The Lenawee Cradle to Career Partnership is committed to improving student achievement from cradle to career in the County of Lenawee. The following are members of the Lenawee Cradle to Career leadership team. The strength of the partnership is in its diverse membership. Together, we can have a great impact on our shared vision of students becoming productive citizens.

For more information please visit: LISD.us/Lenawee-Cradle-to-Career-2
DEAR COMMUNITY PARTNERS:

Thank you for joining this new partnership and contributing to student success through collective efforts. This partnership report contains the most recent data on our shared outcomes, what accomplishments we are celebrating from this past year and what the partnership is focused on now and into the future.

For those of you engaged in this collective work, thank you. For those of you learning about Lenawee Cradle to Career for the first time, we hope you join what we believe is a transformative partnership committed to improving the lives of every child in Lenawee County.

Sincerely,

MARK HAAG
Superintendent, Onsted Community Schools

SHANNON ELLIOTT
Deputy Director, Lenawee County Probate Juvenile Court
Co-Chairs of the Lenawee Cradle to Career Leadership Team
AN OVERVIEW OF
Lenawee County

SOURCE: A SNAPSHOT OF LENAWEE, MSU AGBIORESEARCH

AGE DISTRIBUTION

PERCENT OF POPULATION

AGE

0% 2% 4% 6% 8% 10% 12% 14% 16% 18%

<5 5-9 10-14 15-17 18-24 25-34 35-44 45-54 55-64 65-74 75-84 85+

2000
2013

POPULATION 99,505

1618 FARMS IN LENAWEE COUNTY

AVERAGE SIZE OF FARM: 213 ACRES

37% OF CHILDREN ARE ELIGIBLE FOR FREE LUNCH

11.3% OF CHILDREN HAVE NO HEALTH INSURANCE

88.7% OF CHILDREN HAVE HEALTH INSURANCE
### Employment Status for Total Population 16 Years and Over

<table>
<thead>
<tr>
<th>Status</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population 16 years and over</td>
<td>79,649</td>
<td></td>
</tr>
<tr>
<td>In Labor Force</td>
<td>48,077</td>
<td>60.4%</td>
</tr>
<tr>
<td>In Armed Forces</td>
<td>21</td>
<td>0.0%</td>
</tr>
<tr>
<td>Civilian:</td>
<td>48,056</td>
<td>60.3%</td>
</tr>
<tr>
<td>Employed</td>
<td>42,347</td>
<td>53.2%</td>
</tr>
<tr>
<td>Unemployed</td>
<td>5,709</td>
<td>7.2%</td>
</tr>
<tr>
<td>Not in Labor Force</td>
<td>31,572</td>
<td>35.5%</td>
</tr>
</tbody>
</table>

### Poverty Status

<table>
<thead>
<tr>
<th>Status</th>
<th>2000</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children Under Age 18:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living in Poverty</td>
<td>7.6%</td>
<td>19%</td>
</tr>
<tr>
<td>Not Living in Poverty</td>
<td>92.4%</td>
<td>81%</td>
</tr>
<tr>
<td>Age 18 to 64:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living in Poverty</td>
<td>5.9%</td>
<td>13.9%</td>
</tr>
<tr>
<td>Not Living in Poverty</td>
<td>94.1%</td>
<td>86.1%</td>
</tr>
<tr>
<td>Age 65 and Over:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living in Poverty</td>
<td>9.2%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Not Living in Poverty</td>
<td>90.8%</td>
<td>92.1%</td>
</tr>
</tbody>
</table>

### Households

<table>
<thead>
<tr>
<th>Household Type</th>
<th>2000</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married Couple Family</td>
<td>58.7</td>
<td>53.2</td>
</tr>
<tr>
<td>Other Family</td>
<td>13.9</td>
<td>14.5</td>
</tr>
<tr>
<td>Nonfamily</td>
<td>27.5</td>
<td>32.3</td>
</tr>
</tbody>
</table>

### Industries

- Public Administration
- Other Services
- Arts, Entertainment, & Recreation, Accommodation & Food Services
- Educational Services
- Health Care, & Social Assistance
- Professional, Scientific, & Management
- Administrative & Waste Management Services
- Finance & Insurance, Real Estate, Rental & Leasing
- Information
- Transportation & Warehousing
- Utilities
- Retail Trade
- Wholesale Trade
- Manufacturing
- Construction
- Agriculture, Forestry, Fishing, Hunting & Mining
Who We Are

Two years ago, our community began the important work of rallying together to address a big challenge in our county: declining educational outcomes resulting from our collective inability to adequately prepare our children for the work force.

In August of 2013, our public school district superintendents met with a consultant group to work on this challenge. They agreed to develop a county-wide partnership and Lenawee Cradle to Career was born.
Our momentum is increasing with each new school year. We now stand 61 partners strong, and we need the support of the community to create lasting results.

Active work began during the 2013-2014 school year, with the following accomplishments in four key areas:

1. **KINDERGARTEN READINESS:**
   - We’ve selected a common assessment tool to be used in every Lenawee district school in spring 2015.

2. **READING BY 3RD GRADE:**
   - Early-grade reading data collected to identify divergent factors. Using this data, we are working toward a new definition of reading proficiency specified for Lenawee County.

3. **HIGH SCHOOL GRADUATION:**
   - Improving the high school graduation rate for all students in Lenawee County.

4. **POST-SECONDARY OPPORTUNITIES:**
   - We provided students and parents with opportunities to learn about college applications, financial aid, and scholarships. Our goal being to successfully navigate this complex process in order to attend college and other post-secondary programs.

Analysis of our Community’s Achievement Scorecard shows the following positive results:

- Continued Improvement in the high school graduation rate for all students in Lenawee County.
- Increased data-based conversations aimed toward improving community outcomes.
- Increased awareness of the need to work collectively to solve educational problems in our county.

Conversely, areas for real concern remain:

- The high school graduation rate for economically disadvantaged and special education students is lower than desired.
- The percentage of our students who enroll but do not receive a post-secondary credential remains higher than those who complete the post-secondary programs.
- Post-secondary enrollment of non-white students and students with disabilities is lower than desired.
FOCUS 1: KINDERGARTEN READINESS

Early Screening

Lenawee schools began using the Brigance III screener in the Spring of 2015 as a measurement tool for determining kindergarten readiness across the county. Nearly 900 students participated in this assessment.
The comments shared by members of the panel included, “Kindergarten today is not the same kindergarten that parents attended,” and, “If children are able to do everything on the Brigance, they are able to do beginning kindergarten skills already.”

The standard setting panel also indicated that other factors influence the kindergarten readiness of a student in Lenawee County. These include social-emotional strengths, positive preschool experiences, experiences in creating pictures, and support from caregivers for vision and hearing examinations.

Student data from school assessments will be tracked during the 2015-2016 school year on these kindergarten students. This will inform teachers, administrators, support staff, parents, and other stakeholders about the effects of being ready for kindergarten. The Lenawee Cradle to Career Partnership expects to provide a percentage of students in Lenawee ready for kindergarten in the fall of 2016.

The Lenawee Great Start Collaborative, which serves as the Student Success Network for the Lenawee Cradle to Career Partnership, has provided training and materials for schools to utilize as a common measurement tool for kindergarten readiness. Other common tools will be extended to three and four year olds during the 2015-2016 school year.

A standards setting panel met in June of 2015 to review the data from this shared measurement of five domains of academic, language, and physical development. The data indicated that a student who was “kindergarten ready” in Lenawee County had these attributes:

1. Knows many of the aspects of personal information
2. Knows most of the names of the body parts
3. Demonstrates most gross motor skills correctly
4. Demonstrates some visual motor skills correctly
5. Prints most of one’s personal information correctly
6. Recites most of the alphabet correctly
7. Sorts most objects correctly
8. Counts many numbers from memory correctly
9. Matches some quantities with numerals
10. Determines some of the totals of two sets correctly
11. Reads most uppercase letters correctly
12. Has some experience with books and text
13. Demonstrates verbal fluency and articulation in most situations

“Children are developing fundamental skills and responses in early childhood that build foundations for reading, counting, and social interactions.”

From Cradle to Career Core Outcome Areas
STRIVE TOGETHER, 2013
FOCUS 2: READING BY 3RD GRADE

Defining Proficiency

Members of the Reading by 3rd Grade Student Success Network analyzed the assessments that students in 1st, 2nd, and 3rd grade take in reading while in school.
“Early grade reading is a particularly crucial milestone, as basic reading skills are being reached and measured. Though state indicators for grade level reading vary, data shows that disparities in literacy during the early grades are linked to persistent achievement gaps. If children are behind by third grade, they generally stay behind throughout school.”

*From Cradle to Career Core Outcome Areas*

*STRIVE TOGETHER, 2013*

The members of Lenawee Cradle to Career Partnership Data Committee made the following recommendations:

- The data would be reasonably similar across the districts if the schools were clearer on what reading skills were being measured on the assessments.
- The data would be useful in the work of the partnership if the dialogue with the data goes beyond the schools.
- The Early Grade Reading Student Success Network will ask schools to collect their student level data on the reading assessments and place in the county’s data warehouse. This will increase the efficiency for producing reports at various times of the year for the Network to analyze.
- The Network is also working toward identifying a definition from the data around what it means in Lenawee County for students by the end of third grade to be “proficient” in reading. In the past, students in Michigan were given a reading assessment in the fall following the end of third grade. During the 2014-2015 school year, the Michigan Department of Education developed a new assessments in English Language Arts that were given to students at the end of third grade. The results of those assessments show 53% of Lenawee Students are deemed proficient.

The findings from this study were as follows:

- Students across Lenawee schools take different assessments for reading.
- There are different skills identified on these assessments.
- Students take these assessments a different amount of times throughout a school year.
- Schools have multiple ways to measure reading within a year.
- There are multiple teachers and reading specialists that review the data from the assessments.
- A benchmark score is identified in some cases, with multiple scores identified in others.
- There are different thresholds for proficiency for each of the assessments at each grade.
- Schools use separate data bases for housing the data.
- Students tend to score lower scores as the grade level increases.
The High School Graduation Student Success Network is prioritizing its leadership as part of the 2015-2016 school year. It has identified several contributing indicators to collect and analyze data with subpopulations this year, including school absences and grades/credits earned in high school.
Students in the Class of 2014 in Lenawee County public schools had a four-year graduation rate of 84.4%. This is an increase in the graduation rate from the Class of 2013. The Lenawee Cradle to Career Partnership Data Committee has analyzed the Class of 2014 graduation rate by looking at several sub-populations within the public schools.

For non-white students, the four-year graduation rate for black students is 81%, while the four-year graduation rate for Hispanic students is 76%.

For students receiving services for disabilities, the four-year graduation rate is 57%.

For students who identify themselves as economically disadvantaged, the four-year graduation rate is 69%.

“High school graduation is associated with higher earnings, college attendance and graduation, and other measures of personal and social welfare.”

From Cradle to Career Core Outcome Areas
STRIVE TOGETHER, 2013
FOCUS 4: POST-SECONDARY OPPORTUNITIES

Enrollment

The Lenawee College Access Network (LCAN), which serves as the Student Success Network in the Lenawee Cradle to Career Partnership, has been working with local high schools and the Lenawee TECH Center to implement career and college strategies that support the development of a post-secondary culture in Lenawee County.
During the past year, we implemented the following strategies:
• Promoted College Application Week in October, which assisted students in applying to college and universities.
• Developed FAFSA informational meetings to assist students and their families in completing this financial aid tool.
• Created Scholarship Application sessions to help local students with scholarships available through the Lenawee County Educational Foundation, as well as other scholarships and grants.
• Partnered with high school counselors to identify students for Michigan’s Tuition Assistance Program (TIP), which successfully matched over 300 students with funding available as the result of past association with Medicare benefits.
• Celebrated with high school seniors as they have their “Signing Day” with colleges, universities, trade schools, the military and employers.

“Post-secondary enrollment marks one of the critical transitions in the cradle to career pipeline where students, particularly low-income and students of color, are less likely to pursue education beyond high school... Post-secondary credentials are not limited to four-year universities; two-year programs and technical certifications are also valuable in this knowledge-based economy.”

From Cradle to Career Core Outcome Areas
STRIVE TOGETHER, 2013

Students in the Class of 2014 attended a post-secondary institution at the rate of 69% within 12 months of high school graduation. This percentage has been relatively stable over the past 6 years.

The Lenawee Cradle to Career Partnership’s Data Committee has developed a form for high school counselors to use to identify important attributes in their high school seniors as they prepare their post-secondary plans during the 2015-2016 school year.

This includes identifying “first generation” students who may need additional support for completing college applications, FAFSA, and scholarships. This will augment current National Student Clearinghouse (NSC) data reports that local high school counselors receive from the Data Committee three times a year about their graduates post-secondary enrollment.

During the past year, we implemented the following strategies:
• Promoted College Application Week in October, which assisted students in applying to college and universities.
• Developed FAFSA informational meetings to assist students and their families in completing this financial aid tool.
• Created Scholarship Application sessions to help local students with scholarships available through the Lenawee County Educational Foundation, as well as other scholarships and grants.
• Partnered with high school counselors to identify students for Michigan’s Tuition Assistance Program (TIP), which successfully matched over 300 students with funding available as the result of past association with Medicare benefits.
• Celebrated with high school seniors as they have their “Signing Day” with colleges, universities, trade schools, the military and employers.
The Lenawee College Access Network, which serves as the Student Success Network in the Lenawee Cradle to Career Partnership, has been working on strategies to improve the post-secondary completion rate.
Our strategies for the past year include the following:

- Developing a program at Jackson College @ TECH to assist Lenawee students with a trained adult mentor to facilitate conversations about issues that focus on the balance between attending school, work, and family responsibilities. Similar mentoring programs exist at Siena Heights University and Adrian College.

- LCAN's Retention Committee uses data from the National Student Clearinghouse (NSC) to inform actions which eliminate barriers to retention. Currently, 82% of Lenawee students in the Class of 2013 returned to post-secondary enrollment following their freshman year.

The Lenawee Cradle to Career Partnership is reviewing data about the retention and completion rates for students who earned a scholarship from the Lenawee Education Foundation.

“The benefits of post-secondary education span across social and economic domains. By 2018, over 60% of jobs will require some level of post-secondary education.”

*From Cradle to Career Core Outcome Areas STRIVE TOGETHER, 2013*

31.6% of high school graduates from Lenawee public schools who graduated in the Class of 2009 completed a post-secondary credential of an associate or bachelor’s degree within six years. This was slightly lower than the Class of 2008, which had a completion rate of 33.5% within six years.
Aligning Resources

The process we use to align resources incorporates the **Five Conditions of Collective Impact**: sharing a common agenda, shared measurements, mutually reinforcing activities, continuous communication, and backbone support.
Jim Southard and Andy Shaw, former Coordinator & AmeriCorps VISTA for Lenawee College Access Network (a program of the Lenawee Community Foundation) had a conversation with Jen Stelzer, a Madison Counselor, about the Tuition Incentive Program.

After contacting Michigan Student Scholarships and Grants (SSG), they discovered that only the school districts of Adrian and Madison had a Data Use Agreement with the SSG. Lenawee College Access Network (LCAN) generated Data Use Agreements for all of our Lenawee County Districts, as well as an information sheet on TIP.

The district counselors were asked for a student list of seniors, in April 2015, to check their eligibility for TIP. To be eligible, students simply had to be on Medicaid for at least 24 months, between the ages of 12 and 18. The scholarship amount is $9,700 per year (as of 2015), which can be used for tuition and books.

- A student has 4 years to take one class after they graduate high school, which automatically provides the student 6 more years to access TIP funds.
- These monies are available to the student for 10 years.
- For the 2015-2016 academic year, students had until August 31, 2015 to apply.

Counselors are currently working toward informing the parents of students in 8th Grade and up. LCAN will assist the 2016 Seniors in completing the application.

60% of our Seniors in Lenawee County go to a post-secondary experience. Around 20% of our Seniors are eligible to receive TIP funds.

The Tuition Incentive Program (TIP) encourages eligible students to complete high school by providing tuition assistance for college.
Our Next Steps

The **Theory of Action** is based on StriveTogether’s Framework for Building Cradle to Career Civic Infrastructure, which consists of four pillars: **Shared Community Vision, Evidence Based Decision Making, Collaborative Action** and **Investment and Sustainability**.
The Theory of Action serves as a detailed guide to implementing the Partnership framework.

1. **SHARED COMMUNITY VISION:**
   A broad set of cross-sector community partners come together in an accountable way to implement a cradle to career vision for education and communicate that vision effectively.

2. **EVIDENCE BASED DECISION MAKING:**
   The integration of professional expertise and data to make decisions about how to prioritize a community’s efforts to improve student outcomes.

3. **COLLABORATIVE ACTION:**
   The process by which networks of appropriate cross-sector practitioners use data to continually identify, adopt and scale practices that improve student outcomes.

4. **INVESTMENT & SUSTAINABILITY:**
   There is broad community ownership for building cradle to career civic infrastructure and resources are committed to sustain the work of the partnership to improve student outcomes.

Based on these pillars, we will move forward by continuing to tear down barriers for all students, while increasing communication with parents, students and educators.

We have implemented a new mentoring program out of Jackson College this past fall, and will provide support throughout 2016.

We will endeavor to affect legislation, to open funds up for credential/vocational programs, as well as adult learning classes.

- For further information, check out our brochure at [bit.ly/1NBYMoq](http://bit.ly/1NBYMoq)
- Become a partner by filling out our partnership agreement at [LISD.us/lenawee-craddle-to-career-2](http://LISD.us/lenawee-craddle-to-career-2)

Local districts have passed a resolution to support the Lenawee College Access Network with $15,000 per year for 2 years.

The Lenawee College Access Network is currently in its 6th year of existence.
WHAT IS COLLECTIVE IMPACT?
The commitment of a group of important organizations from different sectors to a common agenda for solving a specific social problem is referred to as collective impact. The following five conditions are necessary for success:

1. COMMON AGENDA
   All participants have a shared vision for change, including:
   - A common understanding of the problem.
   - A joint approach to solving it through agreed upon actions.

2. SHARED MEASUREMENT
   Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

3. MUTUALLY REINFORCING ACTIVITIES
   Participant activities must be differentiated and coordinated. We must have a mutually reinforcing plan of action.

4. CONTINUOUS COMMUNICATION
   Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.

5. BACKBONE SUPPORT
   A solid team dedicated to orchestrating the work of the group ensures success.

KEYS TO COLLECTIVE IMPACT
Without relationships, it will fail. We must invest time to build trust. Collective impact IS our work – it’s not something extra! Our focus needs to be on building a better community, not just stronger programs.

OUR COLLECTIVE IMPACT:
A group working towards the same outcome, looking at student level data, to continuously improve practices over time.

To learn more about Collective Impact, head on over to bit.ly/1IqDEKn
<table>
<thead>
<tr>
<th>SOCIAL SECTOR PARTNERS</th>
<th>BUSINESS &amp; INDUSTRY PARTNERS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Adrian Breakfast Lions Club</td>
<td>Athletico</td>
<td>O</td>
</tr>
<tr>
<td>Adrian Morning Rotary</td>
<td>Clift Buick GMC</td>
<td>O</td>
</tr>
<tr>
<td>Adrian Noon Rotary</td>
<td>Glycon Corporation</td>
<td>O</td>
</tr>
<tr>
<td>Adrian Public Library</td>
<td>Goodwill Industries</td>
<td>O</td>
</tr>
<tr>
<td>Adrian Rea Literacy Center</td>
<td>Integrity Communicators, LLC</td>
<td>O</td>
</tr>
<tr>
<td>Adrian Symphony Orchestra</td>
<td>Kaleidoscope</td>
<td>O</td>
</tr>
<tr>
<td>Blissfield Area Lions Club</td>
<td>Lenawee's Heart and Soul</td>
<td>O</td>
</tr>
<tr>
<td>Catholic Charities of Jackson, Lenawee, and Hillsdale Co.</td>
<td>Living in Lenawee Realty</td>
<td>O</td>
</tr>
<tr>
<td>Community Action Agency</td>
<td>Michigan International Speedway</td>
<td>O</td>
</tr>
<tr>
<td>Communities in Schools - Lenawee</td>
<td>Oopgo, Inc.</td>
<td>O</td>
</tr>
<tr>
<td>Communities in Schools - Tecumseh</td>
<td>OSB Community Bank</td>
<td>O</td>
</tr>
<tr>
<td>Family Counseling &amp; Children’s Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gateway Community Church</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kiwanis Club of Adrian</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lenawee College Access Network</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lenawee County Education Foundation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lenawee District Library</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lenawee NAACP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lenawee Now</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lenawee Substance Abuse Prevention Coalition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lenawee United Way</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michigan State University Extension</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michigan State University - Hidden Lake Gardens</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Siena Heights University - Upward Bound Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>YMCA of Lenawee County</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUPPORT PARTNER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PRE-K</td>
<td></td>
<td></td>
</tr>
<tr>
<td>K-5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6-12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>POST-SECONDARY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAREER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>O: ORGANIZATION PROVIDES SPECIFIC PROGRAMMING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>X: ORGANIZATION PROVIDES SUPPORT TO EXISTING PROGRAMMING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PUBLIC &amp; GOVERNMENTAL PARTNERS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adrian Area Chamber of Commerce</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Adrian</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Tecumseh</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lenawee Community Mental Health Authority</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lenawee County Administrator’s Office</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lenawee County Juvenile Court</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lenawee Department of Human Services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>