

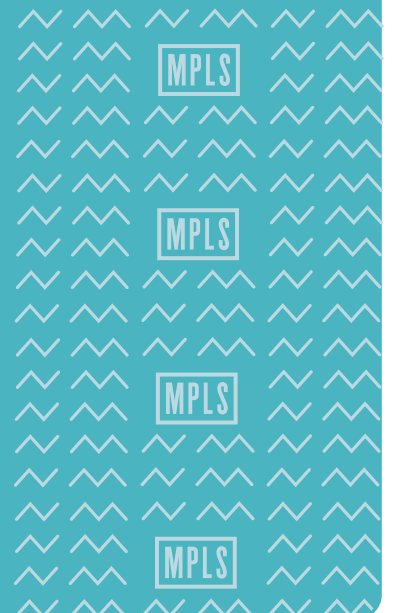


FY22-FY24 STRATEGIC PLAN

GOING DEEPER | GOING WIDER
December 2021



NORTHSIDE
ACHIEVEMENT
ZONE



FROM THE PRESIDENT & CEO

It has been said that there are some places that lift children out of poverty and others that trap them there- In 2008, inspired by the success of the Harlem Children's Zone, 50 Northside leaders decided we would join forces to eradicate the long-standing racial inequities that left too many neighborhood children trapped. Our goal was to transform our distressed neighborhood into a 'community of opportunity' where low-income African American children received the education, resources and wrap-around support they deserved to succeed. As a result, the Northside Achievement Zone (NAZ) was born.

Since then, in collaboration with 25 place-based organizations and schools, plus close to 1000 families with 2,000 scholars annually, NAZ has built a comprehensive system of community support. **The data shows NAZ is working!** While NAZ scholars are making academic gains and outperforming their non-NAZ peers, their parents are improving their parenting/empowerment skills and engagement while also securing jobs/housing and advocating for just policies to increase opportunities for the Northside.

Today, however, we are confronting a crisis. The gains made are rapidly receding. The academic and economic disruption caused by the pandemic, murder of George Floyd, and historic levels of violence has had an especially devastating impact on our children resulting in unprecedented learning loss and trauma.

We believe that to address these challenges, NAZ must restore the gains lost while at the same time going deeper and wider beyond just a focus on programs to have more population level impact across the Northside. This three-year strategic business plan outlines our path forward:

Going deeper by expanding what we know works with a focus on greater academic interventions to address learning loss, increased access to high quality prenatal and early childhood supports, jobs, housing, social-emotional supports, and more opportunities for parent/youth education and empowerment.

Going wider by extending our reach into North Minneapolis through current and new partnerships, and involving more parents and scholars in our collaborative.

Expanding our Influence across the city, county and state. We know we cannot 'program' our way out of the racial and socio-economic inequities. We will double down on our systems change efforts by utilizing our parent/scholar power and voice, in addition to statewide partnerships and local coalitions focused on equity.

Our commitment to NAZ's financial and operational strength is foundational to the success of NAZ and our collaborative. We will ensure that we have a healthy and values-driven NAZ culture able to attract and retain top talent and a shared data system linking functions across our organization and partnerships to track data used to increase effectiveness. We'll also ensure we are utilizing financial and investment best practices while executing a diversified fundraising and stewardship plan.

As we contemplate the pandemic's disruption and racial reckoning happening across our country, NAZ has a unique opportunity to be a real beacon of hope. Our results prove that by working together we can transform outcomes for children in greatest need. And while there is much more to do, I'm honored to walk alongside our scholars, families, staff, and partners as we create a 'new normal,' on the Northside, teeming with opportunities, equity and love. Together we are lifting children, too often ignored, so they reach their highest potential. This is what we owe them and so much more.

For our children,



THIS IS NAZ



OUR MISSION



OUR VISION



OUR VALUES

OUR PURPOSE

Our mission is to end generational poverty and build a culture of achievement in North Minneapolis where all low-income children of color graduate from high school, college and career ready. We accomplish this through collaboration with parents, community organizations, and schools.

WHERE WE ARE GOING

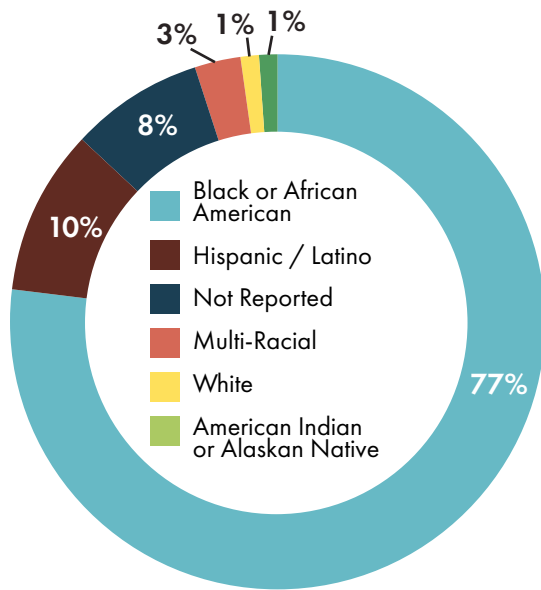
We envision a prosperous North Minneapolis – where all children of color are healthy, secure, and academically successful, ultimately realizing their unlimited potential.

WHAT DRIVES US

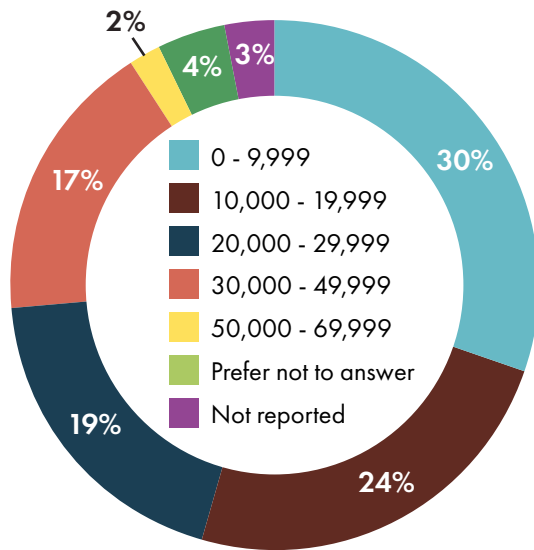
- Focusing on Success for Our Children and Families
- Advancing Racial Equity for All
- Creating A Trusting Village
- Transforming Our Community Using Data and Learning



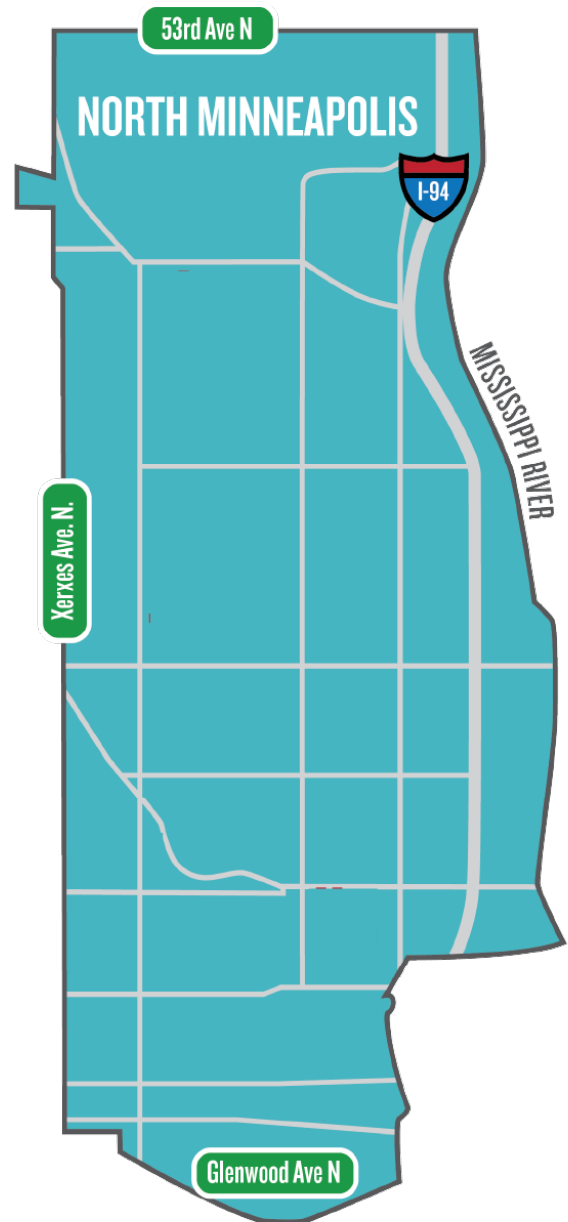
NAZ PARTNERS WITH THESE FAMILIES



RACE



ANNUAL INCOME



THE ROLE NAZ PLAYS IN THE COLLABORATIVE

7 CORE FUNCTIONS OF A BACKBONE



Promoting racial equity



Guiding vision and strategy



Supporting aligned activities



Cultivating community engagement & ownership



Advancing systems & policy



Mobilizing resources



Establishing shared measurement, learning, & continuous improvement

NAZ serves as the backbone organization for the NAZ Collaborative of over 25 community partners.

In this role, NAZ Central staff provide overall coordination of the NAZ Collaborative activities that include program, system, and policy-level opportunities. NAZ Central staff convene partners within and across the NAZ ecosystem (Early Childhood, K-8, High School to College, Family Support, and Community Wellness) identifying and aligning strategies, opportunities and solutions to critical community issues facing NAZ families, scholars and the North Minneapolis community.

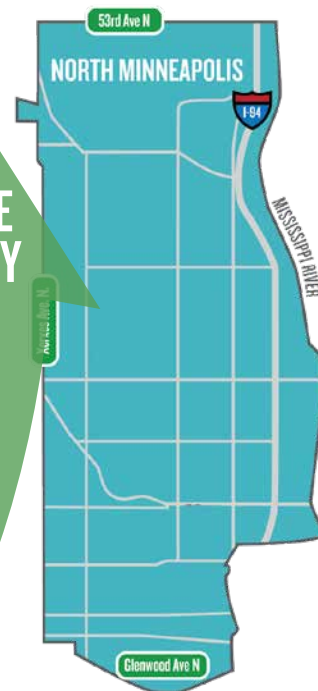
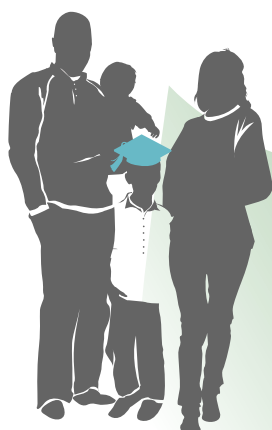
As the backbone organization, NAZ provides dedicated capacity and infrastructure for the ecosystem to nurture communication, alignment, and collaboration

to advance community-level change. NAZ serves as a team dedicated to orchestrating the work of the group, performing seven core functions (see chart above). The backbone sees the greater system and helps the collaborative to understand that system and the complexity of it. It shifts the collective focus from reactive problem-solving to co-creation of the future. It fosters relationships and dialogue that lead to greater clarity, understanding of difference, focus on common goals, innovation, and using data to learn and improve. NAZ is proud to work alongside our dedicated partners to achieve our common goal of building the prosperity of North Minneapolis.

HOW THE NAZ COLLABORATION WORKS ON A NEIGHBORHOOD LEVEL

THE NAZ APPROACH

TWO-GENERATION APPROACH



TWO-GENERATION APPROACH

Overall goal is to inspire and support parents to achieve their own success.

RESULTS-FOCUSED COLLABORATIVE

Results-based data, tracking the progress and success of our families.

NAZ FAMILY COACH + PARTNER STAFF

Family Coaches (neighbor leaders) + Partner Staff work alongside parents to set and reach their goals.

Connect parents to supports (housing, career & finance, and community wellness) needed for family success.

Inspire and recruit parents to attend and graduate from NAZ Parent Education Classes.

Support NAZ in identifying and developing parent leaders.

Support families to access quality early childhood supports and resources.

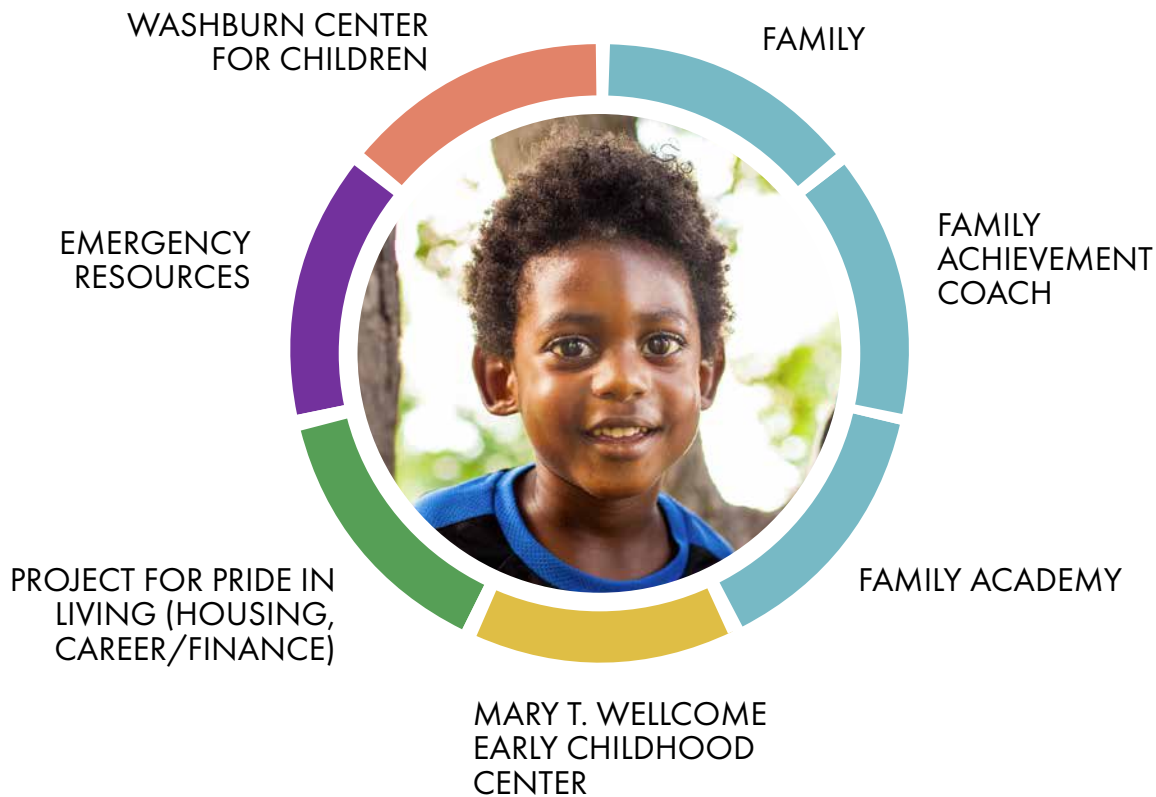
Inspire and encourage parents to enroll scholars in NAZ anchor schools or other high performing schools and after-school programming.

Inspire and support families and scholars in attending and graduating college (or another form of post-secondary education).

NORTHSIDE PROSPERITY

Thousands of parents and scholars reach new levels of achievement leading to academic success and social-economic prosperity.

HOW NAZ WORKS ON AN INDIVIDUAL LEVEL



TEAM ROYCE

Royce is a real scholar in NAZ. This is his team of support made up of NAZ programs (and specific NAZ partners) surrounding him and his family with coordinated wrap-around support for academic and life success. Our comprehensive wrap-around model gives scholars and families a network of support. Working in tandem, these support systems give scholars like Royce and his caregivers an educational advantage. This includes a highly-rated Early Childhood center, housing stability, developing a plan with their Family Achievement Coach, gaining valuable parenting skills through

Family Academy, strengthening their emotional wellness, and the ability to withstand financial challenges with emergency resources. Each scholar has their own team uniquely built according to their age and needs.



HOW WE HAVE IMPACT

NAZ THEORY OF CHANGE

NAZ POPULATION LEVEL RESULT



All Minneapolis children graduate high school college-and-career ready.

NAZ TARGET POPULATION



North Minneapolis low-income African-American children.

SUCCESS INDICATORS



K-READINESS



ACADEMIC
PROFICIENCY
HIGH SCHOOL
GRADUATION



COLLEGE
GRADUATION/
CERTIFICATE

*CORE STRATEGIES



EARLY
CHILDHOOD

ANCHOR
SCHOOL

OST
PROGRAMS**

IST
PROGRAMS**



HOUSING

CAREER /
FINANCE



COACHES

FAMILY
ACADEMY

PARENT
LEADERSHIP



SOCIAL-EMOTIONAL
HEALTH

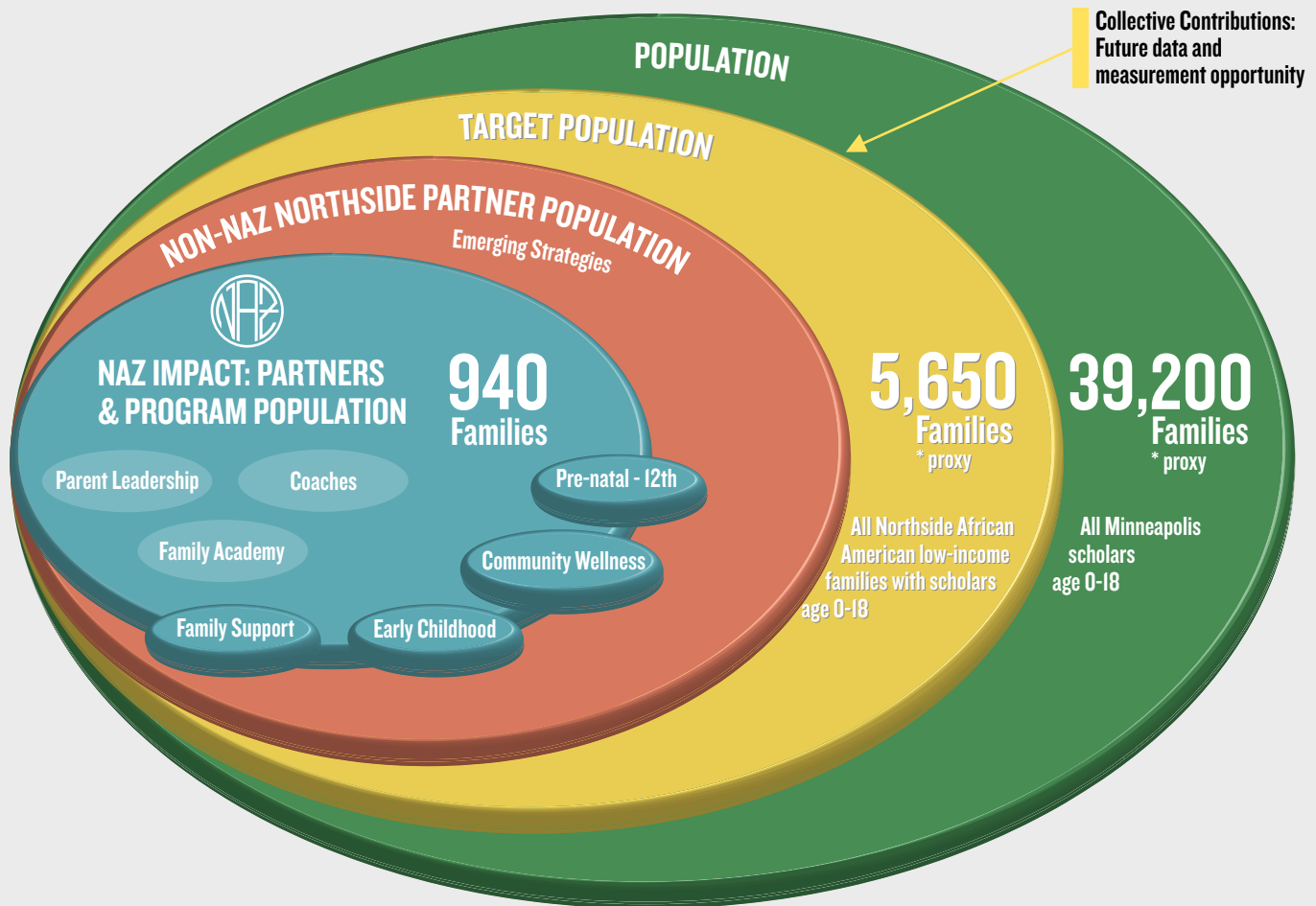
PHYSICAL
HEALTH

*Core strategies include systems and policy change as well as collaborative resource development.

** OST - "Out of School Time"
IST - "In School Time"

MOVING FROM PROGRAM TO POPULATION-LEVEL RESULTS

CHILDREN GRADUATE HIGH SCHOOL COLLEGE-AND-CAREER READY



Over the next 3 years, NAZ is committed to going beyond our current partner and program population (blue) to extend our impact to more scholars and families within our non-NAZ partner population (red) and to our target population on the Northside (gold) that may not be served by NAZ or our

partners. Part of our strategy is to identify non-NAZ families our partners are working with and recruit them into NAZ. Another part of our strategy is to increase our Community Outreach efforts to recruit more Northsiders from the broader community.



SHANETTA JONES | NAZ FAMILY

“

For Shanetta, NAZ is family. With four scholars under age six, including twins, Shanetta and her family have been with NAZ for four years.

“While it’s been a really hard year, right now everything is on track and it probably wouldn’t be without NAZ. I read to my kids every night – I’m able to do that because I have all the support I need through NAZ. They’re always here, no matter what.”

MPLS

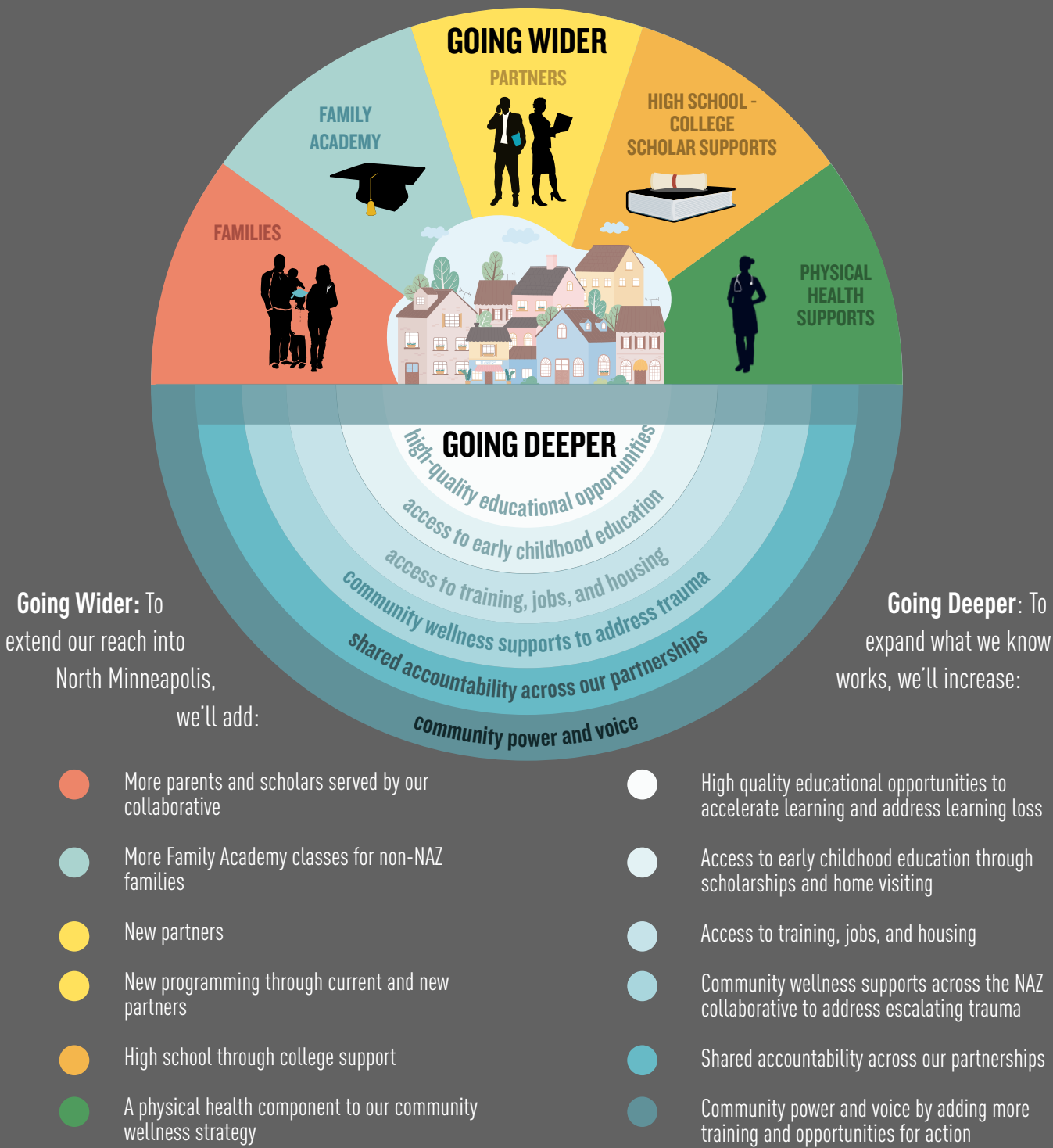
MPLS

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MPLS

THE BIG IDEA OF OUR THREE-YEAR PLAN

GOING DEEPER, GOING WIDER



OUR STRATEGIC DIRECTION FY22-24



GOAL 1 EFFECTIVE PARTNERSHIPS, PROGRAMS AND COMMUNITY OUTREACH AND ENGAGEMENT

DURING THE FIRST PHASE OF THIS STRATEGIC PLAN, WE ARE FOCUSING ON RESTORING THE GAINS LOST WHILE WE ALSO CONTINUE TO FOCUS ON ACADEMIC ACCELERATION AND WHOLE FAMILY SUPPORT TO END MULTI- GENERATIONAL POVERTY AND ENSURE SCHOLARS GRADUATE HIGH SCHOOL COLLEGE-AND-CAREER READY

GOING DEEPER

by expanding what we know works.

GOING WIDER

by extending our reach into North Minneapolis.

EXPANDING OUR INFLUENCE

across our city, county, and state by doubling down on systems change efforts focused on education and more. Cultivating parent and youth power and voice as the true engine of sustained transformation.

OUR COMMITMENT TO NAZ'S FINANCIAL AND OPERATIONAL STRENGTH IS FOUNDATIONAL TO THE SUCCESS OF NAZ AND OUR COLLABORATIVE.

GOAL 2

SECURE HIGH QUALITY TALENT AND ENSURE A HEALTHY NAZ CULTURE

We will ensure that we have a healthy and values-driven NAZ culture able to attract and retain top talent.

GOAL 3

STRENGTHEN AND EXPAND NAZ'S USE OF DATA TO DRIVE RESULTS AND ABILITY TO MEASURE IMPACT

Our shared data system linking functions across NAZ and our partnerships is used to coordinate, track data, and measure impact for shared accountability.

GOAL 4

LONG-TERM SUSTAINABILITY

Ensure we are utilizing financial and investment best practices while executing a diversified fundraising and stewardship plan.



GOAL 1 EFFECTIVE PARTNERSHIPS, PROGRAMS AND COMMUNITY OUTREACH AND ENGAGEMENT

Community in crisis: After missing more than a year of learning, NAZ scholars are experiencing learning loss that could have long-lasting effects and increase the already seismic racial gaps in education. For example, Minneapolis Public Schools 2021 academic data showed that while 74% and 62% of white students were proficient in reading and math, respectively, **only 19% and 9% of Black students were proficient.**

Though the picture is insufficient with many students opting out of the test, this does give some indication of a lack of academic well-being. **Mental health** also plummeted in the months following the onset of the pandemic and escalation in violence. The number of people reporting symptoms of anxiety or depression in Hennepin county, for example, quadrupled, and youth suicide became the 2nd leading cause of death for young people.

In addition, the **economic impact on NAZ parents** was also disparate. Along with housing and food insecurity, reports have shown that workers of color are 1.5 to 2.0 times more likely to report loss of income than white residents.

Over the next three years, NAZ will ‘go deeper and wider’ to ensure children start school ready to learn through increased early childhood scholarships and home visiting programs. We’ll address learning loss and mental health needs through increased academic supports (literacy tutoring, mentoring, and after-school/summer programs), increased socio-emotional supports for scholars, and trauma-responsive training for NAZ partners. We’ll also work with our partners to extend our reach into the Northside community with increased opportunities for involvement in NAZ.

KEY MEASURES to highlight over 3 years

# of households in collaborative		
FY 22	FY23	FY24
1000	1500	2000

# of scholars in collaborative		
FY 22	FY23	FY24
2000	3000	4000

# of families in family coaching		
FY 22	FY23	FY24
750	1000	1250

# of scholars in high-quality early childhood education		
FY 22	FY23	FY24
200	250	313

NOTE: FULL LIST OF METRICS IN APPENDIX

OUR STRATEGIC DIRECTION 2022-24



GOAL 1

EFFECTIVE PARTNERSHIPS, PROGRAMS AND COMMUNITY OUTREACH AND ENGAGEMENT

CORE STRATEGIES

Build on Our Core

- Increase the number of NAZ Families
- Expand and leverage Family Academy
- Strengthen Family Achievement Coaching
- Strengthen and leverage NAZ Parent and Youth Leaders

High Quality Opportunities to End Learning Loss and Accelerate Learning

- Coordinate varied and high quality summer programming
- Increase the variety, amount, and quality of Out-of-School Time (OST) and In-School Time (IST) programming including literacy tutoring and STEM opportunities
- Determine our strategic alignment with the Minneapolis Public Schools Comprehensive District Design (CDD)
- Expand the number of high-quality education partners

Strengthen Prenatal Through College Pipeline

- Create intentional processes and partnerships to facilitate smooth transitions at each phase along the pipeline
- Add home visiting and a doula component beginning prenatally through first 1000 days
- Increase access to high-quality early learning programs
- Develop a shared scholar and educator recruitment strategy with EC partners to increase enrollments
- Continue to implement a universal assessment tool across all early childhood anchor partners
- Develop youth leadership program
- Continue to build and implement a high-quality high school through college strategy
- Expand and leverage our trauma-responsive work across all NAZ partners

Strengthen Effective Approaches to Promoting Housing Stability of Families

- Continue supporting families to obtain and/or maintain housing stability
- Strengthen approach and resources for obtaining and maintaining home ownership
- Tighten collaboration and expand opportunities to partner with Family Academy and Community Wellness strategies that support families and partner staff
- Support key systems and policy opportunities and/or coalitions

OUR STRATEGIC DIRECTION F22-24



GOAL 1

EFFECTIVE PARTNERSHIPS, PROGRAMS AND COMMUNITY OUTREACH AND ENGAGEMENT

CORE STRATEGIES

Strengthen Effective Approaches to Career Readiness and Financial Security of Families

- Increase focus and outcomes for career readiness and growth
- Increase focus on generating household income, assets, and wealth
- Tighten collaboration and expand opportunities to partner with Family Academy & Community Wellness strategies that support families and partner staff
- Support key systems and policy opportunities and/or coalitions

Deepen and Expand Trauma-Responsive Practices Within and Across NAZ Partners

- More deeply align Community Wellness approaches across all areas of the NAZ ecosystem – Family Support, Education, Career/Finance, Family Academy and Early Childhood
- Support parent-led advocacy more broadly throughout the community
- Offer NAZ Community Wellness Training Series
- Expand trauma-responsive lens and training across all NAZ partners.
- Provide guided consultations to families and Family Achievement Team
- Expand support for school and partner leadership through continuous training, consults, and the implementation of certified strategies and sustainable modalities

Build Physical Health Promotion into NAZ Model

- Explore health and nutrition opportunities and partnerships
- Develop and pilot health promotion program



EXPANDING OUR INFLUENCE



CORE STRATEGY: DEEPENING OUR SYSTEMS AND POLICY CHANGE EFFORTS

One thing we have learned at NAZ after doing comprehensive work at the community level is that although we are achieving results in key areas, we will never end multi-generational poverty, accelerate outcomes, secure sustainable resources, and/or eradicate poverty without addressing the systems that hold the foundational problem of racial inequity in place. We can do great work on the ground but if systems don't change, sustainable outcomes aren't possible. We've also learned that community members are the best advocates for change that affects their community. Cultivating parent and youth power and voice through training and advocacy opportunities is key.

What's been working:

NAZ and our parents have successfully advocated with the following results:

- In partnership with the Education Partnerships Coalition we have secured \$2.6M each biennium for both NAZ and St. Paul Promise Neighborhoods, and \$500K for funding in greater Minnesota
- In partnership with the Advancing Equity Coalition, we have ensured that the Minneapolis Public Schools Comprehensive District Design was passed, creating more high-quality opportunities for Northside scholars
- In partnership with the county, the state, and Hired, a workforce partner, we impacted workforce readiness and childcare support policies and practices (State 2-Generation Network)
- Enrolled five parents in a statewide parenting advocacy paid fellowship with an additional 20 parents engaging in advocacy efforts

Advocacy tactics:

- Ensure adequate funding for Early Childhood scholarships and supporting a constitutional change ensuring all children receive a quality education
- Leverage parent and scholar power and voice
- Build upon the success of key coalition partnerships
- Increase investment in advocacy work by creating a dedicated policy position



OUR STRATEGIC DIRECTION FY22-24



GOAL 2 SECURE HIGH QUALITY TALENT AND ENSURE A HEALTHY NAZ CULTURE

NAZ is deeply committed to creating and sustaining a vibrant NAZ culture focused on the well-being and development of NAZ staff as a means to organizational effectiveness. Our core approach includes supporting the complete talent management life cycle process including high-quality talent acquisition, employee on-boarding, learning and development, performance management, and succession planning. NAZ is also committed to building a competitive total rewards program (benefits and compensation) and providing opportunities for coaching and personal development.

NAZ organizational leaders will join forces with staff to create and sustain a values-driven culture committed to the well-being of staff, namely the wellness of their hearts, minds, and bodies—at every level of the organization. NAZ leaders and staff will build a values-driven climate that promotes goal achievement, collaboration across partnerships, and ensures capacity for growth and development, placing NAZ scholars and families in the center of all that we do. At NAZ the “people power the work” and we believe that a strong staff and organizational culture is the foundation for creating positive impact in North Minneapolis.

CORE STRATEGY

Focusing on People as our Most Valuable Asset

- Recruit, hire, develop, retain, and support high-quality NAZ talent; and build a strong NAZ Values-Based Culture
- Offer a competitive total compensation package to employees
- Strengthen the staff and board’s commitment to healing racialized trauma and promoting racial equity

OUR FOCUS

Our people are the heart of NAZ.
We are committed to:

- Being a values-based organization
- Creating a healthy and vibrant culture
- Recruiting and retaining talented, committed, and racially diverse staff who reflect the community we serve.



OUR STRATEGIC DIRECTION FY22-24



GOAL 3

INTENSIFY THE USE OF DATA TO DRIVE IMPACT

We will intensify our use of data to capture the holistic NAZ approach both by analyzing historical data to understand multiple factors supporting scholar success, and enhancing our data collection to capture new information in the future. As a data-driven, learning organization, we use the information to support effective programming and track progress of our families and scholars. We will continue to use our quarterly dashboards and continuous learning processes to adjust and adapt our programs and practices as needed.

Our new enterprise-wide data system, The LINK, provides us with greater efficiency and effectiveness in collecting, managing, and using data. The LINK facilitates our connections with partners and parents so we can more easily gather and share data and track our achievement planning. Our roadmap and data governance council guide the continued build-out and refinement of The LINK, mindfully stewarded by our database administrator and data innovation team. The LINK is an example of the integration between program and data and allows us to take our use of data to drive impact to the next level.

CORE STRATEGY

Enhance NAZ's Capacity to Use Data to Maximize Impact

- Maintain best practices to observe data privacy and promote data integrity
- Develop and implement an effective plan for continuous learning and program improvement
- Leverage external evaluators and conduct evaluation to support impact
- Link functions across NAZ and our partnerships through our shared data system to coordinate, track data, and measure impact for shared accountability



OUR FOCUS

NAZ's commitment to using data to drive our decisions, strategies, and shared accountability keeps scholar and family impact at the center of our work.

ELLEN SHELTON RESEARCH SCIENTIST WILDER RESEARCH

“As the lead external evaluator working with NAZ for a decade, I have really been amazed and inspired by their commitment to not only gather data but to use it to improve all their decision making regarding programs and practices. In our Twin Cities community they are real leaders in driving results using rigor and data.”



OUR STRATEGIC DIRECTION FY22-24



GOAL 4 ENSURE LONG-TERM SUSTAINABILITY

Integral to implementing our programmatic plans is a commitment to NAZ's **financial and operational strength**, ensuring we are a **long-time trusted partner** to our families, community, employees, and the NAZ collaborative. Indicators of strength include **financial and investment best practices, a diversified fundraising strategy and donor stewardship plan, and an HR function** that attracts, retains, and develops top talent in the nonprofit sector, all aligned with the organization's values.

NAZ is investing in **business processes and technology** to provide the foundation needed to build upon our data driven culture and ensure scalable and efficient processes for long-term sustainability. Our new enterprise-wide system, The Link, provides the data management and reporting needed to securely collect data and measure our impact.

Our **five year financial projections** (pg 19) cover FY22 through FY26 using the strategic plan priorities and FY22 approved operating budget of \$12.75 million as the baseline. Revenues are expected to have an average growth of approximately 10% per year over the next five years.

We expect a **successful completion of the NAZ NOW Campaign** in FY22, extending pledges from individual donors through FY26. In addition, there is increased focus on retention of annual individual and institutional funders, the positive climate for government funding for education and youth and increased opportunities with national foundations.

Expense projections reflect an estimated 3.0% inflation rate over the five years. New strategies will be funded through shifts in current expense allocations, rather than significant budget increases.

OUR FOCUS

In order to eradicate long standing racial inequities impacting Northside families, NAZ must have staying power that comes from a strong infrastructure and sustainable resources over time.

CORE STRATEGY

Ensuring Long-Term Sustainability of Resources and Programs

- Further diversify our funding strategy to diminish reliance on investment campaign funds
- Adopt continuous improvement methodologies to ensure NAZ's operational policies, processes, and procedures meet the needs of NAZ and drive efficiencies
- Align our investment strategy with NAZ values (F.A.C.T.s)
- Leverage technology to support efficient and sustainable processes and simplify our technology footprint
- Deepen our systems and policy change efforts

OUR STRATEGIC DIRECTION FY22-24



GOAL 4 ENSURE LONG-TERM SUSTAINABILITY

FIVE-YEAR FINANCIAL PROJECTIONS

CONTRIBUTIONS	FY22	FY23	FY24
Individuals	\$3,275,000	\$1,957,500	\$2,153,000
Corporate and Foundation	\$3,889,000	\$4,000,000	\$4,620,000
Government	\$1,500,000	\$2,000,000	\$2,300,000
TOTAL CONTRIBUTIONS	\$8,664,000	\$9,218,500	\$10,460,000
% Year over Year Change		6%	13%
Release of Investment Campaign Funds	\$4,859,000	\$3,598,500	\$2,850,000
Other Income	\$ 30,000	\$ 308,000	\$ 240,000
TOTAL REVENUES	\$13,553,000	\$13,125,000	\$13,550,000

EXPENSES	FY22	FY23	FY24
TOTAL EXPENSE	\$13,553,000	\$13,125,000	\$13,550,000

REVENUE LESS EXPENSES	\$0	\$0	\$0
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RAHIYMA ALLEN | NAZ FAMILY

“

To Rahiyma, NAZ means hope. With three NAZ scholars — including a 17-year-old daughter with a goal of attending an HBCU (Historically Black College and University) — Rahiyma was faced with financial challenges this past year due to a reduction in her work hours.

“Without NAZ, I would have felt more isolated and alone this past year,” Rahiyma said. “With NAZ, I am able to be in these situations with people who understand and who are willing to help me through it. NAZ has been a real stepping stone in my life, showing me that this, too, will pass.”

FY22-FY24 EVALUATION PLAN SUMMARY

Our evaluation plan describes the impact of “going wider, going deeper” on NAZ families and the larger African-American Northside community. We continue to use a results-based accountability (RBA) framework, asking the three key questions: What did we do? How well did we do it? Is anyone better off?

In our evaluation, we will:

- Track progress towards our programmatic goals and inform continuous learning and program improvement (core strategies).
- Document the current context and experiences of our NAZ families, scholars and partners.
- Determine impact on NAZ success indicators of kindergarten readiness, academic proficiency, high school graduation, entrance into and graduation from post-secondary education.

Continuous learning: Tracking progress towards programmatic targets

We produce two sets of dashboards each quarter: program dashboards for all core strategies that indicate cumulative progress towards targets, and a Board dashboard, which includes a subset of key program targets from the core strategy dashboards (program strategy and targets for FY22-FY24 in Appendix).

Understanding current context and experience of NAZ families, scholars, and partners

Hearing directly from our families, scholars and partners is essential in understanding their successes and challenges and interpreting our data. We will use two strategies to hear from our families, scholars, staff and partners: a family survey that will capture quantitative and qualitative data, and focus groups and interviews that will capture qualitative data and allow us to go deeper in our learning from families.

Determining impact on key NAZ outcomes

Considering the high percentage of missing data, particularly among students of color, and concern regarding the validity of the results, we decided to forego use of MCA scores to assess student achievement in FY21. To understand the impact of COVID-19 on scholar learning, we are: 1) continuing to review literature on learning loss ([see last year's literature review here](#)) with an update forthcoming this winter; and 2) investigating the possibility of using MAP and FAST reading and math scores administered just prior to distance learning and in 2022.

We will also study the impact of NAZ wraparound supports on scholar achievement by using NAZ data over the last 10 years to examine factors over time that contribute to scholar success.

New data system: The LINK

In FY22, we also successfully transitioned to a new data system, The LINK. We continue to place a high priority on tracking our achievement-planning and program engagements with an efficient system, allowing for secure input of data from our partners, maintaining a high degree of data integrity, and building the competence of our staff and partners in using and understanding data.

Next Steps

As NAZ begins to extend its focus from program to population-level impact, we will also seek appropriate population-level data to include in our analysis. We will also begin to explore how the impact of the NAZ collaborative is experienced by NAZ families and scholars and the broader Northside community of African-American families and scholars (see Population-Level Results diagram).

PARTNERS

EARLY CHILDHOOD

La Crèche Early Childhood Centers, Inc.
Minneapolis Public Schools Early Childhood
New Horizon Academy
Northside Child Development Center
Phyllis Wheatley Community Center
The Family Partnership
Think Small
Way to Grow

EXPANDED LEARNING/ OUT-OF-SCHOOL TIME (OST)

21st Century Academy
Big Brothers Big Sisters
Cookie Cart
NdCAD (Network for the Development of Children of
African Descent)
Northside STEM District
Plymouth Christian Youth Center (PCYC)
Reading Partners
Serve Minnesota (Reading Corps)
YMCA Beacons
YMCA of the North

K-12 SCHOOLS

Ascension Catholic School
Cristo Rey Jesuit High School
KIPP North Star
KIPP Legacy
Nellie Stone Johnson Elementary School (MPS)
Patrick Henry High School (MPS)

COMMUNITY WELLNESS

The Family Partnership
Washburn Center for Children

CAREER & FINANCE

Hennepin County
Hired
Minneapolis Public Housing Authority
Project for Pride in Living (PPL)
Twin Cities R!SE
Urban Homeworks



PAUL WILLIAMS CEO, PROJECT FOR PRIDE IN LIVING



Project for Pride In Living is a proud collaborative partner to the Northside Achievement Zone, helping families achieve housing stability and career readiness. NAZ's multi-generational data-driven approach, holistic and equity-focused framework, and commitment to community are values we share and that are yielding real results.

BOARD OF DIRECTORS

Board Chair, Deb Burke, Senior Government Relations Consultant, Intact Insurance Specialty Solutions

Vice-Chair, Dianne Haulcy[^], Senior VP Family Engagement, Think Small

Treasurer, Peter Kellenberger⁺, Managing Director, PNC Corporate Banking

Secretary, Karen Wilson Thissen[°], EVP & General Counsel, Ameriprise Financial

Ziad Amra, Chief Administrative Officer, U.S. Bancorp

Tom Borman, Of Counsel, Maslon L.L.P.

Michael Ciresi, Founding Partner, Ciresi Conlin L.L.P.

Annie Gillette Cleveland, VP, Communications & Marketing Strategy, MCAD

Jacob Frey, Mayor, City of Minneapolis

Kirsten Gorsuch, Chief Communications Officer, UnitedHealthcare

Karen Grabow, Executive Consultant, Navigate Forward

Amelia Williams Hardy, VP, Strategic Community Engagement & External Partnerships, Best Buy

David Hough, County Administrator, Hennepin County

Paul Johnston, EVP, Chief Legal Officer & General Counsel, Thrivent

Al Lenzmeier, Retired, President & Chief Operating Officer, Best Buy

Miesha Lewis, Parent Representative

Anne Long, Retired, Executive Director, Plymouth Christian Youth Center

Tim Manning^{*}, Senior Corporate Counsel, SunOpta

Geoff Martha, Chairman & Chief Executive Officer, Medtronic

Ann Masten, Professor, Institute of Child Development, University of Minnesota

Dominique Mays, Parent Representative

Kim Nelson, Retired, SVP, External Relations, General Mills

Arthur Rolnick, Professor, Department of Economics, University of Minnesota

Brian Taylor, Founding Partner & Chief Executive Officer, Pine River Capital Management

Laysa Ward, EVP & Chief External Engagement Officer, Target

Makeda Zulu-Gillespie, Executive Director, Urban Research and Outreach-Engagement Center, University of Minnesota

^{*} Development Chair

⁺ Finance Chair

[°] Governance Chair

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