Myth-Busting: Good Ideas CAN be Scaled

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Game Plan for the Morning

- Who’s in the room—name, title, favorite mythical creature
- Setting the stage: National thinking on scale strategies
- Getting real: The power of partnership as a scale strategy
- How Partnership-Ready is your organization?
- Bringing it all back home
Strategies to Scale Up Social Programs

Simple question: How does a program scale—defined as “a process for significantly increasing the number of sustained implementations of a successful program, thereby serving more people with comparable benefits.”

Reviewed 497 documents on 45 social programs
Interviewed 100 leaders associated with the 45 programs
Strategic Decision for Scale

FIDELITY

PARTNERSHIPS

PATHWAYS

Key Strategic Decisions for Scaling Up Social Programs

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Pathways

Branching, Affiliate, and Distribution Network Pathway Structures.
## Fidelity Considerations

<table>
<thead>
<tr>
<th>REINVENTION</th>
<th>ADAPTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose:</strong> To modify programs for scale up</td>
<td><strong>Purpose:</strong> To facilitate implementation</td>
</tr>
<tr>
<td><strong>Who:</strong> Decisions made by lead partner with or without other partners</td>
<td><strong>Who:</strong> Decisions made by implementers with or without consent from other partners</td>
</tr>
<tr>
<td><strong>Timing:</strong> Prior to scale up; can recur</td>
<td><strong>Timing:</strong> During implementation; can recur</td>
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Fidelity Considerations

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Partnership Constellations

- Lead partners that direct scaling efforts
- Distribution partners that provide connection to local implementers
- Supporting partners that provide expertise and/or funding
- Implementing partners that provide direct services to intended beneficiaries.

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Lessons Learned

• Pathway choice is dynamic
• Program vary in complexity within pathways
• Scale up involves multiple partners and partners play multiple roles
• Social networks connect and enable
• Reinvention is common, collaborative and sometimes transformative
• Adaptation is often expected, sometimes encouraged, and best when guided
Scaling Nightmares—Pair / Share

Tell a partner about the times that you attempted to scale a successful program, only to have it not go exactly as you’d hoped. OR
Tell a partner about the reasons you are avoiding scaling a program.
Myths—One Truth and Four Lies

• Scaling a successful program is a sure-fire way to diffuse the impact of that program.
• If a program is already a budget-buster, scaling it will only amplify the financial challenges.
• Growing a successful program will over-burden your existing staff.
• Funders don’t care about scale—they’re just happy to make a difference.
• Partnerships are messy, and it takes effort to find a good partner with whom to develop large-scale programs.
Myth-Busting

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FOR SOCIAL RESPONSIBILITY

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Scaling = Risk

Planning = Managing Risk

Readiness Matrix

• What it can and can’t reveal
• When and how to use it
• Who should use it
## Respective Strengths

<table>
<thead>
<tr>
<th>BellXcel</th>
<th>YMCA of Greater Houston</th>
<th>Schools</th>
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<tbody>
<tr>
<td>Nation’s largest OST program</td>
<td>Large organization infrastructure and experience scaling programs</td>
<td>Educational / Academic lens</td>
</tr>
<tr>
<td>Provide program model and curriculum at scaled cost</td>
<td>Consistent quality after-school and summer camp programs</td>
<td>Facilities</td>
</tr>
<tr>
<td>Highest-level ESSA Evidence base for summer learning program</td>
<td>Strong existing community and school relationships</td>
<td>Credentialed Staff Nutrition Program Transportation</td>
</tr>
<tr>
<td>Write segments of 21CCLC proposal that described academic program and outcomes</td>
<td>Write segments of 21CCLC proposal that demonstrated deep community knowledge and alignment to student/family needs</td>
<td>Provide demographic data for 21CCLC proposal</td>
</tr>
<tr>
<td>Continuity of Service—swing capacity for coaching and support</td>
<td>Consistent local presence—ability to hire and train staff quickly once funded</td>
<td>Intimate understanding of student / family needs</td>
</tr>
<tr>
<td>Dedicated training for single program partner</td>
<td>Existing staff training model</td>
<td>Leverage staff training for school-year impact</td>
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#rb21
Pair / Share

Select one of your programs and work through the Readiness Matrix for scaling that program.

- Identify partners
- What are the risks?
- How will you plan against those risks?
- Who else needs to be involved?
Questions?

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Commitments

What will you commit to doing when you get home?

How will you move a successful program into greater scale?
Stay Connected

• Presentation materials will be posted online at http://www.readyby21.org/nmagenda
• Tweet about your session! #rb21
• Find resources and tools at the new forumfyi.org!

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