



## Individualized System of Support for Afterschool Programs (ISS-AP) 2010 – 2011 General Overview, Strand Offerings, and Schedule

The Vermont Center for Afterschool Excellence provides training and technical assistance to afterschool programs throughout Vermont through the Individualized System of Support for Afterschool Programs (ISS-AP). ISS-AP is designed to provide support to afterschool programs in an individualized manner that identifies the point at which the program is currently operating (i.e. strengths, weaknesses, and areas in need of improvement) and developing a plan for growth. ISS-AP is built upon the idea that individualized support is the cornerstone upon which services are built in order for progress within afterschool to be realized.

### ISS-AP Goals

- To promote high-quality afterschool programs throughout Vermont.
- To support afterschool programs through individualized technical assistance and professional development.
- To link individuals working within afterschool with one another to share expertise and resources.

### ISS-AP Strands

Program directors sign on to working with the ISS-AP coach and a small group of afterschool colleagues from across the state interested in the same area of concentration or strand. The ISS-AP coach lays out a plan for approximately one month to six weeks of service that includes group workshops, trainings, and presentations *and* individualized one-on-one support. All group interactions follow a pre-determined set schedule, with flexibility built into the one-on-one support. Project directors receive approximately 10 – 15 contact hours with the ISS-AP coach through participation in one ISS-AP strand.

### Scholarships for Licensed Programs

The Vermont Center for Afterschool Excellence has limited scholarships available for licensed afterschool programs interested in participating in the Individualized System of Support for Afterschool Programs (ISS-AP). Funding for the scholarship program is provided by the Child Development Division, Department of Children and Families, Vermont's Agency of Human Services. The total cost for one individual to participate in one ISS-AP strand is \$875. Scholarship requests up to \$775 will be considered. A limit of one scholarship per afterschool program will be considered annually. Afterschool programs receiving 21st Century Community Learning Centers funding are not eligible for scholarship assistance. A scholarship application can be found at the end of this hand-out, or is available online at: <http://vermontafterschool.org/professional-development-training/iss-ap-services/scholarship-information/>.

To find out more about ISS-AP or for an individual consultation about coaching services, please contact Lynne Feal-Staub at [lfeal-staub@myfairpoint.net](mailto:lfeal-staub@myfairpoint.net).

The Vermont Center for Afterschool Excellence is a public-private statewide partnership initiative dedicated to supporting and sustaining innovative learning opportunities that extend beyond the school day for all Vermont's children and youth. The Center's activities are directed toward building the capacity and commitment of Vermont communities to increase the quality and availability of programs during non-school hours. ISS-AP is funded in part by a grant from the Vermont Department of Education.

**Individualized System of Support for Afterschool Programs (ISS-AP)  
2010 – 2011 Strand Offerings and Schedule**
**Building Programming and Administrative Skills (New Directors' Strand)**

New directors are faced with a myriad of tasks. This strand will focus on building critical skills that new directors of 21st Century Community Learning Centers need to lead effective programs. These skill areas include: building and nurturing key relationships, program design, staff recruitment, fiscal management, program evaluation, building capacity for sustainability, and linking afterschool programs to the school curriculum and the overall school mission. In addition to clear skill-building work, participants in this strand will begin to develop relationships with other directors across the state, a critical strategy to developing on-going support. This strand is appropriate for directors who have been with their project less than one year regardless of how long the project has been in existence.

**Coach: Beth Brookes**

Beth is the director of the largest 21st Century Community Learning Center program within Vermont, ENCORE After School Programs. ENCORE serves 11 schools in the North Country Supervisory Union geographically spread across 64 miles. Beth has been the director of ENCORE since the original award of the 21C grant in 2004. Beth has worked on many sides of the educational system; as a school board member, directly in the schools and at Supervisory Union level. This array of experience has helped her understand the importance of building relationships with a variety of stakeholders. Beth did her undergraduate work in Psychology and Business at Johnson State College and is currently pursuing her Masters in Counseling.

Monday, September 13 <sup>th</sup>	Workshop	10am – 2 pm	Gifford Medical Center (Maple Leaf) Randolph, VT
Tuesday, September 28 <sup>th</sup>	Conference Call	10am – 11am	Call-in number: 507-726-4200 Participant Pass Code: 109291#
October 1 <sup>st</sup> – 15 <sup>th</sup>	Individual Consultations	TBD	
October 16 <sup>th</sup> – December 1 <sup>st</sup>	Continued Individual Consultations as needed	TBD	
Tuesday, November 30 <sup>th</sup>	Wrap-Up Workshop	10am – 2pm	Gifford Medical Center (Maple Leaf) Randolph, VT

**Developing a School-Linked Tutoring Program**

The creation or growth of a school-linked tutoring program appropriate for all subject areas and grade levels will be explored as a means for bringing about significant academic gains. The core support model, utilizing classroom teachers as afterschool tutors, is at the center of this work with an emphasis on building clear systems to document growth and learning for all students and ensure that clear referral and monitoring systems are in place. Working with administrators and school personnel to build a seamless school-afterschool system of learning will be emphasized. This strand is appropriate for afterschool programs serving all grade levels.

**Coach: Barb Russ**

Barb Russ is currently the director of the 21st Century Community Learning Center in Winooski. Barb has 30 years experience working within education. Specifically, Barb is the former director of UVM America Reads and Counts, has taught undergraduate and graduate level courses at the University of Vermont, and presented numerous workshops around literacy and best practices in education throughout Vermont and nationally. Additionally Barb has worked as a classroom teacher, Language Arts Coordinator, and principal within various public schools in Vermont. Barb holds a MEd from the University of Vermont in Curriculum and Instruction.

Monday, October 4 <sup>th</sup>	Workshop	10am – 2 pm	Gifford Medical Center (Maple Leaf) Randolph, VT
Monday, October 25 <sup>th</sup>	Conference Call	10am – 11am	Call-in number: 507-726-4200 Participant Pass Code: 109291#
November 1 <sup>st</sup> – 12 <sup>th</sup>	Individual Consultations	TBD	
November 13 <sup>th</sup> – January 23 <sup>rd</sup>	Continued Individual Consultations as needed	TBD	
Monday, January 24 <sup>th</sup>	Wrap-Up Workshop	10am – 2pm	Gifford Medical Center (Red Clover) Randolph, VT

## Enhancing Deep Youth Engagement within Program Design

Effective afterschool programs engage youth in meaningful ways and offer youth opportunities to plan, advise, and implement activities within the program. Developing systems that support youth in having an active and powerful voice is a key component to success at all age levels that becomes absolutely critical in middle and high school years. This ISS-AP strand will allow participants to explore how youth are currently involved in the design and implementation of programming and provide frameworks, timelines, and tools for deeper youth engagement. Staff training around youth engagement will be explored as will the need to develop a vision around youth engagement that all stakeholders work towards. This strand is appropriate for afterschool programs serving all grade levels, but an emphasis on middle and high school programs is expected.

**Coach: Carmel Quinn**

Carmel Quinn is the Director of Advocacy for the Girls Scouts of the Green and White Mountains. Carmel has worked in program development and implementation for twenty-plus years, both in Girl Scouts and in other non-profit organizations such as: Head Start, Lund Family Center, and Vermont Public Television. Within all of these roles, Carmel has continually encouraged youth to access the power they have within through collaboration. In her current position, Carmel works with the legislature and other youth serving organizations in both Vermont and New Hampshire to ensure that “how will this impact girls” is part of the discussion prior to decisions being made. Carmel holds a BA in Education from the University of Connecticut.

Friday, October 15 <sup>th</sup>	Workshop	10am – 2pm	Gifford Medical Center (Red Clover) Randolph, VT
October 18 <sup>th</sup> – November 1 <sup>st</sup>	Individual Consultations	TBD	
November 2 <sup>nd</sup> – December 9 <sup>th</sup>	Continued Individual Consultations as needed	TBD	
Friday, December 10 <sup>th</sup>	Workshop	10am – 2pm	Gifford Medical Center (Red Clover) Randolph, VT

## Creating a Positive Learning Community to Engage and Motivate Students

Experiential approaches enhance your ability to engage and motivate students, inspire a sense of discovery, instill a desire to learn, and help create a positive and supportive learning community. This strand explores experiential methods for creating and maintaining a positive environment for learning, differentiating instruction, and increasing involvement and buy in from students. Educators will gain a variety of brain-based active learning approaches and interactive activities that will liven up afterschool lessons and encourage experimentation and creative problem solving. We'll share practical teaching and group facilitation tools and a variety of engaging activities that you can use to develop a healthy atmosphere of respect and trust within your program, and help students take more control and responsibility for their learning. These practical methods and strategies will support program efforts around building positive behavioral supports and cultivating important social and emotional skills in students. This strand is appropriate for afterschool programs serving all grade levels.

**Coach: Jen Stanchfield**

Jen Stanchfield owns and operates Experiential Tools, a Vermont-based company dedicated to the art of experiential group facilitation and teaching. In her 20 years as an experiential educator Jen has worked as a clinician in treatment programs for children and adolescents, a teacher, a professional trainer and as a challenge course facilitator. Through these diverse experiences with groups of all ages she has developed a repertoire of practical activities, tools, and teaching strategies that she enthusiastically shares with other educators and group facilitators in her professional development programs, team-building workshops, training sessions, and publications. Jen is the author of *A Teachable Moment* and *Tips and Tools: The Art of Experiential Group Facilitation* and earned her MS in Experiential Education from Minnesota State University, Mankato.

Monday, November 1 <sup>st</sup>	Workshop	10am – 4pm	Gifford Medical Center (Maple Leaf) Randolph, VT
November 15 <sup>th</sup> – December 3 <sup>rd</sup>	Individual Consultations	TBD	
December 4 <sup>th</sup> – January 30 <sup>th</sup>	Continued Individual Consultations as needed	TBD	
Wednesday, January 26 <sup>th</sup>	Wrap-Up Workshop	10am – 4pm	Gifford Medical Center (Maple Leaf) Randolph, VT

## Raising Local Funds through Town and School Budgets and Fundraising Campaigns

The search for new dollars to support afterschool programs is continuous and often the possibilities closest to home are the least explored. Strategies for successfully approaching school boards, selectboards, and townspeople will be explored as a critical component to raising funds with an emphasis on knowing the audience you are speaking to and honing your message appropriately. The power of sending the same message repeatedly both at the local level and across the state will play into the development of strategies employed. This strand is appropriate for afterschool programs serving all grade levels.

**Coach: Lynne Feal-Staub**

Lynne is a Senior Consultant with the Vermont Center for Afterschool Excellence and the former director of Wings Community Programs, a 21st CCLC project in southern Vermont.. Lynne led the growth of Wings from a one-school program operating on an annual budget of approximately \$100,000 to a supervisory-union wide project serving seven schools with an annual operating cost of over \$400,000. Lynne has secured \$1.9 million dollars in grant funds and has developed comprehensive systems for tracking multiple funding sources. Lynne has presented numerous workshops and trainings around afterschool sustainability throughout the state. Lynne holds a MSW from the University of Wisconsin - Madison.

Monday, November 15 <sup>th</sup>	Workshop	10am – 2pm	Gifford Medical Center (Red Clover) Randolph, VT
Monday, December 13 <sup>th</sup>	Workshop	10am – 2pm	Gifford Medical Center (Red Clover) Randolph, VT
November 15 <sup>th</sup> – January 15 <sup>th</sup>	Individual Consultations	TBD	

## Building and Guiding an Active Advisory Board

The building of an effective advisory board requires that attention be paid to the recruitment and retention of board members, training of the board, and building a governance structure that meets the needs of the organization. Creating a board in which board members both contribute and receive is critical to its success and requires developing clear operating guidelines and expectations. This ISS-AP strand will approach board development by building leadership skills within directors and providing tools to assist each leader guide their individual boards towards the ultimate goal of creating strong programs with a shared vision and active board members working to realize that vision. This strand is appropriate for afterschool programs serving all grade levels.

**Coach: Sue Kamp**

Sue is the current coordinator of the Vermont School Age Care Network (VSACN) and the former director of the Vermont Children’s Trust Foundation. In both of these roles Sue has worked with afterschool programs across the state by providing professional development opportunities, mentoring of directors, and providing technical assistance to programs, all with the goal of supporting primary prevention programs for children and families. Sue’s work on various afterschool related committees has provided her a deep understanding of afterschool systems in Vermont and her current role as Chair Elect of the Coalition for Juvenile Justice in Washington, DC provides her a national lens for issues related to juvenile justice. Sue holds an MS in Child Development and Family Studies from Purdue University.

January 15 <sup>th</sup> – January 30 <sup>th</sup>	Individual Consultations	TBD	
Thursday, February 3 <sup>rd</sup>	Workshop	10am – 2pm	Gifford Medical Center (Red Clover) Randolph, VT
February 4 <sup>th</sup> – March 2 <sup>nd</sup>	Continued Individual Consultations as needed	TBD	
Thursday, March 3 <sup>rd</sup>	Wrap-Up Workshop	10 am – 2 pm	Gifford Medical Center (Red Clover) Randolph, VT

## Vermont Pilot: Youth Program Quality Intervention (YPQI)

It is the goal of many high-quality afterschool programs to help children and youth build positive developmental assets. However, programs often struggle with how to measure youth outcomes related to areas such as social-emotional learning, self-confidence, or youth voice. The Youth Program Quality Intervention (YPQI) approach offers a research-based tool and methodology for looking at program practices and program environment through a youth engagement lens. This strand will teach programs how to use the Youth Program Quality Assessment (YPQA) tool to evaluate their program practices. Using this information, programs will then self-select areas of improvement, develop a plan of action, and access relevant staff trainings to help them get there. Some of the staff trainings offered through this strand include: Voice and Choice, Reframing Conflict, Structure and Clear Limits, Active Learning, and others. YPQI focuses particularly on the point-of-contact between staff and youth with the intention of helping programs become places where youth not only participate but where they thrive, engage, and lead.

This is a **site-based** strand involving a full pilot of YPQI and is limited to 10 sites. Only sites that are ready to conduct an honest assessment of their practices and that are open to implementing program improvement changes should participate. The pilot will run from September through March and include two webinars and four workshops. One or two leaders per site (e.g., director and site coordinator or assistant) should participate in the workshops and webinars. In addition, two of the workshops offer training for staff as well and up to five staff members per site may attend. The David P. Weikart Center is providing support and training throughout the year and sites will be supported by both a Vermont-based ISS-AP Coach as well as a YPQI regional trainer. This strand is appropriate for programs serving all grade levels and is particularly recommended for middle/ high school programs (grades 4-12).

### **Coach: Holly Morehouse**

Holly Morehouse is the director of the Vermont Center for Afterschool Excellence and former state coordinator for the 21<sup>st</sup> Century Community Learning Centers at the Vermont Department of Education. Holly has over 15 years' experience in project management, community-based decision making, communication and collaboration processes, and leadership. She has supported decision-making processes in communities throughout the United States and in South America and Africa. Her research and publications include work on afterschool programs and school culture change, shared vision models for community-based decision making, and the spatial mapping of indicators for risk and vulnerability. Holly earned her PhD from Clark University and holds a MA in Systems Analysis and Economics for Public Decision Making from Johns Hopkins University.

Wednesday, September 22 <sup>nd</sup>	Kick-Off Webinar	10am – 11am	Link to be sent to participants
Thursday, October 14 <sup>th</sup>	Workshop: YPQA Basics	9 am – 4 pm	Gifford Medical Center Randolph, VT
October – November	Program Self-Assessment ISS-AP Coaching Support as needed	TBD	
Tuesday, November 16 <sup>th</sup>	Webinar: Data Entry	10am – 11am	Link to be sent to participants
Tuesday, December 2 <sup>nd</sup>	Workshop: Planning with Data (up to 5 staff per site)	9 am – 3 pm	Vermont Technical College Langevin House Randolph, VT
Monday, February 7 <sup>th</sup>	Workshop: Quality Coaching	9 am – 4 pm	Gifford Medical Center Randolph, VT
Tuesday, March 15 <sup>th</sup>	Workshops: Youth Work Methods Trainings (up to 5 staff per site)	9 am – 5 pm	Gifford Medical Center Randolph, VT

The schedule listed for each ISS-AP strand is a tentative schedule and additional conference calls, webinars, etc. may be added if it is determined that doing so best meets the needs of the participants involved. It is unlikely that additional workshops be scheduled, but a change in date may occur if doing so best meets the needs of the group. A commitment from all participants to attend the scheduled workshops is essential to a positive group experience.

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Holly Morehouse, Director - [hollymorehouse@vermontafterschool.org](mailto:hollymorehouse@vermontafterschool.org) - 802-598-4005  
Lynne Feal-Staub, Senior Consultant - [lfeal-staub@myfairpoint.net](mailto:lfeal-staub@myfairpoint.net) - 802-579-6012



### Individualized System of Support for Afterschool Programs (ISS-AP) Scholarship Application

The Vermont Center for Afterschool Excellence has limited scholarships available for licensed afterschool programs interested in participating in the Individualized System of Support for Afterschool Programs (ISS-AP)\*. The total cost for one individual to participate in one ISS-AP strand is \$875. Scholarship requests up to \$775 will be considered. If you would like to be considered for an ISS-AP scholarship, please complete the information below and return to Lynne Feal-Staub via email at [lfeal-staub@myfairpoint.net](mailto:lfeal-staub@myfairpoint.net). (Programs currently receiving 21<sup>st</sup> Century Community Learning Centers funding are not eligible to apply for the scholarship.) Scholarship requests will be considered as they are received and decisions made within two weeks of receipt of all necessary documentation.

Name of Individual to Enroll in ISS-AP: \_\_\_\_\_

Email Address: \_\_\_\_\_

Afterschool Program: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Website: \_\_\_\_\_

Cell Phone: \_\_\_\_\_

Is this a licensed afterschool program?    Yes    No

ISS-AP Strand: \_\_\_\_\_

Is there a second strand that you would be interested in if your first choice is not available?    Yes    No

If so, what strand would you consider as an alternative? \_\_\_\_\_

Scholarship Request: \_\_\_\_\_

In order for your funding request to be considered, the following documents *must* be submitted along with the application form:

- A letter from an executive of your organization approving enrollment of the specific individual listed above in ISS-AP with a statement that release from work duties will be approved for participation in required workshops, conference calls, etc.
- A copy of the afterschool program’s license from the Child Development Division, Department of Children and Families, Vermont Agency of Human Services.

Questions regarding this application process, or ISS-AP in general, should be directed to:

Lynne Feal-Staub Email: [lfeal-staub@myfairpoint.net](mailto:lfeal-staub@myfairpoint.net)

Phone: 802-579-6012

\* A limit of one scholarship per afterschool program will be considered annually. Afterschool programs receiving 21<sup>st</sup> Century Community Learning Centers funding are not eligible for scholarship assistance.