C² Pipeline Evaluation: Summary of Leading Indicator Reports and Associated Data 2012-2022

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<u>Overview</u>

The Leading Indicator Reports (LIRs) compare C2's performance to other Michigan 21st Century Community Learning Center grantees on program quality measures. MSU, as the statewide evaluator, collects the data and produces the LIRs.

Three factors limit our ability to make definitive statements on C2's performance on the LIRs over the years:

1. Revisions in the indicators themselves—for the 2018-2019 program year and again in 2021-2022;
2. Missing data during the pandemic—the statewide evaluation did not produce LIRs in 2019-2020 and 2020-2021 and provided no Annual Data Tables (ADTs) in 2019-2020 and limited ADTs in 2020-2021; and
3. Lack of data for statewide programs serving high school students only, to allow for apples-to-apples comparisons.

That said, using the data available, this summary report presents performance trend data across program years, comparing findings for the C2 program to the State average, as well as individual sites to overall C2 performance in order to attempt to identify areas of observed improvement; areas of continued success; and potential areas for targeted improvement.

Leading Indicators: Highlights

Leading Indicator Summary: State Comparison

- C2's scores on four indicators have been *consistently higher* than the State average:

    1. 1.4 Instructional Quality;

    2. 2.3 Site Management (with the exception of the first program year);

    3. 2.4 Staff Qualification (with the exception of the first two program years); and

    4. 2.5 Professional Development.

- Since program inception in 2012-2013, C2's scores on three indicators have been *consistently below* that of the State average:

    1. 1.1 Enrollment and Continuous Participation (and its predecessor 1.1 Enrollment and Retention);

    2. 1.3 Enrichment Content; and

    3. 2.7 Family Communication.

- Additionally since 2017-2018, C2's scores on 1.2 Academic Content have also been below the State average.

Comparing C2 to State Average

	Indicator	2018-2019	2019-2020	2020-2021	2021-2022
Domain 1: Instructional Context	1.1 Enrollment and ~~Retention~~ Continuous Participation	↓			↓
	1.2 Academic Content	↓			↓
	1.3 Enrichment Content	↓			↓
	1.4 Instructional Quality	↑			↑
Domain 2: Management Context	2.1 Stability	—	*Indicator data not available*		↑
	2.2 Grantee Management	↑			—
	2.3 Site Management	↑			↑
	2.4 Staff Qualification	↑			↑
	2.5 Professional Development	↑			↑
	2.6 School Connection	↑			↑
	2.7 Family Communication	↓			↓
	2.8 Continuous Improvement and Evaluation	↑			↑

↑ C2 value was greater than the State value by 3% or more.

↓ C2 value was less than the State value by 3% or more.

— The two values were within 3% of each other.

Comparing C2 to State Average, 2012- 2018

Note: Indicators were renumbered with the 2018-2019 revision.

	Indicator	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Domain 1: Instructional Context	1.1 Enrollment and Retention	↓	↓	↓	↓	↓	↓
	1.2 Academic Content	↑	↑	↑	↑	↑	↓
	1.3 Enrichment Content	↓	↓	↓	↓	↓	↓
	1.4 Connection to School Day	↓	↓	↑	↑	—	↑
	1.5 Instructional Quality	↑	↑	↑	↑	↑	↑
Domain 2: Organizational Context	2.1 Stability	↓	↓	↑	↑	↑	↑
	2.2 Grantee Program Management	↑	↑	↑	↑	↑	↓
	2.3 Site Program Management	↓	↑	↑	↑	↑	↑
	2.4 Professional Development	↑	↑	↑	↑	↑	↑
	2.5 Staff Qualifications	↓	↓	↑	↑	↑	↑
	2.6 Continuous Improvement and Evaluation	↑	↓	↓	↑	↑	↓
Domain 3: Positive Relationships	3.1 Relationships	↓	↑	↑	↑	↑	↑
	3.2 Climate	↓	↓	↑	↑	↑	↑
	3.3 Community Partnerships	↓	↑	↑	↑	↑	↑
	3.4 Family Communication	↓	↓	↓	↓	↓	↓

Opportunities
for Improvement

Opportunities for Improvement

There are several possible strategies to improve performance on indicators, including:

- To address 1.1 Enrollment and Continuous Participation:

  - Increase the percent of participating students who are considered "academically disadvantaged."

    - These were 52% of youth served in 2021-2022, compared to 84% of participants who were "academically at risk" in 2012-2013.

  - Formalize enrollment and attendance policies and work with staff to be familiar with them (components 1.1.2 and 1.1.3); and

  - Work closely with sites with the lowest scores (in particular Waterford Mott, River Rouge, Michigan Collegiate, and Lincoln which all had 2021-2022 scores below 30%. Note that for all of these sites, the components related to attendance and/or enrollment polices were 0%).

Opportunities for Improvement *(cont.)*

- To address 1.2 Academic Content and 1.3 Enrichment Content:
  - Ensure that activities are entered into EZ Reports in a way that MSU can easily categorize them appropriately;
  - Design programming in such a way that students are able to achieve the targeted number of participation hours in a given area as soon as practical. Consider the trade-offs of different program structures. For example, a model that includes "themes" only on certain days might result in students who attend short-term being unable to reach 15-hour targets.

  View details from 1.2 Academic Content

- To address 1.2 Academic Content, review activities at the sites with less than a 33% 2021-2022 score: Denby, Cody, Pershing, and East English Village.

- To address 1.3 Enrichment Content, review activities at the sites with less than a 25% 2021-2022 score: Frontier, Fitzgerald, Southfield Art & Tech, and Center Line.

Opportunities for Improvement *(cont.)*

Caveat: When making decisions about which improvement activities to implement it is necessary to consider the context of 1) C2 priorities and 2) a high school student population.

View details from 1.3 Enrichment Content

- To increase C2's 2.7 Family Communication score:

  ○ Site Coordinators could communicate more frequently with parents. While the indicator component (2.7.1) related to staff communicating with parents (41%) was roughly the same as the State average (42%), the component for Site Coordinators communicating with parents (2.7.2, 32%) was lower than the State (44%).

  ○ C2 might also review the practices at sites with the lowest scores (0%): Center Line, Cody, Fitzgerald, Michigan Collegiate, and River Rouge.

Data Notes

Leading Indicators: Data Sources

Data were compiled from the eight annual 21st Century Community Learning Centers (CCLC) Leading Indicator Reports (LIRs) from 2012-2013 through 2021-2022 (LIRs were not available for 2019-2020 or 2020-2021).

The LIRs and ADTs are produced by the statewide evaluation conducted by MSU, using:

1. Surveys: Grantee, Site Coordinator, Staff, Teacher, Youth
2. EZ reports attendance, activity and participant characteristics
3. Grantee and Site Annual Report Forms
4. Youth Program Quality Assessments (YPQA)
5. School outcomes (GPA and grades)

To view the details of each indicator, please refer to the 21st CCLC Interpretation Guide:
Wu, J. & Van Egeren, L., A. (2022). Michigan 21st Century Community Learning Centers Leading Indicators Interpretation Guide. Michigan State University, East Lansing, MI

Leading Indicators: Revisions

The Leading Indicators were revised for 2018-2019 and then again with the 2021-2022 report.

- The 2018-2019 revision:
  - Shifted from 15 indicators across three domains to 12 indicators across two domains.
  - Changed from reporting indicators out of 10 to expressing indicator values as percentages.
- The revision in 2021-2022 updated three of the 12 indicators:
  - *1.1 Enrollment and ~~Retention~~ Continuous Participation*
    - Removed all subcomponents related to 30/60/90 days attendance
  - *1.2 Academic Content*
    - Removed 1.2.2 Academically disadvantaged youth participate in remedial education
    - Added:
      - 1.2.2 Youth participate in schoolwork-focused activities
      - 1.2.3 Academically disadvantaged youth participate in schoolwork-focused activities
  - *1.3 Enrichment Content*
    - Removed:
      - 1.3.4 Youth participate in science activities
      - 1.3.5 Youth participate in technology activities
      - 1.3.6 Youth participate in engineering activities
      - 1.3.7 Youth participate in math activities

Leading Indicators: Comparison Groups

For each indicator, we present graphs comparing indicator values for C2 and for the State. The State comparison group includes all participating sites/students from all grade levels, as is provided in the LIRs. Values for a State comparison group only including high school students is not readily available. Given this, comparisons between C^2 Pipeline and the State findings should be made with caution.

For several of the indicator component items, Site ADTs provide a State comparison group composed of programs that serve high school students. Where available, those have been included in this report.

Detailed Indicator Information

Leading Indicators Related to:
Average Daily Attendance

ADA Indicators: Overview

- C2 served about 12% of all student participating in Michigan 21st Century Community Learning Centers.

- C2 had a higher percentage of school outcome data available for participating students than did the State overall (55% of C2 students' data available, compared to 24% for the State).

  - There was **no** school outcome data available for any of the DPSCD sites.

- Only three weeks of C2's school year programming met the 30 ADA target; none of the summer weeks did. These results were similar to the State's (three weeks during the school year and one summer week met 30 ADA).

Participants: Summer 2021-Spring 2022

School	Number of Youth	With available school outcome information	Percent
C2 Pipeline	1,826	1,013	55%
Michigan	15,328	3,709	24%

Participants: Summer 2021-Spring 2022

School	Number of Youth	With available school outcome information	Percent
C2 Pipeline	**1,826**	**1,013**	**55%**
Center Line	89	48	54%
Clintondale	129	83	64%
Conner Creek Academy / MI Collegiate	55	37	67%
Denby	50	0	0%
East English Village Preparatory Academy	83	0	0%
Fitzgerald	125	97	78%
Frontier International Academy	83	56	67%
King	65	0	0%
Lincoln	41	24	59%

School	Number of Youth	With available school outcome information	Percent
Medicine Community Health @ Cody	41	0	0%
Pershing	55	0	0%
Pontiac Academy for Excellence	34	29	85%
River Rouge	51	33	65%
South Lake	120	101	84%
Southfield Arts & Technology	93	56	60%
University	84	59	70%
Warren Mott	55	34	62%
Warren Woods Tower	70	41	59%
Waterford Kettering	61	36	59%
Waterford Mott	54	29	54%

Average Daily Attendance

Site	Number of weeks meeting 30 ADA	
	Summer	School Year
Michigan Average	1	3
C2 Pipeline	**0**	**3**
Center Line	0	1
Clintondale	0	7
Conner Creek Academy / MI Collegiate	0	0
Denby	0	0
East English Village Preparatory Academy	0	7
Fitzgerald	0	0
Frontier International Academy	0	3
King	0	0
Lincoln	0	0

School	Number of weeks meeting 30 ADA	
	Summer	School Year
Medicine Community Health @ Cody	0	0
Pershing	0	0
Pontiac Academy for Excellence	0	0
River Rouge	0	0
South Lake	0	26
Southfield Arts & Technology	0	0
University	0	13
Warren Mott	0	0
Warren Woods Tower	0	19
Waterford Kettering	0	0
Waterford Mott	0	0

Leading Indicators:
1.1 Enrollment
# and Continuous Participation

Enrollment and Continuous Participation: C2 Compared to State Average

Prior work by the Evaluation Team found that, while consistently lower than the State average, C2's Enrollment and Retention scores **were** in line with other 21st CCLC high school programs. C2's 2021-2022 score is again lower than that of the state average (56% compared to 65%) though the difference is smaller than in prior years.

The revised Enrollment and Continuous Participation metric no longer incorporates six "Retention" components that considered percentages of students achieving various attendance milestones in the program and instead includes three components only:

- 1.1.1 Academically disadvantaged youth served
- 1.1.2 Enrollment policy in place
- 1.1.3 Attendance policy in place

Enrollment and Continuous Participation: C2 Compared to State Average
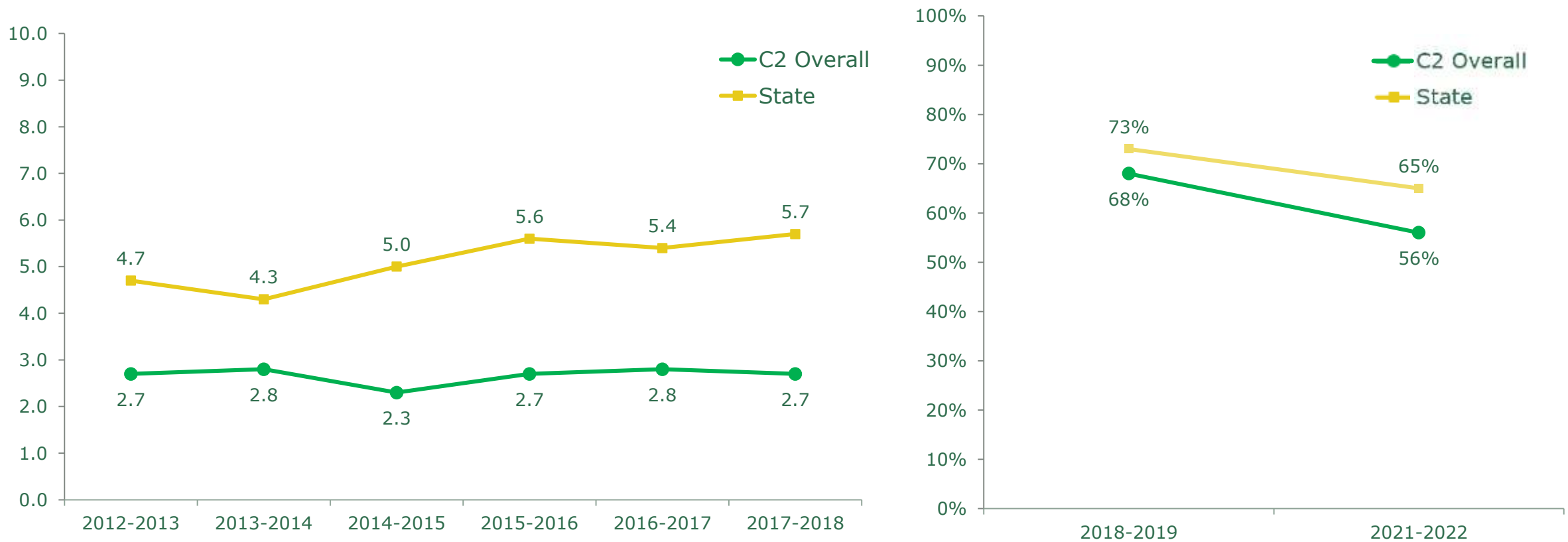
These charts show the indicator values for C2 with a comparison group of all 21st CCLC programs in the state. Note that through 2017-2018, the indicator was reported out of 10 while beginning in 2018-2019, the indicator was expressed as a percentage. The 2018-2019 values presented for both C2 and the state are calculated using the 2021-2022 definition of the metric.

Enrollment and Continuous Participation: 2021-2022, Comparing C2 Components to State

		C2	State
1.1	**Enrollment and Continuous Participation**	**56%**	**65%**
1.1.1	Academically disadvantaged youth served	52%	65%
1.1.2	Enrollment policy in place	68%	93%
1.1.3	Attendance policy in place	47%	39%

Notes:
1. "**Academically disadvantaged youth**" are those whose previous year's GPA or grades were less than 2.5, B-/C+, or 79%. This definitely is slightly different than 2018-2019 definition.
2. No State (high schools only) comparison was available for this indicator.

Enrollment and Continuous Participation: 2021-2022, Comparing C2 Components to State

		C2	State (all levels)
1.1	**Enrollment and Continuous Participation**	**56%**	**65%**
1.1.1	Academically disadvantaged youth served	52%	65%
1.1.2	*Enrollment policy in place*	68%	93%
	Chronically absent students (Missing 10% of school)	44%	39%
	Academically low performing students identified by the school day staff	69%	86%
	Students who have behavioral issues identified by the school day staff	48%	56%
	Family request due to academic issues	69%	81%
	Family request due to behavioral issues	44%	49%
	Special education students	51%	51%
	Free/reduced price meal students	64%	66%
	English as Second Language (ESL) students	46%	53%
	Students experiencing homelessness	53%	62%
	Prior program participants	64%	85%
1.1.3	Attendance policy in place	47%	39%

Note: No *State (high schools only)* comparison group was available in Annual Site Data Tables for this indicator.

Enrollment and Continuous Participation: C2 Performance 2018-2022

		2018-2019	2021-2022
1.1	**Enrollment and Continuous Participation**	**68%**	**56%**
1.1.1	Academically disadvantaged youth served	77%	52%
1.1.2	Enrollment policy in place	74%	68%
1.1.3	Attendance policy in place	53%	47%

* Highest and lowest component values across years have been highlighted.

Enrollment and Continuous Participation: C2 Overall and Sites Overview

	2018-2019	2021-2022
C2	**68%**	**56%**
Minimum	28%	13%
Maximum	94%	100%
Range of 4 lowest	28-56%	13-27%
Range of 4 highest	92-94%	80-100%

- River Rouge shifted from one of the highest scores (92% in 2018-2019) to one of the lowest in 2021-2022 (15%), in large part due to no longer reporting enrollment or attendance policies.

- Waterford Mott had one of lower scores in both years (54% in 2018-2019 and 13% in 2021-2022). Current score is a reflection of having a small percentage of youth served being considered academically disadvantaged (21%), as well reporting no attendance policy.

- Five sites reported no enrollment policies and 10 no attendance policies in 2021-2022.

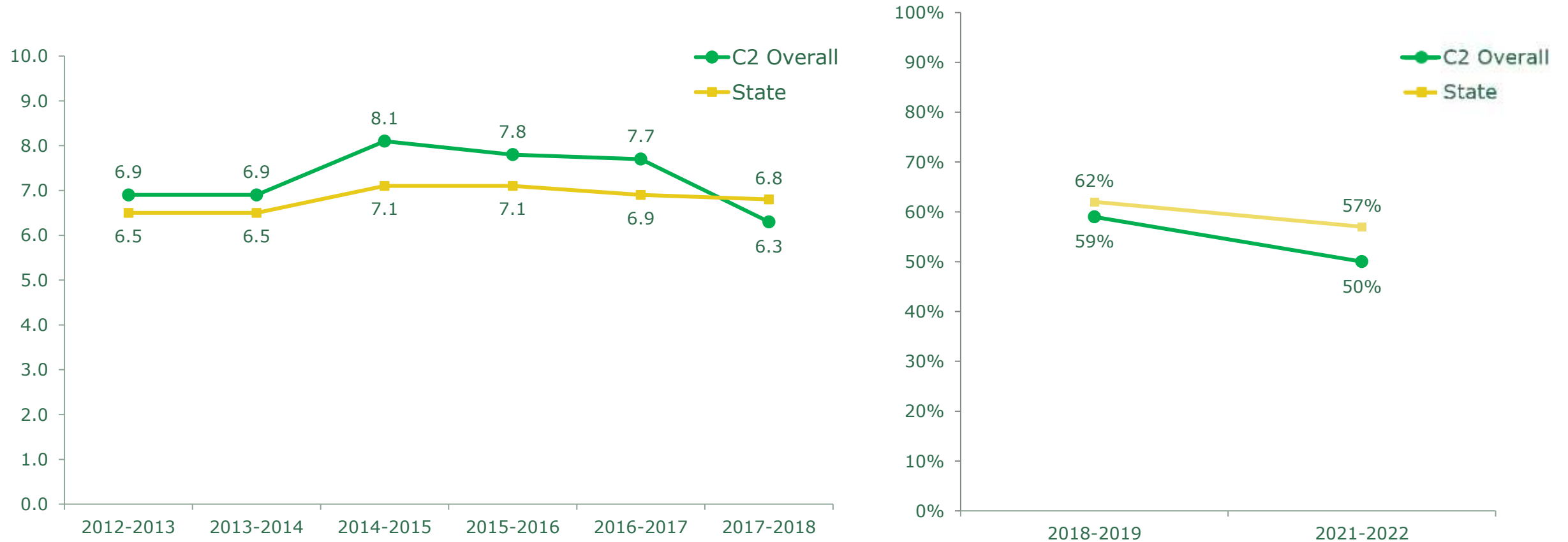# Enrollment and Continuous Participation: C2 Overall and Site Values

	2018-2019	2021-2022
C2	68%	56%
Center Line	59%	48%
Clintondale	56%	79%
Conner Creek / MI Collegiate	57%	17%
DCP	65%	-
Denby	-	50%
East Detroit	89%	-
East English Village	-	50%
Ecorse	28%	-
Fitzgerald	91%	47%
Frontier International Academy	-	59%
Harper Woods	94%	-
King	-	100%

	2018-2019	2021-2022
Lincoln	58%	27%
Medicine Community Health @ Cody	-	50%
Oak Park	93%	-
Pershing	-	50%
Pontiac Academy for Excellence	28%	52%
River Rouge	92%	15%
South Lake	91%	80%
Southfield Arts & Tech	60%	89%
University	94%	47%
Warren Mott	61%	40%
Warren Woods Tower	59%	85%
Waterford Kettering	-	73%
Waterford Mott	54%	13%

* Highest three and lowest three values for each year have been highlighted.

Leading Indicators:
1.2 Academic Content

Academic Content:
C2 Overall and State

Left chart (out of 10):

Year	C2 Overall	State
2012-2013	6.9	6.5
2013-2014	6.9	6.5
2014-2015	8.1	7.1
2015-2016	7.8	7.1
2016-2017	7.7	6.9
2017-2018	6.3	6.8

Right chart (percentage):

Year	C2 Overall	State
2018-2019	59%	62%
2021-2022	50%	57%

These charts show the indicator values for C2 and the comparison group of all 21st CCLC programs in the state. Note that through 2017-2018, the indicator was reported out of 10 while beginning in 2018-2019, the indicator was expressed as a percentage.

Academic Content: 2021-2022 Comparing C2 Components to State

		C2	State (all levels)	State (high schools)
1.2	**Academic Content**	**50%**	**57%**	
1.2.1	Youth participate in academic enrichment activities *(15+ hours of participation)*	39%	60%	
	English Language Arts	10%	30%	12%
	Science	10%	21%	8%
	Technology	3%	3%	3%
	Engineering	13%	13%	11%
	Math	2%	24%	5%
1.2.2	Youth participate in schoolwork-focused activities *(15+ hours of participation)*	21%	48%	
	Homework help/Test preparation	29%	47%	31%
	Tutoring	2%	12%	8%
	Credit recovery		51%	55%
1.2.3	Academically disadvantaged youth participate in schoolwork-focused activities	23%	47%	57%

Note: State (all levels) comparison values for the components are from the Leading Indicator Report; those for State (high schools only) are taken from the Annual Site Data Tables.

Academic Content: 2021-2022 Comparing C2 Components to State

	C2	State (all levels)	State (high schools)
1.2.4 The academic growth of the youth is a top priority	75%	67%	
Improve the academic achievement of all youth	47%	45%	53%
Enable the lowest-performing students to achieve grade-level proficiency	13%	18%	24%
Provide opportunities for youth to learn STEM or other academic subjects in a fun way	28%	14%	17%
Help youth keep up with homework	9%	10%	8%
Engage youth in fun leisure activities otherwise unavailable to them (i.e., arts, music, fitness, sports, etc.)	9%	15%	9%
Keep youth in a safe environment that allows them to relax, play, and socialize	44%	56%	43%
Improve the social and emotional development of youth	50%	42%	46%

Note: State (all levels) comparison values for the subcomponents are from the Annual Grantee Data Tables; those for State (high schools only) are taken from the Annual Site Data Tables.

Academic Content: 2021-2022 Comparing C2 Components to State

		C2	State (all levels)
1.2.5	Program administrator connects to school-day content	73%	71%
	Someone has a specific responsibility to attend teacher staff meetings at least monthly and report back to the program.	50%	40%
	Someone communicates regularly with school-day staff about individual students' academic progress and needs.	91%	84%
	Program has access to review students' grades for each marking period and standardized test scores throughout the year (not only for end-of-year reporting).	75%	70%
	School-day curricula were used as part of the program's academic activities.	65%	76%
	The objectives for program activities are intentionally influenced by grade-level content standards (or learning objectives).	69%	83%

Note: State (all levels) comparison values for the subcomponents are from the Annual Grantee Data Tables; those for State (high schools only) were not available in the Annual Site Data Tables.

Academic Content: 2021-2022 Comparing C2 Components to State

		C2	State (all levels)	State (high schools)
1.2.6	Staff connect to school-day content	66%	47%	
	On a week-to-week basis, I know what academic content will be covered during the school day with the students I work with in the out-of-school time program.	76%	58%	63%
	I coordinate the content of the afterschool activities I provide with my students' school day work.	58%	51%	50%
	I know who to contact at my students' day-time school if I have a question about their progress or status.	84%	76%	75%
	The activities I provide in the out-of-school time program are tied to specific learning goals that are related to the school-day curriculum.	63%	61%	58%
	I use student assessment data to provide different types of instruction to students attending my out-of-school time activities based on their achievement level.	63%	50%	58%
	I help manage a 3-way communication system that links parents, program, and day-time school information.	65%	43%	54%
	I participate in regular joint staff meetings for out-of-school time and day-time school staff where steps to ensure linkages between the school day and out-of-school time are discussed.	58%	33%	52%
	I meet regularly with school-day staff not working in the out-of-school time program to review the academic progress of individual students.	60%	34%	46%
	I participate in parent-teacher conferences to provide information about how individual students are doing.	63%	25%	52%

Note: State (all levels) comparison values for the subcomponents are from the Annual Grantee Data Tables; those for State (high schools only) are taken from the Annual Site Data Tables.

Academic Content: C2 Performance 2018-2022

Are these expected to change for 2022-2023?

		2018-2019	2021-2022
1.2	**Academic Content**	59%	**50%**
1.2.1	Youth participate in academic enrichment activities	42%	39%
1.2.2	Youth participate in schoolwork-focused activities	N/A	21%
1.2.3	Academically disadvantaged youth participate in schoolwork-focused activities	42%	23%
1.2.4	The academic growth of the youth is a top priority	84%	75%
1.2.5	Program administrator connects to school-day content	85%	73%
1.2.6	Staff connect to school-day content	43%	66%

* Highest and lowest component values across years have been highlighted.

Academic Content:
C2 Overall and Sites Overview

	2018-2019	2021-2022
C2	**59%**	**50%**
Minimum	35%	21%
Maximum	88%	76%
Range of 4 lowest	35-42%	21-32%
Range of 4 highest	67-88%	75-76%

- The sites with the four lowest scores on this measure in 2021-2022 were DPSCD schools (Denby, Cody, Pershing, and East English Village ranged from 21% to 32%).

- There was fluctuation in the scores between years: of the 13 sites that received scores both years, seven experienced a change of at least 10%, including:

⬇ 88% to 41% at River Rouge   ⬇ 72% to 44% at Warren Woods Tower

⬆ 46% to 76% at Lincoln   ⬆ 50% to 76% at University

# Academic Content: C2 Overall and Site Values

	2018-2019	2021-2022
C2	**59%**	**50%**
Center Line	58%	39%
Clintondale	38%	50%
Conner Creek / MI Collegiate	55%	40%
DCP	42%	-
Denby	-	21%
East Detroit	43%	-
East English Village	-	32%
Ecorse	63%	-
Fitzgerald	64%	62%
Frontier International Academy	-	59%
Harper Woods	39%	-
King	-	38%

	2018-2019	2021-2022
Lincoln	46%	76%
Medicine Community Health @ Cody	-	29%
Oak Park	54%	-
Pershing	-	30%
Pontiac Academy for Excellence	67%	75%
River Rouge	88%	41%
South Lake	81%	76%
Southfield Arts & Tech	50%	45%
University	50%	76%
Warren Mott	35%	33%
Warren Woods Tower	72%	44%
Waterford Kettering	-	40%
Waterford Mott	49%	49%

* Highest four and lowest four values for each year have been highlighted.

Leading Indicators: 1.3 Enrichment Content

Enrichment Content:
C2 Overall and State
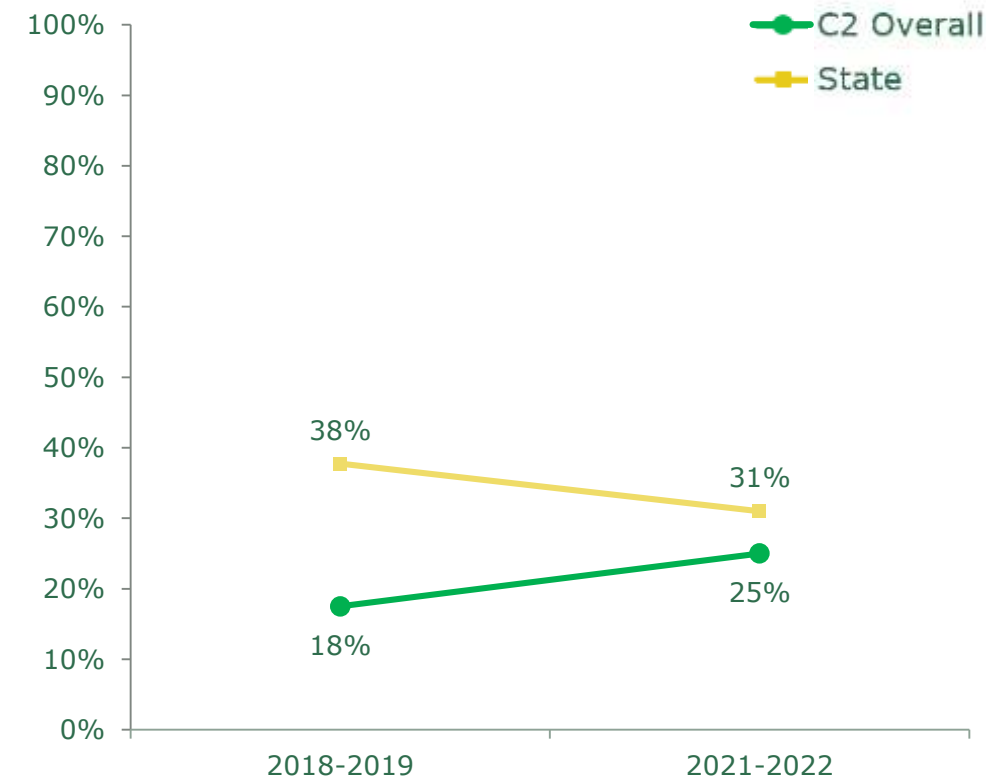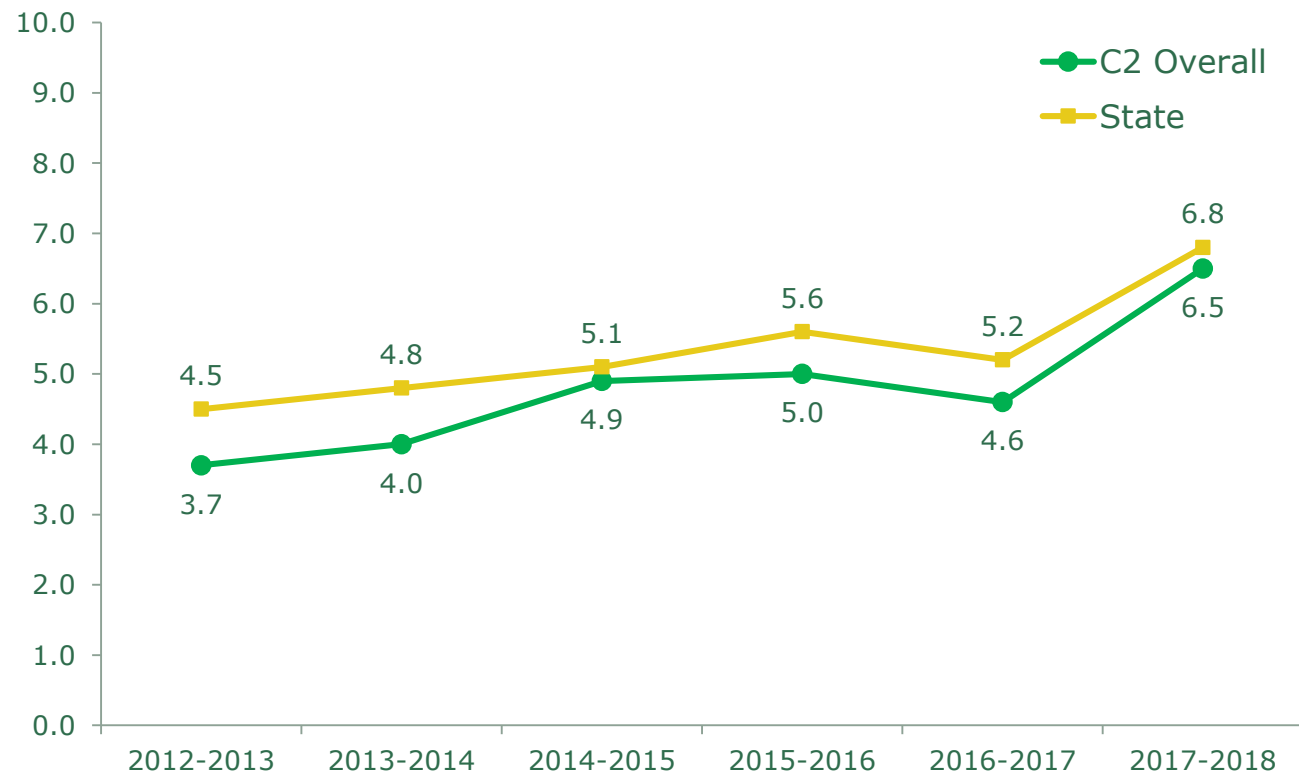
These charts show the indicator values for C2 and the comparison group of all 21st CCLC programs in the state. Note that through 2017-2018, the indicator was reported out of 10 while beginning in 2018-2019, the indicator was expressed as a percentage.

Enrichment Content 2021-2022: Comparing C2 Components to State

		C2	State (all levels)	State (high schools only)
1.3	**Enrichment Content**	**25%**	**31%**	**23%**
	(15+ hours of participation)			
1.3.1	Youth participate in arts activities	4%	32%	10%
1.3.2	Youth participate in physical activities	12%	24%	12%
1.3.3	Youth participate in youth development activities	70%	42%	53%
1.3.4	Youth participate in field trip or special event activities	16%	26%	17%

Note: State (all levels) comparison values for the components are from the Leading Indicator Report. The State (high schools only) metric was calculated using the component values from the Annual Site Data Tables.

Enrichment Content: C2 Performance 2018-2022

		2018-2019	2021-2022
1.3	**Enrichment Content**	**18%**	**25%**
1.3.1	Youth participate in arts activities	4%	4%
1.3.2	Youth participate in physical activities	66%	12%
1.3.3	Youth participate in youth development activities	0%	70%
1.3.4	Youth participate in field trip or special event activities	0%	16%

Enrichment Content: C2 Overall and Sites Overview

	2018-2019	2021-2022
C2	**18%**	**25%**
Minimum	3%	8%
Maximum	38%	71%
Range of 4 lowest	3-16%	8-24%
Range of 4 highest	25-36%	47-71%

- C2's overall change was due a large increase in reported youth development activity (0% to 70%), moderated by the decrease from 66% to 12% in reported physical activities.
- Of the 13 sites that received scores both years, seven experienced an increase of at least 14%, including:

⬆ 29% to 71% at Pontiac Academy for Excellence   ⬆ 21% to 42% at South Lake

⬆ 3% to 29% at Clintondale   ⬆ 16% to 36% at Waterford Mott

Enrichment Content: C2 Overall and Site Values

	2018-2019	2021-2022		2018-2019	2021-2022
C2	18%	25%	Lincoln	26%	42%
Center Line	16%	24%	Medicine Community Health @ Cody	-	47%
Clintondale	3%	29%	Oak Park	5%	-
Conner Creek / MI Collegiate	25%	39%	Pershing	-	26%
DCP	24%	-	Pontiac Academy for Excellence	29%	71%
Denby	-	32%	River Rouge	36%	31%
East Detroit	22%	-	South Lake	21%	42%
East English Village	-	53%	Southfield Arts & Tech	25%	23%
Ecorse	5%	-	University	19%	38%
Fitzgerald	22%	18%	Warren Mott	21%	29%
Frontier International Academy	-	8%	Warren Woods Tower	25%	31%
Harper Woods	16%	-	Waterford Kettering	-	42%
King	-	55%	Waterford Mott	16%	36%

* Highest and lowest values for each year have been highlighted.

Leading Indicators:
1.4 Instructional Quality

Instructional Quality: C2 Overall and State
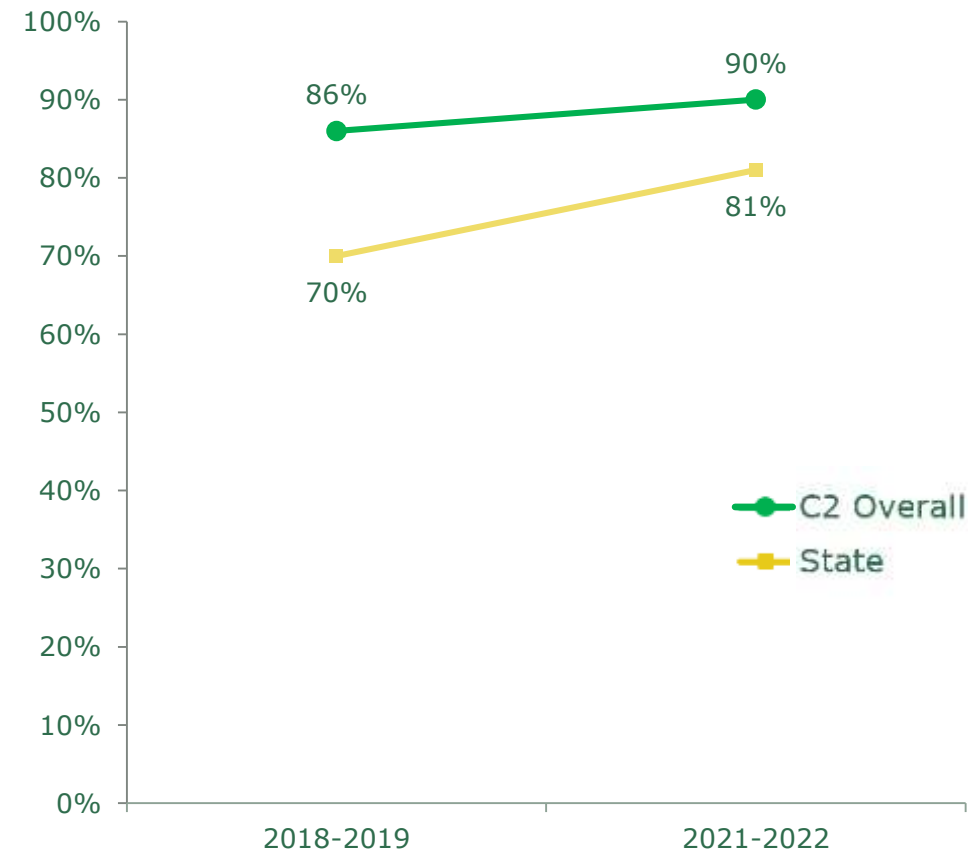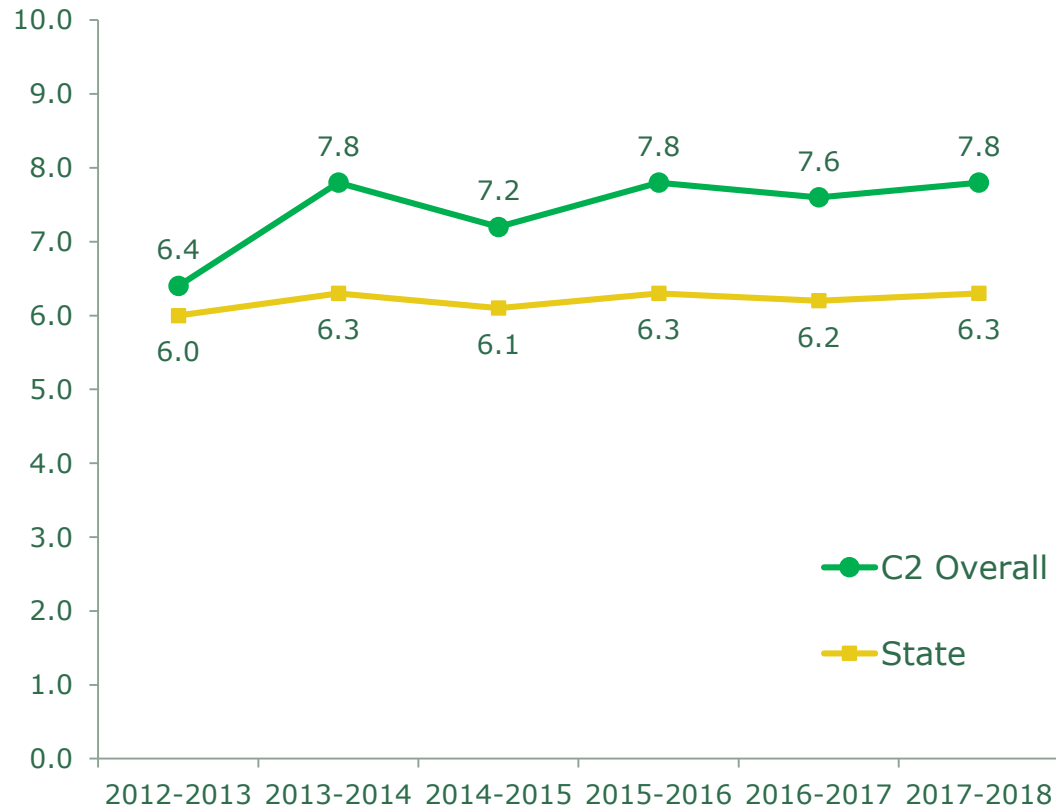
These charts show the indicator values for C2 and the comparison group of all 21st CCLC programs in the state. Note that through 2017-2018, the indicator was reported out of 10 while beginning in 2018-2019, the indicator was expressed as a percentage.

Instructional Quality 2021-2022: Comparing C2 Components to State

		C2	State (all levels)	State (high schools only)
1.4	**Instructional Quality**	**90%**	**81%**	**87%**
1.4.1	Staff report of high-quality sessions	82%	82%	81%
1.4.2	Youth report of high-quality experience	91%	75%	85%
1.4.3	Staff report of providing youth with leadership opportunities	87%	80%	84%
1.4.4	Youth report of opportunities for leadership and teamwork	95%	86%	92%
1.4.5	Staff report of providing youth with meaningful interaction and engagement opportunities	93%	86%	92%
1.4.6	Youth report of having adult support	89%	86%	88%
1.4.7	Youth report of opportunities for mastery	97%	89%	95%
1.4.8	Youth report of quality peer interaction	90%	82%	86%
1.4.9	Staff report of creating opportunities for youth decision-making and governance	85%	69%	80%
1.4.10	Youth report of opportunities for decision-making and governance	90%	71%	84%
1.4.11	Youth report of opportunities for increasing health awareness	92%	85%	88%
1.4.12	Youth report of program benefits around social-emotional learning	93%	86%	89%

Note: State (all levels) comparison values for the components are from the Leading Indicator Report. The State (high schools only) metric and its components were calculated using the subcomponent values from the Annual Site Data Tables.

Instructional Quality: C2 Performance 2018-2022

		2018-2019	2021-2022
1.4	**Instructional Quality**	**86%**	**90%**
1.4.1	Staff report of high-quality sessions	84%	82%
1.4.2	Youth report of high-quality experience	80%	91%
1.4.3	Staff report of providing youth with leadership opportunities	91%	87%
1.4.4	Youth report of opportunities for leadership and teamwork	93%	95%
1.4.5	Staff report of providing youth with meaningful interaction and engagement opportunities	91%	93%
1.4.6	Youth report of having adult support	85%	89%
1.4.7	Youth report of opportunities for mastery	94%	97%
1.4.8	Youth report of quality peer interaction	82%	90%
1.4.9	Staff report of creating opportunities for youth decision-making and governance	83%	85%
1.4.10	Youth report of opportunities for decision-making and governance	76%	90%
1.4.11	Youth report of opportunities for increasing health awareness	85%	92%
1.4.12	Youth report of program benefits around social-emotional learning	82%	93%

* Highest and lowest component values across years have been highlighted.

Instructional Quality: C2 Overall and Sites Overview

	2018-2019	2021-2022
C2	**86%**	**90%**
Minimum	71%	76%
Maximum	100%	100%
Range of 4 lowest	71-78%	76-87%
Range of 4 highest	93-100%	98-100%

- C2's overall Instructional Quality remained high.
- Of the 10 sites that received scores both years, four experienced a change of at least 11%:

⬇ 100% to 78% at Pontiac Academy for Excellence ⬆ 81% to 95% at Michigan Collegiate

⬆ 84% to 98% at Warren Mott ⬆ 77% to 88% at Warren Woods Tower

Instructional Quality: C2 Overall and Site Values

	2018-2019	2021-2022
C2	86%	90%
Center Line	74%	-
Clintondale	71%	-
Conner Creek / MI Collegiate	81%	95%
DCP	93%	-
Denby	-	-
East Detroit	85%	-
East English Village	-	-
Ecorse	-	-
Fitzgerald	88%	87%
Frontier International Academy	-	76%
Harper Woods	79%	-
King	-	94%

	2018-2019	2021-2022
Lincoln	92%	99%
Medicine Community Health @ Cody	-	100%
Oak Park	78%	-
Pershing	-	88%
Pontiac Academy for Excellence	100%	78%
River Rouge	88%	-
South Lake	82%	90%
Southfield Arts & Tech	90%	94%
University	94%	98%
Warren Mott	84%	98%
Warren Woods Tower	77%	88%
Waterford Kettering	-	85%
Waterford Mott	97%	94%

* Highest three and lowest three values for each year have been highlighted.

Leading Indicators:
2.1 Stability

Stability: C2 Overall and State
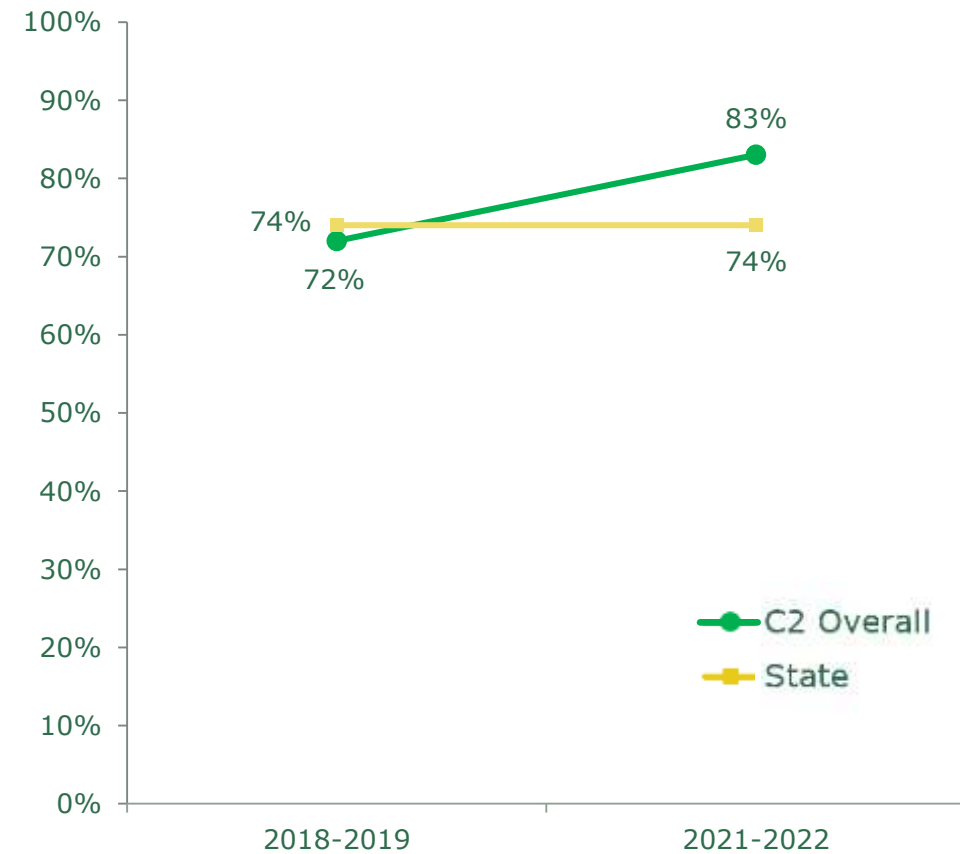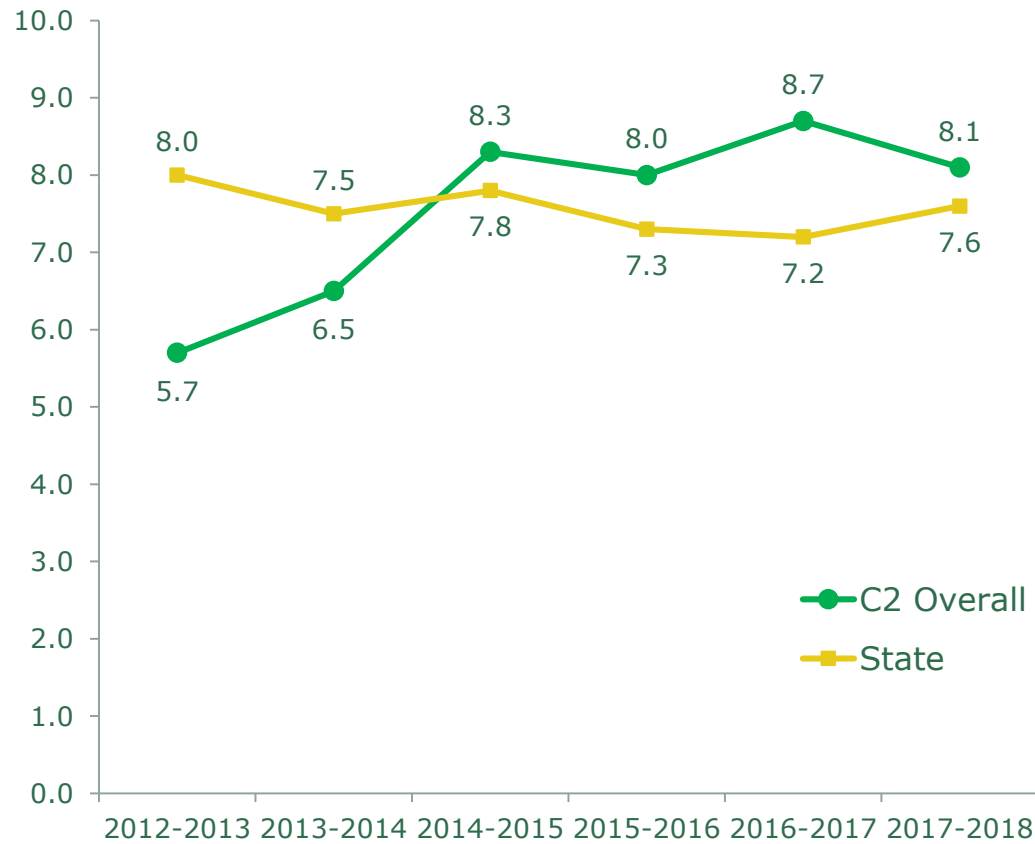
These charts show the indicator values for C2 and the comparison group of all 21st CCLC programs in the state. Note that through 2017-2018, the indicator was reported out of 10 while beginning in 2018-2019, the indicator was expressed as a percentage.

Stability 2021-2022:
Comparing C2 Components to State

		C2	State (all levels)	State* (high schools only)
2.1	**Stability**	**83%**	**74%**	
2.1.1	Seasoned Project Director	100%	65%	-
2.1.2	Seasoned Site Coordinator	63%	56%	57%
2.1.3	Staff retention rate is at least 75%+	-	-	-
2.1.4	Program or the host school did not relocate or face challenges	97%	95%	95%
2.1.5	School administration did not change	70%	78%	77%

* State (high schools only) comparison values were calculated using component values available in the Annual Site Data Tables.

+ Data to be available in 2023.

Stability: C2 Performance 2018-2022

		2018-2019	2021-2022
2.1	**Stability**	**72%**	**83%**
2.1.1	Seasoned Project Director	100%	100%
2.1.2	Seasoned Site Coordinator	37%	63%
2.1.3	Staff retention rate is at least 75%	-	-
2.1.4	Program or the host school did not relocate or face challenges	100%	97%
2.1.5	School administration did not change	53%	70%

* Highest and lowest component values across years have been highlighted.

* These state (high schools only) comparison values were pulled from data in the Annual Site Data Tables.

Stability: C2 Overall and Sites Overview

	2018-2019	2021-2022
C2	**72%**	**83%**
Minimum	33%	0%
Maximum	100%	100%
Lowest	33% (4)	3: 0-50%
Highest	100% (2)	100% (9)

- C2's 2021-2022 score reflected greater stability, increasing to 83% from 72% in 2018-2019.

- Of the 10 sites that received scores both years, one decreased 33% (Pontiac), while nine increased between 16% and 34%. The major factor was whether sites had a Seasoned Site Coordinator. Some instances also reflected changes in school administration.

Stability: C2 Overall and Site Values

	2018-2019	2021-2022
C2	72%	83%
Center Line	67%	100%
Clintondale	67%	100%
Conner Creek / MI Collegiate	67%	100%
DCP	33%	-
Denby	-	67%
East Detroit	67%	-
East English Village	-	33%
Ecorse	67%	-
Fitzgerald	67%	67%
Frontier International Academy	-	83%
Harper Woods	33%	-
King	-	67%

	2018-2019	2021-2022
Lincoln	67%	100%
Medicine Community Health @ Cody	-	67%
Oak Park	67%	-
Pershing	-	67%
Pontiac Academy for Excellence	33%	0%
River Rouge	67%	83%
South Lake	100%	100%
Southfield Arts & Tech	33%	67%
University	67%	100%
Warren Mott	100%	100%
Warren Woods Tower	67%	100%
Waterford Kettering	-	50%
Waterford Mott	67%	100%

* Highest and lowest values for each year have been highlighted.

Leading Indicators:
2.2 Grantee Management

Grantee Management:
C2 Overall and State
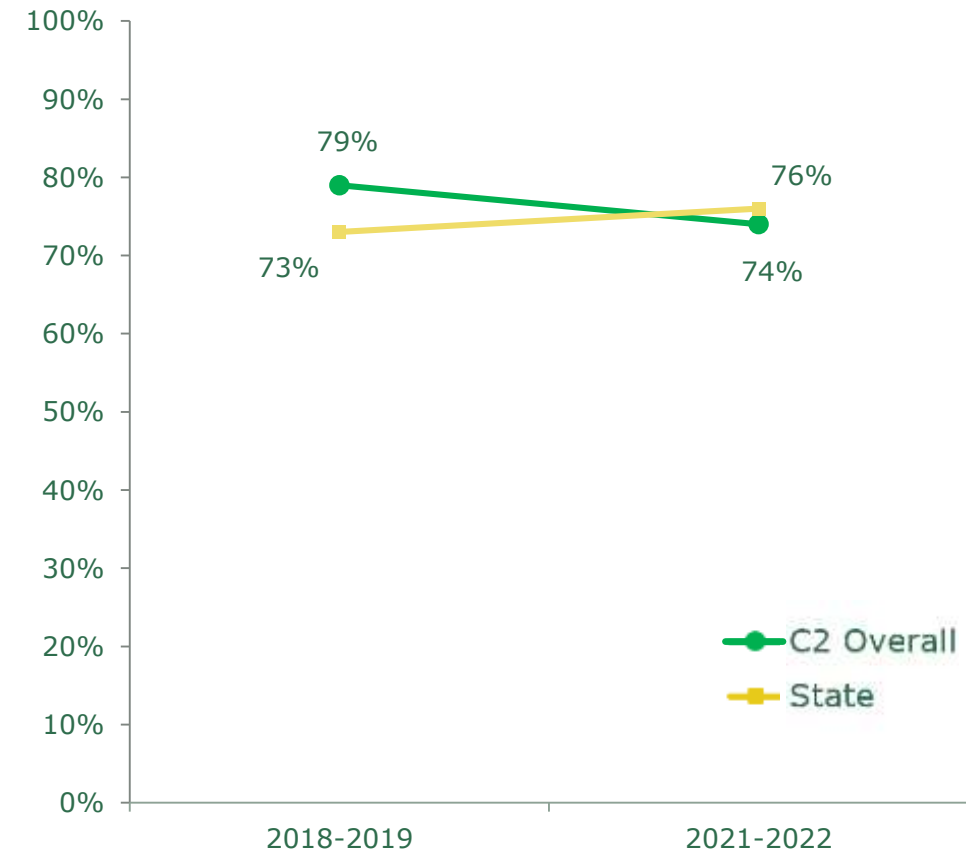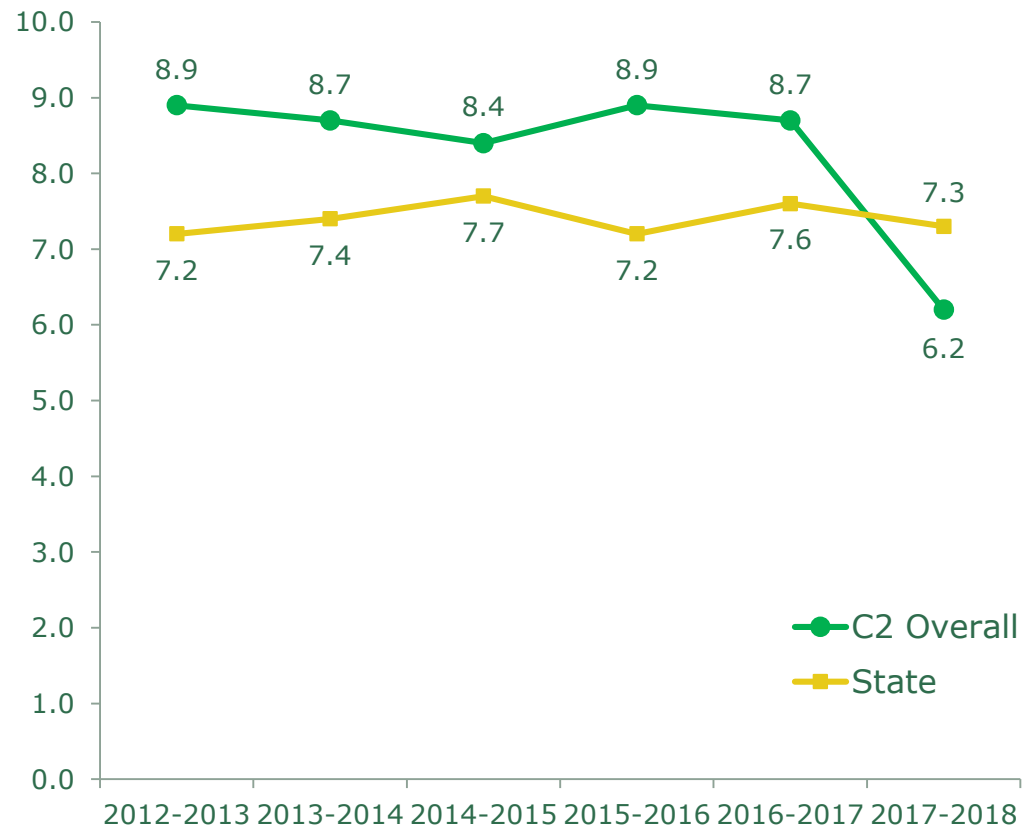
These charts show the indicator values for C2 and the comparison group of all 21st CCLC programs in the state. Note that through 2017-2018, the indicator was reported out of 10 while beginning in 2018-2019, the indicator was expressed as a percentage.

Grantee Management 2021-2022: Comparing C2 Components to State

		C2	State (all levels)
2.2	**Grantee Management**	**74%**	**76%**
2.2.1	Project Director supports Site Coordinators	73%	74%
2.2.2	Effective meetings are held by Project Director	79%	80%
2.2.3	Site coordinators have high job satisfaction	71%	75%

Note that no comparison values for only high schools programs were included in the Site Data Tables for this metric.

Grantee Management: C2 Performance 2018-2022

		2018-2019	2021-2022
2.2	**Grantee Management**	**79%**	**74%**
2.2.1	Project Director supports Site Coordinators	63%	73%
2.2.2	Effective meetings are held by Project Director	84%	79%
2.2.3	Site coordinators have high job satisfaction	89%	71%

* Highest and lowest component values across years have been highlighted.

Leading Indicators: 2.3 Site Management

Site Management: C2 Overall and State
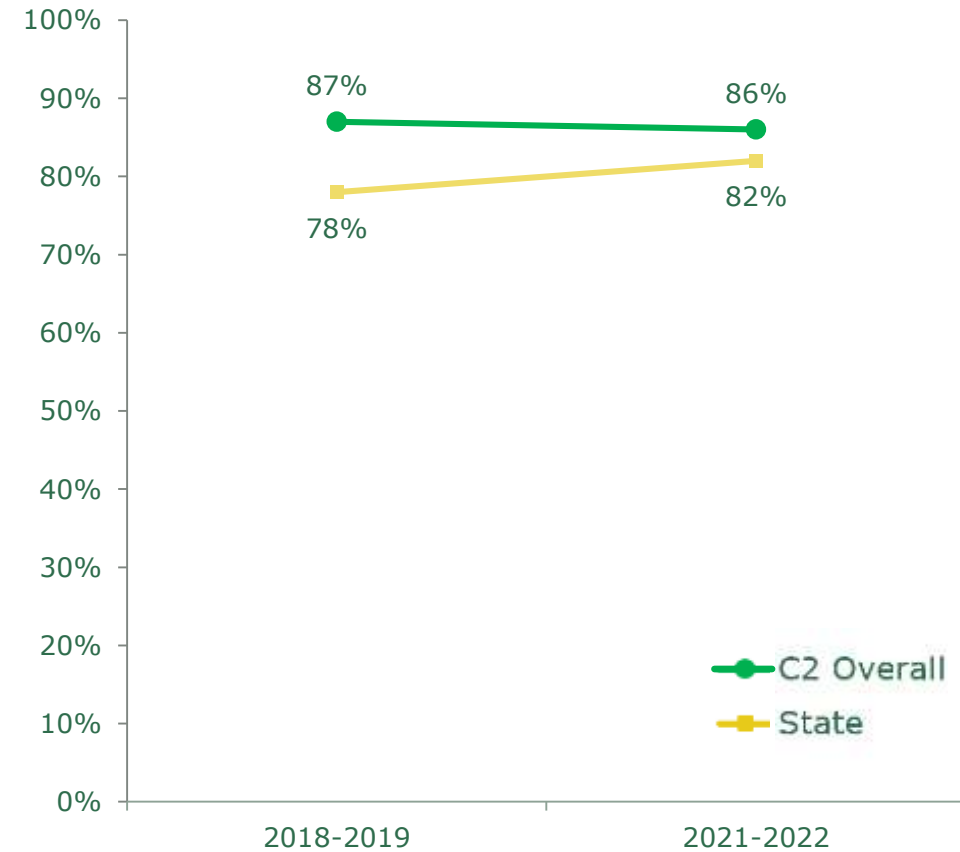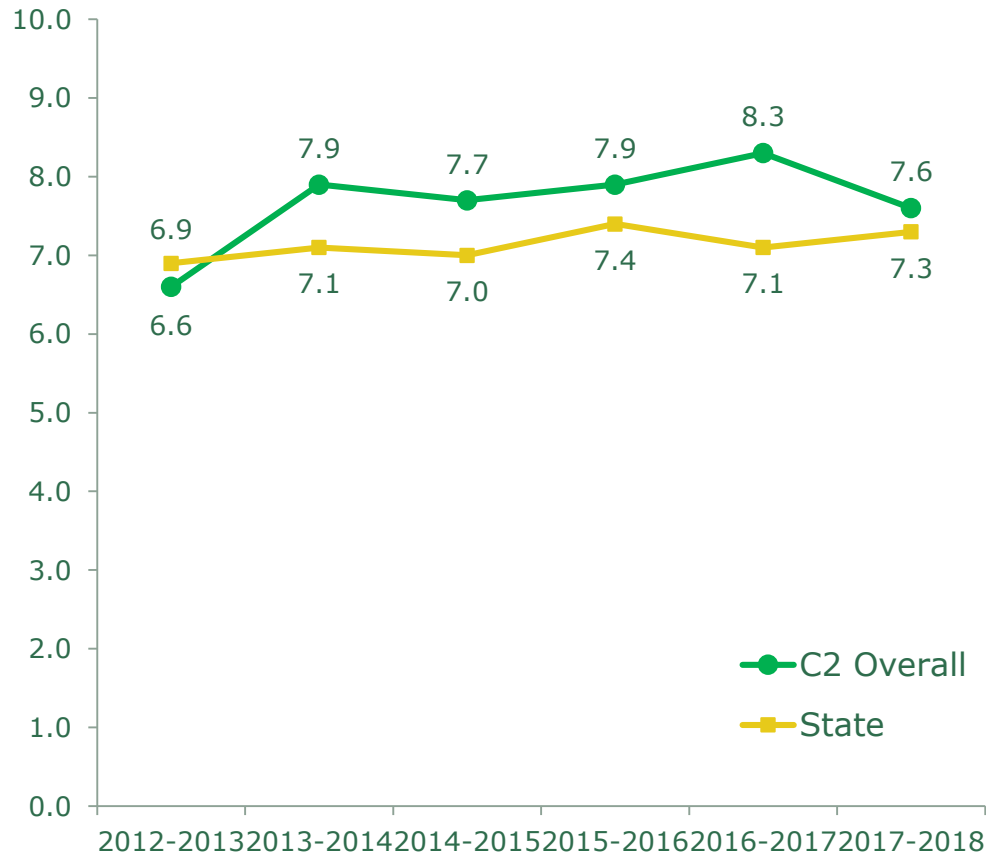
These charts show the indicator values for C2 and the comparison group of all 21st CCLC programs in the state. Note that through 2017-2018, the indicator was reported out of 10 while beginning in 2018-2019, the indicator was expressed as a percentage.

Site Management 2021-2022: Comparing C2 Components to State

	*	C2	State (all levels)	State* (high schools only)
2.3	**Site Management**	**86%**	**82%**	**83%**
2.3.1	Site Coordinator supports staff	82%	82%	81%
2.3.2	Effective meetings are held by Site Coordinator	86%	90%	85%
2.3.3	Staff have high job satisfaction	90%	84%	81%
2.3.4	Youth report effective program management	85%	74%	83%
2.3.5	Youth do not have negative peer experience	86%	80%	87%

* State (high schools only) comparison values were calculated using component values available in the Annual Site Data Tables.

Site Management: C2 Performance 2018-2022

		2018-2019	2021-2022
2.3	**Site Management**	**87%**	**86%**
2.3.1	Site Coordinator supports staff	93%	82%
2.3.2	Effective meetings are held by Site Coordinator	91%	86%
2.3.3	Staff have high job satisfaction	86%	90%
2.3.4	Youth report effective program management	87%	85%
2.3.5	Youth do not have negative peer experience	78%	86%

* Highest and lowest component values across years have been highlighted.

Site Management:
C2 Overall and Sites Overview

	2018-2019	2021-2022
C2	**87%**	**86%**
Minimum	55%	63%
Maximum	100%	100%
Range of 4 lowest	55-78%	63-79%
Range of 4 highest	91-100%	95-100%

- C2's 2021-2022 performance on this indicator reflects overall high levels of satisfaction with Site Management, with more than 80% on measures relating to:

  - Site Coordinator supporting staff and holding effective meetings;
  - Staff having high job satisfaction; and
  - Youth reporting effective program management and not reporting negative peer experiences.

- Fitzgerald's most recent low score is related to the youth reported components (57% and 69%), while Pershing's score of 70% was due to very low value of component 2.3.1 Site Coordinator supports staff (10%).

Site Management: C2 Overall and Site Values

	2018-2019	2021-2022
C2	87%	86%
Center Line	55%	-
Clintondale	75%	-
Conner Creek / MI Collegiate	84%	91%
DCP	90%	-
Denby	-	-
East Detroit	91%	-
East English Village	-	-
Ecorse	-	-
Fitzgerald	83%	63%
Frontier International Academy	-	71%
Harper Woods	78%	-
King	-	87%

	2018-2019	2021-2022
Lincoln	90%	100%
Medicine Community Health @ Cody	-	98%
Oak Park	90%	-
Pershing	-	70%
Pontiac Academy for Excellence	100%	79%
River Rouge	92%	-
South Lake	79%	83%
Southfield Arts & Tech	90%	100%
University	83%	90%
Warren Mott	84%	90%
Warren Woods Tower	78%	84%
Waterford Kettering	-	81%
Waterford Mott	99%	95%

* Highest and lowest values for each year have been highlighted.

Leading Indicators:
2.4 Staff Qualification

Staff Qualification: C2 Overall and State
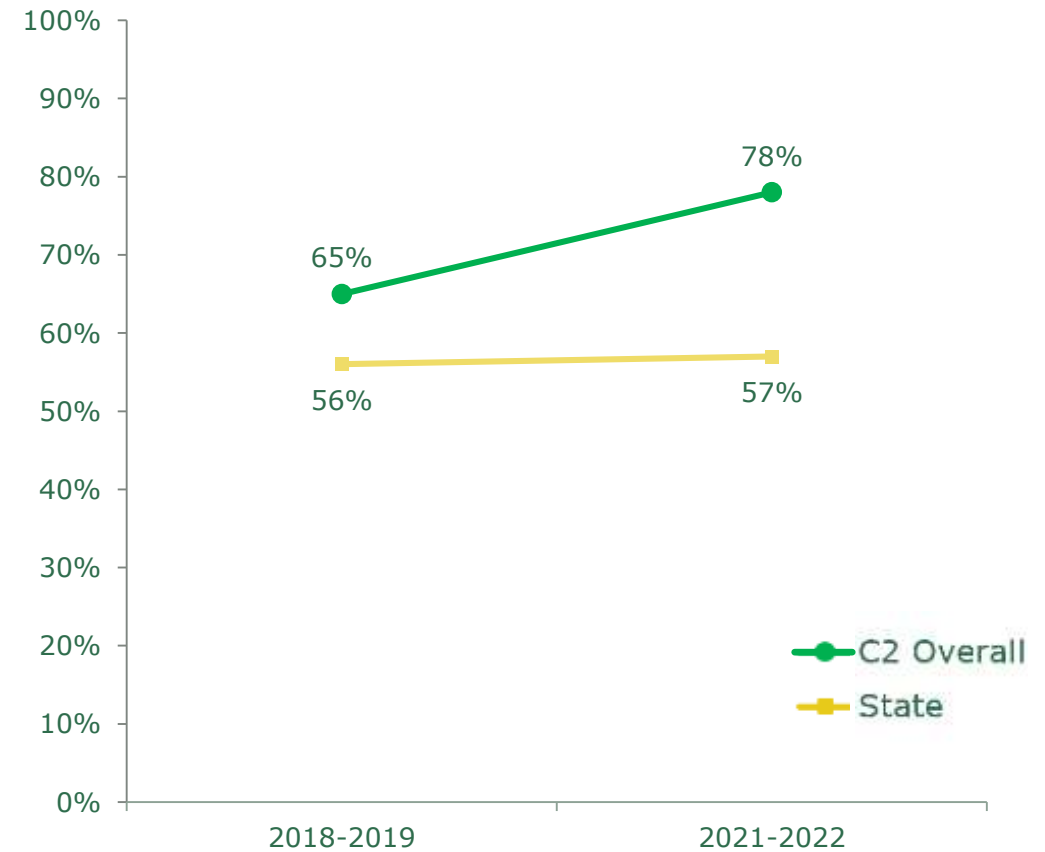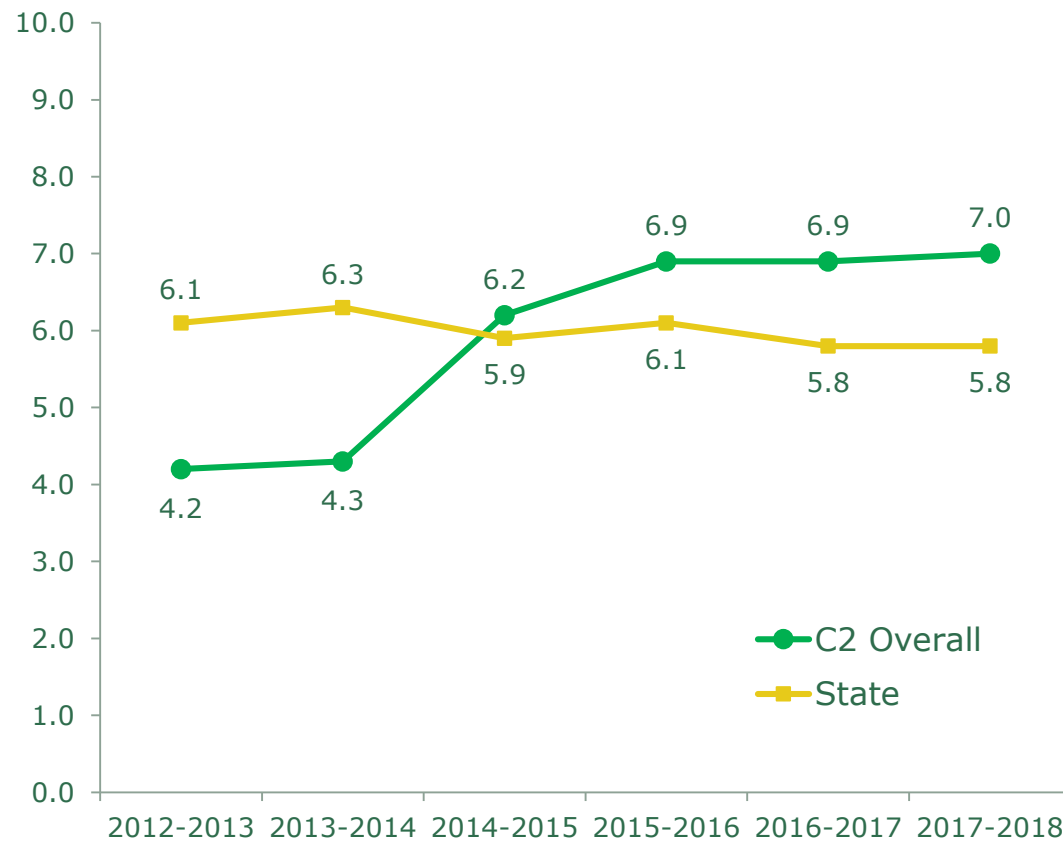
These charts show the indicator values for C2 and the comparison group of all 21st CCLC programs in the state. Note that through 2017-2018, the indicator was reported out of 10 while beginning in 2018-2019, the indicator was expressed as a percentage.

Staff Qualification 2021-2022: Comparing C2 Components to State

		C2	State (all levels)	State* (high schools only)
2.4	**Staff Qualification**	**78%**	**57%**	**55%**
2.4.1	Staff have at least one professional qualification	66%	44%	13%
2.4.2	Staff are experienced working with youth	90%	73%	86%
2.4.3	Staff are familiar with state and other standards	77%	55%	65%

* State (high schools only) comparison values were calculated using component values in the Annual Site Data Tables.

Staff Qualification:
C2 Performance 2018-2022

		2018-2019	2021-2022
2.4	**Staff Qualification**	**65%**	**78%**
2.4.1	Staff have at least one professional qualification	76%	66%
2.4.2	Staff are experienced working with youth	63%	90%
2.4.3	Staff are familiar with state and other standards	57%	77%

* Highest and lowest component values across years have been highlighted.

Staff Qualification:
C2 Overall and Sites Overview

	2018-2019	2021-2022
C2	**65%**	**78%**
Sites with Values	8	6
Minimum	22%	58%
Maximum	83%	94%

- C2's performance on this indicator has remained higher than the state average since 2014-2015.

- C2 has higher scores than the state average on each of the three components (Staff have at least one professional qualification; Staff are experienced working with youth; and Staff are familiar with state and other standards).

- Relatively few sites have reported scores on this measure (8 in 2018-2019 and 6 in 2021-2022) so making cross sites comparison is not possible for this indicator.

Staff Qualification: C2 Overall and Site Values

	2018-2019	2021-2022
C2	65%	78%
Center Line	22%	-
Clintondale	-	-
Conner Creek / MI Collegiate	-	-
DCP	-	-
Denby	-	-
East Detroit	75%	-
East English Village	-	-
Ecorse	-	-
Fitzgerald	56%	-
Frontier International Academy	-	93%
Harper Woods	-	-
King	-	-

	2018-2019	2021-2022
Lincoln	-	94%
Medicine Community Health @ Cody	-	-
Oak Park	83%	-
Pershing	-	88%
Pontiac Academy for Excellence	-	-
River Rouge	67%	-
South Lake	-	-
Southfield Arts & Tech	44%	58%
University	-	-
Warren Mott	-	86%
Warren Woods Tower	67%	75%
Waterford Kettering	-	-
Waterford Mott	78%	-

* Highest and lowest values for each year have been highlighted.

Leading Indicators:
2.5 Professional Development

Professional Development: C2 Overall and State
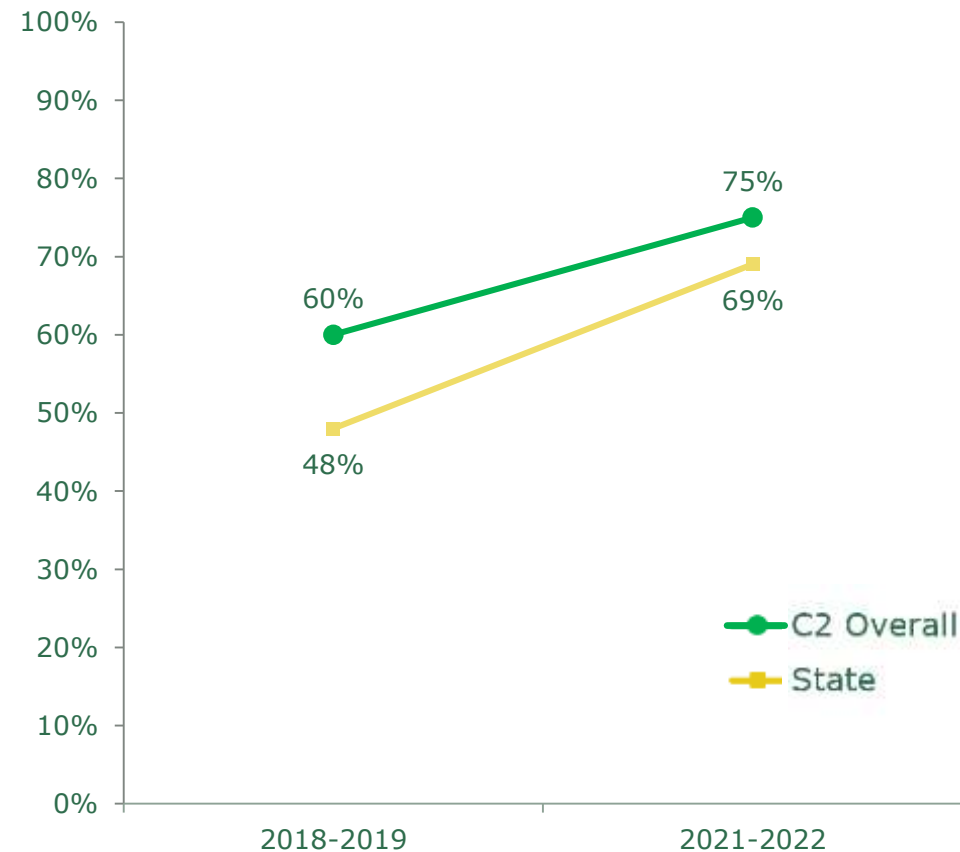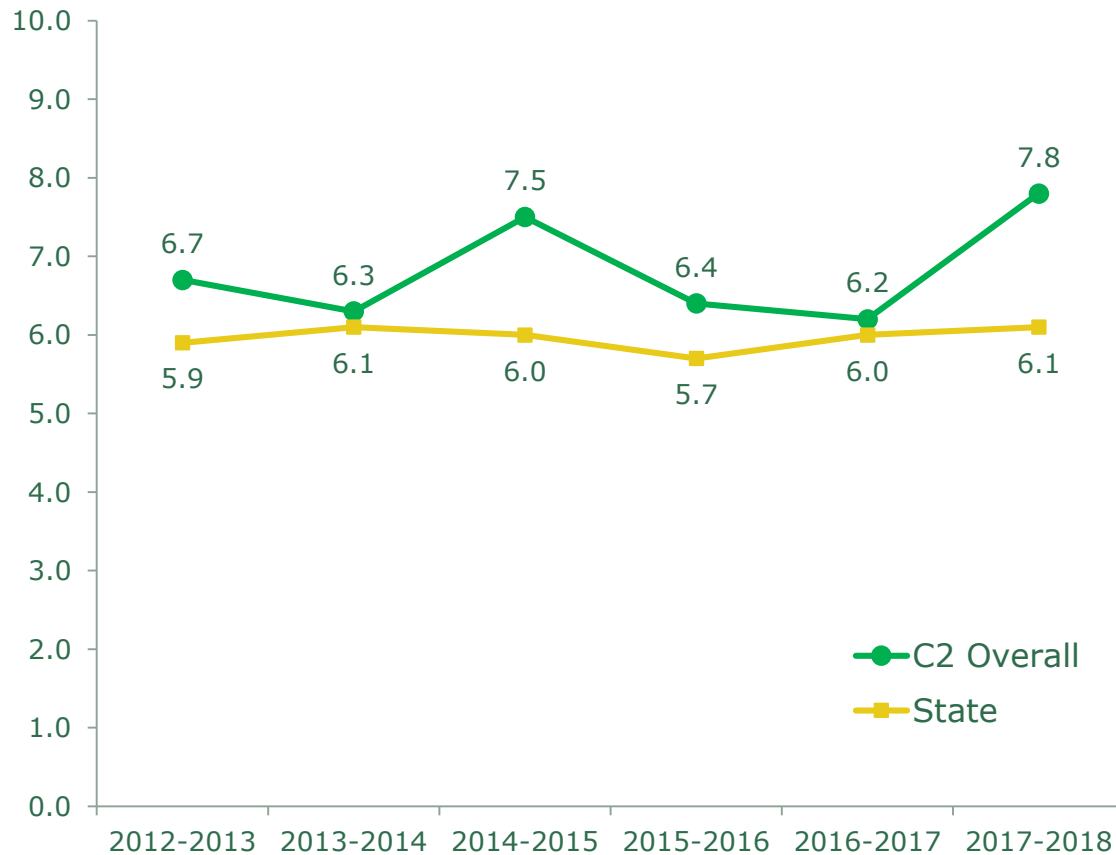
These charts show the indicator values for C2 and the comparison group of all 21st CCLC programs in the state. Note that through 2017-2018, the indicator was reported out of 10 while beginning in 2018-2019, the indicator was expressed as a percentage.

Professional Development 2021-2022: Comparing C2 Components to State

		C2	State (all levels)	State* (high schools only)
2.5	**Professional Development**	**75%**	**69%**	**68%**
2.5.1	Strong orientation for new staff	92%	82%	90%
2.5.2	Staff frequently participate in trainings	58%	56%	47%

* State (high schools only) comparison values were calculated using data in the Annual Site Data Tables.

Professional Development:
C2 Performance 2018-2022

		2018-2019	2021-2022
2.5	**Professional Development**	**60%**	**75%**
2.5.1	Strong orientation for new staff	74%	92%
2.5.2	Staff frequently participate in trainings	45%	58%

Professional Development: C2 Overall and Sites Overview

	2018-2019	2021-2022
C2	**60%**	**75%**
Sites with Values	8	6
Minimum	17%	42%
Maximum	88%	100%

- C2's performance on this indicator has been consistently higher than the state average since the program began.

- Relatively few sites have reported scores on this measure (8 in 2018-2019 and 6 in 2021-2022) so making cross sites comparison is not possible for this indicator.

# Professional Development: C2 Overall and Site Values

	2018-2019	2021-2022
C2	**60%**	**75%**
Center Line	42%	-
Clintondale	-	-
Conner Creek / MI Collegiate	-	-
DCP	-	-
Denby	-	-
East Detroit	63%	-
East English Village	-	-
Ecorse	-	-
Fitzgerald	17%	-
Frontier International Academy	-	59%
Harper Woods	-	-
King	-	-

	2018-2019	2021-2022
Lincoln	-	100%
Medicine Community Health @ Cody	-	-
Oak Park	50%	-
Pershing	-	42%
Pontiac Academy for Excellence	-	-
River Rouge	88%	-
South Lake	-	-
Southfield Arts & Tech	75%	63%
University	-	-
Warren Mott	-	93%
Warren Woods Tower	67%	75%
Waterford Kettering	-	-
Waterford Mott	33%	-

* Highest and lowest values for each year have been highlighted.

Leading Indicators:
2.6 School Connection

School Connection: C2 Overall and State
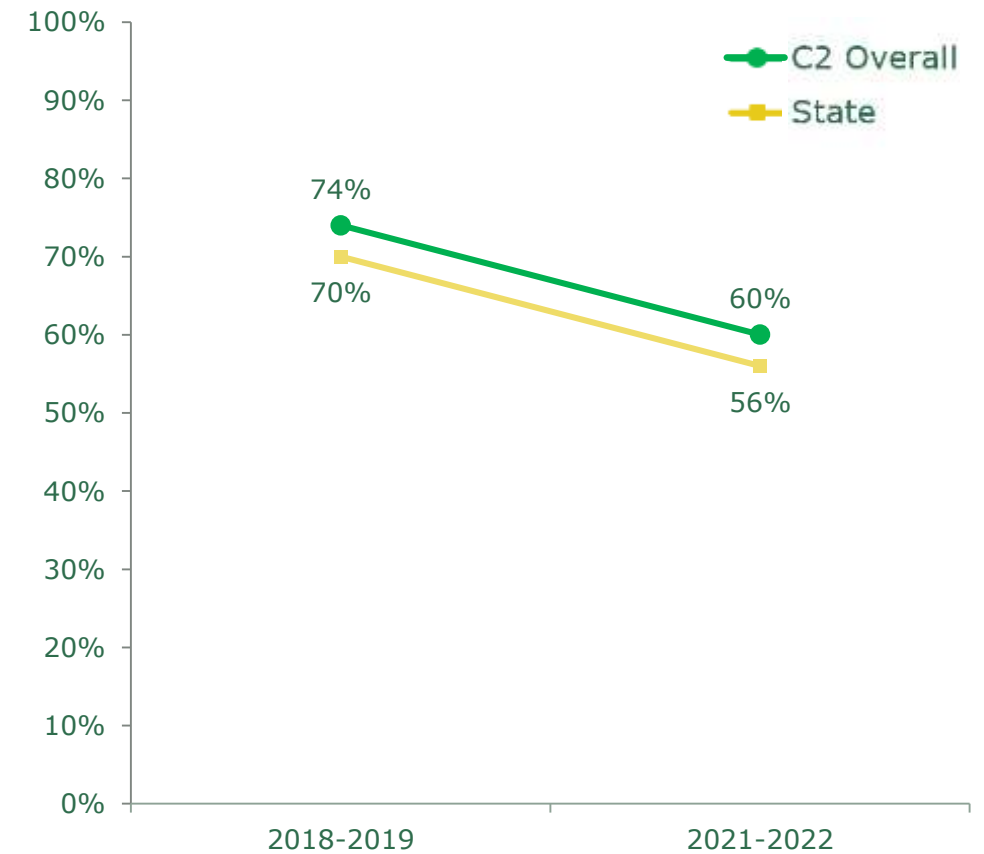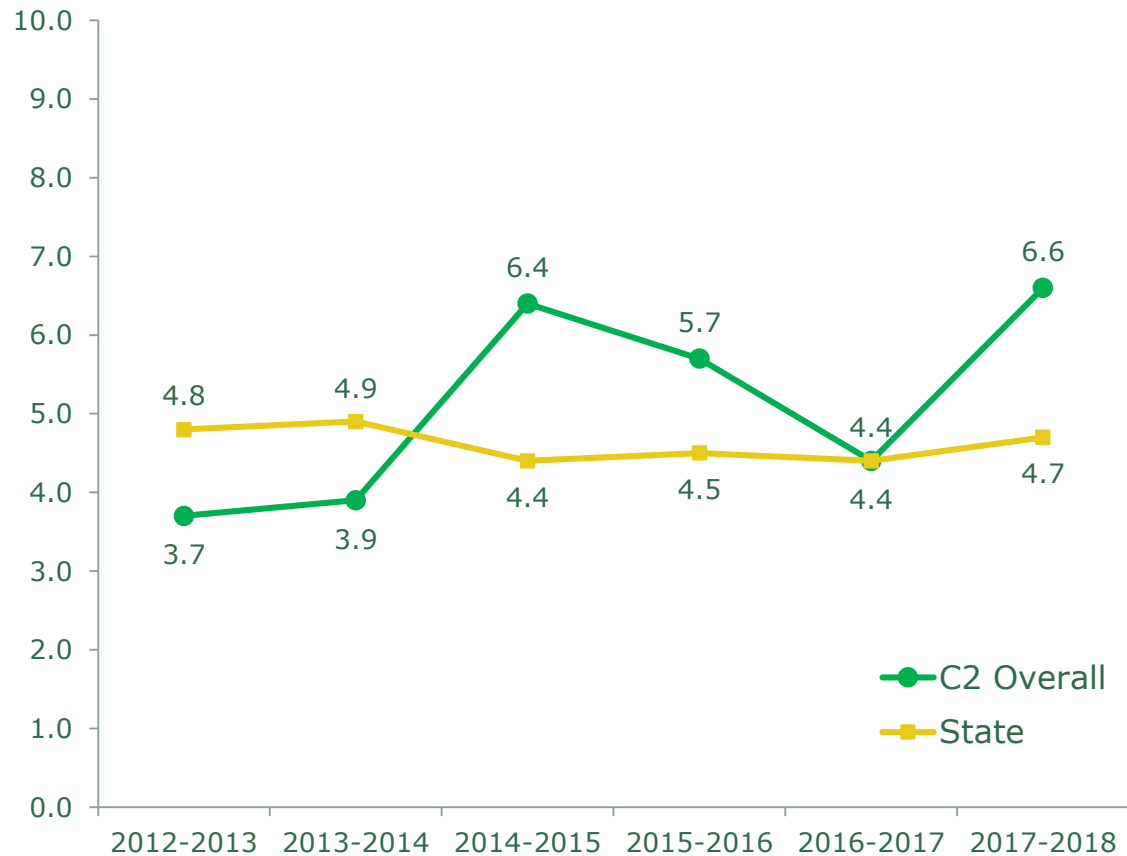
These charts show the indicator values for C2 and the comparison group of all 21st CCLC programs in the state. Note that through 2017-2018, the indicator was reported out of 10 while beginning in 2018-2019, the indicator was expressed as a percentage.

School Connection 2021-2022: Comparing C2 Components to State

		C2	State (all levels)	State* (high schools only)
2.6	**School Connection**	**60%**	**56%**	**57%**
2.6.1	Host school invests in the program	53%	60%	59%
2.6.2	Policy for connecting with the school-day administrators is in place	48%	38%	39%
2.6.3	Site coordinator meets with school administrator regularly	82%	83%	82%
2.6.4	Staff use school records for activity planning	27%	20%	21%
2.6.5	Youth report of program strengthening school connection	88%	81%	84%

* State (high schools only) comparison values were calculated using data in the Annual Site Data Tables.

School Connection: C2 Performance 2018-2022

		2018-2019	2021-2022
2.6	**School Connection**	**74%**	**60%**
2.6.1	Host school invests in the program	63%	53%
2.6.2	Policy for connecting with the school-day administrators is in place	100%	48%
2.6.3	Site coordinator meets with school administrator regularly	100%	82%
2.6.4	Staff use school records for activity planning	23%	27%
2.6.5	Youth report of program strengthening school connection	84%	88%

* Highest and lowest component values across years have been highlighted.

School Connection:
C2 Overall and Sites Overview

	2018-2019	2021-2022
C2	**74%**	**60%**
Minimum	42%	0%
Maximum	98%	88%
Range of 4 lowest	42-63%	0-46%
Range of 4 highest	91-98%	78-88%

- C2's performance on this indicator has remained the same or higher than the state average since 2014-2015.

- The 2021-2022 score is lower than 2018-2019, driven by a large decrease in the component 2.6.2 Policy for connecting with the school-day administrators is in place from 100% to 48%.

  - 10 of 20 sites received a 0% on this item.

School Connection: C2 Overall and Site Values

	2018-2019	2021-2022
C2	**74%**	**60%**
Center Line	57%	0%
Clintondale	91%	67%
Conner Creek / MI Collegiate	91%	61%
DCP	97%	-
Denby	-	33%
East Detroit	77%	-
East English Village	-	67%
Ecorse	67%	-
Fitzgerald	70%	46%
Frontier International Academy	-	69%
Harper Woods	42%	-
King	-	84%

	2018-2019	2021-2022
Lincoln	98%	88%
Medicine Community Health @ Cody	-	71%
Oak Park	74%	-
Pershing	-	63%
Pontiac Academy for Excellence	75%	56%
River Rouge	73%	67%
South Lake	93%	73%
Southfield Arts & Tech	57%	78%
University	64%	50%
Warren Mott	63%	63%
Warren Woods Tower	84%	79%
Waterford Kettering	-	71%
Waterford Mott	86%	45%

* Highest and lowest values for each year have been highlighted.

Leading Indicators:
2.7 Family Communication

Family Communication: C2 Overall and State
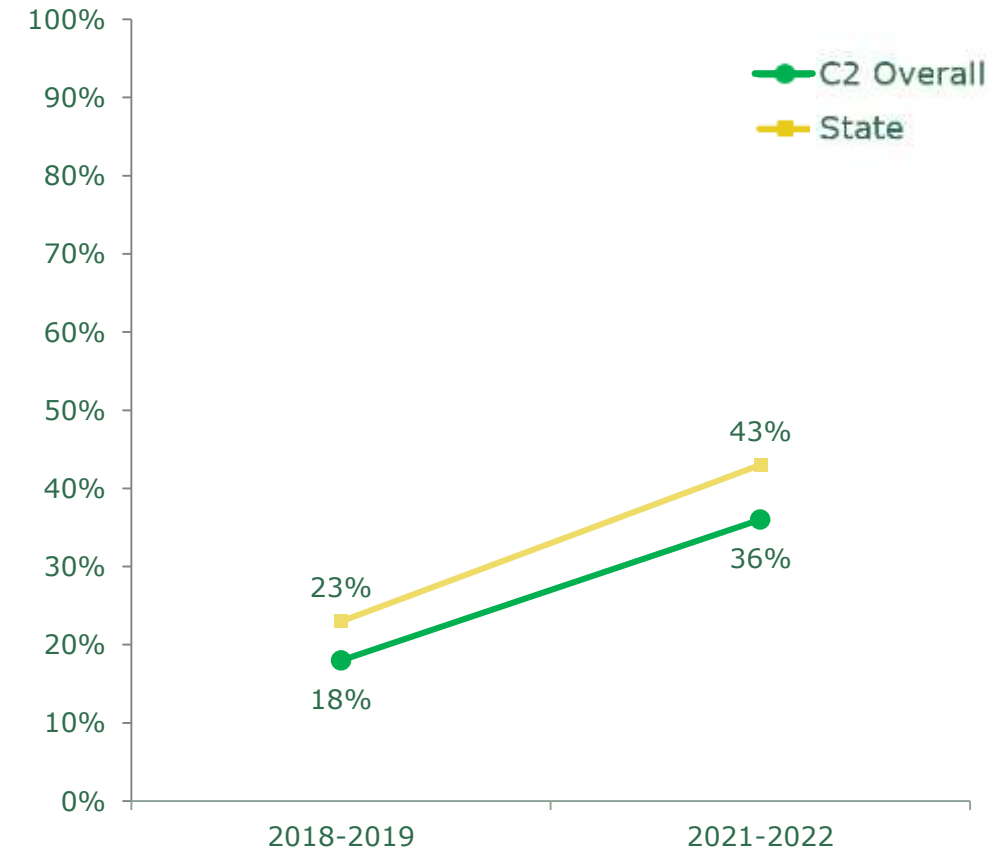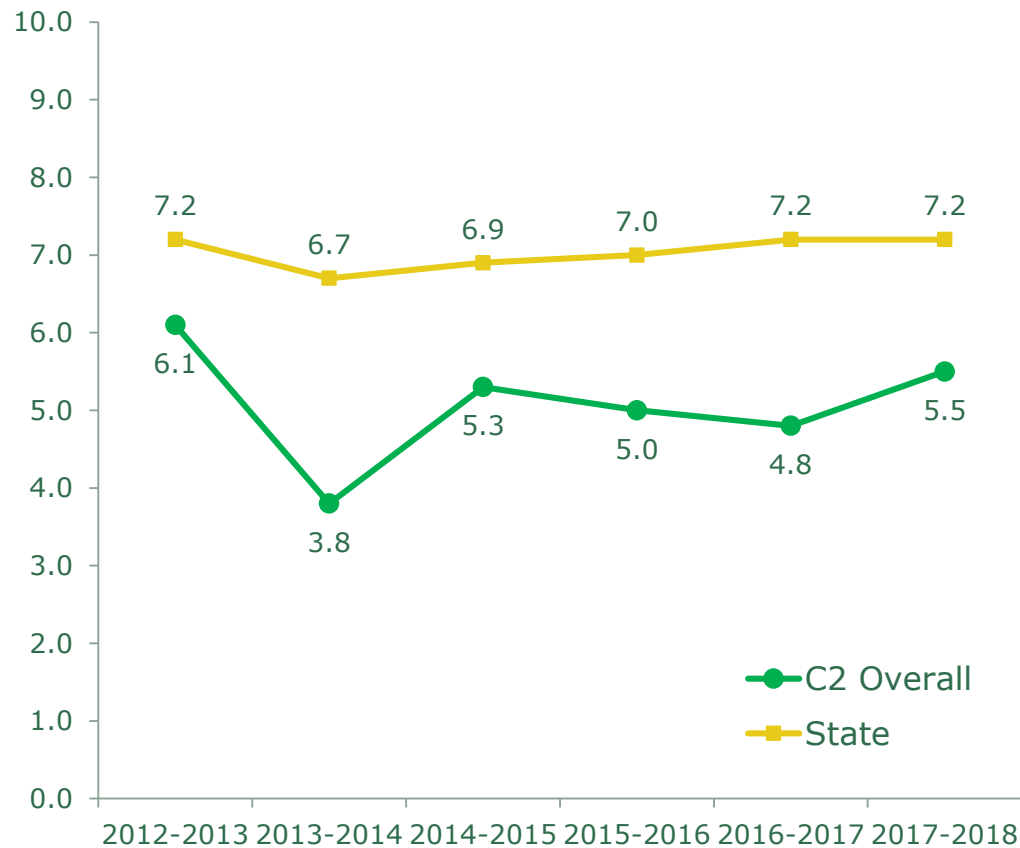
These charts show the indicator values for C2 and the comparison group of all 21st CCLC programs in the state. Note that through 2017-2018, the indicator was reported out of 10 while beginning in 2018-2019, the indicator was expressed as a percentage.

Family Communication 2021-2022: Comparing C2 Components to State

		C2	State (all levels)	State* (high schools only)
2.7	**Family Communication**	**36%**	**43%**	**42%**
2.7.1	Staff frequently communicate with parents	41%	42%	39%
2.7.2	Site Coordinator frequently communicates with parents	32%	44%	44%

* State (high schools only) comparison values were calculated using data in the Annual Site Data Tables.

Family Communication:
C2 Performance 2018-2022

		2018-2019	2021-2022
2.7	**Family Communication**	**18%**	**36%**
2.7.1	Staff frequently communicate with parents	21%	41%
2.7.2	Site Coordinator frequently communicates with parents	16%	32%

Family Communication: C2 Overall and Sites Overview

	2018-2019	2021-2022
C2	**18%**	**36%**
Minimum	0%	0%
Maximum	100%	100%
Number of 0% sites	12	5
Range of 4 highest	25-100%	67-100%

- C2's performance on this indicator has been consistently lower than the State average; looking at 2021-2022, it is also lower than the State (high schools only) comparison group.

- Of the 13 sites that received scores both years, there was a great fluctuation between years:
  - Two sites had large decreases (17% and 25%) and nine had increases between 17% and 100%.

- For 2021-2022, five had scores of 0% on the indicator and nine had scores between 17 and 50%.

Family Communication: C2 Overall and Site Values

	2018-2019	2021-2022
C2	18%	36%
Center Line	0%	0%
Clintondale	0%	17%
Conner Creek / MI Collegiate	0%	0%
DCP	100%	-
Denby	-	17%
East Detroit	25%	-
East English Village	-	17%
Ecorse	0%	-
Fitzgerald	17%	0%
Frontier International Academy	-	60%
Harper Woods	100%	-
King	-	83%

	2018-2019	2021-2022
Lincoln	0%	33%
Medicine Community Health @ Cody	-	0%
Oak Park	0%	-
Pershing	-	33%
Pontiac Academy for Excellence	0%	100%
River Rouge	25%	0%
South Lake	0%	83%
Southfield Arts & Tech	0%	33%
University	0%	67%
Warren Mott	0%	25%
Warren Woods Tower	33%	58%
Waterford Kettering	-	33%
Waterford Mott	0%	50%

* Highest and lowest values for each year have been highlighted.

Leading Indicators:
2.8 Continuous Improvement and Evaluation

Continuous Improvement and Evaluation: C2 Overall and State
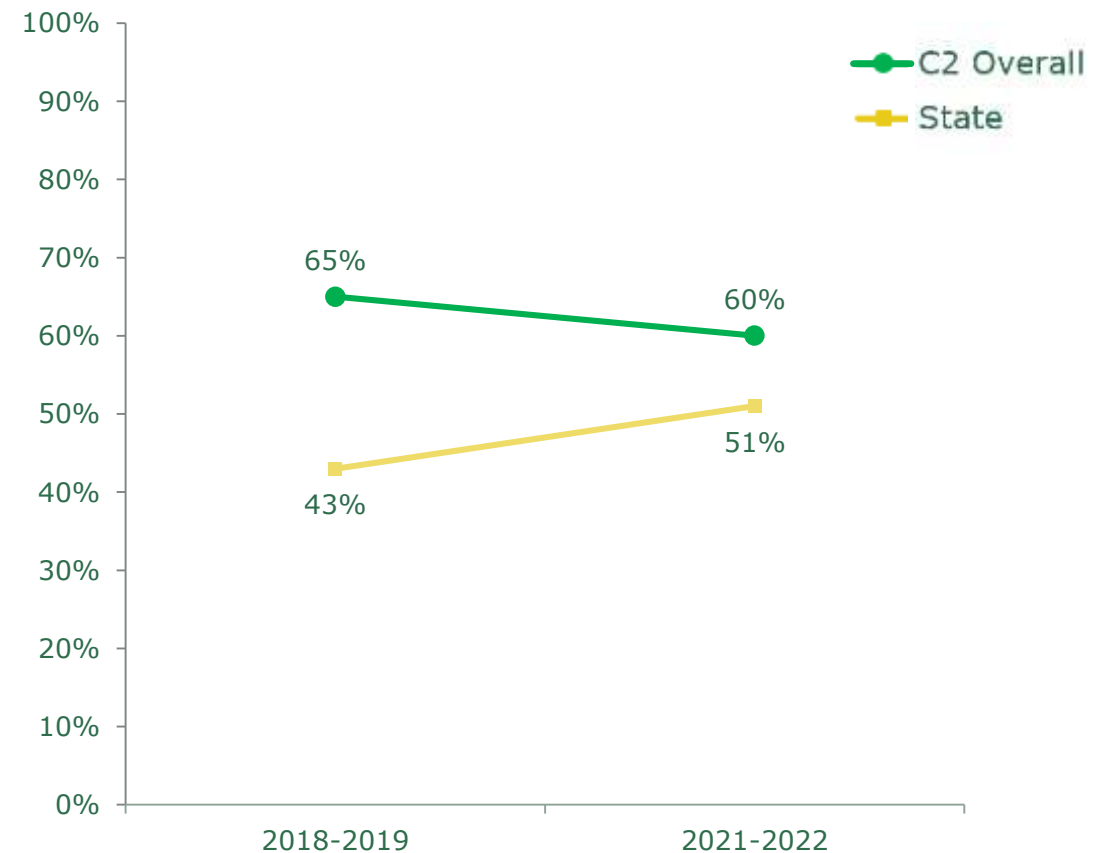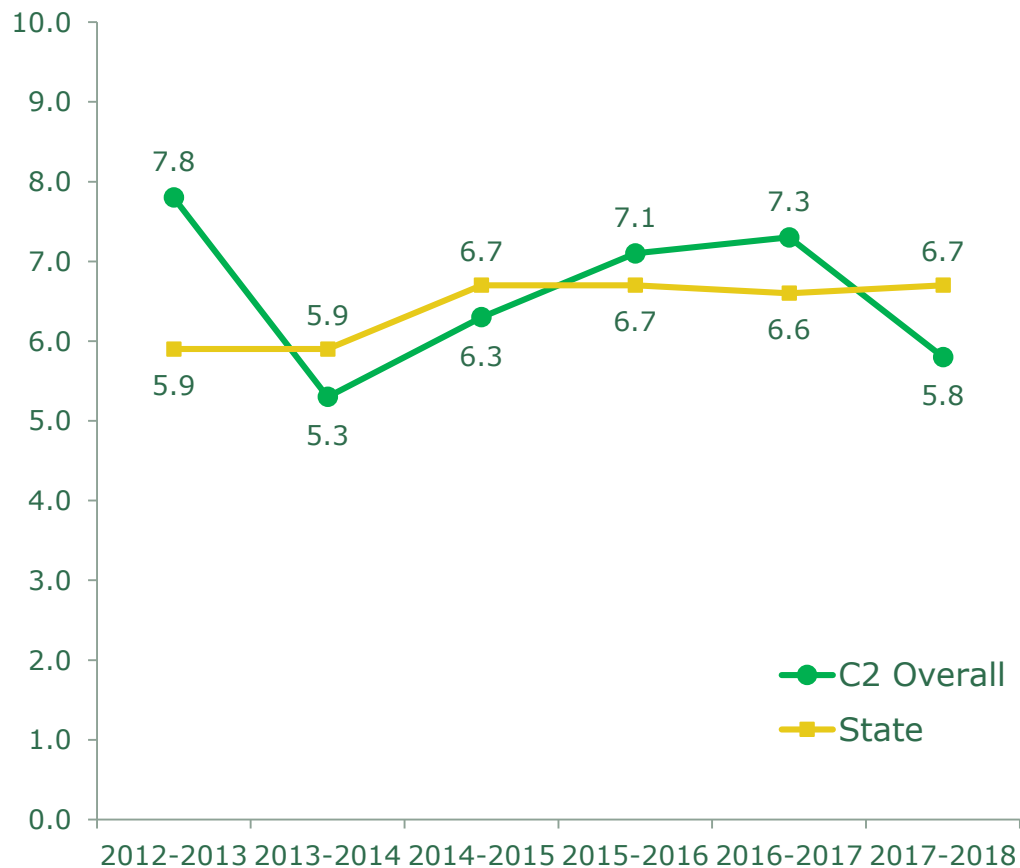
These charts show the indicator values for C2 and the comparison group of all 21st CCLC programs in the state. Note that through 2017-2018, the indicator was reported out of 10 while beginning in 2018-2019, the indicator was expressed as a percentage.

Continuous Improvement and Evaluation 2021-2022: Comparing C2 Components to State

		C2	State (all levels)	State* (high schools only)
2.8	**Continuous Improvement and Evaluation**	**60%**	**51%**	**57%**
2.8.1	Staff participating in data- driven continuous quality improvement process with other staff	53%	41%	47%
2.8.2	Staff participate in training for program assessment	39%	26%	36%
2.8.3	Local Evaluator is involved	89%	84%	87%

* These state (high schools only) comparison values were pulled from data in the Annual Site Data Tables.

Continuous Improvement and Evaluation: C2 Performance 2018-2022

		2018-2019	2021-2022
2.8	**Continuous Improvement and Evaluation**	**65%**	**60%**
2.8.1	Staff participating in data- driven continuous quality improvement process with other staff	50%	53%
2.8.2	Staff participate in training for program assessment	46%	39%
2.8.3	Local Evaluator is involved	100%	89%

* Highest and lowest component values across years have been highlighted.

Continuous Improvement and Evaluation: C2 Overall and Sites Overview

	2018-2019	2021-2022
C2	**65%**	**60%**
Minimum	0%	0%
Maximum	100%	100%
Number of 0% sites	7	6
Number of 100% sites	3	6

- Throughout the years C2's performance on the Continuous Improvement and Evaluation indicator has been similar to or higher than the State average.

- The most recent year includes large discrepancies between sites, with some six receiving the highest possible score and 6 the lowest, suggesting uneven participation in trainings and/or meetings where program assessment and improvement is covered.

Continuous Improvement and Evaluation: C2 Overall and Site Values

	2018-2019	2021-2022
C2	**65%**	**60%**
Center Line	44%	75%
Clintondale	0%	0%
Conner Creek / MI Collegiate	0%	100%
DCP	100%	-
Denby	-	0%
East Detroit	42%	-
East English Village	-	0%
Ecorse	0%	-
Fitzgerald	33%	75%
Frontier International Academy	-	45%
Harper Woods	0%	-
King	-	83%

	2018-2019	2021-2022
Lincoln	100%	93%
Medicine Community Health @ Cody	-	100%
Oak Park	25%	-
Pershing	-	0%
Pontiac Academy for Excellence	100%	100%
River Rouge	67%	0%
South Lake	0%	100%
Southfield Arts & Tech	67%	52%
University	0%	0%
Warren Mott	0%	68%
Warren Woods Tower	67%	17%
Waterford Kettering	-	100%
Waterford Mott	33%	100%

* Highest and lowest values for each year have been highlighted.

C² Pipeline

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