## APPENDIX 1: SKILLMAN FOUNDATION THEORY OF CHANGE SUMMARY

### Exhibit 1: Theory of Change

<table>
<thead>
<tr>
<th>The Skillman Foundation’s Investment</th>
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<tr>
<td>Financial Resources</td>
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<td>Staff Time &amp; Talents</td>
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<td>Reputation &amp; Clout as Civic Leader</td>
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<thead>
<tr>
<th>Partners</th>
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<tr>
<td>Foundations</td>
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<td>Other</td>
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<td>Investors</td>
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<tr>
<th>Residents</th>
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<tr>
<td>Teachers</td>
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<td>Nonprofits</td>
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<td>Stakeholders</td>
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<th>Grantmaking</th>
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<td>Accessible</td>
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<tr>
<td>Partnerships</td>
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<td>Innovation</td>
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<td>Leadership</td>
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<th>Change Making</th>
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<tr>
<td>Influence</td>
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<tr>
<td>Champion</td>
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<td>Leverage</td>
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<td>Scale</td>
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### Good Schools

Children living in the six targeted neighborhoods (30% of Detroit’s youth population) are safe, healthy, well educated and prepared for adulthood

### Good Neighborhoods

- **Critical Mass**
  - Attracting others to demonstrate that change can happen for children in Detroit

### Good Opportunities

- **System & Institutional Change**
  - Transforming systems that impact children

- **Individual Change**
  - Impacting the lives of children in schools and in six neighborhoods

### Child Well-Being Indicators Improve

- **Detroit Works For Kids**
**Make Detroit Work for Children**

To ensure that all children living in the six targeted neighborhoods are safe, healthy, well educated and prepared for adulthood.

### Exhibit 1: Theory of Change

**Strategy 1:** Increase **Accessibility** to Quality Services, Programs and Opportunities

**Strategy 2:** Spur **Innovations** that Benefit Children and Families

**Strategy 3:** Acknowledge that **Leadership** Matters

**Strategy 4:** Promote **Partnerships** that Advance a Children’s Agenda

### GRANTMAKING STRATEGIES

**Strategy 1:** Influence decisions and agendas so that they benefit children.

**Strategy 2:** Seek champions to invest, identify and attract others to our work.

**Strategy 3:** Leverage our resources to have a bigger impact.

**Strategy 4:** Reach scale so that all children do better.

### KEY ACTIVITIES

**Good Schools**

1. Increase student achievement through the Making the Grade Initiative by encouraging, recognizing and growing high achieving schools, especially in targeted neighborhoods
2. Increase high school graduation rates and college enrollment with a college attendance campaign and programs that increase achievement
3. Develop partnerships to innovate good, small high schools
4. Develop quality, universal pre-school for all 4 year olds in select Neighborhoods

**Good Neighborhoods**

1. Target 6 neighborhoods with many children and many needs
2. Concentrate successful programs and youth development programs that operate in a network of services for all children, ages 0-18
3. Support natural helpers and leaders, and build upon community assets to help children
4. Build income, assets and wealth for families
5. Improve the conditions of neighborhoods so that they are supportive and child friendly spaces

**Good Opportunities**

1. Support big projects that advance the Good Schools and/or Good Neighborhoods pathways
2. Invest in projects that have broad impact and implications for children in Southeastern Michigan
3. Honor the donor legacy of Rose Skillman

### CHANGE MAKING STRATEGIES

**Strategy 1:** Influence decisions and agendas so that they benefit children.

**Strategy 2:** Seek champions to invest, identify and attract others to our work.

**Strategy 3:** Leverage our resources to have a bigger impact.

**Strategy 4:** Reach scale so that all children do better.

### INDICATORS

**Good Schools**

- School Readiness
- Academic Achievement
- Reading & Math Proficiency
- High-School Completion/ Drop-out Rates
- Truancy
- Youth Enrolling in College
- College Completion

**Good Neighborhoods**

- Family Economic Security
- Perception of Community, Safety & Support
- Decreased Child Abuse & Neglect
- Decreased Juvenile Crime & Victimization
- Childhood Obesity
- Decreased Alcohol, Drug & Tobacco Use
- Food Security
- Recreation
- Youth Civically Involved
- Youth Served by Youth Programs
- Employment of Youth
- Learning & Cultural Activities
- Increase adult & youth volunteerism

**Good Opportunities**

- Increased state funding
- Increased neighborhood Investors & investments
- Improved child well-being Indicators
- Improved city services