



Achieve
Hartford

.....

Strategic Plan 2019-2021

.....

Unlocking Our Potential

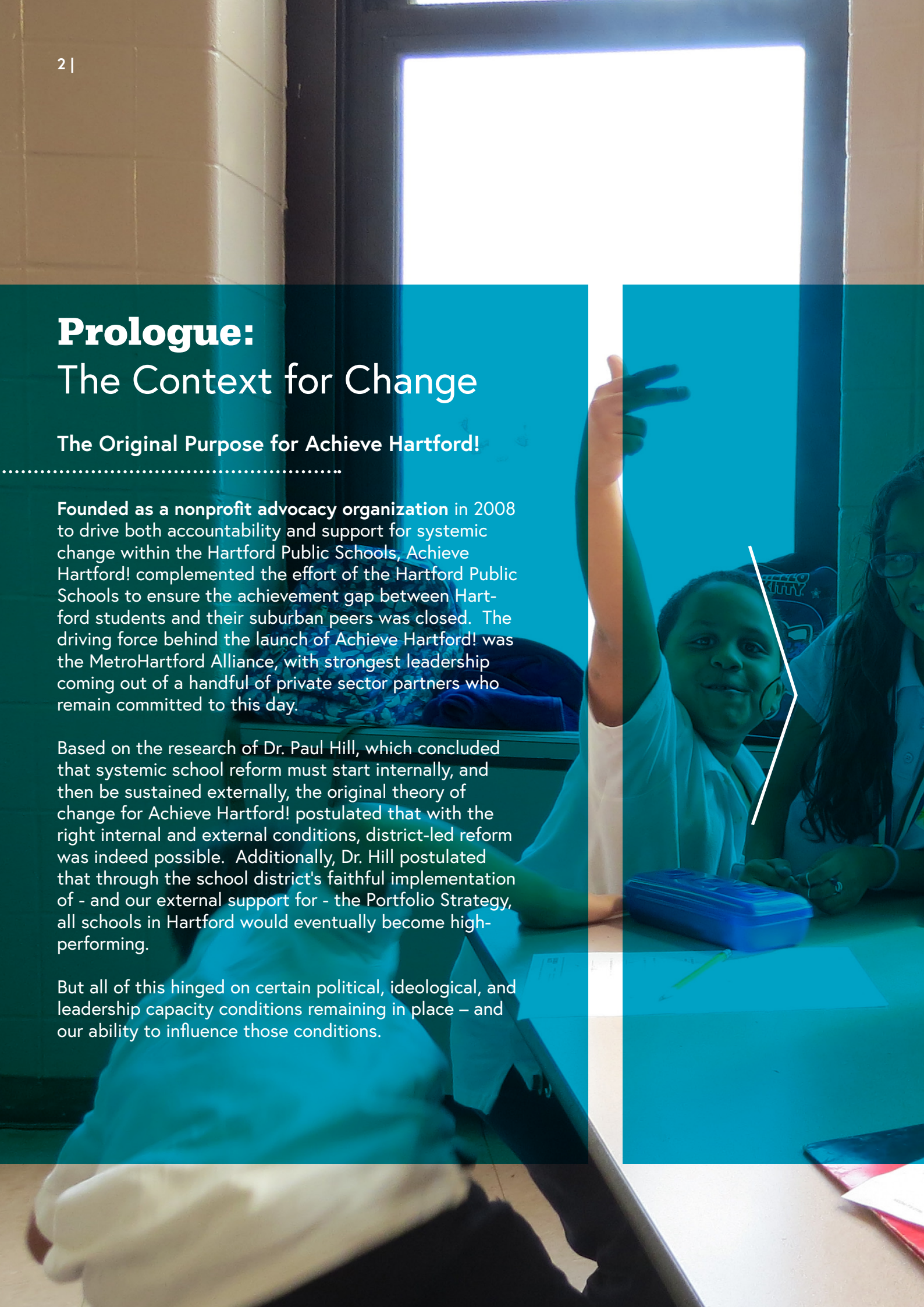
Prologue: The Context for Change

The Original Purpose for Achieve Hartford!

Founded as a nonprofit advocacy organization in 2008 to drive both accountability and support for systemic change within the Hartford Public Schools, Achieve Hartford! complemented the effort of the Hartford Public Schools to ensure the achievement gap between Hartford students and their suburban peers was closed. The driving force behind the launch of Achieve Hartford! was the MetroHartford Alliance, with strongest leadership coming out of a handful of private sector partners who remain committed to this day.

Based on the research of Dr. Paul Hill, which concluded that systemic school reform must start internally, and then be sustained externally, the original theory of change for Achieve Hartford! postulated that with the right internal and external conditions, district-led reform was indeed possible. Additionally, Dr. Hill postulated that through the school district's faithful implementation of - and our external support for - the Portfolio Strategy, all schools in Hartford would eventually become high-performing.

But all of this hinged on certain political, ideological, and leadership capacity conditions remaining in place – and our ability to influence those conditions.



A Fundamental Change in Conditions

The selection of a new superintendent in March of 2017 – Hartford's fourth in a six-year period – caused us to take a PAUSE and reflect on conditions in Hartford and our ability to influence them.

Superintendent Adamowski's five-year tenure from 2006-2011 had brought stability to a city that, previously, had experienced seven leadership changes in a 13-year period. However, since Dr. Adamowski's departure, the most salient characteristic of Hartford's reform was once again turnover at the highest levels of education leadership.

The instability at the school district between 2011-2017, coupled with turnover within the Mayor's office and Board of Education, led to a total breakdown of internal support for the Portfolio Strategy, despite our best efforts to drive accountability for adherence to its core principals of school replication/closure, school autonomy, shared school governance, efficient allocation of resources, transparency and public engagement.

Contemplating a New Purpose

For years, Achieve Hartford! had been the "window into education reform" in Hartford, independently reporting on student achievement annually and on district happenings weekly. We designed community-based programs to support individual school improvement and conducted advocacy efforts to demand the change needed to improve outcomes for kids.

While our eight years of innovative programming had resulted in impressively high numbers of adults engaged in school improvement efforts and a widespread understanding of the lack of and ways to increase progress in Hartford, the impact on student outcomes was incidental compared to the impact of the city's leadership turnover.

No amount of data analysis, presentations, publications, parent trainings, school re-branding efforts, community events, political debates, or incubating of new programs could alter the fundamental lack of capacity at the school district, the lack of support for bold change within the political landscape, and the poor state of resource allocation in Hartford.

With student achievement remaining astoundingly low over the previous five years, it makes sense that major funders feel a certain level of "Hartford fatigue," having witnessed little return for the significant public and private investments made into the schools. And yet, the corporate investment of \$50M for a "Healthy Hartford" earlier in 2018 signals a continued willingness of funders in Hartford to support strong ideas backed by strong leadership.

While conditions in Hartford are not currently right for bold district-led reform, the current conditions present an opportunity for innovation in the way we as a city solve problems – particularly as it relates to the role of the private sector, where goodwill and leadership capacity is in good supply.





Theme of month!
Work

Sheet
Suggested way
to work towards
goal & align to
month change?
* School Committee

~~Year celebration~~
(Parents, SS, kids)

College tours

Family & teacher support
(communication)

School Staff @ mentors

Continuing mentor
& develop

Day in the life
mentor (social)

Luck invite 2
they know about

letter / in person / virtual way
communicate progress w/ HPS
letter & info sheet

too access to Power School
(training for mentors)

information to mentors about
schedule/GPA using progress reports
progress monitoring + reflection

Indicators of success - quality HP
Enrollment
Retention

event
Create...

capturing...
Share 1st by end of
month

Family/teacher
Communication
(Feb)

Mentor
Recruitment
(Feb)

Mentors...
Power school...
...ing form
(...ent)

pre intervention
Data collect

THE NEW ACHIEVE HARTFORD: A STRATEGIC REDIRECTION

2018: HARTFORD'S MOMENT, AND OURS

Hartford right now is benefiting from a shared urgency among local leaders in business, higher education, philanthropy, and government to drive economic development.

1. Corporate leaders are laser focused on economic development as demonstrated by investments into stronger entrepreneurial conditions, including the build up of Insurtech, CT Next, Upward Hartford, CT Innovations, ReSet, and more;
2. The Hartford Foundation for Public Giving (the nation's 19th largest community foundation, having just topped \$1B under management) is now being led by the former U.S. Assistant Secretary of Commerce for Economic Development under President Obama;
3. The local institutions of higher education, around a table as members of the board of the Hartford Consortium for Higher Education, are actively investing in ways to help make Hartford a college town;
4. Our local workforce investment board, Capital Workforce Partners, has just completed a strategic plan that refocuses their efforts on work-based learning and apprenticeships for school-aged youth;
5. Our mayor, Luke Bronin, having just stabilized the financial conditions in the city, is conducting a strategic planning process to establish a vision for the city that includes strategies for economic development;
6. The MetroHartford Alliance new CEO, David Griggs, is laser-focused on economic development issues in the region and state; and, importantly,
7. Our relatively new superintendent, Dr. Leslie Torres-Rodriguez, is very positively disposed to models of shared leadership to improve student outcomes at the high school and post-high school levels.

Taken together, this is quite an opportunity for the private sector to turn their fatigue from the previous five years of education funding into a more "engaged" approach to driving systemic change, where we as a private sector stop looking to the public sector to solve intractable problems, and instead step up to lead the work of designing and implementing solutions. After all, our city is small. 15 high schools in Hartford each graduate on average less than 100 students each year. We should be able to get these students what they need to enter and complete post-secondary education, and then find a career right here in Hartford. **What's missing is an organization with deep relationships throughout the entire private sector – corporate, nonprofit, philanthropic, higher ed – to bridge the gaps that still exist between education, workforce and economic development programming.** Achieve Hartford is perfectly positioned to be that organization.

A SHIFT AT ACHIEVE HARTFORD

In order to play a new role that captures the opportunity of Hartford's moment, five fundamental shifts have been made at Achieve Hartford.

We have a shift to:

- 01** *creating change, from demanding change*
- 02** *helping the private sector achieve better results with their investments, from supporting improved practice within the public sector*
- 03** *social and systemic change, from education reform.*
- 04** *moving individual leaders, from trying to move institutions*
- 05** *a goal of building a strong talent pipeline in Hartford for the State and region, from a goal of fixing K-12 education*

PROBLEM STATEMENT

The past five years in k-12 education in Hartford have been disappointing: stagnant results and a revolving door of leadership. To this day, Hartford maintains unconscionably low levels of student achievement, and obstacles stand in front of too many students at too many schools in every neighborhood. While there's no shortage of education programs and effort, there's a shortage of a return. We're just not seeing the results and impact we want or hoped for within K-12 education, and farther along the pipeline, abysmal post-secondary degree completion rates leave huge gaps in the region's talent pipeline.

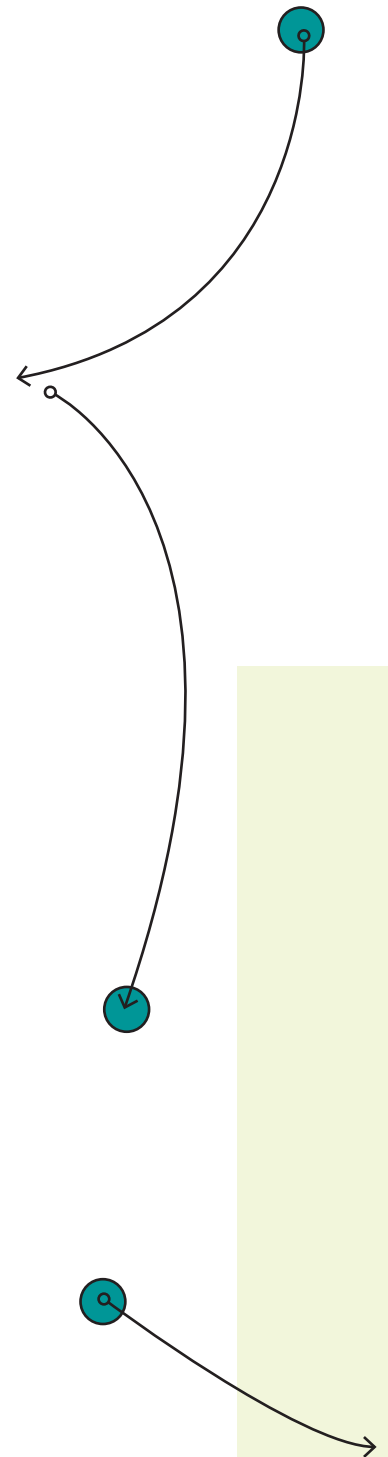
We think this is because, when it comes to education, Hartford doesn't really have a resource problem as much as it has a coordination and ownership problem. For such a small city, Hartford possesses incredible assets within its corporate, higher education, non-profit, philanthropic, and public sectors. Hartford leaders across sectors remain unable to ALIGN RESOURCES & COORDINATE ACTIONS in ways we know can dramatically improve student outcomes.

OPPORTUNITY STATEMENT

While conditions in the city and school district are in need of long term improvement, Hartford's diverse private sector has incredible potential to drive systemic change in both education and workforce development right now.

- The focus for many across the state is economic development, and the talent development is central to this;
- The concentration of private investment in education and workforce development is growing and fast
- Hartford's biggest asset – its smart and committed leaders from corporate, nonprofit, higher ed, and philanthropy – is waiting to be tapped.

Unlocking our potential, as a private sector, is the real opportunity.



SETTING NEW CONDITIONS FOR COLLABORATION

As a private sector, we must drastically change the way we collaborate across the sectors, by making these four changes to:

- **... Our Mindset:** The "system" must be redefined and understood to be not only the public sector, but all three sectors - public, community, and private - sharing responsibility, with evidence of private sector leadership having an impact on education outcomes.
- **... Our Capacity:** Corporate, nonprofit, philanthropic, and higher ed leaders must be prepared to take on a new level of responsibility to solve education problems, with individual leaders receiving consistent coaching and support to win in this new space.
- **... Our Process:** High-functioning, action-oriented, cross-sector collaborations require strong process and design, with conflicting priorities and ideologies addressed openly, resulting in alignment.
- **... Our Understanding of What Works:** Achieving a higher return on investment in education requires stronger evaluation for both current interventions as well as a test and learn approach for new interventions, with an eye towards long-term impact and **taking solutions to scale.**

A NEW ACHIEVE HARTFORD

TAGLINE

Activating private sector leaders to solve education problems

MISSION STATEMENT

To close the opportunity and achievement gap in Hartford and build a viable talent pipeline for our state and region.

CORE OBJECTIVE

To create and maintain spaces for action-oriented, high-functioning, cross-sector collaboration where the private sector can effectively lead in ways that expand opportunity and increase student outcomes.

THEORY OF CHANGE

If we – Achieve Hartford staff, board members, and partners – activate the region's many corporate, nonprofit, philanthropic and higher ed leaders to take shared ownership of solving Hartford's education problems, and if we support high-functioning teams and high-impact interventions, over time we can achieve equity in opportunity and close the achievement gap – in the process building a large base of committed, cross-sector leaders.

A NEW ADVOCACY MODEL

Embracing a model of "distributed leadership", Achieve Hartford can stay small yet enlist and support a large number of private sector leaders to address gaps in the high school to post-secondary degree completion pipeline. To get work done, we must get it done through our leaders.

OUR VISION

We envision Hartford as the state's leading talent hub, with our city's young people well placed in careers and the cycle of poverty ended. We envision a city where:

- leaders from all sectors share ownership of education outcomes and
- all students attain a post-secondary degree and enter the workforce ready.

WHO WE ARE

We are a group of private sector leaders coming from local companies, nonprofits, higher education, and philanthropy working to ensure educational success for Hartford students from high school through post-secondary degree-completion.

WHAT WE DO

We identify, coach, and inspire private sector leaders to address specific student opportunity gaps via high-functioning, cross-sector teams, and in doing so, change how leaders work together.

WHO WE SERVE

Focusing almost exclusively on the private sector, we recruit and support leaders from corporate, nonprofit, philanthropy and higher ed.

Currently we maintain:

- 50 PRIVATE SECTOR CHAMPIONS
- 14 BOARD MEMBERS
- 4 FULL TIME STAFF MEMBERS
- 9 PARTNER ORGANIZATIONS
- 2 COALITIONS (COLLABORATIONS)
- 10 ACTION TEAMS (INTERVENTIONS)

OUR BELIEFS

We believe...

1. In Hartford – in our collective ability to address our city's challenges and thrive.
2. All kids can succeed and that talent is held equally among us all.
3. The opportunity and achievement gap between Hartford kids reflects poorly on all of us.
4. The health of Hartford and its suburbs is interdependent.
5. All sectors, not just the public sector, have the responsibility to co-create solutions that ensure all our kids reach their full potential.
6. In the power of individual leaders leaning in to catalyze systemic change.

OUR VALUES

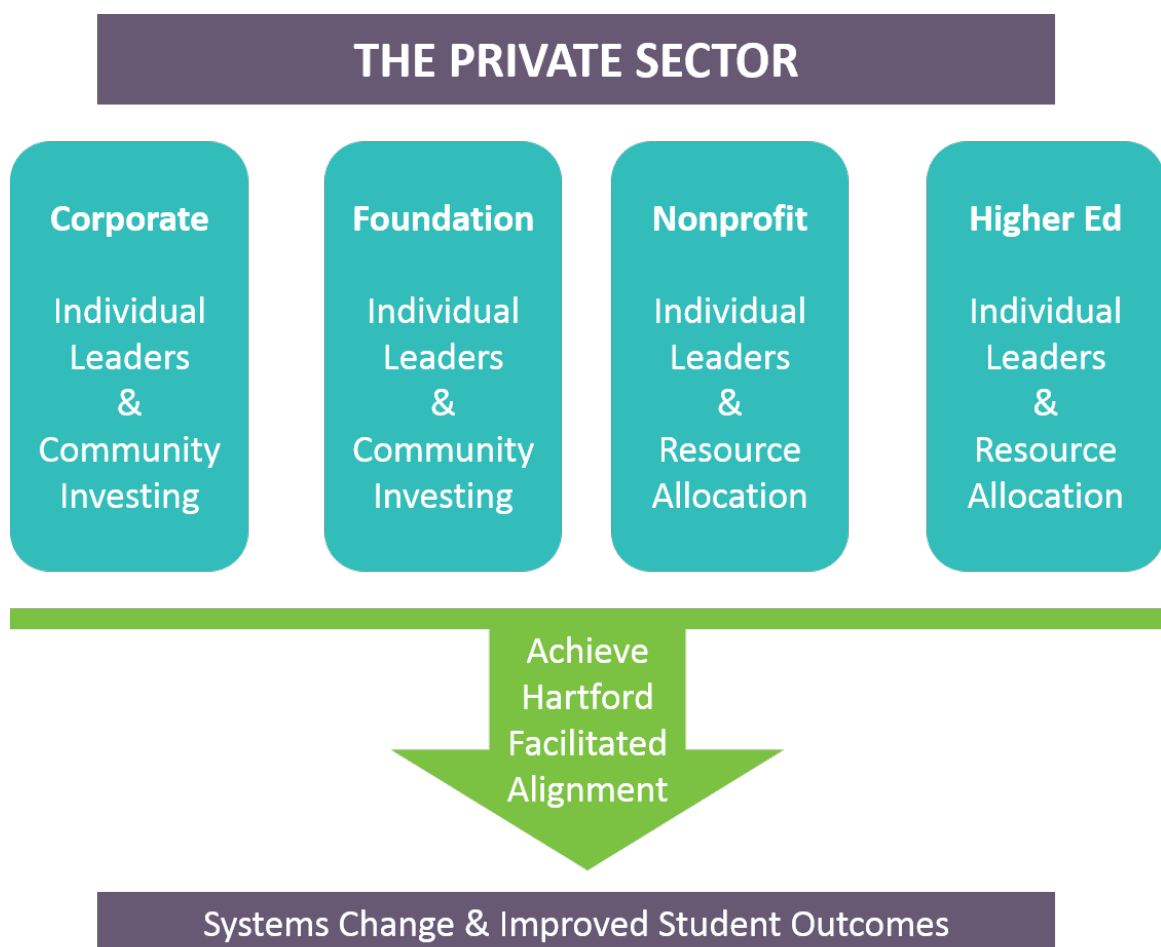
We value...

1. Action
2. Results
3. Systemic change
4. Using data to understand what really works and drive decisions
5. Bold leaders who force hard conversations
6. Putting kids first when reconciling different interests
7. Leaders who collaborate to the point of interdependence
8. Community voice
9. "Test and learn" approaches
10. Leveraging best practices from anywhere

A NEW BUSINESS CASE

Unlike other nonprofits running programs that serve youth directly, Achieve Hartford is positioned to work alongside business and philanthropy to support and align the work of direct-service organizations in education, higher education and workforce development for greater results. By embracing a distributed leadership model whereby the marginal cost to support an additional private sector leader (and action team) is small, Achieve Hartford can stay lean and maintain a budget of \$600-800K annually over the next three years, while still impacting 600 students across its two initiatives in Year 1 and 500 additional students each year thereafter.

More importantly, the interventions executed by each action team or work group should unlock synergies between city-wide efforts that allow for still more students to be served among and between existing nonprofits, without the need for additional corporate or philanthropic investments, represented graphically here:



A SUMMARY OF MEASURABLE BENEFITS TO THE PRIVATE SECTOR

- Increased efficiency in the deployment and redeployment of resources
- Increased collaboration and alignment among funders
- Increased sharing of resources among nonprofits
- Increased results as measured by student outcomes
- Increased ability to leverage investment from new players
- Increased fulfillment of private sector leaders in their work
- Increased perception of Hartford as a high-functioning city

To execute against our new theory of change, we must be perfectly designed to get the results we desire. This means (1) re-defining three full-time positions to work under the Executive Director, (2) a greater reliance on the Board of Directors, as strong private sector leaders, (3) efficient use of part-time staff and/or consultants where outside expertise is necessary, and (4) an increased reliance on our partners as private sector leaders carrying out a bulk of the work.

The needed roles and responsibilities within the new organization, along with a correlating human capital strategy, are listed in the table below.

| Role and Responsibility | 4 FTE | Part-time | Board Member | Consultant | Partner |
|--|--------------------------------------|-----------|--------------|------------|---------|
| Business Development | Executive Director | | X | | |
| Program Oversight | Executive Director | | | | |
| Administration / Operations | Executive Director | | | | |
| School Design expertise | Executive Director | | X | X | |
| College / Career Readiness expertise | Executive Director | | | | X |
| Bookkeeping | | X | | | |
| Grantwriting | | X | | | |
| Strategic Communications Support | | | X | X | |
| Program Evaluation, Data Collection and Analysis | Project Management & Evaluation Lead | | X | | |
| Project Management | Project Management & Evaluation Lead | | | X | |
| Organizing Strategy | Lead Coalition Organizer | | | | X |
| Leader Recruitment, Coaching | Lead Coalition Organizer | | | | |
| Org-level Communications | Lead Storyteller | | | | |
| Program-level Communications | Lead Storyteller | | | | |
| Event Management | All staff | | | | |

In addition, the composition of our Board of Directors must also shift, to specifically add expertise in key areas needed to execute our current initiatives to the best of our ability. And, the roles that our current Board members play must also change, to ensure we are fully utilizing the support of our private sector champions. The table below presents a shift:

Current Board Members

Corporate

Partnership building within the Chamber of Commerce
Strategic Communications support
Leader Recruitment

Corporate / Higher Ed

Participation on an Action Team or Work Group

Higher Education

Partnership Building within Higher Ed
Program Evaluation

Small Business

Business case and pitch development

New Board Members

Venture Philanthropist

Help staff identify high-net-worth individuals interested in education / workforce development

Digital Communications Expert

Help staff design more compelling methods to "sell" each coalition's impact

School Design Expert

Help staff evaluate current school design implementation and evaluation

Leadership Development Expert

Help staff better design leader supports to deepen private sector leader engagement

Economic Development Expert

Help staff better steer the work of coalitions towards talent development priorities.

Diversity & Inclusion Expert

Help staff recruit diverse action team leaders for current and future initiatives

New Roles

New Roles

SUSTAINABILITY

While we will always seek to attract regional and national funders such as the Nellie Mae and Lumina education foundations, three core strategies will drive sustainability of the new Achieve Hartford over the next three years:

Earning Core Operating Support

- Achieve Hartford has had the good fortune of maintaining many of its founding corporate funders, and this strategy specifically involves deepening these relationships to ensure strategic partnerships can be formed at the coalition and action team / work group levels.

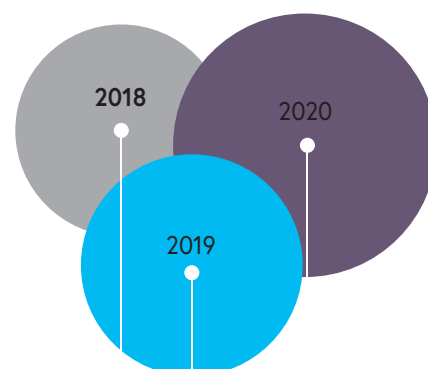
Selling New Projects to Institutional Investors

- Foregoing most traditional grant applications to private foundations who tend to focus on direct-service nonprofits, we will identify corporate institutions with an interest in workforce development and look for \$5-10K investments in specific action teams or work groups in which they can also participate.

Pursuing Venture Philanthropy

- We will engage in the active recruitment of high-net-worth individuals from the Greater Hartford region to build a base of systems change-minded and "engaged" philanthropists, willing to involve themselves in the design and implementation of education and workforce development solutions in Hartford.

In all three of these strategies, the goal is to engage private sector leaders directly in the work or action teams and work groups, with asks for funding being a secondary goal of partnership.



Seeking to stay lean as a staff and focused on no more than two major initiatives at once, the three-year financial model for the organization looks like the following:

| Year 1 FY19 | | | | | |
|----------------------------------|------------------|-------------------------------------|------------------|-----------------------------|------------------|
| Core Operating Supporters | Amount | Project-Specific Funders | Amount | Individual Investors | Amount |
| Corporate Core 1 | \$150,000 | All In! Corporate 1 | \$20,000 | Board Members | \$20,000 |
| Corporate Core 2 | \$150,000 | All In! Corporate 2 | \$10,000 | Project Investors | \$10,000 |
| Corporate Core 3 | \$100,000 | All In! Corporate 3 | \$10,000 | | \$30,000 |
| Corporate Core 4 | \$40,000 | Weaver Corporate 1 | \$10,000 | | |
| Private Foundation 1 | \$25,000 | Weaver Corporate 2 | \$5,000 | | |
| | \$465,000 | All In! Event Sponsorship | \$25,000 | | |
| | | Corporate Core 1 | \$50,000 | | |
| | | | \$130,000 | | |
| | | | | Total | \$625,000 |
| | | | | | |
| | | | | | |
| Year 2 FY20 | | | | | |
| Core Operating Supporters | Amount | Project-Specific Funders | Amount | Individual Investors | Amount |
| Corporate Core 1 | \$150,000 | Maintained All In! Funders Year 1 | \$55,000 | Board Members | \$20,000 |
| Corporate Core 2 | \$150,000 | All In! Event Sponsorship | \$25,000 | Project Investors | \$30,000 |
| Corporate Core 3 | \$100,000 | New All In! Funder(s) Year 2 | \$20,000 | | \$50,000 |
| Corporate Core 4 | \$40,000 | Initiative 3 Funders | \$60,000 | | |
| Private Foundation 1 | \$25,000 | Weaver 3rd Party Evaluator Contract | \$20,000 | | |
| | \$465,000 | | \$180,000 | | |
| | | | | Total | \$695,000 |
| | | | | | |
| | | | | | |
| Year 3 FY21 | | | | | |
| Core Operating Supporters | Amount | Project-Specific Funders | Amount | Individual Investors | Amount |
| Corporate Core 1 | \$150,000 | Maintained All In! Funders Year 1 | \$55,000 | Board Members | \$20,000 |
| Corporate Core 2 | \$150,000 | All In! Event Sponsorship (or SVP) | \$25,000 | Project Investors | \$50,000 |
| Corporate Core 3 | \$100,000 | Maintained All In! Funders Year 2 | \$20,000 | | \$70,000 |
| Corporate Core 4 | \$40,000 | Maintained Initiative 3 Funders | \$60,000 | | |
| Private Foundation 1 | \$25,000 | New All In! Funders Year 3 | \$20,000 | | |
| | \$465,000 | New City Expansion | \$90,000 | | |
| | | | \$270,000 | | |
| | | | | Total | \$805,000 |
| | | | | | |

NEW PROGRAMMATIC SCOPE

For the duration of this strategic plan, Achieve Hartford is committing to programming that impacts the talent pipeline between high school and post-secondary degree completion. Nothing prevents this scope from changing during the next strategic planning process.

To achieve meaningful results with a staff of four, Achieve Hartford is also committing to executing no more than two initiatives at any given time. For Year 1 of the strategic plan, those two initiatives include:



In our model of distributed leadership, we provide the following support to private sector leaders within our two coalitions.

STAKEHOLDER ENGAGEMENT (ORGANIZING):

- New stakeholder recruitment and stewardship
- One-on-one stakeholder coaching to increase engagement
- External communications to drive awareness and amplify impact of leaders who are stepping up
- Funder and City Leader engagement and sustainability planning

PROJECT MANAGEMENT:

- Logistics: Co-planning meetings, agendas, co-creating materials, taking minutes)
- Internal communications to drive members' full engagement
- Oversight: General accountability to ensure deadlines hit
- Research and sharing of national best practices re: systemic coordination
- Data collection and analysis / reporting for evaluation
- Support for Future Action Team design
- Procuring technical assistance (national network)

ALL IN! COALITION

ALL IN! is a cross-sector coalition with a goal-oriented agenda to increase the number of Hartford youth who successfully complete a post-secondary credential and enter into high-demand occupations. By 2025, we will:

- GOAL 1: Increase high school graduation rate from 70.7% to 95%
- GOAL 2: Increase the post-secondary cohort enrollment rate from 58% to 70%
- GOAL 3: Increase the post-secondary cohort completion rate from 23% to 50%



ALL IN! Steering Committee Members include:

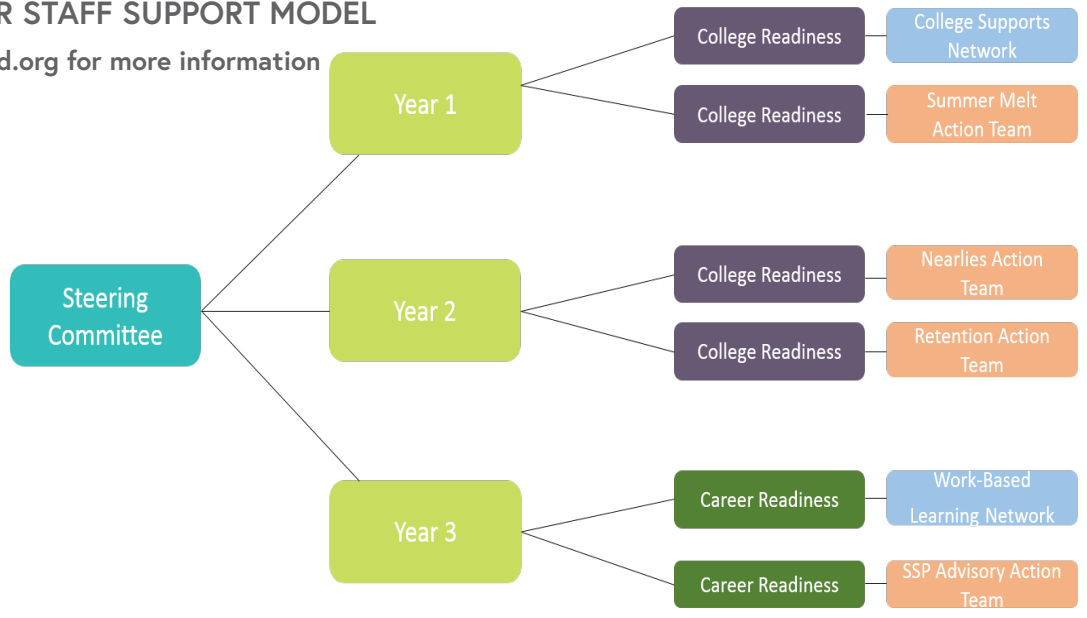
- Martin Estey - Hartford Consortium for Higher Education
- Richard Sugarman - Hartford Promise
- Julie Daly-Meehan - MetroHartford Alliance
- Jim Boucher - Capital Workforce Partners
- Sonia Dinnall - Hartford Public Schools
- Kim Oliver - City of Hartford – Office of Children, Families, Youth and Recreation
- Erin Haberman - Travelers Foundation

Additional Coalition partners include:

- Marlene Ferreira - Lincoln Financial
- David Johnston - Council Higher Education Retention Excellence
- Other nonprofit and higher ed leaders

SEE APPENDIX FOR STAFF SUPPORT MODEL

Visit www.allinhartford.org for more information



WEAVER HIGH SCHOOL REDESIGN PROJECT



The Hartford Board of Education decided formally to re-design and reopen Weaver High School as a building that would co-locate at least two mediocre schools.

In partnership with the Blue Hills Civic Association, Achieve Hartford secured a commitment from HPS to put nothing less than a high-functioning and fully- resourced neighborhood high school inside the new building.

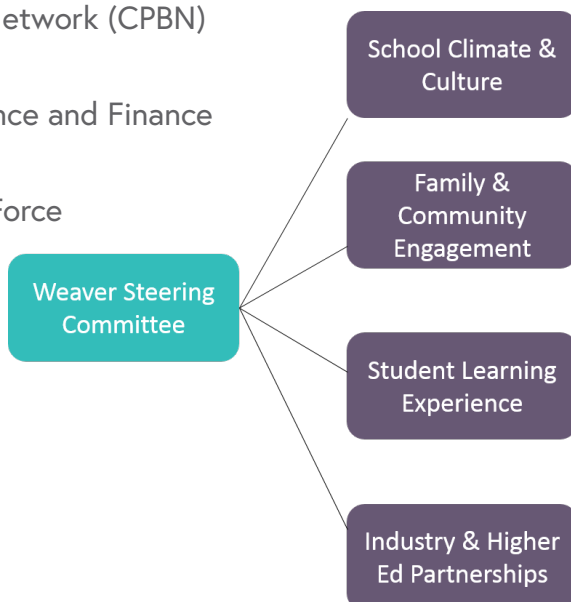
The launch of a new Weaver is about much more than the end goal of constructing a new building; Weaver stands as a symbol of hope, opportunity, equity, and success for Hartford. There is one overarching goal, defined in more detail in the appendix, which is to achieve 900 high-quality seats upon opening Weaver High in 2019.

THE WEAVER STEERING COMMITTEE MEMBERS INCLUDE:

- Vicki Clark - Blue Hills Civic Association
- Lee Hunt - Blue Hills Civic Association
- Tara Spain - Travelers Foundation
- Alan Hadad - University of Hartford
- Sal Salafia - ARCADIS/O&G
- Evette Avila - Hartford Public Schools
- Janice Castle - City of Hartford
- Donna Sodipo - Connecticut Public Broadcast Network (CPBN)
- Hartford Board of Education
- Susan Winkler - Metro Hartford Alliance (Insurance and Finance Cluster)
- Abigail Korhonen - North End Organizing Task Force

Additional partners include:

- Ethan Reid - Morgan Stanley
- Karraine Moody - Habitat for Humanity
- Michelle Szykowitz - Teach for America
- Sheldon Neal - Hartford Public Schools
- Ken O'Brien - Hartford Public Schools
- Jason Farqharson - Weaver High School Alumni



Visit www.weaver2019.org for more information

NEW MILESTONES

As a new organization, our number one focus is the impact we have directly on students. In addition, we must measure the impact we have on the private sector leaders and their level of engagement. Lastly, in our first year as a "re-started" organization, we must measure our ability to establish ourselves in the marketplace. The table on the next page presents the milestones we are using to gauge our success in Year 1.

Milestones for Year One of the 2018-21 Strategic Plan

(How will we know the new approach is working AND the new AH can succeed in the market?)

Top Line Goals from the Strategic Plan:

Positioning: Achieve Hartford establishes itself as Hartford's new resource for solving HS-PS pipeline problems

(as demonstrated by all financial milestones hit and key partnership milestones hit, listed in table on next page)

Impact (A): 600 students put ON TRACK for Post-Secondary Readiness and/or Career Readiness

(Breakdown: 80 Summer Melt & Retention, 80 Retention new, 40 CSN, 100 SSP/CC, 300 Weaver non-seniors)

Impact (B): 71 Private Sector Leaders fully participating on work groups and action teams and networks

(Breakdown: Nonprofit (28), Corporate (26), higher ed (15), philanthropy (3)) (25 reach level two, 40 reach level three, 6 reach level four)



| | Student Impact Milestones A | Adult Impact Milestones B | Positioning Milestones |
|---------------------|--|--|---|
| AH Org Level | | | |
| Q1 | | | New core funder secured |
| | | | 50+ learn more cards received from rebrand mailing |
| Q2 | | | (2) Core/Project funders secured |
| Q3 | | | Core funder secured |
| ALL IN! | | | |
| Q1 | New Work-Based Learning Network launched | (7) Nonprofit and (5) corporate leaders | Corporate Investor 1 secured (\$50K) |
| | Action Team on Career Readiness launched (100) | (2) Nonprofit and (1) corporate leaders | Corporate Investor 2 secured as institutional funder (\$20K) |
| | College Supports Network relaunches (40) | (5) Nonprofit and (4) higher ed leaders | ALL IN! given at least 10 min at State of the Schools |
| Q2 | Summer Melt Action Team results (80) | (1) Nonprofit and (1) higher ed leaders | Corporate Investor 3 secured (\$10K) |
| | Retention Action Team – Fall relaunch | (2) Nonprofit and (6) higher ed leaders | Corporate Investor 4 secured (\$10K) |
| | | | Core Funder becomes project investor |
| | | | Major ALL IN! Event raises \$25K |
| Q3 | New Retention Action Team launches (80) | | Foundation investor secured (\$25K) |
| | | | New Action team project investor secured (\$10K) |
| | | | ID'd as part of MHA plan |
| | | | ID'd as part of Mayor's plan |
| Q4 | | | At least 4 individuals investors secured (\$10K) |
| | | | Two new action teams proposed by coalition members |
| | | | One initiative proposed in partnership with regional philanthropic investor |
| | | | Guided pathways initiative proposed for next year |
| Weaver | | | |
| Q1 | | Industry Advisory WG launch (12) corporate (1) higher ed | Plan approved by board with huge support |
| | | Health WG launch (4) corporate, (1) nonprofit, (2) higher ed | |
| Q2 | | | |
| Q3 | | | |
| Q4 | Weaver Plan Implemented (300) | | New initiative ID'd based on success of Weaver |
| | | | Requested to stay on as paid evaluation partner |
| | | | At least \$225K raised for Weaver |

Appendix A

AH Staff Support for ALL IN! Coalition

| | College Supports Network | Summer Melt Action Team | Retention Action Team | Longitudinal Data Project Action Team | Work-Based Learning Network | New "SSP / Career Competency" Action Team | Steering Committee |
|--|--------------------------|-------------------------|-----------------------|---------------------------------------|-----------------------------|---|--------------------|
| Stakeholder Engagement (Organizing): | | | | | | | |
| New stakeholder recruitment and stewardship | | | X | X | X | X | X |
| One-on-one stakeholder coaching to increase engagement | X | | X | | X | X | X |
| External communications to drive awareness and amplify impact of leaders who are stepping up | X | X | X | X | X | X | X |
| Funder and City Leader engagement and sustainability planning | | | | | | | X |
| Project Management: | | | | | | | |
| Logistics: Co-planning meetings, agendas, co-creating materials, taking minutes) | X | | X | X | X | X | X |
| Internal communications to drive members' full engagement | X | X | X | X | X | X | X |
| Oversight: General accountability to ensure deadlines hit | X | | X | X | X | X | X |
| Research and sharing of national best practices re: systemic coordination | X | | | | X | | X |
| Data collection and analysis / reporting for evaluation | X | X | X | X | X | X | X |
| Support for Future Action Team design | | | | | | | X |
| Procuring technical assistance (national network) | | | | | | | X |