



**Session title:** Sustainability and Scaling: Building a Strong Infrastructure

**Session presenters:**

Beverly Irby, Texas A&M University  
Joel Zarrow, Children's Literacy Initiative

**I3 TA liaison facilitators:**

Kathy Cox, Education Delivery Institute (EDI)

**Overall summary of the session:**

This session highlighted grantees that are all working on literacy and have been able to successfully scale their models due to their commitment to building a strong infrastructure to support the new learning of teachers. Participants had the opportunity to dive-in to the details of these infrastructures and understand the implications for their own work.

Prerequisites of scaling up were presented.

Dr. Irby described the *ELLA-V* project. She stated that among the elements that contribute to sustainability are ongoing training and professional development, highly structured standards-aligned scripted lessons, and maintaining fidelity to the implementation model.

Joel Zarrow talked about service delivery and understanding if grantees are getting results. He then described the *Children's Literacy Initiative*, focusing on fidelity of implementation, self-reflection based on results, and adjusting implementation as needed. He noted that it is the feedback loop that builds a stronger program that leads to a quality, sustainable program.

The discussion then moved onto scaling and sustaining the program, including alternate funding sources. These included realization that sustaining the program may require scaling back on the size of the program in order to maintain program quality. For example, the *Children's Literacy Initiative* currently has a 15 percent fee for service. It needs to move to 40 percent, but realizes that that mix won't be possible in all districts, that some districts may require 80 percent or higher. Key to this is having a fund development team that actively looks for philanthropic money, as well as properly positioning the grant to balance service delivery and funding.

**Key issues or questions discussed (note any specific grantee practices or resources shared):**

Attendees provided their definitions of what sustainability and scaling means, including funding, ownership, policy issues, and essential vs negotiable grant elements.

Two project presentations (English Language and Literacy Acquisition and Children's Literacy Initiative) discussing implementation with fidelity.



**Suggested topic(s) or question(s) for follow-up engagement and suggested means of engaging:**

Reflection questions:

- What does “fidelity of implementation” mean to you?
- What are the trade-offs to having a model that requires a strong fidelity of implementation?
- Fee-for-service
- More specifics about online (hands on) and coaching model
- Further explore sustainability

**Related resources that may be useful:**

Additional reference materials provided on CoP site:

- Successful Implementation Resource— Scaling up
- Successful Implementation Resource—Routines
- Successful Implementation Resource—Capacity Review (Needs Assessment)
- Successful Implementation Resource—Identifying Capacity Requirements