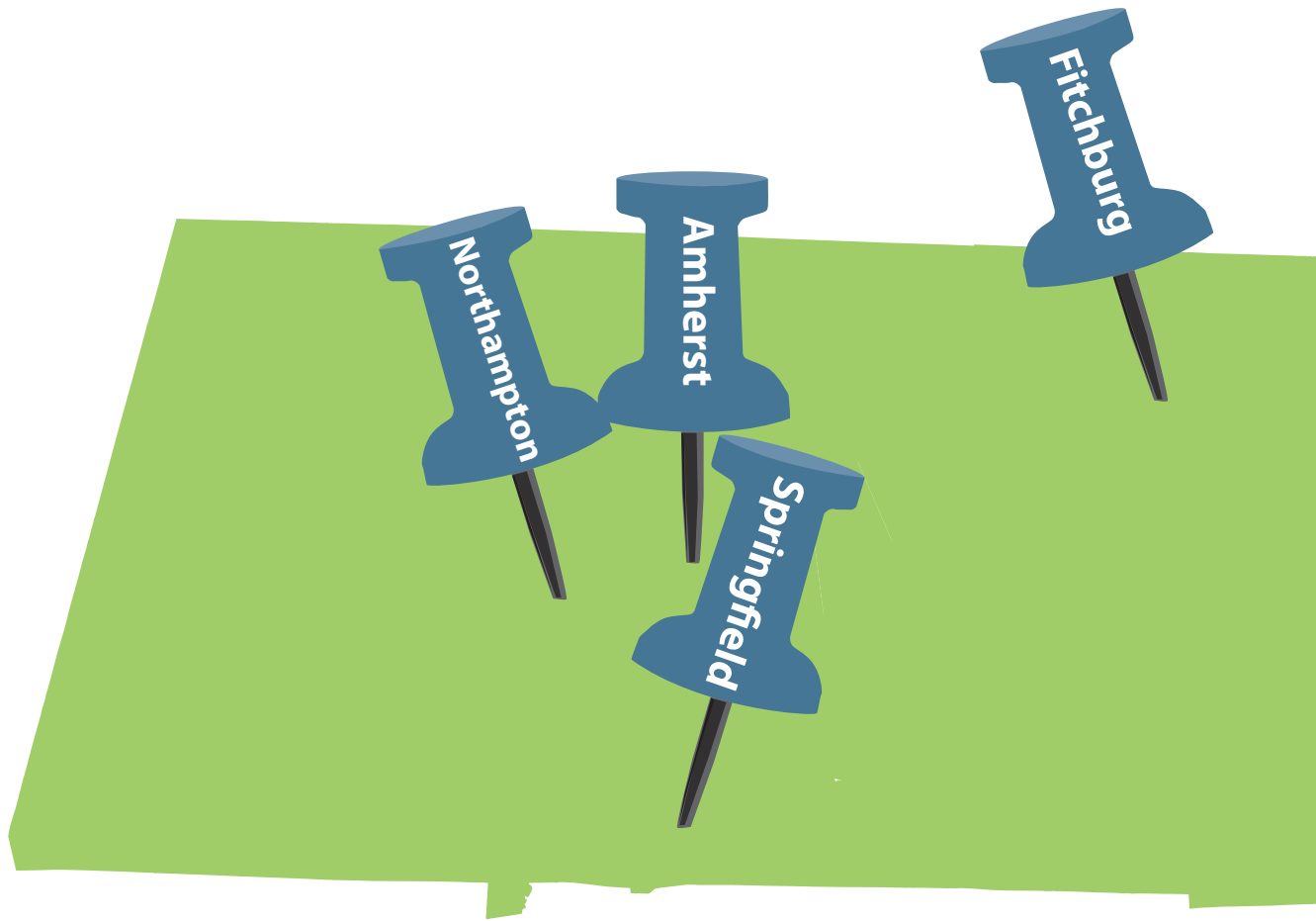
Commonwealth Corporation is committed to supporting CS²'s Network of Entrepreneurs as they strive to develop partnerships and initiatives that are:

- **Research-based**
- **Resiliency-focused**
- **Culturally Responsive**



Fitchburg High School Student Applying 21st Century Skills through a CS² “Work and Learning” Initiative

CS²: A Statewide Network



Community: Amherst

Member of the CS² network since: 1996

Entrepreneurs: Sherry Balzano & Nunia Mafi

Community: Northampton

Member of the CS² network since: 1997

Entrepreneurs: Kelley Knight & Sarah Neelon

Community: Springfield

Member of the CS² network since: 1993

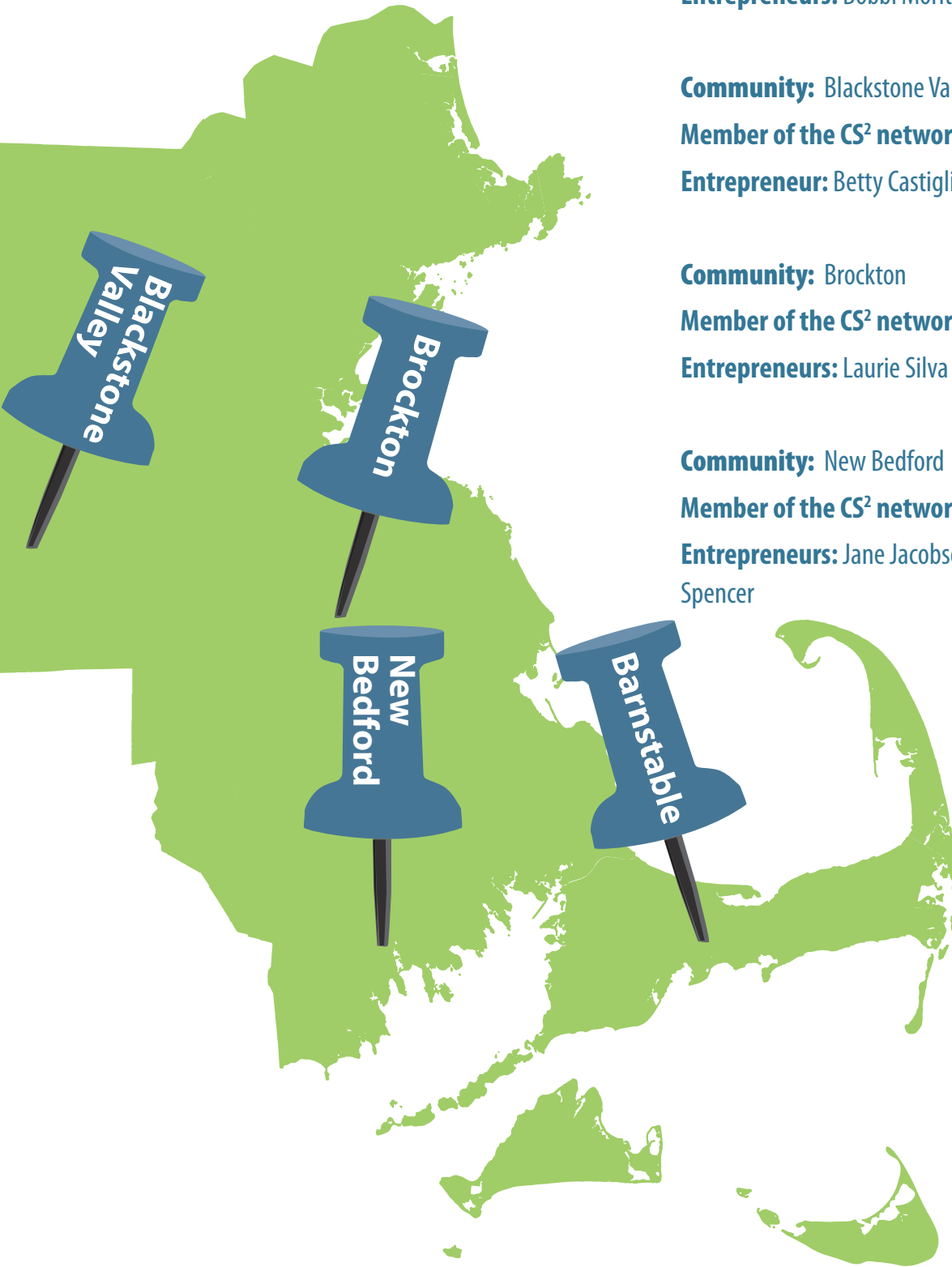
Entrepreneurs: Mary Kay Brown, Jorge Castellano & Kristin Puleo

Community: Fitchburg

Member of the CS² network since: 2006

Entrepreneurs: Katie Gray & Thomas Hughes

for Change



Community: Barnstable

Member of the CS² network since: 1996

Entrepreneurs: Bobbi Moritz & Terrie Rigollet

Community: Blackstone Valley (pilot site)*

Member of the CS² network since: 2006

Entrepreneur: Betty Castiglioni

Community: Brockton

Member of the CS² network since: 1994

Entrepreneurs: Laurie Silva & Shailah Stewart

Community: New Bedford

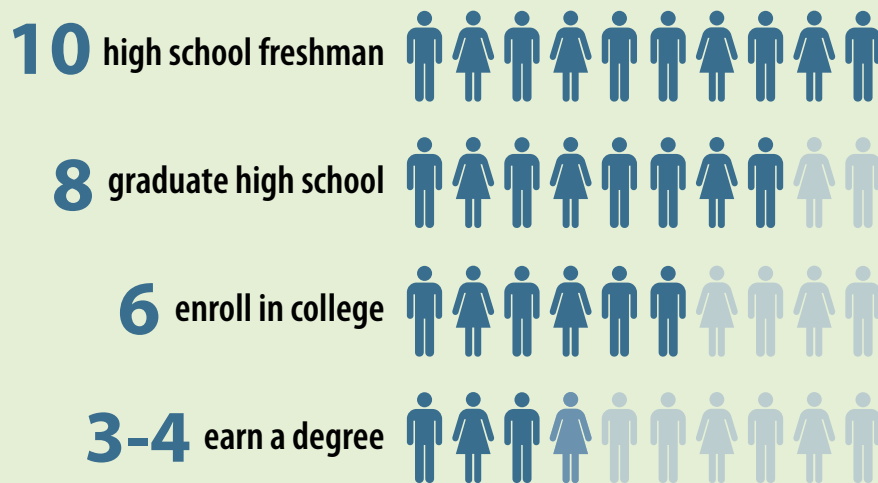
Member of the CS² network since: 2000

Entrepreneurs: Jane Jacobsen, Lynne LaBerge, & Ivone Spencer

* Because Blackstone Valley participated in the CS² network as a pilot site, the schools, programs, and student data are not included in the tables presented in this report.

CS²'s Core Challenges

LOSING STUDENTS ALONG THE EDUCATION CONTINUUM



Source: Nellhaus, Jeffrey and Patricia Plummer. "Facing the Challenge of Increasing College and Career Readiness." Massachusetts College and Career Readiness Summit; 2008.

ECONOMIC IMPACT OF OUR DROPOUT CRISIS

\$1.1 million = More money a person with a bachelor's degree earns over a lifetime than a high school dropout

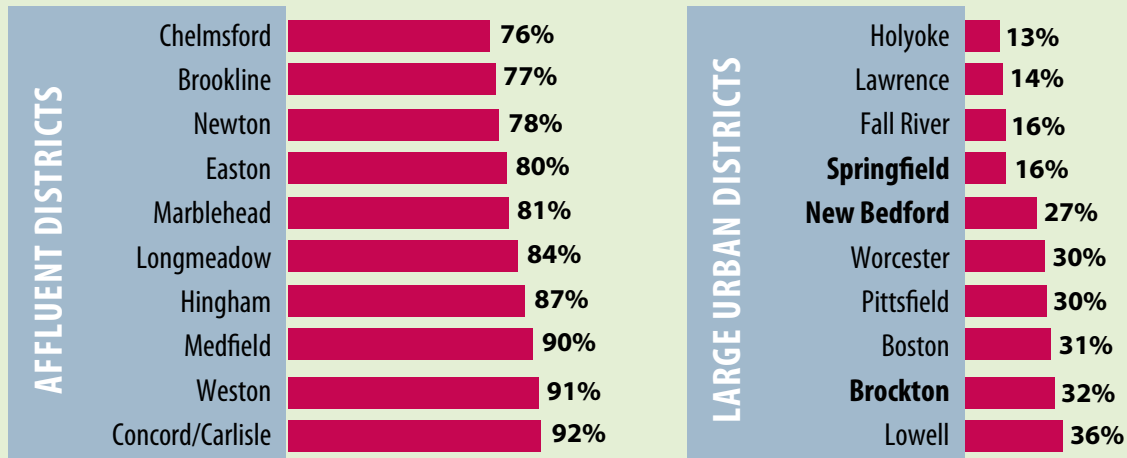
\$180,000 = Monetary benefit to the government for each high school graduate

\$275,000 = Extra cost to the government for a person who is a high school dropout

Source: Khatiwada, Ishwar, Joseph McLaughlin, Andrew Sum. "The Fiscal Economic Consequences of Dropping Out of High School: Estimates of the Tax Payments and Transfers Received by Massachusetts Adults in Selected Educational Subgroups." March 2007. Center for Labor Market Studies. Northeastern University.

THE OPPORTUNITY GAP: DISPARITIES IN GRADUATION & COLLEGE ACCESS

Students who graduated on time and planned to attend a four-year college or university (2007)



Source: Sum, Andrew, Ishwar Khatiwada, Joseph McLaughlin. "On-Time High School Graduation Rates and College Enrollment Rates for Massachusetts High School Graduates Class of 2006 and 2007: The Existence of Large Disparities Between Affluent Suburban and Central City School Districts Across the Commonwealth." May 2008. Center for Labor Market Studies. Northeastern University.

GRADUATION RATES WITHIN CS² COMMUNITIES

	Statewide	Amherst/Pelham	Barnstable	Brockton	Fitchburg	New Bedford	Northampton	Northampton/Smith	Springfield
Cohort 2007 Graduation Rate	81%	91%	80%	71%	75%	64%	93%	88%	57%
% of Limited English Proficiency (LEP) students who graduated	53%	85%	36%	57%	60%	69%	no data	no data	42%
% of Low Income students who graduated	65%	79%	62%	65%	63%	53%	82%	84%	53%
% of Black or African American students who graduated	65%	94%	42%	71%	67%	56%	no data	no data	58%
% of Hispanic students who graduated	59%	75%	59%	61%	50%	55%	79%	80%	48%
% of White students who graduated	86%	93%	84%	78%	85%	68%	95%	90%	70%

Source: http://www.doe.mass.edu/infoservices/reports/gradrates/07_4yr.html

■ Graduation rates under the state average

Ten Strategies for

CS² grounds its work in effective, cutting-edge strategies that have the most impact on reducing the dropout rate while preparing young people for college and successful careers in today's knowledge and innovation economy.

Adapted from research-based results tracked by the National Dropout Prevention Center/Network, these key strategies are practiced throughout the CS² network.

1. Systemic Renewal

Systemic renewal is a "continuous, critical inquiry into current practices, identifying innovations that might improve education, removing organizational barriers to that improvement, and providing a system structure that supports change" (Duttweiler, 2004). Expecting students to meet higher standards while continuing in the same educational rut is not realistic. Instead, school and district policies, practices, and organizational structures are all open to evaluation and reform through the development of innovative designs. Systemic renewal can create an academic environment that truly leaves no child behind.

2. Individualized Instruction

Each child is unique, and individualized programs can increase student success. Children have diverse learning styles, learn at different rates, have varying cultural backgrounds, and have diverse intellectual strengths. Flexible, motivational instruction that considers individual differences is especially effective in working with students placed at risk (Hamby, 1989).

3. Safe Learning Environments

Violence has become part of the fabric of our society but students cannot learn in an unsafe environment. Aggressive behaviors are strong predictors for dropping out of school; early intervention is important to head off future problems (Duttweiler and Smink, 1997). A comprehensive safe school plan that fosters conflict resolution, positive social attitudes, compassion for self and others, and effective interpersonal skills, is vital to the well being of all students.

4. Active Learning

Disconnected students often struggle to learn in a traditional classroom. Programs where activities are varied to meet the diverse learning styles of students give youth the opportunity to excel. Students become hands-on in their learning rather than disinterested. Involved learners enjoy school and become lifelong learners. Numerous studies have shown the value of active learning, particularly in improving the achievement level of the lowest-performing students and minorities (Johnson, Johnson & Holubec, 1992; Kagan, 1994; Slavin, 1983).

5. Mentoring/Tutoring

Mentoring is a one-to-one caring, supportive relationship between a mentor and a mentee that is based on trust. Tutoring, also a one-to-one activity focuses on academics and is an effective practice in improving reading, writing, and math competencies. Numerous studies have demonstrated that overall, young people participating in mentoring relationships experience positive academic results, including better attendance, better chance of going on to higher education, and better overall attitudes toward school (Jekielek, Moore, Hair & Scarupa, 2002).

"We do not have an achievement gap; we have an education debt. The historical, economic, sociopolitical, and moral decisions and policies that characterize our society have created an education debt."

Gloria Ladson-Billings

Student Success

6. Service Learning

There are many reasons why students drop out of school, but the most common ones are boredom and disaffection. Service learning is an active learning strategy that connects students to the school and the real world. It is a method that combines meaningful community service experiences with academic learning, personal growth, and civic responsibility. Service learning can transform schools into “places of active learning, inviting young people to become excited about the possibilities of helping others while helping themselves” (Shumer & Duckenfield, 2004).

7. After-School and Out-of-School Programs

Many disadvantaged students in urban and rural environments lack day-to-day experiences to stimulate their intellectual development. After-school and out-of-school (such as summer enhancement) programs eliminate information loss and inspire interest in a variety of areas. Such experiences are especially important for students placed at risk of school failure because the programs fill the afternoon and summer “gap time” with constructive, engaging activities.

8. Career and Technology Education

In the past, academic skills and vocational skills were seen as two separate things. This viewpoint changed as the economy became global rather than national. Businesses want workers with lifelong learning skills. New formats—such as tech prep, job shadowing, internships, and school-based enterprises – integrate academic and career-based skills and raise academic performance in students. School-to-work programs recognize that youth need skills and career guidance to prepare them to meet the demands of today’s workplace.

9. Family Engagement

Research consistently finds that family engagement has a direct, positive effect on children’s achievement and is the most accurate predictor of a student’s success in school. The National Parent Teacher Association (PTA) found that when parents are involved, students achieve more and exhibit more positive attitudes and behavior regardless of socioeconomic status, ethnic/racial background, or the parent’s education level. Youth from diverse cultural backgrounds do much better when there is collaboration between parents and professionals to bridge the gap between the culture at home and the learning institution.

10. School-Community Collaboration

When all groups in a community provide collective support to the school, a strong infrastructure sustains a caring, supportive environment where youth can thrive and achieve. Ongoing research has found improved reading and math performance, better attendance rates, a decrease in suspension rates, and a decrease in the dropout rate as a result of school-community collaborations (Schargel & Smink, 2001).

On the pages that follow, you will find examples of these strategies in action at CS² sites where programs addressing major learning and career-development needs have positively impacted the lives of thousands of students.

Strategy 1

Systemic Renewal

CS² Network-Wide Results: Systemic Renewal (2007-2008)

Number of Programs	Students Impacted*	Parents/Guardians Engaged	Staff Engaged	Community Partners
22	17,434	661	187	333

CS² Site: Barnstable Public Schools, Barnstable

Program: Extended Learning Time

This was a collaborative effort among staff and key stakeholders in the Barnstable school district and within the community. The CS² team led the development of research-based models to redesign and expand the school day. The goal was to close the achievement gap between the district's socio-economic student groups. Educators hoped to improve Adequate Yearly Progress, MCAS scores, and school climate. Barnstable's two Entrepreneurs organized and facilitated teacher-parent forums and planning meetings at three Barnstable schools. They wrote and submitted proposals and grants. The school district received technical support from MASS 2020, proponents of expanded learning time (ELT) in the Commonwealth. The ELT process gave schools opportunities to assess their programs, improve instruction, identify needs, design professional development opportunities, and reach out to parents and community.

CS² Site: Brockton Public Schools, Brockton

Program: Dropout Prevention Early Warning System

Using national research to identify key predictors for dropping out, CS² entrepreneurs designed and piloted an early-warning system for Brockton Public Schools. Working closely with IT staff, they applied the criteria to the entire 8th grade in the school district and assigned codes to student characteristics that were then flagged in the new system (for example, attendance, grades, or discipline). At the same time, they assigned codes to interventions and supports offered by key community partners. After the massive data entry project was completed, Entrepreneurs began the work of ensuring that identified students were offered appropriate supports and took advantage of them. The program will continue into school year 2008-09.

Additional CS² Network Systemic Renewal Programs

- School Climate and Culture Coaching, Fitchburg Public Schools
- Smith Vocational & Agricultural High School Wellness Team, Northampton
- Student Outreach and Attendance Program, Northampton

* Data in the Students Impacted box, for this and subsequent pages, may involve a duplicated count of student participation (i.e., Student counts may be duplicated if they are served by more than one program).

"If schools are to become high performing learning communities for all students, systemic forces need to be addressed."

Franklin Schargel
Reforming The System
(Part IV): The Solution
GuidanceChannel.com

Strategy 2

Individualized Instruction

CS² Network-Wide Results: Individualized Instruction (2007-2008)

Number of Programs	Students Impacted	Parents/Guardians Engaged	Staff Engaged	Community Partners
4	258	7	4	2

CS² Site: Fitchburg Public Schools, Fitchburg

Program: Saturday Credit Recovery Program

The purpose of the Saturday Credit Recovery Program was to give Fitchburg High School students the chance to recover days they were absent from school. Offered on ten Saturdays, the tutorial was designed to help failing students recover academic credits and move forward to the next grade level or to graduation. The CS² Entrepreneur identified students who were placed at risk and met with them individually, staffed the program, wrote programmatic rules and procedures, and promoted the program to High School staff. The effort increased senior graduation rates and helped more students receive academic credit towards promotion. Program effectiveness measurements were initiated this year.

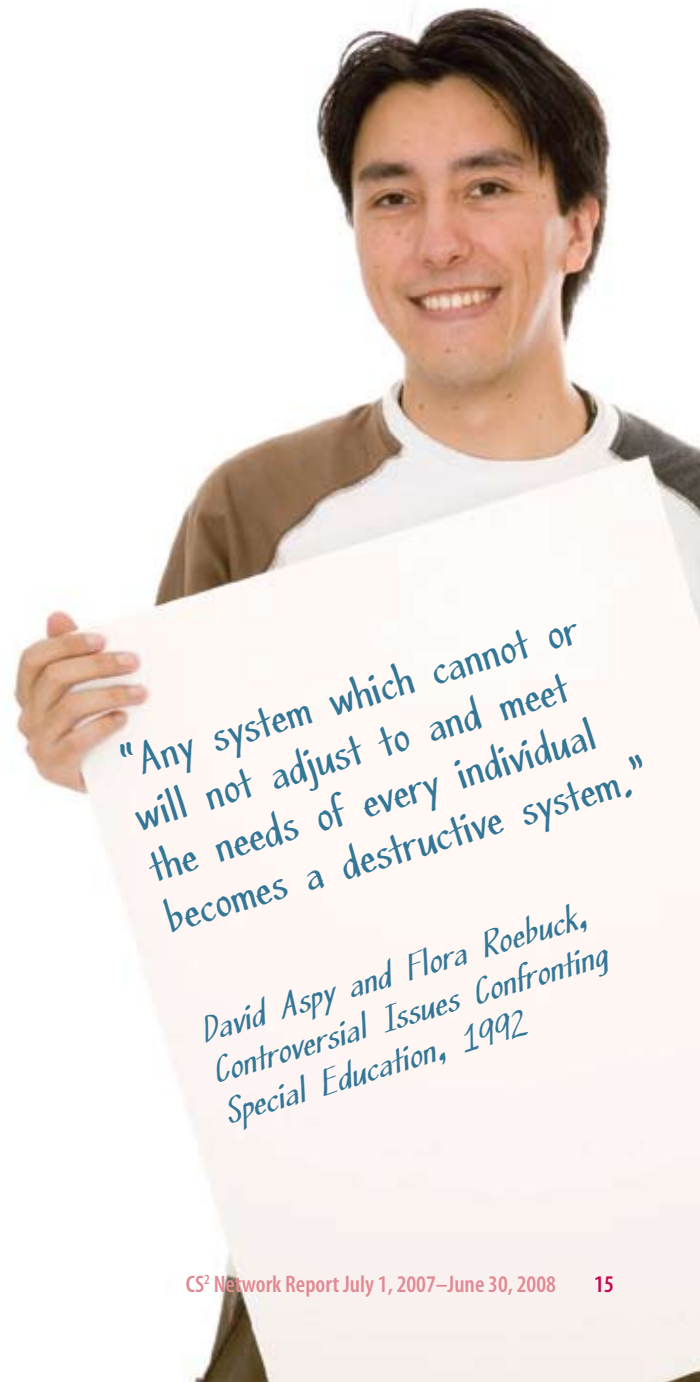
CS² Site: Smith Vocational & Agricultural High School, Northampton School District, Northampton

Program: Community-Based After-School Homework Help

Access to certified teachers who can assist with homework is a huge benefit to some children. Three apartment complexes in Northampton—two of which are public housing developments—became drop-in spaces three times a week after school where youth received help near home; thus, transportation was no barrier. Each teacher worked with students on academic areas, some of which were in need of improvement, including MCAS preparation. The CS² Entrepreneur identified students who needed help with their homework due to family situations, inability to stay after class for assistance, or lack of motivation. Located at community sites where students live, participants took advantage of the program as often as necessary.

Additional CS² Network Individualized Instruction Programs

- High School Community Tutoring Program, Amherst Regional Public Schools
- Pathways to Success, Brockton Public Schools



"Any system which cannot or will not adjust to and meet the needs of every individual becomes a destructive system."

*David Aspy and Flora Roebuck,
Controversial Issues Confronting
Special Education, 1992*

Strategy 3

Safe Learning Environments

Nearly one-third of LGBT students reported skipping a class at least once in the past month and missing at least one day of school in the past month because they felt uncomfortable or unsafe.

Gay, Lesbian, Straight Education Network, The 2007 National School Climate Survey



CS² Network-Wide Results: Safe Learning Environments (2007-2008)

Number of Programs	Students Impacted	Parents/Guardians Engaged	Staff Engaged	Community Partners
7	855	40	40	15

CS² Site: Fitchburg Public Schools, Fitchburg

Program: Academy Advisory Program

In school year 2006-07 the suspension rate at Academy Middle School was over 17%. The goal of this program was to get everyone—teachers, staff, and students—involved in creating a positive school climate. The CS² Entrepreneur worked closely with Academy's Principal to develop a school-wide plan for school safety and clear expectations for student behavior. Faculty and school counselors participated in developing a new Advisory curriculum focused on classroom management and teaching positive behaviors. All of Academy's 375 students took the Advisory lessons four times a week, focusing on anti-bullying, school pride, and cultural pride. A school-wide poster contest resulted in a winning design for a new school mascot: a phoenix rising proudly out of the ashes. Behavioral incidents at Academy were reduced by 29 percent in February–April compared to the previous three-month period. Professional development, data analysis, and incentive programs are ongoing.

CS² Site: Springfield Public Schools, Springfield

Program: Middle School Transition Initiative

A team of school staff focused on risk factors including grades, attendance, behavior, and testing, and identified students for this program at two district middle schools. The CS² Entrepreneur met with the pilot group of students twice weekly, both individually and in groups. In individual meetings, students worked on personal goals, progress in their classes, and received Academic support. Groups discussed conflict resolution, bullying, anger management, MCAS preparation, study skills, organization, and career exploration. They also attended the Peacemaker's Summit at Hampshire College, where they participated in workshops and interactive lectures all designed to refine communication skills and handle difficult issues of when working in diverse groups.

Additional CS² Network Safe Learning Environments Programs

- Benefits Package, Amherst Regional Public Schools
- Chart Room, Barnstable Public Schools
- Drug Resistance Education and Mentoring Students, Brockton Public Schools
- Middle School Enrichment, Northampton
- Smith Vocational and Agricultural School Summer Jump Start, Northampton

Strategy 4

Active Learning

CS² Network-Wide Results: Active Learning (2007-2008)

Number of Programs	Students Impacted	Parents/Guardians Engaged	Staff Engaged	Community Partners
5	327	21	8	8

CS² Site: Amherst Regional Public Schools, Amherst

Program: Minority Student Achievement Network, Leadership Seminar

A CS² Entrepreneur facilitated this third-year sociology course to empower student leaders of color—through scholarship, leadership, and direct action—to work on closing the achievement gap. She also co-organized the 2008 MSAN Regional Youth Summit and acted as the Amherst Regional High School co-liaison to the MSAN National Network, which joins schools from across the U.S. in conducting research, analyzing policies, and examining practices that affect the academic performance of minority students. MSAN students participated in the Anti-Defamation League's *A World of Difference* Anti-Bias trainings, and created a video discussing the effectiveness of the leadership seminar. Action projects begun during the seminar continue next school year through an Alternative Learning Program.

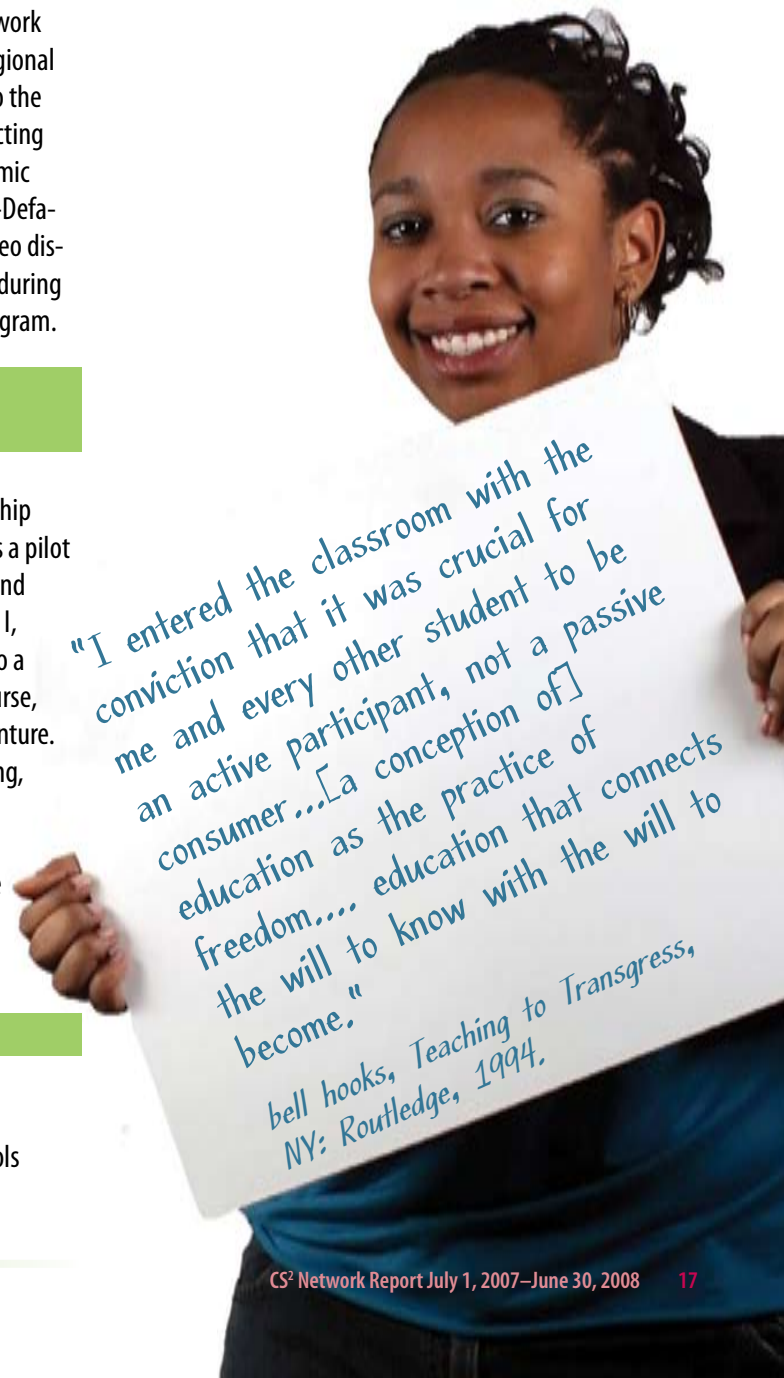
CS² Site: City of New Bedford, New Bedford

Program: Entrepreneurship Initiative

Since 2003, CS² has developed and continues to manage the Entrepreneurship program at New Bedford High School. Teaching Entrepreneurship began as a pilot summer work and learning program for disconnected, low-income youth and evolved into two full credit courses at the high school. In Entrepreneurship I, students develop their business plan and present them using PowerPoint to a panel of business and community members. In the Entrepreneurship II course, students form business teams and turn their plans into a moneymaking venture. Both courses provide curriculum that spark enthusiasm, personalize learning, and incorporate real world lessons. In addition, Entrepreneurship II incorporates 21st Century skills through team-building and leadership development as students elect officers, operate their business, and prepare a year-end financial report. At the end of the semester, select students are eligible to present their plan at a regional competition.

Additional CS² Network Active Learning Programs

- Senior Year Options, Amherst Regional Public Schools
- Youth in Unity, Brockton Public Schools
- Young Women's Empowerment Program, Amherst Regional Public Schools



"I entered the classroom with the conviction that it was crucial for me and every other student to be an active participant, not a passive consumer...[a conception of] education as the practice of freedom.... education that connects the will to know with the will to become."

bell hooks, Teaching to Transgress, NY: Routledge, 1994.

Strategy 5

Mentoring/Tutoring



“Mentoring has a broad appeal as a prevention strategy because of its strong link with the core of resiliency efforts...In the case of mentoring, the resilient factor present is primarily the development and sustenance of a caring relationship between an adult and a young person.”

Results from Mentoring Effectiveness Research, by the Resource Center, State of California's Alcohol and Drug Programs

CS² Network-Wide Results: Mentoring/Tutoring (2007-2008)

Number of Programs	Students Impacted	Parents/Guardians Engaged	Staff Engaged	Community Partners
9	608	105	60	3

CS² Site: Barnstable Public Schools, Barnstable

Program: Step-Up

In its third year, the Step-Up program provided academic and personal support to students who had the potential and the desire to move from lower-level classes to higher-level classes, but lacked the skill competency or individual confidence to do so. The CS² Entrepreneur managed the program in which certified teachers and academic mentors worked with students to successfully make the transition. Students attended a one-week summer session where their needs were assessed and they received a jump-start on the fall semester. During the school year, they attended a support class four days each week that helped build academic, study, organizational, and personal skills. To ensure success, support continued while students took the upper-level classes. The first group of Step-Up students, in 2007-2008 entering their senior year, performed well on MCAS. Ten of eleven first-time test-takers passed MCAS, several with proficient scores. In general, attendance of Step-Up students was much better compared to other students: 92 versus 72 percent.

CS² Site: Smith Vocational & Agricultural High School, Northampton

Program: After-School MCAS Tutoring

CS² Entrepreneurs coordinated an after-school study program two days a week for 10th, 11th, and 12th graders, and one day a week for 9th graders. Tutors focused on academic skills as well as MCAS test-taking strategies. Web-based math games were used with the 9th graders to enforce skills. Tutors used TestWiz and TestVault to assess areas of proficiency and to access test scores and previous test questions. One indicator of program success was that students in the 11th grade class had all passed the MCAS.

Additional CS² Network Mentoring/Tutoring Programs

- Community Tutoring / Homework Help, Amherst Regional Public Schools
- Prep Academy, Amherst Regional Public Schools
- STRIVE, Amherst Regional Public Schools
- Mentor Program, Barnstable High School
- Bridgewater State College Mentoring, Brockton Public Schools
- Data-Driven Academic Assistance, Fitchburg Public Schools
- Summer Tutoring at Housing Developments, Northampton Public Schools

Strategy 6

Service Learning

CS² Network-Wide Results: Service Learning (2007-2008)

Number of Programs	Students Impacted	Parents/Guardians Engaged	Staff Engaged	Community Partners
5	370	18	4	13

CS² Site: City of New Bedford, New Bedford

Program: Community Service Learning Initiatives

For the past three years, CS² in partnership with New Bedford Public Schools received over \$100,000 in funding from the Massachusetts Department of Elementary and Secondary Education and Learn and Serve America to implement community service-learning programs. In 2007-2008, CS² Entrepreneurs designed a high-quality professional development workshop for teachers in New Bedford, *Making New Bedford a Better Place to Live and Learn*. The workshop included classroom strategies for starting learning service, insights on aligning activities with the Massachusetts Curriculum Frameworks, tips on identifying and working with community partners, and project ideas from the New Bedford area and beyond. CS² also secured funding and arranged for a school administrator, teacher, and Entrepreneur to attend the National Service-Learning Conference in Minneapolis.

CS² Site: Amherst Regional Public Schools, Amherst

Program: Minority Student Achievement Network Regional Youth Summit

Every year, MSAN organizes the National Student Leadership Conference. Students who attended the conference in October 2007 in Arlington, Virginia wanted the momentum to continue throughout the school year and to meet again with their regional partner schools. The CS² Entrepreneur secured funding for a MSAN Regional Youth Summit and served as advisor to the student leaders who co-organized the event held in February 2008, working with staff from Amherst Regional High School and Cambridge Rindge & Latin to make the summit a success. Over 100 students, staff and faculty from three regional MSAN schools (Brookline, Cambridge, and Windsor) attended the one-day summit that included data analysis, student-led workshops, and all-school assembly, action planning, and a local college panel. A website for the new regional coalition was launched where member schools could share progress about their action plans. Footage from the summit was developed into a video by students, as a resource for other MSAN schools interested in hosting a regional event of their own.

Additional CS² Network Service Learning Programs

- Senior Year Options, Amherst Regional Public Schools
- After-School and Out-of-School Time Peer Leadership, Brockton Public Schools
- Internship Development, Springfield Public Schools

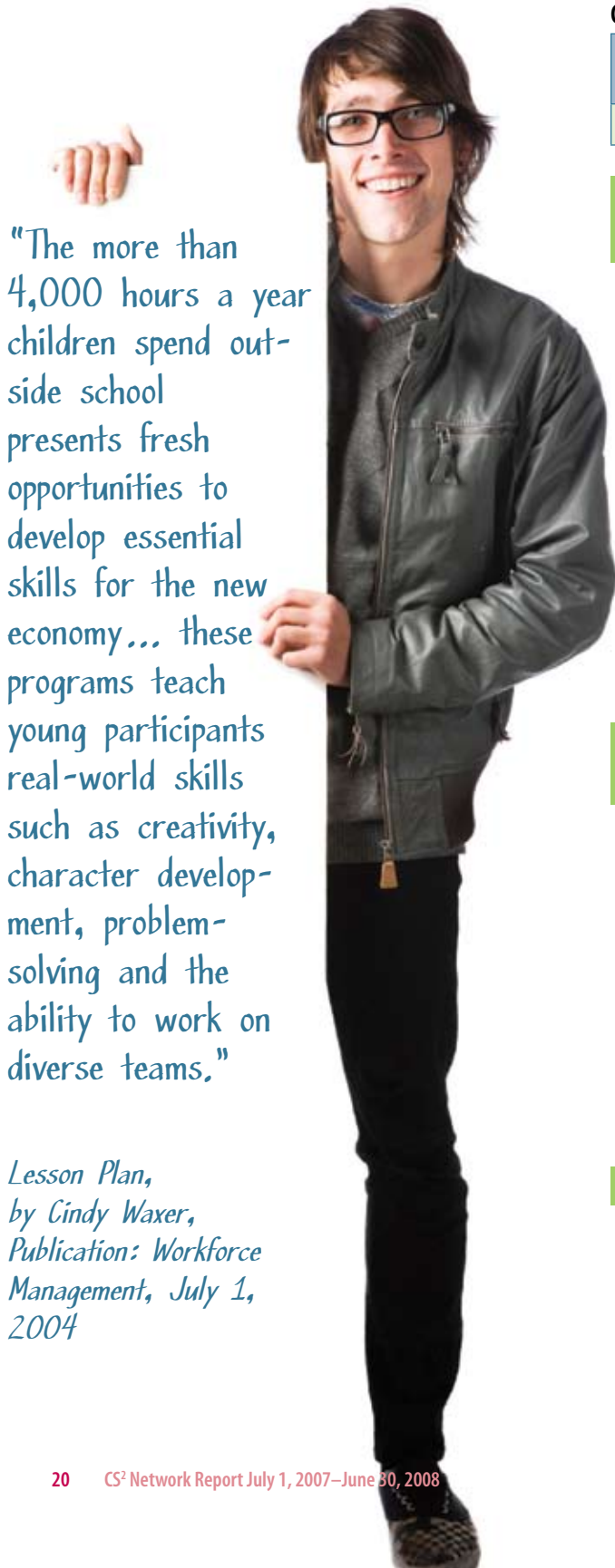


"Service-learning is a particularly fertile way of involving young people in community service, because it ties helping others to what they are learning in the classroom. In the process it provides a compelling answer to the perennial question: 'Why do I need to learn this stuff?'"

General Colin Powell, Secretary of State and Founding Chairman of America's Promise

Strategy 7

After-School and Out-of-School Programs



"The more than 4,000 hours a year children spend out-side school presents fresh opportunities to develop essential skills for the new economy... these programs teach young participants real-world skills such as creativity, character development, problem-solving and the ability to work on diverse teams."

*Lesson Plan,
by Cindy Waxer,
Publication: Workforce
Management, July 1,
2004*

CS² Network-Wide Results: Mentoring/Tutoring (2007-2008)

Number of Programs	Students Impacted	Parents/Guardians Engaged	Staff Engaged	Community Partners
5	3,356	230	35+	3

CS² Site: Brockton Public Schools, Brockton

Program: After-School and Out-of-School Time (ASOST)

The CS² Entrepreneur performed grant-management, program development, and data analysis for this initiative that provided meaningful out-of-school time activities for more than 341 youth (grades 2–12) during the school year. Three populations of youth served included:

- After-school enrichment, activities, and social skills development for special needs youth
- Peer Leadership community-service learning projects to address various risk factors
- Paid mentoring opportunities for junior-high and high-school students on the verge of dropping out

Students were identified, recruited, and selected for participation in the ASOST programs under the direction of the Education Leadership Teams.

CS² Site: Barnstable Public Schools, Barnstable

Program: 21st Century Community Learning Center After-School Program

The CS² team secured grants for this new program, and provided oversight, professional development, and support to staff responsible for instruction during after-school hours. The middle-school program gave students underachieving in mathematics or facing social and emotional challenges a comprehensive, engaging after-school experience. A summer component helped 6th graders make successful transitions into 7th grade and reinforced learning for those entering 8th grade. Community partners and specialists provided unique opportunities for youth to discover their talents, strengths, and abilities through small learning communities and positive, personal adult relationships.

Additional CS² Network After-School and Out-of-School Programs

- After-School Clubs and Activities, Amherst Regional Public Schools
- Credit Recovery, Brockton Public Schools
- 21st Century Community Learning Centers, Brockton Public Schools

Strategy 8

Career and Technology Education

CS² Network-Wide Results: Career and Technology Education (2007-2008)

Number of Programs	Students Impacted	Parents/Guardians Engaged	Staff Engaged	Community Partners
9	884	325	49	350+

CS² Site: City of New Bedford, New Bedford

Program: Pathways One-Stop Career Center Initiative

Since 2003, CS² has served as the liaison between New Bedford High School and the Workforce Investment Board's Youth Council, One Stop Career Center and Pathways staff for the Pathways One Stop Career Center Initiative. The Initiative is intended to help high school seniors who have not yet passed MCAS with post-secondary options which can include additional training, MCAS remediation, and employment. In collaboration with the Pathways Coordinator, CS² facilitates workshops at the high school that include the MCAS Coordinator from our local community college and P21 Coordinator for information on enrollment and follow-up services. Eligible students are also encouraged to participate in the high school's summer work and learning program.

CS² Site: Amherst Regional Public Schools, Amherst

Program: Senior Year Options

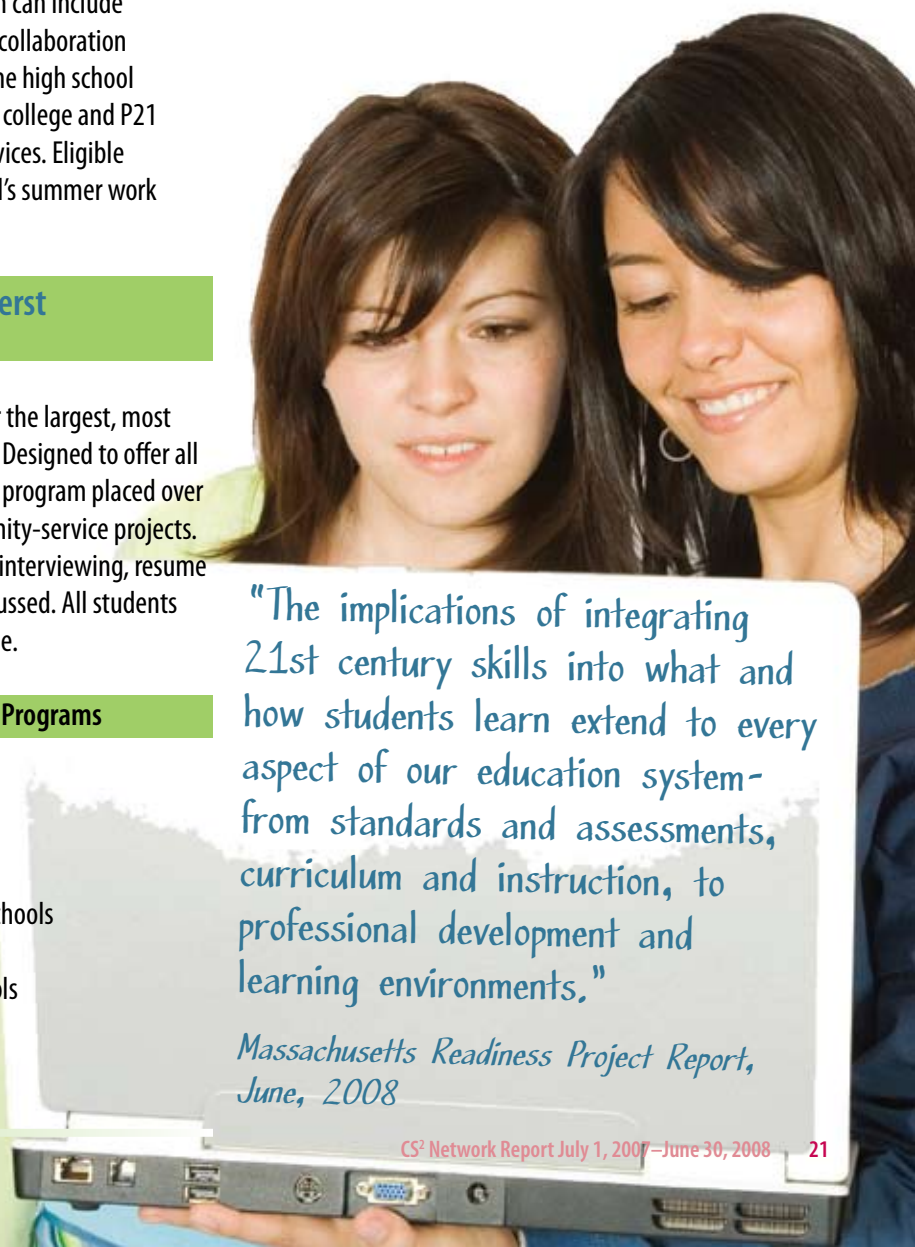
In its second year, the Senior Year Options program was by far the largest, most compelling effort managed by CS² Entrepreneurs in Amherst. Designed to offer all high-school seniors an experiential learning opportunity, the program placed over 120 seniors in internships, teaching assistantships or community-service projects. Seniors also attended a weekly seminar where topics such as interviewing, resume writing, financial planning, and personality testing were discussed. All students explored possible career choices as well as pathways to college.

Additional CS² Network Career and Technology Education Programs

- Freshman Academy, Brockton Public Schools
- Summer of Work and Learning, Brockton Public Schools
- Talent Search, Brockton Public Schools
- WIA In-School Youth, Brockton Public Schools
- High School Senior Internship Program, Fitchburg Public Schools
- Internships, Springfield Public Schools
- Workforce Development Initiative, Springfield Public Schools

"The implications of integrating 21st century skills into what and how students learn extend to every aspect of our education system—from standards and assessments, curriculum and instruction, to professional development and learning environments."

Massachusetts Readiness Project Report, June, 2008



Strategy 9

Family Engagement

CS² Network-Wide Results: Family Engagement (2007-2008)

Number of Programs	Students Impacted	Parents/Guardians Engaged	Staff Engaged	Community Partners
3	336	200	5	1

CS² Site: Smith Vocational & Agricultural High School, Northampton School District, Northampton

Program: Social Worker Outreach Initiative

Poor attendance at school is frequently an indicator of challenges at home. The CS² Entrepreneur/Supervisor of Attendance met with families of students from eight schools as often as necessary throughout a 40-week period; and helped them resolve personal or environmental issues that, without intervention, threatened student achievement and increased the risk for dropping out. Information sharing and referrals to community-based resources was key.

CS² Site: Fitchburg Public Schools, Fitchburg

Program: Home Visiting Program / Community Support Partnership Team

The Home Visiting Program, conducted by a CS² Entrepreneur, a Fitchburg police officer, and a school staff member, tackled the problem of increasing truancy, absenteeism, and dropouts at Fitchburg High School. Students were identified for visits through attendance records, assistant principals, local social service agencies, and guidance and support services counselors. The Community Support Partnership Team—a network of caring adults formed from the school, community, and families—met once a month to identify the most pressing issues affecting the greatest number of students and to brainstorm innovative solutions to remove barriers to student success. **The 45-week program reduced the dropout rate from 9.0% to 5.9%.** The partnership also reduced the number of students truant from school and increased community partnerships and parental involvement.

Additional CS² Network Family Engagement Program

- 21st Century Community Learning Centers, Brockton Public Schools

When schools build partnerships with families that respond to their concerns, honor their contributions, and share their power, they succeed in sustaining connections that can improve student achievement.”

Connecting Families, Schools, and Community Resources, Policy Brief No. 2, October 2004, Family Strengthening Policy Center, www.nassembly.org/fspc



Strategy 10

School-Community Collaboration

CS² Network-Wide Results: School-Community Collaboration (2007-2008)

Number of Programs	Students Impacted	Parents/Guardians Engaged	Staff Engaged	Businesses Involved	Community Partners
6	934	176	15+	17	69

CS² Site: Brockton Public Schools, Brockton

Program: Brockton's WAY (Working for All Youth)

A two-year initiative funded by a Department of Labor Multiple Education Pathways Blueprint Grant, Brockton's WAY is an ongoing community coalition led by a CS² Entrepreneur with a strategic goal of significantly reducing Brockton's dropout rate. It started this work in the past school year with the aid of a new early warning system, a student records database that allows staff to identify middle-school students who lack key supports. Community services were matched with youth in need and all students in jeopardy of school failure received help to stay on track. The program also focused on developing alternative pathways to attain educational credentials and on re-engaging youth—through surveys and focus groups—who have left the educational system. Brockton's WAY continues to work towards a 50 percent decrease in the dropout rate in four years: from 20 to 10 percent.

CS² Site: Springfield Public Schools, Springfield

Program: Summer of Work and Learning

Summer of Work and Learning (SOWL), in its 15th year, is an intensive 5-week academic enrichment and employment program for 8th graders transitioning to high school and for high-school students. Managed by a CS² Entrepreneur, SOWL provided innovative MCAS remediation combined with workplace experiences and career development. English Language Arts and Mathematics were key academic focal points along with emphasis on workplace readiness. Upperclassmen worked part of their day in paid private and public sector jobs practicing critical academic skills related to specific career pathways. MCAS scores were greatly improved. The 2007 SOWL had a record daily attendance of 95 percent with high-quality job experiences.

Additional CS² Network School-Community Collaboration Programs

- Community Tutoring Program, Amherst Regional Public Schools
- Brockton's Promise, Brockton Public Schools
- Support Services Community Dropout Prevention Network, Fitchburg Public Schools
- New Bedford Committing to Success, City of New Bedford



"The imperative to raise achievement for all students provides an opportunity to go beyond the school systems and create an education system: a web of connections between schools and community partners..."

Hal Smith, Using Community Assets to Build An "Education System", Voices in Urban Education, Spring 2005, Annenberg Institute for School Reform.



CS²'s Statewide Impact

PROGRAM INNOVATION BY CS² SITE

Community	Name of Program	# of Students
Amherst 9 Programs, 1,729 Students	Senior Year Options Program	127
	Prep Academy	40
	STRIVE	93
	After School Clubs and Activities	900
	Young Women's Empowerment Program	75
	Benefits Package	269
	MSAN Regional Youth Summit	125
	MSAN Sociology Seminar	25
	Anti-Defamation League	75
Barnstable 5 Programs, 291 Students	CHART Room - Safe & Supportive Learning Environments	37
	Academic Support	135
	Mentoring Program	22
	Step-Up	57
	21st Century Community Learning Center After School Programs	40
Brockton 10 Programs, 2,772 Students	Drug Resistance Education & Mentoring Students	20
	Bridgewater State College Mentoring Program	26
	Freshman Academy	40
	21st Century Community Learning Centers + ASOST Grant	2286
	BARC-E	60
	Youth In Unity	50
	Summer of Work and Learning	150
	Talent Search	52
	WIA In-School Youth	18
Credit Recovery	70	
Fitchburg 6 Programs, 1,891 Students	Safe Learning Initiative at Academy Middle School	375
	Dropout Prevention Home Visit Program	251
	Data Driven, Targeted Academic Assistance	200
	Saturday School Credit Recovery	185
	Community Dropout Prevention Network of Support Services	775
	Senior Internship/ Time For A Change Service Team	105
New Bedford 4 Programs, 394 Students	Community Service-Learning	245
	Entrepreneurship - Summer Work & Learning	14
	Entrepreneurship I & II - In School Courses	102
	Pathways One Stop Career Center Initiative	33
Northampton 5 Programs, 302 Students	Middle School Enrichment Program	79
	Summer Jump Start Program	30
	Outreach Social Worker	85
	After School MCAS tutoring at SVAHS	35
	After School Homework Help/Tutoring	73
Springfield 3 Programs, 549 Students	Summer of Work & Learning	159
	Middle School Transition/Portfolio Process	45
	Workforce Development	345
Network-wide	Total Programs: 43	Total Students Engaged: 7,928

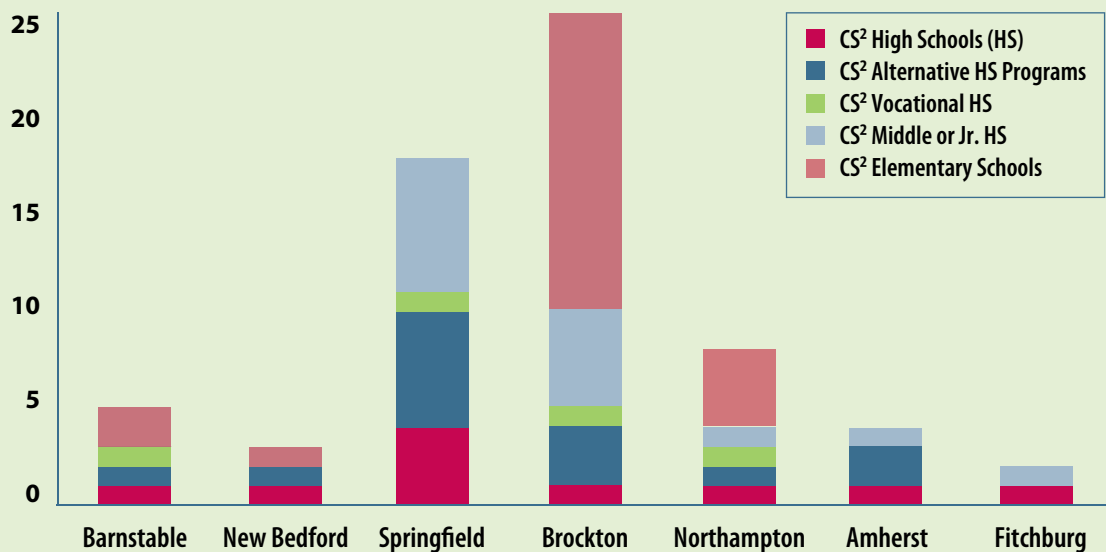
2007-2008

SYSTEMIC INITIATIVES AND COMMUNITY COALITION WORK BY CS² SITE

Site	Name of Coalition/Systemic Initiative	Community Partners	Students Impacted
Barnstable	Cape and Islands School to Career Partnership	25	700
	Barnstable County Council for Children, Youth, and Families	40	N/A
	Expanded Learning Time: A New Day for Schools - Planning	5	N/A
	3 coalitions or systemic initiatives	70	700
Brockton	Mayor's After School Task Force	25	5,000
	Dropout Prevention Early Warning System	N/A	400
	Brockton's Working for All Youth (Brockton's WAY)	10	5,455
	3 coalitions or systemic initiatives	35	10,855
Fitchburg	Support for System Renewal	N/A	375
	Community Partnership Team	30	800
	School Climate and Culture Coaching	N/A	N/A
	Community Policing and School Partnership	1	250
	4 coalitions or systemic initiatives	31	1,425
New Bedford	Community Service-Learning Advisory Council	6	N/A
	Empowering Youth Summit	36	332
	P-21 Pathways to Success by 21	10	411
	New Bedford Committing to Success	60	50
	Youth Court Advisory Board	16	10
	EPAC-Educational Pathways Advisory Council	19	N/A
	6 coalitions or systemic initiatives	147	803
Northampton	School Is Where It Is At	1	91
	Hampshire County Drug Task Force	23	N/A
	SVAHS Wellness Team	N/A	314
	Supervisor of Attendance	1	3246
	Northampton Community Education Coalition	25	N/A
	5 coalitions or systemic initiatives	50	3,651
Network-wide Totals	Total Number of Coalitions/Systemic Initiatives	Total Community Partners	Total Students Impacted
	21	333	17,434

CS²'s Statewide Impact

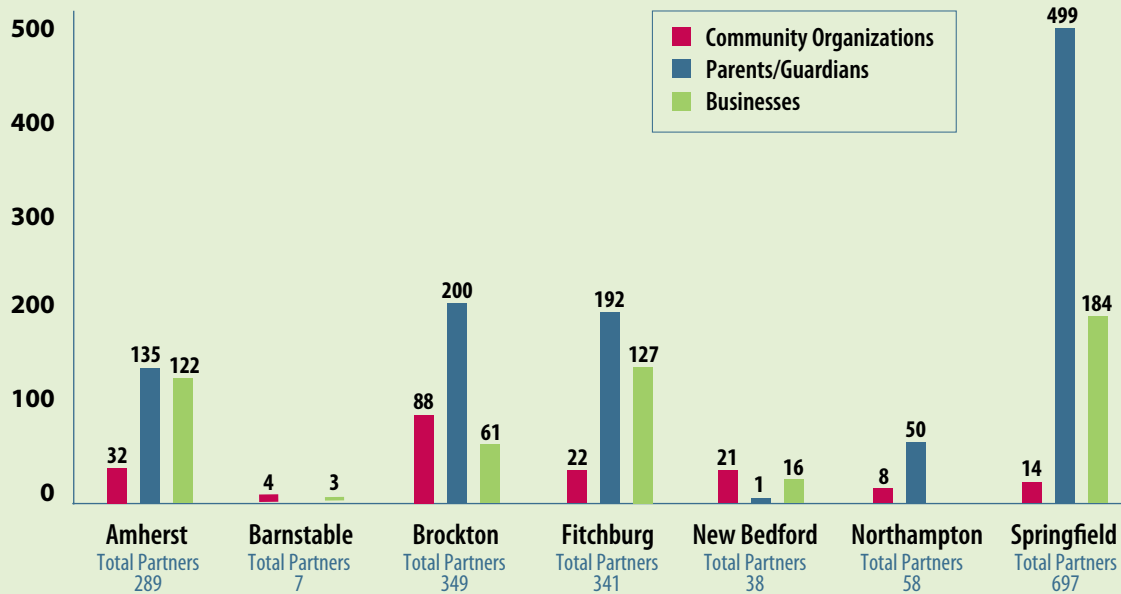
SCHOOL PARTICIPATION BY TYPE OF SCHOOL BY CS² SITE



	Barnstable	New Bedford	Springfield	Brockton	Northampton	Amherst	Fitchburg
Total CS ² Schools	5	3	18	25	8	4	2
CS ² High Schools	1	1	4	1	1	1	1
CS ² Alternative HS Programs	1	1	6	3	1	2	0
CS ² Vocational HS	0	0	1	1	1	0	0
CS ² Middle or Junior HS	1	1	7	5	1	1	1
CS ² Elementary Schools	2	0	0	15	4	0	0

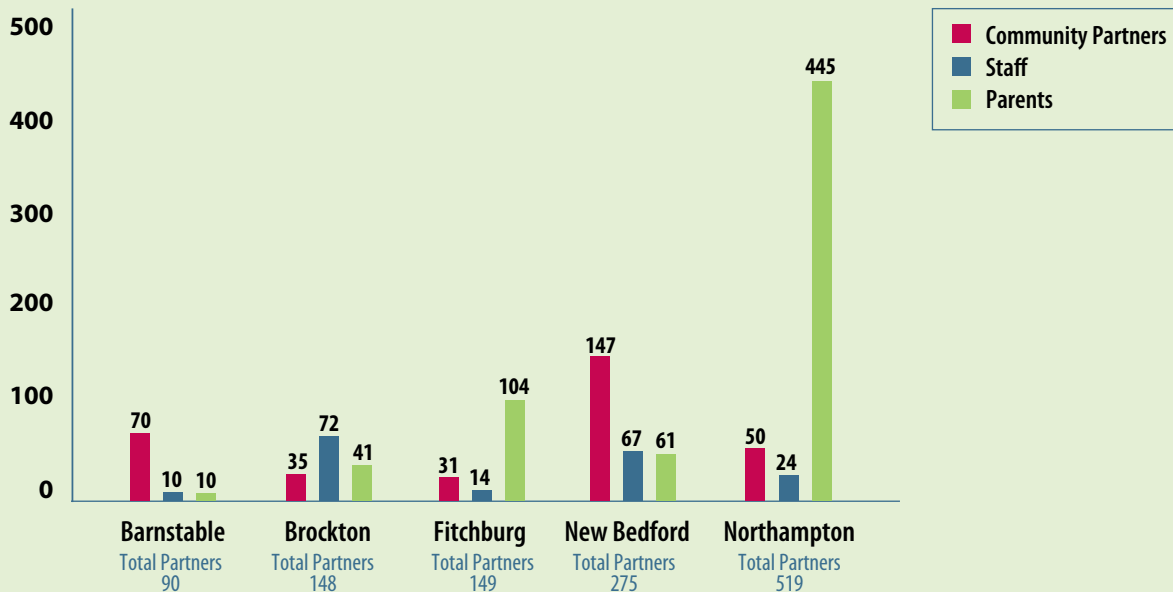
2007-2008

PARTNERSHIP DEVELOPMENT: PROGRAMS



Total # of Program Partners (Network-wide 2007-08) = 1,779

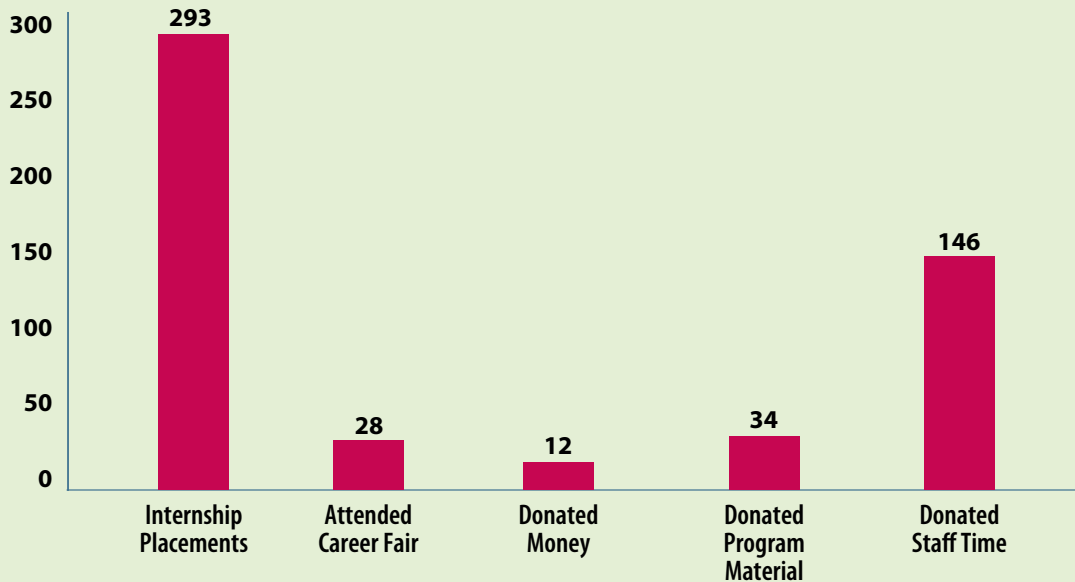
PARTNERSHIP DEVELOPMENT: COALITION/SYSTEMIC INITIATIVES



Total # of Coalition/Systemic Initiative Partners (Network-wide 2007-08) = 1,181

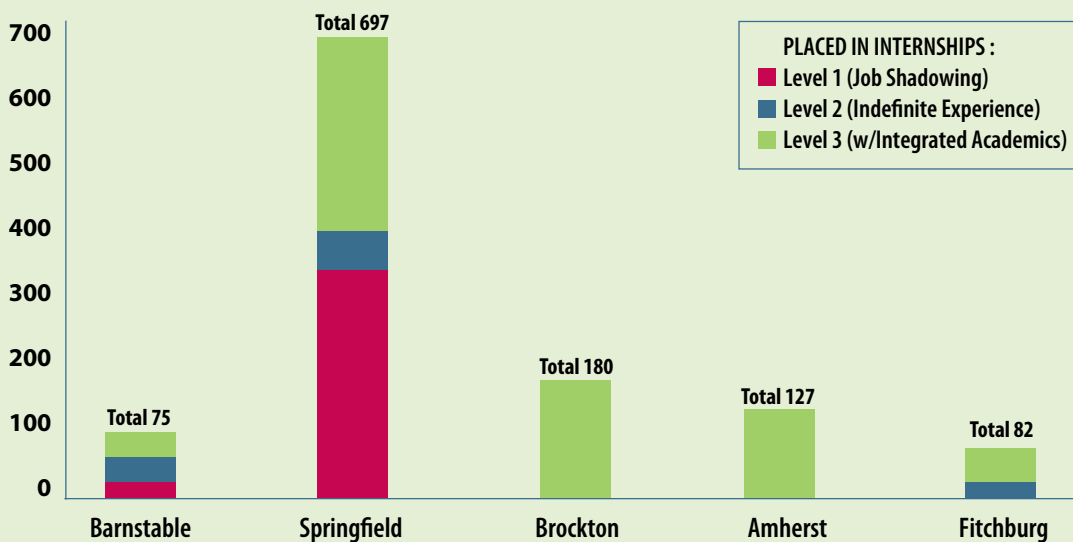
CS²'s Statewide Impact

BUSINESS PARTICIPATION BY TYPE OF ENGAGEMENT (NETWORK-WIDE)



Total Businesses Engaged (Network-wide 2007-08) = 513

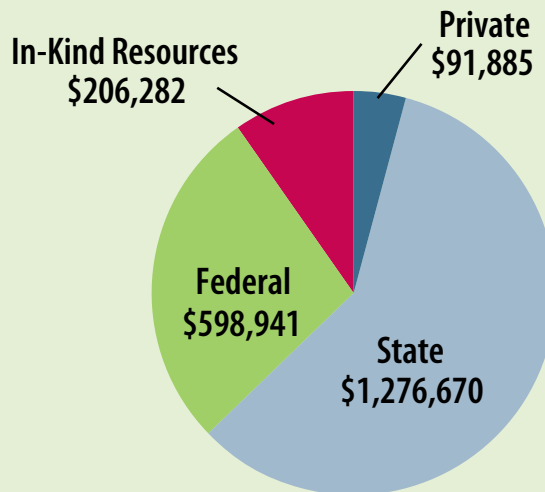
INTERNSHIP PLACEMENTS BY CS² ENTREPRENEURS



Total Internship Placements (Network-wide 2007-08) = 1,161

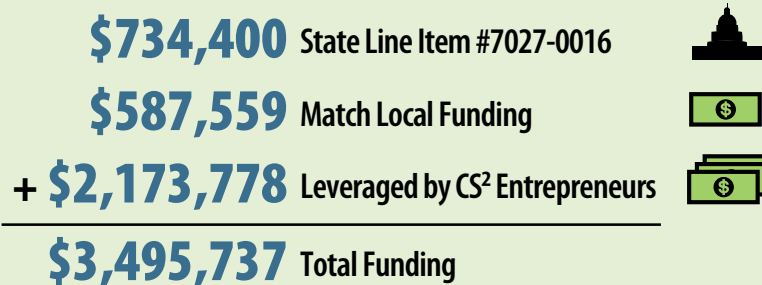
2007-2008

RESOURCE CULTIVATION: FUNDING LEVERAGED BY CS² ENTREPRENEURS



Total Funding Leveraged By CS² Entrepreneurs 2007-08: \$2,173,778

IMPACT OF CS² STATE LINE ITEM FUNDING



↓
25,362 Students Served!



CS² Supporters

Communities and Schools for Success is deeply grateful to our key workforce, education, community, and statewide partners. Below is a list of some of the individuals, companies, organizations, foundations, and donors whose generous support of our work this year helped to make possible significant advances for the youth we serve.

American International College
Amherst Area Chamber of Commerce
Amherst College
Amherst Educational Foundation
Amherst Regional High School Parent Center
Anti-Defamation League
ArtWorks!
Barnstable County Council for Children, Youth,
and Families
Barnstable County Extension, 4H, UMass
Amherst Youth Development Program
Barnstable Leadership Team
Barnstable Police Department
Barnstable Senior Center
Baystate Health
Big Y Supermarkets
Bridgewater State College
Bristol Community College
Brockton Area Workforce Investment Board
Brockton Boys and Girls Club
Brockton Mayor's After-School Task Force
Brockton's Promise
Brockton's WAY (Working for All Youth)
Cambridge Rindge and Latin High School
Cape & Islands Workforce Investment Board
Cape Cod Community College
Cape Cod Healthcare
Cape Cod Mall
Cape Cod YMCA
CareerWorks/YouthWorks
Casa Latina
Center for New Americans
City of Brockton Office of the Mayor
City of Fitchburg Office of the Mayor
City of New Bedford
City of Northampton

The Educational Resource Institute (TERI)
Federal Department of Labor Grant
Fitchburg Police Department
Fitchburg State College
Franklin/Hampshire Regional Employment
Board
GEAR UP
Greater Gardner Chamber of Commerce
Greater New Bedford One-stop Career Center
Greater New Bedford Workforce Investment
Board Youth Council
Greater Northampton Chamber of Commerce
Greenfield Community College
Grinspoon Charitable Foundation
Hampshire County Drug Task Force
Hampshire Educational Collaborative
Holyoke Community College
Hyannis Area Chamber of Commerce
Hyannis Downtown Business Improvement
District
Job Training and Employment Center (JTEC)
Program for Barnstable Public Schools
Junior Achievement
The Literacy Project
MassMutual
Mass Career Development Institute
Massachusetts Department of Elementary
and Secondary Education
Massachusetts Department of Public Health
Massachusetts Small Business Development
Center Network
Massachusetts Technology Collaborative
Massasoit Community College
Meadowbrook Apartments
Metro-South Chamber of Commerce
Minority Student Achievement Network

Mount Wachusett Community College
MY TURN, Inc.
New Bedford Prevention Partnership
New Directions
Northampton Community Education Coalition
Northampton Housing Authority
North Central Massachusetts Chamber of
Commerce
North Central Massachusetts Workforce
Investment Board
Perkins Grant
Plymouth County District Attorney's Office
Seven Hills Foundation
Sheehan Family Foundation
Smith College
Smith Vocational and Agricultural High
School General Advisory Boards
Springfield City Hall
Springfield Regional Employment Board
Springfield Technical Community College
Stonehill College
Survival Center
TERI Access College
Town of Barnstable
United States Department of Agriculture
United States Department of Labor
United Way
United Way of Greater New Bedford
University of Massachusetts, Amherst
University of Massachusetts, Dartmouth
Webster Bank
WIA Youth Funds
Windsor High School
Workforce Investment Board/Youth Council/
One-Stop Career Center

A quasi-public agency based in Boston, Massachusetts, Commonwealth Corporation's mission is to advance the skill development and labor force participation of youth and adults by creating educational and employment pathways to high-demand jobs. Commonwealth Corporation (CommCorp) receives financial support from the Massachusetts Executive Office of Labor and Workforce Development.

Communities and Schools for Success (CS²) was established by CommCorp (then known as BayState Skills Corporation) in 1993 as a school-to-career statewide educational initiative designed to connect schools and communities so that, working together, they could develop innovative and dynamic strategies, programs, and resources to engage students and increase their academic and career success.

While CS² continues its strong focus on high-quality career development and community partnerships, the network increasingly responds to the state's dropout and graduation rate crises by engaging the needs and assets of youth who are disconnected from traditional educational and career paths. Now in its 15th year, the CS² network has emerged as a statewide incubator and think tank for effective strategies and solutions that empower students who are placed at risk, thus meeting the pressing educational and workforce needs of the Commonwealth.



...and we are responding.

CS² Entrepreneurs and Commonwealth Corporation Staff 2007-2008, Pictured (top row, left to right) Jane Jacobsen, Robert Clarke, Sarah Neelon, Kelley Knight, Talitha Abramsen, Sonnya Espinal, Mary Kay Brown, Betty Castiglioni, Bobbi Moritz, Katie Gray (bottom row, left to right) Lynne LaBerge, Laurie Silva, Kristin Puleo, Sherry Balzano, Shailah Stewart (Not Pictured: Thomas Hughes, Nunia Mafi, Ivone Spencer, and Terrie Rigollet)

For more information about Commonwealth Corporation's Communities and Schools for Success (CS²) educational network, go to www.commcorp.org/cs2, or contact:

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