



21ST CENTURY SCHOLAR SUCCESS INITIATIVE COMMUNICATIONS PLAN

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INTRODUCTION

Led by the Community Foundation of St. Joseph County (CFSJC), the **21st Century Scholar Success Initiative** provides St. Joseph County students with comprehensive support and encouragement as they enroll in the 21st Century Scholars program, achieve scholarships, complete their degrees, and advance to well-paying careers. The initiative involves a coalition of partners from local public-school corporations, Indiana University South Bend, Ivy Tech South Bend, South Bend Regional Chamber of Commerce, La Casa de Amistad, United Way of St. Joseph County, and numerous local mentoring organizations, all working together. The efforts of the coalition are being supported by a \$4 million grant from Lilly Endowment Inc.'s Giving Indiana Funds for Tomorrow (GIFT VII) initiative, made to the Community Foundation in December 2020.

Starting in January 2021, VOX Global (VOX) partnered with CFSJC to conduct an in-depth review of the current state of 21st Century Scholars, including the enrollment process, the completion of high school requirements, and completion of a post-secondary certification or degree. We conducted a message summit with key stakeholders from K-12, higher education, and community partner organizations, a comprehensive audit of existing communications materials, and six focus groups with students, parents, school counselors and Scholar alumni. Using the information gathered, we have developed messaging and a communications plan focused on increasing enrollment in 21st Century Scholars, completion of the program, and retention of graduates within St. Joseph County.

This report contains the key findings from the message summit, communications audit, and each focus group, as well as strategic recommendations based on those findings. It also includes recommended messaging and communications strategies for the future of 21st Century Scholars in St. Joseph County.



KEY FINDINGS

VOX gathered information through a message summit, an audit of existing communications materials, and focus groups conducted with key stakeholder groups from St. Joseph County. The following are the key findings from each.

Message Summit

On February 12, 2021, we gathered key stakeholders for a three-hour Summit to unearth the foundational facts, opportunities, and challenges regarding the state's 21st Century Scholars program and the task of getting St. Joseph County students/ families to enroll and persist. The summit included a discussion of the campaign's context, a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, a deep dive into the audiences we are trying to reach, and initial conversations around potential effective messages. Our key findings included:

- As students and families become aware of the costs associated with college, 21st Century Scholars is a program poised to address many, if not all, of their concerns.
- Teachers and counselors are the primary messengers on behalf of the program, and they need additional support. They understand the importance of the program, but do not have the capacity to advocate for the program in the way it requires alongside their other support efforts for students.
- Students are receiving mixed messages about 21st Century Scholars, often not understanding important features and requirements until it is too late.
- There is an opportunity to create cohesive community partnerships targeted at increasing the enrollment of students in 21st Century scholars. For instance, by providing enrollment information to organizations like La Casa de Amistad, families would have multiple messengers encouraging they pursue the opportunity and emphasizing its importance.

Communications Material Audit

A comprehensive audit of existing communications materials was conducted with stakeholder schools and colleges to understand the current strategies used to reach students and families with information about 21st Century Scholars. In addition to collecting examples of current materials, representatives from schools and colleges participated in a survey on the forms of communication they have found most effective. Our key findings included:

- Counselors and educators are successfully leveraging a wide range of communications methods, including in-person meetings, social media campaigns, emails, text messages, and direct mail, to reach students and families about 21st Century Scholars.
- The most frequently used communication methods are 1:1 in-person conversations, email, and social media. There is opportunity to build on these successful tactics to create a more cohesive and consistent stream of communications to students and families.
- Stakeholders recognize and leverage the value and effectiveness of 1:1 in-person conversations, and there is an opportunity to ensure all communications efforts work towards a 1:1 conversation component (e.g., “if you have questions, please call or email this individual who can help walk you through the process.”).
- Schools and colleges have successfully produced several, high-quality communications assets featuring 21st Century Scholars alumni and messages around the program’s immense value, including videos, direct mail letters and presentations.
- The creation of communications materials is shared among stakeholders such as guidance counselors, communications directors and educators, rather than having a single owner, helping to reduce the burden on any one individual. However, there is concern this can cause inconsistency in messaging and formats and unintentional confusion for parents and families.
- Stakeholders recognize the importance of communicating the opportunities provided by 21st Century Scholars to parents and families. By streamlining the messaging into a consistent set of talking points and visuals that all partners can use, we can more clearly communicate the immense value proposition of 21st Century Scholars.
- Given the importance of 1:1 in-person conversations, we should build a strategy that formalizes that process alongside other communications tactics (e.g., social media, email, events, etc.).

In practice: CC counselors or communications directors on relevant emails or make them aware of other relevant communications to students and parents to reduce confusion and duplication of communication efforts.

Focus Groups

In total, we hosted six focus groups targeting high school students, college students, English speaking parents, Spanish speaking parents, 21st Century Scholars alumni, and school counselors. Each focus group was tailored to learn about the experiences, obstacles, and recommendations unique to each audience. Our key findings for all focus groups included:

- A need to expand the enrollment period for 21st Century Scholars to 9th grade students. The transition from middle school to high school greatly increases student and parent investment in planning for post-secondary education.
- All audience groups said the Learn More Indiana website and ScholarTrack are challenging to navigate, and all stakeholders faced some level of difficulty in receiving support from the state.
- Student requirements to maintain the scholarship are not adequately communicated at any step in the 21st Century Scholars process.

HIGH SCHOOL STUDENT FOCUS GROUP

- Students are most responsive to information delivered by near-peers (e.g., college-age family members and friends), making these near-peers instrumental in enrolling in and completing the program.
- One student noted, “I feel like it’s all on me to get these requirements done.” Students need more regular reminders about program deadlines, with greater lead time between the reminder and the deadline.
- In general, students feel they lack adequate support in completing the steps required to obtain the scholarships. This leads to the perception that the state “wants students to fail,” as one student noted.

In practice: Schools and community organizations should rely on older students to serve as messengers on 21st Century Scholars. This might include, for example, having a presentation on the program to middle school students led by high school seniors.

COLLEGE STUDENT FOCUS GROUP

- College counseling and financial aid staff provide vital support for students in navigating the post-secondary process that most scholars don’t have from family as first-generation students.
- There is a lack of clear guidelines around credit hour requirements beyond the minimum needed, making things like transferring schools or taking a semester off daunting.
- The credit-banking system available to students is not widely understood but has been immensely helpful for those who were able to use it. One student emphasized, “I didn’t even know that classes I was taking in high school could be banked to help me keep 21st Century Scholars in college.”

In practice: Community businesses and organizations can proactively create opportunities for scholars to satisfy requirements, like offering job-shadowing days specifically for scholars or creating a service event for scholars to participate in.

21ST CENTURY SCHOLAR ALUMNI FOCUS GROUP

- “I have some debt, but it’s nothing like what my friends have,” shared one alum. Graduating debt-free is an incredibly liberating experience regardless of a students’ background, as it allows for greater freedom and better quality of life immediately after college and beyond.
- Alumni have a strong desire to remain connected to 21st Century Scholars and are seeking opportunities to give back to current students.
- Most scholars are first-generation college students; therefore, they benefit immensely from 1:1 support on basic topics such as financial literacy, mental wellness, and time management. However, they also often need support on issues such as securing childcare, finding affordable housing, learning financial management, and more.

PARENT FOCUS GROUPS

- In general, parents encourage their students to pursue academic or professional plans after high school, including college, trade school, military enlistment, etc.
- Most parents recognize there are costs associated with college, but by and large, they do not have plans in place to pay for school, with one parent sharing, “I don’t think my son really knows yet how expensive college is. He doesn’t seem to be worried. We’re not there yet, looking into pricing.”
- Spanish-speaking parents have a great deal of trust in community organizations like Casa de La Amistad when looking for information on preparing for college and the associated costs.
- School representatives, including teachers, counselors, and administrators, remain the most trusted source of information for parents on navigating post-secondary education options for their children.
- Parents prefer to receive either physical documents or emails with information; social media is not a preferred contact method.

— **In practice:** Direct mail is a great format to contact parents because of their preference for physical documents.

COUNSELOR FOCUS GROUP

- Counselors are doing everything they can to support all students, and while they recognize the immense value of 21st Century Scholars, monitoring enrollment and step completion is not high on their list of day-to-day priorities.
- Counselors highlighted that students, parents, and teachers lack understanding that 21st Century Scholars should be a cohesive, multi-step process. This causes disconnects between steps in middle school, high school, and postsecondary education that allow students to fall through the cracks.
- One counselor explained, “The parent doesn’t really understand, so the student doesn’t really understand, then the student doesn’t know what they’re doing in high school. All the steps in the process are disconnected from one another.”

— **In practice:** When possible, communications materials should emphasize the full process of 21st Century Scholars. One potential solution is to create a graphic showing the interconnected steps of the program from middle school through college.



RECOMMENDATIONS

Based on these findings, we recommend the following strategic approaches to 21st Century Scholar enrollment and retention efforts in St. Joseph County:

Create St. Joseph County-tailored 21st Century Scholars support assets.

LearnMoreIndiana.org is home to a plethora of information and resources for Indiana students, with many dedicated specifically to 21st Century Scholars. Assets include [guides for each year of high school](#), a [prep booklet for college success](#), and an overview of the [incentives available at Indiana colleges](#). While these assets address almost all concerns raised by audience focus groups, they are not easily accessible. They are often lengthy, sometimes over 50 pages, and are difficult to locate on the Learn More Indiana website. St. Joseph County could use these existing assets as a starting point for information to create assets tailored to local students. This process could be as simple as receiving editable files from the state to brand with St. Joseph County logos and condense into easily digestible, one- to two-page documents. In addition, we recommend creating short videos discussing frequently asked questions, like how to take advantage of college credit banking in high school to allow for more class flexibility in college.

Reframe 21st Century Scholars as a pathway to increased life and career choices.

21st Century Scholars serves as a gateway to economic mobility. However, that messaging is quickly tied to a perception that the scholarship is for “poor families.” We recommend reframing the messaging to focus on the freedom and increased choices a debt-free education provides, rather than the ability to climb the socioeconomic ladder.

Empower school communications directors to share information on 21st Century Scholars at regular intervals.

As it stands, most of the communication on 21st Century Scholars falls to teachers and guidance counselors. Both groups are already facing an immense workload, making additional tasks, like reminding a student to complete a service activity during their freshman year, fall off their priority list as they work to support as many students as possible. Additionally, the creation of communications materials is often done ad-hoc, with quickly designed flyers and brochures posing the risk that families might question the legitimacy of 21st Century Scholars' promise. Alongside the creation of a 21st Century Scholars calendar for stakeholders, we recommend the bulk of non-academic task communications fall to communications directors or equivalent staff members. Regular communications, delivered in the form of emails and text reminders, can encourage students to speak with their counselor or teacher with questions. This sharing of responsibilities allows for counselors to focus on individual student supports, rather than the logistics of contacting large numbers of students.

Strengthen strategic partnerships with community groups like La Casa de Amistad to encourage 21st Century Scholars Enrollment.

As has been noted, education personnel are overwhelmed with responsibility and cannot focus on 21st Century Scholars enrollment as much as they would like to. Community organizations that work with populations likely to qualify for the program already serve as credible messengers for encouraging enrollment. There is opportunity to increase the number of reminders students and families have around the program's value, building upon the invaluable work already being done by these organizations. In addition to enrollment, these organizations can continue to serve as additional sources for accountability to students in completing the various program benchmarks throughout their educational careers.

— **In practice:** Experts from the Commission for Higher Education can host informational sessions with St. Joseph County nonprofits/ community-serving organizations so that spokespeople from these organizations are equipped with the knowledge they need about 21st Century Scholars to inform the parents and students they serve about the scholarship.

Rely on “near-peers” to serve as messengers when possible.

High school and college students emphasized that they trust older family members (e.g., siblings, cousins and others close to them in age) and friends most when it comes to seeking out information on their educational journey. When possible, schools and organizations should use these “near-peers” to deliver important information. This could include using enrolled high school students to encourage middle school students to enroll or having local college students work with high school juniors and seniors on the college application process.

Develop 21st Century Scholars support mentors and internships.

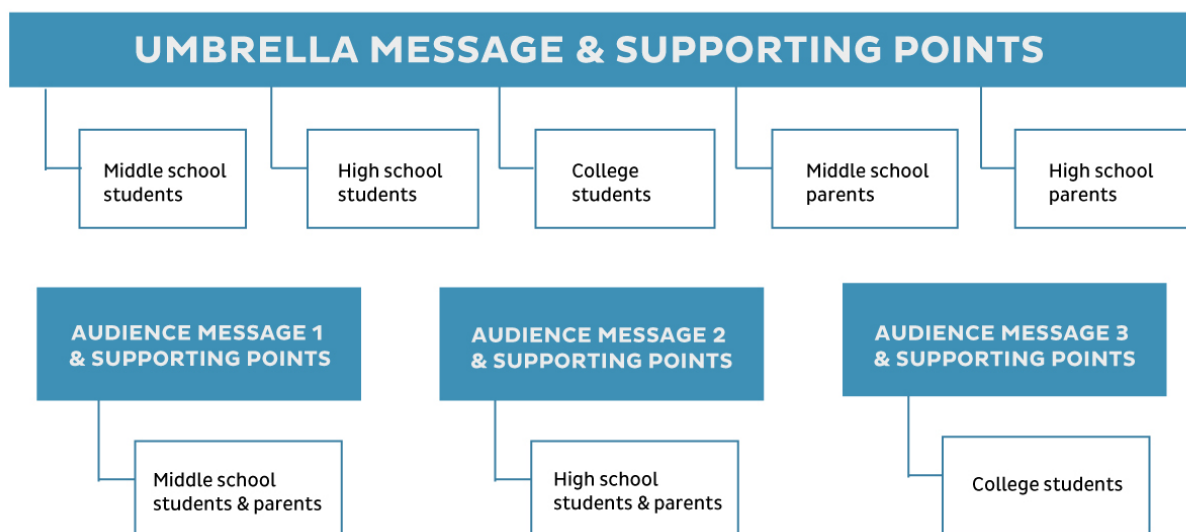
Counselors acknowledge they do not have the capacity to fully support 21st Century Scholars in the way that students have requested (via regular reminders, time to walk through requirements, etc.). At the same time, students enrolled in the program, and those who have successfully completed it, have expressed a desire to remain involved in a mentorship capacity. To help provide counselors the support they need and create a meaningful opportunity for Scholars and alumni to engage with the program, we recommend creating an internship program for college student 21st Century Scholars and a mentorship initiative for 21st Century Scholar alumni. This would also fulfill older students' need to complete an internship, or equivalent experience, which is mandated to retain their 21st Century Scholarship, and would give alumni an opportunity to stay engaged with the program.

College interns would focus on meeting with students and ensuring specific tasks and requirements for 21st Century Scholars are completed and entered in ScholarTrack. Alumni mentors could focus on the less tangible aspects of preparing for life after high school, including advice on choosing a college or other postsecondary program, exploring cultural centers and other support resources on campuses, and otherwise serving as a trusted “near-peer,” non-family source of advice when navigating the post-high school experience.

In practice: *Schools can host pizza parties, or similar events, to introduce older scholars to younger scholars and form organic mentoring relationships.*

MESSAGE FRAMEWORK

To help inform campaign collateral, including branding, one-pagers/fact sheets, talking points, direct outreach/ 1:1 conversations, presentations/ events, press materials, social content, advertising and other marketing assets, we have created two main sets of messages. The umbrella messages take a holistic approach to discussing 21st Century Scholars and are relevant to all stakeholders. The three audience-specific messages are meant to target students and parents at different steps in the 21st Century Scholars process.



Umbrella Messages

21st Century Scholars empowers students to earn a debt-free college degree, enabling them to find their path in life with freedom around what comes next.

- The conversation around college is heavily focused on student debt and how crippling it has been for a generation of young people. 21st Century Scholars greatly minimizes debt and all the limitations that come with it.
- A debt-free graduation means more freedom. Graduates unencumbered by significant debt have more options of where to live and work after college, and more resources to live the life of their choosing.
- Without the stress of student debt, graduates are better equipped to invest in their community, both financially and with their time, rather than being burdened with the need to pay down ever-increasing postsecondary loans.

— **In practice:** *Messengers should focus on the concept that 21st Century Scholars increases students' choices rather than limiting them, a concern that has been raised both by students and parents.*

In our fast-changing economy, students need to begin preparing for life and work after high school when they are in middle school. By enrolling in 21st Century Scholars in 7th or 8th grade, students get started on the path to post-high-school success.

- By requiring enrollment in middle school, 21st Century Scholars begins early with engaging students in exploring their career interests and what steps are needed to obtain that career.
- 21st Century Scholars' requirements place students on a path to success by spacing out key college preparation tasks throughout high school, taking the pressure off their junior and senior years.
- The financial support of 21st Century Scholars greatly increases a student's ability to choose the career they want to pursue and the education or training they need to obtain it. They can begin work, attend a trade school, or pursue a four-year degree, without concern of the associated tuition costs.
- 21st Century Scholars promotes sustained academic success, with minimum GPA requirements to keep students on track for success in college.

— **In practice:** *Local businesses can share information with employees on the opportunity for students to jump-start their careers*

21st Century Scholars is the simplest path to a life-changing college degree for qualified students.

- The enrollment process is simpler than any other major scholarship. There are no funding caps, no extensive essays and no interviews. Families just need to fill out one form, one time, and provide basic financial information.
- The steps required for program completion in both high school and college are manageable tasks that students need to pursue to prepare for college, regardless of enrollment in 21st Century Scholars.

- It's urgent that students are encouraged to apply for the scholarship as soon as possible, with continued reminders as long as they remain eligible to apply. If students miss the enrollment window, no other scholarship with the same low barrier to entry exists.
- 21st Century Scholars is one of the top publicly funded scholarship programs in the country, as it is noncompetitive, with no current cap on the number of students who can receive it.
- Indiana college graduates [report higher levels of well-being](#) than the average individual, with a greater sense of purpose and better social and financial well-being, all of which contributes to their life satisfaction.

For first-generation students navigating the college process, 21st Century Scholars acts as a trusted guide, offering students support and milestones to achieve college and career success.

- Navigating career and post high school education is complicated for all students, and especially for those whose family members did not attend. 21st Century Scholars is designed to provide support, resources and guidance to keep students on track.
- 21st Century Scholars is run by the Indiana Commission for Higher Education, which employs a full-time team of 12 outreach team members who answer students' questions about 21st Century Scholars and other programs.
- Financial security is important for educational success. Removing the burden of tuition allows students to focus on academics and put money earned from part time jobs or internships towards living expenses, not academic costs.

21st Century Scholars helps Indiana communities thrive by growing the pipeline of college graduates, which leads to a stronger workforce and higher quality of life.

- A college degree increases an individual's long-term earning potential, on average by \$22,000 a year. More college graduates in St. Joseph County means strengthening local tax bases and investment in the community.
 - Source: [Benefits of a Degree](#)
- An increased pool of college graduates supports a more robust workforce and talent pipeline for current, and future, local businesses.
- College graduates in Indiana find greater life satisfaction in key areas, including sense of purpose, social well-being, financial well-being, community well-being and physical well-being.
 - Source: [Indiana Commission for Higher Education](#)

— In practice: Local businesses can create displays around the importance of 21st Century Scholars to St. Joseph County, increasing awareness of the program and its benefits.

AUDIENCE 1: MIDDLE SCHOOL PARENTS & STUDENTS

The earlier students and their families begin to think about what they want from life after high school, the easier it is to achieve.

- The decision to pursue education after high school may not happen until a student's senior year, but deadlines for major scholarships and other forms of financial support come much earlier.
- Students in Indiana have the option to pursue five different types of high school diplomas, each of which impact the options available to them upon graduation. The path towards a diploma begins towards the end of middle school, making early planning for the future critical.

— **In practice:** Teachers could provide low-level simple incentives such as extra credit or small rewards to encourage students who are unconvinced of the importance of planning for college in middle school.

21st Century Scholars provides students a path to a debt-free degree, giving them freedom to choose what they want for their future.

- Enrolling in 21st Century Scholars means that if a student decides they do want to pursue a two- or four-year degree their senior year of high school, they won't face major financial obstacles to do so.
- 21st Century Scholars supports more than just four-year bachelor's degrees. Students can use the funding to pursue trade certifications through a community college, or other short-term credentials that improve their ability to land good-paying jobs.

AUDIENCE 2: HIGH SCHOOL PARENTS & STUDENTS

21st Century Scholars makes it easier for students to prepare for success in college and career by providing them a series of key steps to complete before enrolling in college.

- The benchmarks put in place by 21st Century Scholars, like participating in service activities or maintaining a GPA of 2.5 or higher, align with activities that will lead to academic success in college, as well as degree completion.
- 21st Century Scholars provides accountability for students on educational milestones outside of the classroom, like researching and applying for additional scholarships and completing some form of workplace experience.

Participating in 21st Century Scholars provides key supports for first generation college students.

- Traditionally, college students have been expected to rely on the guidance of older family members when navigating the college process, putting pressure on family and creating a barrier for first generation students.
- 21st Century scholars serves as a support system for students to complete milestones, like refiling the FAFSA or finding an internship.
- 21st Century scholars also helps students identify mentors to support them through their post-high-school journey. These mentors help students navigate steps such as when to purchase textbooks or which extracurricular activities to pursue.

AUDIENCE 3: COLLEGE STUDENTS

Finding a strong support network is critical to successfully complete 21st Century Scholars.

- Navigating college is difficult. Finding support networks through cultural centers or first-generation student organizations is a proven way to ensure success with the program.
- College is full of choices. Connecting with mentors gives you the support you need to ensure you're not figuring out every step alone.

21st Century Scholars provides flexibility during your college journey to ensure you stay on a path to graduation and retain the scholarship.

- College is messy and doesn't always go exactly as planned. 21st Century Scholars provides built-in flexibility, like allowing students to bank dual-enrollment credits from high school to meet the 30-hour credit requirement.
- Maintaining 21st Century Scholars means meeting the requirements each year you are enrolled. That's why it's vital for you to understand all of your options and pathways before you begin freshman year.

Completing a degree or certification through 21st Century Scholars drastically improves long-term career prospects.

- On average, students with a college degree earn \$22,000 more a year than those with only a high school diploma.
- An estimated 60% of all jobs nationally require education beyond high school.
- College graduates see a 50% increase in job security compared to their peers with only a high school diploma.
 - » Source: [Benefits of a Degree](#)

— ***In practice:*** Local employers can create internships specifically targeted at scholars, both allowing scholars to complete a scholarship requirement and begin a professional pathway within St. Joseph County

A background image showing several black graduation caps (mortarboards) with blue tassels floating in the air. Below the caps, several hands are visible, some reaching up, suggesting a celebratory moment at a graduation ceremony. The image has a blue-to-white gradient overlay.

COMMUNICATIONS CALENDAR

Best Practices

- Ensure branding is consistent between forms of contact to ensure recipients know the contact is legitimate. Best practices include using consistent email subject lines and using materials created by the Indiana Commission for Higher Education or CFSJC when relevant.
- The promise of free college tuition can sound too good to be true, therefore newly created communications materials should follow the formatting guidelines outlined by the 21st Century Scholars initiative style tyle to allow families to trust the information is coming from a legitimate source.
- Include relevant stakeholders on mass communications efforts. For example, counselors should be CC'd on emails sent by communications directors about registering for the SAT/ACT.
- Students and parents should be able to meet with counselors or other school officials with questions and this access should be emphasized through communications collateral. One-on-one conversations are consistently the most effective way to get desired outcomes, like students enrolling in the program
- Parents most trust educators/school officials as messengers, while students prefer “near peers” (slightly older friends and family). Communications efforts targeted at these groups should utilize their preferred messengers when possible.

LEGEND:Communications
Directors

Counselors

Administrators

College Academic
AdvisorsCommunity
Organizations

Month	Grade	Description	Position
August	Rising 7 & 8	Within the context of existing summer organizations, community organizations meet 1:1 with eligible families about enrolling in 21 st Century Scholars and the benefits (share Enrollment Flyer , available in English, Spanish, Burmese, and more.)	
	9	Counselors hold meeting with students to create a Graduation Plan (Share Grade 9 Scholar guide). Communications directors arm counselors with talking points. As part of Indiana's academic pathways, the Graduation Plan is a step for any student; we just recommend additional emphasis on the extra requirements for 21 st Century Scholar students.	
	11	Communications directors email reminder to students to schedule a campus visit (Share Grade 11 guide and college success guide). Reinforce this message with a separate direct mail piece sent to 11 th grade students' homes.	
	College	Students meet with academic advisor to discuss credit requirements and additional College and Career requirements for 21st Century Scholars .	
September	7	Counselors first inform students and parents about 21 st Century Scholars (Student presentation – share Enrollment Flyer , available in English, Spanish, Burmese, and more.)	
	8	Counselors remind students of 21 st Century Scholars (Student presentation – share Enrollment Flyer , available in English, Spanish, Burmese, and more.)	
	10	Communications directors email students about taking a career interests assessment (Share Grade 10 guide).	
	11	Communications directors email reminder to students to schedule time to take the SAT/ACT.	
October	9	Communications directors email teachers reminder to play Paying for College 101 in each 9 th grade home room (or equivalent class) and remind 21 st Century Scholars they can log the activity in ScholarTrack . • NOTE: During the focus groups, counselors lamented that most of their time working with students is spent helping them reset their password to log in to ScholarTrack.	
	10	Communications directors email students about finding a workplace Experience Opportunity, with the opportunity for the Chamber of Commerce to support students by connecting them with local employers.	

Month	Grade	Description	Position
	12	Communications directors send an email and create social media posts encouraging students to submit college applications by Nov. 1 (Share Grade 12 guide , re-share college success guide via email.) Reinforce this message with a separate direct mail piece sent to 12 th grade students' homes. <ul style="list-style-type: none"> • IU and Purdue require applications by Nov. 1 for students to be eligible for additional scholarships. 	
November	7 & 8	Communications directors send families a direct mail letter encouraging 21 st Century Scholars enrollment that is signed by a high level school administrator. Also post 21st Century Scholars enrollment video on social media channels, reminding to students and parents to enroll in 21 st Century Scholars.	
	12	Communications directors email students and parents and post on social media reminders to submit the FAFSA as soon as possible. Because some additional scholarships are first come first serve, submitting early means setting yourself up for success.	
	College	College academic advisors send email reminder to students about maintaining progress on credit requirements when registering for spring semester classes and additional required activities with an offer to meet and discuss any questions or concerns.	
January	9	Communications directors email students about participating in a service activity that can be logged in ScholarTrack.	
	11	Communications directors email teachers the Scholarship Research Worksheet to be shared with students in home room (or equivalent class) with the reminder that 21 st Century Scholars can log the activity in ScholarTrack.	
February	7 & 8	Communications directors send an email to parents and students reminding them about 21 st Century Scholars enrollment, resharing the Enrollment Flyer and including the 21st Century Scholars 25th Anniversary Report . Reinforce this message with a separate direct mail piece sent to 7 th & 8 th grade students' homes.	
	College	College academic advisors send students an email reminder to file FAFSA and ensure they are on track to meet the 30-credit hour requirement, sharing the College Credit Completion Requirements .	
March	12	Communications directors email teachers to play College Success 101 in each 12 th grade home room (or equivalent class) with the reminder that 21 st Century Scholars can log the activity in ScholarTrack.	

Month	Grade	Description	Position
April	10	Communications directors email students to watch the Estimating your College Costs video and log the activity in ScholarTrack.	
	12	Communications directors send students and parents an email and text message reminding them to file the FAFSA if they have not done so already.	
May	7 & 8	Communications directors send the final 21 st Century Scholars enrolment reminder for the school year via a combination of email and text messages, as well as a direct mail piece. They emphasize that June 30 th is the final deadline for 8 th grade students.	
	College	College academic advisors send students an email reminder ensuring they are registering for fall classes on track to meet the 30-credit hour requirement, sharing the College Credit Completion Requirements .	
June	7 & 8	Community organizations work with eligible students to complete 21 st Century Scholars enrollment by June 30 th , including by hosting registration drives with incentives such as free pizza.	
July	Rising 7 & 8	Within the context of existing summer organizations, community organizations meet 1:1 with eligible families about enrolling in 21 st Century Scholars and the benefits (share Enrollment Flyer , available in English, Spanish, Burmese, and more.)	

SUPPLEMENTAL DOCUMENTATION

Comprehensive documentation was carried out for the message summit, communications audit, and focus groups. This includes real-time notes from focus groups, recordings of focus groups and the message summit, as well as an in-depth analysis of the communications audit findings. A list of each event and associated documentation can be found below, with materials available upon request from the Community Foundation of St. Joseph County.

Aspect	Date	Participants	Documentation
Message Summit	February 12, 2021	20	<ul style="list-style-type: none">• Summit Agenda• Summit Report• Summit Audio Recording
Communications Audit	February 19 - March 17, 2021	11	<ul style="list-style-type: none">• Survey Responses• Communications Materials Examples• Audit Report
High School Student Focus Group	March 31, 2021	14	<ul style="list-style-type: none">• Focus Group Notes
College Student Focus Group	April 1, 2021	9	<ul style="list-style-type: none">• Focus Group Notes• Focus Group Video Recording
21st Century Scholars Alumni Focus Group	April 21, 2021	13	<ul style="list-style-type: none">• Focus Group Notes• Focus Group Video Recording

Aspect	Date	Participants	Documentation
Counselor Focus Group	April 29, 2021	11	<ul style="list-style-type: none">• Focus Group Notes• Focus Group Video Recording
English Speaking Parent Focus Group	May 24, 2021	10	<ul style="list-style-type: none">• Focus Group Notes
Spanish Speaking Parent Focus Group	May 25, 2021	7	<ul style="list-style-type: none">• Focus Group Notes