

<p><b><i>Civic Capacity – What, Why, and Whence</i></b> Clarence Stone</p>	<p><u>Policy Model</u> Community Development: Civic Capacity</p>	<p><u>Characteristics</u></p> <ul style="list-style-type: none"> <li>• Reform began at university level</li> <li>• launched the El Paso Collaborative for Academic Excellence</li> <li>• collaborative of governmental and nongovernmental groups included business and community leaders</li> <li>• Used educational data to highlight weak academic performance</li> <li>• Recruited a staff focused on standards based schooling</li> <li>• professional development for principals</li> <li>• Collaboration with universities to align teacher prep programs with the school reform</li> <li>• Developed a small group of teacher leaders to go back to work with teachers in their home schools to provide PD</li> <li>• UTEP’s involvement in the collaborative brought in money with substantial corporate and financial support from companies such as Coca Cola and USFM which paid for the professional development</li> <li>• Mathematics alignment Initiative: curriculum assessment and instruction</li> <li>• Fostered parent involvement</li> <li>• The collaborative shared addition resources to the various members of the community</li> <li>• There was “buy in” from all major constituencies in the community</li> </ul>	<p><b>GOALS</b> What goals does the model seek?</p>	<p><b>PROBLEM</b> What/how presented?</p>	<p><b>SOLUTION</b> What resolution offered</p>
			<p>Educate the Poor EQUITY</p>	<p>Poverty CAUSES</p>	<p>Civic Capacity/community effort POWERS</p>
			<p>Pattern of Low Expectations SYMBOL</p>	<p>Low-Income Neighborhoods(parents, teachers, administrators,students relationships damaged) INTERESTS</p>	<p>El Paso Collaborative for Academic Excellence POWERS</p>
			<p>PTO Mothers – middle-class volunteers EFFICIENCY</p>	<p>2/3 low income Half limited English proficiency NUMBERS</p>	<p>Navarro’s Plan POWERS</p>
			<p>The American Dream SECURITY</p>		
			<p>UTEP SYMBOL</p>		
			<p>Dr. Susanna Navarro EFFICIENCY</p>		
			<p>Skillful Framing – identify problem SYMBOL (?)</p>		

		<p>including the University, the business community, the school leaders, the union, the CBO's and the parents</p> <ul style="list-style-type: none"><li>• Adequate funding allowed for initiatives to be carried out</li><li>• The manner by which issues were resolved, known as skillful framing, in an effort to use proven solutions to fit and fix their particular problems</li><li>• The professional development program, in concert with UTEP's changes to their teacher education programs led to greater academic success</li><li>• Capitalized on the entirety of civic resources in the community</li></ul>			
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