



WAN Governance Documents

May 30, 2008 -- Compiled by Kathi Vos, WAN Partnership Coordinator based on work done by the WAN State Leadership Team

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Wisconsin Afterschool Network (WAN) Governance Structure

Approved at the 2/15/08 WAN State Leadership Team meeting

VISION AND GOALS

Mission:

To support schools and community partners in delivering high quality afterschool programs to diverse school age children and youth that increase academic achievement, enhance youth development and encourage family involvement.

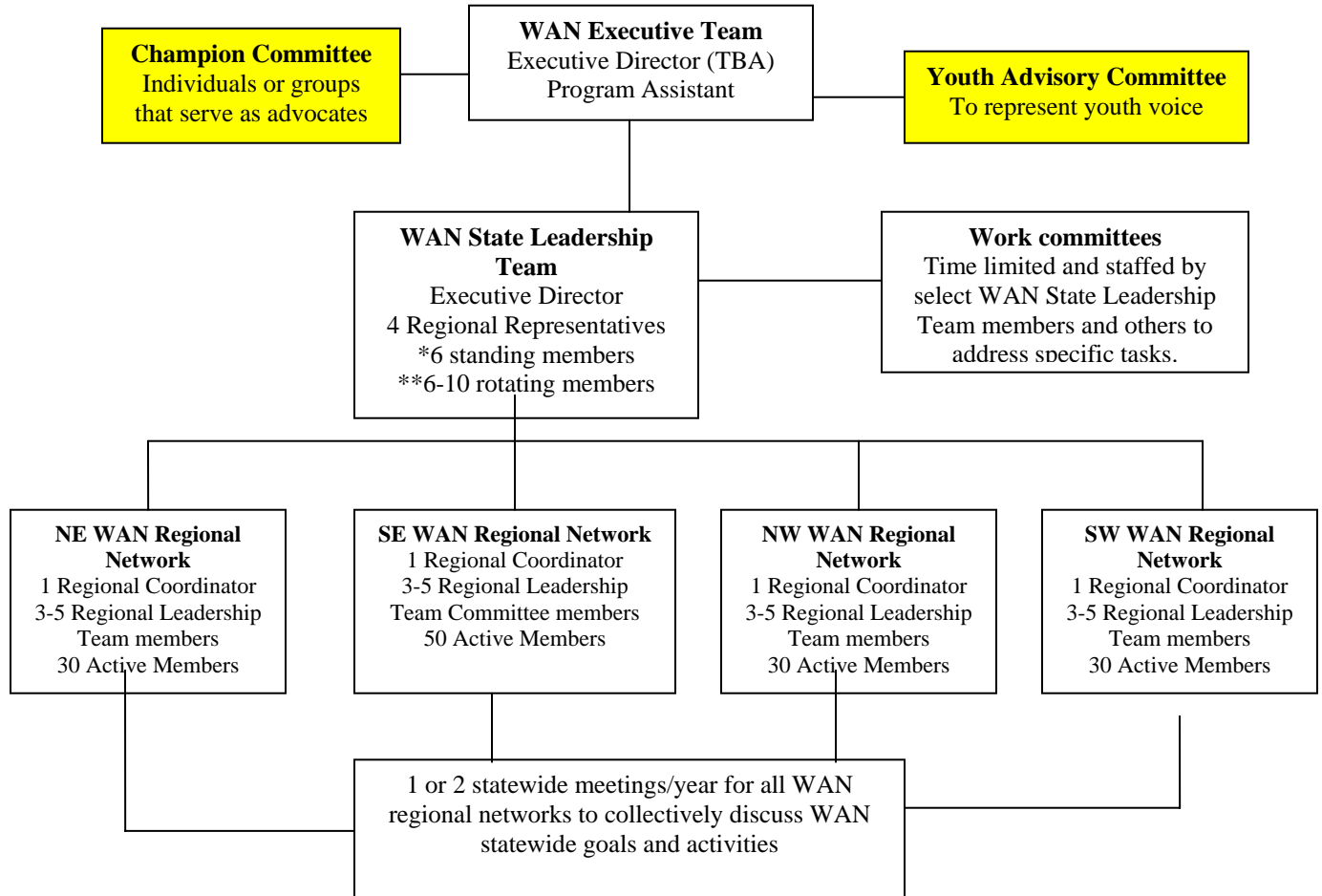
Vision:

All Wisconsin school age children and youth have the opportunity to attend a high quality afterschool program.

Goals:

- **Partnership:** Create a sustainable structure of statewide, regional, and local partnerships, particularly school-community partnerships, focused on supporting high quality afterschool programs and influencing policy development at all levels
- **Policy:** Support the development and growth of statewide policies to secure resources needed to sustain new and existing afterschool programs.
- **Program Quality:** Support statewide systems to ensure programs are of high quality.

WAN LEADERSHIP GOVERNANCE STRUCTURE



Note: Proposed future expansions are included in the yellow boxes.

* Six standing members of the WAN State Leadership Team approved on yearly basis.

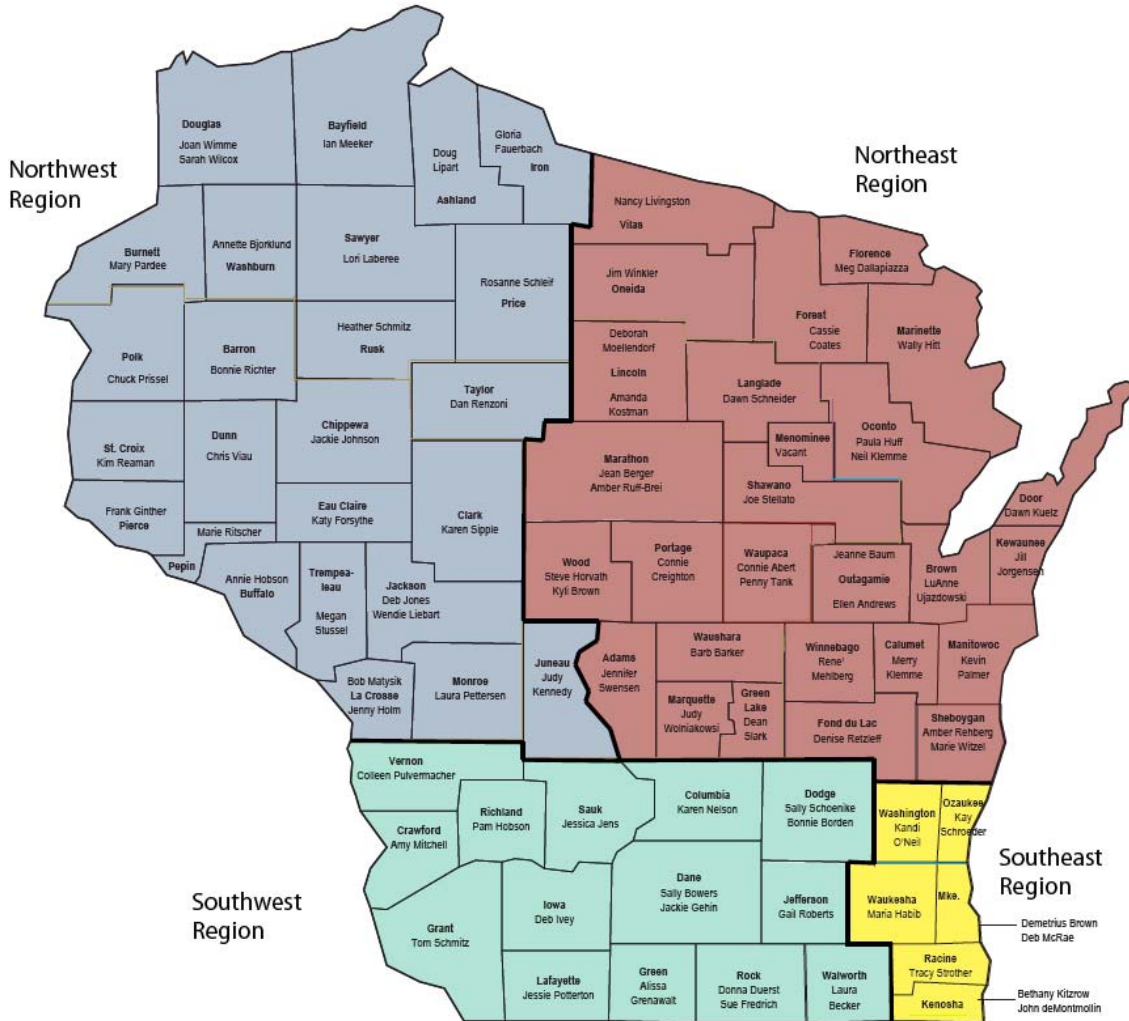
** 2 year terms with a 2 term limit for the 6-10 rotating members

The network’s governance structure is composed of a WAN Executive Team, WAN State Leadership Team, four WAN Regional Networks, and yearly or twice yearly statewide meetings for all WAN Regions. Proposed innovations include the development of a Afterschool Champion Committee and a Youth Advisory Committee.

Other WAN supporters can choose an “Affiliate” partner status and be kept informed by joining the WAN list-serve and attending WAN state, regional and local events as their interest and time permits.

WAN Regional Map

Wisconsin Afterschool Network (WAN) Suggested Region Map 1/24/08



This map was created to show WAN Regional networks. It is intended to suggest what Regional network members can participate in. You may become active in any Regional network based on meeting location & interest.

If you are not already a member of the Wisconsin Afterschool Network and would like to become one, send your name, the organization you are with, mailing address and phone number to tom.carpenter@ces.uwex.edu.

01/24/08



The Wisconsin Afterschool Network (WAN)

Executive Director Position Description

Notes to WAN State Leadership Team (Delete when this goes to UWEX Human Resources)

- Vos 4th Draft, 4/18/08, approved at the 4/18/08 WAN State Leadership Team meeting, Greg Hutchins will now take it to UWEX Human Resource Director.
- Interview Team includes Greg Hutchins as chair, Kathi Vos, Steve Fernan, Stan Kocos and Nancy Dorman.
- Recruitment strategies include asking all WAN State Leadership Team member to share this broadly through all their communication channels and make personal contacts as well as through the Donors Forum of Wisconsin

Timeline:

- Post Position – June 1, 2008
- Applications due – July 1, 2008
- Screen and interview candidates – in July
- Candidate starts job – September 1, 2008
- NOTE: DPI will provide an additional \$5,000 so the candidate can start one month before the Oct. 1, 2008 grant begins, so the new WAN Director can attend the Oct. 1-3, 2008 Mott Lead Conference in Washington D. C.

Job Overview

The Wisconsin Afterschool Network (WAN) is seeking a dynamic, progressive-thinking leader with strong project management and consensus-building skills, and a commitment to bridging relationships between the public and private sectors. The Director will be an employee of University of Wisconsin Extension. Working collaboratively with the WAN State Leadership Team and with all organizations involved in providing high quality after-school programs in Wisconsin, the Director will be responsible for the growth, development and day-to-day operation of WAN. With the guidance of the Wisconsin State 4-H Director and Youth Development Specialists, the Director will implement the strategic vision of WAN State Leadership Team and provide support to WAN work teams and WAN Regional Networks.

On October 1, 2005, Wisconsin received its first three year grant from the C.S. Mott Foundation to expand the Wisconsin Afterschool Network (WAN) to over 200 local and state organizations. This Director position is funded by a new three year, (October 1, 2008-September 31, 2011) Innovation grant, with the potential for an additional three year grant (2011-2014) from the Charles Stewart Mott

Foundation as well as the expectation of developing a self sustaining network. WAN is part of national network of statewide afterschool networks that brings together established statewide afterschool networks in their collective mission to build partnerships and policies that are committed to the development and sustainability of quality afterschool programs. Currently 38 statewide afterschool networks are funded to coordinate and influence the systems that support the success of children and young people.

General Job Description:

The Executive Director creates and maintains a high performance environment, characterized by positive leadership and strong team orientation, and is responsible for overall management of WAN. The Executive Director actively leads and coordinates WAN in its development, planning, and implementation. The position consists of the following functions:

Leadership

1. Provide visionary leadership for WAN
2. Promote shared leadership and shared decision making
3. Serve as a champion for positive youth development, particularly as related to out-of-school time and afterschool issues
4. Provide adaptive leadership for WAN in recognition of the complexity and scope of the systemic

changes required to create and sustain a positive youth development movement in Wisconsin.

Planning and Implementation

1. Manage and provide linkage between the deliberations, work and decisions of the WAN State Leadership Team, WAN Work Teams and WAN Regional Leadership Teams.
2. Working within WAN's structure and with community and youth representatives, ensure that the following processes are integrated and managed:
 - Strategic planning
 - Annual work plan development
 - Plan implementation
 - Resource development and leveraging funds, both financial and human
 - Budget management and reporting to funders
 - Policy agenda development and implementation
 - Accountability systems development and implementation
 - Partnership development; communications and public education strategies development
 - State-wide network development strategies
3. Manage the WAN State Leadership Team agenda development, documenting decisions and chronicling the history of WAN
4. Provide orientation and on-going education about WAN to all WAN partners and affiliates
5. Develop a statewide web-based communications network to support high quality after-school in Wisconsin and ensure that a comprehensive communications network is designed, launched and maintained.

Financial Resource Management

1. Oversee the WAN budget to ensure optimal and appropriate use of resources
2. Actively develop and direct a comprehensive fund raising effort on behalf of WAN
3. Work with UWEX 4-H Youth Development, WAN's fiscal agent, to coordinate and track all financial matters
4. Prepare annual budget(s) in conjunction with the WAN State Leadership Team
5. Manage operating budget(s); provide ongoing analysis of financial position and project future cash and in-kind contributions
6. Negotiate and manage all grants and contracts and ensure that all required reports are completed.

Partnership Development

1. Build a positive youth development movement, particularly related to afterschool issues in Wisconsin, in both public and private sectors
2. Strengthen relationships between WAN and others whose interests are impacted by WAN strategies and activities
3. Network with state and local, public and private organizations and collaboratives, such as youth advocates, service providers, professional associations, elected officials, and business and community leaders
4. Coordinate and guide planning and assist in the facilitation of WAN Regional meetings and the other statewide WAN meetings.
5. Assist WAN in building the capacity of local programs to provide high quality services through the expansion of self-assessment, training and program evaluation
6. Strengthen and enhance public, private, non-profit school based and school linked initiatives that support WAN goals and vice versa.

Public Policy Education

1. Represent WAN and act as a liaison to private and public partners at the local, state and national levels
2. Introduce WAN goals and policy initiatives to stakeholders including statewide and local policymakers, community- based organizations, advocacy coalitions, funders, and business leaders
3. Assist in the development of statewide policies related to afterschool programs in Wisconsin
4. Coordinate local, regional and statewide advocacy efforts that support WAN's Afterschool policy platform
5. Coordinate legislative information and public policy efforts related to afterschool
6. Represent WAN at meetings, press conferences and before legislative bodies.

Required Qualifications

1. Thorough understanding of, and demonstrated commitment to positive youth development, and improving policies, strategies and services for out-of-school time programs and how to partner with school based and school linked efforts as well as other community based public and private entities.
2. Demonstrated experience in fundraising and leveraging public and private funds to support a common cause
3. Understanding of local, state and national afterschool and related organizations
4. Skill in working with a diversity of persons and groups; ability to facilitate inclusive and cooperative work that builds consensus
5. Strong communication skills: writing skills; ability to articulate a positive youth development philosophy; ability to communicate with youth and encourage their participation in planning, problem solving and decision making
6. Proven track record managing large-scale projects with numerous stake holders
7. Willingness to travel frequently; position will be based at the State 4-H office, 610 Langdon Street, Madison, WI 53703

Preferred Qualifications

1. Adaptive leadership skills to facilitate systemic change
2. Ability to develop and maintain effective working relationships with partners, staff, volunteers, contractors and others
3. Experience in organizational development, particularly as applied to new organizations; strengths in strategic and conceptual thinking
4. Skills relevant to strategic planning, plan implementation and budget management
5. Experience producing training materials, designing and conducting trainings
6. Significant experience in:
 - Working with and/or in communities
 - Implementing youth development philosophy and strategies
 - Policy analysis and legislative strategies
 - Resource development and fundraising.

Required

Bachelors Degree and significant work experience working with complex systems that include school and community partnerships as well as other community based public and private entities.

Preferred

Masters Degree preferred; consideration may be given for significant experience in lieu of a Masters Degree.

Salary

Commensurate with experience, approximately \$50,000 - \$60,000 range

Benefits: Excellent [benefits](#) including Wisconsin State Retirement; life, medical and hospital insurance; vacation and sick leave.

How to apply -- APPLICATION PROCEDURE AND DEADLINE:

For full consideration, all of the following must be received by July 1, 2008: one page letter of interest clearly documenting qualifications for the position and including an explanation of how the position matches overall career goals; an up-to-date resume or curriculum vitae; and the contact information of three professional references. Materials submitted other than those requested will not be considered. Direct application materials to: Cooperative Extension Human Resources, 249 Extension, 432 N. Lake Street, Madison, WI 53706 or e-mail: ces.jobs@uwex.edu. Additional information is available at <http://www.uwex.edu/ces/hr/>. UWEX is an equal opportunity/affirmative action employer. We promote excellence through diversity and encourage all qualified individuals to apply. Material will be made available in alternative format upon request. For hearing and sight impaired assistance, call 711.



WAN State Leadership Team Job Description

--- Working Together to Increase the Quality and Availability of Afterschool Programs!

[Approved on 3/31/08 WAN State Leadership Phone Conference]

The Wisconsin Afterschool Network (WAN) is a public/private partnership of local and state organizations. The WAN State Leadership team is built on the value that all agencies / organizations are essential in our efforts to create an integrated and seamless statewide afterschool system. The purpose of this agreement is to establish a formal understanding between entities concerning respective roles and responsibilities as a voting member of the Wisconsin State Leadership Team.

The purpose of the WAN State Leadership Team is to provide leadership for a creating statewide afterschool system that:

- Expands on best practice and research
- Creates new resources, training and funding to improve the quality and accessibility of Afterschool programs
- Improves coordination and effectiveness to influence public policy and public will around issues related to afterschool.

Membership:

15-20 partners that have decision making power and can represent the views of their organization.

Membership includes:

- **Four regional representatives** from the four WAN Regional Networks. (See map with suggested regions for Northeast, Southeast, Northwest and Southwest Wisconsin.)
- **Six to ten representatives that rotate membership** from groups representing Afterschool providers, police and law enforcement, employers, families, youth, philanthropic foundations, and other key stakeholders who can serve as active contributors and advocates of WAN policies.
- **Six standing representatives** from various state organizations, including:
 - The Department of Public Instruction (DPI)
 - University of Wisconsin – Extension (UWEX)
 - Wisconsin AfterSchool Association (WAA)
 - Wisconsin Department of Work Force Development (DWD)
 - Wisconsin Department of Children and Families
 - Milwaukee Public Schools or other school districts willing to make significant contributions

Criteria for serving as a WAN State Leadership Team Standing partner includes:

1. Organizational mission and vision is aligned with that of the Wisconsin Afterschool Network
2. Standing Member status approval by the WAN State Leadership Team that is reviewed on a yearly basis.
3. Memorandum of Understanding is kept on file with WAN Executive Director.
4. Significant contributions of staff time, in-kind and fiscal support the organization and representative serving on the WAN State Leadership Team as well as seek funds and identify potential grants and funding streams to pursue. Each year, the WAN standing committee member

and their organizations should update their MOU and encouraged to pledge significant in-kind and cash contributions ranging from \$1,000 on up.

Terms for rotating WAN Partners and Regional Reps on the WAN State Leadership Team

- Terms will be two years, with the option for one term renewal, except for standing reps who have no terms limits but will be reviewed and renewed on an annual basis.
- Memorandums of Understanding (MOU) will be signed by agency administrator and the individuals designated to serve on this team.

Roles and Responsibilities of WAN State Leadership Team -- *What you can do for WAN?*

1. Partnering organizations and agencies that have fully executed an MOU with WAN shall be voting members on the WAN State Leadership Team.
2. Each WAN partner is expected to designate a representative with decision making authority who will regularly attend all meetings of the WAN State Leadership Team, which meets at most six (6) times per calendar year.
3. WAN partner representatives are expected to participate in at least one Work Team, which meet on an *as need* basis.
4. WAN partners are expected to support to WAN's Vision, Mission and Goals and facilitate ongoing cooperative working relationships to achieve these goals.
5. WAN partners are asked to contribute monetary and/or non-monetary resources as well as seek funds and identify potential grants and funding streams to pursue, to assist the sustainability of WAN. Each WAN State Leadership Team member is encouraged to pledge in-kind and cash contributions ranging from \$500 on up. These contributions may include cash, in-kind donations or non-monetary contributions such as dedicated staff time, dissemination of materials, and participation in work groups. See [Examples of In-kind and cash contributions to WAN](#) for more ideas. (List adapted from Montana Afterschool Network Partnership and Oregon Afterschool for Kids)

Roles and Responsibilities of the Wisconsin Afterschool Network (WAN) to its members -- *What does WAN do for you?*

1. Take a deliberate and intentional position as broker and facilitator, functioning both as promoter of WAN and seeking additional resources to build capacity in our state afterschool system.
2. Provide synthesis and compilation of WAN outcomes and activities in an effort to ensure continued or expanded funding.
3. Organize and support WAN State Leadership Team and Work Team meetings.
4. Create a statewide policy platform that all partners can support and provide leadership for statewide initiatives that support WAN's policy platform.
5. Provide synthesis and dissemination of best practice research on afterschool outcomes to assure continual and expanded funding.
6. Facilitate and improve understanding of the differences between advocacy and lobbying to ensure a consistent action on policy initiatives.
7. Work with C.S. MOTT Foundation and other state networks to help grow the movement across the country.
8. Be careful not to speak for partner organizations or misrepresent partners through WAN policy statements.
9. Respect organizational values and differences.
10. Operate on a consensus model of decision-making. (List adapted from Montana Afterschool Network Partnership and Oregon Afterschool for Kids)

Incentives -- *What's in it for me?*

Members of the WAN State Leadership Team will:

1. Form strong partnerships and access relationships with other statewide organizations.

2. Better utilize existing resources by sharing and working together.
3. Have access and share training opportunities
4. Contribute to the evolution of WAN by setting priorities for WAN's statewide efforts related to:
 - o Partnerships
 - o Policy & Funding
 - o Program Quality
5. Get the latest scoop on funding, grants and policy developments.
6. Help determine state afterschool program policy platform and directions
7. Encourage best practices in afterschool programs
8. Learn and refine advocacy skills that promote policy development and funding
9. Enable you know you have made a difference by converging for a common cause to:
 - o Keep kids safe
 - o Inspire youth to learn and
 - o Help working families!

Time and Resources -- *What will I need to participate?*

1. At most **six WAN State Leadership Team meetings/Year plus prep time** – About half will be face to face and half will be teleconference. A two day strategic planning event is usually held in summer. Most one day meeting run from 9:00 – noon, and phone conferences run about 90 minutes. *Estimated six days/year for meetings*
2. **Work Team time** -- On an as need basis. Most work will be done via e-mail and phone conference.

WAN will provide lodging and meals for the two day strategic planning event. Other meals and mileage will be on your own for the one day meetings unless the host site wishes to provide refreshments or a meal.



Approved at 3/31/08 WAN State Leadership Team Teleconference.

WAN State Leadership Team Memorandum of Understanding
between Wisconsin Afterschool Network and
 (Insert the name of your Agency and/or Organization)

Name of Designated Representative:
 Title:
 Phone:
 Fax:
 Email:
 Mailing Address:
 Website Address:

Our organization will contribute the following monetary and/or non-monetary resources as a partner with and voting member of WAN. Refer to Examples of In-kind and Cash Contributions to WAN for more ideas. (Note: Word document available to type right into.)

<i>Check items</i>	<i>Categories of Support</i>	<i>Describe specific actions you or your agency will take in these areas. Use as much space as you need to clearly identify your contributions.</i>
_____	Letters of Support	
_____	Financial Support	
_____	In-kind Support	
_____	Advocacy and Lobby Efforts	
_____	Any other contributions	
_____	\$	TOTAL Estimated monetary value of all contributions of you and your agency are pledging for one year.

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Organization Description and Services: (Describe how your organization complements and/or supports WAN's goals and initiatives.)

Describe any restrictions regarding what your organization cannot do; (Ie State Agencies cannot do direct lobbying, but they can provide educational policy support and information.)

Authorized Signature of Agency/organization administrator:

Title:

Date:

Signature of Designated Contact for WAN State Leadership Team:

Title:

Date:

THIS AGREEMENT SHALL REMAIN IN EFFECT UNTIL September 31, 2010, OR, A DATE DETERMINED BY MUTUAL AGREEMENT WITH THE WAN EXECUTIVE TEAM (Note: No term limits for Standing Committee members, but commitments are reviewed on a yearly basis.)

Return to:

Tom Carpenter, 4-H Program Assistant, tom.carpenter@uwex.edu
 431 Lowell Hall, 610 Langdon Street, Madison, WI 53703-1195



WAN Regional Leadership Team Job Description

Draft discussed on the 4/29/08 WAN Regional Network Wisline Web and on the 5/9/08 WAN State Leadership Team, slightly revised 5/13/08. Send input to carrie.hovland@uwex.edu and Kathi.vos@uwex.edu

Purpose:

The *purpose* of the Wisconsin Afterschool Network (WAN) is threefold. As a grantee of the Charles Stuart Mott Foundation, WAN is charged with developing *partnerships*, improving *program quality*, and advancing a *policy* agenda for school based or school linked after school programs. The regional networks have been formed to help carry out this threefold mission throughout Wisconsin. However, WAN Regional networks are intended primarily, to be a peer support network that builds partnerships to improve program quality, as well as work with the WAN State Leadership team to advance a common afterschool policy agenda. To do this, each WAN region will have a WAN Regional Representative on the WAN State Leadership Team and a WAN Regional Coordinator, along with 2-4 planning team members.

WAN Regional Leadership Team Goals:

1. Coordinate at least two WAN gatherings in each of the four WAN Regions each year and participate in an Annual Summit of WAN Regions in conjunction with a statewide training event
2. Support local, regional and statewide systems to ensure **programs** are of high **quality**
3. Create a sustainable structure of statewide, regional and local **partnerships** that focuses on supporting high quality afterschool programs by strengthening and connecting private and public partnerships.
4. *Assist* the WAN State Leadership Team in the development and growth of local, regional and statewide **policies** to secure resources needed to sustain new and existing afterschool programs.

Incentives -- *What's in it for me?*

Members of the WAN Regional Leadership Team will:

1. Plan and participate in quality training events showcasing best practice
2. Get the latest scoop on funding, grants and policy developments
3. At WAN gatherings, get a FREE lunch, exciting door prizes and opportunity to network and share program ideas, challenges and solutions.
4. Contribute to WAN statewide goals by mobilizing WAN regional plans to:
 - a. Improve program quality
 - b. Strengthen partnerships
 - c. Assist the WAN State Leadership Team on policy and funding efforts.
5. Have a direct voice on the WAN State Leadership Team via your WAN Regional Rep

Membership:

Three - five people per WAN region (NE, SE, NW & SW) with representation from:

- 21st Century Community Learning Centers
- WAN partners who are active in either WAN State Leadership Team
- 4-H Youth Development Educators

- Other key partners representing families, law enforcement, local government officials, child care providers, business, philanthropy and other community youth serving agencies and civic organizations committed to the need for quality after school and summer programs for all youth!

Functions and Procedures:

1. The WAN Regional Leadership team plans all regional gatherings. The gatherings focus on program quality and other training needs of the region.
2. An online WAN Training survey will be available to help identify needs and trainers.
3. The *target audience* for the regional network meetings may vary depending upon the training topics proposed. Some training topics will be appropriate for program directors, site managers and youth development professionals providing support. For other training topics, it may be appropriate to bring along youth and adult volunteers and front line staff who work directly with kids. Some WAN Gatherings may schedule WAN Goal Team meetings at the front end of the meeting and save the other half of the meeting for training front line staff and volunteers.
4. All training should showcase best practices. Teams of youth and adults partners are encouraged to present. Linkage to current research will be encouraged.
5. 4-H Youth Development Specialists and the WAN Executive Director will provide consultation and support to the WAN Regional Teams. However, limitations on staff time do not allow them to be present at all WAN Regional gathers, but they are eager to attend based on requests.
6. A \$2,000 training fund/year is allocated to each WAN region to pay for meals and meeting expenses. The WAN Regional Coordinator will work with Tom Carpenter tom.carpenter@uwex.edu to access these funds.

Communication:

The following WAN Regional list-serves will be maintained by tom.carpenter@uwex.edu . Contact him if you need to make updates.

- wan-ne-region@lists.uwex.edu This list contains the email addresses for those who are in the Northeast region of the state. Currently 108 members.
- wan-nw-region@lists.uwex.edu This list contains the email addresses for those who are in the Northwest region of the state. Currently 90 members.
- wan-se-region@lists.uwex.edu This list contains the email addresses for those who are in the Southeast region of the state. Currently 151 members.
- wan-sw-region@lists.uwex.edu This list contains the email addresses for those who are in the Southwest region of the state. Currently 114 members.

Communication channels will be streamlined after October 1, 2008 with the development of a UWEX website featuring “Contribute” software that provides options for:

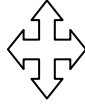
- A password protected space on the WAN webpage
- Opportunity to contribute to a regular scheduled online Newsletter similar to the 4-H “Youthline”
- Opportunity to contribute to an online calendar.

Teleconference and Wisline Web services are available as well as access to Extension’s distance learning courseware entitled “Desire2Learn. Contact tom.carpenter@uwex.edu if you wish to use these communication tools. We are currently experimenting with web based group project planning tools such as “Wetpatin.com” but it is too early to tell if this will be useful to the WAN Regions.

WAN Regional Leadership Team

WAN Regional Coordinator of Leadership Team:

Acts as the point person and is responsible for initiating and coordinating planning of regional gatherings with the rest of the WAN Regional Leadership Team. Coordinator will also facilitate communication amongst other WAN Regional Leadership Team Members. This person manages a \$2,000 fund to support these meetings.



Regional Representative to the WAN State Leadership Team:

One representative from each of four WAN regional networks participate in both their WAN Regional events as well as WAN State Leadership Team meetings. They help form a policy platform and strategies for carrying that agenda forward. These representatives serve as a key communication link between their region at the WAN State Leadership Team. See the WAN State Leadership Description for more information. This group will meet *at most 6 days per year.*

3-4 Other WAN Regional Leadership Planning Team Members: Will work with the WAN Regional Coordinator to plan and facilitate at least two WAN regional gatherings each year. They will also be invited to attend the Annual Summit of WAN Regions and participate in Wisline Web, Wisline teleconferences and other distance learning training and planning as needed.

WAN Regional Leadership Team Commitment:

Terms for the WAN Regional Leadership Team, as well as the Regional Coordinator are for two years and can be renewed for as many terms as interest and need dictate. The term for the WAN Regional Rep to the WAN State Team is two years, with the option for one additional term. Refer to the WAN State Leadership Team Job Description for more information on those expectations.

1. **Planning Time** – Most of the planning will be done via phone, e-mail as well as using web based planning tools. Some travel expenses are available if teams need to meet face to face. It's anticipated that WAN Regional Leadership Team members will participate in one or two short (45-60 min.) phone conference to plan each regional WAN gathering. It is expected that each WAN Region holds at least two gatherings/year (*Estimated Contribution = Minimum of 4 hours hours/year, with additional time for travel, personal planning and preparation.*)
2. **Meeting Time** – Minimum of two half day WAN Regional gatherings in each of the four regions, along with a one day Statewide Summit of WAN Regions help prior to a statewide training event. (*We anticipate that this may occur on March 27, 2009 in Wisconsin Dells in conjunction with the Wisconsin After School Association Conference. Estimated contribution = Minimum of two half day regional face to face meetings in spring and fall, along with another day for the Statewide Summit of all WAN Region for a **minimum of two half day meetings and one full day meeting**, with additional time for travel, personal planning and preparation.*)
3. **Administrative Support** – To do this job, WAN Regional Leadership Team partners need to seek support from their local administrators. Both will be asked to fill out and sign a Memorandum of Understanding (MOU) to define their commitment and contributions.



Draft discussed on the 4/29/08 WAN Regional Network Wisline Web and on the 5/9/08 WAN State Leadership Team

WAN Regional Leadership Team Memorandum of Understanding
between Wisconsin Afterschool Network Regional Network
and
(insert person's name and organization they represent)

Regional Leadership Team Member:
Title:
Phone:
Fax:
Email:
Mailing Address:
Website Address:

WAN Leadership Team position committing to: (Check all that apply)
___ WAN Regional Leadership Team Coordinator
___ WAN Regional Representative to the WAN State Leadership Team
___ WAN Regional Leadership Planning Team
___ Other roles (please define)

Time and talents I am willing to commit for the WAN Regional Leadership Team include: (Type in here and expand space as needed.)

Authorized Signature of Agency/organization administrator supporting this WAN Regional Leadership Team partner:

Title:

Date:

Signature of WAN Regional Leadership Team partner:

Title:

Date:

THIS AGREEMENT SHALL REMAIN IN EFFECT UNTIL (insert date) , OR, A DATE DETERMINED BY MUTUAL AGREEMENT WITH THE WAN STATE LEADERSHIP TEAM

By (insert date) return to:
Tom Carpenter, tom.carpenter@uwex.edu
Program Assistant to the WAN Executive Director
431 Lowell Hall, 610 Langdon Street, Madison, WI 53703-1195



Examples of In-kind and Cash Contributions to WAN

(Approved on 3/31/08 WAN State Leadership phone conference, distributed at 4/18/08 WAN State Leadership Team meeting.)

--- Working Together to Increase the Quality and Availability of Afterschool Programs!

This list is intended to give perspective WAN partners ideas on how they might contribute. It is only intended to generate creative ideas and is not an exhaustive list.

<p>Letters of Support</p>	<ul style="list-style-type: none"> • Compile agency/organizational letter of support for this Mott Afterschool Network Innovation grant (Required from all) • Compile agency/organizational letters of support for other WAN funding initiatives arise. • Other ideas?
<p>Examples of Financial Support</p>	<ul style="list-style-type: none"> • Support WAN with agency/organizational cash funds • Seek cash funds from donors to support WAN initiatives • Hold a fundraising event on behalf of WAN (ie 4-H Meat Products Sale at State Fair raised \$7,200 in 2007) • Write grants to further WAN initiatives (Ie. 4-H MetLife Training funds to local programs) • Provide matching funds and/or co-sponsoring WAN training and/or events (2006 Wisconsin AfterSchool Association Conference.) • Provide curriculum and/or print materials (Ie. WI Clearinghouse, 4-H Youth Development project literature) • Donate office supplies, office space, office equipment • Host a WAN meeting and provide food and refreshments (Ie. WEAC, Fond du Lac 21st CLC, UW-M Children's Center) • Coordinate existing state and federal funding streams • Increase funding from within your agency/organization to support WAN initiatives • Eliminate barriers to the blending of funds within your agency (NYSAN Policy Brief is source of last 3 ideas) • Other ideas?
<p>Examples of In-kind Support</p>	<p>Provide agency/organization in-kind resources to support WAN goals. Examples can include</p> <ul style="list-style-type: none"> • Link your agency website to WAN (Everyone should do this) • Provide FREE web space and expertise to manage WAN's website • Provide FREE meeting rooms for WAN events (County Extension offices) • Provide FREE printing and graphics expertise (Ie WEAC did FACT Cards) • Provide in-kind training at WAN events and/or training at partner events • Provide FREE booth space or seminar slots at your agency's conference. (ie. Wisconsin Prevention Conference & Wisconsin AfterSchool Association) • Provide a keynote slot on your agencies statewide/regional meeting (ie. Boys and Girls Clubs)

	<ul style="list-style-type: none"> • Serve as a chair/co-chair of the WAN State Leadership Team • Serve as a WAN Regional Coordinator • Serve as a WAN Regional Rep to the State Leadership Team • Serve as a chair/co-chair of WAN Committees • Provide a significant % of staff time to support WAN initiatives and/or tasks (Ie. UWEX's Tom Carpenter support for Registration, List-serve & roster maintenance) • Provide research and evaluation expertise. • Recruit and train volunteers to support WAN initiatives (4-H MetLife Grantees) • Organize a local Lights on Afterschool event • Recruit WAN State or Regional Leadership Team members • Host a WAN Regional meeting • Attend WAN Regional meetings • Serve on WAN Regional Leadership Team • Other ideas?
<p><i>Examples of Advocacy and Lobbying Efforts</i></p>	<p>PUBLIC RELATIONS EFFORTS – All afterschool programs can provide information about best practices and how WAN can support the afterschool movement. Please include WAN information as you conduct your local public relations efforts.</p> <p>ADVOCACY EFFORTS-- State and federal legislations allows any citizen to share their knowledge and advice with policy makers. Advocacy, giving support and aid to your cause is legal, appropriate and important. Wisconsin Lobby laws offer these guidelines that even state employees can serve as an advocate for afterschool issues by:</p> <ul style="list-style-type: none"> • Representing only themselves • Representing the views of an organization as an unpaid volunteer • Convey views to their own elected official • Spend fewer than 5 days in a 6 month period (even if paid to do so) representing the views of an organization <p>LOBBY EFFORTS -- Please consult with your own organization to further clarify your ability to serve as an advocate to afterschool programs and clarify if you can be active in directly lobbying elected officials. Even if you cannot participate in direct lobby efforts, you can help frame the issue for discussion, provide a forum for community dialogue and provide research based information and many other public policy education approaches.</p> <p>Kathy Wolf, Director, Wisconsin Clearinghouse reminds us that “Remember there are no restrictions on educational advocacy. Who knows best which programs are effective in your community? You have the right and obligation to advocate on behalf of your constituents and your profession. Your experiences, stories and knowledge of research are instrumental in education policymakers and legislators.”</p>

Sample Letter of Support for Wisconsin Afterschool Network Innovation Grant

Put on your own agency letterhead

Due ASAP, no later than **May 23, 2008** to tom.carpenter@uwex.edu & Kathi.yos@uwex.edu

May ____, 2008

Dear Eugene Hillsman, Association Program Officer, C. S. Mott Foundation:

We are writing to confirm our intent to both participate in and support the work of the Wisconsin Afterschool Network (WAN). Our agency/organization has a vested interest in the development and growth of high quality after-school programs that serve school age youth in Wisconsin. It is important that we have a central point of focus within the state that advocates for funding and policies that are conducive to the development and growth of after-school programs. It is equally important that this same vehicle be available to bring programs together for sharing of best practices and pooling of scarce resources. The Wisconsin Afterschool Network can help standardize the components of high quality programs and support the pursuit and identification of excellence in the delivery of after-school program services.

Specifically, our agency/organization pledges to be an active member through participation in all network meetings, to contribute to the dialogue to define a policy platform, program standards and how to authentic engage youth voice in after school programs and policies as well as *(insert your specific role related to network goals and objectives)* and to make a financial contribution of *(insert dollar amount that your agency can pledge for the next three years)* for each fiscal year of this Mott Innovation grant, that helps the network carry out its mission. We understand that this financial gift will help support the infrastructure and capacity of the network, including staff salaries, professional development costs, and policy and advocacy activities and your Youth Policy Innovation.

This commitment of time and money is made for the 2008-09 fiscal year and will be renewed at the end of each year. We are confident that the many partners who have expressed support for such a network will join us in making this pledge. If there are questions or concerns regarding this letter of commitment and support, please feel free to contact our representative to the network. We look forward to working with all of the partners in this most important work. Sincerely,

Name

Title

Organization

Please attach a description of your organization (several sentences or a promotional handout).



Theory of Change Plan 2008-11

5/2/08 Vos Draft, includes input from Kocos on Goal 2. Anyone is welcome to provide edits but for Goal 1 I'd like Nancy Dorman to edit the section on Educational Stakeholders and Matt Calvert on Youth Advisory Team, and have Rae and Alison edit Goal 3 ASAP.

NETWORK NAME

Wisconsin Afterschool Network

NETWORK VISION

Vision: All Wisconsin school age children and youth have the opportunity to attend a high quality afterschool program.

Contextual Factors: What circumstances or factors may support/inhibit achieving the vision?

Contextual Factors that were identified at the WAN July 19, 2006 Retreat

- + Collective power of over 100 partnering organizations and 275 WAN individuals. [1st rank]
- + Creation of Guiding Principles along with a Continuous Improvement Process for Afterschool Programs (CIPAS) [2nd rank]
- + Commitment to what is best for kids and families [tied for 3rd]
- + Quality programs with impact data [tied for 3rd]
- + Diverse makeup of WAN
- + Agreement on direction
- + Passion and commitment
- + Resources to promote WAN via partners
- + Support of key individuals
- Need answers to talk radio nay sayers that say this is just about free child care [1st rank]
- There are not dedicated state dollars for Afterschool [2nd rank]
- Limited state/federal resources. Local funding need to be a priority. [3rd rank]
- Competition for dollars for K-12 and Afterschool
- Adequate Yearly Progress (AYP) Reports focus on test scores
- Lack of sustainability plan for the Wisconsin Afterschool Network
- Lack of interest and support from school superintendents and administrators
- State budget problems
- Weak support from business and foundations.

Wisconsin Afterschool Network (WAN) 2008-11 Theory of Change Plan, 4/22/08 draft

Overarching Mott Goal: WAN PARTNERSHIP Team

Goal 1: Create a sustainable structure of statewide, regional, and local partnerships, particularly school-community partnerships, focused on supporting policy development at all levels.

Specific WAN Network Goals (ie. Objectives)

1. WAN Leadership team mobilizes local, regional and state partners to influence policy development for afterschool programs by providing a **forum for communication** and dissemination of ideas and resources. WAN proposes recommendations and channels influence in meaningful ways by providing access to key decisions makers.
2. WAN makes intentional linkages to **educational partners**, emphasizing **local affiliates** of the Wisconsin Association of School Boards (**WASB**) to support the development of school connected afterschool policy as well as strengthening relationships between day school and afterschool staff.
3. WAN creates a **Youth Advisory Committee** to share best practice on strengthening youth voice so they can make recommendations on policies affecting youth.

Long Term Outcomes:

- ✓ The Wisconsin Afterschool Network, connecting state, regional and local networks is sustained. Four regional afterschool networks, with diverse representation and shared leadership, connect local networks to the statewide WAN vision, mission, goals and policy platform.
- ✓ A Youth Advisory Committee is sustained and supported by WAN to make recommendations on policies affecting youth.

Short Term Outcomes:

- ✓ WAN State Leadership Team includes diverse age, ethnic and regional representatives that sign Memorandums of Understanding (MOU's) indicating cash and in-kind contributions.
- ✓ WAN communication forums share ideas, resources and policy recommendations via WAN Website, List-serves & online newsletter
- ✓ Talking points (i.e. elevator speeches) are created and posted on WAN website for key constituencies such as educators, youth development workers, law enforcement, employers, philanthropic organizations, youth, families, government, child care providers and others
- ✓ SE & SW WAN Regions use asset mapping to create online searchable resource directories to identify partners and resources, share their best practices with other WAN Regions and post on WAN website.
- ✓ NE WAN Region identifies strategies to strengthen day school and afterschool staff relations, share their best practices with other WAN regions and post on WAN website.

Network Elements (Aligned with specific WAN Goals and Objectives listed above)

1. Communication Forum Elements supporting Objective One:

Sustaining WAN State and Regional Teams

- a. Create a system for recruiting and sustaining WAN leadership at state and regional levels with representatives from business, education, law enforcement, PTA, local and state government, philanthropy, civic organizations, and grandparents/AARP
- b. Create a data base (from information garnered from MOU's) of WAN State & Regional leadership cash and in-kind contributions
- c. Existing WAN partners mentor new WAN State and Regional Leadership team members
- d. WAN sponsors an Annual Summit of WAN Regional Teams and at least two meetings per year for each of the four WAN Regions.

Improving WAN External Marketing

- a. Reach parents, youth and other key constituencies by channeling information through WAN partners' existing networks and organizations
- b. Update WAN FACT card & exhibit so WAN State Leadership Team partners can feature it at their respective conferences and gatherings
- c. Redo WAN website to include both a public website and a password protected website for WAN partners.

Streamlining WAN Internal Communication

- a. Streamline the WAN communication plan to better connect local, regional and state WAN partners utilizing WAN web pages, Best Practices Electronic newsletter, WAN List-serves as well as existing partner channels of communication.
- b. Move WAN Webpage from DPI to UWEX and provide option for all WAN state and regional leaders to contribute to monthly Newsletters and an online calendar system using UWEX Contribute software
- c. Try out with a small group, an online group project planning tool such as Wetpaint.com to facilitate meaningful work, editing of documents and communication with active work teams.

2. Intentional Educational Linkage Element supporting Objective Two: (Ask Nancy Dorman to edit this section)

- a. Policy briefs provide information on WAN's Afterschool policy platform so WAN can work closely with local affiliates of the Wisconsin Association of School Boards and others to support the development of school connected afterschool policy. Nancy Dorman, member of the WAN State Leadership Team will work closely with the WAN Executive Director to provide leadership for this new intentional educational connection to WASB.
- b. NE WAN will identify local examples of best practice that strengthen relationships between day school and afterschool staff, then share with all WAN partners at their WAN spring conference & post on the WAN website.
- c. SE & SW WAN pilot an asset mapping project to create online searchable resource directories to help identify partners and resources to better connect school based/school linked partners with the community. They share results and post on WAN website.

3. **WAN Youth Advisory Committee Element Supporting Objective Three – WAN’s Innovation for 2008-11! (Matt Calvert will edit this section)**
 - a. WHAT IS -- Survey WAN State & Regional Leadership teams on how they are currently engaging youth in making recommendations and decisions on youth policy to Identify examples of best practice and existing training resources.
 - b. WHAT CAN BE -- Consult with other Mott Networks like New Mexico who have done this. Matt Calvert will connect with 4-H staff and “Youth Voice Coalition” to identify a team of youth and adults who co-create a plan for a Wisconsin Youth Advisory Committee to help WAN strengthen youth and adult partnerships, integrate youth voice into all levels of WAN and help make recommendations on policies affecting youth.
 - c. SHARING INNOVATIONS – WAN features best practice for engaging youth/adult partnerships, youth voice at local, regional, state and national afterschool conferences and shares toolkits that support this effort.

Overarching Mott Goal: WAN POLICY Team

Goal 2: Support the development and growth of statewide policies that will secure the resources that are needed to sustain new and existing school-based/school linked afterschool programs. (Stan Kocos has edited Goal 2)

Specific WAN Network Goal: (ie. Objectives)

1. WAN secures additional funding for continued support of the Wisconsin Afterschool Network (**WAN**) structure.
2. WAN establishes a base of sustainable funding for school-based/school linked afterschool programs that is available through **coordinating** state and local **funds** and other public and private sources.
3. WAN develops a **Champion Committee** to help mobilize public and private sector partnerships to increase funding for school-based/school-linked afterschool programs at state, regional and local levels.
4. WAN develops a **Policy Platform** and a communication strategy for a statewide community-driven public will campaign to support sustainable school-based/school-linked afterschool programs.

Long Term Outcomes:

- ✓ A WAN Policy Platform is clearly communicated and updated on a yearly basis to reflect current needs.
- ✓ A line item in the state budget and private funds provide \$500,000 annually to expand services and sustain the Wisconsin Afterschool Network.
- ✓ Existing state and federal funding streams are coordinated for afterschool, school-age child care, extended school day and supplemental education to facilitate an effective integration of programs via a maximization and leveraging of resources.

Short Term Outcomes:

- ✓ 2-3 influential business champions identify key message to help WAN influence policy makers
- ✓ 8-12 key "opinion makers from business, philanthropy, law enforcement, parents, youth, education and civic leaders, elected officials, and researchers serve as WAN spokespersons and afterschool champions to support WAN's advocacy and lobbying efforts

Network Elements: (Aligned with specific WAN Goals and Objectives listed above)

1. **Sustaining WAN Element** supporting Objective One -- Secure additional funding for continued support of **WAN's structure**
 - a. WAN State and Regional Leadership team members identify both cash and in-kind contributions they and their agency will make. This is used to leverage additional funds.
 - b. WAN finds additional state and private funds to sustain and expand WAN's services.

2. **Coordinating Funds Element** supporting Objective 2 -- Establish a base of sustainable funding for school-based/school linked afterschool programs that is available through **coordinating** state and local **funds** and other public and private sources.
 - a. Map existing funding streams that support afterschool programs in Wisconsin.
 - b. Explore strategies for created dedicated local and state revenue sources for afterschool programs be utilizing resources such at “Think Broadly: Financial Strategies for Youth Programs at http://financeproject.org/publications/Thinkbroadly_PM.pdf”
 - c. Eliminate barriers to blending of funds from multiple public and private sources.
 - d. Engage policy makers, community leaders and program developers to think broadly about selecting creative financing strategies that align closely with program goals, available resources and the political and economic environments in which they work.

3. **Champion Committee Element** supporting Objective Three – Develop a **Champion Committee** to help advocate for increase funding for school-based/school-linked afterschool programs at state, regional and local levels.
 - a. Identify, recruit, train and support a Panel of Champions:
 - 3-4 champions from the business sector to provide testimonials and help WAN mobilize other business to “Help working families”
 - 3-4 champions from youth, family and education sectors to provide testimonials and help WAN mobilize others to “Inspire kids to learn ”
 - 3-4 champions from law enforcement, PTA and elected official sectors to provide testimonials and help WAN mobilize others to “Keep kids safe”
 - b. Identify, recruit and support the Wisconsin Afterschool Alliance Ambassador to work with WAN staff to develop a communication campaign to help WAN Champions influence public will and funders. Focus on a few key Corporate Champions to help leverage support and lead the charge from the business community. (ie. Identify another Marty Stein!)
 - c. Provide opportunities for WAN Champions to attend the “*Afterschool for All Challenge* each spring in Washington, DC. and nominate one Champion per/year to be recognized at the Annual Breakfast of Champions
 - d. Encourage WAN Champions to participate in their local annual Lights On Afterschool event with an emphasis on inviting policymakers, civic leaders and organizations, business leaders and media.

4. **Policy Platform Element** supporting Objective Four – A communication strategy for a statewide community-driven public will campaign to support sustainable school-based/school-linked afterschool programs..
 - a. WCCF creates a Policy Brief that is shared at the June 5-6, WAN Retreat where they work on drafting the WAN Policy Platform
 - b. The WAN Policy Platform is taken to the fall 2008 WAN Regional meetings for feedback and buy in.
 - c. A statewide communication plan is developed to mobilize public will that the WAN State and Regional Leadership teams help deliver with the support of WAN Champions.

Overarching Mott Goal: WAN PROGRAM QUALITY Team

Goal 3: Support statewide systems to ensure programs are of high quality.

(Ask Rae & Alison to review & edit Goal 3)

Specific WAN Network Goals (ie Objectives)

1. WAN fosters a system of multiple pathways for **training** and technical assistance that will ensure high quality programs across the state are initiated and meet the needs of a diverse population.
2. WAN develops a statewide system of evaluation that includes self-assessment and continuous improvement systems (ie CIPAS) and rigorous impact **evaluation**.
3. WAN initiates a **support network** for program developers and providers that also includes the dissemination of best practices.
4. WAN supports the alignment of **standards/curriculum** between educational systems of quality and afterschool systems of quality.

Long Term Outcomes:

- ✓ *Wisconsin Afterschool Program Quality Standards* are aligned with *Wisconsin Afterschool Staff Core Competencies* that support academic standards, youth development principles and child care requirements.
- ✓ HFS 46 and related state policies align child care licensing, funding and quality incentives with *Wisconsin Afterschool Program Quality Standards* and *Wisconsin Afterschool Staff Core Competencies*
- ✓ Statewide systems of training and technical assistance, evaluation, and peer support enhance the quality of after school programs in Wisconsin.

Short Term Outcomes:

- ✓ Create multiple options for a self-assessment (CIPAS's and at least one other) that allows local programs and continuous improvement
- ✓ Assess current training and technical assistance systems available to program providers
- ✓ Provide a support network to current and future program providers.

Network Elements/Deliverables (Aligned with specific WAN Goals and Objectives listed above)

Network Elements/Deliverables (Aligned with specific WAN Goals and Objectives listed above)

1. WAN **Training Consortium** Element supporting Objective One: Foster a system of multiple pathways
 - a. WHAT IS -- Conduct survey of the training and technical assistance capacity of program providers, (including technical college system, the Department of Public Education and UW- Extension), and public and private agencies and organizations to identify who is currently providing training and technical assistance with the eventual goal of better linkages, coordination, quality and access for all!
 - b. WHAT CAN BE -- Consult with successful Mott Afterschool Networks such as the Missouri Afterschool Network on how to engage key stakeholders to create consensus and alignment of:
 - i. Wisconsin's Afterschool Program Quality Standards
 - ii. Wisconsin Staff Core Competencies
 - iii. Wisconsin Educational Academic Standards
 - c. WHAT WILL BE -- WAN sponsors a process to engage all WAN stakeholders and key decision makers to come to consensus on Wisconsin's Afterschool Program Quality Standards and Wisconsin Staff Core Competencies that also support Wisconsin Academic Standards
 - d. Once Wisconsin's *Afterschool Program Quality Standards* and *Afterschool Staff Core Competencies* are aligned and established, convene educational leaders from key training providers to create on a system of multiple pathways for training and technical support that seeks ways to pool resources, prevent duplications and provide consistency to support WAN's training consortium.

2. WAN **Evaluation** Element supporting Objective Two – Statewide system of evaluation
 - a. Utilize the results of Wisconsin's Continuous Improvement Program for After School (CIPAS) self assessment tool to help advise WAN on how to define *Wisconsin's Afterschool's Program Quality Standards* as well as *Wisconsin's Afterschool Staff Core Competencies*.
 - b. Continue to develop CIPAS as well as identify and test other program quality self assessment tools so that multiple assessment tools are available to meet the needs of diverse afterschool programs (NE WAN goal)
 - c. Use data from both CIPAS and other assessment tools to conduct rigorous impact evaluation that is aggregated both locally and across the state to support WAN's policy platform and justify funding needs.

3. WAN **Support** Network Element supporting Objective Three: Develop a support network for providers that will enhance program quality and align with standards for programs and professionals
 - a. Four WAN Regions convene a minimum of two times annually to share best practices focused on improving program quality.
 - b. An online survey helps identify training needs of WAN Regions
 - c. A web based Training-net calendar shares training opportunities focused on identified needs
 - d. UWEX Contribute software creates an online newsletter so WAN partners can share examples of best practices and resources
 - e. An annual summit of all WAN Regional network members (ie. March 27, 2008 in conjunction with the jointly sponsored Wisconsin AfterSchool Association and the Wisconsin Community Education Association Conference)
 - f. Showcase and recognize best practices at regional and statewide afterschool events (i.e. Presentations, Gallery Walks, Resource Sharing Tables, Poster sessions, Round Table discussions etc.)
 - g. Use lessons learned from Wisconsin's 21st Century Community Learning Center CIPAS mentoring system to create a broader WAN mentoring system for WAN partners.

4. WAN Alignment of **Standards & Licensing** Element supporting Objective Four:
 - a. WAN convenes multiple policy and practitioner voices at WAN regional meetings to revise state child care licensing regulations so they align and support
 - i. Wisconsin's Afterschool Program Quality Standards
 - ii. Wisconsin Staff Core Competencies
 - iii. Wisconsin Academic Standards, youth development principles and child care
 - b. Use the WAN Training Consortium to provide multiple pathways to conduct training and technical support.

Summary WAN Regional Goal Team Reports

Listed below are the goals of the regional goals for (NW, SW, NE & SE) for 2007/2008 year

<p>Statewide Goal Program Quality: Support statewide systems to ensure programs are of high quality.</p>	<p>SW WAN Program Quality Goal Team facilitated by Lisa Strub (School Age Child Care Director West Madison YMCA; 608-276-6606 or lisa.strub@ymcadanecounty.org)</p> <ul style="list-style-type: none"> • Goal statement: Share best practices of staff development (training, retention, recruitment, etc..) • Observable indicator/outcome: increase sharing of information of best practices <p>SE WAN Program Quality Goal Team facilitated by Kathy Dunkerson and Rae Williams DiMilo (Kathy Dunkerson, SE Regional 21st CLC Coordinator, 262-664-6990 or kdundersons@racine.k12.wi.us; Rae Williams DiMilo, Wisconsin Afterschool Network Rep, 414-229-5384 or rwdimilo@uwm.edu)</p> <ul style="list-style-type: none"> • Goal statement: By October 2008 the program quality goal team will develop a survey to assess staff needs and create a training directory that aligns with core competencies of youth development professionals. • Observable indicator/outcome: Staff Development survey and training directory based on core competencies for youth development professionals is available on the WAN website <p>NW WAN Program Quality Goal Team facilitated by Pat Kardin (Pat Kardin, SW Regional 21st CLC Coordinator, 715-832-5192 or patkardin@aol.com)</p> <ul style="list-style-type: none"> • Goal statement: Increase interaction between programs so that all programs are more successful • Observable indicator/outcome: none listed <p>NE WAN Program Quality Goal Team facilitated by Deb Moellendorf (Deborah Moellendorf, Lincoln County 4-H Youth Development Agent, 715-536-0301 or Deborah.moellendorf@ces.uwex.edu)</p> <ul style="list-style-type: none"> • Goal statement: By October 1, 2008 will develop and/or select an existing program quality assessment tool • Observable indicator/outcome: Assessment tool is used to improve program quality.
<p>Statewide Goal Partnership: Create a sustainable structure of statewide, regional, local and school-community partnerships focused on supporting high quality Afterschool programs and influencing policy development</p>	<p>SW WAN Partnership Goal Team facilitated by Linda Eisele and Sally Bowers (Sally Bowers; Dane County UW-Extension 4-H Youth Development Educator 608-224-3702 or sally.bowers@ces.uwex.edu; Linda Eisele; City of Madison and Wisconsin Afterschool Association; 608- 261-4240 leisele@cityofmadison.com)</p> <ul style="list-style-type: none"> • Goal Statement: 1. Identify potential organizations for partnerships 2. Identifying best practices for partnerships • Observable indicator/outcome: none listed <p>SE WAN Partnership Goal Team facilitated by Tracy Strother (Tracy Strother, Racine County 4-H Youth Development Educator, 262-886-8461 or tracy.strother@ces.uwex.edu)</p> <ul style="list-style-type: none"> • Goal Statement: By October 12, 2008 the partnership goal team will create a searchable resource directory that helps match needs of Afterschool programs with community resources. • Observable indicator/outcome: Accessible searchable resource directory exists on the SE WAN website <p>NW WAN Partnership Goal Team facilitated by Wendie Libert (Wendie Libert, Jackson County Extension, wendie.libert@ces.uwex.edu, left position)</p> <ul style="list-style-type: none"> • Goal Statement: Provide professional development activities for NW WAN members at each of the three 2008 NW WAN meetings • Observable indicator/outcome: none listed <p>NE WAN Partnership Goal Team facilitated by Katie Logan and Susan Werley (Katie Logan, Fond du Lac Boys and Girls Club, 920-924-0530 or kburns28@hotmail.com; Susan Werley, Menasha Joint School District werleys@mjsd.k12.wi.us, 920-967-1910)</p> <ul style="list-style-type: none"> • Goal statement: By fall 2008 the Partnership Goal Team will identify strategies/action steps to strengthen all levels of day school and after school program staff relationships • Observable indicator/outcome: All levels of day school staff will support Afterschool activities and staff

**Statewide Goal
Policy:**

Support the development and growth of statewide policies to secure resources needed to sustain new and existing Afterschool programs.

SW-No Goal Team plan

SE WAN Policy Goal Team facilitated by Lautauscha Shell and Andrea Grant

(Lautauscha Shell SE Regional State Leadership Team Representative, 262-653-6237 or lshell@kUSD.edu ; Andrea Grant, Kenosha County UW Extension, 262-857-1945, Afterschool@co.kenosha.wi.us)

- **Goal statement:** By the fall of 2008, the policy goal team will develop an ongoing public awareness campaign that results in increased resources and support for Afterschool programs.
- **Observable indicator/outcome:** PR tools and examples of successful public awareness events are available on the SE WAN website

NW WAN Policy Goal Team facilitated by Kris Crowe

(Kris Crowe, Wisconsin Afterschool Network Rep from Augusta, 715-286-3363 or crowekri@augusta.k12.wi.us)

- **Goal statement:** Host a regional event at UW-Eau Claire
- **Observable indicator/outcome:** none listed.

NE WAN Policy Goal Team facilitated by Danielle Jandrain

(Danielle Jandrain, Boys and Girls Clubs of Green Bay, 920-449-7090 or djandrain@bgcgb.org)

- **Goal statement:** By October 1, 2008, two members of the NE Regional WAN Policy will serve as a liaison to the state WAN Policy Team and help provide advocacy and policy assistance to local partners who attend WAN Regional Gatherings.
- **Observable indicator/outcome:**
- At each NE WAN Regional gathering, WAN partners will participate in at least one advocacy activity that they can take back and do at their local sites.