



FAMILY



COMMUNITY



HOPE

CREATING WHOLE COMMUNITIES
April 23, 2010

**The Neighborhood School
and
The Revitalized Mixed-Income Housing
Development**

**Partners in Building Sustainable Mixed Income
Communities**

Presented by Susan K. Glassman, Urban Strategies



HEART

HOME



NEIGHBORHOOD



SERVICE



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Recognition by policy-makers of role of schools in a Comprehensive Neighborhood Development Strategy



Senator Mikulski, Sponsor of Senate version of 2008 HOPE VI Reauthorization Bill, included language requiring recipients to:

- Include a comprehensive educational reform strategy
- Include measure for performance
- Transform schools serving sites into high-performing schools



Obama Administration Urban Initiatives



Using the lessons learned from HOPE VI to:

Emphasize integrated “place-based” strategies to plan to fight intergenerational poverty and plan for sustainability

Coordinate programs of Departments of Education, HUD and Health and Human Services to build toward Neighborhoods of Opportunity

Improve patchwork human services approaches by identifying high capacity organizations to lead, defining desired outcomes for children and families, employing evidence-based program strategies and continually assessing and tracking outcomes





Obama Administration Urban Initiatives



Promise Neighborhoods and Schools

A relentless focus on improving outcomes, on regional scalability, and sustainability are the core elements for a successful assault on poverty and educational inequality. And the spoke of the wheel that makes that conveyor belt of seamless services turn is a great school.



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Obama Administration Urban Initiatives



Choice Neighborhoods and Schools

Effective schools and other quality learning opportunities will be at the center of each Choice Neighborhood



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Urban Strategies Work with Schools



With development partner McCormack Baron Salazar and property management partner McCormack Baron Ragan we started in the late 1990's to:

Embrace the pivotal role of schools in sustainable community revitalization

Explore the role that property and community developers could play in the reform of schools



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The Enhanced Neighborhood Elementary School



Serves and is closely identified with the revitalizing community

Has new or upgraded physical assets including air conditioning and state-of-the-art technology

Receives both private and public resources



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The Enhanced Neighborhood Elementary School (continued)



- Offers programming beyond the traditional school day and year
- Offers educational programming for parents and other adults
- Allows its Principal a high degree of autonomy
- Has a leadership team that is deeply committed to running a high-performing model school



Why an Elementary School?

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Including an early education program amplifies the benefits.

Establishes and facilitates parent engagement early.

Close ties with a residential community. When people have a choice they prefer that their young children go to school close to home.

Need for FLEXIBILITY –closing of urban public schools necessitates readjustment but not abandonment of core concepts.



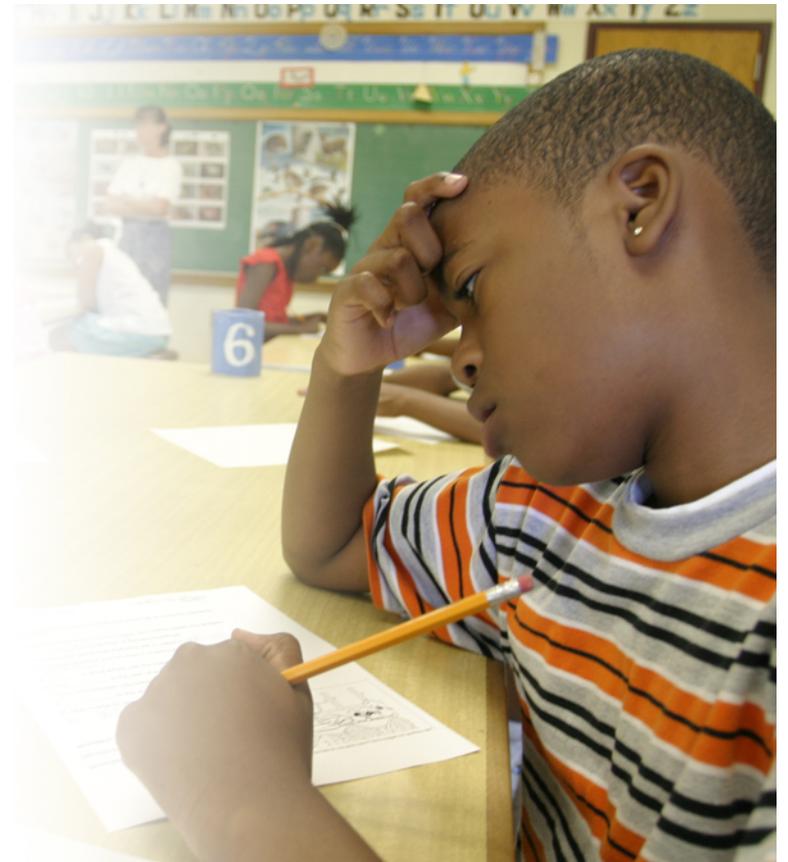
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What Kind of Elementary School?



Neighborhood public school or charter school

Depends upon local conditions.



What Synergy Exists Between a Mixed-income Revitalized Development and a Neighborhood School



As families progress to market rate housing or homeownership they will stay in the community if they are pleased with the school

Housing security GREATLY reduces student mobility- a major cause of lower achievement of low income children



What Synergy Exists Between a Mixed-income Revitalized Development and a Neighborhood School



The school (which ideally includes or is adjacent to community activity facilities) becomes the focal point of activities for children and families, making it less critical to replicate these programs and facilities within the development



What Synergy Exists Between a Mixed-income Revitalized Development and a Neighborhood School



In a managed housing community, the relationship between housing management, service coordinators, and the school can contribute to the success of the families and children:

School and management can work together to support families when times are tough

Housing community can use its communication and neighbor-to-neighbor peer channels to reinforce involvement in school

Housing community can incorporate (rarely used but symbolically important) lease conditions prohibiting truancy and tardiness



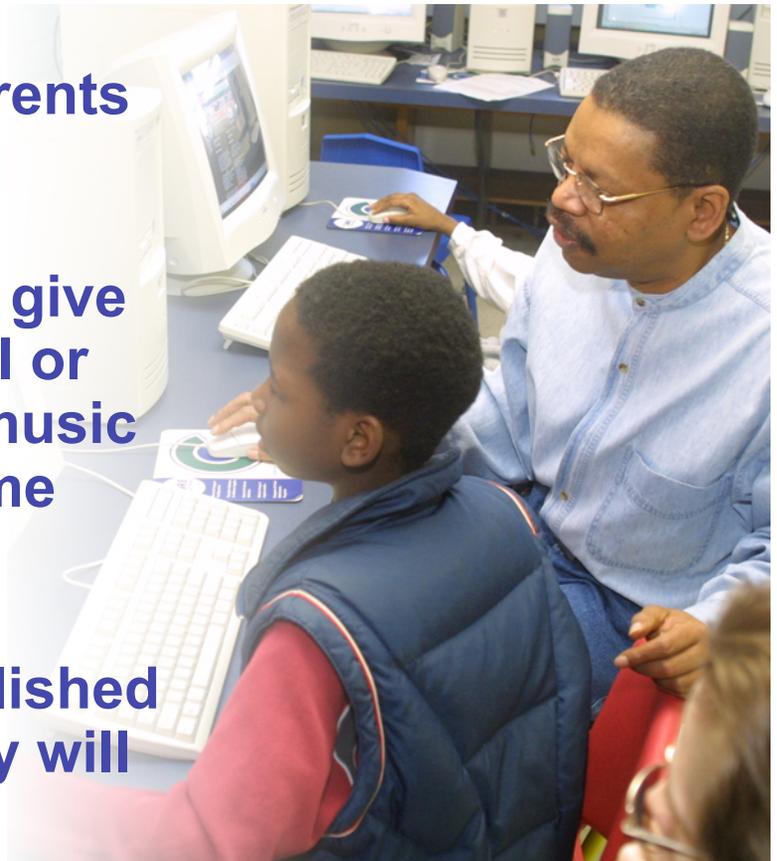
The School is an Important Sustainability Tool



The school is an excellent way for parents to gain community leadership experience.

Volunteer opportunities at the school give non-parents who have professional or business experiences or talent in music or sports a satisfying way to become engaged in their community.

If after school, summer, and adult education programs are well established during the revitalization period they will be continuing community assets.



What is the Role of the Housing /Community Development Partners?



We are not educators---we provide **CONDITIONS** for high achieving schools

Partnerships with educational and cultural institutions, corporations and philanthropies are **KEY** and have to be renewed and refreshed.

Development partnership must continually advocate for educational leaders who can achieve high educational performance.

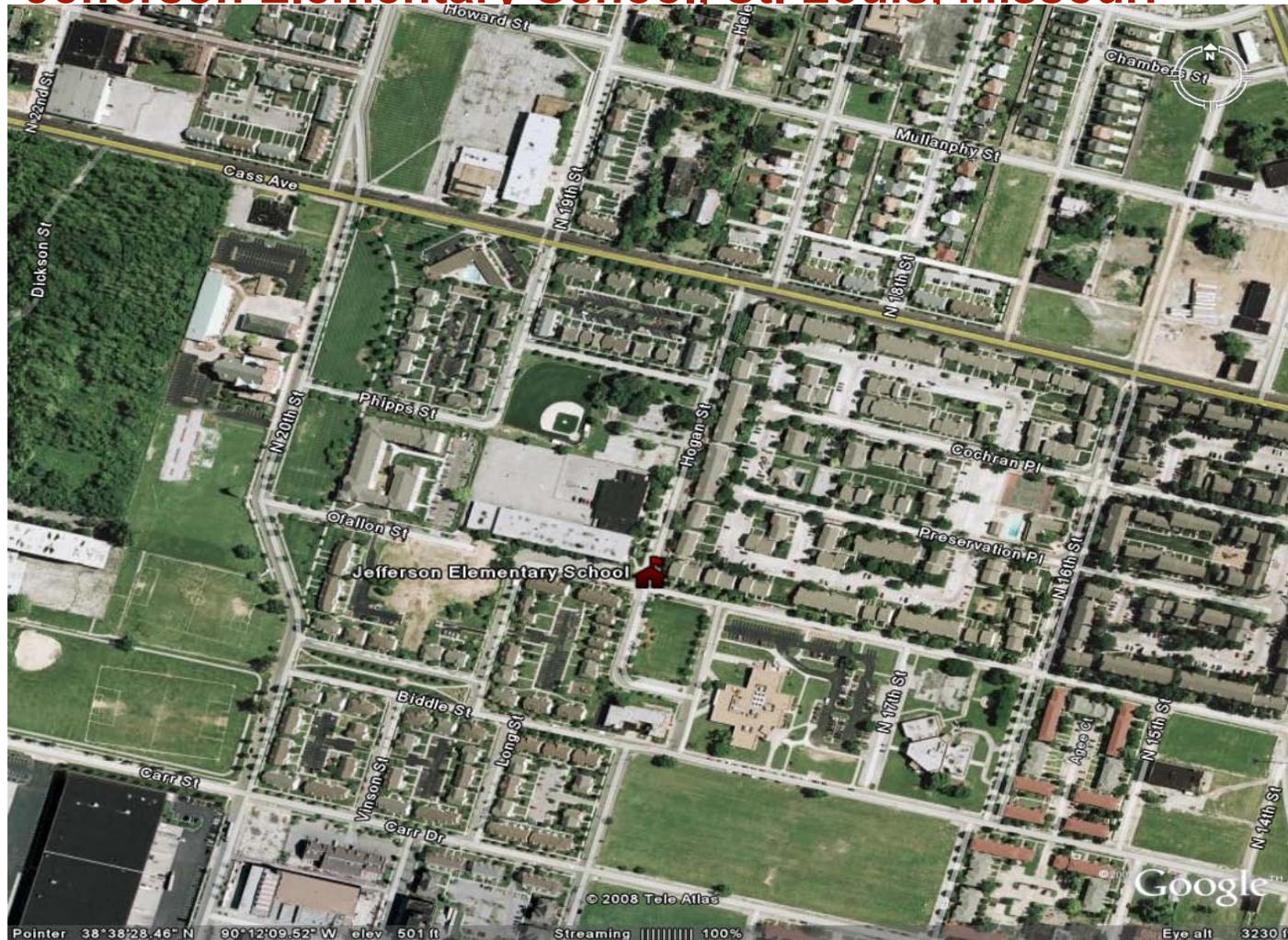
Expectations have to be developed and managed.

The relationship is **PERMANENT**.



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Jefferson Elementary School, St. Louis, Missouri



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Jefferson Elementary School: St. Louis Missouri



**It is critical to Negotiate with school districts:
a strong role of community residents and community
partners**

**relative autonomy for the principal with respect to hiring,
setting expectations for and firing of staff, control over
budget, working with community partners**



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Jefferson Elementary School: St. Louis Missouri



Key to success is the determination and capacity of the principal to lead a high performing school



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Jefferson Elementary School: St. Louis Missouri



What does the principal need most to achieve student success?

**Substance
of
Partnership**

What can the community developer contribute to create conditions for school success?



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Jefferson Elementary School: St. Louis Missouri



Recent examples:

Creating partnerships for arts, sports and academic enhancement programming during and after school hours.

Strengthening partnership with health center for provision of school-based health services

Strengthening communication with housing management so that school staff and housing staff will work together in interest of children and families



Jefferson Elementary School: St. Louis Missouri



Recent examples (cont.):

Providing support for favorable conditions during standardized testing (e.g. nutritious snacks for children and staff)

Supporting kindergarten recruitment and school readiness within the community



Jefferson Elementary School: St. Louis Missouri



Recent examples (cont.):

Advocate for school with Alderman and police department in addressing school safety issues.

Work within the community to support parent engagement (attendance at teacher conferences, school events)

NB: parent attendance at teacher conferences has reached 70% overall and 95% in several classes.



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Jefferson Elementary School: St. Louis Missouri



Prepare children to begin kindergarten ready to learn:

**Planning for the development and operation of the Flance Center,
a state-of-the art early childhood development center adjacent
to Jefferson School**



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Jefferson Elementary School: St. Louis Missouri



- Absence of obvious institutional partner has required high level of continuing involvement from development team





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