
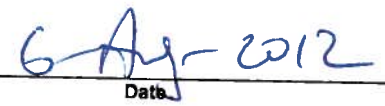


**U.S. PROGRAMS
Equality and Opportunity Fund
Summary of Recommended Grants
Docket II, August 6, 2012**

Program Area/Organization

Organization	Grant Code	Recommended	Term	2012	2013
Campaign for Black Male Achievement					
Steve and Marjone Harvey Foundation	T1: 21120	\$ 150,000	1 year	\$ 150,000	
Community Investment Network	T1: 21122	\$ 100,000	1 year	\$ 100,000	
Frontline Solutions (fiscal sponsor: One Voice)	T1: 21122	\$ 100,000	1 year	\$ 100,000	
National CARES Mentoring Movement	T1: 21120	\$ 400,000	2 years	\$ 200,000	\$ 200,000
Kenwood Oakland Community Organization	T1: 21120	\$ 150,000	2 years	\$ 75,000	\$ 75,000
National League of Cities Institute	T1: 21122	\$ 500,000	2 years	\$ 250,000	\$ 250,000
International Neighborhood Collaborative (fiscal sponsor: The Love Foundation)	T1: 21119	\$ 175,000	2 years	\$ 87,500	\$ 87,500
Root Cause, Inc.	T1: 21122	\$ 1,000,000	2 years	\$ 500,000	\$ 500,000
PolicyLink	T1: 21122	\$ 500,000	18 months	\$ 500,000	
PolicyLink	T1: 21122	\$ 1,000,000	2 years	\$ 500,000	\$ 500,000
Higher Achievement Program, Inc.	T1: 21120	\$ 225,000	2 years	\$ 112,500	\$ 112,500
Total Recommended:		\$ 4,300,000			
GRANTMAKING TOTAL THIS DOCKET:		\$ 4,300,000			


Approval Signature


Date

MEMORANDUM

TO: Chris Stone
VIA: Diana Morris and Ken Zimmerman
FROM: Shawn Dove, Raquiba LaBrie, Rashid Shabazz, Stephanie Ramirez-Burnett and Hayley Roberts
DATE: July 19, 2012
RE: Campaign for Black Male Achievement Docket II, August 6, 2012

The Campaign for Black Male Achievement (CBMA) has the following four goals: 1) ensure that black boys have the opportunity to excel academically, to prepare for college, and to learn skills essential to earning a living wage; 2) strengthen low-income black families through responsible fatherhood initiatives, policy advocacy, and supporting efforts that lift barriers facing single mothers and lesbian, gay, bisexual, and transgender (LGBT) parents raising black boys; 3) expand and ensure 21st century family supportive wage work opportunities for black males; and 4) strengthen the field of black male achievement by supporting efforts in strategic communications, philanthropic leadership, capacity building, and leadership development. As a result of the recent retreat with Board advisors Sherrilyn Ifill and Geoffrey Canada, CBMA will tighten its programmatic goals and strategies for 2013 and beyond.

Attached are the CBMA grant recommendations for Docket II of 2012.

Cross-cutting Grantmaking

One grant in this docket advances all four of CBMA's programmatic goals. It is the recommended grant to **PolicyLink** to support its Promise Neighborhoods Institute. With renewed project support, PolicyLink will equip federal Promise Neighborhoods and Choice Neighborhoods sites to adopt strategies to improve the lives of black men and boys. Currently, there are 20 federally funded Promise Neighborhoods and 18 federally funded Choice Neighborhoods programs. There are also more than 30 sites replicating these models without federal funding. After the next selection round for Promise and Choice sites, there will be 69 new communities selected for funding or in the pipeline. By leveraging OSF funds to ensure these communities address the particular needs of black males in a range of areas, including education, family, and work, CBMA is taking advantage of a unique opportunity to scale up its vision and mission nationally.

Opportunity to Excel Academically

Mentoring is a large component of CBMA's efforts to ensure black boys have the opportunity to excel academically. In this docket, it recommends three grants that will help CBMA reach its goal of matching 15,000 black boys in safe, structured mentoring relationships by 2014. The grant to the **Steve and Marjorie Harvey Foundation** will seek to take advantage of Steve Harvey's profile as a nationally recognized radio and television personality to raise awareness of the growing need for mentors for black males and to encourage black men to become mentors. The grants to **Higher Achievement** and **National CARES Mentoring Movement** will support school-based mentoring programs in Baltimore and Chicago.

Responsible Fatherhood

A project grant to the **Dovetail Project** will help to sustain and expand its 12-week program, which addresses responsible fatherhood, navigating the child support system, and job readiness. If funded, Dovetail plans to graduate 90% of the young fathers who enter its 12-week program and ensure that 80% of its graduates secure employment, resume their education, or complete a GED program.

Strengthening the Field

To advance its goal of strengthening the field of black male achievement, CBMA recommends grants to **Root Cause** and **PolicyLink** to launch the Leadership & Sustainability Institute (LSI). LSI is a national membership network, initiated by OSF, that will provide individual leaders and organizations working to advance black male achievement with access to resources to build their capacity and effectiveness. Root Cause, which received previous OSF support to develop a business plan for LSI, will implement the two components of the plan that provide leadership and organizational development support to select field leaders. PolicyLink will help strengthen the communications capacity and infrastructure of the black male achievement field. CBMA staff is confident that the proposed pairing will play to each organization's strengths, that the organizations will work well together, and that they will devote sufficient staff to ensure LSI's success.

To date, five foundations have committed a total of \$1.6 million to the LSI launch: The California Endowment and the Knight, Skillman, Kapur, and Robert Wood Johnson foundations. Three other funders are close to committing another \$1.2 million: Foundation for Newark's Future, Casey Family Programs, and Carnegie Corporation.

The recommended grant to the **National League of Cities Institute** will help it to strengthen the capacity of municipal leaders to implement and sustain programs dedicated to promoting black male achievement in CBMA target cities. And the grant to the **Community Investment Network** will provide renewed funding to expand black philanthropic support of initiatives aimed at improving life outcomes for black males.

We look forward to meeting with you on August 6 to discuss this docket and any other issues pertaining to the Campaign for Black Male Achievement.

CAMPAIGN FOR BLACK MALE ACHIEVEMENT

Equality and Opportunity Fund
Campaign for Black Male Achievement
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Grant ID: 20036765

Legal Name of Organization: Steve and Marjorie Harvey Foundation

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: n/a

Purpose of Grant: To recruit mentors for black boys and raise public awareness about the importance of mentoring

Grant Description: The Steve and Marjorie Harvey Foundation (SMHF) conducts programs that ensure children's overall well-being by: 1) partnering with community-based organizations; 2) providing educational scholarships for children; 3) matching youth with mentors who are community leaders; and 4) partnering with private and public organizations to fund mentoring. CBMA funding will allow SMHF to raise public awareness around the importance of mentoring, recruit up to 1,000 mentors by September 2013, and directly host 200 black males and partnering mentoring organizations at mentoring camps in two CBMA target cities. The recommended grant advances CBMA's goals of 1) promoting education equity and dismantling the school-to-prison pipeline to ensure that black boys have the opportunity to excel academically, prepare for college, and learn the skills essential to earning a living wage; and 2) strengthening low-income black families through responsible fatherhood initiatives, policy advocacy, and efforts to lift barriers facing single mothers raising black boys. The grant also advances CBMA's scale-up strategy of investing in mentoring endeavors aimed at matching 15,000 boys in safe, structured mentoring relationships by 2014.

Previous OSI Support: n/a

Organization Budget: \$1,495,610

Project Budget: \$171,390

Major Sources of Support: Steve Harvey \$19,000

Amount Requested: \$152,390

Is this a contingent grant? No

Amount Recommended: \$150,000 (T1: 21120)

Term: One year, beginning September 1, 2012

Matching Requirements: n/a

Description of Organization:

Founded in 2008, the Steve and Marjorie Harvey Foundation’s mission is to develop programs and support community-based organizations that foster excellence in the areas of health, education and social well-being in urban and ethnically diverse communities. The Foundation advances its mission by supporting advocacy efforts at the national, state, and local levels to promote mentoring and responsible fatherhood initiatives and by creating a national platform to engage black men and boys across America in the effort to increase awareness of key issues impacting them and their communities.

Through two programs, SMHF provides both group and one-on-one mentoring opportunities for boys and girls. The Steve Harvey Mentoring Weekend for young men selects 100 young men each year, mainly from single-mother households, for a multi-day retreat designed to teach the values of responsible adulthood—integrity, respect, honesty, discipline, and courage. To date, 700 young teenage boys have participated, 95% of whom are African American. The Mentoring Weekends, originally held in Dallas, Texas, have expanded to Atlanta, Chicago, Los Angeles and New York. These city-based weekends serve as a local catalyst for public awareness and mentor recruitment for adolescent black boys.

SMHF’s other core programmatic area is the Girls Who Rule the World Mentoring Weekend, a three-day retreat designed by Marjorie Harvey. The retreat exposes young women to the benefits and importance of the positive self-image that comes from educational achievement, cultural enrichment, and mentoring. Each year, 100 young women in the Atlanta area are selected for the retreat. The girls are then matched with female business and community leaders as their mentors. SMHF also works to ensure the girls’ academic achievement through its scholarship program, which selects two candidates every year for a \$10,000 scholarship to Spelman College in Atlanta, Georgia. The scholarship, which is based on academic merit, is available to female juniors and seniors who are at risk of not completing their education due to lack of funds.

Since its inception, the Steve and Marjorie Harvey Foundation has partnered with nonprofits as well as public and private companies, with the aim of broadening the resources and opportunities these organizations make available to the youth they service.

Description of Program for Which Funding Is Sought:

In response to the mentoring gap that persists in America, particularly for black males, SMHF’s project will focus on three main goals: 1) creating 1,000 mentoring relationships for black males; 2) facilitating local mentoring programs and mentoring weekends in two CBMA cities for 200

black males; and 3) utilizing Steve Harvey's high-profile media platforms to raise awareness of the national mentoring gap for black boys. Each of these goals will advance CBMA's larger goal of leveraging additional resources to match 15,000 black boys to mentors by the end of 2014.

SMHF intends to reach the goals of the project through the following national and local strategies:

National strategies:

- **Social Media:** The project will utilize online social media promotions via Steve Harvey's Facebook page and Twitter feed. Steve Harvey, a well-known radio and television personality, currently has more than 640,000 Twitter followers and 1.4 million Facebook fans. As social media continues to grow, the influence of celebrities like Steve will only be increasing. The project plans to use these platforms to raise awareness of the need for and the momentum around mentoring to advance black male achievement.
- **Web Portal Recruitment:** The project will develop a national online sign-up through www.smharveyfoundation.org in coordination with national partners such as Big Brothers/Big Sisters and National Cares Mentoring Movement. SMHF will create a portal directly from its website that will allow potential mentors to sign up and then be referred to local mentoring organizations across the country. SMHF will track mentor recruitment and referrals, allowing CBMA to monitor progress toward reaching its own national goal of providing mentoring for 15,000 boys.

These national public awareness strategies will enable SMHF to create a sense of urgency around the mentoring gap for black boys and to engage new celebrities to support mentoring efforts across the country. By using social media, Mr. Harvey will aim to create an open dialogue about the challenges many mentoring programs face, including recruitment retention, capacity building, and funding.

Local strategies:

- **Mentoring Weekends:** SMHF will conduct satellite mentoring camps serving a total of 200 young men in the CBMA cities of Philadelphia and Chicago. The mentoring camps, typically held on local college campuses, will serve boys who are being raised in single-mother headed households. SMHF will partner with local agencies to recruit boys, mentors and local leaders to participate in these camps. Lessons taught during the weekends will be reinforced and sustained through the mentoring relationships established at the camp. Mr. Harvey will promote the camps online and on his radio show. These mentoring camps will allow SMHF to develop deeper relationships with local mentoring programs in the CBMA's key cities and lay the groundwork for future partnerships.
- **Mentor Recruitment:** SMHF will run mentor-recruitment drives in Chicago and Philadelphia, in coordination with local mentoring organizations. Mr. Harvey will leverage his influence in the African American community to issue a mentoring 'call to action' to black men, encouraging them to volunteer with local mentoring organizations. The call to action will be issued through radio, SMHF's website and at special events in

the target cities. The local partners will assist in the coordination of recruitment and handle all enrollments (including background checks and training).

Rationale for Recommendation:

The proposed grant to the Steve and Marjorie Harvey Foundation will advance CBMA's goals of 1) promoting education equity and dismantling the school-to-prison pipeline to ensure that black boys have the opportunity to excel academically, prepare for college, and learn the skills essential to earning a living wage; and 2) strengthening low-income black families through responsible fatherhood initiatives and policy advocacy, and supporting efforts to lift barriers facing single mothers raising black boys. The grant will also advance CBMA's scale-up plan strategy of investing in mentoring strategies to ensure that 15,000 boys are placed in safe, structured mentoring relationships by the end of 2014.

Over the past year, CBMA has hosted two gatherings of mentoring leaders from national and local organizations. One of the prevailing themes that emerged during the gatherings was that local mentoring programs required additional capacity-building to more effectively meet the needs of both mentors and mentees. This need was expressed most urgently on the "supply side" of the mentoring movement: the recruiting, screening, and training of more male mentors to meet the demand of adolescent boys who want to be matched with caring adult mentors. Research has shown the positive effects of healthy mentoring relationships on youth: higher school attendance, lower use of drugs and alcohol, and positive social attitudes and relationships.

SMHF will leverage Mr. Harvey's high profile among blacks to bring more attention to the mentoring gap and to encourage more black men to become mentors. The project will take a two-pronged approach, employing both national and local strategies to reach its goals. The Steve and Marjorie Harvey Foundation has a proven track record of fostering relationships between mentees and mentors: it has served 700 boys since the launch of its mentoring programming four years ago. SMHF has several key partnerships that will help deepen the reach of the project, including with the Admiral Center at Living Cities, Mentoring USA, Big Brothers/Big Sisters, Inc. and National Cares Mentoring Movement.

Through its public awareness and recruitment efforts, SMHF, overall, will help to match up to 1,200 black boys with trained adult mentors who are committed to the mentoring relationship for at least one year. The project will support low-income families, particularly those headed by single mothers raising black boys, and provide adolescent boys with the opportunity to develop a meaningful relationship with a caring adult – a proven factor in increasing young people's resilience.

Finally, support of this project responds to a recommendation the Schott Foundation for Public Education made in a 2010 report on black males and public education.¹ That report stated that, to solve the low high school graduation rates among black males, we must ensure "safe and educationally sound living and learning communities through community wrap-around supports and multi-sector partnerships like the National CARES Mentoring program."

¹ Schott Foundation for Public Education. *The Schott 50 State Report on Public Education and Black Males*. 2010, available at <http://schottfoundation.org/publications/schott-2010-black-male-report.pdf>

For these reasons, CBMA recommends a grant of \$150,000 over one year to the Steve and Marjorie Harvey Foundation.

Grant ID: 20036690

Legal Name of Organization: Community Investment Network

Tax Status: 501 (c)(3)

Name of Fiscal Sponsor: n/a

Purpose of Grant: To provide renewed project support to expand and strengthen Giving Circles comprising people of color to benefit black male achievement

Grant Description: A project support grant to the Community Investment Network will fund the following activities: 1) the formation of seven new Giving Circles in CBMA target cities; 2) increased membership outreach and recruitment activities; and 3) sharing of best practices in strategic philanthropy. The network comprises individual philanthropists of color across the country. The Giving Circles provide community-oriented philanthropists with the opportunity to address the needs of black males. This grant advances CBMA's goal of strengthening the field of black male achievement by leveraging additional private and public funds for the benefit of black men and boys.

Previous OSI Support: \$140,000 from the Campaign for Black Male Achievement, 2010

Organization Budget: \$428,000

Project Budget: \$140,000

Major Sources of Support:

Schott Foundation	\$20,000
WKKF Cultures of Giving	\$ 7,500
Golden Leaf Foundation	\$ 5,000

Amount Requested: \$100,000

Is this a contingent grant? No

Amount Recommended: \$100,000 (T1:21122)

Term: One year, beginning August 1, 2012

Matching Requirements: n/a

Description of Organization:

Founded in 2005, the Community Investment Network (CIN) is a national non-profit organization committed to strengthening participation in progressive philanthropy by individuals of color. CIN uses a strategic-giving education model that provides donors the opportunity to invest time, talent, and finances in their own communities. By working with African American communities across the country, CIN has helped individual donors pool their intellectual and financial resources to create networks called Giving Circles. The Giving Circles create a learning space where individual donors can reflect on the history of community giving, become civically engaged through philanthropy and, ultimately, effect community change.

CIN includes 13 Giving Circles in North Carolina, Louisiana, Virginia, Georgia, Pennsylvania, Wisconsin, and Mississippi. Together, the existing Giving Circles engage over 160 community philanthropists in collective giving, civic engagement and community problem-solving in their respective cities and neighborhoods. Previous CBMA funding supported CIN's successful expansion to two new cities: Jackson, Mississippi and Milwaukee, Wisconsin.

In 2011, CIN published a report entitled *The Impact of Giving Together: Giving Circles as a Civic Engagement Strategy*, which details the ways in which community philanthropy strengthens and stabilizes communities of color. The report draws a connection between individual philanthropy and civic engagement, highlighting the ways in which local Giving Circles have served as a gateway for members to participate more broadly in local institutions such as school boards and community organization boards.

Description of Program for Which Funding Is Sought:

CIN requests renewed project support to continue to: (1) expand the number of Giving Circles focused on the needs of black men and boys in two CBMA target cities; (2) increase Giving Circle member services and outreach; and (3) elevate Giving Circle members as thought leaders and advocates for individual philanthropy in their communities. CIN structures its Giving Circles to provide members with an opportunity to educate themselves about social justice, financial matters relevant to non-profit organizations and to philanthropy, and economic empowerment. It believes that successfully established Giving Circles draw on members' ability to recognize their own power to effect change, even with limited resources at their disposal.

With CBMA funding, CIN will enhance its current menu of member outreach services by hosting monthly conference calls and webinars, helping members to share best practices and gain a better understanding of personal finance and philanthropic models. Member education and communication are central to CIN's mission and to the success of each individual Giving Circle, making the facilitation of member discussions a key part of CIN's strategy. During the monthly conference calls, members will discuss grant making, grantee evaluation, Giving Circle administration and design, philanthropic partnerships, and effective utilization of social media and new technology. CIN's webinars will be open to both Giving Circle members and the public, providing a venue for CIN staff to provide in-depth information about issues such as cultivating donors in communities of color and developing fundraising strategies. Using a structured format, the webinars will also address potentially provocative subjects, such as classism in communities

of color, which will help members navigate around potential roadblocks in their individual Giving Circle's operations.

CIN plans to increase the number of donors of color in the Gulf and the Northeast regions by disseminating its curriculum for donors of color. This curriculum will facilitate the recruitment of Giving Circle members and the development of organizational partners for CIN staff. The curriculum will also introduce the Giving Circle concept and philosophy and will provide Giving Circle members with strategies for further engaging the public and serving as thought leaders in their communities.

In addition to these activities, CIN will undertake an evaluation of its programming by collecting and analyzing data about Giving Circles. CIN will review a number of key data points from each Giving Circle, including the following four factors:

1. Membership size and growth
2. Amount of giving in dollars
3. Number of grants awarded
4. Member demographics (age, gender identification, race)

CIN will also analyze the impact Giving Circles have had on local institutions. As part of the evaluation, CIN will assess the relationships Giving Circle members have developed with local school boards, local non-profit boards, community foundations and other similar organizations.

Rationale for Recommendation:

CIN's work to expand African-American community-based Giving Circles furthers CBMA's goal of serving as a catalyst that leverages additional private and public philanthropic funds for the field of black men and boys. CIN's Giving Circles advance CBMA's strategy of investing in affinity groups and donor collaboratives that state the case for increased and sustained resources for black men and boys.

The two Giving Circles that CIN has successfully launched in Milwaukee and Jackson have a specific objective of supporting initiatives that will improve the lives of black males. Nearly 200 people attended community learning sessions in these cities, indicating that there is a desire and willingness to embrace this type of philanthropic model. CIN has served as a learning space for systems change approaches to philanthropy. Recently interviewed CIN members note that their involvement with the network has fostered discussion about ways to address the life outcomes of black men and boys. The Giving Circles give members an opportunity to "meet like-minded friends and exchange ideas for improving [their] community through philanthropic endeavors."

CIN's ability to coalesce Giving Circles around issues that affect black men and boys is exemplified by CIN's North Carolinian all black-male Giving Circle's victory over the Wake County Public School System's excessive use of suspensions. In 2008, members decided to participate in policy change discussions with the Wake County Public School System (WCPSS) to deepen the impact of their grant making to local afterschool programs. The Giving Circle researched the origins and trends in suspension rates and learned that many of the suspensions were a result of zero-tolerance policies. ALOT's research and analysis of the 2008 WCPSS data

revealed that approximately 16,000 African American male students were suspended on a short-term basis. Giving Circle members mobilized their networks to increase attendance and participation at WCPSS school board meetings to challenge the school board on the frequent suspension of black students. Subsequently, suspensions decreased from 1016 to 647, a 34% decrease in the 2010-2011 school year.

For these reasons the Campaign for Black Male Achievement recommends a project support grant of \$100,000 over one year to the Community Investment Network.

Grant ID: 20036691

Legal Name of Organization: Frontline Solutions

Tax Status: Other

Name of Fiscal Sponsor: One Voice

Purpose of Grant: To identify strategies that faith leaders use or could use to promote black male achievement

Grant Description: A project support grant to Frontline Solutions will create an integrated strategy for engaging faith institutions as collaborators and leaders in the black male achievement field. Frontline Solutions will conduct research, develop an advisory board comprising faith institutions, and convene a national gathering of faith leaders. Through these activities, Frontline Solutions will provide CBMA and its partners with a thorough understanding of the roles that faith institutions and leaders currently play or could play in the black male achievement field, an issue that CBMA Board advisors have asked the staff to explore. The grant will result in a strategy paper that will be used to cultivate the broader involvement of the faith community in efforts to improve the lives of black men and boys. This grant advances CBMA's goal of strengthening the field, serving as a catalyst in philanthropy, and investing in leadership development to advance black male achievement.

Previous OSI Support: \$50,000 from the Strategic Opportunities Fund, 2011

Organization Budget: \$1,787,800

Project Budget: \$100,000

Major Sources of Support:

Ford Foundation	\$775,000
Foundation for the Mid-South	\$219,500
Marguerite Casey Foundation	\$200,000
Southern Coalition of Justice	\$150,000
W.K. Kellogg Foundation	\$150,000

Amount Requested: \$100,000

Is this a contingent grant? No

Amount Recommended: \$100,000 (T1:21122)

Term: One year, beginning August 1, 2012

Matching Requirements: n/a

Description of Organization:

Frontline Solutions is a social change organization that invests in emerging social change leaders, provides consulting services to institutions in the nonprofit, government and philanthropic sectors, and develops knowledge and best practices within three areas: education, social innovation and men of color. Over the past decade, Frontline Solutions has proven to be one of the most influential and informative organizations partnering with philanthropy to improve the life outcomes of black men and boys. Its two key research reports on black male achievement research—*Why We Can't Wait* and *Momentum*—provided much-needed data and analysis about initiatives focused on black male achievement. These reports, supported by the Ford Foundation, were critical to CBMA's early work as they were released when the program first launched. In the winter of 2011, Frontline Solutions released its latest report, *Counting the Invisible Man: Black Males and the 2010 Census*. This report examines why targeting black males in the U.S. Census is vital and why undercounting them is costly. In addition, the report amplifies the strategies, ideas, and challenges articulated by on-the-ground local partners and offers recommendations for targeting black males for the 2020 Census.

The fiscal sponsor for this project is One Voice, whose mission is to enhance civic engagement in the development of public policy. It supports non-partisan leadership development, research support, base-building, and technical assistance for advocacy groups, elected officials and community based organizations in order to improve the quality of life for African Americans and other disenfranchised communities in the state of Mississippi. One Voice has built a five-year track record of successes in Mississippi, including: its annual Black Leadership Summit, which works with progressive leaders to build a policy agenda; several successful collaborations to increase governmental transparency at local, state and regional levels with multiple partners; and ongoing research and educational support to the state legislative Black Caucus.

Description of Program for Which Funding Is Sought:

Frontline Solutions requests project support to: (1) collect information about the programmatic and philanthropic models that faith institutions are using to support positive life outcomes for black males; (2) identify strategies to engage faith institutions as key actors in the black male achievement field; and (3) develop and disseminate a report articulating next steps for the field.

Over the year-long grant term, Frontline Solutions will accomplish the following five objectives:

1. Assemble an Advisory Board of national faith leaders who will share information, disseminate survey materials, and develop an agenda for a national gathering of faith leaders;

2. Conduct primary and secondary research (including focus and discussion groups and a survey that it will distribute to faith leaders) designed to capture faith institutions' current model of engagement in black male achievement work;
3. Host a national convening to further engage faith leaders, providing them an opportunity to share best practices about how to support black males; and
4. Prepare a final report compiling the key findings from the research, the Advisory Board, and the national convening into a comprehensive overview of strategies that can be used to further engage the faith community in this field.

Once Frontline Solutions concludes these activities, it will distribute the final report widely. Frontline will measure the circulation of the report and track its press coverage to ensure it reaches the targeted constituencies.

Rationale for Recommendation:

Frontline Solutions is recognized as one of the key organizational leaders in the black male achievement field, based on its long history of analyzing, developing, and supporting the work of other organizations focused on improving the life outcomes of black men and boys. The proposed project advances CBMA's goal of serving as a catalyst in the field of philanthropy by leveraging additional private and public funds for black men and boys. This grant will also further CBMA's strategy of strengthening the field of black male achievement by placing priority on outreach to key constituencies, including faith-based groups.

Frontline Solutions has a long-established relationship with CBMA and its partners. In 2010, Frontline Solutions and CBMA convened field leaders based in the Gulf region for a two-day opportunity to identify strategies for improving the life outcomes of black males in CBMA's target cities in the region. The convening and its resulting report have helped CBMA and its partners to identify points of collaboration and approaches that work in this specific geographic area. Additionally, Frontline Solutions worked in partnership with the Association of Black Foundation Executives and the 21st Century Foundation, two CBMA partners, to collect and analyze data about the effects of philanthropic giving and government policies on the lives of black males. Both reports have been well-received and are used a point of reference for groups doing work in the field.

The recommended project's multi-pronged approach will provide CBMA and its partners with a thorough understanding of the roles faith institutions and leaders play—and could play—in the black male achievement field, an issue that CBMA board advisors have asked the staff to further explore. Frontline Solutions will identify specific examples of faith institutions' strategies and programming targeting black males. It will highlight what has worked, what can be replicated, and the extent to which faith institutions' programming, such as mentoring and education, overlaps with other organizations' efforts in the black male achievement field. Additionally, the project will identify ways CBMA, its grantee partners, and other actors in the field can leverage the capital in the faith sector to improve the life outcomes of black males.

CBMA has made a limited number of grants to faith-based organizations such as the Samuel DeWitt Proctor conference. As many have noted, churches and other centers of faith have played

a significant role in moving the black community towards acceptance of open society values, most notably during the Civil Rights Movement. This project provides an exciting opportunity to fill a gap in the field's knowledge of the faith institution's engagement in the black male achievement field.

For these reasons, the Campaign for Black Male Achievement staff recommends a grant of \$100,000 over one year to Frontline Solutions.

Grant ID: 20036671

Legal Name of Organization: National CARES Mentoring Movement, Inc.

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: n/a

Purpose of Grant: To support *The Rising: Elevating Education, Expectations and Self-Esteem* mentoring strategy

Grant Description: A project support grant to the National CARES Mentoring Movement to enable its Chicago affiliate, Windy City CARES, to help launch *The Rising: Elevating Education, Expectations and Self-Esteem*, a school-based mentoring program at Chicago's Harlan High School. The project will recruit, train and engage 200 to 250 black men and women to serve as mentors for up to 900 adolescent black boys in the South Side neighborhood of Chicago. The recommended grant will further CBMA's goal of ensuring that black boys have the opportunity to excel academically, prepare for college, and learn skills essential to earning a living wage. The grant also advances CBMA's scale-up plan strategy of matching 15,000 boys to structured mentoring relationships by 2014.

Previous OSI Support: n/a

Organization Budget: \$1,432,000

Project Budget: \$530,000

Major Sources of Support:

Individual Contributions	\$ 20,000
Board Contributions	\$ 10,000
FedEx Foundation	\$100,000

Amount Requested: \$400,000

Is this a contingent grant? No

Amount Recommended: \$400,000 (T1: 21120)

Term: Two years, beginning September 1, 2012

Matching Requirements: n/a

Description of Organization:

Founded in 2006 by Susan L. Taylor, former executive editor of Essence Magazine, the mission of the National CARES Mentoring Movement (National CARES) is to ensure that the social development needs of vulnerable black children are met through safe, structured mentoring relationships. National CARES is the leading organization in the U.S. focused exclusively on mentoring black children. Since its inception, National CARES has developed a national network of almost 60 volunteer-led CARES Mentor Recruitment Circles/Affiliates. To date, that network has recruited and engaged more than 110,000 adults, who have mentored more than 125,000 youth. Working to break the cycle of intergenerational poverty in the black community, National CARES focuses on building group mentoring initiatives that are designed to prepare young black men for college and future opportunities.

The organization accomplishes its mission in part by recruiting mentors in collaboration with other mentoring programs, such as Big Brothers/Big Sisters, the Boys and Girls Clubs, and many local organizations throughout the country. National CARES' Chicago affiliate, Windy City CARES, partners with faith-based and community-based organizations to expand the mentoring network of black men and women who are committed to serving black youth. Among its notable partners are CBMA grantees The Black Star Project, 100 Black Men of America, and the Samuel DeWitt Proctor Conference, Inc.

Description of Program for Which Funding Is Sought:

National CARES Mentoring requests project support to implement a school-based mentoring program in Harlan High School in Chicago. The program, *The Rising: Elevating Education, Expectations and Self-Esteem*, incorporates a more holistic approach to youth development and community-building than approaches adopted by traditional one-on-one and group mentoring programs. The *Rising* curriculum consists of five content areas: 1) mentoring; 2) soft-skills development; 3) science, technology, engineering and math education through urban agricultural experiences; 4) media literacy; and 5) arts and humanities. Each component of the curriculum supports critical life-skills development, communal responsiveness and responsibility, and intentional, positive life engagement. The components were developed to appeal to a cross-section of young people with a broad range of interests.

Working with school administrators, teachers, parents, students and leaders from the surrounding community, National Cares will recruit, train and match up to 250 black men and women as mentors for young black students. These newly trained mentors will engage up to 900 black male students at Harlan High School in structured mentoring relationships during the grant period. Windy City CARES leadership, in partnership with local mentoring programs, will lead the mentor recruitment, training and matching process. The network of trained mentors will use *The Rising* methodology and curriculum to provide the Harlan community with academic and social support. The program's implementation in Chicago will serve as a demonstration project that can later be replicated in other Chicago schools and throughout the country.

National CARES continuously works to ensure program effectiveness. For the *The Rising*, Windy City CARES will partner with researchers from Chicago State University, as well as Dr. Linda James Myers from Ohio State University, to provide an overall assessment of program outcomes, and to evaluate the experiences of mentors, mentees and the extended Harlan High School community. Among other things, evaluators will qualitatively and quantitatively address such issues as: shifts in student-behavior patterns, changes in student outlook and attitudes regarding school and academic achievement, changes in demonstrated school engagement among participating students, changes in the rates of truancy, disciplinary actions and incidents of school violence.

Key to this strategy is providing mentors with ongoing support. As part of the National CARES mentor training model, trainers, called Wellness Mentoring Circle facilitators, will help mentors address and commit to their own personal wellness so they can serve as effective role models who pass on to mentees principles and practices that reduce stress and instill balance and well-being. The Association of Black Psychologists, Black Psychiatrists of America, and National Black Nurses Association are among the national partners that will contribute to the training protocol. While mentor recruitment and training activities will occur during the school year, Windy City Cares staff will be engaged in school programming and group activities before the official launch of the program as part of National Mentoring Month in January 2013.

Rationale for Recommendation:

The recommended project support grant will further CBMA's goals of: 1) ensuring that black boys have the opportunity to excel academically, prepare for college, and learn skills essential to earning a living wage; 2) strengthening the field of black male achievement by building the capacity of organizations working to improve the life outcomes of black boys; and 3) strengthening family structures by providing support to single-mother households. It also advances the Equality and Opportunity Fund's goal of lifting barriers that prevent people from participating fully in economic, social, educational and political life of the country.

Support for National CARES Mentoring advances CBMA's scale-up strategy to increase investment in direct-service mentoring programs with the goal of placing 15,000 black males in structured mentoring relationships by 2014. Recent research has shown the effectiveness of school-based mentoring as a strategy for supporting the social development and academic outcomes of students attending under-resourced, low-performing schools. *The Rising* program's focus on recruiting and training mentors addresses the most urgent need identified at a recent mentoring conference in Louisville, Kentucky: mentoring programs' capacity-building needs are most pressing on the "supply side" of the mentoring movement.

National CARES Mentoring will recruit up to 250 mentors not only to support black male students, but also to improve the school climate and culture. With its *Rising* initiative, National CARES Mentoring aims to transform Harlan High School into a hub of social and academic resources. Currently, Harlan is one of Chicago's lowest performing high schools. Of the 1,350 students enrolled in grades 9 through 12, more than 94 percent are categorized as low-income students; 99.5 percent of the students are black and 65 percent are male. Once considered a premier high school on Chicago's South Side, today Harlan High School is classified by the

state as a probation school because of its low academic performance. In 2011, only 47.9 percent of its seniors graduated within *five* years. Of the graduates, while 55.7 percent enrolled in college, only 5.9 percent were actually eligible for admission to selective four-year institutions based on grade-point average and standardized test scores.

Harlan's challenges reflect the broader challenges facing Chicago's young black men. Chicago has seen an alarming spike in violent deaths of young black males over the past year. In 2010, nearly 700 youngsters were wounded by gunfire and more than 530 died from violence. Approximately, 80 percent of those murdered were black and Latino children, including a disproportionate number of black males. And, according to the Illinois Children's Mental Health Task Force, one-third of Chicago's black adolescents report violence-related signs of depression. National CARES' holistic approach addresses this reality: National CARES has partnered with The Association of Black Psychologists, Black Psychiatrists of America, and National Black Nurses Association, which will provide mental health mentor training and respond to critical issues that arise during mentoring sessions at the school.

In just six years, the National CARES Mentoring Movement, founded as Essence CARES while Taylor was the chief editor of *Essence* magazine, has grown into the most highly regarded organization in the U.S. that specifically focuses on mentoring black children. CBMA sees this grant as key to expanding mentoring programs in its targeted cities and will closely monitor this school-based mentoring strategy for possible replication in other schools in Chicago and CBMA target cities.

Support for this project addresses the concerns raised in the *50 State Report on Public Education and Black Males*, recently published by Schott Foundation for Public Education. Indeed, the report singles out as exemplary the National CARES Mentoring program, noting that one key way to address the low national high school graduation rate of black boys is to ensure "safe and educationally sound living and learning communities through community wraparound supports and multi-sector-sector partnerships like the National CARES Mentoring program."

For these reasons, CBMA recommends a project support grant of \$400,000 over two years to National CARES Mentoring Movement

Grant ID: 20036688

Legal Name of Organization: Kenwood Oakland Community Organization

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: n/a

Purpose of Grant: To create a leadership development initiative for young black males in Chicago

Grant Description: A project support grant will enable Kenwood Oakland Community Organization to: 1) conduct its Youth Employment Campaign, which engages local black males (ages 13-24) in advocating for summer and year-round youth employment opportunities; 2) increase the number of black males graduating from high school by engaging youth, particularly black male youth, in local efforts to stop the school-to-prison pipeline; and 3) engage black male youth in leadership development training that increases their civic engagement and participation. The recommended grant advances CBMA's goals of promoting education equity and dismantling the school-to-prison pipeline. In addition, the proposed grant will strengthen support for practices and models aimed at improving life outcomes for black men and boys in Chicago, one of CBMA's six target cities.

Previous OSI Support: \$150,000 from the Campaign for Black Male Achievement, 2009

Organization Budget: \$716,014

Project Budget: \$193,000

Major Sources of Support:

Communities for Public Education Reform	\$110,000
Marguerite Casey Foundation	\$75,000
Illinois Department of Human Services	\$83,841
Woods Fund	\$15,000
Wieboldt Foundation	\$8,000

Amount Requested: \$150,000

Is this a contingent grant? No

Amount Recommended: \$150,000 (T1:21120)

Term: Two years, beginning August 1, 2012

Matching Requirements: n/a

Description of Organization:

Founded in 1965 by community and religious activists, Kenwood Oakland Community Organization (KOCO) is a grassroots social justice organization based in Chicago's South Side. For over 40 years, KOCO has served as a vehicle for community organizing, engagement, and empowerment for low-income and working families in the North Kenwood and Oakland communities and in adjacent neighborhoods.

Since 1997, the Kenwood Oakland Community Organization's Academic and Cultural Enrichment (ACE) Program has taken a multi-faceted approach to youth development. ACE addresses the academic, social, and leadership skill enhancement needs of youth by offering activities focused on positive self-image, organizational skills, community responsibility, and academic achievement. KOCO also works with families and neighborhood institutions to create the support networks necessary for the social development of low-income youth and youth of color.

Previous CBMA support helped KOCO increase the amount of leadership development activities, resulting in the creation of in-school and out-of-school programming for Black youth in Chicago. Additionally, KOCO staff tracked a positive increase in the number of local high school freshman expected succeed throughout their high school career, based on the findings from Dyet High School's 'Freshman on-track rate,' a measure of how well students performed during the previous grant term.

Description of Program for Which Funding Is Sought:

KOCO seeks project support for Act Now!, an expansion on the organization's existing programmatic offerings. Act Now! is a comprehensive youth leadership development initiative that will train 100 young black males in community organizing, public speaking, policy analysis, current events, academic enrichment, social/emotional development, and leadership skills. The initiative will mentor and instruct these young black males to organize city-wide events aimed at enlisting 1,500 community members in efforts to advocate for change around issues adversely impacting black males, in particular the school-to-prison pipeline and youth unemployment.

Specifically, the ACT Now! training initiative will work on the following initiatives:

- launch and lead a citywide Youth Employment Campaign to engage 100 black males (ages 13-24) from the North Kenwood and Oakland neighborhoods in advocating for summer and year-round youth employment opportunities;

- develop, with assistance from the Advancement Project, a comprehensive training program and curriculum designed to engage black youth, particularly black males, in local organizing efforts to stop the school-to-prison pipeline and school push-out policies;
- provide black male youth with leadership development opportunities that increase their civic engagement and participation; and
- launch a community outreach campaign focused on creating intergenerational dialogues between black men and boys about community-related issues, such as the drop-out rate and police tactics that criminalize young black men.

With OSF support, ACT Now! will also: 1) engage community members to develop and implement strategies for bringing resources to their communities that address issues of concern; 2) provide a safe space for young black leaders to emerge and develop; 3) strengthen the organizational and community leadership pipeline for young black males; 4) increase community voices and representation through networking and coalition-building locally, regionally and nationally; 5) ensure that restorative justice is infused into the disciplinary practices of local high schools; 6) improve relationships between local law enforcement and black youth; and 7) strengthen the connection between black male youth and adult community stakeholders.

Rationale for Recommendation:

The recommended grant to KOCO would advance CBMA's goal of promoting education equality to ensure that black boys have the opportunity to excel academically, prepare for college, and learn the skills essential to earning a living wage. The proposed grant also advances CBMA's grantmaking priority of supporting promising practices and models aimed at improving life outcomes for black men and boys in the Campaign's targeted region of Chicago, Illinois.

According to the Schott Foundation's *50 State Report on Public Education and Black Males*, in 2008, 44% of black males graduated from high school in Chicago, compared to 47% throughout the US. The same study reports that "more than twice as many black male students as white male students receive out-of-school suspensions and three times as many black male students as white male students are expelled." By empowering black men and boys to collaborate in transforming themselves and their communities, KOCO has produced leaders who will reverse these trends.

KOCO partners with numerous youth-serving and community organizing groups throughout Chicago to build power collectively to create change. It convenes a city-wide youth investment coalition of seven community-based organizations, including Albany Park Neighborhood Council, Brighton Park Neighborhood Council, Enlace Chicago, Metropolitan Area Group for Igniting Civilization, Organization of the Northeast, and the Southwest Organizing Project. This coalition is but one of the collaborations KOCO has fostered with the goal of shrinking the growing disparities facing black males in Chicago. KOCO has also convened a national youth investment coalition of 16 community-based organizations and networks, both in Chicago and elsewhere in the U.S.

KOCO has begun to explore how to change the way black men and boys interact with each other and with other community members. Working primarily with young black males, it has created a successful community-safety program with several components, including direct street-level

violence intervention, intergenerational community safety forums, youth development programming, college and career exploration, and direct advocacy.

For these reasons, the Campaign for Black Male Achievement staff recommend a project grant of \$150,000 over two years to the Kenwood Oakland Community Organization.

Grant ID: 20035813

Legal Name of Organization: National League of Cities Institute

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: n/a

Purpose of Grant: To enable its Institute for Youth, Education and Families to strengthen municipal leadership that is committed to promoting black male achievement

Grant Description: A project support grant to the National League of Cities Institute will help it to strengthen the capacity of municipal leaders to implement and sustain programs dedicated to promoting black male achievement in CBMA target cities. The institute's plans includes: 1) helping local leaders identify opportunities for advancing black male achievement; 2) highlighting promising local policies and practices aimed at improving life outcomes of black males; 3) continuing to provide technical assistance and assessments to cities; and 4) promoting a national conversation about black male achievement that includes municipal, state and federal officials, funders, practitioners and advocates. The recommended grant advances CBMA's goal to strengthen the field of black male achievement by supporting efforts in strategic communications, philanthropic leadership, capacity building and leadership development. The grant will provide renewed funding at an increased amount.

Previous OSI Support: \$125,000 from the Campaign for Black Male Achievement, 2010

Organization Budget: \$3,598,476

Project Budget: \$500,000

Major Sources of Support: None

Amount Requested: \$500,000

Is this a contingent grant? No

Amount Recommended: \$500,000 (T1:21122)

Term: Two years, beginning September 1, 2012

Matching Requirements: n/a

Description of Organization:

Founded in 1958, the National League of Cities Institute (NLCI) is the oldest and largest national organization representing municipal governments throughout the United States. Its mission is to strengthen and promote cities as centers of opportunity, leadership, and governance. Working in partnership with 49 state municipal leagues, NLCI serves as a resource to, and advocate for, the more than 19,000 cities, villages, and towns it represents. Current projects focus on municipal leadership in support of black male achievement, afterschool system building, gang-violence prevention, childhood obesity reduction, post-secondary success, primary school reading achievement, participation in federal nutrition programs, and strategies to financially empower low-income families.

The Institute for Youth, Education, and Families (YEF Institute), a special entity within NLCI, helps municipal leaders take action on behalf of the children, youth and families in their communities. Established in 2000, the YEF Institute focuses on five core program areas: education and afterschool; youth development; early childhood success; safety of children and youth; and family economic success. As a national resource, the YEF Institute provides guidance and assistance to municipal officials, compiling and disseminating information on promising strategies and best practices, building networks of local officials working on similar issues and concerns, and conducting research on the key challenges facing municipalities in these core program areas.

Description of Program for Which Funding Is Sought:

NLCI requests renewed project support for its efforts to strengthen municipal leadership committed to improving the life outcomes of black men and boys. Over the next two years, through the YEF Institute, NLCI staff will support municipal leaders' efforts to engage diverse stakeholders within their communities to promote black male achievement. A significant part of NLCI's work will build upon its achievements in Cities United, a national initiative launched by Philadelphia Mayor Michael Nutter, in partnership with Casey Family Programs, Knight Foundation, CBMA, NLCI and New Orleans Mayor Mitch Landrieu. Cities United seeks to engage not only municipal leaders, but also state and federal officials, funders, practitioners and advocates to determine how to expand economic, social and civic opportunities for black males in America's cities and towns.

Additionally, the grant will enable NLCI to:

- provide regular technical assistance to a group of three to five cities, through site visits, phone interviews, webinars, and monthly conference calls with individual city teams;
- facilitate Cities United activities and connect Cities United to the cities receiving technical assistance;

- develop a strategy that municipalities can employ to re-engage disconnected black male youth and promote authentic youth civic engagement;
- engage city leaders and national experts to deepen NLCI's understanding of the needs of cities and the larger black male achievement field; and
- document and share lessons learned and promising local strategies through webinars, conference workshops and NLCI publications.

NLCI will develop and implement a detailed method for the selection process. This will build upon earlier approaches employed in more than a dozen of NLCI's prior efforts. Each of these previous efforts has successfully engaged city leaders through an RFP process which will also be used for this project. NLCI will review proposals, communicate via email, phone and site visits, and use rankings as a basis for final selection of technical assistance site cities. The cities will receive intensive support from NLCI and be provided with the following benefits: 1) an assessment that identifies strengths, challenges, and opportunities for future progress; 2) assistance with developing locally defined benchmarks; and 3) brokered access to federal agencies and national experts on topics such as educational equity, family strengthening, services for vulnerable youth, and employment strategies. Selected communities will also participate in a multi-city network of municipal leaders, which will develop inter-city collaboration strategies for addressing the particular needs of black males. The network will offer sustained peer learning opportunities.

Ultimately, NLCI hopes to achieve the following outcomes: 1) concrete policy and practice changes by city governments and other local partners to improve the life outcomes of black men and boys; 2) clear identification of and reporting on local challenges and opportunities affecting cities' capacity to improve outcomes for young black males, as well as promising city strategies for reducing racial and gender inequities; 3) an increase in the number of mayors and other municipal leaders who are active in Cities United; and 4) increased national awareness of local efforts to promote black male achievement.

Rationale for Recommendation:

Support of the National League of Cities Institute advances CBMA's goal of strengthening the field of black male achievement by supporting efforts in strategic communications, philanthropic leadership, capacity building and leadership development. The grant also advances CBMA's grantmaking priorities of: 1) building local coalitions to marshal resources and expertise to improve life outcomes for black men and boys; 2) identifying and promoting promising practices and model organizations in one or all of the Campaign's three foundational grantmaking areas and 3) strengthening leadership, civic engagement and advocacy among black men.

In recent years, city leaders have expressed growing concern about the persistent, interconnected challenges facing young black males in their communities. To develop effective local strategies to promote black male achievement -- and reduce the disparities in education, work and family outcomes between African-American males and their peers -- stakeholders from the public, private and nonprofit sectors must engage in broad-based, data-driven collaboration. Mayors and other municipal leaders are uniquely positioned to spearhead these efforts.

Several prominent mayors have already begun such efforts. For example, Mayor Michael Bloomberg has launched the Young Men's Initiative, which identifies ways to improve the life outcomes of young black and Latino males; Oakland Unified School District's Superintendent Tony Smith has established a Department of African American Male Achievement, which is focused on closing the achievement gap; and New Orleans Mayor Mitch Landrieu, who formerly led the Louisiana Council on the Social Status of Black Boys and Men, has been a vocal proponent of targeted measures to promote black male achievement.

Finding solutions to the high rates of school failure, joblessness, incarceration and poverty among young black males will require sustained collaboration among an array of public entities and community partners. NLCI's proposed initiative seeks to facilitate such collaboration by mobilizing its base of municipal leaders to aggressively explore how they can address the needs of black men and boys. By empowering municipal leaders and community advocates to advance systemic changes at all levels of government, NLCI's initiative furthers CBMA's efforts to support effective collaboration across issues, communities, and constituencies.

NLCI has already established a solid track record. With initial support from OSF, NLCI has already achieved the following outcomes:

- Designed and implemented an information-gathering process to help municipal leaders learn from successful models for city-level efforts to promote black male achievement;
- Coordinated a detailed environmental scan in more than six cities to examine municipal policy agendas and the availability of services, support and opportunities directed at black males;
- Initiated a dialogue with local leaders in a subset of cities to identify potential opportunities for advancing black male achievement; and
- Developed a toolkit for municipal leaders that makes the case for city investments focused on black male achievement, and highlights promising local policies and practices in areas such as parent leadership, fatherhood involvement, student achievement, college and career readiness, civic engagement, and employment.

Over the past year, NCLI has also leveraged OSF's initial investment to play a catalytic role in launching the Cities United initiative in partnership with Casey Family Programs. Cities United was formed in response to a call to action by Philadelphia Mayor Michael Nutter and New Orleans Mayor Mitch Landrieu. Cities United convened mayors, federal agency representatives, foundation leaders, youth leaders and youth-serving organizations to develop a national initiative aimed at reducing the number of homicides of young, African-American males in the U.S. Through Cities United, staff from NLCI and Casey Family Programs have been working with mayors to draw on their collective experience and identify best practices for: 1) connecting with black male youth development initiatives already underway in urban cities; 2) supporting local action in cities that are seeking effective strategies for increasing the positive life outcomes of black males; and 3) developing recommendations for a national Cities United youth violence reduction strategy.

Finally, at its annual Congress of Cities, NLCI continues to engage the National Black Caucus of Local Elected Officials. The NLCI's Congress of Cities attracts more than 2,500 mayors and city

council members as well as several hundred municipal staff. Given its power to facilitate, convene and communicate across a strong municipal network, NLCI is well situated to significantly advance local policy and practice aimed at improving the life outcomes of black men and boys.

For these reasons the Campaign for Black Male Achievement recommends a project support grant of \$500,000 over two years to the National League of Cities Institute.

Grant ID: 20035816

Legal Name of Organization: International Neighborhood Collaborative

Tax Status: Other

Name of Fiscal Sponsor: The Love Foundation

Purpose of Grant: To support the Dovetail project, a program that prepares young black men in the Chicago area for responsible fatherhood by providing them with parenting and job-readiness skills as well as employment opportunities.

Grant Description: The Dovetail Project was founded by Sheldon Smith, a formerly incarcerated 23-year-old father, to provide young fathers on the Southside of Chicago with services that support responsible fatherhood. CBMA support will enable the Dovetail Project to continue providing a structured 12-week curriculum for 120 fathers between the ages of 15–24. Participating fathers will acquire the skills necessary to provide for their children, secure employment, and prepare for future opportunities. The recommended grant advances CBMA’s goals of strengthening low-income black families through responsible fatherhood initiatives and policy advocacy and supporting efforts to lift barriers facing single mothers raising black boys. The grant also advances CBMA’s specific grantmaking strategy of building place-based coalitions that marshal local resources and expertise with the aim of improving life outcomes for black men and boys.

Previous OSI Support: n/a

Organization Budget: \$203, 979

Project Budget: \$203,979

Major Sources of Support:

Speh Foundation	\$20,000
Other (in-kind)	\$ 5,000

Is this a contingent grant? No

Amount Recommended: \$175,000 (T1: 21119)

Term: Two years, beginning August 1, 2012

Matching Requirements: n/a

Description of Organization:

The Dovetail Project (Dovetail) was founded in 2011 by a formerly incarcerated 23-year-old father and incubated within a former CBMA grantee, the Chicago-based Metropolitan Area Group for Igniting Civilization. Dovetail provides young black fathers, ages 15-24, with parenting, life, and job-readiness skills designed to empower them to become better fathers and wage-earners. The tools and resources Dovetail provides help young fathers establish and strengthen their relationships with their children and with the mother of their children. Most of the men who participate in the program are non-custodial fathers who have had prior contact with the criminal justice system and who now are seeking to become positive influences in the development of their children.

Dovetail operates in Chicago's Woodlawn neighborhood, a low- to moderate-income community on Chicago's Southside, where 97% of residents are black. With 39% of its residents living below the poverty line and 26.2% of households having one parent, the Woodlawn neighborhood presents key risk factors for young black men: health disparities, low-quality educational options, generational poverty, and the presence of gangs and drugs.

Description of Program for Which Funding Is Sought:

Dovetail requests project support for its 12-week curriculum which addresses issues of responsible fatherhood, the child support system and job readiness. The curriculum, based on research at the University of Illinois-Chicago, focuses on providing options for young low-income fathers. Dovetail has three main goals: 1) helping fathers establish positive relationships with their children, including by spending more time with them; 2) graduating 90% of the young black fathers who enter the 12-week program; and 3) ensuring that 80% of the fathers who graduate from the program secure employment, resume their education or complete a GED program.

Dovetail's curriculum helps participants to articulate and refine their own definitions of manhood, masculinity and fatherhood. Participating young fathers are supported by their peers and encouraged to address past experiences with their own fathers in order to better understand the challenges of raising happy, healthy children. Dovetail's approach blends research-based curriculum with interactive discussions to maximize participants' learning experience. Fathers report back to the group on their visits with their children and draw on continuing support from their Dovetail peers and alumni. After the 12-week program, Dovetail follows up with each father at regular intervals—6, 12, 18, and 24 months after graduation—to determine the status of each participant and therefore evaluate the program.

Fathers are surveyed at the beginning of each program to identify specific goals and create individualized development plans. Dovetail staff then meets with each participant to outline expected outcomes, which may include enrollment in a GED program, securing employment, or re-entering school. Participants who have 100% attendance at the end of the program receive a

\$200 stipend and direct connections to employment opportunities. Dovetail helps each father establish a bank account and teaches financial literacy so that participants are prepared to handle wages once they enter the workforce.

In partnership with the University of Chicago, Dovetail has begun an evaluation of the effectiveness of its fatherhood curriculum and the overall project. Using surveys from past and current participants, the program will use the compiled information to: 1) create a standardized curriculum document; 2) establish partnerships to expand the program to other venues; 3) hire additional staff; and 4) secure additional funding. The evaluation will be conducted by University of Chicago professors Dr. Cathy Cohen and Dr. Waldo Johnson.

Rationale for Recommendation:

Support of The Dovetail Project advances CBMA's goal of strengthening low-income black families through responsible fatherhood initiatives and policy advocacy, including by supporting efforts that lift barriers facing single mothers raising black boys. The grant also advances CBMA's grantmaking strategy of building local coalitions to marshal resources and expertise to improve life outcomes for black men and boys. Support of this project also advances the Campaign's efforts to: 1) identify and promote promising practices and model organizations in one or all of the Campaign's three foundational grantmaking areas; and 2) strengthen leadership and advocacy among black men.

Since its inception, Dovetail has documented the positive impact the program has had on participating fathers, their children, and their children's mothers. By learning how to be present in the lives of their children, young fathers who graduate from Dovetail gain the confidence they need to provide for their families. They also attain the skills necessary to gain employment by defining each participant's individual development plan. It has the distinction of being the first program in the Chicago area to focus on young, low-income and at-risk fathers ages 15-24. In its short tenure, Dovetail has provided young fathers with the tools necessary for long-term achievement in various aspects: education, relationship, and work skills. It will use its track record and the evaluation underway to increase its capacity building and expand the program to other areas of Chicago and eventually other cities.

Dovetail graduated 22 fathers in 2011, its first full year of operation, and has graduated a total of 61 fathers to date. Many graduates actively recruit new participants for subsequent classes. The project's unique programming for young fathers has been featured frequently in the media, including ABC News, the Chicago Tribune and JET magazine. By providing young fathers with a space to address the unique challenges of teen parenthood, Dovetail has enabled its graduates to secure employment opportunities, advance their educational goals, and improve their family relationships.

Sheldon Smith, founder of the Dovetail Project, serves on the CUNY Fatherhood Academy Working Group of the NYC Young Men's Initiative that OSF is helping to support. His unique perspective—as a young father who has worked to support other young fathers in his community—has brought a valuable practitioner's voice to the Working Group.

Finally, the Dovetail Project will make a valuable contribution to the quarterly Responsible Fatherhood Roundtable meetings that CBMA has launched. The meetings, which take place in Washington, DC, convene federal agency leaders, philanthropic partners and leading practitioners in the field.

For these reasons, the Campaign for Black Male Achievement recommends a project support grant of \$175,000 over two years to the Love Foundation to support the Dovetail Project.

Grant ID: 20036672

Legal Name of Organization: Root Cause, Inc.

Tax Status: 501 (c)(3)

Name of Fiscal Sponsor: n/a

Purpose of Grant: To launch a Leadership & Sustainability Institute for Black Male Achievement to strengthen leaders and organizations in the field

Grant Description: A project support grant will enable Root Cause to launch the Leadership & Sustainability Institute (LSI), a national membership network that will provide individual leaders and organizations working to advance black male achievement with access to resources to build their capacity and effectiveness. Root Cause, which received OSF support over the last year to plan LSI, will continue to work closely with CBMA as it implements two LSI components: the Capacity Building & Sustainability Center and the Social Innovation Accelerator, which will provide leadership and organizational development support to field leaders. Over the two-year launch phase of LSI, more than 150 organizations and 300 leaders will benefit from high quality leadership development and organizational sustainability services. LSI is one of three major recommendations included in CBMA's 2010 scale-up plan. Support for LSI advances the CBMA goals of strengthening the field of black male achievement by investing in leadership development and organizational sustainability, leveraging public and private funds for the field and shifting public perceptions of black men and boys. LSI's successful launch and implementation will also enable organizations and leaders to more effectively achieve CBMA's core investments: 1) attaining educational equity; 2) strengthening family structures; and 3) increasing living wage work opportunities for black men and boys.

.Previous OSI Support: \$260,000 from Campaign for Black Male Achievement, 2011

Organization Budget: \$3,064,203

Project Budget: \$4,647,492 (\$2,000,000 CBMA)

Major Sources of Support:

The California Endowment	\$500,000
Robert Wood Johnson Foundation	\$500,000
Skillman Foundation	\$300,000
Knight Foundation	\$250,000
Mitchell Kapor Foundation	\$100,000

Amount Requested: \$1,000,000

Is this a contingent grant? No

Amount Recommended: \$1,000,000 (T1: 21122)

Term: Two years, beginning September 1, 2012

Matching Requirements: n/a

Description of Organization:

Root Cause is a nonprofit research and consulting firm that partners with nonprofits, philanthropy, government, and business to advance local and national solutions to a variety of social issues. Founded in 2004, it has worked with more than 130 organizations and collaborative groups on projects ranging from nonprofit business plans and performance-measurement systems to innovative philanthropic collaboratives and place-based strategies for addressing specific social issues. As a result of its multi-sector work, over \$50 million in new capital has been invested to date in nonprofits across the U.S.

In its first seven years, Root Cause has had significant success — both in supporting organizations to achieve better outcomes and in advancing the fields of social innovation and problem-solving. It has launched an urban small business development program that has expanded to over 20 cities nationwide; worked with nonprofit and city leaders to build business plans for the out-of-school time sectors in Chicago, New York, Providence, and Washington, D.C.; and collaborated with former Louisiana Lt. Governor Mitch Landrieu to create the business plan for the country's first state-based Office of Social Entrepreneurship. It has also worked with a significant number of direct service and advocacy organizations in the area of social justice, including within CBMA's focus areas of education, family and work.

Description of Program for Which Funding Is Sought:

Root Cause requests project support to launch the Leadership & Sustainability Institute for Black Male Achievement (LSI), a national membership network that will strengthen leaders and organizations working to advance black male achievement. Specifically, LSI will give these leaders and organizations access to resources to build their capacity and effectiveness and opportunities to connect and learn from other leaders in the field. It will also promote their work

to the philanthropic community. LSI will exist as a national hub designed to strengthen and sustain strategies to improve the life outcomes of black men and boys by interconnecting three approaches: capacity building, network building, and movement building into one model.

In 2011, CBMA made a grant to Root Cause to facilitate a rigorous planning process to develop a business plan for LSI (full business plan available upon request). Working in close partnership with CBMA staff, Root Cause engaged over 130 leaders and organizations across the black male achievement field (see attached slides titled “The Planning Process”). The planning process included working group meetings, stakeholder interviews, grantee and funder surveys, and several webinars for field leaders. As a result of the planning process, a business plan has been completed that resulted the following mission: The Leadership and Sustainability Institute for Black Male Achievement is a national membership network that seeks to ensure the growth, sustainability, and impact of leaders and organizations across the public, private and nonprofit sectors committed to improving the life outcomes and systemic change for black men and boys. The free membership network will follow the attached logic model and membership slides. CBMA has decided to recommend funding for Root Cause and another current core grantee, PolicyLink, to co-lead the launch of LSI. (The grant recommendation for PolicyLink is also included in this docket).

Over the two-year term of the recommended grant, Root Cause will be responsible for two components of LSI: the Black Male Achievement (BMA) Capacity Building and Sustainability Center, and the BMA Social Innovation Accelerator. Policy Link will take responsibility for the Field Promotion and Communities of Practice components of the LSI.

The **BMA Capacity Building & Sustainability Center** will establish a central “home” for understanding—and acting on—the challenges and key success factors for sustaining BMA activities. It will provide capacity building support to individuals and organizations with a primary focus on financial sustainability, measurement and evaluation, sound management practice, and the strategic use of a range of social justice movement activities (e.g., community organizing and policy analysis) –see attached slides titled BMA Capacity Building and Sustainability Center.

The BMA Capacity Building & Sustainability Center will deliver the following outcomes during the two-year launch phase of the LSI:

- Establish a pool of BMA capacity builders, with which LSI will connect and contract to support its members;
- Conduct leadership and organizational sustainability webinars quarterly in year one and bi-monthly in year two;
- Compile capacity building tools and resources to be posted online;
- Provide leadership development and organizational assessment with a black male achievement lens to members and link them to appropriate resources;
- Establish a \$300,000 funding pool to provide capacity building services to up to 20 promising leaders and organizations; and
- Publish a series of “how-to” guides that will culminate in a book on how to sustain black male achievement activities and organizations.

Over the two-year launch phase of LSI, more than 150 organizations and 300 leaders will benefit from high quality leadership development and organizational sustainability services through the capacity building and sustainability center.

The **BMA Social Innovation Accelerator** strategy will do a public national search to identify and provide substantial support to five proven organizations in the field of black male achievement to ensure their growth and expanded impact, counteracting a historical trend of lack of showcasing what works and providing access to capacity support and financial resources for proven BMA organizations. The strategy is based on a venture philanthropy approach. This approach, proven to work in expanding the reach of effective organizations and programs and expanding philanthropic interest, has been employed by numerous nonprofit programs, venture philanthropy firms, government, and foundations across the country, including the Edna McConnell Clark Foundation, Venture Philanthropy Partners, Social Innovation Fund, Department of Education I3, and New Profit. Working with CBMA staff, Root Cause will select a cohort of recognized leaders who have already produced measurable change. Root Cause will then arrange for a consulting team to work one on one with these individuals as well as a cohort to produce the following concrete deliverables:

1. **Assessment:** An in-depth leadership and organizational capacity and needs assessment for each executive director and for one to three additional senior and/or middle management leaders as well as for the organization as a whole;
2. **Organizational Prospectus:** A concise fundraising document that clearly articulates the organization's impact, model, goals, strategies, and case for investment;
3. **Financial Sustainability Model:** A strategy for securing reliable, recurring revenue streams and financial projections;
4. **Action Plan:** Executive coaching to support the execution of an action plan to expand the impact of the programs and the organizations sustainably; and
5. **Summary:** An internal BMA sustainability strategy memo with key priorities and action steps for increasing the organization's sustainability.

The five organizations supported will achieve increased funding and impact as well as be showcased as national examples of success for the field. In addition to leading the two strategies, Root Cause will also leading two forms of measurement of the LSI (see attached LSI Measurements slides). The first is measuring the performance of the LSI against its goals and value to members to ensure continuous improvement. Quarterly updates as well as two report cards will be produced over the two years. In addition, Root Cause outside will work with an outside evaluator to establish an evaluation system to assess the LSI's logic model over the long term.

Rationale for Recommendation:

A project support grant to Root Cause to co-lead the launch of the Leadership & Sustainability Institute for Black Male Achievement advances one of the core components of the CBMA scale-up plan, which was approved by the U.S. Programs Board of Directors in May 2010. More generally, support for LSI advances the CBMA goals of strengthening the field of black male

achievement by investing in leadership development and organizational sustainability, leveraging public and private funds for the field, and shifting public perceptions of black men and boys. The successful launch and implementation of the LSI will also enable organizations and leaders to more effectively achieve CBMA's core programmatic goals: 1) attaining educational equity; 2) strengthening family structures; and 3) increasing living wage work opportunities for black men and boys, which are core issue areas of the LSI (see slide LSI Cross Cutting Focus Areas).

With previous CBMA support, the Root Cause leadership team facilitated a robust planning process that has led to a sound proposal for the launch and implementation of LSI. Root Cause helped CBMA staff to develop a business plan and enlist the support of a number of funders across the country to leverage OSF's investment in the LSI. At a LSI funder briefing in May, George Soros, along with board advisors Geoffrey Canada and Sherrilyn Ifill, spoke about their support of the LSI model to strengthen the field of black male achievement. In addition, five foundations have committed a total of \$1.6 million to the LSI launch: The California Endowment; Knight; Skillman; Kapor; and Robert Wood Johnson foundations. Three other funders are close to committing another \$1.2 million: Foundation for Newark's Future, Casey Family Programs, and Carnegie Corporation. Another 20 funders are at different stages of being cultivated to significantly increase philanthropic investment in black male achievement including Kellogg, Lumina, Gates, Hayden and a consortium of four of Boston largest funders.

Over the past four years, CBMA has learned that the challenges facing black males are compounded by the relative under-development and inconsistent funding of organizations dedicated to addressing black male achievement. While CBMA currently represents the most robust philanthropic investment in improving the life outcomes of black men and boys, it is not the first initiative in this area. According to an Urban Institute report, of the 51 organizations focused on improving the life outcomes of black men that it surveyed in 1995, less than a quarter still existed in 2005. CBMA has observed that organizations working in the black male achievement field have faced, and continue to face, the following barriers:

- *Field-related challenges* - The black male achievement field has been plagued by two key barriers: inconsistent philanthropic support and entrenched structural barriers that make it difficult to achieve reform.
- *Isolation* - Organizations often work in isolation from one another: many work in segregated neighborhoods and have minimal access to networks and resources that would expand their impact. Furthermore, efforts to coordinate the field are often short-term, inconsistent, and unstructured.
- *Insufficient capacity building support* - Available capacity building resources may lack sufficient cultural context or not focus on organizations working in this field. The few technical assistance providers that are dedicated to the field are often small, geographically scattered, and already strained themselves.

Root Cause has significant experience in the three primary areas of work that the LSI implementation project will require. It has successfully led large and complex projects that involve collaboration among multiple stakeholders over an extended period. In addition to the planning process it conducted for LSI, it organized the State Street Foundation's Youth Violence Prevention Funder Learning Collaborative.

Root Cause was founded as a capacity building firm with a focus on helping not-for-profit organizations sustain and, when appropriate, grow their activities; this remains the core of its work. It has operated a successful model accelerator program, the Social Innovation Forum in Boston, for the past eight years. The Social Innovation Forum is a testament to Root Cause's national leadership in the field of social innovation, developing solutions that work to address a range of complex social issues.

In recent months, Root Cause and PolicyLink, which will co-lead the launch of LSI if the recommended grants are approved, have participated in several partnership building sessions. CBMA staff is confident that the proposed pairing will play to each organization's strengths, that the organizations will work well together, and that they will devote sufficient staff to make LSI successful. In addition to the aforementioned committed funding partners and prospects, CBMA staff intends to constantly engage potential funders on the LSI model throughout out the two-year launch phase to ensure sustainability of the strategy, including developing additional revenue streams such as cultivating corporate partners, individual giving strategies, membership fees and earned revenue from service delivery.

For these reasons, the Campaign for Black Male Achievement staff recommends a project support grant to Root Cause in the amount of \$1,000,000 over two years

Grant ID: 20037140

Legal Name of Organization: PolicyLink, Inc.

Tax Status: 501 (c)(3)

Name of Fiscal Sponsor: n/a

Purpose of Grant: To leverage the impact of the federal Promise Neighborhoods and Choice Neighborhoods programs to improve the lives of black men and boys

Grant Description: Renewed funding will enable PolicyLink, through its Promise Neighborhoods Institute (PNI), to ensure that federal Promise Neighborhoods and Choice Neighborhoods sites adopt strategies to improve life outcomes for black men and boys. PNI plans to complete and disseminate a resource and action manual and curriculum that include lessons learned, promising approaches, tools, and successful models to address the particular conditions facing black men and boys across the U.S. This grant would advance the Campaign’s goals of ensuring that black boys have the opportunity to: 1) excel academically, prepare for college, and learn skills essential to earning a living wage; 2) strengthen family structures through responsible fatherhood initiatives and strategies that support single mothers raising black boys; and 3) serve as catalysts for leveraging additional private and public funds for the field of black men and boys. It also advances the Campaign’s strategy to identify and promote promising practices and model organizations in the Campaign’s three foundational grantmaking areas.

Previous OSI Support: \$100,000 from the Criminal Justice Fund, 2004;
\$500,000 from the Seize the Day Fund, 2009;
\$300,000 from Campaign for Black Male Achievement, 2009
\$500,000 from the Campaign for Black Male Achievement, 2010

Organization Budget: \$12,607,100

Project Budget: \$500,000

Major Sources of Support: Atlantic Philanthropies \$500,000
Ford Foundation \$500,000

Kellogg Foundation \$400,000
Robert Wood Johnson Foundation \$300,000

Amount Requested: \$500,000

Is this a contingent grant? No

Amount Recommended: \$500,000 (T1: 21122)

Term: 18 months, beginning September 1, 2012

Matching Requirements: n/a

Description of Organization:

Founded in 1999 by Angela Glover Blackwell, PolicyLink is a national research and action institute advancing economic and social equity. It has a decade-long track record of advancing creative policy driven by local innovation. It has established a network of over 2,500 organizations that advocate for more equitable policies at the local, regional, state, and national levels. To advance these organizations' work, PolicyLink provides technical assistance, supports capacity building and strategic communications (including the development and management of multiple websites), organizes national convenings, and staffs campaigns for policy change.

Description of Program for Which Funding Is Sought:

PolicyLink requests renewed support to continue to grow the work of its Promise Neighborhoods Institute (PNI). With support from OSF, Atlantic, Ford, Robert Wood Johnson, Kellogg, Ford and several other funders, PNI was established in 2010 to provide technical assistance to federal Promise Neighborhoods planning and implementation sites as well as to other place-based improvement programs interested in implementing the Promise model with or without federal funds. After the Obama Administration announced the Choice Neighborhoods program focused on housing redevelopment, supportive services and neighborhood improvements, PNI expanded its scope to include communities that receive Choice Neighborhoods planning grants.

Over the past year, PNI has established a menu of technical assistance offerings that includes site visits, webinars and conference calls, publications, an updated website, a listserv, and policy analysis and research on relevant federal policies. It also created a network of 51 Promise Neighborhoods and 18 Choice Neighborhoods. With renewed funding, PNI plans to do the following:

1. *Complete and disseminate a resource and action manual focused on improving outcomes for black men and boys in all Promise and Choice Neighborhoods sites.*

With previous CBMA funding, PNI began developing a manual that sites could use to develop a more comprehensive focus on black men and boys. The manual is now being edited and will be ready for distribution by late fall/early winter of 2012. The manual will include requirements for a successful implementation, including resident engagement, communications, fundraising, and

tools to address specific issue areas such as workforce development, juvenile justice and foster care.

2. *Establish a black men and boys community of practice within the PNI network.*

PNI has already cultivated an informal network of sites that it convenes to share and learn strategies for promoting black male achievement. It now plans to formalize this network as an established “community of practice.” Participating teams will benefit from site visits and receive customized capacity building and technical assistance plans.

3. *Develop data tracking systems and success indicators for the black men and boys strategies.*

PNI uses a range of tools to improve the practices of Promise and Choice Neighborhoods sites. The tools focus on results-based accountability, how to translate efforts into positive outcomes, and a “Results Scorecard for Place-Based Solutions.” PNI proposes to implement data collection systems with realistic indicators to measure progress and demonstrate that the Promise and Choice approaches are worthy of more significant public and private investment.

Rationale for Recommendation

Support of PolicyLink specifically advances the Campaign’s goals of ensuring that black boys have the opportunity to: 1) excel academically, prepare for college, and learn skills essential to earning a living wage; 2) strengthen family structures through responsible fatherhood initiatives and strategies that support single mothers raising black boys; and 3) serve as catalysts for leveraging additional private and public funds for the field of black men and boys. Support also advances the Campaign’s strategy of identifying and promoting promising practices and model organizations in its three foundational grantmaking areas of education, work and family and increasing the capacity, sustainability, and advocacy of the black male achievement field. The grant will advance EOF’s overarching goal of ensuring justice and equality and lifting barriers that prevent people from participating fully in economic, social, educational and political life.

By leveraging OSF funds to ensure that federal Promise and Choice Neighborhoods sites focus on improving outcomes for black men and boys, CBMA is taking advantage of a unique opportunity to scale up its vision and mission. Currently, there are 20 federally funded Promise Neighborhoods and 18 federally funded Choice Neighborhoods programs. There are also more than 30 sites operating without federal money. With the next round of Choice and Promise funding, there will be 69 new communities selected for funding or in the pipeline. These communities are characterized by extreme poverty, low educational attainment, and high unemployment. CBMA’s investment in PNI has the potential to create enormous ripple effects. There are few other vehicles that would allow CBMA to attach its particular interest to a comprehensive, multi-site initiative to increase infrastructure and human service investments in distressed communities.

Clearly, there are some risks associated with this project. First, Promise and Choice sites are primarily focused on providing services to alleviate problems that are largely systemic. Focusing on policy and systems change in addition to services is a necessary component of promoting black male achievement.

Helping sites develop an additional policy focus is not easy, but the needs of black boys and men are an area with which PolicyLink is familiar (as described below). The second challenge is closely related. As sites begin to consider ways to change policy and systems, there is real risk that they will not be able to secure sufficient resources to address such layered and complex problems. To address this issue, PNI has incorporated fundraising training into its menu of offerings. CBMA staff also plans to exploit the leveraging potential of its investment to help secure additional resources for sites.

Given the political realities in Washington today, the third major risk is that the Promise and Choice programs will be short-lived. Staff believes that the current political environment heightens the urgency for OSF to take advantage of the federal government's investment to shine a spotlight on some of the most critical threats to open society in the U.S., namely structural exclusion and lack of opportunity.

Staff believes that PolicyLink is the right group to focus the attention Promise Neighborhood and related sites on the needs of black boys and men. Its partnership with the California Endowment on the California Boys and Men of Color Initiative has proven to be an effective vehicle for advocating for policy change on behalf of this vulnerable population. It has facilitated planning and implementation of state and local policy campaigns, including one to reduce the numbers of boys of color suspended or expelled from school. It also helped forged the initiative's first collaborative policy venture with the California State Assembly Select Committee on the Status of Boys and Men of Color.

For the reasons identified above, the Campaign for Black Male Achievement staff recommends a project support grant of \$500,000 over 18 months to PolicyLink.

Grant ID: 20036673

Legal Name of Organization: PolicyLink, Inc.

Tax Status: 501 (c)(3)

Name of Fiscal Sponsor: n/a

Purpose of Grant: To co-lead the launch of the Leadership & Sustainability Institute for Black Male Achievement to strengthen leaders and organizations in the field

Grant Description: A project support grant will enable PolicyLink, with Root Cause, to co-lead the launch of the Leadership & Sustainability Institute (LSI), a national membership network that will provide individual leaders and organizations working to advance black male achievement with access to resources to build their capacity and effectiveness. PolicyLink will work closely with CBMA staff to design and implement two LSI components: the Black Male Achievement (BMA) Field Promotion and BMA Community of Practice, which will help strengthen communications capacity and support the development of durable infrastructure within the black male achievement field. Root Cause will take responsibility for two other components of the LSI, the BMA Capacity Building and Sustainability Center and the BMA Social Innovation Accelerator. Over the two-year launch phase of LSI, more than 150 organizations and 300 leaders will benefit from high quality leadership development and organizational sustainability services. LSI is one of three major recommendations included in CBMA's 2010 scale-up plan. Support for LSI advances the CBMA goals of strengthening the field of black male achievement by investing in leadership development and organizational sustainability, leveraging public and private funds for the field and shifting public perceptions of black men and boys. LSI's successful launch will enable organizations and leaders to more effectively achieve CBMA's core programmatic goals: 1) attaining educational equity; 2) strengthening family structures; and 3) increasing living wage work opportunities for black men and boys.

Previous OSI Support: \$100,000 from the Criminal Justice Fund, 2004;
\$500,000 from the Seize the Day Fund, 2009;
\$300,000 from Campaign for Black Male Achievement, 2009
\$500,000 from the Campaign for Black Male Achievement, 2010

Organization Budget: \$12,607,100

Project Budget: \$4,647,492

Major Sources of Support:

Atlantic Philanthropies	\$500,000
Ford Foundation	\$500,000
Kellogg Foundation	\$400,000
Robert Wood Johnson Foundation	\$300,000

Amount Requested: \$1,000,000

Is this a contingent grant? No

Amount Recommended: \$1,000,000 (T1: 21122)

Term: Two years, beginning September 1, 2012

Matching Requirements: n/a

Description of Organization:

Founded in 1999 by Angela Glover Blackwell, PolicyLink is a national research and action institute working to advance economic and social equity. PolicyLink has a decade-long track record of advancing creative policy driven by local innovation. It has established a network of over 2,500 organizations that advocate for more equitable policies at the local, regional, state, and national levels. To advance these organizations' work, it provides technical assistance, supports capacity building and strategic communications (including the development and management of multiple websites), organizes national conferences, and staffs campaigns for policy change.

Description of Program for Which Funding Is Sought:

PolicyLink requests project support to enable it co-launch, with Root Cause, the Leadership & Sustainability Institute for Black Male Achievement (LSI), a national membership network that will strengthen leaders and organizations working to advance black male achievement. LSI will provide these leaders and organizations access to resources to build their capacity and effectiveness and opportunities to connect and learn from other leaders in the field. It will also

promote their work to the philanthropic community. LSI will exist as a national hub designed to strengthen and sustain strategies to improve the life outcomes of black men and boys.

In 2011, CBMA made a grant to Root Cause (also recommended for funding in this docket) to facilitate a rigorous planning process for LSI. As a result of the planning process, CBMA has decided to recommend funding for PolicyLink and Root Cause to co-lead the launch of LSI. Over the two-year term of the recommended grant, PolicyLink will be responsible for two core LSI components: the Communities of Practice and BMA Field Promotion. Root Cause will be responsible for BMA Capacity Building & Sustainability and BMA Social Innovation Accelerator components of the LSI. CBMA staff will work closely with both Root Cause and PolicyLink to ensure strategy coordination and system for on-going communication.

LSI's **Communities of Practice** are groups of organizations and individuals with a shared commitment to: advancing core issues and strategies for the field of black male achievement; exchanging resources, including experiences, stories, tools, and approaches for addressing recurring problems; and aligning and reinforcing their activities to achieve common goals.

Collectively and individually, LSI Communities of Practice will work to support local, state, and national policy change. They will be organized around specific issues, strategies or geography (e.g., educational equity, CBMA target states/cities) that members have identified as high priority areas to work on as a group. And they will develop a shared framework for defining and addressing structural and systemic barriers limiting black male achievement.

The Communities of Practice will operate online and off-line. PolicyLink will create an online platform that will serve as the virtual hub for both the LSI and the larger black male achievement field. The development process will begin with a password protected, private website for LSI members by early 2013. It will support the burgeoning LSI community by providing a virtual venue for group learning, problem solving, information sharing, and testing new communications and advocacy technologies. As the online community solidifies, PolicyLink will develop a public site that will serve as a one-stop information and advocacy hub for the field. The public site will be launched in mid-2013. By the end of the proposed two-year grant period, both the private and public sites will be fully functional. Off-line activities will include in-person regional meetings and an annual conference.

PolicyLink will also lead the **BMA Field Promotion** strategy, which will ensure that LSI members have access to communication content and tools, effective BMA messaging, and strategies to help communicate their own work and the importance of the BMA field to a range of audiences, including funders, policymakers, media, and local communities. LSI members will receive the following support through the Field Promotion strategy: 1) trainings and workshops on black male achievement and its importance to community and society; 2) access to a collection of resources, such as experts and promising practices such as data-driven storytelling; 3) coaching on strategies to implement promising practices for developing a common positive narrative for black men and boys; 4) communications support, such as media placement; and 5) coordinated media strategies, such as a BMA Speaker forum.

The Communities of Practice strategy will provide LSI members with cutting-edge communications and messaging tools, training and strategies that enable members to better educate policymakers and inform the general public about the urgent needs of low-income black men and boys, along with the social and economic benefits of addressing them. Additionally, benefits for members include 1) clearinghouse of research on the most promising black male achievement relevant policies; 2) current information on local, state and national policy priorities emerging from network members; and 3) peer-learning opportunities in the area of strategic communications and messaging.

Rationale for Recommendation

A project support grant to PolicyLink to co-lead the launch of the Leadership & Sustainability Institute for Black Male Achievement advances one of the core components of the CBMA scale-up plan, which was approved by the U.S. Programs Board of Directors in May 2010. Generally, support for LSI advances the CBMA goals of strengthening the field of black male achievement by investing in leadership development and organizational sustainability, leveraging public and private funds for the field and shifting public perceptions of black men and boys. The successful launch and implementation of the LSI will also enable organizations and leaders to more effectively achieve CBMA's core programmatic goals: 1) attaining educational equity; 2) strengthening family structures; and 3) increasing living wage work opportunities for black men and boys.

Over the past four years, CBMA has learned that the challenges facing black males are compounded by the relative under-development and inconsistent funding of organizations dedicated to addressing black male achievement. While CBMA currently represents the most robust philanthropic investment in improving the life outcomes of black men and boys, it is not the first initiative in this area. According to an Urban Institute report, of the 51 organizations focused on improving the life outcomes of black men that it surveyed in 1995, less than a quarter still existed in 2005. CBMA has observed that organizations working in the black male achievement field have faced, and continue to face, the following barriers:

- *Field-related challenges* - The black male achievement field has been plagued by two key barriers: inconsistent philanthropic support and entrenched structural barriers that make it difficult to achieve reform.
- *Isolation* - Organizations often work in isolation from one another: many work in segregated neighborhoods and have minimal access to networks and resources that would expand their impact. Furthermore, efforts to coordinate the field are often short-term, inconsistent, and unstructured.
- *Insufficient capacity building support* - Available capacity building resources may lack sufficient cultural context or not focus on organizations working in this field. The few technical assistance providers that are dedicated to the field are often small, geographically scattered, and already strained themselves.

The cornerstones of the PolicyLink approach are crafting policy solutions, increasing broad public will for just and fair inclusion, forging strategic alliances across issue and ethnic/racial divides, and bringing new voices to policy debates—particularly from low-income people and

communities of color. These are all critical organizational competencies needed to support CBMA's efforts to build the black male achievement field.

Already, PolicyLink has a proven track record of advancing CBMA's goals. Its partnership with the California Endowment on the Boys and Men of Color (BMoC) Network has proven to be an effective vehicle for crafting and advancing policy to advocate for the health and economic success of this particularly vulnerable population. For example, PolicyLink facilitated the planning and early implementation of local policy campaigns in California, including an ongoing effort to reduce the numbers of boys of color that are pushed out of school. It plays the lead role coordinating all state level policy and network-building activities for the California initiative, which have led to: 1) a shared understanding of the BMoC Network's purpose, strategies, and division of roles and responsibilities; and 2) the network's first collaborative policy venture, the California State Assembly Select Committee on the Status of Boys and Men of Color.

Policylink's Promise Neighborhoods federal advocacy has resulted in an increase of funding for the initiative, from \$10M in 2010 to \$30M in 2011, and finally to \$60M in 2012. Pursuant to its scale-up strategy of leveraging federal dollars to advance its mission, CBMA has funded PolicyLink to expand the number of communities that are able to use the Promise Neighborhood model to advance black male achievement.

At a LSI funder briefing in May, George Soros, along with board advisors Geoffrey Canada and Sherrilyn Ifill, spoke about their support of the LSI model to strengthen the field of black male achievement. In addition, five foundations have committed a total of \$1.6 million to the LSI launch: the California Endowment; Knight; Skillman; Kapor; and Robert Wood Johnson foundations. Three other funders are close to committing another \$1.2 million: Foundation for Newark's Future, Casey Family Programs, and Carnegie Corporation. Another 20 funders are at different stages of being cultivated to significantly increase philanthropic investment in black male achievement including Kellogg, Lumina, Gates, Hayden and a consortium of four of Boston largest funders.

In recent months, PolicyLink and Root Cause, which will co-lead the launch of LSI if the recommended grants are approved, have participated in several partnership building sessions. CBMA staff is confident that the proposed pairing will play to each organization's strengths, that the organizations will work well together, and that they will devote sufficient staff to make LSI successful. In addition to the aforementioned committed funding partners and prospects, CBMA staff intends to constantly engage potential funders on the LSI model throughout out the two-year launch phase to ensure sustainability of the strategy, including developing additional revenue streams such as cultivating corporate partners, individual giving strategies, membership fees and earned revenue from service delivery.

For these reasons, the Campaign for Black Male Achievement staff recommends a project support grant to PolicyLink in the amount of \$1,000,000.

Grant ID: 20036746

Legal Name of Organization: Higher Achievement Program, Inc.

Tax Status: 501 (c)(3)

Name of Fiscal Sponsor: n/a

Purpose of Grant: To support the Afterschool Academy mentoring strategy at Baltimore city public schools for black boys

Grant Description: With project support from CBMA, Higher Achievement Program will focus on three primary goals for advancing black male achievement in in Baltimore, Maryland: 1) provide black boys with academic enrichment opportunities; 2) build a community of black male mentors; and 3) educate the broader community to support efforts around black male achievement. Project support funding will allow Higher Achievement to engage and retain black male students in programs designed to improve their academic performances and their prospects of becoming productive citizens. The recommended grant will further CBMA’s goal of ensuring that black boys have the opportunity to excel academically, prepare for college, and learn skills essential to earning a living wage. The grant also advances CBMA’s scale-up plan strategy of placing 15,000 boys in structured mentoring relationships by 2014.

Previous OSI Support: n/a

Organization Budget: \$781,000

Project Budget: \$524,236

Major Sources of Support:

Family League of Baltimore City	\$62,000
Board Contributions	\$17,000
Thalheimer Foundation	\$15,000

Amount Requested: \$225,000

Is this a contingent grant? No

Amount Recommended: \$225,000 (T1: 21120)

Term: Two years, beginning September 1, 2012

Matching Requirements: n/a

Description of Organization:

The mission of Higher Achievement Program (HA) is to close the opportunity gap of underserved middle school students with a year-round learning environment and with caring role models. HA was founded in Washington, DC in 1979, with the goal of promoting educational equity and success for underserved youth. In 2009, HA launched its Baltimore office to serve middle school students with the highest needs in predominantly black communities. As an organization dedicated to social justice, HA highlights specific substantive themes in its program, incorporating classes focused on freedom, justice, and solidarity.

Higher Achievement focuses its program on small-group learning, long-term mentoring relationships, and support for youth and their families. This focus draws on research-based best practices for attaining educational opportunities for black boys and promoting their success later in life. Each participating youth is connected with three mentors who are trained in HA's innovative social justice and standards-based curricula. Mentors work with their mentees at least two hours a week during the school year. Most participating boys stay connected to their mentors throughout college.

The program also includes self-evaluation, both to ensure that HA is meeting its intended outcomes and to provide accurate data that can inform the larger field of education. The HA evaluation uses five key performance indicators: grades, standardized test scores, attendance, tardiness, and high school choice.

Description of Program for Which Funding Is Sought:

With project support from CBMA, Higher Achievement plans to promote educational equity for black male middle school students by: 1) increasing the number of boys it serves to 150 over the grant period and providing them with tools and opportunities for achieving academic success; 2) increasing the number of black male mentors to 160 by year two and providing them with the training, tools and supports they need to better serve black boys; and 3) increasing community awareness and education around black male achievement.

HA's mentoring strategy is implemented in Baltimore middle schools through the Afterschool Academy, which operates from September to May. Academy "scholars" receive homework support, dinner, an elective (such as sports, debate, or art), intensive mentoring in math and literature, and seminars in topics such as conflict mediation, creative writing, and science. Scholars attend the program three days a week, from 3:30 p.m. to 8:00 p.m. and partner with an adult volunteer mentor each night. Higher Achievement pairs each scholar with three adult mentors for the year and keeps groups to a maximum of three scholars, ensuring that scholars and mentors build close relationships throughout the school year.

During the first year of the proposed grant, HA will focus on the ground work to increase mentor and scholar engagement. HA will partner with Public Allies (a former CBMA grantee) to assist with mentor recruitment. Newly recruited mentors will go through an orientation and bi-weekly training sessions. Scholars in the Afterschool Academy will be recruited by school counselors, community groups, and partners. During year one, the Academy will offer guest speaker days, field trips, and volunteer activities and provide weekly progress reports. In addition, HA will begin to work with the Urban Teacher Center to create trainings and curriculum based on research and best practices serving black boys. By fall of the second year, HA will review its performance data to measure what works and what needs to be improved in terms of engagement, retention, recruitment, and academic achievement.

Throughout the two year proposed grant, Higher Achievement will also increase community awareness about the issues facing black boys by holding education forums. Currently, HA's media coverage consists of approximately two stories and/or media interviews a year. CBMA funding will allow HA to participate in up to three symposiums and other speaking engagements, publications, and news broadcasts each year. HA will also hold site visits with the goal of increasing their media coverage by 50%. Through these activities, HA hopes to share with the larger community how people can become involved in its work and to secure other partners such as corporations and media.

Rationale for Recommendation

The recommended project support grant will further CBMA's goals of: 1) ensuring that black boys have the opportunity to excel academically, to prepare for college, and to learn skills essential to earning a living wage; 2) strengthening the field of black male achievement by building the capacity of organizations working to improve the life outcomes of black boys; and 3) strengthening family structures by providing support to single-mother households. The project advances the priority of the CBMA scale-up strategy to increase investment in direct-service mentoring strategies, with the goal of placing 15,000 black males in structured mentoring relationships by 2014.

Higher Achievement's mentoring strategy embraces key research recommendations for ways in which school-based programs can better serve black male students and prepare them for success in high school and beyond. Research by CBMA grantee Dr. Ivory Toldson, associate professor at Howard University, shows that black males who aspire to go to college are significantly more likely to perform better in school if they are engaged in mentoring and afterschool programming during their middle school years.

Despite recent gains in the high school graduation rates of black males, the performance of black boys in Baltimore City middle schools remains poor. HA responds to that gap. Research conducted by Advocates for Children and Youth revealed that Maryland's African-American students are almost two-and-a-half times more likely to be suspended than white students - a new state high.ⁱ In the communities served by Higher Achievement - primarily the Cherry Hill, Clifton-Berea, and Lakeland neighborhoods - up to 94% of students are enrolled in the Free and Reduced Meal program,ⁱⁱ and the mean household income is as low as \$24,696.ⁱⁱⁱ Most of the boys enrolled in HA programs reside in single-mother led households, so the prospect of developing a positive

relationship with a caring adult mentor through the HA program provides the family with critical support.

Higher Achievement's program model, with its attention to small-group learning, long-term mentoring relationships, meaningful partnerships, and wraparound support for scholars and families, aligns closely with research-based best practices for bolstering academic achievement of black boys. Its signature mentoring program connects each scholar with three trained and committed learning mentors. After being trained in Higher Achievement's innovative social justice and standards-based curricula, mentors commit to working with their scholars one evening per week for two hours during the school year. Many remain mentors to the same scholars throughout their four years in the program. Higher Achievement employs a number of practices that have been identified as critical to a successful mentoring program: detailed interview and screening processes, mandatory long-term commitment, and regular contact with scholars. Higher Achievement equips mentors with the necessary skills and tools to be effective and successful.

Higher Achievement actively creates a community with its mentors, encouraging them to become committed advocates for economic and educational equity. HA mentors get to know the other volunteers who share their mentoring night each week, creating strong personal connections. Mentors can also communicate with other mentors through Higher Achievement's web-based program for sharing scholar and mentor information. At the end of each evening, mentors and scholars come together for Mentor Lounge – a supportive environment where mentors and scholars share their challenges and successes.

For these reasons the Campaign for Black Male Achievement staff recommend a project support grant of \$275,000 over two years to Higher Achievement.

ⁱ Advocates for Children and Youth, "School Suspensions Fall but Racial Disparities Remain Large" (Volume 6, Number 16), January 2009, http://www.acy.org/upimages/suspensions_jan_09_final.pdf.

ⁱⁱ 2011 Maryland Report Card. <http://www.mdreportcard.org>. (24 March 2012).

ⁱⁱⁱ Baltimore City Health Department, 2011 Neighborhood Health Profile: Clifton-Berea (December 2011), <http://www.baltimorehealth.org/info/neighborhood2011/10%20Clifton.pdf> (3 April 2012).