

CHALLENGE
DETROIT



2018-2019

Annual Report.

Cultivating Diversity.

Challenge Detroit is a year-long fellowship program that cultivates diverse, innovative, community-minded leaders from the City of Detroit and across the country, fostering their talents to support local initiatives that move Detroit forward. We support and seek diversity in every facet of the organization; from the companies we partner with to employ our talent, the Fellows themselves, and the nonprofits we support. Diversity and inclusion are cornerstones of our work - we focus on securing local companies that are diverse representations of size and industry, we embrace a majority female staff and a majority of female participants who are from various racial and ethnic backgrounds, and we work with nonprofits that support diverse neighborhoods and stakeholder groups across the city. A key element of inclusion for Challenge Detroit is ensuring that Detroiters have a place and voice in all facets of our program.

Commitment to Diversity.

Our approach starts with recruiting minority talent from Detroit and beyond to apply to the program, as well as building diverse host company relationships from a variety of industries. Once the host organizations and Fellows are selected, we onboard our Fellows with an intentional focus on providing immersive learning about Detroit's communities and neighborhoods as well as a historical perspective of race and equity in Detroit. Over the course of the program year, we celebrate multiculturalism, provide workshops, and create opportunities for conversations with Fellows and community leaders on perspectives of culture, race, equity, and other social issues. Finally, we offer Fellows opportunities to both learn and make an impact in collaboration with diverse individuals and organizations across the community.

Diversity in our community, the workplace, and our program is critical, especially diversity of thought. Bringing together individuals with unique backgrounds and expertise, from different places, with varied beliefs and experiences allow for greater learning and results in maximizing the impact on our community. Because of our commitment to an continued focus on supporting diversity, we received the Corp! magazine Diversity Champion award in 2019, which recognizes businesses and leaders who champion diversity initiatives and achievements within their organization and/or the community.





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The Idea.

What We Do

- Attract and retain innovative, college educated professionals by sharing about the issues and opportunities facing the city and giving selected individuals a chance to learn and make an impact alongside longtime Detroiters
- Portray Detroit and the surrounding region as a place people can live, work, play, give, and lead
- Contribute to the revitalization and community development efforts of the city and region through incremental impact and learning by doing

How We Do It

- Launch a local and national recruitment effort to raise awareness of Challenge Detroit and the amazing opportunities in the city
- Act as a platform to share balanced and positive messages about Detroit, showcasing the Fellows, companies and non-profit partners that bring the program to life
- Create jobs and stimulate the economy by partnering with top companies to serve as hosts to Challenge Detroit's Fellows
- Further work with these companies to build partnerships that ultimately support the professional development of the local workforce while contributing positively to community impact efforts
- Spearhead a robust leadership program, centered around innovation and design thinking to support ongoing skill development that helps Fellows in their jobs and their work with Challenge Detroit's nonprofit partners
- Design six-week team challenge projects to leverage the creativity, resources and intellectual capital of Fellows to positively impact operations, fundraising, programming, marketing and other critical functions of the nonprofits we serve





7 Years of Impact.

\$11,000,000
economic value generated

140+
non-profits supported

15+
alumni ventures

200+
jobs created

80,000
social media connections

90
host companies

4,000+
applicants

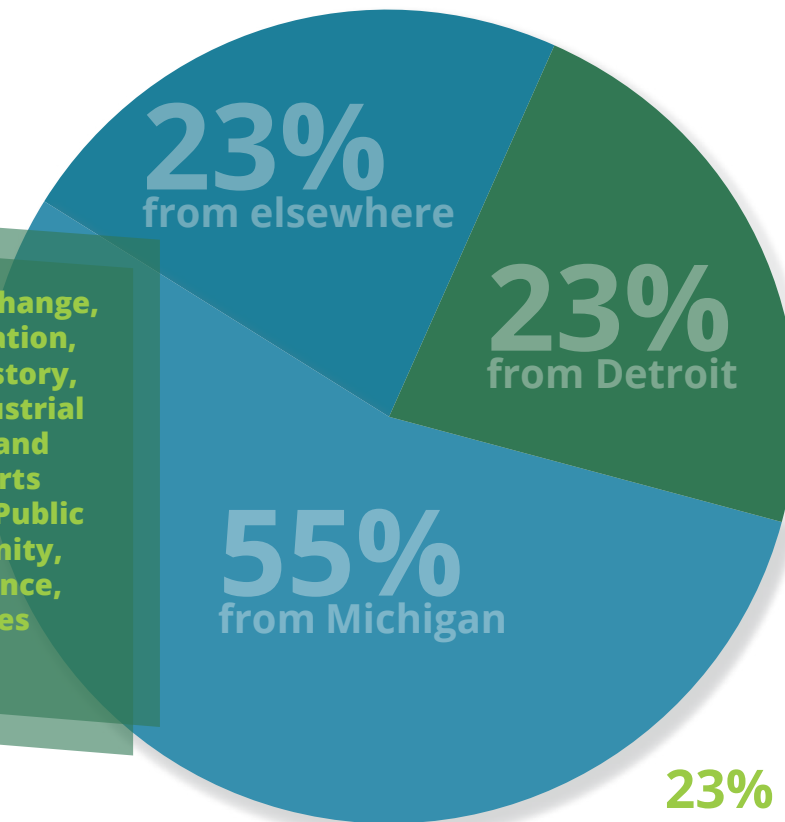


The Fellows.

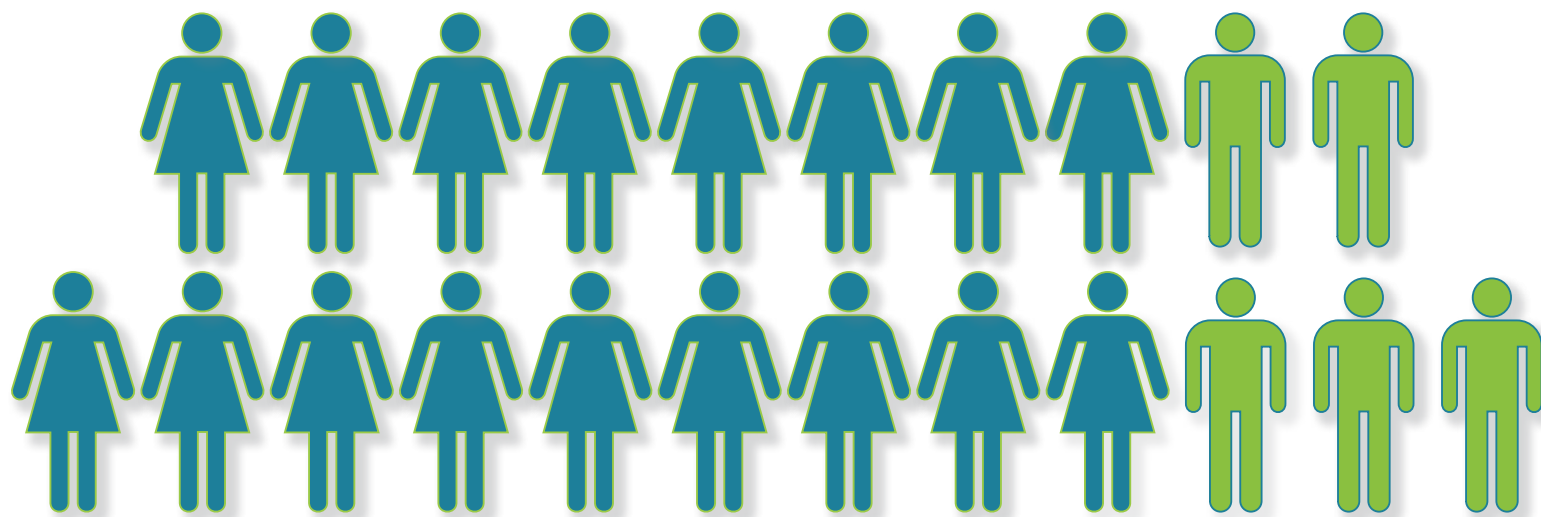
Host companies commit to hosting a Challenge Detroit Fellow each week, Monday through Thursday, and providing them a chance to impact the community every Friday with Challenge Detroit. Participating companies are in a variety of industries, and range from small startups to nonprofits to large corporations. These companies reflect the diverse Detroit business marketplace, all with the common belief in the importance of retaining and attracting innovative, entrepreneurial thinkers. Along with the Fellows they employ, they're committed to philanthropic initiatives and bettering the city of Detroit.

Diversity of Intellect

Sociology, Art & Design, Community Action & Social Change, World Politics, Economics, Architecture, Communication, Political Theory & Constitutional Democracy, Art History, Business Administration, International Studies, Industrial Design, Photography, Public Administration, Arts and Humanities, English, Theatre Arts & Performing Arts Management, Graphic Design, Psychology, Global & Public Health, Broadcast & Cinematic Arts, Master of Divinity, Environmental Policy & Management, Political Science, American Studies, Social Work, New Media Studies



77%
women



Education

77% attended Michigan schools

University of Michigan, Michigan State University, Lawrence Technological University, Western Michigan University, University of Detroit Mercy, Wayne State University, Oakland University, College for Creative Studies, Central Michigan University, Moody Theological Seminary, Alma College

100% bachelor degrees

23% attended out of state schools

Loyola University Chicago, University of Notre Dame, Maastricht University, University of California Berkeley, Tufts University

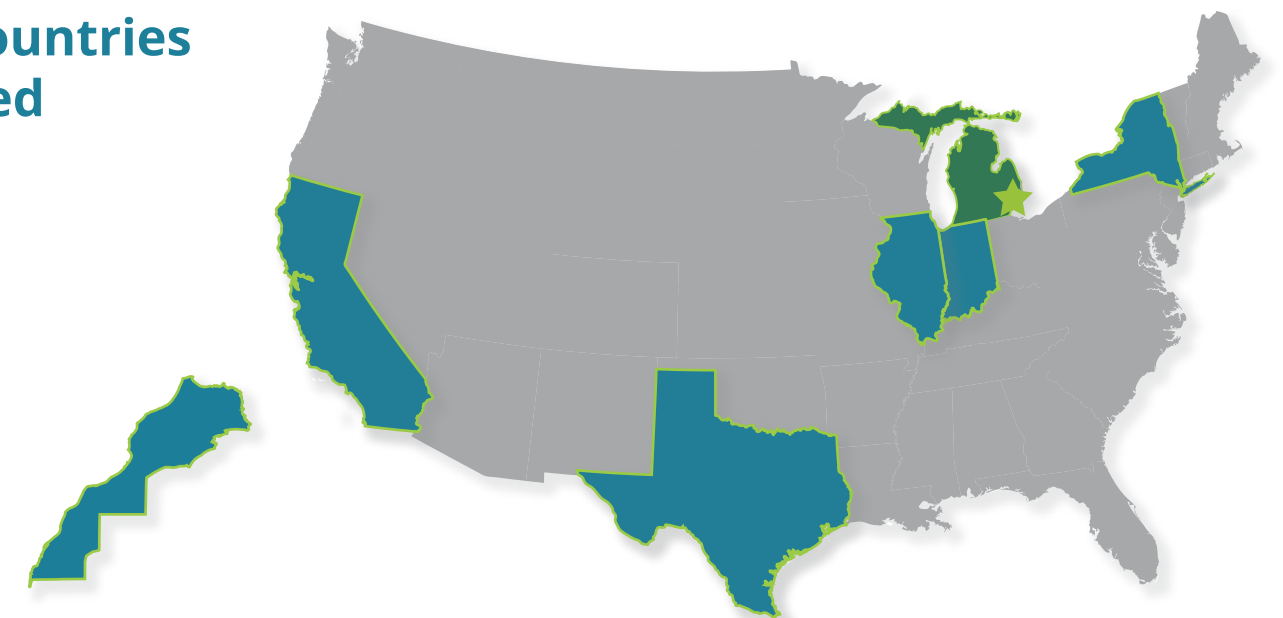
21% advanced degrees

Experiences

Participants join us from a wide array of experiences including internships, jobs and volunteer engagement with companies and organizations such as the M-1 Rail, Girl Scouts, The Detroit Independent Freedom Schools Movement, the Detroit Institute of Arts, Focus: HOPE, Public Allies, Detroit Future City, Global Detroit, Better Block Detroit, AmeriCorps, Detroit Collaborative Design Center, Arab American National Museum, ACCESS, Motor City Freedom Riders, United Way for Southeastern Michigan, Girls on the Run International, Better Homes & Gardens Magazine, United States House of Representatives, City Year, and Belle Isle Conservancy.

States & Countries Represented

Texas
Michigan
Morocco
Illinois
Indiana
California
New York





The Fellows.



Addison
Mauck



Alexandra
Borromeo



Ayesha
Miah



Carmen
Gibes



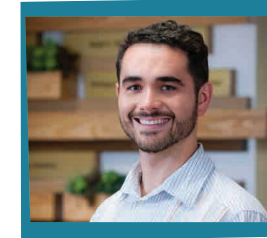
Chelsea
Coss



Makenzie
Furber



Meghan
Strickland



Parker
Jean



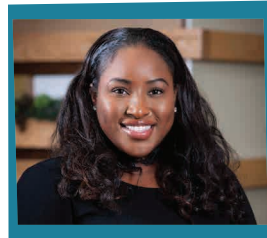
Sarah
Gargaro



Tina
Saad



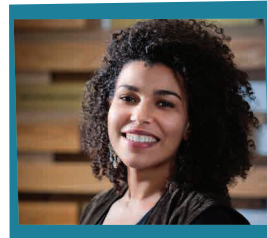
Claire
Antrassian



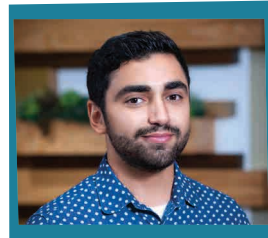
Danielle
El-Amin



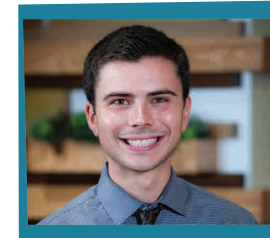
Emma
Hays



Hind
Ourahou



Idrees
Mutahr



Zachary
Baker



Zienab
Fahs



Jarrett
Sanders



JeNiece
Freeman-Holt



Jocelyn
Aptowitz



Julian
Rucker



Kaitlyn
Bushbaker



The Companies.

Host companies commit to hosting a Challenge Detroit Fellow each week, Monday through Thursday, and providing them a chance to impact the community every Friday with Challenge Detroit. Participating companies are in a variety of industries, and range from small startups to nonprofits to large corporations. These companies reflect the diverse Detroit business marketplace, all with the common belief in the importance of retaining and attracting innovative, entrepreneurial thinkers. Along with the Fellows they employ, they're committed to philanthropic initiatives and bettering the city of Detroit.



2018-2019 Host Company Partners

MICHIGAN
OPERA
THEATRE



DTE
Foundation



the Platform



MOSHER
DOLAN



DTE

CLARK HILL



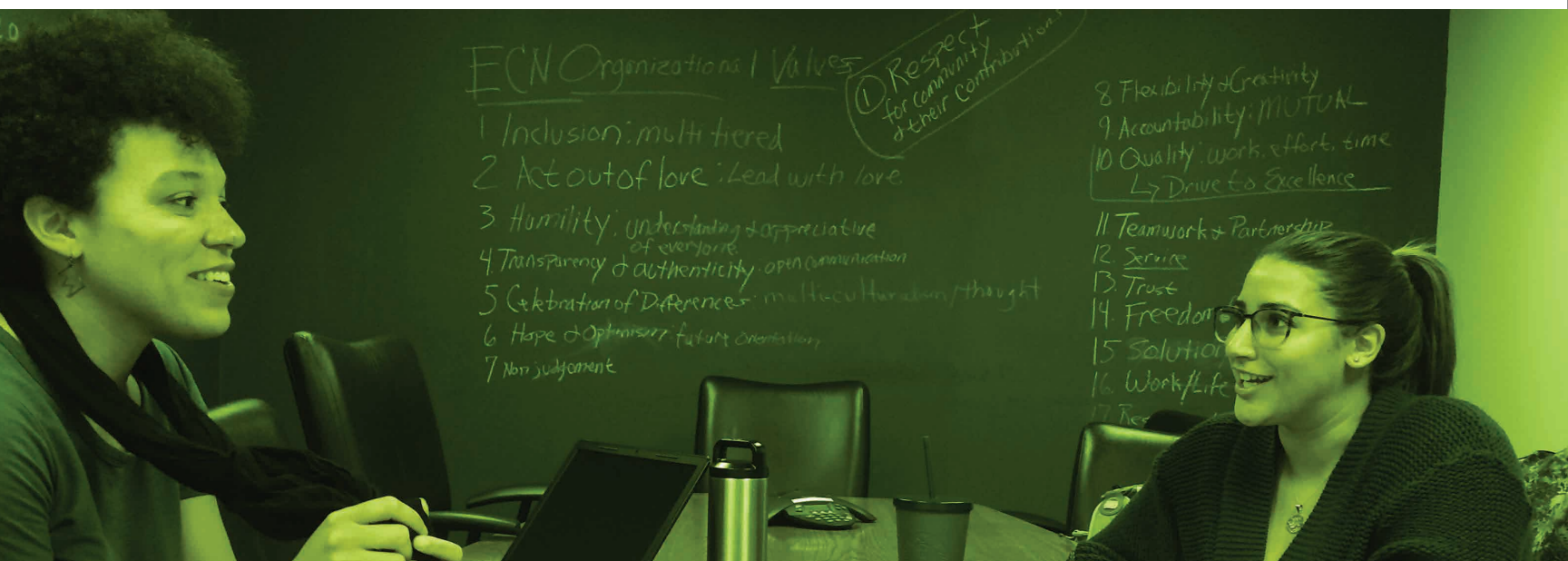
The Challenges.

The heart of the Challenge Detroit program and a key driver of successfully attracting talent and impacting the community are the challenge projects. Every Friday, Fellows come together and work in teams to generate innovative and meaningful solutions to pressing challenges and opportunities facing our Challenge Detroit nonprofit partners and the communities they serve.

2018-2019 Fellows participated in five challenge projects in partnership with individuals and organizations across Detroit's neighborhoods, helping to further their missions in the city. Fellows centered their efforts on issues such as equitable small business growth, community partnerships, neighborhood engagement, and youth engagement. Their various skill sets, backgrounds, and points of view provide unique value. The projects build nonprofit organizational capacity by offering intellectual service and collaboration with top talent at no cost.

Challenge Detroit has developed a robust needs assessment used to design projects that will most effectively leverage Fellows' talent while achieving optimal impact for a nonprofit. Fellows are trained in a design thinking framework. They work on teams and use project management skills to execute each challenge over a six-week period. A key element to each project, and to the design thinking method, is empathy; the Fellows participate in empathy based activities to understand the needs of the organizations, individuals and community they are serving through each project. Challenge Detroit has refined the process, tools, and frameworks used to deliver on innovative team challenge projects.

At the end of each project, the nonprofit partner is provided with a comprehensive set of deliverables ranging from marketing and fundraising campaigns to organizational strategies and assessments to video and other storytelling pieces. The nonprofits then leverage and integrate these deliverables both internally and externally.



2018-2019 Challenge Partners



MARINERS INN
A Shelter and Treatment Center for the Homeless

MICHIGAN
OPERA
THEATRE



CENTURY FORWARD»»





The Challenges.

Community Economic Development

Eastside Community Network (ECN) is a community development organization that develops people, places and plans for sustainable neighborhood growth on Detroit's eastside.



EASTSIDE
COMMUNITY
NETWORK



Challenge Overview

For our first challenge project of the program year, we partnered with ECN to support business owners along the Mack Avenue commercial corridor. Teams of Fellows focused specifically on business engagement, marketing strategy, research and site assessment, public art, website design, and landscaping and corridor maintenance. Deliverables and recommendations created by the Fellows will help shape and inform the continuing implementation of the Mack Avenue corridor improvement strategy and plan for ECN.

Challenge Outcomes

ECN has continued to grow the Mack Ave Business Association (MABA), collecting membership dues from 10 businesses along the corridor. ECN has used the MABA logo designed by Fellows, making the logo into a sticker for MABA members to display in their storefront windows. As recommended by Fellows, the sticker has a QR code which directs to the MABA Detroit Facebook page. Facade improvements are happening at four business locations - two will have an artistic tone and two will be upgrades/cleaning on their existing structures. Stakeholders were thrilled to be a part of the project process showcasing Mack Avenue, and the business owners were happy to have the opportunity to tell their stories.



"ECN was thrilled to work with the Challenge Detroit Fellows. They were eager to learn and receptive to suggestions along the way. They valued everyone's input and made our stakeholders on Mack excited that attention was being paid to the Mack Ave Corridor."

-Suzanne Cleage, Director of Neighborhood Growth



Design Question:
How might we support community economic development on the Mack Avenue Commercial Corridor?



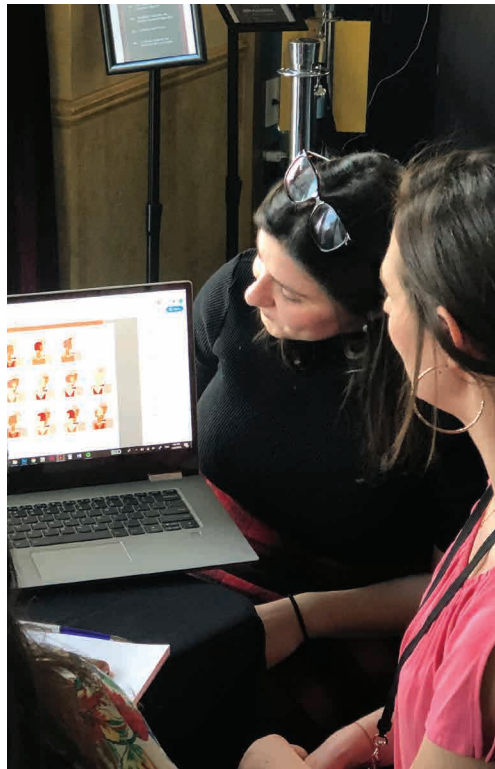


The Challenges.

Arts and the Community

Michigan Opera Theater (MOT) is the premier multi-disciplined producer and presenter for opera, musical theatre, and dance in the Great Lakes Region and based in the city of Detroit.

MICHIGAN
OPERA
THEATRE



Challenge Overview

In support of MOT's goal to provide compelling cultural enrichment for inclusive audiences and communities that it serves, our project focused on engaging and sustaining the next generation of diverse arts patrons with Michigan Opera Theater. Teams created deliverables including a community outreach strategy and creative recommendations to incorporate into MOT's signature BravoBRAVO! event as well as a Young Patrons Circle.

Challenge Outcomes

Michigan Opera Theatre is rolling out the first season of its Young Patrons Circle in the 2019-20 season. The Fellow's stakeholder interviews allowed MOT to present the "Young Patrons Circle" vision to the MOT Board of Directors, which was approved. Community outreach contacts curated by Fellows cultivated meaningful community partnerships, including a 2019 summer series of concerts across Metro Detroit. MOT scheduled 20+ events for summer 2019 with branding such as "High Notes Happy Hours" conceived by Challenge Detroit Fellows. MOT is also developing a summer event in their own opera house per Fellow suggestion. The Fellow's recommendations for MOT's signature BravoBRAVO! event were crucial in bringing a well-rounded voice to the implementation of the event and enabled MOT to target the event toward philanthropic giving and supporting the city of Detroit. MOT cut its expense budget in half for the BravoBRAVO! Fundraiser event, partially due to work done by Fellows in designing the logo and historical markers in the venue and planning vendors. Over \$50,000 in sponsorship dollars were raised for BravoBRAVO! and two initial prospects were discovered through the Fellows' prospective donor research.

"Working with Challenge Detroit was an inspiring experience. The fellows created meaningful deliverables informed by both the MOT and the greater Detroit communities, opening the doors for future generations of opera audiences in our city."

- Frankie Piccirilli, Chief Development Officer



Design Question:
How might we engage the next generation of MOT patrons to sustain the Detroit Opera House as a cultural institution for the city of Detroit?





The Challenges.

Arts and the Community

Hannan Center is a nonprofit whose mission is to preserve the dignity and enhance the quality of life of seniors.



Challenge Overview

This project focused on the role of the arts in building age-friendly communities with the Hannan Center. Teams of Fellows worked with staff and stakeholders to create deliverables that offered recommendations on how to improve accessibility for older adults within the Hannan Center headquarters and across the surrounding Sugar Hills arts community in Midtown, marketing collateral to raise awareness about Hannan Center's programs, and teams also built an assistive device.

Challenge Outcomes

Hannan Center implemented many recommendations from the Marketing Toolkit immediately after the project ended. Hannan Center is now working directly with the Detroit Institute of Arts to create and install an outside art installation. There are plans to roll out the Fellow-designed "At Hannan Center You Are..." campaign when building renovations are completed along with other recommendations including accessibility changes, parking lot updates, and signage designs. Many quotes from the participant/stakeholder interviews have been used and will continue to be used in Hannan Center's marketing materials. Rolling out the Age Friendly Business/Organization project will be reviewed for inclusion in Hannan's 2020 Work Plan.



"The Challenge Detroit Fellows were a great value add to our organization; their skills, dedication, and creativity were helpful in moving our organization forward toward its goals."

-Misha Stallworth, Director of Arts and Culture



Design Question:
How might we inform the design of a rich arts environment in the Sugar Hill Arts District so that it is accessible for older adults?



The Challenges.

Neighborhood Resources

Century Forward is a nonprofit facilitating holistic revitalization through sustainable residential housing development that embraces grassroots community outreach and the power of creative place-making.

CENTURY FORWARD»»

Challenge Overview

This project looked at how to increase access to resources that support economic sustainability in the Fitzgerald neighborhood. Teams created deliverables that supported the design of a resident association and recommendations for community partnerships and neighborhood communications as well as recommendations for enhancing awareness about economic security, goods and services, and utilities and home improvement.

Challenge Outcomes

As a result of our collaboration, Century Forward laid significant groundwork in the Fitzgerald neighborhood for increasing communication and access to resources. Century Forward provided the full package of Challenge Detroit deliverables and recommendations to the Fitzgerald Community Council (FCC) and College Core Block Club (CCBC), two neighborhood block clubs, for current and future initiatives. The CCBC recommitted to the usage of block club captains, including a more robust set of responsibilities and engagement strategies and instituted use of a welcome letter to new neighborhood residents in 2019. Neighborhood leader LaTonya Thomas took on the Fellow recommendation to create a role of Social Media Manager for the CCBC and a reported 500% increase in Facebook activity. Through meetings with residents and community stakeholders, Century Forward elevated important issues to greater visibility and priority; and by working with focused leadership groups, helped clarify common priorities, identify concrete opportunities for collaboration, and spur the bolstering of their existing infrastructure so that continued implementation will be largely driven by neighborhood stakeholder groups.



Design Question:
How might we improve the quality of life in the Fitzgerald neighborhood by increasing access to resources that support economic sustainability?

"Each of the final deliverables was flexible enough to provide solid foundations and concrete directions without being overly prescriptive, thereby allowing for maximum utility and applicability as timing, budget, and implementing parties evolve."

-Michele Bolofer, Executive Director





The Challenges.

Prevention & Family Support Services

Mariners Inn is a leading treatment center nationally acclaimed for its professional approach toward alleviating the problems of homelessness and substance abuse.



MARINERS INN
A Shelter and Treatment Center for the Homeless



Challenge Overview

This project focused on ways to promote, market, and enhance prevention programs that support youth and families served by Mariners Inn. Teams of Fellows partnered with the Mariners Inn Prevention programs including the Youth Employment Program (YEP), Strengthening Families Program (SFP), Strong – Healthy – Empowered programs (SHE), and the Residential Youth Prevention Program (RYPP) as well as looked at overall funding support for these programs.

Challenge Outcomes

Implementation of program deliverables started mid-July/August 2019, including the S.H.E. Program Marketing Strategy book that mapped out game plans for each social media outlet and how to market new participants and mentors properly as well as the YEP Program marketing flyers and materials.



"Challenge Detroit Fellows were able to provide a young, fresh, and vibrant look at our current prevention programs. Many times our team is working diligently on making sure programs are successful but the Fellows brought in new ideas and perspectives that we had never considered."

- Carina Jackson, Chief Operations Officer



Design Question:
How might we promote, market, and enhance prevention programs that support youth and families served by Mariners Inn?



The Challenges.

Impact Projects

As part of the Challenge Detroit program, each Fellow has a culminating opportunity to partner with a nonprofit and co-design an executable project collaboration that will have a tangible, positive contribution in the community. Fellows completed their summer impact projects on a wide range of topics in partnership with 20 nonprofit organizations in neighborhoods across the city.



"We are so very grateful to JeNiece Freeman-Holt for her work, enthusiasm and creative ideas on our impact project collaboration to design a marketing internship. We definitely feel like we hit the jackpot!"

- Vickie Elmer, Co-Founder & Executive Director, Mint Artists Guild

2018-2019 Impact Partners



Beaumont



BRICK+BEAM DETROIT



Southwest Detroit Immigrant and Refugee Center



Design Question:
How might Fellows design and execute a project that will have positive, tangible impact in the Detroit community, building off of knowledge and experiences gained during the fellowship?



The Experience.

Play

One of the cornerstones of the program is play, or experiencing the city socially and culturally. To facilitate this, Challenge Detroit hosts activities with cultural partner organizations. Fellows are able to develop a bond with one another, learn about Detroit's rich history and culture, and experience positive, fun events throughout the city.

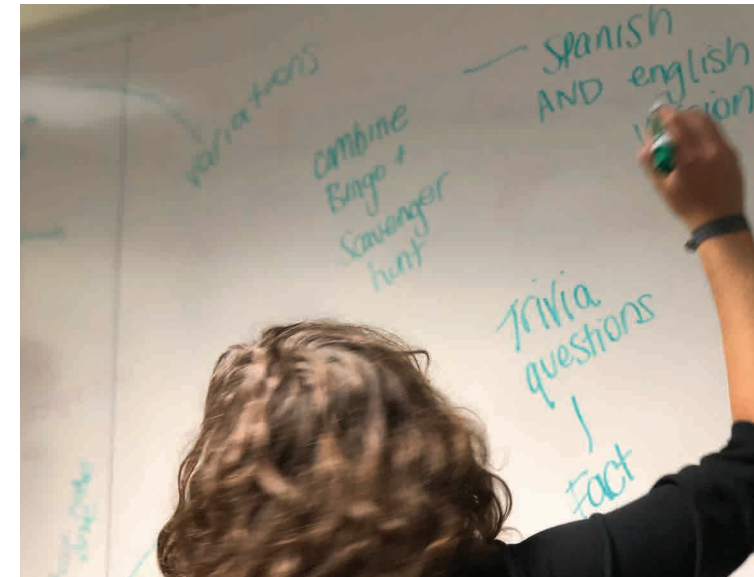




The Experience.

Lead

Another cornerstone of the program is lead, specifically “leading by doing.” Fellows not only have the chance to hold leadership roles on project teams, but participate in leadership development programming. After each project, Challenge Detroit hosts a Leadership Friday, consisting of speaker presentations from various roles, industries and leadership positions, interactive panels and workshops, bonding and skill development activities, and more.



The Leadership.



Deirdre Groves
Executive Director



Shelley Danner
Program Director



Paulette Bolofer
Talent & Engagement
Manager

Board of Directors

- **Frank Angileri** Partner, Brooks Kushman
- **Charles Burns** North America Security Manager - East Coast, Uber
- **Hamsa Daher** Executive Director, Small Giants
- **Debra Debose** Retired Assistant Director, Cranbrook Horizons Upward Bound
- **Karen Gates** Vice President of Human Resources, Goodwill Industries of Greater Detroit
- **William Hall** Principal, Hall Partners
- **Dan Kinkhead** Principal, Architect, & Co-Director of the National Urban Design Practice, SmithGroupJJR
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- **Brian Nuno** Manager, Strategy & Special Projects – Public Affairs, DTE Energy
- **Peter Robinson** President, Robinson/Jeffery Associates, Inc.
- **Roland Pascua** Director of Human Resources & First Vice President, Crestmark Bank
- **Asha Shajahan** Medical Director of Community Health & Attending Physician, Beaumont Grosse Pointe
- **Tyler Tennent** Attorney, Dawda Mann
- **Jim Worth** Owner, Formcode Design Group

Thank You.

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Challenge Detroit is thankful for the generous support from our sponsors that made this program year possible:

\$25,000+



\$5,000 - \$24,999

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\$1,000-2,499

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CS Craig Foundation

Hamsa Daher
Tom Mark

Tyler Tennent
Charles Eaton- CompTIA

\$500-999

Natalia Bruno
Bruce Kridler

Gregory & Sharon Greene
Matthew & Deirdre Groves

William Hall & Susan Dobel Hall
Family Foundation

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Templeton Building Company
Judy Tighe
Cindy Thomas
Robert Trube
Jessy Wang
William Davidson Foundation
Calyssa Zellars
Elizabeth Zemon
Damian Zikakis

Denotes Challenge Detroit Alum

In-Kind



Claire Babala



Jarrett Waddy

Detroit Free Press



George Dzahiristos



Deep Dive Detroit



**MICHIGAN
OPERA
THEATRE**



Fort Shelby Hotel



Karen Gates

