

GEORGE WASHINGTON HIGH SCHOOL PIPELINE LAUNCH STRATEGIC PLAN 2019-2020

OUR MISSION

BUILDING LONG-TERM, LIFE-CHANGING RELATIONSHIPS WITH INDIANAPOLIS' URBAN YOUTH, EQUIPPING THEM TO THRIVE AND CONTRIBUTE TO THEIR COMMUNITY.

OUR VALUES

- We believe that **EVERY CHILD** is of great worth and has the desire and potential to succeed.
- We believe that **LONG-TERM, 24/7 RELATIONSHIPS** with caring adults have proven positive outcomes in the lives of our urban youth.
- We believe that a **HOLISTIC** approach is essential for a strong and healthy future for our youth.
- We believe that **FULL-TIME, SALARIED TEACHER-MENTORS WHO COME FROM SIMILAR BACKGROUNDS** as the students can have a positive influence and make all the difference.
- We believe that **SERVANT LEADERSHIP**, creating a culture of selflessness and service, is the foundation for leadership.
- We believe in the intrinsic **DIGNITY** of every person and act accordingly.
- We believe that **COLLABORATION** yields the best long-term results, acknowledging that the complex work in our urban centers cannot be done single handedly.

OUR PROGRAMS AND SERVICES

Founded in 2016 replicating a national model with a 40 year history- Elevate USA, Elevate Indianapolis is a relationship-based program that engages students by our full-time staff of teacher-mentors during school, after-school, through year around programming.

Elevate Indianapolis serves urban at-risk students in Indianapolis Public Schools grades 4th-12th providing a pipeline of continuous support beginning in elementary and continuing through high school graduation. Our hybrid model, which merges the best after-school programs and in-school character and life skills equipping, creates long-term relationships that lead to lasting measurable outcomes.

- **IN-CLASS LEARNING** - Taken as an accredited class on their high school transcript and taught by a teacher-mentor team, students focus on developing character and life skills. We prepare our Elevate high school students to teach 4th-6th grade students the same skills they've learned in cross-age mentoring. Our teacher-mentors also provide weekly mentoring to middle school students at feeder schools.
- **AFTER-SCHOOL MENTORING AND EVENTS** - teacher-mentors are available to students 24/7/365 and engage both students and their families;
- **POST-SECONDARY PREPARATION** - college preparation materials, assistance in filling out forms and scholarships, tours of college campuses, and career planning; and
- **ADVENTURE OPPORTUNITIES** - year-round play based youth development outdoor activities providing teambuilding and leadership opportunities.

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DATA-DRIVEN DECISIONS

The Elevate model is based in data-driven decisions that lead to impact and results. Data collection and analysis are utilized to both demonstrate outcomes and make continuous improvements in order to fulfill our mission and overcome systemic poverty issues impacting.

Elevate Indy staff publish weekly dashboard detail of complete program activity and student in and out of school caseloads. We facilitate an annual Thriving Youth Scorecard process that includes the 40 Developmental Assets survey, in addition to focus group student discussions, web based app questionnaires and annual fidelity assessments with Elevate USA and school partners. Lastly, Elevate USA is building a national matriculation tracking model that all affiliates will adopt upon completion in 2019.

WHO WE SERVE

PRIMARY RACE AND ETHNICITY

Asian/Pacific Islander	0.60%	Caucasian	9.40%	More than one race	5%
African American	50%	Hispanic/Latino	33%	African	2%

GENDER

Female: 54%.	54%	Male: 46%	46%
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PRIMARY ZIP CODE OF CURRENT ELEVATE STUDENTS

46201 (Near east):	10%	46218 (Martindale):	15%	46226 (North east):	8%
46203 (South east):	15%	46222 (Near west)	13%		

OTHER ATTRIBUTES OF CURRENT ELEVATE STUDENTS

- **69%** students live in single parent homes.
- **81%** students are in the vulnerable/challenged category in comparison to a national average of 50% urban (non-Elevate students).
- **Over 90%** are considered to be from low income families according to Marion County averages, with our current schools served being 100% free and reduced lunch.

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OUR CURRENT IMPACT

SINCE OUR INCEPTION IN 2016, ELEVATE HAS PROVIDED THE FOLLOWING TO STUDENTS IN THE PROGRAM

- Over 900 individual classes covering 13 key character and life-skills.
- Over 6,000 mentoring hours, through over 125 group mentoring events.
- Over 500 hours of community serving hours.
- Over 600 hours spent with community partners.
- Over 500 hours of post-secondary preparation mentoring.
- Only 13% recording not-on-track to graduate, with a measurable on-track to graduate increase for students in our programs 2 semesters or more.

OUR CURRENT ELEVATE ATHS STUDENTS IN THE PROGRAM

- Over 47% of our students have volunteered in the community.
- Over 75% of students have measurable comprehension of the definition of Elevate character qualities.
- Over 60% of Elevate students can cite a time in the past year that they had applied in life a character quality they learned in our classes.
- Nearly 90% of our students are participating in 1:1 mentoring outside the classrooms.
- Nearly 75% are participating in small and large group mentoring outside the classroom.
- 100% of our students, when asked to described their Elevate experience in seven words or less, gave a positive response.

PROGRAMMING GOALS

THE GOALS FOR OUR 2018-2019 SCHOOL YEAR PROGRAMMING INCLUDE TRACKING AND MEASURING THE PROGRESS OF STUDENTS FOR THE FOLLOWING IMPACT

- 100% of juniors and seniors participate in our post-secondary preparation program.
- 100% of active Elevate students on-track to graduate.
- 90% graduation rate for active seniors in our program.
- 90% of active Elevate high school seniors graduating with a post-secondary education plan, either "enrolled, enlisted, or employed."
- 90% of students report a life pattern of giving back to the community.
- 90% of students demonstrating a 7% growth in the seven life areas through 40 Developmental Assets survey twice per year.

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**BOARD
DEVELOPMENT
GOALS**

ELEVATE INDIANAPOLIS NEEDS TO ADD THREE NEW BOARD MEMBERS WHO SHARE A PASSION FOR EDUCATIONAL EQUITY, JUSTICE AND COMMUNITY DEVELOPMENT

**FUNDRAISING
GOALS**

SHORT-RANGE

- To make our 2018-2019 annual budget of \$520,000.
- 100% BOD participation in the 2018-2019 year.

MID-RANGE

- To raise \$200,000 to launch a new pipeline at Washington High School.
- To develop and execute a measurable holistic fund development plan.
 - Multi-faceted, multi-disciplined for every targeted audience.
 - Millennials, Gen-X, corporate, new investors.
 - Identify PR/Marketing firm for pro-bono expertise.
- To increase our advocate and patron giving levels (less than \$2,500 annual giving) from 11.8% to 37% of total budget.

LONG-RANGE

- To increase total giving units from 112 to 485.
- To make measurable progress towards our goal of an annual budget of \$1.7 M, which would allow us to operate in all 4 IPS high schools and supporting pipeline elementary schools.

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WESTSIDE PROGRAM EXPANSION SUMMARY

EXPANSION SUMMARY

After four successful years serving hundreds of students in our Arsenal Tech High School pipeline, Elevate is seeking to expand to include a new pipeline location inside of George Washington High School at the start of the Fall 2019 term.

With the continued support of the IPS Board of Commissioners through a series of direct communications, the George Washington High School administrative leadership have demonstrated a strong desire for Elevate Indianapolis to launch at the start of the 2019-2020 school year.

Launching Elevate's holistic life-changing model, our plan is to establish all four program components and staff teaching character development classes and 24-7-365 mentoring with nearly 450 4th-12th grade students by 2022.

The proposed westside pipeline expansion aligns with the Elevate Indy Board of Directors' vision to establish Elevate Indy in all four traditional IPS high schools and 16 feeder schools serving over 1,500 students in Indianapolis annually.

Lastly, with the Indiana Department of Education's transformed graduation standards in 2018, Elevate Indianapolis is one of only a few current education partners already operating within IPS High Schools designed for students to receive the state graduation requirements. Our Elevator 1 & 2 classes meet "service-based" requirements, and Elevate Beyond meets the "project-based" designation. Going forward, every student who passes an Elevate class will have a requirement met in the IDOE pathways to graduation requirements.

WHY WESTSIDE EXPANSION

- Strong organizational collaborative relationships are established and ready to partner with Elevate Indy upon expansion west.
- Current pipeline is nearly 20% westside students, providing a foundation of relationships in near westside to build on.
- New funding partners exist and favor expansion in a non-saturated area of service for urban teens.
- George Washington High School is a welcoming partner with experienced administrative leadership and a student demographic profile that is ideal for expansion.

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GEORGE WASHINGTON & WESTSIDE DEMOGRAPHICS

The new Elevate westside pipeline will serve students attending George Washington High School and a feeder elementary and middle school. This project will primarily serve families living in the 46224, 46241 and 46222 near westside zip codes.

Through our first pipeline, over 25% of our students currently reside in these Near Westside zip codes. Launching our second pipeline with this multi-year approach in Near Westside schools strategically positions Elevate Indianapolis to ignite our method for the type of long-term systemic community change our model is designed to activate.

For George Washington High School, recent data from U.S. News Report found that only 24% of students showed proficiency in Reading and 5% showed proficiency in Mathematics. An additional report conducted by Chalkbeat for the school found that only 62% of students graduated.

- George Washington enrolled 722 students in 2018-2019.
- 22% of students receive special education services.
- 24.5% of students are English Language Learners.
- 82% attendance rate with 35% of students on-track to graduate.

PRIMARY RACIAL DEMOGRAPHICS FOR GEORGE WASHINGTON HIGH SCHOOL

African American	50%	Hispanic/Latino	29.9%
Caucasian	18.6%	More than one race	4.4%

This expansion will position Elevate to deepen our presence intentionally in a targeted area of our city that will build the momentum of community change, activate a broader-based of community and fiscal partners, and create sustainable growth opportunities for at-risk students and their families.

Our board has identified Matchbook Learning at Wendell Phillips K-8th grade school as a priority for strategic partnership as it's also located in 46222 and seeking community partners for Social-Emotional Learning impact with its students. The majority of the 8th-grade students who graduate from Wendell Phillips transition into George Washington High School, which supports our long-term cross-age mentoring model.

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FOUR-PHASE PROGRAM EXPANSION SUMMARY

YEAR ONE FOUR-PHASE PROGRAM EXPANSION SUMMARY

Elevate Indy will follow a four-phase year-long timeline to develop our new program in the Near Westside of Indianapolis.

PHASE 1 - SCHOOL PARTNER CONSIDERATION FOR THE 2ND PIPELINE

This first phase included completing a target market rubric for school partner consideration. It consisted of the following related data points: overall student count, racial/gender data, graduation rate, school state rating, family income below poverty, child well-being stats, and free and reduced lunch rate. During the first quarter, our M.O.U. with Indianapolis Public Schools was renewed in addition to strategic planning of sustainable fund development considerations.

PHASE 2 - SCHOOL PARTNER SELECTION AND PREPARATION FOR THE 2ND PIPELINE

During this phase, we publicly announce our new school partner to stakeholders, continue meeting with key school administrative staff and move forward in the staff selection process.

As with our first site, the second pipeline in the Near Westside is dependent on the selection of the quality of staff we hire and train. To continue with the results we've seen in our first three years of Elevate Indy, hiring two high impact Teacher-Mentors who represent the communities we serve is the most significant element of this expansion. Our new staff will complete the 10 week Elevate USA training plan in addition to training with Elevate Indy staff and partners.

PHASE 3 - LAUNCHING OUR 2ND PIPELINE

During this third phase we continue the training of our new Teacher-Mentors while working with the school to prepare for the program start in late July.

The program will launch with one Intro to Elevate class, one Elevater class, Little Elevate in 4th & 5th grade, and a quarterly post-secondary/adventure event for current 7th & 8th grade students to begin connecting with future George Washington students. This phase includes enrollment events, recruitment, classroom preparation, program supplies purchase and area visits to businesses and community centers to establish awareness.

PHASE 4 - COMMUNITY PARTNER BUILDING FOR 2ND PIPELINE

During this 4th phase of year one, only a few months into the school year, we will focus on community partner building. Elevate Indy will launch our 2nd pipeline with a strong emphasis on connecting our students with community businesses, colleges, churches, nonprofits, and community centers. In our holistic model, to lead each of our students to thrive and contribute in all seven areas of our student's lives, we've seen this most effectively executed through area partners.

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GEORGE WASHINGTON PIPELINE MATURITY GROWTH PHASES

2nd Pipeline Growth- Phase 1 2019-2020

Description	# of students served	Accredited Classes	Mentoring	Adventure	College & Career
Elevater Class	30	x	x	x	x
Little Elevate	125		x		
Intro to Elevate	25	x	x	x	x
Middle Elevate Activities	75			x	x
Total Served	255				

2nd Pipeline- Phase 2 2020-2021

Description	# of students served	Accredited Classes	Mentoring	Adventure	College & Career
Elevater Class	30	x	x	x	x
Elevater Class	30	x	x	x	x
Little Elevate	250		x		
Intro to Elevate	25	x	x	x	x
Middle Elevate	75			x	x
Total Served	410				

2nd Pipeline- Phase 3 2021-2022

Description	# of students served	Accredited Classes	Mentoring	Adventure	College & Career
Elevater Class	30	x	x	x	x
Elevater Class	30	x	x	x	x
Little Elevate	250		x		
Intro to Elevate	25	x	x	x	x
Elevate Beyond	30	x	x	x	x
Middle Elevate	75			x	x
Total Served	440				

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GEORGE WASHINGTON PIPELINE 3 YEAR BUDGET (TENTATIVE)			
G.W.H.S. Elevate Pipeline Launch			
	2019/2020	2020/2021	2021/2022
STAFFING			
GWHS Pipeline Staff Salaries (1)	\$126,000.00	\$126,000.00	\$168,000.00
Payroll taxes	\$9,324.00	\$9,324.00	\$12,432.00
Benefits	\$9,000.00	\$9,000.00	\$12,000.00
Operations Support Staff Allocation	\$36,081.00	\$36,081.00	\$48,108.00
TOTAL COMPENSATION AND RELATED	\$180,405.00	\$180,405.00	\$240,540.00
TOTAL STAFF TRAINING EXPENSES	\$10,000.00	\$3,000.00	\$3,000.00
TOTAL TRANSPORTATION EXPENSES	\$34,800.00	\$4,800.00	\$4,800.00
Program Supplies (Start Up)	\$10,000.00	\$0.00	\$0.00
Programming - Classroom	\$5,250.00	\$6,562.50	\$8,203.13
Programming - Post Secondary Prep	\$4,250.00	\$5,312.50	\$6,640.63
Programming - Adventure	\$4,250.00	\$5,312.50	\$6,640.63
Programming - Mentoring	\$2,750.00	\$3,437.50	\$4,296.88
Programming - Little Elevate	\$3,000.00	\$3,750.00	\$4,687.50
TOTAL PROGRAMMING EXPENDITURES	\$29,500.00	\$24,375.00	\$30,468.75
G&A ALLOCATION	\$5,693.69	\$7,117.11	\$8,896.39
WESTSIDE ONLY BUDGET	\$260,398.69	\$219,697.11	\$287,705.14
Footnote: (1) Represents one Pipeline Coordinator and two Teacher-Mentors in 2019-2021; adding a third Teacher-Mentor by 2021-2022.			

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**GEORGE
WASHINGTON
PIPELINE LAUNCH
SMART GOALS
2019-2020**

SMART GOAL 1	By the end of the second semester (June 2020), the westside pipeline will have served 250 students through the four program components of our model.
Objective 1.1	Enrolled 140 High School students in Intro to Elevate and Elevater classes. (55 for 2019-2020 and 85 for 2020-2021)
Objective 1.2	Served 75 westside middle school students (6th-8th) in Middle Elevate through 4 Elevate Post-Secondary and Adventure Program events.
Objective 1.3	Our Elevater teaching certified high school students will have served over 75 elementary school students in Little Elevate (4th-5th grade)
SMART GOAL 2	By end of the second semester (June 2020), our George Washington High School students will have achieved a 90% "on-track to graduate" rate.
Objective 2.1	Support our students to achieve a 90% school attendance rate.
Objective 2.2	Partner with George Washington High School administration to establish an incentive rewards system for Elevate students rewarding school leading, "on-track" and attendance rates.
SMART GOAL 3	By end of the second semester (June 2020), 50% of all out-of-school programming hours achieved in collaboration with community partners.
Objective 3.1	Identify a community collaboration partner for each of the seven areas of student development.
Objective 3.2	100% of our Middle Elevate Post-Secondary and Adventure program events executed with the help of community partners.

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GEORGE WASHINGTON PIPELINE LAUNCH COLLABORATORS

Marian University (committed) - Partnering to provide in-class teaching opportunities to students and continuing to build relationships with Westside students for post-secondary exposure Marian University.

Indianapolis Public Schools (committed) - Our School program partners currently at Arsenal Tech High School, Harshman Middle School and Theodore Potter elementary school. In February, the IPS Board signed and renewed its MO.U. with Elevate Indianapolis. George Washington High School has also committed to hosting an Elevate Indy pipeline.

Center for Leadership Development (CLD) (committed) - Elevate Indy annually engages our upperclassmen in CLD post-secondary programming. With CLD located on the Westside, Elevate Indy's program expansion to this area will allow us to double our student engagement in CLD programming.

YFC CityLife (committed) - CityLife has strong programs established to serve Westside students that complement Elevate's programming. Our expansion to the Westside provides an opportunity to effectively share programming, staff, transportation and common community partnerships.

Mary Rigg Community Center (proposed) - Elevate is currently in conversations with the center to work in collaboration with the six near Westside schools and corporate partners.

Matchbook Learning at Wendell Phillips (proposed) - Elevate is targeting its Middle Elevate programs for students in 7th and 8th grade in the Matchbook Learning program at Wendell Phillips, to begin with alternating post-secondary and adventure programming activities once per quarter.

Mars Hill Community Center (committed) - Elevate has partnered in the past for volunteer opportunities together for our students on the Westside through this local community center.

College Mentors for Kids (committed) - With a chapter at I.U.P.U.I, established relationships with westside elementary students, connecting them to college students through weekly on-campus activities we look forward to opportunities to expand our partnership together.

iDew (proposed) - Elevate is working on a partnership with this IUPUI program already working on the Westside at George Washington to add specific STEM programming for our students.

16 Tech (proposed) - Elevate is in conversations with this community foundation on the Near Westside to be a workforce development partner for emerging STEM development in our programs.

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Indianapolis Public Schools

George Washington High School
2215 W. Washington Street
Indianapolis, Indiana 46222
Stanley J. Law, Principal

To Whom it may concern:

At George Washington High School, we are consistently looking for ways to create pathways to success for our students. However, programming alone will not make student dreams become reality. Positive mentoring relationships developed within the programs is the factor that will propel students forward to a positive future.

We currently serve 722 students, all of whom receive school meals free of charge. We also have a diverse student body, consisting of 47% African-American students, 29.9% Hispanic students, 18.6% Caucasian students, and 4.4% multiracial students. Additionally, 22% of our students receive special education services and 24.5% of our students are classified as English Language Learners.

Our attendance rate is 82% for the year with a goal of 95% throughout the year. As of this time, 35% of our students are on track to graduate. However, our students who are credit deficient are completing required courses online under supervision, and others are completing various obligations, which enables us to predict a graduation rate of 79% by the end of school in June.

Therefore, it is with great excitement and anticipation that we welcome Elevate Indy into our George Washington family. The reputation of this program and its people precede it. The consistent and systematic manner in which Elevate Indy develops trusting relationships that result in many tangible educational and personal rewards is vital to our success at George Washington and our students.

Best Regards,

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