



# BUILT TO LAST

ExpandED Schools Reflects on *25 Years* of Innovation, Partnership, and Learning





Photo by Michael Priest Photography



## OUR MISSION

ExpandedED Schools is dedicated to ensuring that all young people in New York City have access to enriching programs that affirm their identities, teach them valuable skills, and spark new possibilities in and out of the school day. In order to achieve this mission, ExpandedED provides K-12 programs with curricula and support; trains educators; and advances the sector through policy and research.

## LETTER FROM OUR BOARD CHAIR



Photo by Michael Priest Photography

FOR MORE THAN A QUARTER OF A CENTURY, EXPANDED SCHOOLS HAS REMAINED STEADFAST in its promise of facilitating high-quality afterschool programs for all New York City young people. As the Chairman of the Board, supporting our organization in forging opportunities that promote equity, community partnerships, education, and professional development has been deeply personal.

Since joining the Board in 2017, I have witnessed the immense strength that emerges from our schools when children are nurtured, equipped, and inspired by compassionate educators. In collaborating with our valued community partners, it is clear that we genuinely effect positive change within our schools and among students. We are boosting attendance rates, enhancing school climate, and providing the necessary resources and encouragement to enable academic achievement and cultivate essential social-emotional skills.

In addition, our commitment to prioritizing equity is helping to bridge the opportunity gap between children from diverse backgrounds. It ensures that every child has equal access to high-quality education and resources. This is crucial and meaningful work, especially when we take into account the rich diversity that exists across the school districts in New York City.

As we move forward with this significant undertaking for the next quarter-century, I am grateful and extend my heartfelt gratitude to all who have contributed to the success of ExpandedED Schools over the past 25 years.

While we have made tremendous progress towards fulfilling our original promise, thanks to the pioneering efforts of those who laid the foundation at ExpandedED Schools, we recognize that we still have work to do. Your support and collaboration have been instrumental in helping us support the children of New York City and beyond, and we look forward to continuing this vital work together.

A handwritten signature in black ink, appearing to read 'Brandon Robinson'.

Brandon Robinson  
Board Chair, ExpandedED Schools

## LETTER FROM OUR PRESIDENT & CEO



Photo by Michael Priest Photography

IT IS SUCH AN HONOR TO USHER IN EXPANDED'S 25TH YEAR AS ITS PRESIDENT & CEO. When I was young, afterschool was something a few kids did when their families couldn't pick them up at three and summer camp was a place for a few rich kids. Twenty-five years later, the enriching and engaging learning activities in afterschool and summer programs are recognized as a critical part of learning for every child, empowering them to build their leadership skills and unpack their passions. That recognition gives me great hope for the future of education and for New York City.

Nurturing this dynamic and youth-centered system so that it continues to grow and thrive is an immense responsibility and a great joy. Along with my phenomenal colleagues, I have the opportunity to see firsthand the innovation of our city's young people and their educators. Some students arrived as recently as last week, from points all over the globe, hopeful for what this city has to offer, and what they have to offer us. Others were born in New York City neighborhoods that deserve to be fully resourced and supported to create opportunities that don't yet exist for everyone equitably.

ExpandedED—founded as The After-School Corporation, or TASC—was formed by visionary New Yorkers who recognized the importance of building a system of afterschool. They were not cowed by the size and complexity of the city—in fact, they saw that this diversity is one of our city's greatest assets. Over the years, ExpandedED has been supported by individuals and foundations that believe in the power of education.

To ensure the hours after school are hours of possibility—of exploration, growth, testing and character development—takes all of us. I am so grateful you are already a part of this mighty endeavor, and I hope you'll join me for the next 25 years of ExpandedED, building a rich and vibrant network of school-community partnerships so every young person can thrive.

Thank you for joining me and for your support.

A handwritten signature in black ink, appearing to read 'Saskia Traill'.

Saskia Traill  
President and CEO, ExpandedED Schools



“

ExpandedED, in so many ways, helped to build this field in New York City, as a field with standards. A field with a vision and a point of view about what out-of-school time learning could mean for the educational and human development of children in New York City.”

– RICHARD BUERY, CEO, ROBIN HOOD FOUNDATION

## AN ENGINE OF INNOVATION FOR THE AFTERSCHOOL FIELD

IT'S 3:00 PM AT A PUBLIC SCHOOL IN AN UNDER-RESOURCED NEW YORK CITY NEIGHBORHOOD. Students are moving into the afterschool portion of their day. How do you think they'll spend that time? Having a snack and chatting with friends? Quietly doing their homework? Maybe an arts-and-crafts project or kickball in the schoolyard?

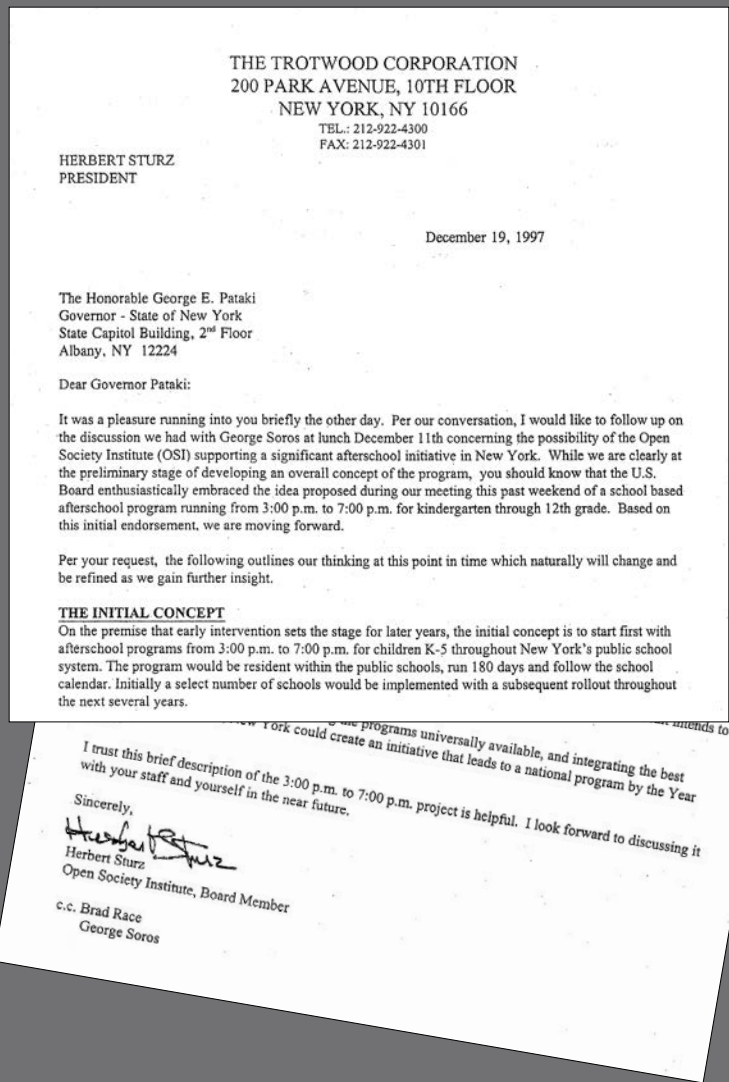
You probably don't picture them learning to juggle. Or practicing tai chi. Or working together to build a shelter that can withstand a zombie apocalypse. But those are exactly the kind of horizon-expanding activities, along with high-quality academic instruction (and yes, kickball, crafts, and time to unwind and socialize), that young people in ExpandedED programs engage in every day—and have been for the past 25 years.

It's a stark reality that young people from low-income families and communities are often shut out of the enriching experiences that middle class and wealthy families take for granted. ExpandedED Schools has made it its mission to close that gap. “ExpandedED staff act as stewards of afterschool for the whole city, providing expert support at the educator, program, and system levels to keep everything running as we know it should,” says president and CEO Saskia Trill.

Over 25 years, ExpandedED has served as an engine of innovation for the field. In the pages that follow, we'll take a peek under the hood at the inspiration—and perspiration—that have fueled that engine for the past quarter century.

NUMBER OF SCHOOL KIDS WHO ATTENDED AFTERSCHOOL PROGRAMS, 3-6 PM

1998	2023
10,000	110,000
INCREASE: 111%	



Clockwise from left: Herb Sturz's original letter to Governor Pataki proposing the concept of a city-wide afterschool initiative; George Soros, 2013; and current and former ExpandedED senior leaders, 2017



Photo courtesy of Open Society Foundations

“

If we are to foster critical thinking and the free exchange of ideas, we must fight for access to education. In 1998, I made a bet that making afterschool programs part of the fabric of New York City would pay off. And it did. I am so proud of the work of . . . ExpandedED Schools, and its indelible mark on New York City and its young people.” – GEORGE SOROS, FOUNDER, OPEN SOCIETY FOUNDATIONS

## FROM A SIMPLE IDEA TO A CITYWIDE SYSTEM

HERB STURZ CAME TO THE OPEN SOCIETY FOUNDATIONS WITH A SIMPLE BUT PROFOUND IDEA: AFTERSCHOOL FOR ALL. In New York City, as in the rest of the country, afterschool historically had been a disorganized field. Program quality varied and families with the greatest need lacked good options.

Sturz, founder of the Vera Institute for Justice and a former deputy mayor, joined Open Society and worked with its director of special projects Mimi Corcoran to develop a vision for a citywide system for afterschool, one that could coordinate the efforts of programs and funders. After putting their heads together with afterschool leaders, they concluded they would need to create a nonprofit entity to oversee this system, an intermediary

organization responsible for planning, raising and distributing money, setting and upholding quality standards, training program staff, and advocating on behalf of the field. In 1998, with a five-year, \$125-million challenge grant from Open Society, The After-School Corporation (TASC)—now known (and identified in these pages) as ExpandedED Schools—was born.



87%  
OF STUDENTS  
SERVED ARE  
OF COLOR

79%  
OF STUDENTS  
SERVED ARE  
LIVING IN POVERTY

“The field of youth development grew up with ExpandedED. We now have considerable research that gives credibility to what youth educators have firmly believed since the day our work began: caring adults who value, respect and build authentic relationships with youth are the heartbeat of great afterschool programs.”

— RASHIDA LADNER-SEWARD, CHIEF PROGRAM OFFICER, EXPANDED SCHOOLS

## A NEW APPROACH TO AFTERSCHOOL

FROM THE BEGINNING, EXPANDED RELIED ON COMMUNITY-BASED NONPROFITS TO RUN THE PROGRAMS IT FUNDED. These organizations had deep knowledge of the communities they served and a long history of creating the kind of relaxed, youth-first settings ExpandedED was looking for.

Starting with the first class of 25 grantees in 1998, all ExpandedED programs would be expected to:

- Take place in schools, where kids are already gathered
- Run for three hours after school every weekday
- Require students to enroll and attend regularly
- Offer a mix of academic and fun enrichment activities
- Serve as many students as possible

Adopting the model paid off. A large-scale study by an independent research firm found that students who actively participated in programs with these features had better

school-day attendance and test scores than peers who did not participate.

The ExpandedED model has evolved over the years. In 2008, the organization launched the pilot program Expanded Learning Time (ELT), a three-year initiative to more fully blend the school and afterschool parts of the day into a cohesive 8:00-6:00 learning experience for all students in the building. In 2011, ELT expanded to Baltimore and New Orleans. More recently, it has broadened its support for older youth, creating opportunities to learn professional skills, earn academic credit, and secure summer jobs (see p. 24).

ExpandedED today recognizes multiple models—including “afterschool, expanded learning, and community schools,” according to president and CEO Saskia Traill, because they all can hold true to the basic principles ExpandedED started with: that rigorous and engaging learning can and should happen from morning till evening and be a collaboration between schools and organizations rooted in the community.



135  
PARTNERSHIPS WITH  
COMMUNITY-BASED  
ORGANIZATIONS

PARTNERSHIPS WITH  
324  
SCHOOLS

90%  
SATISFACTION AMONG  
COMMUNITY-BASED  
ORGANIZATIONS

“

To select the initial programs, we issued a request for proposals to community-based organizations throughout the City. Our criteria was that the organization knew the community, but, also, that they had a strong partnership with the school in which they were planning to design a program.” – LUCY FRIEDMAN, FOUNDING EXPANDED PRESIDENT

## SCHOOL-COMMUNITY PARTNERSHIPS: A DELICATE BUT REWARDING DANCE

BACHATA. MERENGUE. TRADITIONAL LATIN DANCES AREN'T PART OF THE CURRICULUM AT MOST ELEMENTARY SCHOOLS. But at P.S. 8 in Washington Heights, where the student body is predominantly Dominican, one of the original ExpandedED afterschool programs offers young people a chance to take part in a cherished aspect of their culture, alongside instructors who came from their own neighborhood.

Despite such rich potential, ExpandedED's concept of mutually beneficial school-community partnerships met with resistance from both sides at first. Large, established program providers questioned the need to set up shop in a school and be there every day. Conversely, principals were wary of adding more to their plates. To alleviate this concern, ExpandedED required all grantees to hire a full-time site coordinator. To ensure the coordinator felt at home in the building, it required the school to provide permanent office space.

The Expanded Learning Time pilot that ran from 2008 through 2011 called for more tight-knit cooperation between schools and their community partners, with a team made up of representatives from both the school and afterschool program, led by the principal, designing the daily schedule together. “This model explicitly said, ‘We’re going to be in each other’s business,’ says former ExpandedED COO Charissa Fernandez. “We learned a lot about how to build buy-in.”

The COVID-19 pandemic has shed new light on the crucial role of community-based afterschool providers, which became home delivery services for laptops, STEM kits, and meals and are currently helping schools make up for months of lost instructional time. Chris Caruso, a former ExpandedED site coordinator, now managing director for school-age children at Robin Hood Foundation, agrees. “The demand for community partnerships is on the upswing” he says. “The expertise ExpandedED has developed is going to continue to be really valuable.”

1,100

PROGRAMMATIC  
INITIATIVES

AT LEAST \$4m ANNUALLY

DISTRIBUTED IN  
DIRECT FUNDING

1.6m

STUDENTS SERVED  
TO DATE



Clockwise from top left: Founding President Lucy Friedman speaking at a rally promoting After-School For All; Lucy Friedman and Mayor Michael Bloomberg on a visit to an afterschool program; (from left) Board Member Randy Nelson, honoree and educator Akhere Akhuemokhan, Board member Soledad O'Brien, Lucy Friedman, Auctioneer Christy Williams Coombs, and Board members Jay Kriegel and Roger Blissett at the 2018 ExpandedED gala; and Herb Sturz and Jay Kriegel at the 2017 gala.

“

As the City created and launched the largest municipal network of afterschool programs in the country, we looked to TASC, now ExpandedED, for guidance on building a data driven and accountable system of high quality learning opportunities to develop a young person's social, emotional and academic capabilities. For 25 years, ExpandedED has partnered with New York City on behalf of our City's greatest asset: our children.”

— JEANNE MULLGRAV, FORMER COMMISSIONER, DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

## A BIG PRIVATE INVESTMENT LEADS TO A HUGE PUBLIC COMMITMENT

EXPANDED'S ORIGINAL \$125-MILLION CHALLENGE GRANT from the Open Society Foundations was meant to be a first step, not a final destination. “We always wanted afterschool to be a public responsibility,” says Mimi Corcoran, then director of special projects at Open Society, currently head of Child Mind Institute.

To convince decisionmakers in government to embrace the idea of funding afterschool on a wide scale, ExpandedED would have to show that its model was cost-effective from the get-go. To do that, it set a strict limit of about \$1,200 per student for every program it supported. Programs also had to match the Open Society money they received at least three-to-one.

Several public funding streams took cues from ExpandedED's example and advocacy. The federal 21st Century Community Learning Centers adopted quality standards developed by ExpandedED. The state Advantage After School and Extended

Day/School Violence Prevention initiatives pumped millions into programs. But the big sea change came in 2005 when the Bloomberg administration launched Out-of-School Time (OST) Programs For Youth, which started with a three-year \$200-million commitment and a program model based on ExpandedED's. Eventually it grew into the largest citywide afterschool system in the country. In other words: mission accomplished for ExpandedED.

This led to “an existential decision,” says Founding ExpandedED President Lucy Friedman. Should we go out of business? Ultimately, board member Jay Kriegel persuaded his colleagues that ExpandedED still had important work to do. “The field needed an outside organization to continue to advocate for its existence, for quality, for policy changes the city might not do on its own,” Friedman says.

It turns out “mission accomplished” was just another step in the journey.





“ I believe in the power of kids, and I know that investing in children helps secure a healthy future for them, and also for all of us—for our city, state and country. We must keep making the case for further and deeper investment.” – SASKIA TRAILL, PRESIDENT & CEO, EXPANDED SCHOOLS

## AN AGENT OF CHANGE FOR THE CITY, STATE, AND NATION

WHEN THE EMPIRE STATE BUILDING IS LIT UP IN BLUE, NEW YORKERS TAKE NOTICE. After all, blue is the color of the Giants, Knicks, Mets, and Rangers. But when that world-famous landmark is lit blue and yellow, it's time for Lights on Afterschool. For the past 23 years, the Afterschool Alliance, an advocacy organization ExpandedED helped found, has held this nationwide event to shine a light on everything afterschool programs do and the need for policymakers to step up their support.

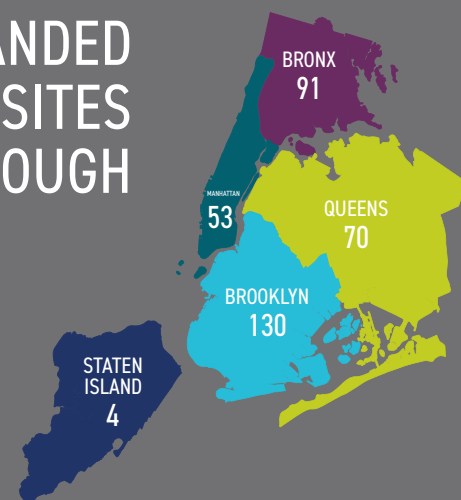
afterschool system—actually made it trickier for the organization to exert its influence. “When we were a funder, if we wanted to change something, we had the authority to change it,” says ExpandedED president and CEO Saskia Trill. “Now we work in programs mostly funded by the Department of Youth and Community Development. I speak to someone from DYCD or the Department of Education probably once a day, and we work to be supportive partners to those running afterschool programs directly.”

ExpandedED's early advocacy efforts were bolstered by the savvy of two political veterans: Open Society's Herb Sturz and board member Jay Kriegel. “They knew everybody,” says former ExpandedED COO Charissa Fernandez. “They were thinking, ‘Who do we need on board to get this to happen? Who can make this call to ensure we get in front of [the right] elected official?’”

That successful collaboration with city government has been seen by some as an only-in-New-York phenomenon. To show it had plenty to impart—and plenty to learn from—cities across the country, ExpandedED co-founded Every Hour Counts in 2006. The coalition started with intermediary organizations in six cities and has since grown to 28 strong. Executive director Jessica Donner describes it as “ExpandedED's vehicle to affect federal policy change.”

ExpandedED's biggest policy win—the formation of a citywide, publicly funded

### EXPANDED PROGRAM SITES BY BOROUGH





311  
EDUCATOR  
TRAININGS

3,100  
AFTERSCHOOL  
EDUCATORS  
TRAINED

“

ExpandedED provides training opportunities that equip educators with the tools and mindsets needed to build strong, positive, affirming relationships with young people; create safe, caring environments where young people feel free, and lead engaging, high-quality enrichment activities.”

– TAEJHA RICHARDSON, SENIOR DIRECTOR, EDUCATOR DEVELOPMENT, EXPANDED SCHOOLS

## A PROFESSIONAL PATH FOR AFTERSCHOOL WORKERS

“THERE WERE TIMES WHEN, AS A YOUNG LEADER, IT WAS A BIT ISOLATING,” says Chris Caruso of his time as site coordinator for the ExpandedED program at P.S. 8 in Washington Heights. “I was the only one [at the school] focused on youth development programming. That’s hard when, for other people, it’s their second or third priority.”

One of the ways ExpandedED changed the afterschool game was that it provided ongoing professional development and support to managers like Caruso and the college and high school students who staffed the programs. Workshops and full-day training sessions covered topics like classroom management, serving students with special needs, and connecting afterschool activities to the school-day curriculum.

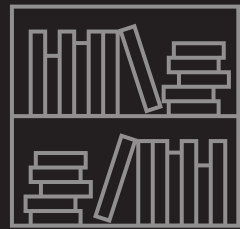
Caruso particularly benefitted from the opportunity to learn from his peers. “To meet these smart people who were talking about funding and [hiring AmeriCorps

volunteers] . . . It opened my eyes to the other elements that go into this work beyond art class,” he says. “It’s 25 years later, and many of us are still in touch, still doing this work at different leadership levels.”

Today, as part of its partnership with the Department of Youth and Community Development, ExpandedED provides hundreds of free trainings to afterschool educators in city-funded programs. It also offers fellowships to aspiring teachers of color.

“The educators are the ones in the front of the room leading the lesson,” says ExpandedED president and CEO Saskia Trill. “The flexibility of afterschool allows them to test out things they haven’t done before.”

## IN EXPANDED LITERACY PROGRAMS, THE LOVE OF READING COMES FIRST



“I was drawn to Expanded because I’ve witnessed the spark in the eyes of Black and brown children participating in afterschool programs, which has undoubtedly resulted in their improved literacy outcomes. In turn, I know those outcomes affect future opportunities for Black and brown children. Beyond these programs being an efficient and impactful investment, it’s a fundamental equity issue for our City.”

—ROGER BLISSETT, MANAGING DIRECTOR & HEAD OF PUBLIC AFFAIRS, MUFG, EXPANDED BOARD MEMBER



The words “afterschool enrichment” may conjure images of young people making art, playing sports, or learning to code. ExpandedED has shown there is opportunity for enrichment in core academic subjects like reading, too. “[Afterschool programs] have a freedom to create this open, joyful, meaningful space where children can enjoy reading just for the sake of connection, of finding themselves and getting lost in a book, rather than to get to a test,” says Tarilyn Little, ExpandedED’s program director for early literacy.

Literacy has long been a priority for the organization. Over the years, ExpandedED has worked with the Queens Public Library to open afterschool programs in 63 branches and led an initiative in which students collaborated with their parents to write their own books. Today, ExpandedED trains afterschool instructors to provide literacy enrichment according to three research-based models it has developed: “read-

alouds,” in which K-3rd graders discuss a story and incorporate it into a creative activity like writing poems; book clubs, in which 4th and 5th graders choose what they read and meet in small groups to talk about it, with a different student leading the discussion each week; and more structured clubs to help struggling 6th graders build both their independent reading and social-emotional skills.

Pandemic-era instructional loss has made ExpandedED’s literacy work all the more urgent—and challenging. One objective is to supply programs with high-quality books that are age-appropriate but not too difficult for students who have fallen behind. “We can have amazing models and lesson plans, but the heart and soul is the book,” Little says.



# PUTTING THE “SOCIAL” AND “EMOTIONAL” INTO THE LEARNING DAY



Photo by Michael Priest Photography

“When you believe deeply in the power of education, when you’ve experienced that for yourself, you have opportunities you could never have imagined. And it makes you want to give back.”

—CORRYN BIRKEN, WIFE OF LATE EXPANDED BOARD MEMBER PAULO PENA



Photo by Michael Priest Photography

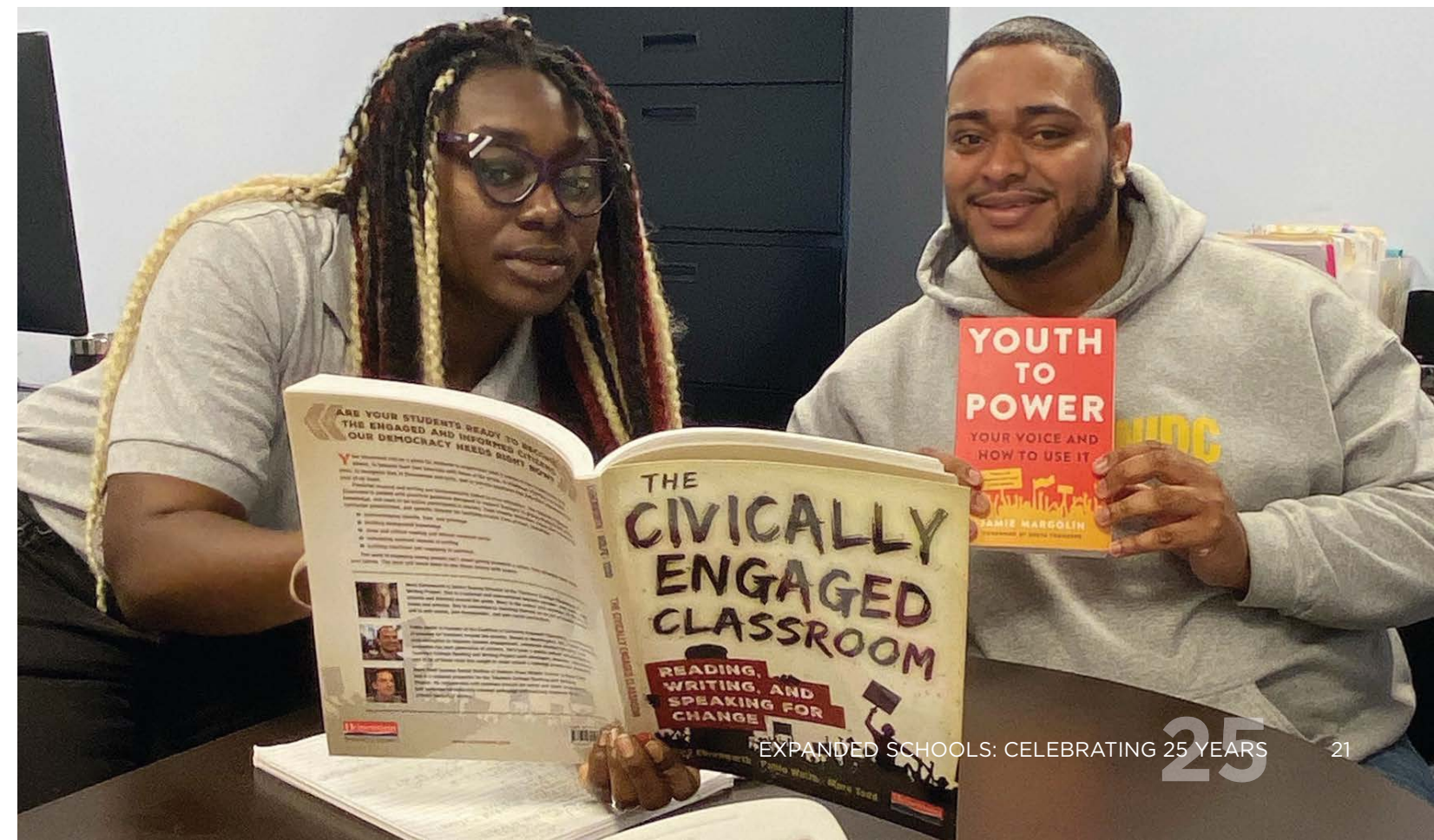
Long before research linked social and emotional learning (SEL) to success later in life, afterschool providers have specialized in building the skills that make for healthy, well-adjusted, thriving young people. In its first decade, ExpandedED showed that fostering so-called “foundational skills” like teamwork and self-regulation can go hand in hand with math and reading.

ExpandedED has made sharing best practices for cultivating SEL a core part of its professional development. “It’s important that [afterschool] leaders understand relaxation skills, managing emotions, mindfulness,” says board member Mimi Corcoran, who runs the Child Mind Institute, a nonprofit dedicated to serving children with mental health issues.

To help communities across the country better meet their students’ social, emotional, and academic needs,

ExpandedED partnered with Every Hour Counts, the coalition of afterschool intermediary organizations, to launch the National SEL Demonstration Initiative in 2016 with a grant from the New York Life Foundation. ExpandedED works with middle schools and their community partners in seven cities on incorporating SEL-boosting curricula and pedagogical techniques into the full learning day—in ways that challenge biases and promote equality.

ExpandedED Schools is committed to “ensuring SEL is grounded in authentic recognition and respect for adults’ and young people’s identities and cultural backgrounds,” said Jacques Noisette, ExpandedED’s director of SEL.



# YOUTH IN AFTERSCHOOL GET BITTEN BY THE STEM BUG

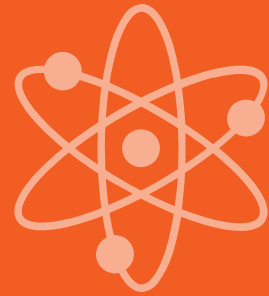


Photo by Michael Priest Photography

“ExpandedED brought together a broad community across New York City to demonstrate that afterschool is a wonderful place to be curious and realize a love of STEM. Together they have changed the ways and places that young people learn STEM skills.”

—JENNIFER NEGRON, SENIOR PROGRAM OFFICER, THE PINKERTON FOUNDATION

for educators and parents and a national model for “STEM learning ecosystems,” in which various sectors work together with families to overcome the financial, logistical, and cultural barriers that stand between students and enriching STEM experiences.

inspiring the next generation of STEM professionals in the 2022 CHIPS and Science Act. Meaning young people designing tougher bugs today may well invent the green buildings and spacecraft of tomorrow.

In response to ExpandedED’s example and advocacy, Congress identified these ecosystems as a strategy for

To most New Yorkers, bugs are an unavoidable nuisance. But in ExpandedED-allied afterschool programs, the city’s pest problem is a launchpad for hands-on learning. Middle school students study the anatomical features that help insects survive and design their own six-legged gladiators to compete in a “bug brawl.”

This is just one of the activities incubated in ExpandedED’s STEM Educators Academy, which brings together teachers and afterschool instructors with experts at the New York Hall of Science to develop fun ways to expose young people to science, technology, engineering, and math.

With the rise of high-stakes testing in the early 2000s, ExpandedED saw science getting squeezed out of the school-day curriculum and students of color in particular missing out. “Out-of-school time [programs] are a place for STEM educators to get their ‘sea

legs,’” says Emma Banay, ExpandedED’s senior director for STEM. They have the flexibility to try out new approaches and then “see what’s translatable back to the school day.”

ExpandedED president and CEO Saskia Traill notes that, in some cases, the high schoolers who staff afterschool programs make better facilitators of STEM activities than experienced science teachers because “they say [to students], ‘I don’t know the answer, let’s find out together.’ That allows kids to tinker and experiment.”

In 2012, ExpandedED, with a grant from the Pinkerton Foundation, formed the NYC STEM Education Network, a coalition of cultural institutions, city agencies, and youth-serving organizations. Originally set up to deliver STEM training to afterschool providers, the network, which now boasts more than a hundred members, has become a clearinghouse of resources



## AN OPPORTUNITY TO EXPLORE THE WORLD OF WORK



“Students are engaging in a series of hands-on projects where they’ll be developing skills [such as] . . . communication, collaboration, program management.”

—LADASIA HOLLY, DIRECTOR OF APPRENTICESHIP, BEAM CENTER



“High school students vote with their feet,” says former Expanded COO Charissa Fernandez—so to engage older youth, Expanded had to offer something enticing: their first taste of the working world.

In 2008, Expanded began collaborating with the *New York Times* to prepare high school students to work in afterschool programs. That same year, it introduced the After School Apprenticeship Program, which sent students to community-based organizations for a training course in the spring, culminating in a paid summer teaching job, in which they shared a personal passion, from visual arts to STEM, with younger peers. “We saw how that got their interest,” says Expanded president and CEO Saskia Traill. “They took it very, very seriously.”

Starting in 2013, the revamped program, now known as Expanded Options, allowed students to earn academic credit while developing foundational job skills like

teamwork and public speaking and getting acclimated to the workplace through placements in New York City’s Summer Youth Employment Program (SYEP). When SYEP was shut down during the pandemic, Expanded joined forces with the youth-led organization Teens Take Charge to push for its restoration while working with private funders and the city to create virtual options. SYEP is back and serving 100,000 students every summer.

It is essential that “youth speak for themselves as to what is meaningful in a program, rather than adults devising programs that seem useful from [their own] perspectives,” according to Candace Brazier-Thurman, Expanded’s senior director of work-based learning. The organization solicits and shares recommendations from its youth advisory council and the New York City Work-Based Learning Coalition, including the need for year-round employment and jobs that are accessible to all students regardless of language or immigration status.





Photo by Michael Prieser Photography

“

We knit afterschool into the fabric of New York City, but there are still some pretty big holes. This is an urgent all-hands-on-deck moment, and we need city, corporate, and philanthropic leaders throughout New York to come together right now to invest in our children. – SASKIA TRAILL, PRESIDENT AND CEO, EXPANDED SCHOOLS

## SO MUCH ACCOMPLISHED, SO MUCH MORE TO DO

OVER THE PAST 25 YEARS, EXPANDED HAS SHOWN CITIES ACROSS THE COUNTRY WHAT A POTENT AFTERSCHOOL SYSTEM CAN DO. More than 1,000 partnerships with schools and community organizations forged. At least \$4 million in grants awarded directly to programs by ExpandedED. More than 100,000 afterschool professionals trained. And a million and a half young people afforded life-changing opportunities to learn skills, bond with peers and adults, and discover themselves.

Even after all this time, the organization is still a pioneer. In the wake of the pandemic, the New York City Department of Education and a group of private funders called on ExpandedED to quarterback a new initiative to bring intensive personalized tutoring to 15,000 students. “Research suggests that high quality, high dosage tutoring can not only make academic gains for young people, but create opportunities for personal connection and mentorship that we know are so critical to emotional and social well being,” says Rich Buery, CEO, Robin Hood Foundation.

That spirit of innovation will be needed to take on the pressing challenges facing the field. ExpandedED is creating new outlets for youth leaders to shape the programs they attend and thinking about how to provide for a stable workforce. “We have to make sure we’re paying people livable wages so they feel they can stay in this sector,” says Lisette Nieves, president of the Fund for the City of New York and a former ExpandedED staffer.

And then there’s the matter of realizing Herb Sturz’s original simple-but-profound idea: afterschool for all. “It’s so clear this is something you need for college and career success,” Traill says. “The idea that a program serves some kids and leaves others on a waiting list should be intolerable.”

While proud of what it has already achieved, ExpandedED isn’t resting on its laurels. To Mimi Corcoran, Board Member, “ExpandedED’s role is to keep pushing the envelope of how we envision school.”

After reading these pages, just imagine what ExpandedED can do with another 25 years.

# CELEBRATING THE POWER OF

ExpandedED forms as The After-School Corporation (TASC) with a \$125M challenge grant from the Open Society Foundations to pioneer a system of afterschool that would become part of the public fabric of New York City.



The Department of Education selected ExpandedED (along with United Way) to administer \$15 million in attendance improvement and dropout prevention funds for three years.



ExpandedED and the City University of New York (CUNY) experimented with creating college-level courses for afterschool educators and providing tuition assistance at three CUNY campuses. This work demonstrated the ongoing need to create clearer career tracks for front-line staff.



ExpandedED celebrates its 10-year anniversary.

ExpandedED recognizes a nearly 5:1 match on the original investment from Open Society Foundations.

1998

1999

2000

2001

2002

2003

2004

2005

2006

2008

**OPEN SOCIETY FOUNDATIONS**

ExpandedED staff helped policymakers shape several public afterschool initiatives, including the 21st Century Community Learning Centers, New York State Advantage Afterschool Program and Extended School Day/ School Violence Prevention.

The city's Human Resources Administration allocated \$1 million for ExpandedED to support afterschool programming for children who received Medicaid or food stamps, increasing the amount to \$2 million in 2001.

In the immediate aftermath of the terrorist attacks on September 11, 2001, ExpandedED responded to requests to stabilize the lives of families in downtown New York City by using a \$2.6 million grant from the New York Times 9/11 Neediest Cases Fund to open 14 afterschool programs, including therapeutic services, in the hardest-hit neighborhoods.

ExpandedED participated in the Lights On Afterschool! an annual effort sponsored by the Washington D.C.-based Afterschool Alliance. The campaign aimed to increase public funding for after-school programs, as well as recognizing the importance they play in supporting student achievement, preventing juvenile delinquency, and helping working families.



ExpandedED is a founding member of the New York State Afterschool Network, now New York State Network for Youth Success.

ExpandedED helped to create an afterschool program quality self-assessment tool, which was adopted, expanded and distributed statewide through NYSAN, the New York State Education Department, and New York City Department of Youth and Community Development.

ExpandedED's afterschool model served as basis for NYC's Out-of-School Time (OST) program. The OST program, administered by the Department of Youth and Community Development, began as a 3-year, \$200M initiative and is now the nation's largest municipal after-school system, supporting more than 550 programs. Today it's called Comprehensive After School System of NYC (COMPASS NYC).



ExpandedED co-founded Every Hour Counts—a national network of cities dedicated to expanded learning, equity and making learning fun. The coalition started with intermediary organizations in six cities and has since grown to 28 strong.



ExpandedED established the After-School Apprenticeship Program (ASAP) to provide teens with paid apprenticeships and internships working with younger children as coaches, lifeguards and arts instructors at after-school and summer programs.

Photo by Michael Priest Photography



# AFTERSCHOOL: THE EXPANDED

ExpandedED launches Expanded Learning Time/ New York City, ELT/NYC, a model to expand access to every student in participating schools in afterschool activities.

By 2010, ExpandedED had trained 16,000 community members to work in schools.



The After-School Corporation officially changed its name to ExpandedED Schools. The rebrand aimed to reflect the expanded focus on increasing learning time for students beyond the traditional school day.



ExpandedED Schools marked the achievement of reaching one million students during the academic year.



2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018

**28,800 MINUTES**  
every year

ExpandedED launches its first summer learning program, serving over 1,000 students.

With core support from the Wallace and Ford Foundations, ExpandedED helped 70,300 students in New York City, Baltimore and New Orleans during the 2011-12 school year, offering a promising framework for educators and communities to reinvent public schools, especially those that struggled to fully deliver on the promise of public education.

With New York City Council and Robin Hood Foundation, ExpandedED introduced its new initiative MSeXTRA, expanding learning for all sixth graders in 20 New York City middle schools and providing struggling readers with small-group literacy tutoring through a curriculum developed by Harvard EdLabs and the New York City Department of Education.



ExpandedED launched a computer science program with Google funding to help kids gain digital literacy and increase their interest in technology. Educators attended Google curriculum workshops and led afterschool activities with coaching from ExpandedED.



High school internships continue, supporting more than 1,000 students to date with the support of Pinkerton Foundation and others.

ExpandedED partners with the Ford Foundation to launch the Power of the Adolescent Brain initiative, which focuses on brain development and its impact on learning.

# JOURNEY 25 YEARS



Photo by Michael Priest Photography

Google.org invested \$1 million in ExpandedED's Pathways Fellowship for aspiring computer science teachers of color while LinkedIn and RBC partnered with ExpandedED to support work-based learning for high school students.

ExpandedED launches a tutoring initiative serving 65 schools in the 22-23 school year with high-dosage tutoring support to build academic skills and social and emotional well-being. The New York City Department of Education commits \$15M toward the initiative.

ExpandedED Schools celebrates 25 years and prepares for the next 25 years of engaging and enrichment programs for children throughout New York City.

2019

2020

2022

2023



Saskia Traill becomes president & CEO of ExpandedED, after joining as Policy Director in 2009 and holding multiple senior leadership positions since 2011.

ExpandedED successfully advocates to restore funding for summer internships for teens in summer 2020, and raises and distributes \$2M to support youth-serving non-profits to create remote and youth-centered work experiences.



ExpandedED Schools works with community partners to provide high quality financial literacy education to middle school students through our entrepreneurship initiative. Students learn important lessons about budgeting, borrowing, and marketing as they design and execute their own business.

## THANK YOU

We are grateful for the contributions of our community and supporters, who have enabled us to reflect on our 25-year history, helping us reflect on this report, and for the tireless work every day to support young people.

Thank you to the staff and students at Beam Center in Brooklyn for generously allowing us to capture our collaboration in action, and thanks to the staff and students at PS 147, Isaac Remsen School, and the leadership and staff at St. Nicks Alliance for their partnership.

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Thank you to our funders who share our belief in the transformative power of after-school programs and have supported our mission for 25 years.

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Last, but certainly not least, a heartfelt thank you to the entire team at ExpandedED Schools for their tireless efforts in building the organization and establishing an effective after-school system in New York City.



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