



a brighter future
IN FOCUS

ANNUAL REPORT 2018





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RUSD STUDENTS IN SCIENCE CLASS

FROM OUR EXECUTIVE DIRECTOR

A brighter future *is* in focus for our community and County!

We are making progress! Since last year's report, we achieved "Proof Point" by demonstrating that we have begun to change systems. We were the third community in the country to earn this StriveTogether designation, just after Cincinnati and Dallas, two larger and more resourced communities with longer experience in this work.

In Racine County we have greater opportunities now than we have seen in decades. We have demonstrated that we can align our efforts, embrace proven best practices, and generate increasing support from national funders. We are in the national spotlight. But no one can do this for us. ***We must do the work and we must do it together!***

Racine County, Racine Unified Schools, Gateway Technical College, UW-Parkside, United Way of Racine County, RAMAC, local employers, and so many others are doing extraordinary work every single day. No individual, no business, no government, no educational institution, no philanthropic or faith based organization can accomplish our objectives on their own. System Change requires all of us to embrace our greatest opportunities, work together, and persist in the face of our challenges.

As a broader community will we:

- 1) Implement universal full day 4 year old kindergarten and sign up our children at birth for Imagination Library as is being done in Cincinnati and also fully implement a comprehensive universal home visiting initiative which utilizes the best trauma informed practices to make sure that all of our children are fully prepared for school?
- 2) Change our practices to make sure that all of our children are at or above the national average for reading in 3rd grade and that our least well performing schools are seeing double digit growth year after year as is being done in Dallas?
- 3) Continue to embrace and follow through to implement with absolute fidelity true high school transformation so our graduation rate in Racine Unified rises by over 20% as it did in Nashville when they embraced the same model that we are using here?
- 4) Double graduation rates while also eliminating racial disparities at UW-Parkside and Gateway Technical College as they did at Georgia State University, and also achieve our goal of 60% post-secondary attainment in our County?
- 5) Build defined career pathways in seven or more sectors of our local economy and actually employ 600 or more currently unemployed people who confront obstacles that prevent them from earning a living at one of the more than 2000 jobs that are open in our county and thereby bring our unemployment rates in all of our municipalities to, or below the state rate?

A brighter future is in focus! Will each and everyone of us do what we know must be done to seize our opportunities and fully realize the brighter future for our community?

Jeff Neubauer
Executive Director, Higher Expectations for Racine County

WHO WE ARE

Higher Expectations was founded on a simple idea: Those who care about our community's future, from parents and educators, to civic leaders and local employers, can accomplish more by working together.

We work to improve education and employment systems in Racine County so that families in our community don't have to work the system.

We know that no single program, no matter how effective, can solve all of our community's challenges. That's why we bring together a broad range of partners to identify what works and align time, talent, and resources behind strategies that will improve outcomes for students and families. We work from early childhood through employment to help ensure that every student, regardless of race, zip code, age, or family income, can succeed.

OUR VISION

A Racine County workforce that is fully **capable** and **employed**.

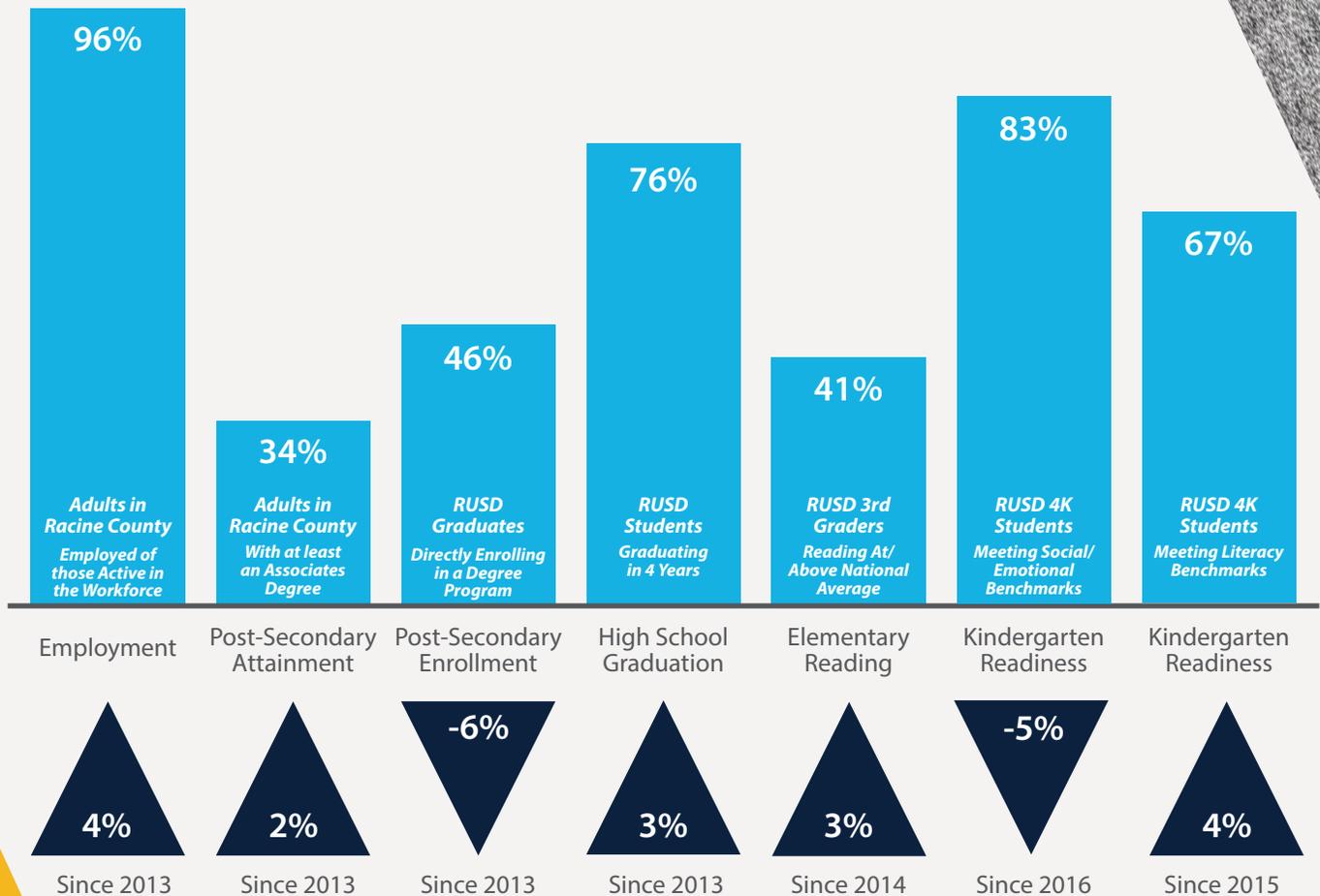
OUR MISSION

Higher Expectations **engages** community partners, **aligns** efforts, and **maximizes** resources to promote **excellence** and **equity** in education and employment outcomes in Racine County.



OUR COMMUNITY SNAPSHOT

Community-Wide Outcomes Tracked by Higher Expectations



Notes: Numbers represent the most recently available data in each category. All percentages are rounded to the nearest whole number. For exact number of students, see online data dashboards. For additional details regarding these indicators, see each section of the report.



See in depth data on our Data Dashboards at higherexpectationsracinecounty.org

OUR PRINCIPLES



EXCELLENCE & EQUITY

We support and hold partners accountable for holding a high bar for all students, which includes successfully identifying and addressing disparities.



COLLABORATIVE ACTION

We align community organizations and initiatives so that partners can use the resources and best practices they need to advance their work.



EVIDENCE BASED DECISION MAKING

We use data as a flashlight to discover what's working and develop strategies that will improve outcomes.



SHARED VISION

We must know where we're going before we can design a path to get there. Together with our partners, we identify our challenges and agree on the goals we want to achieve.



Higher Expectations is part of **StriveTogether**, a national, non-profit network of seventy communities using a rigorous approach to accelerate progress and sustain success in education.

StriveTogether provides coaching, connections and resources to partnerships and works with our community to measurably improve results from career to cradle.

OUR SUCCESS ROADMAP

Higher Expectations begins its work with the end in mind: **A fully capable and employed workforce.**
To achieve this vision, we work **from** career **to** cradle to ensure that every student can succeed.



IN FOCUS: DATA DRIVING CHANGE

Higher Expectations believes that data is a tool to be used as a flashlight, not a hammer. Data helps our partners identify the high-impact strategies that will strengthen our community. With the right information, our community is able to achieve better outcomes for every student, including students of color and economically disadvantaged students and families.

Higher Expectations uses key measures to track progress toward our partnership's goals. We share this data publicly on our Data Dashboards and work internally with partners to better understand their program data. Using disaggregated data - which makes clear the increased challenges that students of color and economically disadvantaged students face - to shine a light on what's working, is central to the work Higher Expectations does.

Partners use this data as evidence **to make decisions in real time; to improve and expand practices; to lift up and address disparities; and to target resources to support what is working for kids in Racine County.** Data gives community partners the insight and information to make the best decisions about programs that impact the success of students and families.

See in depth data on our Data Dashboards
at higherexpectationsracinecounty.org



RUSD STUDENT WORKS ON ART PROJECT

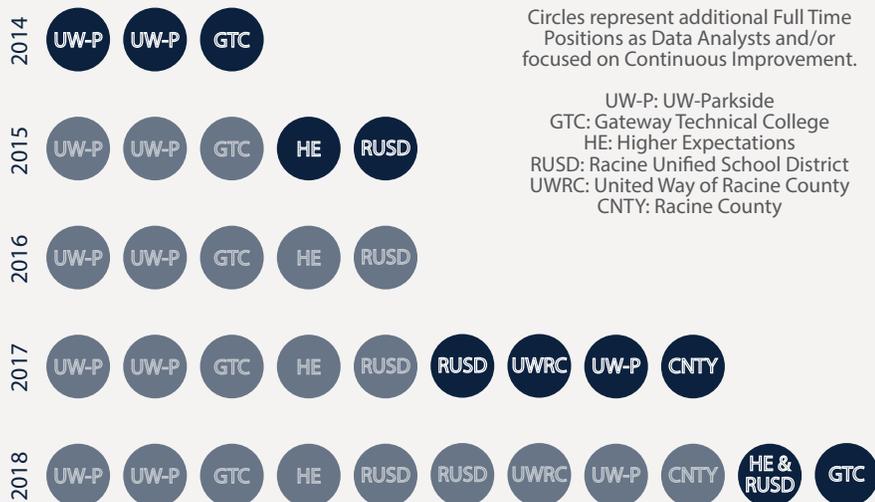
Higher Expectations has been instrumental in helping our community embrace the use of disaggregated data to put results at the center of our decisions. In addition to our Annual Report and our interactive Data Dashboards, we work closely with partners to collect, analyze, and share data within their organizations and then with the broader community.

Since 2014, we have worked with partners throughout the community to learn from their program data and understand the impact that they are having on student success. From changing approaches to 4-year-old kindergarten enrollment to adjusting reading instruction for students and changing how we move students toward college completion, we have used data to identify gaps, expand practices that are working, and continuously improve programs. Recently, several of our partners - with guidance from the Higher Expectations Data Team - have invested in building their own data capacity to lead continuous improvement efforts across their programs.

Making data-driven decisions has had a profound impact on students families, and organizations in Racine County:

OUR COMMUNITY'S DATA CAPACITY

When Higher Expectations first launched, there were few roles focused on analyzing data and using it for continuous improvement within Racine County's organizations.



SCHOOLS OF HOPE

United Way of Racine County's Volunteer Tutoring Program

65% STUDENTS OUTGREW COMPARISON GROUP
2017-18

82% INCREASE IN MINUTES OF TUTORING RECEIVED
2016-17

BEGAN IMPLEMENTING CONTINUOUS IMPROVEMENT
2015-16

Since our launch, Higher Expectations has partnered closely with United Way to review its data and support continuous improvement, particularly with its Schools of Hope program: Last year's results were the best in program history.



A FAMILY ATTENDS RACINE COUNTY'S UPLIFT 900 JOB FEST

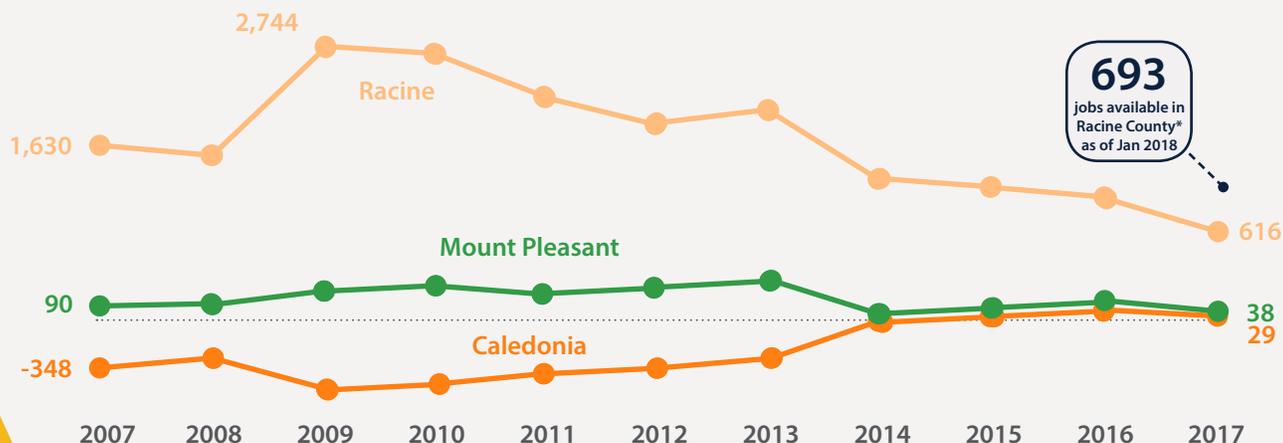


EMPLOYMENT

our vision: a fully capable & employed workforce

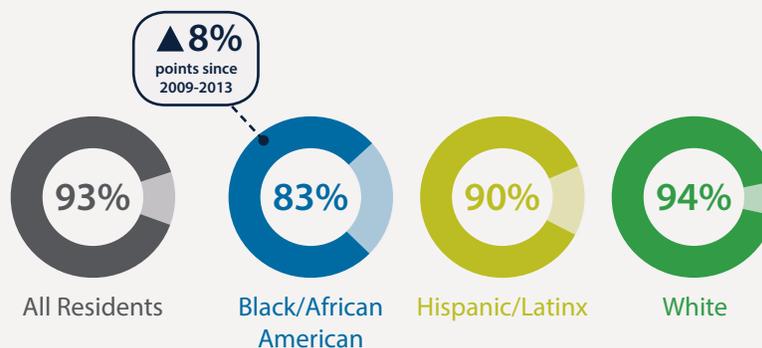
Number of People Who Would Need to be Employed for Racine Area Unemployment to Match State's Rate

Source: Bureau of Labor Statistics and Local Area Unemployment Statistics (Annual Rates)



Total Employment Rates of Adults Active in the Workforce by Race/Ethnicity for Racine County (2012-2016)

Source: US Census Bureau, American Community Survey (ACS), 5-Year Estimates



The gap in unemployment rates between the City of Racine and the state of Wisconsin is at its lowest point since 1990. Higher Expectations is supporting re-energized efforts to close that gap and reduce racial disparities in partnership with Racine County and local employers, and through our two-generation initiative.

* According to the Job Center of Wisconsin website (only).
Notes: All percentages are rounded to the nearest whole number. "Hispanic/Latinx" and "Two or More Races" are not mutually exclusive of each other or other racial/ethnic categories, unlike other data in this report.



See in depth data on our Data Dashboards at higherexpectationsracinecounty.org

IN FOCUS: CAREER PATHWAYS

START IT, A MODEL FOR TRAINING & CAREER PATHWAYS

The Higher Expectations IT Network is a group of volunteers committed to moving more residents into jobs in information technology at employers in Racine County. Last year, in partnership with Racine County Workforce Solutions, the IT Network developed StartIT, a program that provides paid IT training at the George Bray Neighborhood YMCA. After participants complete the training, they move into paid internships in area IT departments. To date there have been two training cohorts with a total of thirteen participants; **100%** of participants have completed the training and **100%** have been placed in internships. In the first group, **100%** completed their internships and nearly **60%** are in IT careers or continuing their education.

StartIT has had a transformative impact on its participants lives. Among the first cohort was a young mother, Samantha, who had not completed high school and was facing underemployment. Now, she is a fully employed in IT at a local business.

UNEMPLOYMENT DRIVERS

Higher Expectations partnered with Racine County and UW-Parkside professor Dr. Norm Cloutier to update his unemployment study comparing the factors driving unemployment in the City of Racine with similar cities across the country.

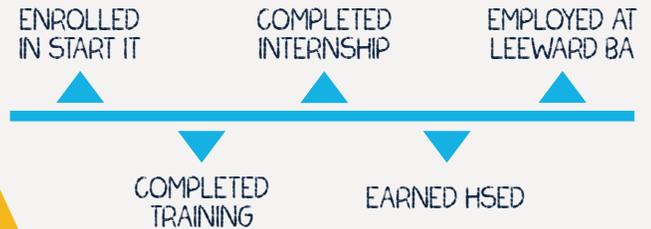
TOP 3 DRIVERS

#1 LACK OF BACHELORS DEGREE

SINGLE MOTHERS WITH CHILDREN #2

#3 NO EDUCATION AFTER HIGH SCHOOL

SAMANTHA'S JOURNEY



Racine County is part of an ever-changing employment ecosystem, where new technologies are changing the types of jobs available and new employers are moving into our community and shifting our workforce. Through our employment work, Higher Expectations is partnering with Racine County, local employers, our post-secondary institutions, and area training and service providers, to prepare unemployed and underemployed adults for high-paying careers in our community. Central to this goal is our work to create career pathways that move adults through training and skill development to a stable career.

Two years ago, Higher Expectations introduced our Big, Hairy, Audacious Goal (BHAG) of moving 900 additional Racine County residents into jobs in order **to reduce the unemployment rate of each municipality in Racine County to match the State of Wisconsin's rate.** Since then, Racine County has invested deeply in strategies to reach unemployed individuals and connect them with training organizations like WRTP Big Step and First Choice Pre-Apprenticeship - and with careers through their Uplift 900 initiative.

With Racine County, we have invested in understanding local unemployment factors and workforce trends. Through jointly commissioned surveys by the Wisconsin Dept of Workforce Development (completed in 2016) and by the Manpower Group (ongoing), we have identified growing industries, education and training requirements, and workforce opportunities for the coming years. We used this data to identify career pathways in **Construction, Education, Health Care, Information Technology, Logistics, Manufacturing, and Trucking** that will meet employer needs in our community and help all Racine County residents earn careers that are sustainable and offer family supporting salaries.

We also partnered with Racine County to work with UW-Parkside Economist Dr. Norm Cloutier and his research assistant, Carolyn Eastman, to understand our key unemployment drivers, and have identified single mothers as a critical target population to move into employment. This year, Higher Expectations earned a large grant from our National Partner, StriveTogether, to deepen and expand our employment work. As a recipient of the StriveTogether Community Challenge Fund, we are launching a two-generation initiative focused on single mothers with young children. Over the next three years, we will build and implement a career pathway model that addresses both the service based systems that impact families as well as the informal networks that affect their ability to thrive. This initiative will align employers, training providers, and higher education partners, as well as childcare partners and community organizations.





UW-PARKSIDE STUDENTS PARTICIPATE IN A CAREER FAIR

POST-SECONDARY EDUCATION & TRAINING

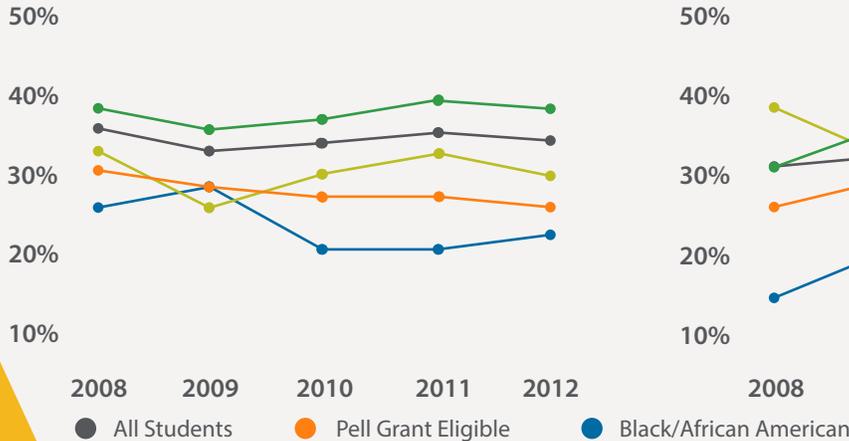
our vision: every student succeeds in a career



POST-SECONDARY COMPLETION

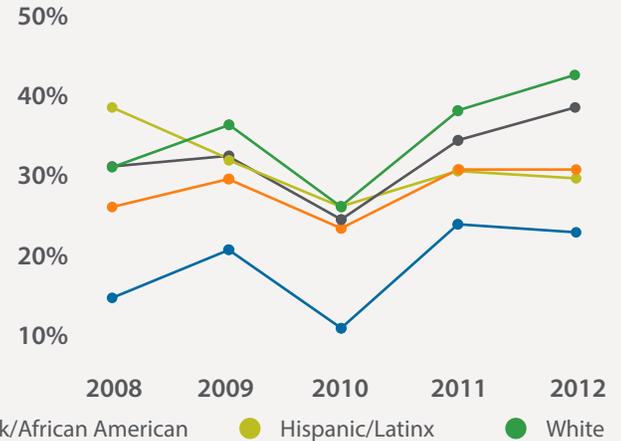
6-Year Graduation Rates of All Degree Seekers at Gateway Technical College By Starting Fall

Source: Gateway Institutional Effectiveness Department (2008-2012)



6-Year Graduation Rates of First-Time Full-Time UW-Parkside Students By Starting Fall

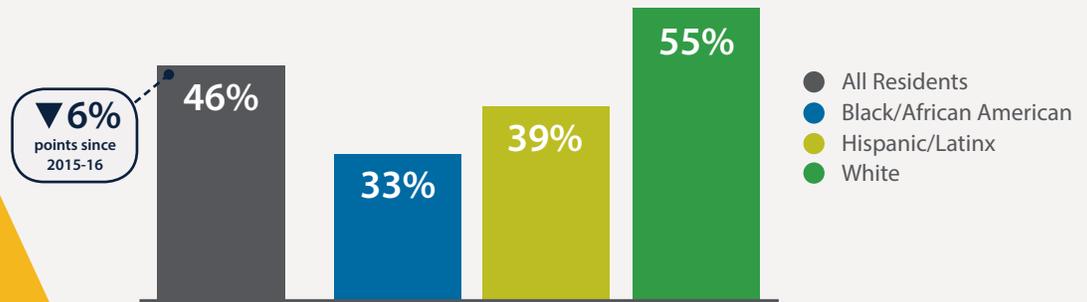
Source: UW-Parkside Institutional Research Department (2008-2012)



POST-SECONDARY ENROLLMENT

RUSD Graduates Enrolling in Any Post-Secondary Program in First Fall of Graduation

Source: Dept. of Public Instruction, WISEDash Public



In the last three years, graduation rates have increased at UW-Parkside by 5% points for first-time full-time students as well as at Gateway Technical College by 1% point for all students. Through our Lumina Talent Hub partnership, we are working with these institutions to improve completion rates for all students. In the coming year, we are launching efforts to understand and reverse the decline in post-secondary enrollment directly after High School graduation.

Notes: For exact number of students, see online data dashboards. Data for other races/ethnicities are not reported due to small population size. The Federal Pell Grant Program provides need-based grants to low-income undergraduate students. Gateway's data represents a larger subset of the student population because it includes transfer and part-time students whereas UW-Parkside's data only includes first-time full-time students.



See in depth data on our Data Dashboards at higherexpectationsracinecounty.org

IN FOCUS: GETTING TO 60%

National research shows that lack of education after high school is dramatically impacting adults' ability to find family-supporting careers. Here in Racine, our local data shows that lack of Bachelor's Degrees or of any credentials/certificates after high school are key drivers of unemployment in our community. **The message is clear: If we want to reduce unemployment, more of our high school graduates need to earn a college degree.**

Right now, Racine County's attainment rate is just 34%. As a part of our Lumina Talent Hub work, we're striving to improve outcomes - to reach 60% attainment in our region, and to lead Wisconsin's efforts to reach 60% as a State. To accomplish this, our systems - not just our students - must work differently. Higher Expectations is facilitating a unique partnership between Gateway Technical College and UW-Parkside to implement evidence-based completion strategies together. Our efforts are guided by the work of Complete College America (CCA), a national non-profit that has shown through intentional pathways, data-sharing, and smarter collaboration and transfer agreements, more students will graduate from college. We are now in the second year of our Talent Hub efforts and have begun to address the barriers that cause students to stop out. Examples of work already taking place include:

- > **TRANSFER AGREEMENTS** Leadership from departments at both institutions have been meeting to understand programs and simplify transfer pathways so that students aren't repeating coursework unnecessarily.
- > **DATAKIND STUDY** Gateway and UW-Parkside partnered with the national organization Datakind (which provides data consulting services) to analyze the factors that cause their students to drop-out before they graduate in order to better inform their student services.

POST-SECONDARY ATTAINMENT

The percent of adults (25 & older) that have some type of post-secondary degree.*

23% CITY OF RACINE

34% RACINE COUNTY

40% WISCONSIN

*2016 American Community Survey 1-Year Estimates



UW-PARKSIDE GRADUATES AT THE SPRING 2018 COMMENCEMENT

A COLLEGE ENROLLMENT NETWORK

Improving our regional attainment rate will take more than ensuring that enrolled students earn their degrees: We must also increase the number of students who pursue a post-secondary education. In the last several years, the number of students enrolling in any post-secondary program after graduating from Racine Unified Schools has decreased 6% points - Higher Expectations is bringing partners together around strategies that will reverse that trend.

We are launching a new College Enrollment Network with our post-secondary partners, the Racine and Kenosha Unified School Districts, and area non-profits and community organizations. Together, we will identify barriers to College enrollment and advance strategies that will work for our students. Key initiatives, like increasing FAFSA completion and incorporating college exploration into high school course curriculum would have a huge impact on students' likelihood of attending college directly after graduation.



In preparation for the Network launch, Higher Expectations has been working with the UW-Parkside AppFactory to create "futureU," a college enrollment smartphone App for high schools, and to pilot it with Racine Unified students. Once it is live, this App will enable students and counselors to interact regarding college prep opportunities, and will reward students for participating in college prep-related activities with game-style rewards points.

STATEWIDE IMPACT

The CCA completion work we're spearheading is informing efforts across Wisconsin. With our partners, we helped create the Higher Education Regional Alliance (HERA) which brings eighteen institutions in southeastern Wisconsin together around completion strategies, and we have led statewide efforts to include completion strategies in our state's post-secondary legislative policies:

LUMINA TALENT HUB
Racine & Kenosha Counties
UW-Parkside & Gateway



METRO MOMENTUM PATHWAYS
M7 Region (7 Counties in Southeast WI)
18 State, Technical, and Private Colleges



WI CCA TEAM
Statewide Policy Efforts
to Scale Strategies



Through our work with Gateway Technical College & UW-Parkside, Racine and Kenosha County earned a **Lumina Foundation Talent Hub** designation, identifying us as a national leader in innovation in post-secondary education. With this designation, Higher Expectations received a grant to expand our evidence based strategies in order to increase post-secondary attainment in our region.



RUSD STUDENTS AT THE HORLICK HIGH SCHOOL GRADUATION CEREMONY

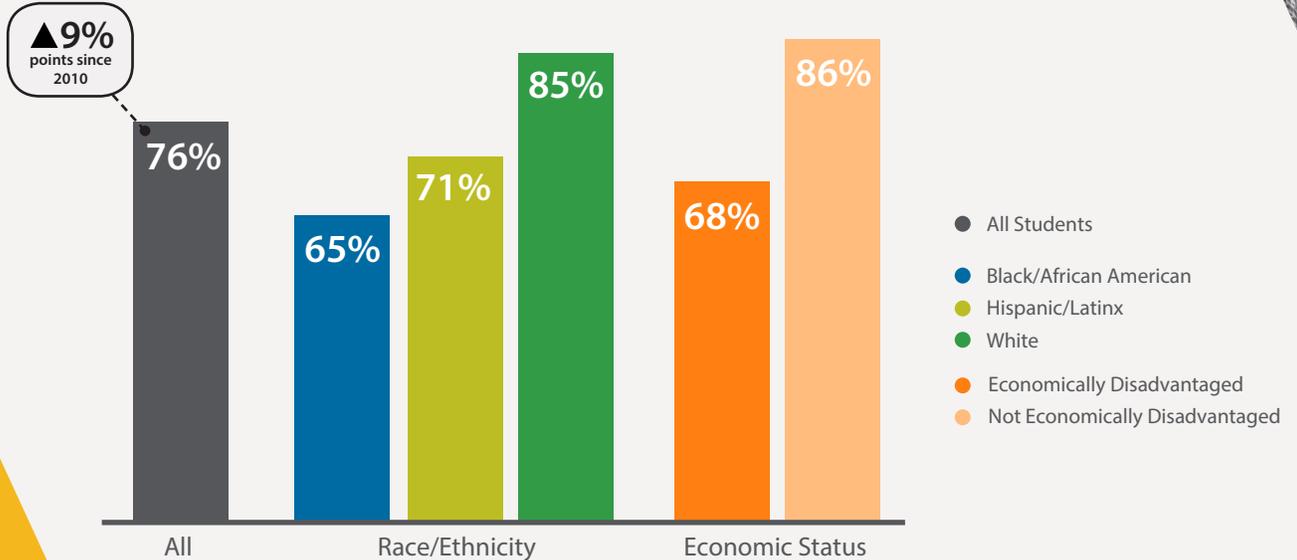


HIGH SCHOOL GRADUATION

our vision: every student graduates

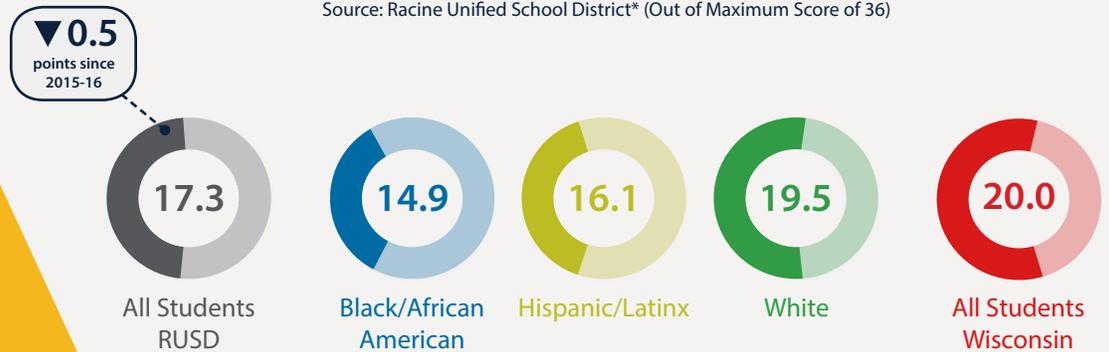
RUSD 4-Year Graduation Rates (2017 Graduate Cohort)

Source: RUSD, All Completion Credentials as of July 2018



RUSD 2016-17 11th Graders ACT Composite Scores

Source: Racine Unified School District* (Out of Maximum Score of 36)



High School graduation rates have trended upward over the last several years, while on average, college readiness levels (as indicated by ACT scores) have remained flat. Racine Unified Schools and community partners are collaborating to improve outcomes in preparation for the first graduating class of the RUSD Academies of Racine in 2020.

Notes: All percentages are rounded to the nearest whole number. For exact number of students, see online data dashboards. Data for other races/ethnicities are not reported due to small population size. Students are considered "economically disadvantaged" if they qualify for free/reduced lunch.



See in depth data on our Data Dashboards at higherexpectationsracinecounty.org

IN FOCUS: WORKPLACE LEARNING

As the business and civic engagement partner for the RUSD Academies of Racine, Higher Expectations has worked to recruit local employers to provide workplace learning opportunities for Racine Unified students. As freshmen, students attend the SEE Your Future Expo to learn about future careers in our community. After choosing their pathway within a Career Academy at the end of their freshman year, students then have more extensive workplace learning experiences to supplement their coursework. Higher Expectations supports RUSD's Office of Secondary Transformation by creating partnerships with employers to provide workplace learning opportunities to all students.

CAREER ACADEMY (JUNIOR & SENIOR YEAR)

Workplace Learning Experience:
Job Shadowing, Youth Apprenticeships, Co-ops, Internships

CAREER ACADEMY (SOPHOMORE YEAR)

Coordinated Site Visits:
Tours with Local Employers

FRESHMAN ACADEMY

College/Career Planning:
SEE Your Future Expo, Declare Career Academy

ACADEMIES OF RACINE EMPLOYER ENGAGEMENT

The Academies of Racine are in their third year of implementation. Since the 2016 launch, the first two cohorts of Freshmen have participated in the SEE Your Future Expo, and the first cohort of Sophomores has completed their coordinated site visits.

IN 2017-18:

12

EMPLOYERS HOSTED
SOPHOMORES AT SITE VISITS

&

51

EMPLOYERS
SHOWCASED

102

CAREER
OPPORTUNITIES

FOR FRESHMAN ACADEMY STUDENTS
AT THE SEE YOUR FUTURE EXPO



GRAND OPENING, PARK HIGH SCHOOL'S ECU BRANCH

EMPLOYER & EDUCATION PARTNERSHIPS SUPPORT STUDENT LEARNING

In the first two years of the RUSD Academies of Racine, community partners and employers have transformed how they interact with high school students. Through strengthened partnerships with Gateway Technical College, UW-Parkside, and training organizations, Academies students have access to industry-recognized certifications and credentials, as well as dual credit opportunities. And, through RUSD's Opportunities to Engage, employers are visiting classrooms, working directly with students and teachers, helping to contextualize curriculum, and hosting students at their businesses.

In order to ensure that students in each Career Academy have valuable, relevant workplace experience before they graduate, employers have created Youth Apprenticeship, Co-op, and Internship opportunities within their organizations and businesses. In collaboration with the Racine Area Manufacturers and Commerce (RAMAC) and RUSD, Higher Expectations has focused its efforts on recruiting employers and organizations to partner with the RUSD Academies of Racine.

In a great example of the deepening partnerships and collaboration driven by the RUSD Academies of Racine, Educators Credit Union has opened a brand new branch at Washington Park High School that will be staffed by students in the Business & Culinary Arts Academy. At the beginning of the 2018-19 school year, students were trained by Educators Credit Union staff to be Bank Tellers. In addition to learning the job procedures and customer service expectations, participating students learned about Educators Credit Union's core values; education, integrity, and community. These students are now able to learn on the job and gain career-building work experience at the Educators Credit Union Branch at the Park High School Store.

RACINE UNIFIED SCHOOL DISTRICT'S ACADEMIES OF RACINE



Business & Culinary Arts
Education & Technical Services
Health Sciences & Aviation



Health Sciences & Education
Business & Culinary Arts
Leadership, Automotive
& Technical Services



Health Sciences
Business & Culinary Arts
Computer Science, Education
& Technical Services

"WE ARE TREMENDOUSLY PROUD OF THE GREAT PROGRESS BEING MADE BY THE ACADEMIES OF RACINE WITH SUPPORT FROM THE ENTIRE COMMUNITY. YOUR UNIQUE APPROACH... [IS] BEING SHARED ACROSS THE [NATIONAL] FORD NGL COMMUNITY NETWORK."

-CHERYL CARRIER, EXECUTIVE DIRECTOR, FORD NEXT GENERATION LEARNING



RUSD STUDENT COMPLETING HER COURSEWORK

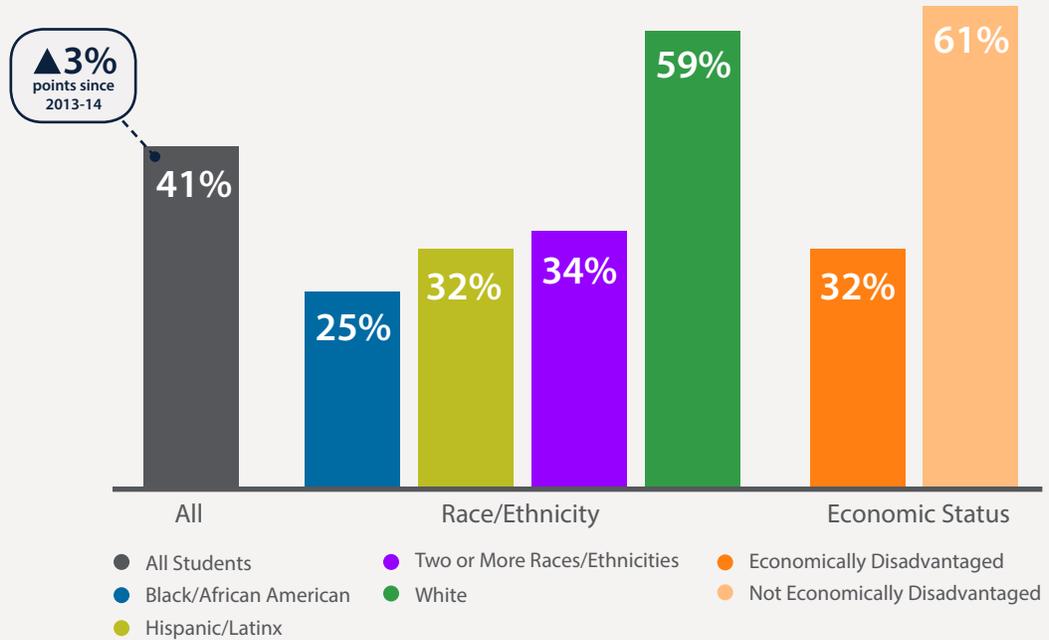


ELEMENTARY READING

our vision: every student succeeds

2016-17 RUSD Third Grade Students Achieving/Exceeding Spring Reading National Average

Source: RUSD, 2016-17 Measures of Academic Progress (MAP)



Elementary reading scores for RUSD 3rd Graders have increased each of the last two years, although significant gaps persist for students by race and by economic status. Higher Expectations worked to bring Wisconsin Reading Corps to Racine and will facilitate alignment and continuous improvement among the local initiatives focused on early grade reading.

Notes: All percentages are rounded to the nearest whole number. For exact number of students, see online data dashboards. Data for other races/ethnicities are not reported due to small population size. Students are considered "economically disadvantaged" if they qualify for free/reduced lunch.



See in depth data on our Data Dashboards at higherexpectationsracinecounty.org

IN FOCUS: LITERACY PROGRAMS

In 2009, Researcher John Hattie set out to answer the question “What works best in education?” and studied the many factors and interventions that affect student achievement. He then ranked 138 influences based on the relative impact they have on student success. In the last decade, this study has been expanded and updated (most recently in 2017) to include 195 influences on student achievement based on 1,200 meta-analyses conducted by researchers.

Hattie found that positive student achievement is primarily driven by in-school influences, particularly staff, teacher, and student confidence in their own ability to succeed. In fact, these top influences have nearly three times the impact of the top home-based factors: Positive family dynamics and socio-economic status.

- 1) School-wide Expectations of Teacher & Staff Capabilities
- 2) Student’s Expectations of Their Own Achievement
- 3) Teacher’s Expectations of Their Student’s Achievement
- 4) Student’s Ability to Problem-Solve and Make Decisions
- 5) Early Intervention with Frequent Progress Measurement

Every child learns differently, so it’s essential that classroom teachers and tutors are able to provide individualized instruction to their students. Higher Expectations is collaborating with RUSD, United Way of Racine County, and Wisconsin Reading Corps to ensure that a range of supports are available for students as they learn to read in elementary school. These supports help students develop positive relationships with their teachers and understand their own progress.

RUSD HOUR OF CODE

This school year, Higher Expectations helped bring the non-profit, DreamHustleCode, to Racine to host an hour-long introduction to computer programming for elementary students.



ELEMENTARY STUDENTS
PARTICIPATING IN HOUR OF CODE

PUTTING IT ALL TOGETHER AT JULIAN THOMAS ELEMENTARY SCHOOL

Higher Expectations has supported the development of key elementary reading initiatives which have shown impact on student outcomes in the following ways:

- ▶ **United Way's Schools of Hope Program:** In the 2017-18 school year, 65% of participating Schools of Hope students outgrew their comparison group. This is 16% points better than the results from the prior year, a notable improvement in student reading growth (Source: Measures of Academic Progress).
- ▶ **RUSD's Racine Early Intervention:** In the first two years of this professional development opportunity, 76% of students receiving one-on-one support outpaced their classroom peers in reading level growth.
- ▶ **Wisconsin Reading Corps:** While the 2018-19 school year is the first year we are implementing this program in Racine, results from Milwaukee show that 70% of Wisconsin Reading Corps students exceed their target growth rates (Source: WI Reading Corps).

In an effort to dramatically improve outcomes, each of these strategies is currently in practice at Julian Thomas Elementary School, alongside positive behavior interventions that were highlighted during Higher Expectations' Race, Equity and Inclusion Leadership Program in 2017. Julian Thomas has been selected to become the next RUSD Community School in partnership with United Way of Racine County. In the 2019-20 school year, Julian Thomas will have the opportunity to amplify and scale the coordination, partnerships, and positive culture that the school's leadership team and teachers have already been creating for their students.

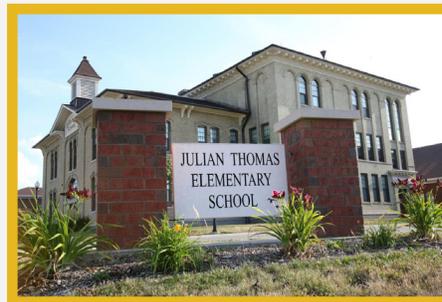
CIRCLES OF SUPPORT

Mentorship program to help students build trust with teachers and develop social/emotional skills to manage stress and conflict.

RACINE EARLY INTERVENTION

RUSD professional development for 1st & 2nd grade teachers helping them use student-level data & personalized interventions to better teach literacy & reading.

JULIAN THOMAS ELEMENTARY SCHOOL



Student Demographics

87% Economically Disadvantaged
93% Students of Color

SCHOOLS OF HOPE

United Way's Volunteer Tutors are trained to give 1st through 3rd grade students one-on-one reading tutoring.

WI READING CORPS

Professional tutoring program that Higher Expectations helped to bring to Racine provides one-on-one literacy tutoring to kindergarten through 3rd grade students.



RUSD 4-YEAR-OLD KINDERGARTENERS LEARN THROUGH PLAY

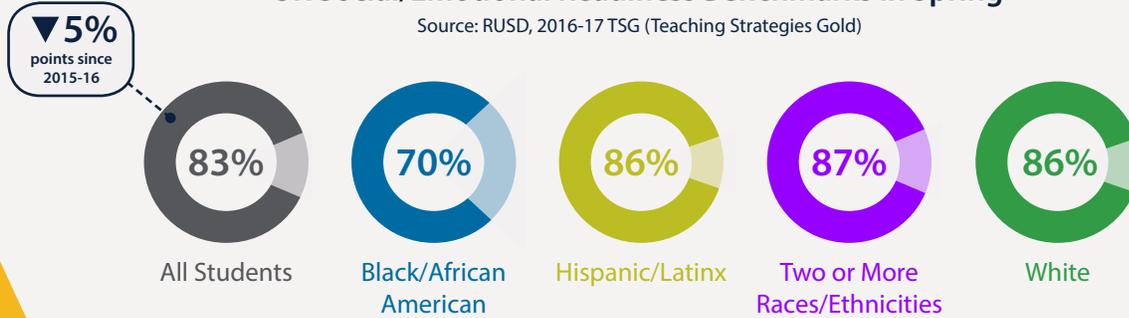


KINDERGARTEN READINESS

our vision: every child is ready to learn

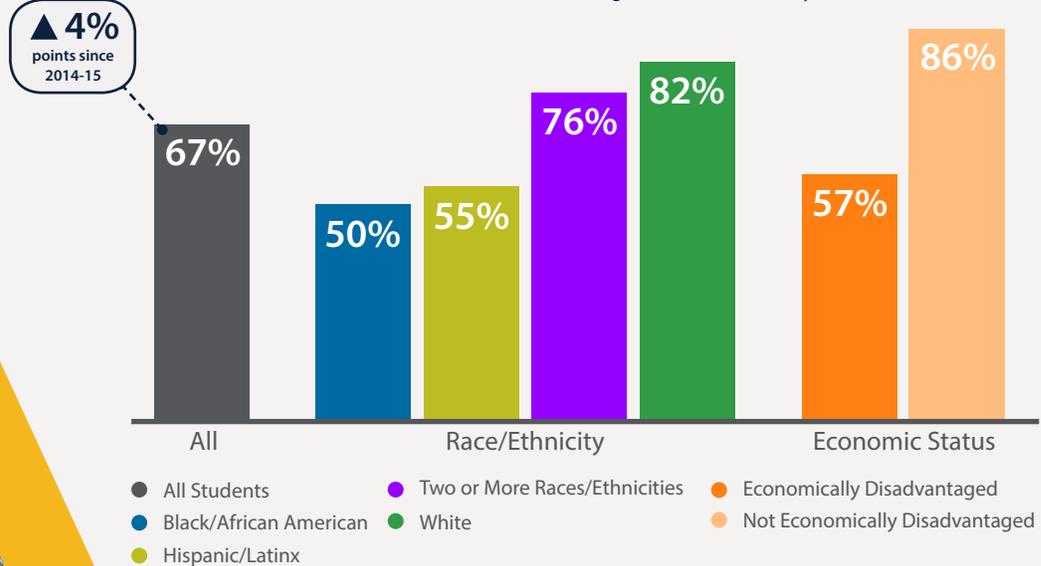
2016-17 RUSD 4-Year-Old Kindergarten Students Meeting 5K Social/Emotional Readiness Benchmarks in Spring

Source: RUSD, 2016-17 TSG (Teaching Strategies Gold)



2016-17 RUSD 4-Year-Old Kindergarten Students Achieving/Exceeding Spring Literacy Developmental Range

Source: RUSD, 2016-17 PALS (Phonological Awareness Literacy Screener)



Literacy scores for Racine Unified 4-Year-Old Kindergarten students have increased by 4% points since 2014-15 while social emotional readiness scores have dropped by 5% points since 2015-16. We are supporting partners in understanding readiness factors and adopting policy and programmatic strategies.

Notes: All percentages are rounded to the nearest whole number. For exact number of students, see online data dashboards. Data for other races/ethnicities are not reported due to small population size. Students are considered "economically disadvantaged" if they qualify for free/reduced lunch.



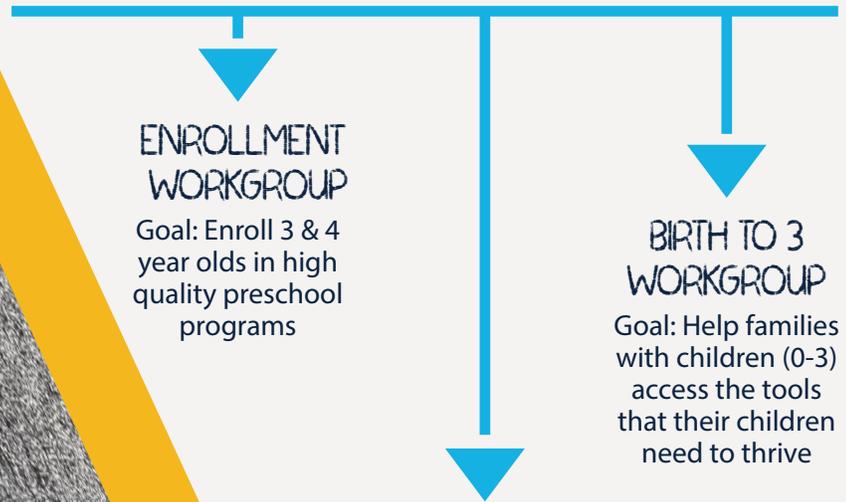
See in depth data on our Data Dashboards at higherexpectationsracinecounty.org

IN FOCUS: VERY EARLY LEARNING

Preparing children for kindergarten starts long before they reach preschool. In fact, social-emotional and literacy development begin as soon as a new baby is born. Recognizing the impact that very early learning has on children, the Higher Expectations Kindergarten Readiness Network has added partners and volunteers with birth to three perspective and experience in order to more intentionally impact kindergarten readiness outcomes in Racine County.

KINDERGARTEN READINESS NETWORK

Volunteers and community partners committed to ensuring that all children enter Kindergarten ready to learn.



ENROLLMENT WORKGROUP

Goal: Enroll 3 & 4 year olds in high quality preschool programs

BIRTH TO 3 WORKGROUP

Goal: Help families with children (0-3) access the tools that their children need to thrive

K-READY BOOK WORKGROUP

Goal: Publish and distribute a free, Racine-specific book for 4 year olds that teaches families about getting ready for kindergarten

ALEXIS AND ANTHONY GO TO KINDERGARTEN

After partnering with author Alexander McNeece to create a Racine-specific book of kindergarten readiness skills for 4 year olds, the K-Ready Book Workgroup raised over \$20,000 to publish, print, and distribute their book for free to Racine County families.



BOOK ILLUSTRATIONS
BY MOLLY MCNEECE

A TWO-GENERATION INITIATIVE FOCUSED ON YOUNG CHILDREN

As Higher Expectations launches its two-generation initiative with a focus on improving systems for single mothers, it is critical that our partners are able to provide the high-quality resources and services that will help these mothers support their children. Through this initiative, Higher Expectations and its Birth to 3 Workgroup is working to increase access to developmentally appropriate whole-child resources for Racine County's families.

FAMILY CONNECTS UNIVERSAL HOME VISITING

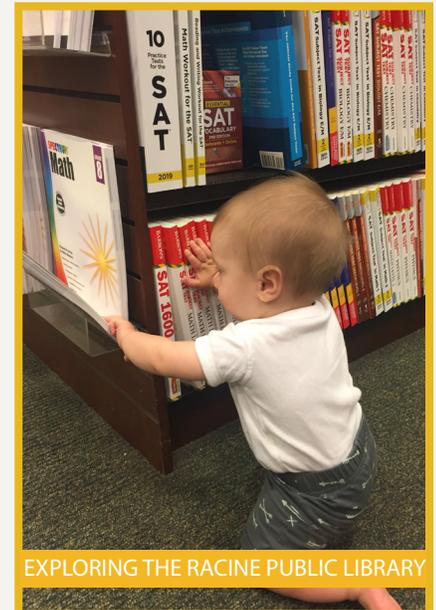
Racine County and United Way of Racine County recently invested in a universal home visiting program; now, every mother who delivers a baby in Racine County receives at least one home visit from a Registered Nurse after they have been discharged from the hospital. The program, "Family Connects," is run by the Central Racine Health Department and has already provided support to hundreds of mothers. In collaboration with Family Connects, we are able to identify gaps in services and referrals, and to pilot evidence-based tools and programs to support new families. Home visitors are already signing families up for United Way of Racine County's Imagination Library program (free, developmentally appropriate books mailed home each month until a child turns 5), and will be able to give parents literacy and social/emotional development tools as we identify best practices.

PARTNERING WITH CHILDCARE PROVIDERS

We are working with high-quality childcare providers to understand their families' needs and the barriers they are facing. Last year, after identifying an opportunity to embed 4-year-old kindergarten programming into daycare by combining federal Temporary Assistance for Needy Families (TANF) dollars with school funding from the state, we worked with our Leadership Table and local elected officials to introduce legislation that would allow us to pilot this blended model in Racine. Although it did not become law, we were able to develop new partnerships with local childcare organizations that will inform our two-generation initiative work.

SCALING 3- AND 4-YEAR-OLD KINDERGARTEN

With RUSD, Acelero Learning, and UW-Milwaukee, we are completing a longitudinal study on the effects of 4K participation, and of other factors, on kindergarten readiness for RUSD students. Recent data analysis has shown that students who participate in 4K have higher kindergarten readiness levels on average. Knowing this, Higher Expectations is leveraging our two-generation initiative to support RUSD's efforts to increase their full-day 4-year-old kindergarten classrooms in high-poverty neighborhoods, and also to offer high quality preschool programs, like Montessori, to 3 and 4 year olds.



EXPLORING THE RACINE PUBLIC LIBRARY

NATIONAL RECOGNITION

STRIVETOGETHER COMMUNITY CHALLENGE FUND

In 2017, Higher Expectations became the third community to be recognized as “Proof Point,” StriveTogether’s highest designation, for our success in aligning systems and our progress toward improving outcomes in Racine County. This year, we earned two additional grants from StriveTogether. The first was awarded to support our efforts to more deeply and intentionally address the factors causing racial and economic disparities across outcomes in our community. Through the “Opportunity Fund,” we have launched our first two-generation initiative, a targeted effort focused on providing equal supports to single mothers and their young children in Racine. We are partnering with key workforce and early childhood organizations to provide training and credential pathways that will lead to sustainable employment along with whole-child resources that will prepare children for kindergarten. The second, the “Strategic Initiatives Fund,” supports our statewide efforts as part of the Wisconsin Partnership (with fellow StriveTogether communities, Achieve Brown County, Building our Future Kenosha County, and Milwaukee Succeeds), to advocate for major state and local policy change with a focus on kindergarten readiness and elementary reading outcomes.

LUMINA TALENT HUB

Funding from Lumina Foundation supports our partnership with Gateway Technical College, UW-Parkside, and Building our Future Kenosha County as we work to improve post-secondary enrollment and completion. Currently, fewer than four out of ten adults in our region have a post-secondary degree, credential, or certificate. As a Lumina Talent Hub, we’re working toward an ambitious goal of 60% of adults in Kenosha and Racine Counties completing college or credential programs by 2025.

COMPLETE COLLEGE AMERICA METRO MOMENTUM PATHWAYS

In addition to our partnership across Racine and Kenosha Counties, Higher Expectations has been a leader in the creation of the Higher Education Regional Alliance (HERA) which connects post-secondary institutions throughout the M7 Counties (surrounding Milwaukee). In 2018, HERA was designated one of the first Metro Momentum Pathways communities. This grant from Complete College America will enable us to scale our Talent Hub strategies throughout Southeastern Wisconsin.

StriveTogether
Every child. Cradle to career.

**COMPLETE
COLLEGE
AMERICA**

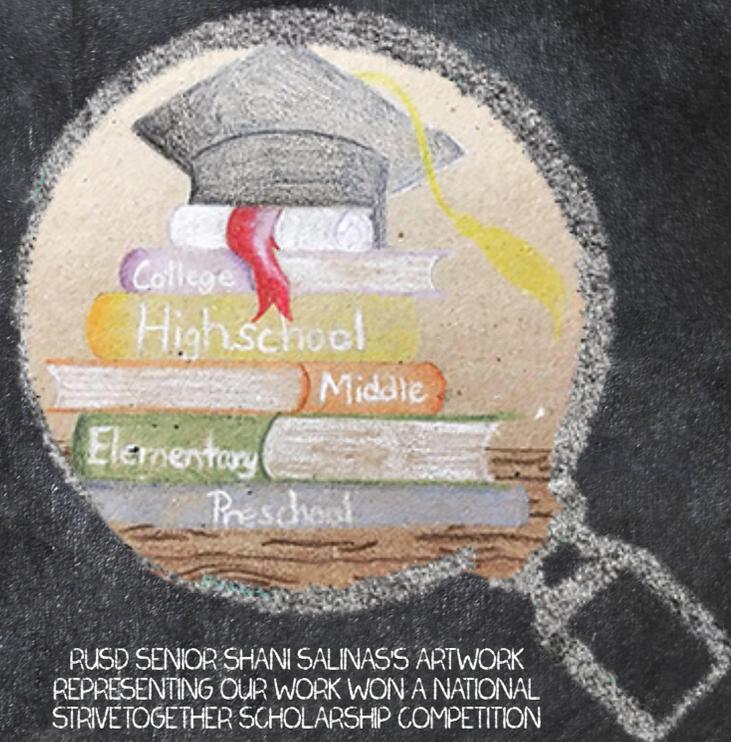


IN FOCUS: LOCAL SUPPORT

Since we were founded, Higher Expectations has **leveraged local investments** for the **greatest impact** on our community. Resources, including human capital, data support, network facilitators, and financial support from local partners enables us to:

- ☑ Allocate resources to invest in high-impact, evidence based programs and strategies.
- ☑ Build the capacity of partners to increase the effectiveness of their initiatives and strategies.
- ☑ Identify the community's greatest needs and align initiatives and resources to meet them, particularly for students of color and those who are economically disadvantaged.
- ☑ Align philanthropic funding and national investments to ensure that every dollar counts.

Higher Expectations is deeply grateful to the local partners who invest financial and in-kind support to sustain our efforts.



RUSD SENIOR SHANI SALINAS'S ARTWORK REPRESENTING OUR WORK WON A NATIONAL STRIVETOGETHER SCHOLARSHIP COMPETITION

ACCOUNTABILITY STRUCTURE

In 2018, Higher Expectations made changes to our accountability structure based on input from our Leadership Table, partner organizations, and volunteers. In addition to expanding the Higher Expectations team so that we can advance the work in our key outcome areas, we developed new Collective Action Networks, shifted organizational oversight to a newly created Executive Committee, and expanded the role of the Leadership Table.

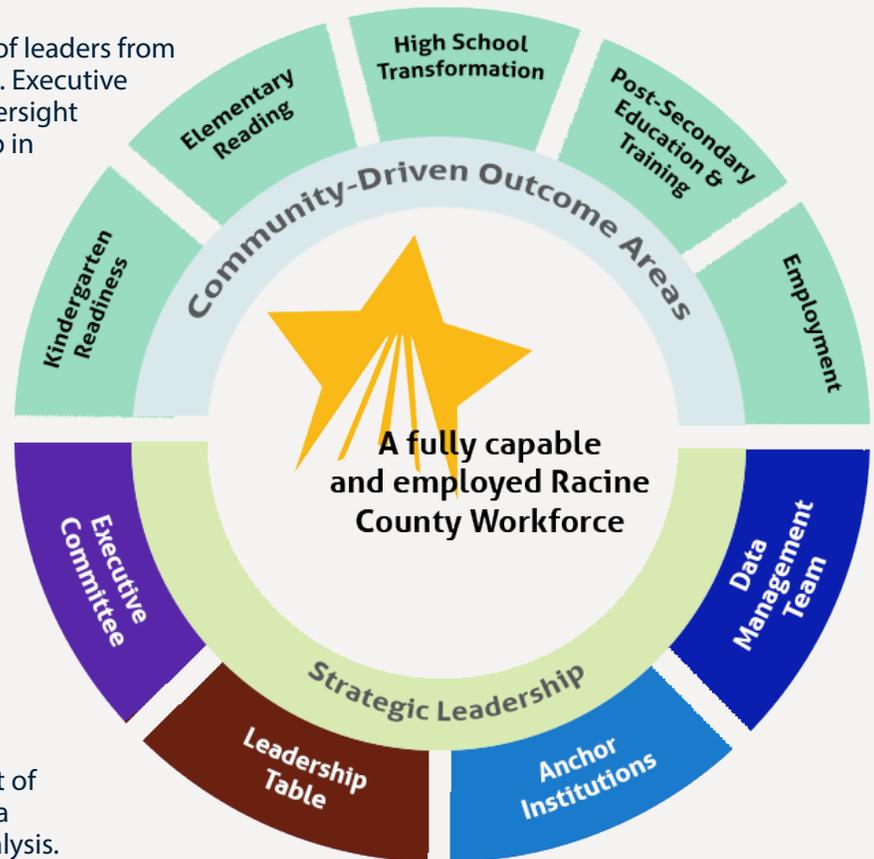
COLLABORATIVE ACTION by groups of volunteers and practitioners focused on improving outcomes in the following areas: Kindergarten Readiness, Elementary Reading, High School Transformation, Post-Secondary Education and Training, and Employment. Participants develop and implement action plans to improve student and family outcomes, and use continuous improvement processes to measure their impact and improve their strategies over time.

THE EXECUTIVE COMMITTEE is made up of leaders from our core public, private, and non-profit partners. Executive committee members provide organizational oversight for Higher Expectations and strategic leadership in our outcome areas.

THE LEADERSHIP TABLE represents a broad array of public, private, and non-profit community partners that are invested in our work. The Leadership Table provides strategic guidance, social and financial capital, and a united voice to champion our goals.

ANCHOR INSTITUTIONS include Racine County, Racine Area Manufacturers and Commerce, and United Way of Racine County and support the Higher Expectations team.

THE DATA TEAM supports and guides the development of indicator metrics and of data collection, sharing and analysis.



LEADERSHIP TABLE

Dr. Bryan Albrecht
President
Gateway Technical College

John Batten
President & CEO
Twin Disc

Tom Burke
President & CEO
Modine Manufacturing

Jonathan Delagrave
Racine County Executive

Dr. Deborah Ford
Chancellor
UW-Parkside

Dr. Eric Gallien
Superintendent
Racine Unified Schools

Jackie Hallberg
President & CEO
Goodwill Industries of
Southeastern Wisconsin

Scott Harris
Vice President
CNH Industries

Art Howell
Chief of Police
City of Racine

Jim Ladwig
Director, Global
Community Affairs
S.C. Johnson

Ann Lee
Sr. Vice President of
Strategic Performance
Johnson Financial

Mario Martinez
President
Marz Insurance

Cory Mason
Mayor
City of Racine

Matt Montemurro
President
Racine Area Manufacturers
and Commerce

Rodney Prunty
President & CEO
United Way of
Racine County

Dr. Daniel Ross
Vice President,
Medical Affairs
Ascension All Saints

Chris Ruud
President & CEO
Delta Hawk

EXECUTIVE COMMITTEE

John Batten
Tom Burke
Jonathan Delagrave
Dr. Deborah Ford
Dr. Eric Gallien
Matt Montemurro
Jeff Neubauer
Rodney Prunty

Kelly Semrau
Sr. Vice President, Global
Community Affairs
S.C. Johnson

Chad Severson
President
InSinkErator

Dr. John Swallow
President
Carthage College

GET INVOLVED

- ❑ Join a Collaborative Action Network to help improve a community outcome that you are passionate about.
- ❑ Volunteer with one of our partner organizations and be a part of evidence-based programs that are moving the needle for our students.
- ❑ Introduce Higher Expectations to your organization, company, or non-profit to help grow the partnership and amplify our impact.
- ❑ Stay informed by signing up for our newsletter, following us on social media, and interacting with employment & education data on our website.

OUR TEAM

Jeff Neubauer

Executive Director

Nyzuria Conner

Manager, Two Generation Initiative

Lynn Debilzen

Manager, Birth to 8 Initiatives

Kristin Latus

Deputy Director

DeAnn Possehl

Post-Secondary Network Facilitator

Chelsea Powell

Manager, Community Relations

Matt Snyder

Data Director



RUSD ACADEMY STUDENT VOLUNTEERS IN AN ELEMENTARY CLASSROOM

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