

CONTENTS

PROLOGUE		vii
INTRODUCTION		1
PART 1	BEGINNINGS	
CHAPTER 1	The Oakland Context	13
CHAPTER 2	Developing a Full-Service Community Schools Strategic Plan	29
PART II	IMPLEMENTATION: SYSTEM LEVEL	
CHAPTER 3	A New Strategic Plan: Creating System Change	47
CHAPTER 4	Lever for System Change	61
CHAPTER 5	Structural Change: A New Department	77
CHAPTER 6	Transitions, Change, and Stability	95
PART III	IMPLEMENTATION: SCHOOL LEVEL	
CHAPTER 7	Full-Service Community Schools in Action	113
CHAPTER 8	Site-Level Implementation	123
CHAPTER 9	Strategic Partnerships	137
CHAPTER 10	Integrating Services and Expanding Opportunities	169
CHAPTER 11	The Community School Manager	183
CHAPTER 12	Family Engagement	201

PART IV	ACCOMPLISHMENTS, CHALLENGES, AND LESSONS	
CHAPTER 13	Accomplishments and Challenges	217
CHAPTER 14	Lessons from Oakland for Community Schools	231
AFTERWORD	<i>by Tony Smith</i>	243
APPENDIX	Lessons for Community School Research and Evaluation	251
	<i>Notes</i>	263
	<i>Acknowledgments</i>	287
	<i>About the Authors</i>	289
	<i>Index</i>	291