



# STRATEGIC PLAN

2023-2025

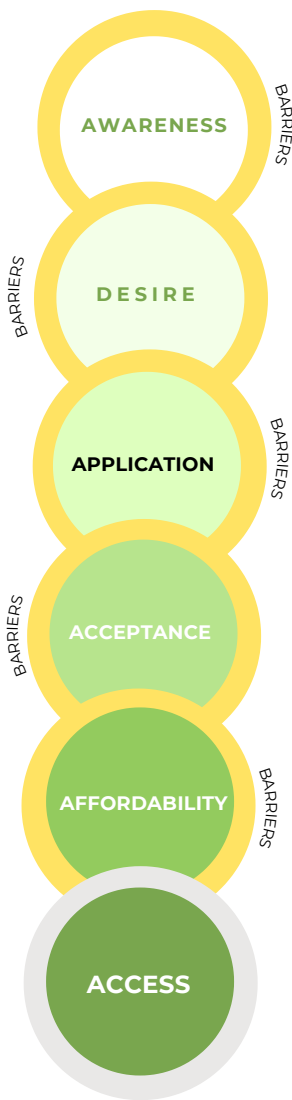
{EM}POWERING A COLLEGE-  
GOING CULTURE IN **D**ETROIT





# DEFINING COLLEGE ACCESS

The pathway to college looks different for Detroit students for a number of reasons. Understanding what is meant by "college access" helps manage expectations for the type of interventions available within DCAN's sphere of influence. Below highlights a high-level overview of the typical route to college access. Each sphere offers opportunity for targeted interventions based on known barriers.



Customize interventions based on barrier type.

Intensity & duration of DCAN's interventions will correlate with degree of impact barrier has on college access.

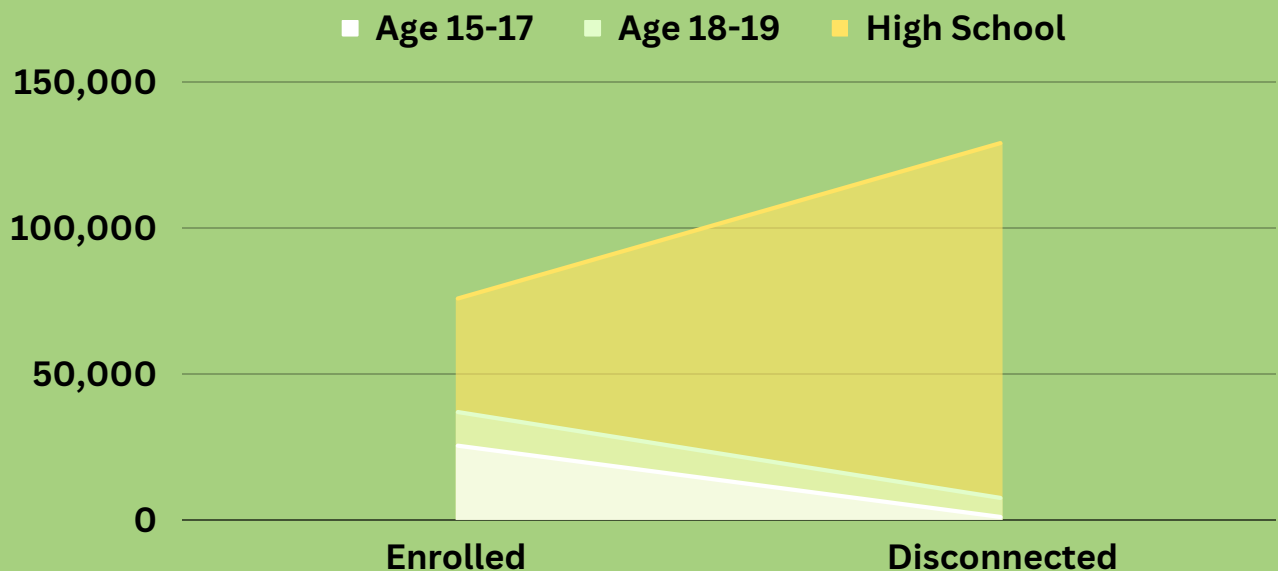
Communication & engagement activities will feed early steps along the continuum while advocacy & partnerships support later steps.

# DATA STORIES:

## DETROIT STUDENTS ARE RESILIENT

It's no surprise that the COVID-19 pandemic negatively impacted student progress. Despite the challenges of navigating virtual learning, our students' key indicators including graduation rates, matriculation & credit accumulation remained relatively unchanged. Our new strategic plan aims to lay the critical groundwork needed to ease this burden, so that our youth can flourish in systems designed for their success.

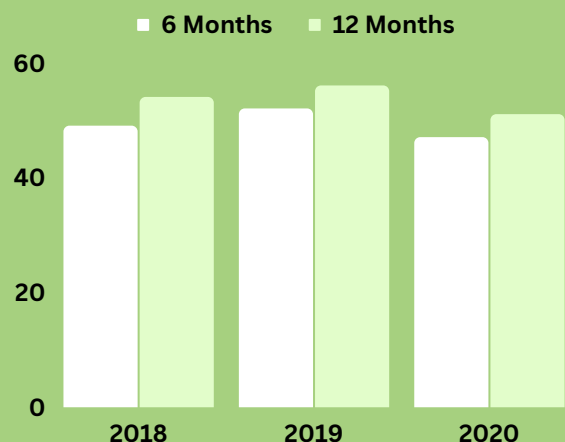
### 5-YEAR ESTIMATE OF DETROIT HIGH SCHOOL ENROLLMENT



### HS GRADUATION RATES



### MATRICULATION RATES





## PROMOTING A COLLEGE GOING CULTURE IN DETROIT

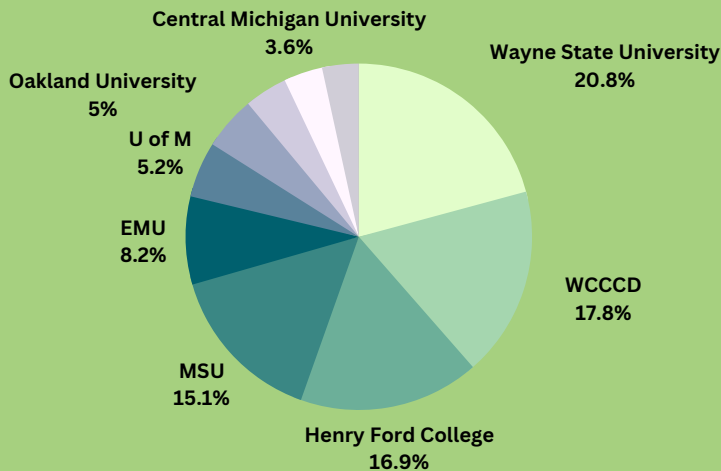
must be a multi-faceted, collaborative initiative. We understand the power of partnership and relationships forged in trust and mutual accountability.

### MIDDLE SCHOOL ENROLLMENT MIRRORS HS ENROLLMENT



SUGGESTING EARLIER INTERVENTIONS ARE NECESSARY

### TOP 10 DETROIT GRADUATE COLLEGE DESTINATIONS (2017-2021)



# 1,538

Detroit students enrolled at Wayne State University between 2017 and 2021.



Eastern Michigan University nearly doubled Detroit student enrollment between 2020 and 2021, signaling a key learning opportunity.



Understanding where our students enroll post-graduation helps us dial in on which partnerships to deepen vs initiate.

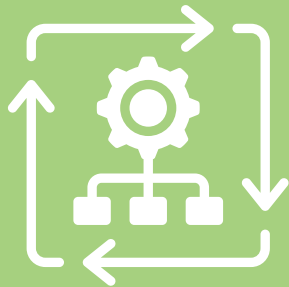


Improving our data-collection practice is a key priority of our strategy and promoting collective impact goals.

# {EM}POWERING A COLLEGE-GOING CULTURE IN DETROIT

## STRATEGIC PLAN OVERVIEW 2023-2025

Detroit represents one of the most high-opportunity student populations in the country. Shifting the narrative to emphasize that college offers a viable path toward economic mobility is imperative. Detroit College Access Network is uniquely positioned to fuel a "college is for me" mantra. Over the next three years, DCAN will leverage partnerships, research, and community to empower a college-going culture in Detroit so our region achieves the state's 60 by 30 goal.



### YEAR 1: PARTNERSHIPS & INFRASTRUCTURE

DCAN will prioritize strengthening its internal structure and operations through staffing assessments, refining leadership team roles & composition, and formalizing new and existing partnerships.



### YEAR 2: COLLECTING DATA & ENGAGEMENT

Research & student voice must drive the recommendations DCAN publicizes, now and in the future. Relationships with existing data gathering organizations including the U of M Youth Policy Lab & Detroit Chamber of Commerce will provide a consistent source of this.



### YEAR 3: COMMUNICATIONS & REPORTING

The culmination of years 1 and 2, DCAN's activities in year 3 will prioritize uplifting key findings and publishing actionable content to demystify college access for Detroit students and their village.





# PARTNERSHIPS & INFRASTRUCTURE

**Laying a solid foundation, enhancing transparency and establishing accountability.**

DCAN will prioritize strengthening its internal structure and operations to sustain the work planned for years two and three of the strategy. We will maximize this year of groundwork to identify past successes and listen to our students' experiences while expanding relationships with core community-based partners.



**CENTER STUDENT VOICE**

# 1 ESTABLISH NEW RELATIONSHIPS WITH HIGHER ED INSTITUTIONS

A **relationship** allows DCAN to leverage research data and existing knowledge to {teach} colleges how to attract Detroit students and Detroit students how to access the institution.

# 2 DIVERSIFY FUNDING SOURCES

Establish goals for activating government, corporate, and individual donors alongside new foundation partners locally and nationally with commitments in Detroit.

# 3 EXPAND PROFESSIONAL DEVELOPMENT OFFERINGS

Partner with an institution to develop premium course content & experiential learning opportunities for counselors.

# 4 REVAMP LEADERSHIP TEAM ROLES & COMPOSITION

Include representatives from board of education, recent college grads, and youth-focused nonprofits on Leadership Team. Adopt committee structure & refine/clarify roles.

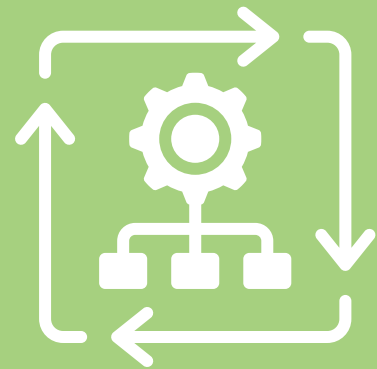
# 5 DEEPEN COMMUNITY & SCHOOL PARTNERSHIPS

Emphasis placed on **middle schools**, nonprofit/extracurricular programs, and charter schools. Additional opportunities to be revealed through research in year 2. May leverage a "quick-win" strategy to achieve this goal.

## OUR KEY COMMITMENTS



### YEAR 1 PARTNERSHIPS & INFRASTRUCTURE



### PEOPLE. PROCESSES, & FUNDING

Sustaining DCAN's programs will require solidifying relationships & value proposition.



# YEAR 1 MILESTONES

rearing up...

# 1

## SOLIDIFY PARTNER RELATIONSHIPS WITH MOUs

We will establish formal agreements with all university, school, and community partners outlining mutual performance expectations and data-sharing commitments.

# 2

## ADD POLICY INFLUENCERS TO DCAN'S TEAM

Policy-level advocacy will be supported by increasing the presence of state and local board of education members on our Leadership Team.

# 3

## PILOT EARNED REVENUE MODELS

Includes testing sustainability models by incorporating fee-for-service offerings and other enterprising efforts to deepen DCAN's brand awareness & reach.

# 4

## ESTABLISH CHAMPIONS AT MICHIGAN'S 15 PUBLIC UNIVERSITIES

We will build a more active presence at state colleges and leverage university budgetary and staffing resources to close gaps within local campaign efforts.

# 5

## COLLABORATE STRATEGICALLY WITH NONPROFITS

Low-income tax preparer organizations and youth programs promoting college reflect core relationships that will be established.

# 6

## DEVELOP ADVANCED PROFESSIONAL DEVELOPMENT TOOLS

We'll leverage new and existing partners to co-design and publish premium certifications & curriculum and tailored staff trainings that address barriers for Detroit students.

### KEY PERFORMANCE INDICATORS

Introduce partnerships with middle schools & community-based organizations including

**10 middle schools, 10 community programs**

by Q3

Diversify funding base to include government, corporate and individual donors to

**Increase annual commitments by 20%**

by December

Establish a significant student presence on the leadership team such that at least

**25% reflects Detroit students**

by December





## A THREE-PRONGED APPROACH TO COLLEGE ACCESS

Detroit College Access Network works collaboratively alongside Detroit Promise and Detroit Drives Degrees to assist our region in supporting the statewide 60 by 30 goal through our aim of 60% of Detroit residences to achieve a form of postsecondary education by 2030.



# DATA & ENGAGEMENT

**D**Driving collective impact through collaborative processes and shared language.

We will seek to solidify relationships with existing data gathering organizations including the Institute for College Success, U of M Youth Policy Lab to establish and achieve our regional collective impact goals.



**CURATE** **D**DETROIT'S COLLEGE ACCESS ECOSYSTEM

# 1 IDENTIFY PLAYERS IN THE COLLEGE-ACCESS SPACE

Glean lessons learned, successful strategies, and funding sources from existing assets.

# 2 CATALOG COLLEGE ACCESS BARRIERS

An early highlight of data collection efforts will be understanding the nuance of circumstances that prevent Detroit students from going to college.

# 3 SERVE AS A CONVENER OF COLLEGE-ACCESS PROS

Leverage DCAN influence & partnerships to create space for roundtables serving academic officers, funders, policy makers, etc. in Detroit.

# 4 STRENGTHEN DCAN'S EVALUATION PRACTICE

A core tenant of the organization's future must be to prioritize impact evaluation & data-informed responses. Building a practice of evaluation establishes the procedures & muscle memory necessary to foster accountability & transparency.

# 5 CENTER STUDENT VOICE IN DECISION-MAKING

Recent college grads and high school juniors & seniors as well as members of their village having representation on the leadership team and/or subcommittees established in Year 1.

## OUR KEY COMMITMENTS



## YEAR 2 COLLECTING DATA & ENGAGEMENT



Emphasize youth voice and power sharing.



# YEAR 2 MILESTONES

*shifting into gear...*

**1**

## ESTABLISH A SCORECARD

To drive transparency and monitor progress, we will develop and publish a scorecard and corresponding impact map that will better assist our network with tracking our collective impact. The scorecard will include evaluation metrics suggested by partners to ensure mutual needs are being met.

**2**

## CREATE A COLLEGE ACCESS ROUNDTABLE

DCAN will utilize its brand awareness to promote convenings of the local college access professionals, advocates, institutions, and programs that currently have no dedicated space to connect and share.

**3**

## DOCUMENT DETROIT COLLEGE ACCESS BARRIERS

In partnership with local partners and with awareness of national efforts, DCAN will lead efforts to develop an open database of Detroit student barriers to college access.

**4**

## PUBLISH A PARTICIPATORY ASSET MAP

Once partnerships are in place, we will establish processes to allow members of DCAN's expanded network the ability to share information about the college access assets on their radar.

### KEY PERFORMANCE INDICATORS

Detailed program evaluation metrics are established for

**100% of DCAN campaigns**

by December

Aligned to our commitment of centering student voice, surveys will have

**5,000 student responses**

by Q3

The newly established DCAN roundtables will host a minimum of

**2 meetings**

by December



# COMMUNICATIONS & REPORTING

**Driving collective impact through collaborative processes and shared language.**

Research & student voice must drive the recommendations DCAN publicizes, now and in the future. Relationships with existing organizations including the Institute for College Success, U of M Youth Policy Lab, Detroit Promise & Detroit Chamber of Commerce.



**DEMISTIFY COLLEGE ACCESS**

# 1 LEVERAGE DATA FOR COLLECTIVE IMPACT

Utilize research findings to establish tools that assist collaboration and shared impact assessment among Detroit-area organizations working in the college-access ecosystem.

# 2 ACTIVATE ADVOCACY FOR POLICY CHANGE

Once barriers, etc. are known, DCAN can leverage the research to advocate for systems-level change.

# 3 ESTABLISH A CITY-WIDE MEDIA CAMPAIGN

Leverage relationships to push marketing campaigns that uplift student voice and highlight the "college is for me" messaging.

# 4 DEVELOP & PUBLISH ROADMAPS TO COLLEGE

Organized by end-user and reflecting pathways for pathways that address a variety of backgrounds (teen parents, housing insecure, disconnected youth, differently-abled, etc.). Outsource publication efforts to partnerships.

# 5 INCENTIVIZE PARTNERS TO ADOPT RECOMMENDATIONS

Establish recognition programs tailored to organizations' type to drive adoption of best-practices concluded from research.

## OUR KEY COMMITMENTS



## YEAR 3 COMMUNICATIONS & REPORTING



Leverage findings from year 2 to establish toolkits & roadmaps for students & their village.



# YEAR 3 MILESTONES

1

## DESIGN, ADOPT, FUND & PUBLISH

In collaboration with Detroit Promise and Detroit Drives Degrees, establish a year-long, city-wide media campaign promoting college access by sharing our findings from year 2 research and student surveys.

2

## PROMOTE TOOLS THAT HELP STUDENTS & THEIR VILLAGE NAVIGATE COLLEGE

DCAN's tailored college access roadmaps will be informed by data, center student voice and lived experience, and reflect the varied pathways students take to get to postsecondary institutions. Dynamic, web-based visual aids and tools will be used which allow for easy, mass distribution and tracking end-user analytics to record engagement rates.

3

## POLICY ADVOCACY

DCAN plans to combine the research, funding, toolkits, and partners to support national agendas toward policy change impacting Detroit students such as the True Cost of College Act.

takeoff!

### KEY PERFORMANCE INDICATORS

School and community partners promoting visibility of DCAN roadmaps with a

**75% adoption rate**

by December

Counselors engaging with DCAN sponsored professional development at an

**85% course launch rate**

by Q3



The Detroit College Access Network (DCAN) is a collaborative network between local schools, organizations, and the community. The mission of the network is to promote higher education in Detroit and make a college degree or credential a reality for students in Detroit.