

THE AFTERSCHOOL GUIDE FOR

STAFF TEAM BUILDING ACTIVITIES



TEAM BUILDING

activities can be an effective in improving a group's performance by providing opportunities to build community, improve communication, and to plan and reflect together — many of same components of a quality afterschool program - but only if the activities are planned and facilitated purposefully. Team building activities are a great way to model youth development. Activities should be fun, but should also meet specific goals and objectives.

The first and possibly most important step when planning team building activities is to figure out what the team needs. Doing a simple needs assessment will help you choose the most valuable activities. Spend time thinking about the team's current strengths and areas of opportunity and ask yourself and the team members:

- How well do the team members know each other? How would it help to get to know each other better?
- How are the group's communication skills? How could improving communication benefit the team?
- How is the group at working together? What would the benefit be of learning about and practicing collaboration?
- How are people feeling? How would a motivational boost be of benefit?
- What other skills do all of the team members need to develop? How could these skills be developed together?

When working with a new group, start with icebreaker or get-to-know-you activities and allow the group some time together before doing a needs assessment. Once you've determined the team's needs, pick or design team building activities with specific objectives that will help meet these needs.

When facilitating team building activities always include a closing that encourages team members to reflect on and discuss what they learned by participating in the activity. This will help solidify its intent and success.

In order to build strong relationships, try to include at least a simple team building activity as part of every meeting or training.

The following team building activities were crowdsourced from the National AfterSchool Association community.

PIPE CLEANER CONSTRUCTION

Help staff members remember the importance of fostering creativity with young people while working together in teams. Teams of 2-3 staff members work together to create an invention that they then have to "sell" to the large group.

MATERIALS NEEDED:

- Pipe cleaners (15-20)
- Aluminum foil (2-3 feet in length)

INSTRUCTIONS/HOW TO PLAY:

- Divide into teams of 2-3.
- Allow 15 minutes for staff members to create something from their materials. You can create a replica of a real-life item or create a prototype of something brand new.
- Teams have no more than 5 minutes to present and sell their product to the rest of the group.
- Facilitator selects a winning product.

CONTRIBUTED BY: Nikki Mills, Vineyard Community Center

YOU GOTTA LAUGH! (WHAT'S SO FUNNY?)

Nothing brings a team together like laughter! It eases stress and tension, facilitates camaraderie and cooperation, and results in good feelings that last even after the laughter has stopped. No materials, no cost, and you don't even have to be funny - just laugh for the sake of laughing!

MATERIALS NEEDED:

- Giggle Box (one per person)

 Note: All people are already pre-equipped with one of these but may need help in finding it!
- Laughter Leader (someone willing to take the lead in getting the laughter started. Don't worry. Laughter is contagious and others will soon join in!)



INSTRUCTIONS/HOW TO PLAY:

Explain to the group that there will be a skit that everyone will get to be a part of. To start, have a few volunteers come to the front of the room. Their job is to start laughing among themselves like they have just heard the funniest thing in the world. Before they start, tell the rest of the group that they are to come up one or two at a time and inquire as to what is so funny (They come up as the mood strikes them, but the leader can prompt people if no one is coming forward!). The laughers will shrug and keep on laughing. The newcomers will ask to join in and will be welcomed joyfully and will start laughing as well. People keep joining in until all are part of the group and laughing!

VARIATION: If the situation is right, turn this laughing group into a "laugh mob." Take the group, not laughing, into an area of other people - the more around the better. Then on your signal, the group starts laughing out loud. Watch the expressions of the people around and don't be surprised if they ask, "What's so funny?" When they do, of course, shrug, and welcome them to join in!

COLOR THE DAYS

This is a very simple, quick and fascinating exercise to illustrate how people often have different views of the same thing, which is central to understanding empathy and many related concepts. Emotions and feelings within each of us are 'triggered' in different ways. We think differently and therefore see things differently. We often do not imagine that other people may see something quite differently to how we see the 'same' thing. Management and relationships, in work and outside of work too, depend heavily on our being able to understand the other person's view, and what causes it to be different to our own.

MATERIALS NEEDED:

- Pen/Pencil
- Paper

INSTRUCTIONS/HOW TO PLAY:

- Close your eyes and imagine the days of the week:
- What color is each day?
- Write down the color of each day
- Review and compare people's different color associations, and where people consciously know and are willing to share their reasons/associations review these differences too.

Note: If anyone sees all the days as the same color, or sees no color association at all, or perhaps sees or senses a more powerful alternative association, then this is another equally worthy personal viewpoint and difference.

The days of the week are a simple fixed pattern. Yet we see them in different ways. It is easy to imagine the potential for far greater differences in the way we see more complex situations - like our work, our responsibilities and our relationships, etc. Human beings will never see things in exactly the same way - this is not the aim or work or life - instead the aim should be to understand each other's views far better, so that we can minimize conflict and maximize cooperation.

VARIATION: Use the months or seasons.

CONTRIBUTED BY: Karen Darby, Southwestern Child Development Commission, Inc.

WHAT'S THE BEST GIFT YOU'VE RECEIVED?

This is a great team building activity for people who have already been working together. The conversation draws out personally meaningful moments that give folks a new perspective on what's important to their co-workers.

INSTRUCTIONS/HOW TO PLAY:

- · Ask each person to think for a minute about the greatest gift they have ever received.
- Ask people to share, in turn.
- Allow a minute or two for questions and "oohs!" and "awwwwwws" after each story.

CONTRIBUTED BY: Susan Hamann, OregonASK Expanded Learning Partnership

PROGRAM COAT OF ARMS

Every well run program has a common vision and understanding of their strengths. This activity gets your staff to creatively think about what makes them unique and what they truly offer the community.

MATERIALS NEEDED:

- 1 Copy Original Coat of Arms
- Pencils & Colored Pencils

INSTRUCTIONS/HOW TO PLAY:

- Hand out an original coat of arms to each participant or team.
- Give each person/team 15-20 minutes to create their coat of arms. Be creative with drawn pictures, words, symbols, designs... etc.
- Have each person/team tell about their coat of arms.

DIRECTIONS FOR EACH AREA IN THE COAT OF ARMS:

- In the first space (yesterday), draw something that represents a recent achievement.
- In the second space (today), draw something that reflects your program values.
- In the third space (tomorrow), draw something that represents where you see the program going in the future.
- There is a ribbon at the bottom for a program motto/slogan/focus. Incorporate all ideas into one coat of arms to display or display them all.

VARIATION: Many other coat of arms templates exist. Pick one that best reflects your program or that will motivate your staff. I gave all the different coat of arms to one artistic person and she came up with a beautiful program collaboration.

CONTRIBUTED BY: Cathy Phillips, Kimball Area Public Schools

GIVE ME 5 (ICE BREAKER)

Use this icebreaker activity to get a meeting off to a positive start.

INSTRUCTIONS/HOW TO PLAY:

Someone begins the meeting by calling out "Give Me 5!" Five staff members then raise their hand and share about a positive experience going on in their afterschool program.

WHAT'S YOUR TOPIC (ICE BREAKER)

This icebreaker is a great way to get everyone involved and comfortable at the beginning of a meeting or training.

INSTRUCTIONS/HOW TO PLAY:

To begin a meeting, a leader asks each table what they had been discussing prior to the meeting beginning. Some enlightening and funny topics are usually brought up.

CAR & DRIVER

This is a game that teaches trust and reliability on others.

MATERIALS NEEDED:

- People
- Cones (or objects to place on floor)

INSTRUCTIONS/HOW TO PLAY:

- Pair up and spend a few seconds talking about what kind of car you would love to drive.
- Have one person turn around, they become the car, their partner then places his or her hands on the car's shoulders with a bend in the elbow. They have now formed a car and driver.
- The car now closes his or her eyes and the driver starts the engine.
- The driver controls the direction of the car by squeezing or tapping on the car's left or right shoulder to turn, or double tap or squeeze to break.
- Play music and let the cars cruise around the room. Their goal is to not run into objects or other cars.

VARIATION: With a group you can form a limo! Create a longer car in a straight line with everyone connected by placing their hands on the person's shoulders in front of them, eyes closed! The last person is the driver and controls the car as above. The message now has to get from the back to the front for the car to know which direction to go.

CONTRIBUTED BY: Tyler Kearns, Clayton Kid Zone

FRESH PERSPECTIVES

The objective of this exercise is to harness the power of the group to obtain several possible solutions or suggestions for individual team member's current challenges or problems.

MATERIALS NEEDED:

- Paper/Notecards
- Pens

INSTRUCTIONS/HOW TO PLAY:

- The team should sit in a circle and think about any current personal or team/project-related problem or concern they have.
- Each person writes his/her problems on a notecard (ex. "I'm angry with myself for failing that test.").
- When everyone's done, allow each person to read their problems aloud if they choose, or the leader can collect and mix the cards up and read problems aloud anonymously.
- Allow the group to offer their best positive solutions to each problem shared.
- Discussion questions could include:

Did anyone discover novel solutions that you had not previously considered?

Who will try one of the solutions they heard today?

Did any of the solutions shared spark even more possible solutions in your mind?

What lesson does this teach us about reaching out to others for help?





HULA WALK

Promote teamwork, coordination, balance and control while encouraging physical exercise!

MATERIALS NEEDED:

- Hula-hoops
- Orange Cones (used for finish line markers)

INSTRUCTIONS/HOW TO PLAY:

- Line group members up side by side, give them hula-hoops and have them connect themselves in the following manner. One person puts his/her right leg inside a hula-hoop. The person next to them puts their left leg inside the same hoop, pulling the hoop taut up around their thigh so that it isn't dragging on the ground. That person then outs his/her right leg into another hoop, and so on, until the entire line of people in connected by hula-hoops. Those on the ends will have their outside leg free.
- Once everyone is connected the group must try to walk across a designated area without letting the hoops fall. You aren't allowed to use your hands! This can also be done with two rows of people, one in the back and one in the front, all connected using the same hoops. Have the smaller group take turns if you don't have enough hoops.
- Establish a finish line, divide the group into partners and have races. You can also create two teams to run a relay race to the finish line and back, with racers running two-at-a-time holding up a hula-hoop between their legs.

DISCUSSION PROMPTS:

- Was this easy of difficult for the group? Why?
- What obstacles did you encounter while doing this activity?
- Is it easier for you to overcome obstacles on your own or when with a group? Why?

CONTRIBUTED BY: Todd Kassens, Extend-A-Care for Kids

EXTREME TIC TAC TOE

Teamwork and communication is the name of the game for this fun and lively activity!

MATERIALS NEEDED:

- 6 flags (three of one color and three of another)
- 9 hula hoops

INSTRUCTIONS/HOW TO PLAY:

There are two teams, each team has three flags. The first three players of each team will have a flag. When the whistle blows the first two runners run down to the hula hoops and put their flag in a hoop (Like the X in Tic Tac Toe) they run back and tag the next runner who does the same thing. Remind the players they are playing Tic Tac Toe. After the third flag is in the remaining runners will move their team flags around in an attempt to either block the other team for tic tac toe or get one themselves. Game continues until we have a winner.

CORE VALUES - SHARED VALUES

Establishing a collective vision based on shared group values can be a lengthy process. Just getting the conversation started can be tricky. This simple activity allows for individual and groups to openly share values and develop group bonding. Use this activity during staff orientation, professional development, and community meetings groups can establish a collaborative atmosphere.

MATERIALS NEEDED:

- Core Values Checklist
- Table tent for final Core Value
- Markers

INSTRUCTIONS/HOW TO PLAY:

The activity consists of (3) rounds of reflection and sharing.

- Round 1: Pass out core values checklist to participants and have them circle their (5) top values that are important to them. Instruct the group to discuss their choices.
- Round 2: Instruct participants to eliminate (2) of their top values. Instruct the group discuss the deliberation process.
- Round 3: Instruct participants to eliminate (2) more top values and highlight their top core value. Allow groups to discuss deliberation and final choice. Instruct participants to draw their final choice on the table text provided.

VARIATION: Words on core value checklist can be amended to reflect goals of team building activity.

CONTRIBUTED BY: Fausto Lopez, American Institutes for Research



TABLE DISCUSSION BLOCK GAME

Colorful blocks and reflection questions come together in this game to get staff talking, sharing and moving.

MATERIALS NEEDED:

Colorful "Jenga" Style Block Game Labels with Questions Printed on Them

INSTRUCTIONS/HOW TO PLAY:

- Create a list of questions you'd like to discuss with your staff. Use a label template and create labels that fit on your wooden blocks.
- Don't forget to add fun physical activities like "do 5 jumping jacks" or "high five each other."
- Encourage staff to pull blocks and discuss in small groups.

VARIATION: Focus on a specific topic or use broad questions depending on how well your staff know each other.

HEALTH & WELLNESS PROGRAM

We are always looking for new and different ways to bring our team together. I recognized that my team seemed to always be dieting or talking about what they could do for exercise. This year, I learned that one of our Champions parents was a coach for Team Beachbody Fit Clubs. I partnered with her to tailor a fun, hip-hoppy work out for our Champions teachers. I thought this would tap into their interest in keeping a healthy lifestyle as well as provide a bonding opportunity for us as a Champions family.

MATERIALS NEEDED:

We had access to a screen and projector to follow both our instructor and a video of the workout she was providing, but that is not necessary – you can always have the instructor bring the music and stand up front so everyone can follow along with the moves! We purchased water, fruit and kashi bars as a snack after our work out.

INSTRUCTIONS/HOW TO PLAY:

- Enlist a professional instructor or trainer from your local gym. I would recommend Zumba, or any aerobic-type of class. Our trainer found the opportunity to provide the class to be mutually beneficial as there was potential to motivate our team members to register with her for future workouts (most will provide a free work out).
- Discuss your goals with the fitness trainer: create a moderate, fun, team building exercise class- something
 physically challenging enough so we could encourage each other to keep moving as well as something with moves
 that may push us out of our comfort zone.
- Select a venue (we used one of our sites' gymnasiums) and send a fun, colorful invite to your team. Following along with our instructor was not always easy but it was consistently fun we laughed as we tried our best to remember all of the various steps. Afterward the instructor provided additional healthy lifestyle tips and we all shared some of our own. Everyone left rejuvenated and happy!

CONTRIBUTED BY: Thea Pace, Champions

DO WE HAVE ANYTHING IN COMMON?

This is very simple exercise, with little materials needed, to be used prior to a group training to help break the ice and allow participants to get to know one another.

MATERIALS NEEDED:

- Paper
- Pen (to record group answers)

INSTRUCTIONS/HOW TO PLAY:

- Break a large group into smaller groups of 5. Using the number off method works well and then breaking them into their individual groups (all ones go together, two's...).
- Once in their newly formed groups their assignment is to find ten things they have in common with every other person in their small group. Answers should have nothing to do with work. Also no body parts (we all have legs...) and no clothing (we all have shoes...) can be used. This will help to explore shared interest more broadly. This exercise should take around 10-15 minutes.
- One person must take notes and be ready to share with the whole group upon completion. *Reading the list generates laughter from the group.* Allow the group to have a free flowing conversation as they develop their list. The fun will follow.

LIFE WITH THE WRIGHT FAMILY

In our everyday lives, we are often faced with tasks that pull us in many directions. This listening activity aims to teach the importance of not getting too distracted and to stay focused on what's important.

MATERIALS NEEDED:

- The Wright Family Story (below)
- One playing Card
- Penny
- Pen
- Paper Clip (or some other small item for each person in the group)

INSTRUCTIONS/HOW TO PLAY:

- Have your entire group stand in a circle, shoulder to shoulder.
- Give each person in the circle a playing card, penny or some other small item that can be passed easily from hand to hand.
- Tell the group that you are going to read them a story and every time they hear any word that sounds like "right," they are to pass the object in their hand to the person on their right and every time they hear the word "left," they should pass the object to the left.
- Start reading the story slowly so that they have a chance to catch on to what you want them to do. After a few passes stop the story and ask them how they are doing. Check to see that everyone has an object in his hand. If your group is typical, some will have two or three objects and others will not have any. Have them redistribute the objects so that everyone has one again.
- Now continue to read the story, getting faster as you go. Stop the story a couple of more times to check on how they are doing.
- After reading the story, ask the following questions:

How much of the story can you remember?

What does this activity tell us about communication?

What does this activity tell us about teamwork?

What does this activity tell us about listening skills?

 After the group has discussed the purpose of the activity, tell them that this activity required teamwork, much like how their program does.

THE STORY:

One day the Wright family decided to take a vacation. The first thing they had to decide was who would be left at home since there was not enough room in the Wright family car for all of them. Mr. Wright decided that Aunt Linda Wright would be the one left at home. Of course this made Aunt Linda Wright so mad that she left the house immediately yelling "It will be a right cold day before I return". The Wright family now bundled up the children, Tommy Wright, Susan Wright, Timmy Wright and Shelly Wright and got in the car and left. Unfortunately, as they turned out of the driveway someone had left a trash can in the street so they had to turn right around and stop the car. They told Tommy Wright to get out of the car and move the trash can so they could get going. Tommy took so long that they almost left him in the street. Once the Wright family got on the road, Mother Wright wondered if she had left the stove on. Father Wright told her not to worry he had checked the stove and she had not left it on. As they turned right at the corner, everyone started to think about other things that they might have left undone. No need to worry now, they were off on a right fine vacation. When they arrived at the gas station, Father Wright put gas in the car and then discovered that he had left his wallet at home. So Timmy Wright ran home to get the money that was left behind. After Timmy had left, Susan Wright started to feel sick. She left the car saying that she had to throw up. This of course got Mother Wright's attention and she left the car in a hurry. Shelly Wright wanted to watch Susan get sick, so she left the car too. Father Wright was left with Tommy Wright who was playing a game in the backseat. With all of this going on Father Wright decided that this was not the right time to take a vacation, so he gathered up all of the family and left the gas station as quickly as he could. When he arrived home, he turned left into the driveway and said "I wish the Wright family had never left the house today! Right?"

PASS THE CLAY GAME

Speed, creativity, and story-telling all have a part in this fun game that your staff is sure to find fun and entertaining!

MATERIALS NEEDED:

- Clay or Play-Doh
- Whistle

INSTRUCTIONS/HOW TO PLAY:

Break the group up into teams of two to six members each and give each team a large lump of clay. Each team must sit in a circle so that they can easily pass the clay around. Start with one team member holding the clay. The leader shouts out an object, scene or something else that can be made out of clay (some ideas follow), on the "go" signal the first person begins to build as fast as they can. After a few seconds the leader blows the whistle and the clay must be passed to the next person who picks up where the first person left off. Continue in this manner with the leader frequently blowing the whistle at irregular intervals. On the "stop" signal, the person holding the clay must set it down. At the end of each round allow each group to show their creation to the rest of the group, with any description or story they want to make up about it. You may do several rounds of this fast-paced game with a different person starting with the clay.

CONTRIBUTED BY: Valeska J. Simmonds/Megan Storms, Carmel Clay Parks and Recreation

STAND UP IF YOU

A good, quick game that gets people active for introductions or for learning more about each other, especially when there is limited space for movement.

INSTRUCTIONS/HOW TO PLAY:

- LEADER SAYS: "To better understand our group, let's play a quick game of 'Stand up If You'."
- During the game you have two responsibilities:
 - 1. Stand up if the statement applies to you. Stand up for a moment and then sit down.
 - 2. Watch carefully in order to learn more about the group.
- Think of four or five questions you'd like to know about the members of the group and/or you think would be helpful for the group to get to know each other better. For example, a brand new group you might say:
 - Stand up if you went to an afterschool program when you were younger.
 - Stand up if you've worked in afterschool for five years or more.
 - Stand-up if you've worked in afterschool for less than five years.
 - And so on.
- Remember to remind participants to sit down in between each question.
- ASK: What else do we want to know about each other?
- Invite a couple of participants to make a "Stand Up If You' statement for the group.
- ASK: What are some of the observations you had about our group?

SOURCING OUR MOTIVATION

At the Alliance for a Healthier Generation, we look for ways to combine physical activities with our meeting content internally with our team and especially during workshops with out-of-school time staff and leaders. This activity is a good one for closing out a meeting that has been thick with content or confronted the many challenges we face in our work.

MATERIALS NEEDED:

- Boombox or Smartphone (music-playing device)
- Flip-chart paper
- Markers



INSTRUCTIONS/HOW TO PLAY:

- SAY: "We covered a lot of material today! And we have come a long way as a team together! As we discussed today, this work to create healthy environments for youth and community is an ongoing process and requires ongoing effort on our part. In fact, it is our commitment to the process of "continuous improvement" that is the best demonstration of our quality as a program! To wrap up our session today, let's take a moment to remember why we do this work."
- Post flip-charts pages around the room, each with one of the following topics and a corresponding Physical Activity. Ask the group to count off 1-4 and separate into the four groups around the room.
- Play uplifting music as each group engages in the PA and discussion for that station. After 5-10 minutes give them the signal to rotate to the next station. At each station place markers for them fill up the page with responses to the question written on it, using words or pictures. Use these questions and activities, or make up your own:

How do I like to show support of my teammates in our efforts to be healthy role models? (Hold Warrior Pose – deep lunge with arms raised over your head)

What type of motivation/encouragement do I like to receive from others? (Rise up on your tip-toes and stretch up to the sky, reaching with one hand then the other)

When do I feel happiest, proudest, most satisfied, or inspired in this work? (Hop on one foot, then the other)

How have I benefited in my own life, from making positive changes in healthy eating and physical activity? Or, what positive changes have I noticed in my family or friends as they take on healthier practices? (Do your favorite dance move)

• Regroup and share highlights from each flip-chart page aloud. Suggest that the team keep these pages and post them on their office wall, or collect the ideas shared into a card, scrapbook, poster, time capsule to reference back in the future. By doing so we are building a culture of motivation, teamwork, and appreciation where staff wellness is an essential way we create healthy environments for youth.

VARIATION: To simplify the activity, instead of flip-chart pages, use 8.5x11 pieces of paper with the prompt and omit the element of writing/drawing on the page.

EMOTICON ABOUT ME AND/OR PHOTO REFLECTION

Use this game to learn more about each team member.















MATERIALS NEEDED:

Photos of Different Emoticons (one or more for every person in the group)

INSTRUCTIONS/HOW TO PLAY:

- Place the emoticon photos on a table.
- Invite participants to select a photo that represents them.
- Once everyone has chosen a photo, have each person introduce themselves and why they selected the
 particular emotion.

VARIATION: Instead of having the photos available, create a power point slide or poster with several different emoticons and have participants select one from the display. Emoticon photos may be replaced with any type of photos that may resonate with people. This may also be used as a reflection activity to see how people are feeling.

CONTRIBUTED BY: Heidi Ham, The National AfterSchool Association

A HOLE IN THE BUCKET

Many people are responsible for certain things everyday. If you are absent someone has to pick up your tasks. What does this look like?

MATERIALS NEEDED:

Several Small Soft Hand Balls (more if group is larger than 10-12, then make two groups)

INSTRUCTIONS/HOW TO PLAY:

- People stand in a circle passing a ball around from one person to the next.
- The trainer states that to imagine the ball is your daily responsibilities.
- The trainer keeps adding balls to the circle stating there are more tasks as the day goes on.
- The trainer then removes one person from the circle stating that person called out but their tasks must still be completed.
- The balls must keep going but now someone must figure out how to pass the ball for themselves and the absent person without interrupting the flow. Even with someone absent, the same number of hands must touch the balls. This is to show how important everyone is and what they do effects other people.

VARIATION: Remove several people from the circle. Add or take away balls stating there is a low or high child count for the day or it is a field trip day.

CONTRIBUTED BY: Tina Ricketson, Champions



"THE CODE" (COLLABORATIVE COMMUNITY CODE OF CONDUCT)

Setting group norms is an important part of building trust and group cohesion. This activity allows teams to cooperatively create guidelines for maximum engagement, accountability and participation in a fun and active way.

MATERIALS NEEDED:

- Large (Poster Size) Adhesive Post-It Note Chart Paper
- Markers

INSTRUCTIONS/HOW TO PLAY:

- Facilitator posts 5 pieces of chart paper evenly distributed around the room with one of the following headlines at the top of each sheet: Learn, Feel Safe, Feel Supported, Feel Included, and Be Engaged.
- Facilitator instructs participants to go to the station which is most important to them.
- Facilitator explains that participants should insert that topic into and then complete this statement: In order to _____ I need..." (ie. In order to Learn I need the instructor to use active learning strategies)
- Small groups at each station brainstorm ideas on their sheet for 5 minutes, then sum up their thoughts to create one ground rule for the group.
- Have each group present the ground rule/group norm that they created to the full group and scribe on a new sheet as they share.
- One all of the groups have finished, present them with "The Code" (group norms/ground rules) for the team.

VARIATION: If space does not permit a full rotation brainstorm, participants can do this on regular sized sheets of paper with small groups at their tables.

CONTRIBUTED BY: Monica Marie Jones, Inspirationista Ink LLC & Consultant for the David P. Weikart Center for Youth Program Quality

THANK YOU!

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