



The First Step—News from The After School Project

Point of View:

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Dear Friends and Colleagues:

This past November, the After School Project marked its fifth year with an annual meeting in Oakland designed to provide an opportunity for afterschool leaders to reflect on the field's accomplishments over the last five years and to begin looking ahead at what we want to achieve in 2006 and beyond.

Entitled, *Looking Back, Looking Forward*, the meeting is featured in this issue with highlights from two panels on the major challenges facing the field today: combating childhood obesity and building the capacity of youth-serving organizations to deliver high quality programs.

Our own Project started in 2000 as a five-year pilot program with the ambitious goal of connecting significant numbers of young people in urban, low-income neighborhoods with responsible adults during the non-school hours. We have made great strides in meeting that goal, and are grateful to the Robert Wood Johnson Foundation for its five-year investment of \$17 million to support three intermediary organizations in Boston, Chicago, and the Bay Area. That investment has been matched by more than \$78 million in local public and private funds.

In aggregate, the Project's three sites have had tremendous successes:

- Serving over 30,000 young people from some of their cities' poorest communities;
- Providing funds and staff training to over 300 community- and faith-based organizations;

- Developed and piloted innovative programs for kids from elementary through high school;
- Creating authentic partnerships among local officials education, parks and recreation, philanthropy, and law enforcement;
- Becoming thought leaders in the field, while serving as models for hundreds of cities to develop their own out-of-school time systems.

These successes are phenomenal, and the second story we feature is a case study on the *Gallery 37 Café* apprenticeship from After School Matters, which demonstrates how this success plays out in the daily lives of young people.

Looking Ahead ...

But, there is still a great deal to achieve.

For example, we know that childhood obesity is a problem of epidemic proportions among our nation's youth. Today, approximately nine million adolescents and children over six years of age are obese. While unhealthy foods and eating habits are a part of the problem, the overall consensus at the November conference was that a varied menu of healthy activities after school is a crucial



component in the battle against this crisis.

Approximately 70% of all children's activity is done during afterschool hours, and yet roughly 5 million children under the age of 12, most of them African American or Latino, spend their time after school home alone. We need to continue to expand access to the programs our kids need today in order to live happy, healthy lives tomorrow.

Another important goal is to strengthen communities' capacity to provide quality afterschool programs. It is especially important that we consider how intermediaries can invest in the scale and quality of community-based organizations (CBOs). As discussed in November, it is through the strengthening of the front line agencies that intermediaries can best contribute to the proliferation of high quality programs for the greatest number of youth.

The After School Project will conclude in June 2006 and we take great pride in the work of our three sites and in the afterschool field's considerable accomplishments overall. But, as we move full swing into 2006, let's also begin to set new goals to take the field to the next level. With a commitment to work together to further fight childhood obesity and build strong community organizations, just imagine what we'll have to celebrate five years from now.

Carol Glazer and
JoAnne Vellardita
The After School Project

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The First Step

The First Step is a forum for sharing updates on the After School Project, news from the afterschool field, and issues critical to the healthy development of young people.

The After School Project is funded by The Robert Wood Johnson Foundation, and can be found online at www.theafterschoolproject.org

Quote of Month:

"Children are one-third of our population and all of our future."

— Select Panel for the Promotion of Child Health, 1981

After School Project Updates:

Boston After School & Beyond — Partners for Student Success

Boston After School & Beyond (Boston Beyond) recently announced the selection of five Boston Public Schools to pilot a new major initiative, “Partners for Student Success.” The three-year initiative, which will be managed by Boston Beyond, was created to align in-school, after-school and student support services to help academically at-risk students in low-performing schools make significant progress.

Partners for Student Success will set specific school-level goals to expand participation in quality out-of-school time programs, expand after-school programming, and create a system for identifying and engaging struggling students in need. Boston Beyond will fund a Manager of Extended Learning Services position within each of the five selected public schools to coordinate the support services of the school, reporting directly to the principals.

After School Matters, Chicago — Expanding Apprenticeships

After School Matters added some terrific new apprenticeships to its fall program, providing over 370 programs to nearly 7,000 teens. For example, ASM part-

nered with Careers through Culinary Arts (C-CAP Chicago) to offer a culinary apprenticeship where teens learned nutrition principles, culinary arts and hospitality training.

This spring, ASM is gearing up to partner with Growing Connections, an initiative of the United Nations, to offer horticulture apprenticeships that were first delivered in Ghana. Also, in collaboration with the Chicago Theatre, ASM is piloting a city-wide celebration that will bring teens from across the city to showcase their talents in a downtown, professional theater venue. A stage management and event planning teen apprenticeship will be the driving force behind the event ensuring that it is professionally presented and youth focused.



Team-Up for Youth, the San Francisco Bay Area — Growing Strong

Team-Up has been busy expanding the opportunities for afterschool youth sports to have a positive impact on young people.

In November, Team-Up’s “Girls Sports Conference” was a well-attended and content-rich event. Under the banner, *Taking Girls Sports to a Higher Level*, the conference attracted executives, program directors, coaches and nonprofit peers for a day-long program that covered recruitment, program development, fundraising and gender equity issues.

Team-Up also successfully piloted and expanded its Coaching Corps program this fall, and will continue to champion it through the winter. One of the biggest barriers to quality youth sports programs in urban communities is the shortage of trained and committed coaches. To address this need, Team-Up recruits, trains, and places volunteer coaches from area colleges, including Mills College and UC Berkeley, in afterschool sports programs around the Bay Area. Following a great response from local college students in the fall, the program is expanding from 25 to 55 coaches for the spring semester. ■

News from the Field: *Shaping the Conversation*

Who: The After School Project staff and sites; public officials, policy advocates, community-based organizations, researchers, and representatives from the RWJF.

What: *Looking Back, Looking Forward*, Fifth Annual Meeting of the After School Project

Where and When: Oakland, California; November 17–18, 2005

Why: To reflect on the work of the Project and the afterschool field during the past five years and to look toward the future. A primary focus of the meeting was to discuss how intermediary organizations can continue to contribute to the creation of a robust

afterschool community.

Meeting Highlights

In her opening remarks, the Project’s Director, Carol Glazer, noted that after recent years of unprecedented funding, the field is poised to further develop its durability. Carol pointed to the example of hospice care as a model of durability for the afterschool field. Through the concerted efforts of individuals and organizations to create a moral imperative around the notion of high quality care at the end of life, hospice is a social service that has become an accepted, *and expected*, practice. Afterschool intermediar-

ies have been working toward that same goal of durability with many successes to-date.

On the page that follows are highlights from the meeting’s two plenary sessions, which were designed to discuss how intermediaries can help address two major challenges for the field: promoting child health and enhancing the capacity of local providers to deliver high quality programs.

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“70% of all children’s activity is done during afterschool hours.”

— Jim Sallis, PhD, Program Director for the Active Living Research Program



News from the Field: *Shaping the Conversation (Continued)*

Plenary Sessions

Plenary One: Promoting Child Health During Afterschool Hours

Panelists: James F. Sallis, Ph.D, Professor of Psychology at San Diego State University and Director of Active Living Research; Arnold Perkins, Director, Alameda County Public Health Department; Sumi Sousa, Healthcare Advisor to California State Assembly Speaker Fabian Nuñez. Co-moderated by Floyd Morris, Senior Program Officer, RWJF and Dwayne Proctor, Obesity Team Leader, RWJF.

The panel opened with the sites' work to date to promote child health. A few are noted below:

After School Matters, Chicago

- 90% of club activities focus on a variety of physical activities; two popular teen apprenticeships are Lifeguard Academy, which trains teens to become strong swimmers and Culinary Arts, which emphasizes healthy foods and eating habits.
- Partnership with the Coalition to Lower Obesity in Chicago Kids (CLOCK).

Boston After School & Beyond

- Bringing SPARK program to 27 Boston 21st CCLCs; funding the training of 21st CCLC staff; and, obtaining donated sports equipment into 21st CCLCs.

Team-Up for Youth, Bay Area

- Works with Parks and Rec Dept. on healthcare legislation to prevent childhood obesity.
- Seeks grantees and partnerships that specifically target health and nutrition.

Panelists noted that the biggest needs of low-income communities to support healthy activities are: spaces to be physically active, programs that promote activities, well trained staff, and transportation to and from programs. Below are some of their observations on activities that are

critical to any strategies intermediaries might undertake in this arena:

- Opportunities for physical activity should be framed as a civil rights issue.
- Partner with transportation professionals and urban planners who are pedestrian oriented.
- Communicate with legislators and public health organizations. Make them allies and active members of coalitions. This is critical to any strategies that intermediaries might undertake.
- Advocate for set asides for urban parks and play space — another crucial function of intermediaries.

Plenary Two: Strengthening Capacity to Deliver

Panelists: Jay Jacobs, CEO, Summer-Search; David Manson, Executive Director, Berkeley Boosters/PAL; Virginia Witt, Executive Director, San Francisco Beacon Initiative; Don Howard, Partner, Bridgespan Group. Co-moderated by Diana Bermudez, Director of Programs for Team-Up for Youth and Steve Pratt, President, Boston Afterschool & Beyond

“If the programs that intermediaries support get better, then you have done your job...”
— David Manson,
Executive Director,
Berkeley Boosters/PAL

Based on their own experiences in growing their organizations, panelists from three Bay area CBOs gave their perspectives on the value added by intermediaries in building the scale and quality of community programs. The panel also included Don Howard, of Bridgespan, a non-profit management consulting firm assisting several youth development organizations nationally. Opening discussions focused on several factors critical to achieving scale:

- Organizational development: think strategically; develop internal commu-

- nications and administrative systems.
- Staff training: to retain quality staff, keep people growing.
- Strategic partnerships: successful partnerships are among groups with an affinity in mission and style.
- Assessment and evaluation tools: to help anticipate and get ahead of problems.

Participants then discussed the ways in which an intermediary can assist a community organization in reaching scale:

- Develop management tools and coaching for CBO leadership.
- Strengthen CBO workforce through training and professional development.
- Establish a networking arena and provide thoughtful advice about partnerships.
- Develop unifying metrics/systems of evaluation; offer independent evaluators for programs.
- Help CBOs to influence funders.

The panel concluded with Don Howard of Bridgespan noting that intermediaries are achieving their purpose when they accomplish the following core activities:

- Conduct management training.
- Offer coaching around financial stewardship.
- Develop basic performance measurement systems.
- Advocate on behalf of the organizations.

This discussion was one more step along the pathway toward building a cohesive field in which intermediaries and providers are tightly linked and mutually reinforcing. ■



Case in Point: *KENDRA RUDDER, Gallery 37 Café, Chicago*

The Robert Wood Johnson Foundation's (RWJF) After School Project (ASP) supports intermediary organizations in three cities that in turn help connect local after-school programs to the funding and resources they need to provide a wide range of enriching and culturally relevant activities that engage children and youth in their own communities. The Case in Point feature highlights one of these afterschool programs.

LET THERE BE ART

Great programs offer teens a path to self-exploration, develop skills, and empower young people and even whole communities to achieve excellence. Gallery 37, the arts arm to After School Matters in Chicago, stokes the flames of teens' creativity, getting kids fired up about creative expression, self-worth, and the future.

Chicago Department of Cultural Affairs' Commissioner Lois Weisberg and Chicago's First Lady, Maggie Daley, started Gallery 37 as an arts jobs training program in 1991 on the empty city block labeled "block number 37." Today, the Gallery 37 Center for the Arts hosts a wide array of programs throughout Chicago and has been replicated throughout the region, across the U.S., and abroad.

Gallery 37's award-winning job training programs for teens provide a rich and exciting environment in which students discover the vibrancy of their city and their own creativity. Under the guidance of professionals, students choose from a variety of disciplines, earn a stipend, and have the chance to sharpen their skills and showcase their work — both in their schools and around the city. Apprentices are selected by program instructors through an interview or audition process.

THE FINE ART OF GOOD FOOD!

Among Gallery 37's most popular programs is the Culinary Arts apprenticeship where cooking is taught as a fine art and teens learn what it takes to work as a chef. Apprentices express themselves with food,



as they learn to create edible works of art—creating menus, assembling and laying out a buffet, and working with kitchen tools designed specifically for catering.

SOMETHING'S COOKING

The Gallery 37 Café opened to the public last fall, offering food products prepared by professional chefs, including beverages, light lunch fare and soups, as well as freshly baked breads, rolls, croissants and cookies produced by local artisan bakeries. The goal is to provide the patrons, students, and staff of the Gallery 37 Center for the Arts with an affordable, high quality café, and to improve the quality of their lives by using natural products and environmentally friendly practices.

Whenever the curriculum permits, the student apprentices in the Gallery 37 Culinary Job Training Program and the Chicago Public Schools/Advanced Arts Education Program (CPS/AAEP) also prepare food items to be sold in the Café. All proceeds from the sales of the Café directly benefit the Gallery 37 Center for the Arts and Gallery 37 youth programs.

KENDRA'S IN THE KITCHEN!

Great Leaders Aren't Born; They're Created. And, They Create.

Kendra Rudder was a Gallery 37 Culinary Arts apprentice and currently works part-time at the Gallery 37 Café. Through exposure to a variety of good-tasting healthy foods, Kendra now makes "smarter," more

nutritious decisions and maintains a healthy eating regime — she says she's lost 10 pounds since working at the cafe for a year. But Kendra's time at the Gallery 37 Café did more than help shape her eating habits; it also helped shape her future career path.

Kendra was already studying culinary arts at Chicago's Dunbar Vocational Career Academy, when one of her instructors told her about the program at the Gallery 37 Café. Kendra was looking for ways to get more hands-on experience to help her decide if this was really the path she wanted to take for her future. So she filled out an application, completed an interview, and was accepted to the program of about 25 students.



Apprentices met after school three days a week from 4 to 6 PM and on Saturdays from 9 AM to 12 PM for one semester. The teacher broke the class into smaller groups, where they learned the skills of "creative catering" as well as making and "plating" different recipes. And, as part of the Downtown program, Kendra got paid for her participation and hard work. The instructor then photographed the masterpieces. But the real reward came during her last week in the program when the Gallery 37 kids catered an event for Mayor Daley!

Kendra kept in touch with her instructor, who called her when a job opened up at the Gallery 37 Café. Kendra was one of the

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Case in Point: *KENDRA RUDDER (Continued)*

Café's first employees, and she helped launch its grand opening. Kendra continues to work at the Café part time and her experience has earned her a place in the entering class of Kendall College, where she plans to continue her culinary arts education. Way to go Kendra!

STEP UP TO THE WINDOW!

RWJF: Tell us about your family and where you live.

KR: I live with my parents in Chicago, where I was born and raised. My parents have been together for over 20 years, and I live with both of them. I have two sisters; they are 21 and 13. My older sister is a senior in college at DeVry University. My little sister is in 8th grade.

RWJF: What did you learn about healthy eating in your apprentice program?

KR: I knew a bit about healthy eating, because my mom is a vegetarian. But making our own salads and pasta salads from as many organic and natural ingredients as possible in the Café has helped me eat healthier.

RWJF: What was the highlight of the Gallery 37 Culinary Arts apprenticeship program for you?

KR: The final project that we had, which was catering an event for the Mayor. That

was the highlight, because we got to show all of our work and put it together for actual people.

RWJF: What is your favorite dish to make?

KR: I love to make desserts in general. I can't pick my favorite one to make!

RWJF: What was the most surprising thing you learned in the Gallery 37 Culinary Arts program?

KR: I wasn't expecting some of the dishes that we cooked. Some of them were very complicated. I learned from them, but I didn't think it would be that hard. There was one Mexican dish that had a lot of steps involved in creating it, some of which required constant supervision and stirring. It took a long time to make.

RWJF: What was the most valuable thing you learned in the Gallery 37 Culinary Arts apprenticeship?

KR: The most valuable thing I learned was working together to bring out the big presentation. The fact that they divided us up into groups was very important. In the catering and restaurant business, there are so many different parts — menu creation, food preparation, presentation and serving — that team work is very important. If the team doesn't work together, the food will not come out correctly.

RWJF: How is the Gallery 37 Café menu created?

KR: The menu was put together by man-



agement. Our theme is natural and organic — or as natural as possible. We change our menu continuously. We take things off the shelves if they don't sell and are always trying out different things on the menu.

RWJF: Are there students currently enrolled in the Gallery 37 Culinary Arts apprenticeship that you interact with?

KR: The students do their work and learning separate from the Café. However, sometimes they have prepared things in class — like cookies or pound cake that we then sell in the Café, as the specialty item for the day.

RWJF: What are your interests aside from cooking?

KR: I read books. I like going to art galleries, and hanging out with my friends.

RWJF: What are your plans for the future?

KR: I received a scholarship of \$25,000 to go to Kendall College, and I'm hoping to start there in the winter. I will study Baking and Pastry Business Management. ■