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### Issue Editors’ Notes  
*Ross VeLure Roholt, Michael Baizerman, Sheetal Rana, Kathy Korum*

### Executive Summary  

### Proem  
*Christopher B. Coleman*

### Preface  
*Michael Hahn*

1. **Missing in the youth development literature: The organization as host, cage, and promise**  
*Ross VeLure Roholt, Michael Baizerman, Sheetal Rana, Kathy Korum*

   This article discusses how questions about organization change and development are directly connected to positive youth development efforts and how they provide a beginning research agenda on youth organizations.

2. **From youth worker professional development to organizational change**  
*Sheetal Rana with Briana Baumgardner, Ofir Germanic, Randy Graff, Kathy Korum, Megan Mueller, Steve Randall, Tim Simmons, Gina Stokes, Will Xiong, Karen Kolb Peterson*

   This article describes an ongoing, innovative youth worker professional development, its underlying philosophies and ethos, and its accomplishments. Also included are challenges and barriers that this initiative faced and lessons learned from it.

3. **Use of research for transforming youth agencies**  
*Michael Baizerman, Emily Rence, Sean Johnson*

   This article describes the collaborative research strategy used by Youth Studies, University of Minnesota faculty and students, and Saint Paul (municipal) Parks and Recreation over the past five years as part of the effort to enhance Saint Paul Parks and Recreation’s youth services and programs.
4. Youth advisory structures: Listening to young people to support quality youth services 79
Ross VeLure Robolt, Megan Mueller
This article analyzes youth advisory structures, their formal structural arrangements, the process used by each, and the practice of working with young people using certain processes within different types of formal organizational structures.

5. Shaping partnerships by doing the work 101
Kathy Korum
This article describes partnership approaches that encourage new ways of thinking about or working with other organizations that foster a space for negotiation and focus on meeting youth and community needs.

6. What can local foundations do to support youth service system change efforts? 115
Wokie Weah, Marcus Pope
This article describes an organization’s experience of a collaborative approach to funding Saint Paul Parks and Recreation to help the agency continue and expand its innovations in youth work and to diffuse specific strategies into other recreation centers.

7. From lessons learned to emerging practices 121
Michael Baizerman, Ross VeLure Robolt, Kathy Korum, Sheetal Rana
This article brings together all lessons learned over our six years of work with Saint Paul Parks and Recreation and suggests the scientific truths, that is, and practice utility of these.

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