

Strategic Framework Report

December 2022



Vision: Accelerate the success of postsecondary education for Denver students to create an equitable, prosperous community.

Mission: [Prosperity Denver Fund](#), a sales tax initiative funded by Denver voters, increases the number of historically underserved Denver students who access scholarships, complete a postsecondary degree and strengthen the local economy. **Values:** Impact, Community, Inclusivity, Sustainability and Innovation.

To achieve our greatest impact, we are committed to becoming **the standard of excellence for equitable college completion**. We adopted these four goals, which are aligned with state’s higher education plan, to focus our work: 1. Increase Credential Completion; 2. Erase Equity Gaps; 3. Improve Student Success; and, 4. Invest in Affordability and Innovation.

Initiative	Rationale	Metrics / Deliverables
Improve Student Success via SO capacity building	SOs are the key drivers to achieving success, but they have a wide range of capabilities and needs. We can use funding and information sharing to improve outcomes.	Collaborations with SOs: Primary focus is High Impact Support Services. Percent of students receiving support services: See KPIs on the last page.
Funding to Erase Equity Gaps & Increase Credential Rates	Research shows that scholarships and support services increase the rate of enrollment and completion among historically underrepresented students.	Number of HUS receiving scholarships and making SAP: See KPIs on the last page. Percent of HUS making SAP and graduating with living wages versus comparison groups: Proposed metric/Data is pending.
Data systems to promote Affordability & Innovation	We must continue to grow and improve to accomplish our goals. Transition from start-up to fully functioning organization. Smaller SOs have requested help with data collection and management.	Develop a database to generate reports efficiently on demand and track student information after graduation: Tech Roadmap projects. Publish data showing the impact and benefits of the sales tax: See activities following pages.
Community Outreach & Stakeholder Engagement	We are not well known by key education and business leaders. Need to begin building awareness among those stakeholders.	Number of newsletter recipients and social media followers/contacts: Data to be updated Feb 2023. Percent of stakeholders who indicate awareness/support: Proposed metric/Data is pending. Create a brand identity like DPP, SCFD: Proposed metric/Data is pending.

Colleges = all types of institutions covered by the ordinance; SOs = Supported Organizations; HUS = historically underserved students; SAP = satisfactory academic progress



Initiative	FY23 Work Plan Update
<p>Improve Student Success via SO capacity building</p>	<ol style="list-style-type: none"> 1. <u>SO Subcommittee</u>: Goals are increasing collaboration among partners and improving the reimbursement process. 2. <u>Support Services research</u>: Completed national scan of evidence-based models and programs. Findings reviewed with SOs to foster best practices and professional development. 3. <u>Support Services template</u>: Findings from research project will be included in database modules and web-based form to make data collection from SOs more efficient and accurate. Will also increase ability to generate reports. 4. <u>Funding Guidelines</u>: Create criteria/policies to reward attainment of goals and promote cost effective services.
<p>Funding to Erase Equity Gaps & Increase Credential Rates</p>	<ol style="list-style-type: none"> 1. <u>SO Recruitment</u>: Goal is to reach 60 eligible organizations by September 2023. 2. <u>Two distributions per year</u>: Completed Fall Distribution for AY 2021-22; see results on last page. 3. <u>Ordinance Changes</u>: Would create the capacity to double the number of students served and reach 100% funding within three years, compared to eight years in baseline 2030 forecast. Working with city staff to finalize proposed language.
<p>Data systems to promote Affordability & Innovation</p>	<ol style="list-style-type: none"> 1. <u>Annual Report data</u>: Information required under City contract collected each July along with SO contract renewals. 2. <u>Economic Impact Report</u>: Template created; data provided by select group of SOs. Plan to publish first report in 2025. 3. <u>Tech Roadmap projects</u>: Database phase 2 (SO renewals, reimb. calculations), Support Services template (see above). 4. <u>Quality Assurance Program</u>: Pilot of first two SOs complete; three strategies emerged from those findings: expanded training, technology investments and process redesign. 5. <u>Staffing</u>: Hired Program Coordinator (third FTE) in October; onboarding process underway. 6. <u>Pilot evaluation system</u>: RFP posted October 2022; plan to select firm in November and approve contract in January.



Initiative	FY23 Work Plan Update
<p>Community Outreach & Stakeholder Engagement</p>	<ol style="list-style-type: none"> 1. <u>SO Toolkit</u>: Phase 1 launched with a collection of videos and social media messages in August. Primary audiences are SO boards/donors, educators and students/families. Monthly tracking of selected metrics underway. 2. <u>Phase 2 Campaign</u>: Continue development of SO Toolkit with more social media tiles. Create a newsletter for Supported Organizations and one for the community at-large. 3. <u>Learning Community</u>: Periodic gathering open to all Supported Organizations and key partners. Meeting agendas are created with input from participants to ensure topics are relevant and important. 4. <u>Community Events & Outreach</u> (meetings/events held within last 90 days): <ul style="list-style-type: none"> • Follow up with partners who participated in the session promoting the impact of community-based organizations in achieving educational equity at the Career-Connected Education conference • Collaboration with postsecondary institutions: CO Health Careers Collaborative with Arapahoe Community College and Denver Community College; University of Colorado Denver and MSU Denver to reach students not currently covered by SOs • Partnerships to reach high school students: Denver Public Schools Foundation • New SOs through expansion of certificate programs: Activate Work, CareerWise Colorado, PEBC (teacher prep) • Increase SO engagement: College Track, Colorado Uplift and Minds Matter Colorado



Key Performance Indicators	AY 2018-19 Complete	AY 2019-20 Complete	AY 2020-21 Complete	AY 2021-22 Partial (Nov 2022)
Number of students	1,899	1,949	1,844	1,831
Percent of students receiving support services	94%	94%	97%	97%
Percent making progress toward completion	92%	88%	88%	89%
Number of students graduated	244	191	364	297
Number of students lost eligibility (SAP or enrollment)	n/a	42	177	107
Number of students otherwise stopped receiving assistance	n/a	n/a	489	250
Total reimbursements distributed	\$5,283,681	\$5,296,083	\$4,909,716	\$5,363,479
Average reimbursement per student	\$2,782	\$2,717	\$2,663	\$2,929
Scholarship reimbursements (% of total)	\$4,060,090 (77%)	\$3,875,740 (73%)	\$3,512,851 (72%)	\$3,869,543 (72%)
Support services reimbursements (% of total)	\$1,223,591 (23%)	\$1,420,343 (27%)	\$1,396,865 (28%)	\$1,493,936 (28%)
Number of Supported Organizations receiving funding	16 (May 2020)	19 (Nov 2020)	28 (Nov 2021)	23 (Nov 2022)
Number of nonprofits eligible for funding	45	45	41	33 (partial)