



# Narratives

## Executive Summary

Founded in 1899, Northern Arizona University (NAU) provides an outstanding undergraduate education strengthened by research, graduate, and professional programs, and sophisticated methods of distance education delivery. NAU values excellence in education, student success, educational access, diversity, integrity, civility and service. The university offers nearly 150 undergraduate and graduate degrees, and serves approximately 25,000 students at its main campus in Flagstaff, at more than 30 locations statewide, and online. NAU is committed to serving rural Arizona by providing economic, cultural, and social opportunities.

Housed at NAU, the Civic Service Institute (CSI) mobilizes generations to strengthen communities through service and volunteerism. CSI provides the largest, most diverse and effective pool of volunteers to meet the needs of communities and neighborhoods throughout Arizona. CSI requests \$47,956 in federal funding to support 96 RSVP volunteers in Cochise, Graham, Greenlee, and Santa Cruz Counties in southeastern Arizona. The CNCS investment will be supplemented by \$11,126 in foregone indirect funding.

Volunteers' Primary Focus Area will be Education. CSI will place twenty RSVP volunteers in approximately ten K-12 schools, over a three-year period, to tutor 300 students who have special or exceptional needs or come from economically disadvantaged backgrounds. Volunteers will work one-on-one or in small groups with children who are struggling with educational skills. We anticipate that 225 (or 75% of) students tutored by RSVP volunteers will report improved academic performance in literacy and/or math. CSI will also place an additional 20 RSVP volunteers in approximately ten Head Start centers to work with a different group of 300 children over the three year period who have special or exceptional needs or come from economically disadvantaged backgrounds. We anticipate that 195 (or 65% of) children assisted by RSVP volunteers in Head Start centers will demonstrate gains in school readiness in terms of social/emotional development.

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### Strengthening Communities

Southeastern Arizona, comprised of Cochise, Graham, Greenlee, and Santa Cruz Counties, covers 13,868 square miles. According to the US Census Bureau's 2011 estimates (<http://quickfacts.census.gov/qfd/states/04000.html>), Southeastern Arizona contains a combined population of 226,718 people; 62,012 age 55 and older (27%) ([http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC\\_10\\_DP\\_D PDP1](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC_10_DP_D PDP1)); and 57,671 children under age 18 (25%). The major municipalities in this region include Sierra Vista (population 46,109), Nogales (population 20,948), Safford (population 9,530), Bisbee (population 5,633), and Benson (population 5,163). The demographic breakdown includes: 45.4% white, 43.4% Hispanic, 3.8% Native American, 3.3% black, 1.5% Asian, 0.29% Hawaiian or Pacific Islander persons, and 2.3% who report two or more races. CSI will recruit volunteers age 55 and older who have the knowledge and education to be tutors for children who are not meeting national standards in this region.

KIDS COUNT's 2012 rankings placed Arizona 46th out of the nation's 50 states for education (The Annie E. Casey Foundation: <http://datacenter.kidscount.org/data/acrossstates/Rankings.aspx?ind=7247>). According to the National Education Association, Arizona ranks dead last of per-student expenditures for public K-12 schools (2010-2011 data); Arizona has the fifth highest student to teacher ratio in the nation as of fall 2010; and, Arizona ranks 34th in the nation for average public school teacher salaries. ([http://www.nea.org/assets/docs/NEA\\_Rankings\\_And\\_Estimates\\_FINAL\\_20120209.pdf](http://www.nea.org/assets/docs/NEA_Rankings_And_Estimates_FINAL_20120209.pdf)). With the higher than average number of children in the classroom, and with Arizona spending less per pupil than any other state, students need more personalized attention than Arizona's over-worked and under-paid teachers can provide to help them succeed academically. An alarming number of Arizona

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public school fourth graders are not grade level proficient in major subjects: 74% failing in reading (2011 data), 85% failing in writing (2002 data), 67% failing in math (2011 data), and 78% failing in science (2009 data) (the National Center for Education Statistics:

<http://nces.ed.gov/nationsreportcard/states/>). Therefore, the RSVP Program's Primary Focus Area will be Education.

The Arizona Department of Education provides letter grades for every Arizona school. Of the 110 schools in Southeastern Arizona rated in 2011-2012, 40% received a letter grade of C, D, or F (<http://www.azed.gov/research-evaluation/a-f-accountability/>). As of 2007, 10% of Arizona students ages 6 to 17 had to repeat one or more grades. In Arizona, 53% of children lived in low-income households (below 200% of poverty level), and 27% of children lived below the federal poverty level (2011 data). Poverty is a known factor in academic achievement. In a publication titled "Double Jeopardy" published by the Annie E. Casey Foundation, researcher Donald Hernandez states, "Overall, 22 percent of children who lived in poverty do not graduate from high school, compared to 6 percent of those who have never been poor. The figure rises to 32 percent for students spending more than half of their childhood in poverty."

Just as alarming, statistics show children are not receiving needed preparation to enter first grade. According to KIDS COUNT, reasons for their lack of preparation include: the mother is under age 20, has fewer than 12 years of education, is unwed at the time of the birth, and/or Medicaid has paid for the birth. These factors lead to a decreased probability that the child will receive an early education. In 2008, the following percentages of children were born with at least two risk factors: 40.7% in Cochise County; 41.3% in Graham County; 42.7% in Greenlee County; and 47.1% in Santa Cruz County

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(<http://datacenter.kidscount.org/data/bystate/Rankings.aspx?state=AZ&ind=218&dtm=10485>).

Due to these and other circumstances, 51% of Arizona's children ages 3-5 are not enrolled in nursery school, preschool, or kindergarten (2010). In 2011, Arizona's new Common Core Standards were implemented. Kindergarteners are now expected to know punctuation, spell simple words, and do addition and subtraction with numbers up to 10 (<http://www.azed.gov/azcommoncore/>). With over half of Arizona's children skipping early education, many Kindergarteners start school on day one already behind. Now more than ever, it is critical that children receive an early education.

Early education prepares children for long-term success. According to the National Head Start Association, participating in Head Start "results in significant improvements in a wide variety of educational outcomes and life outcomes, such as increased high school graduation rates; fewer grade repetitions; fewer kids going into special education classes; higher vocabulary levels; better emotional development; reduced mortality rates of young kids; families moving out of poverty, and a significant impact on long-term outcomes of adults 19 years or older who attended Head Start"

([http://www.nhsa.org/files/static\\_page\\_files/48BB25A9-1D09-3519-](http://www.nhsa.org/files/static_page_files/48BB25A9-1D09-3519-ADE92FA32402B1FC/Head_Start_Works_by_YSV.pdf)

[ADE92FA32402B1FC/Head\\_Start\\_Works\\_by\\_YSV.pdf](http://www.nhsa.org/files/static_page_files/48BB25A9-1D09-3519-ADE92FA32402B1FC/Head_Start_Works_by_YSV.pdf)). Head Start services are enhanced when children receive individualized attention. RSVP volunteers will provide the attention, experience, and stability that children need to maximize Head Start services and prepare for school.

Research shows that tutoring has a positive effect on a child's academic performance. A meta-analysis of 21 studies by Gary Ritter et al. (<http://rer.sagepub.com/content/79/1/3.full.pdf+html>) demonstrated that "Participation in a volunteer tutoring program results in improved overall reading... With respect to particular subskills, students who work with volunteer tutors are likely to

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earn higher scores on assessments related to letters and words, oral fluency, and writing as compared to their peers who were not tutored."

Tutoring is highly effective in addressing academic performance for children who are struggling in school, and RSVP volunteers have proven to be effective tutors. CSI currently sponsors an RSVP Program that serves a seven county rural area of northern and western Arizona; RSVP volunteers currently serve in 29 schools throughout that area. The annual teacher evaluation of student reading skill and participation levels for 7/1/2011 to 1/10/2012 for CSI's current RSVP project showed that 96% of students improved in their reading skills, and 94% of students improved in reading participation levels due to RSVP volunteers working with children in classrooms.

CSI will focus on southern Arizona military families stationed at Fort Huachuca, an active Army Base located in Cochise County. In collaboration with the Fort Huachuca School Liaison Office, CSI will offer tutoring services to youth attending Fort Huachuca's base schools such as Colonel Johnston Elementary School, General Myer Elementary School, and Colonel Smith Middle School. CSI will also partner with nearby, off-base schools such as those in the City of Sierra Vista (near Fort Huachuca) whose students include children of military families.

NAU CSI has extensive history operating three national Senior Corps Programs: (1) Senior Companion Program (1985); (2) Foster Grandparent Program (1997); and (3) RSVP (1992). Similarly, NAU has been the sponsor of Youth in Action AmeriCorps since 1992. Currently, CSI sponsors the RSVP Program in seven rural Arizona counties: Coconino, Navajo, Apache, Yavapai, Mohave, La Paz, and Yuma, (minus the Navajo Nation). CSI will build upon the success of its current RSVP Program in the proposed service area of Cochise, Graham, Greenlee, and Santa Cruz

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Counties by replicating its program efforts and building relationships with local school districts, individual schools, Head Start centers, and other organizations providing academic services to children.

The RSVP project director will supervise two RSVP program coordinators; one will serve Cochise and Santa Cruz Counties; the other serving Graham and Greenlee Counties. The local program coordinators will work closely in recruiting volunteers, having regular communication with RSVP volunteers and stations. As our Primary Focus Area is Education, we will be recruiting staff who have a degree in education or related major. They will work with volunteer stations to provide volunteer training in effective tutoring techniques, especially working with students who have special or exceptional needs. RSVP volunteer tutors will be provided with rewards and incentives to give to the children they are tutoring. The RSVP project director and the program coordinators will work closely with the volunteer stations to gather outcome data to meet the goals of the program. The program coordinators will also work closely with local advisory councils to have input on stations and volunteer recruitment strategies where the program can have the greatest impact.

CSI will place 20 RSVP volunteers in approximately ten K-12 schools to tutor 300 students over the three year period who have special or exceptional needs such as language barriers (English as a second language), those with specific learning disabilities, or come from economically disadvantaged backgrounds, such as single-parent homes (22%-35% in service area, 2008 data) and babies born to mothers who didn't graduate high school (16.9%-27.3% in service area, 2009 data) (KIDS COUNT). Volunteers will work one-on-one or in small groups with children who are having difficulty with language development, intellectual thinking, and literacy skills. We anticipate that 225 (or 75% of) students tutored by RSVP volunteers will report improved academic performance in literacy and/or

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math. CSI will also place 20 RSVP volunteers in approximately ten Head Start centers to work with 300 children over the three year period who have special or exceptional needs or come from economically disadvantaged backgrounds. We anticipate that 195 (or 65% of) children assisted by RSVP volunteers in Head Start centers will demonstrate gains in school readiness in terms of social/emotional development.

### Recruitment and Development

CSI recognizes that the most valuable assets to the RSVP Program are the volunteers. The Civic Service Institute (CSI) at NAU is committed to assisting local communities by recruiting RSVP volunteers who care about the community in which they will serve and desire to share their time, talent, skills and experience helping others. CSI will retain volunteers by providing a high quality volunteer experience by hosting educational in-service trainings, and ensuring recognition for the difference they make in their communities, in the lives of assisted children, to the hungry, homebound, and others. CSI's will employ paid program coordinators within the communities where volunteers are recruited and managed. The program coordinators will be knowledgeable about their communities and services needed by local agencies. CSI will hire a part-time program coordinator for Cochise and Santa Cruz Counties at 18 hours per week and a part-time program coordinator for Graham and Greenlee Counties at 12 hours per week. These program coordinators will perform the bulk of the volunteer recruitment while the full-time RSVP project director will supervise and oversee the administration of the program from the Civic Service Institute's central office at Northern Arizona University (NAU) in Flagstaff, AZ.

CSI's volunteer recruitment plan acknowledges that recruitment and marketing go hand-in-hand. Therefore, CSI will market the RSVP Program and recruit for volunteers, simultaneously. Because Volunteer Southern Arizona (VSA) formerly sponsored an RSVP Program for Cochise, Graham,

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Greenlee and Santa Cruz Counties, CSI will contact VSA to find if they have any records for RSVP in these counties. If so, CSI will contact former RSVP volunteers and volunteer sites by email, mail, and phone to invite them to join the CSI RSVP Program.

If awarded sponsorship of the RSVP Program for Southeastern Arizona, CSI will run a vigorous public relations campaign. Articles for various media outlets including newspapers, radio, television, social media (Facebook, Twitter, etc.) will be sent to schools, Head Start centers, food banks, other non-profit organizations, and Fort Huachuca. The program coordinators will hold press conferences announcing the NAU CSI sponsorship of RSVP and issue a call for volunteers.

CSI plans to offer presentations to local civic groups, retiree groups, church and other religious groups, senior centers, senior housing communities, and others. CSI will participate in community events, such as setting up booths at volunteer and employment fairs to recruit and raise the visibility of RSVP in the region. CSI staff will provide RSVP brochures to major employers in the area, so that they can be added to retirement information packets. Additionally, CSI will recruit using community flyers and posters, public service announcements for free coverage or no-cost advertising, and word of mouth. The local RSVP program coordinator will establish a relationship with Fort Huachuca in Cochise County and local VFW posts throughout the four-county area to recruit veterans. RSVP information will be posted on websites such as VolunteerMatch.com, Arizona211.com, ServeNet.org, and others. CSI's website ([www.nau.edu/sbs/csi](http://www.nau.edu/sbs/csi)), Facebook, and Twitter pages will also provide information about the program. These recruitment strategies have proven successful in other parts of rural Arizona.

CSI anticipates that it will successfully recruit a volunteer pool that is reflective of the demographics of

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Graham, Greenlee, Cochise, and Santa Cruz Counties, reflecting diversity in race, gender, ethnicity, socioeconomic status, age (55 and older), education, ability, language, and veteran status. One quarter of the population of Graham, Greenlee, and Cochise Counties, and over three quarters of those living in Santa Cruz County speak a language other than English at home (US Census Bureau 2011 estimates: <http://quickfacts.census.gov/qfd/states/04000.html>). CSI will purposefully seek RSVP volunteers whose primary language may not be English in order to provide bilingual assistance where needed. Volunteers with experience in literacy or in educational settings will also purposefully be recruited.

CSI will simultaneously locate and identify volunteer stations at which volunteers may serve. RSVP volunteer stations will be an integral part of recruiting and enrolling volunteers. As CSI expands its relationships with partner organizations, we will encourage volunteer stations to provide placements that are directly related to the RSVP Focus Areas and utilize RSVP volunteers' skills, experience, leadership, education, and desire to serve. RSVP volunteers will be encouraged to set up a service schedule with regular hours to enhance the quality of tutoring services to children to meet program outcomes.

A Memorandum of Understanding will state that volunteer stations and CSI will share responsibility for providing training to RSVP volunteers. At quarterly in-service trainings, volunteers will be able to share their knowledge, experience, and abilities to help each other meet program outcomes. The RSVP project director will develop an effective training program based on the most widely utilized tutoring programs available, such as Jumpstart ([www.jstart.org](http://www.jstart.org)). During initial station orientations and again during review visits, RSVP staff will stress the importance of the station offering volunteers the opportunity to develop new skills through station training. RSVP staff will follow up with volunteers

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and station supervisors to ensure volunteers are properly trained for their assigned activities.

Building a strong partnership with the Fort Huachuca Army Base and neighboring communities to serve children and youth of military families is particularly crucial to our program goals. Fort Huachuca, located within the city of Sierra Vista, and only fifteen miles north of the Mexican border, is home to approximately 5600 military personnel and their families. Offering tutoring and mentoring to youth attending schools within the Fort Huachuca Accommodation School District (on-base schools) or at the Sierra Vista Public School system is particularly pressing. Because military families face a unique set of challenges not indicative of other populations and, because our proposal includes serving a military base, veterans and military family members recruited as RSVP volunteers is especially significant in our endeavor. The program coordinator will work closely with the military base on the proper way to place volunteers at schools on base.

CSI acknowledges that another key element in the RSVP project's success is strong partnerships with local non-profit organizations and community groups. CSI will team up with these agencies for volunteer recruitment, training, and placement; marketing, and securing donations and other resources to support and enhance RSVP activities. Together, we believe our accomplishments will be greater and more effective for both volunteer and student.

As a measurement tool, CSI will provide annual surveys offering volunteers an opportunity to consider the meaning of their service, their level of satisfaction with the program, suggestions for program improvements, and ways in which their service enhances their own lives.

Celebrating the service provided by these volunteers is a key element in volunteer retention.

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Recognition, both formal and informal, of RSVP volunteers will take place on a local level, within each community. RSVP staff will provide or may partner with the volunteer station to provide an annual recognition event for volunteers to celebrate their service and the success of the organizations in which they serve. Formal recognition events will consist of breakfast, lunch, or dinner with a recognition gift and a card provided to the volunteer, thanking them for their service. Speakers, local celebrities, and local elected officials will be invited, and the event may include a theme with coordinating activities. Additionally, volunteer stations will be encouraged to provide ongoing, informal recognition to the volunteers at their sites.

### **Program Management**

The Civic Service Institute has a 20-year history of successfully managing RSVP in seven other rural Arizona counties, including Coconino, Navajo, Apache, Yavapai, Mohave, La Paz, and Yuma (minus the Navajo Nation). Under the continued, expert guidance of Dr. Carole Mandino, CSI's Executive Director who offers 30 years of experience managing Senior Corps programs, CSI will employ a Project Director and local program coordinators who are familiar with the needs of their home communities to give the program visibility and credibility on a local level. The full-time Senior Corps project director working out of CSI's central office at the NAU campus in Flagstaff, AZ, and traveling to the various program sites throughout southern Arizona, will coordinate the efforts of the two area program coordinators to ensure program success. The Senior Corps project director will also have the support of administrative staff (shared with other CNCS programs) such as a business manager, administrative assistant, and office manager.

CSI will strategically partner with volunteer stations that address critical community needs and that can offer volunteers a high quality volunteer experience, based on recommendations from the local program coordinators and local advisory councils. Upon signing a new Memorandum of

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Understanding, program coordinators will meet with station supervisors to provide an orientation to RSVP and its objectives and issue a handbook that outlines RSVP regulations, CSI's policies, and applicable laws. RSVP staff will meet annually with station supervisors to monitor and review program policies and objectives, provide support and direction, review recruitment strategies and data collection, and assist with volunteer management. The local program coordinators and Senior Corps project director will also be available by phone and email to volunteer station supervisors and volunteers to answer questions and provide needed assistance during regular business hours, 8:00 am to 5:00 pm, Monday through Friday.

The volunteer coordinators and advisory councils will work with the Senior Corps project director in conducting a needs assessment with the non-profit organizations in the service area. CSI will choose two to five top unmet community needs to focus community volunteer and station recruitment. Our preliminary research indicates that some of these needs may be food insecurity, friendly visiting, docents for museums, and environmental stewardship and restoration. Once the needs assessment is completed, these needs may change.

As CNCS Focus Areas change, CSI will graduate volunteer stations. When possible and at the request of volunteers at graduated stations, volunteers will focus on capacity building, and managing and recruiting community volunteers for these sites. If this is not possible, CSI will offer the volunteer the opportunity to serve at another station that is part of the program's emphasis. If a suitable match cannot be found, the volunteer may stay at their current agency and volunteer outside of the RSVP Program. CSI's current RSVP Program has a plan which includes letters to volunteers and stations describing the graduation process and has successfully graduated RSVP volunteers and stations.

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CSI has a successful track record of collecting data and meeting performance measures for its existing RSVP Program. Because CSI currently manages RSVP in seven rural Arizona counties, CSI already has the processes and infrastructure to track program outcomes. For example, CSI utilizes Volunteer Reporter software to manage volunteers, stations, activities, hours, mileage reimbursements, and other program data. The software generates reports which analyze the data and provides information about the program's successes and challenges. Hard copies of all RSVP Program documentation are kept on file in the central CSI office. The importance of accurate data collection will be discussed with each RSVP station when a new Memorandum of Understanding is signed and reviewed with existing site coordinators. This will help ensure that every volunteer who participates turns in the proper forms and all outcomes and outputs are appropriately measured.

RSVP volunteers serving with children will go through an extensive background check. They will need to provide references of two persons who are not related to them, must submit to a formal background check, CSI will conduct a check of the Arizona Superior Courts (<http://apps.supremecourt.az.gov/publicaccess/>), the National Sex Offender Registry, and volunteers will submit to an FBI fingerprint background check. Once all background checks are approved, volunteers will be assigned to specific children at the beginning of the school year and service provided documented on an Assignment Plan. At the end of the school year/assignment, teachers will complete an assessment of the child's improvement as a result of the RSVP volunteer's service. Assessments may be collected in paper form or electronically. CSI will also collect Arizona's Instrument to Measure Standards (AIMS) scores for students assisted by RSVP volunteers for the previous school year and at the end of the current tutor year to help determine success. Station data collection instruments may also be used, such as surveys provided to clients at food distribution centers regarding their food security, and the number of individuals served or the pounds of food

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distributed. Volunteer timesheets and registration forms will also be used to track the service that RSVP volunteers provide.

To manage project resources, CSI employs a part-time business manager, an office coordinator, and supporting administrative staff. The business manager is responsible for keeping the program's financial records, estimating program costs, and ensuring accountability and efficient use of funds. NAU's Office of Sponsored Project Services, the official accounting department for grant-funded accounts, ensures yet another level of fiscal accountability, as they monitor the work and reports generated by the CSI business manager and are the official point of contact for financial commitments. PeopleSoft is the financial system that NAU employs, which ensures all payments generated are approved by the appropriate entities. PeopleSoft creates reports that provide checks and balances and can be checked daily for project/account balances. Additionally, all accounts, including federal, state, local, and match are tracked through the PeopleSoft system.

The function of the CSI office coordinator is to monitor that individual programs adhere to both funder as well as university policies and procedures such as supervising the mileage reimbursement process, tracking and preparing in-kind donations and reports, and monitoring project coordinator budgets. The office coordinator compiles and sends reports to the business manager, who monitors and verifies the reports are correct. The business manager prepares Federal Financial Reports (FFRs) biannually, submits the reports to Sponsored Projects Services, who monitor and verify the information for submission to the Corporation for National & Community Service and/or other funders. CSI also employs an administrative assistant who aids the program in processing volunteer reimbursements and an administrative specialist who inputs data into our volunteer data management system, Volunteer Reporter.

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The Senior Corps project director, in consultation with the CSI Director, will assume full responsibility for collecting, analyzing and reporting on all data collected.

### Organizational Capability

Northern Arizona University's mission is to provide an outstanding undergraduate residential education strengthened by research, graduate and professional programs, distance education, and serves Arizona's rural communities by providing economic, cultural and social opportunities, in part, made possible by the work of CSI through Senior Corps Programs.

CSI at NAU mobilizes generations to strengthen communities through service and volunteerism. CSI provides the largest, most diverse and effective pool of volunteers to meet the needs of communities and neighborhoods throughout Arizona. CSI has a twenty-eight year history of working with CNCS (formerly ACTION) and through former institutes, has been sponsoring the Senior Companion Program since 1985; the Foster Grandparent Program since 1997; and RSVP since 1992. NAU has also been the sponsor of Youth in Action AmeriCorps since 1992.

NAU manages other government grants and contracts which contributed 18% of the University's total revenues in fiscal year 2010-2011. NAU's Sponsored Projects Services (SPS) manages grant funding with a successful track record. The auditor general continually audits all accounts at NAU. SPS is located within the auspices of the Comptroller's Office. For more information about the Comptroller's office, visit <http://home.nau.edu/comptr/>.

NAU has strict policies covering all aspects of the university, including the newly-instituted Conduct, Ethics, Reporting and Transparency (CERT) Program, Human Resources policies and procedures (<http://hr.nau.edu/apps/policy/>), purchasing policy and procedures

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([http://www4.nau.edu/purch/003.00\\_Index.htm](http://www4.nau.edu/purch/003.00_Index.htm)), travel policies and procedures ([http://www4.nau.edu/comptr/cms\\_pdfs/TRAVEL%20POLICY%20JULY%202012.pdf](http://www4.nau.edu/comptr/cms_pdfs/TRAVEL%20POLICY%20JULY%202012.pdf)), and Sponsored Projects Services policies (<http://nau.edu/Sponsored-Project-Services/Policies/>). All employees must participate in Workplace Harassment Prevention Training, Information Security Training, and Family Education Rights and Privacy Acts (FERPA) training. Furthermore, employees and volunteers who drive on university business must take defensive driver training and pass a test at 75% or better.

NAU is divided into academic units; the College of Social and Behavioral Sciences being one of those units. CSI reports to the Dean of Social and Behavioral Sciences. Carole Mandino, Ed.D., as director of CSI brings 30 years of experience as a Senior Corps Director. Her expertise includes program and senior volunteer management, performance measurement, outcome measures, and program policy. Dr. Mandino has served as an officer and board member of the National Senior Corps Association, the National Senior Companion Program Director's Association, and has served, many times, as a reviewer for AmeriCorps Federal Direct grants with CNCS. A full-time project director is currently being recruited for our existing RSVP Program. Should we be awarded this grant, the person hired will also serve as the project director for RSVP of Southeastern Arizona; thus the budget accounts for a percentage of the time (18%) . Candidates considered for the position will need a minimum of a master's degree in social services, 4-6 years of administrative experience in service, aging, grant writing or gerontology, with CNCS Senior Corps program experience preferred. A hire is anticipated by December 2012. Upon grant award, CSI will seek two local program coordinators; one serving Cochise and Santa Cruz counties for 18 hours weekly, another serving Graham and Greenlee Counties at 12 hours weekly who have experience and knowledge of the geographic location and the non-profits of the region. They will serve as the local contacts for RSVP volunteers and station

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supervisors. A bachelor's degree in social service or a related field and two years of experience with seniors and/or volunteers is required to be a program coordinator.

CSI Senior Corps Programs employs a budget manager who has a degree in Accounting and has over twenty years' experience maintaining and managing budgets. An office coordinator with seven years' experience, who has a bachelor's degree and is currently completing a master's degree, is also employed by the department. They are responsible for all the financial operations, development of forms, policy manuals, seeing that RSVP volunteer and station files are complete, and responsible for administering the grant funds for the department with director oversight. With help of an administrative assistant and student workers, CSI inputs and processes volunteer data, station information, updates, mileage reimbursements, evaluations, and outcomes. The CSI recruitment and mobilization coordinator and an AmeriCorps member assist our department and our Senior Corps staff with National Days of Service and other special events. All staff is appraised annually, per NAU Human Resource (HR) policy.

NAU has been successfully managing Senior Corps programs and senior volunteers since 1985. In the Primary Focus Area of Education, CSI has a successful track record of utilizing RSVP volunteers to improve children's academic performance. CSI's annual teacher evaluation of student reading skill and participation levels for the 2012 project year found that 96% of students increased their reading skills, and 94% of students increased in reading participation levels. Additionally, CSI has successfully administered the Foster Grandparent Program since 1997 focusing on assisting children with special or exceptional needs to meet academic, language development, social/behavioral, and fine/gross motor skill improvements. With our experience managing over 150 Foster Grandparent volunteers who serve over 1,000 children annually, CSI has successfully been measuring performance outcomes

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in education for the past 15 years.

In the 2012 program year, CSI's RSVP Program conducted a volunteer satisfaction survey showing that 98% of volunteers benefitted socially, physically, and/or emotionally from their volunteer service. In a similar survey administered to volunteer stations, 98% reported that RSVP volunteers increased their capacity to serve their clientele and meet their mission.

NAU CSI has adequate physical space and office equipment for this new project. Coordinators who will be located in Southeastern Arizona may either work from home, online, or may utilize donated office space. CSI receives technical support through the university's Information Technology Services department.

To ensure that CSI addresses critical community needs and the program is designed and evaluated with local input, each local program coordinator will develop a local advisory council consisting of RSVP volunteers, station supervisors, business representatives, community partners, and the general public. By selecting advisory council members from various segments of the community, CSI ensures that a diversity of perspectives is represented. The local advisory council will help identify community needs, assist in the recruitment of volunteers and stations, explore funding opportunities, and promote strategic service activities. The advisory council will also help create community partnerships and mobilize community resources to support RSVP activities.

To meet the proposed non-federal share, the Northern Arizona University will forgo a percentage of indirect funds towards the university; a donation of \$5,696. To meet other cash needs, the Senior Corps project director will seek in-kind donations, funding from national and/or local foundations,

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United Way agencies, and may raise funds through special events.

The Civic Service Institute at NAU believes RSVP volunteers can make a significant and lasting impact in Cochise, Graham, Greenlee, and Santa Cruz Counties in southeastern Arizona. CSI's proposed service activities will address critical Focus Area issues in a geographic region having tremendous financial, educational, and sociocultural challenges. CSI has demonstrated extensive experience in managing a rural RSVP Program and employing staff with the right mix of expertise, compassion and dedication in volunteer management to ensure the program's success.

### **Other**

N/A

### **PNS Amendment (if applicable)**

N/A