

# A Call to College

## Strategic Plan 2022 – 2027

As a result of a collaborative effort of A Call to College staff and board over six summer sessions guided by Kane Learning and multiple meetings and effort behind the scenes, a revised mission statement that more accurately reflects the evolution of the work A Call to College accomplishes was developed and five strategic priority areas with associated goals and metrics were determined as part of a five-year strategic plan.

This plan is intended to become a living, breathing document which may be updated over time based upon the ever-changing education and business landscape and will also be used to guide decision-making from big picture fiscal priorities to individual goal setting. We should learn from it, be inspired and guided by it and feel rewarded daily from the student-focused possibilities within it.

Our revised Mission is:

**To assure every Newark City Schools student the opportunity to pursue and complete education after high school.**

An overarching assumption is used throughout this document and daily in the work of A Call to College. **Our definition of college is: “any education after high school.”** This includes all short-term high skills certificates and licensures (trade programs), associate’s degrees and bachelor’s degrees.

To focus our attention on what is most important to strengthen A Call to College over the next five years, we are committing to these five Strategic Priorities:

- **Remodel Advising**
- **Raise College Retention and Completion Rates**
- **Reduce Student Unmet Financial Need**
- **Reimagine Branding**
- **Recalibrate Current Programming**

By Strategic Priority, the remaining pages of this plan detail how we will know we have been successful after five years (success measures), identify the main goals within each priority area and indicate which areas require additional funding with percent of total plan cost (#%) and staffing (☺) needed. A priority timeline and success measure benchmark page are provided as well.

The A Call to College Governing Board approved this Strategic Plan (and its associated available and required resources to be included within the 2023 and future budget cycles, as presented by the Board Treasurer) on August 17, 2022 at the Board Meeting. It is anticipated that a revised Strategic Plan will be developed in 2027 for the next five-year time span.

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### REMODEL ADVISING

Build onto and enhance our existing advising program to serve more students and improve the consistency and effectiveness of the advising provided to high school students.

#### Success Measures:

- 75% of seniors (3% increase) indicate they plan to participate and also participate in at least one meaningful experience (advising or major event) their senior year
- 70% of seniors (5% increase) have four or more official advising sessions
- 55% of seniors complete the FAFSA annually
- 1-2% increase each year in first fall after high school graduation enrollment to meet or exceed the national high school benchmark average

#### Goals:

15% 웃웃

1. Transition from volunteer to paid advisors:
  - Increase (Two, .625 FTE 10-month staff) and redistribute staffing to transition volunteer advising program to staff
  - Create a change and communication plan for current volunteer advisors including transitioning to volunteering in different ways
2. Revise presentations and advising participations to include diverse education and career student-specific pathways:
  - Learn from I Know I Can and National College Attainment Network
  - Enhance advising program and training to include learning objectives and customized student-centered focus
  - Update class visit, parent info meeting and other presentations to include new messaging
3. Expand advising program and serve more students:
  - Offer Start Your Story program through NHS curriculum-based course and incorporate student-specific pathways and options
  - Every junior receives initial advising session
  - Add additional advising session for seniors to complete the Last Dollar Grant (LDG) application process, to continue into summer if possible
  - Increase time spent in advising sessions
  - Enhance sophomore program to include student-specific pathways and options

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### RAISE COLLEGE RETENTION AND COMPLETION RATES

Increase the number of students who complete their program of study after high school.

**Success Measures:**

- 1-2% increase each year in graduates who enroll in college the first year after graduation and enroll their second year \*
- 1% increase each year in graduates who enroll in college their first year after graduation and complete their program of study within 6 years (beginning with class of 2023) \*
- 2% increase each year in first year after graduation LDG recipients who re-apply their second year
- Established partnership with COTC and OSU Newark retention offices

\*To meet or exceed the national high school benchmark average

**Goals:**

16% 웃웃웃웃

1. Learn from and partner with retention offices at local campuses:
  - Increase (One, .5 FTE 12-month staff) staffing to add a retention focus
  - Create a staff led scholarship-based Newark Campus student mentor program (Two mentors per year, \$2,000 scholarship each, four hours per week commitment) to include LDG renewals on campus and a resource program for at-risk youth
2. Establish processes/practices to support retention for all grads:
  - Transition current part-time Director of College Prep & Success position to full-time (.625 FTE to 1.0 FTE 12-month staff)
  - Research LDG renewal rates over last 5 years and implement plans for increasing
  - Learn from I Know I Can and National College Attainment Network
3. Determine and develop actions to implement at key student decision points:
  - Emphasize interventions summer before college freshmen year and the summer after freshmen year
  - Enhance outreach to transfer students and students who withdraw from college

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### REDUCE STUDENT UNMET FINANCIAL NEED

Explore and implement new ways to reduce this need through funding and partnerships.

**Success Measures:**

- Increased Last Dollar Grant award amount
- Increase number of students awarded a LDG annually to 3%
- 2% increase each year in first year after graduation LDG recipients who re-apply their second year
- Reduce unmet need of LDG recipients annually
- Established local community and campus Promise partnership

**Goals:**

62%

1. Increase LDG awards:

- Increase award to \$2,000/\$1,000
- Add a 5<sup>th</sup> year of eligibility
- Allow full grant for short-term, high skills certificates
- Research LDG renewal rates over last 5 years and implement plans for increasing
- Increase LDG outreach

2. Develop a local Promise partnership (\$0 resources)

- Research Tuition Guarantee/Promise programs: COTC Knox and Coshocton Promise, Columbus Promise, Kalamazoo Promise
- Collaborate with NCS to clarify possible partnership
- Collaborate with C-TEC, COTC and OSU Newark to clarify possible partnership

3. Increase staffing to support partnerships and increased student participation (see resources allocated to advising and retention)

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### REIMAGINE BRANDING

Enhance messaging to engage students and families who are pursuing educational opportunities after high school other than traditional 4-year degrees.

**Success Measures:**

- Increase certificate enrollment to greater than 5 annually
- 1-2% increase each year in first fall after high school graduation enrollment at 2-year colleges
- Increase on-line engagement
- Increase first generation participation
- 5% increase annually in years 3-5 in participant alumni donors and overall donations

**Goals:**

6% 

1. Evaluate messaging and curriculum to include student-specific pathways and options:
  - Implement staff training to increase knowledge about 2-year degrees and certificates
  - Enhance and expand partnerships with OSU Newark, COTC and C-TEC
2. Engage students and parents in new ways:
  - Increase social media, website and online publication interactions
  - Build relationships with parents through athletic department
  - Provide professional development for NCS staff
3. Expand donor outreach:
  - Increase (One, .4 FTE 12-month staff) staffing to add a development focus
  - Increase donor outreach to participant alumni
  - Create marketing pieces
  - Expand Bloomerang potential
4. Consult industry professionals to consider organization name change

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### RECALIBRATE CURRENT PROGRAMMING

Evaluate programming according to value, effectiveness and alignment with mission and strategic priorities; make decisions accordingly.

Assumption: Grade level program reduction will allow staff to prioritize Strategic Planning grade level program increase, also \$0 net cost

Success Measures:

- Reduce programming implemented prior to strategic plan
- Completed annual evaluation of programming for continuous improvement

#### Goals:

1%

1. Implement staff survey about programming to determine value and alignment
2. Review most recent and relevant assessment tools to determine effectiveness of programming annually
3. Reduce or streamline programming that is either low in perceived value, low in effectiveness or less aligned with mission and/or strategic priorities
  - Utilize consultancy to guide program reduction and necessary instructional redesign
4. Streamline and simplify current assessment program, also aligning it with strategic plan

\*Progress Update as of 7/20/22

- We have evaluated all programming using a staff survey and have compiled the results. We will work as a staff over the next month to make concrete decisions about what programs can be eliminated this year and in future years. Thus far, the following four programs are slated to be eliminated in AY 22-23: Kids' Tech (4<sup>th</sup>, 5<sup>th</sup>, 6<sup>th</sup>) (*will assist The Works with one NCS email communication*), Family Feud (10<sup>th</sup>), College Fairs (11<sup>th</sup>), ACT Lunch and Learn (11<sup>th</sup>).

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### Strategic Planning Priority Implementation Timeline

A fluid, flexible snapshot of implementation of Strategic Planning priorities by Academic Year (AY) which will be updated and adjusted over time.

	AY 22-23	AY 23-24	AY 24-25	AY 25-26	AY 26-27
<b>Remodel Advising</b>	Determine changes to make to remodel advising	Shift from volunteer to staff advisors Implement enhanced training for advisors Build knowledge about certification and 2-year degrees		Continue to enhance advising experience	
<b>Raise Retention</b>	Increase focus on retention at key decision points	Establish partnership with local campuses		Begin to see impact of retention efforts	
<b>Reduce Unmet Need</b>	Approve increased LDG amounts	Implement increased LDG amounts	Continue to provide grants in greater amounts and to more students		
<b>Reimagine Branding</b>	Update messaging to include certifications and 2-year degrees		Implement revised messaging across all platforms	Explore name change	
<b>Recalibrate Programming</b>	Determine programming to streamline and/or eliminate		Eliminate/ implement streamlined programming	Continue to evaluate existing and new programming based on strategic priorities and program effectiveness	

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### Success Measures Benchmark Data

To inform the creation of success measures, a data deep dive has been developed and will continue to be updated over the course of five years. Below is the benchmark [BM] data used for each success measure in the Strategic Plan.

#### Remodel Advising

1. [BM 72.39%] 75% of seniors (3% increase) indicate they plan to participate and also participate in at least one meaningful experience (advising or major event) their senior year
2. [BM 64.79%] 70% of seniors (5% increase) have four or more official advising sessions
3. [BM 54.00%; Ohio 50.9%] 55% of seniors complete the FAFSA annually  
*\*may need adjusted with more data*
4. [BM 46.48%; HS BM 55.5%] Increase first fall after high school graduation enrollment by 1-2% each year to meet or exceed the national high school benchmark average

#### Raise College Retention and Completion Rates

1. [BM 71.57%; HS BM 78.67%] Increase NCS graduates who enroll in college the first year after graduation and then enroll their second year by 1-2% each year to meet or exceed the national high school benchmark average
2. [BM 27.54%; HS BM 27%] Increase NCS graduates who enroll in college the first year after graduation and complete their program of study within six years by 1% each year beginning with Class of 2023 to meet or exceed the national high school benchmark average
3. [BM 63.00%] Increase NCS first year after graduation LDG recipients who re-apply their second year of college by 2% each year
4. [BM Partnership does not exist currently] Established partnership with COTC and OSU Newark retention offices

#### Reduce Student Unmet Financial Need

1. [BM \$1500/\$500 currently] Increased Last Dollar Grant award amount
2. [BM 2.2%] Increase number of students awarded annually to 3%
3. [BM 63.00%] Increase NCS first year after graduation LDG recipients who re-apply their second year of college by 2% each year  
*\*Repeat #3 Raise College Retention and Completion Rates*
4. [BM, TBD] Reduce unmet need of LDG recipients annually
5. [BM Partnership does not exist currently] Established local community and campus Promise partnership

#### Reimagine Branding

1. [BM <3] Increase certificate enrollment to greater than 5 annually
2. [BM 8.4%; HS BM 24.4%] Increase first fall after high school graduation enrollment at 2-year colleges by 1-2% each year
3. [BM Baseline needs identified] Increase on-line engagement
4. [BM, TBD] Increase first generation participation
5. [BM 8 total donors from NHS Class of 1991+] Increase in participant alumni donors and overall donations by 5% annually in years 3-5

#### Recalibrate Current Programming

1. [BM Current list of programming] Reduce programming implemented prior to strategic plan
2. [BM Current eval process] Completed annual evaluation of programming for continuous improvement