

U.S. PROGRAMS
Equality and Opportunity Fund
Summary of Recommended Grants
Submitted April 15, 2011

Program Area/Organization

Organization	Grant Code	Recommended	Term	2011	2012
Equality and Opportunity Fund					
Racial Justice and Immigrant Rights					
National Immigration Forum	T1: 24449	\$ 300,000	1 year	\$ 300,000	
America's Voice Education Fund	T1: 24449	\$ 300,000	1 year	\$ 300,000	
Center for Community Change	T1: 24449	\$ 250,000	1 year	\$ 250,000	
Border Network for Human Rights	T1: 24449	\$ 300,000	2 years	\$ 150,000	\$ 150,000
OneAmerica ¹	T1: 24448	\$ 100,000	2 years	\$ 50,000	\$ 50,000
	T1: 21132	\$ 100,000	2 years	\$ 50,000	\$ 50,000
Tucson Pima Arts Council, Inc. ²	T1: 21125	\$ 100,000	2 years	\$ 50,000	\$ 50,000
	T1: 24449	\$ 50,000	2 years	\$ 25,000	\$ 25,000
LGBTQ Rights and Gender Justice					
National Center for Transgender Equality	T1: 24450	\$ 150,000	2 years	\$ 75,000	\$ 75,000
Transgender Law Center	T1: 24450	\$ 165,000	2 years	\$ 90,000	\$ 75,000
State Equality Fund (fiscal sponsor: Tides Foundation)	T1: 24450	\$ 300,000	1 year	\$ 300,000	
Total Recommended:		\$ 2,115,000			
Neighborhood Stabilization Initiative					
Boston Community Capital Inc.	T1: 24451	\$ 300,000	2 years	\$ 200,000	\$ 100,000
National Coalition for Asian Pacific American Community Development	T1: 24451	\$ 125,000	1 year	\$ 125,000	
Poverty and Race Research Action Council ³	T1: 24451	\$ 250,000	2 years	\$ 125,000	\$ 125,000
	T1: 24448	\$ 150,000	2 years	\$ 75,000	\$ 75,000
Total Recommended:		\$ 825,000			
Campaign for Black Male Achievement					
Root Cause, Inc.	T1: 21122	\$ 1,400,000	1 year	\$ 1,400,000	
Schott Foundation for Public Education	T1: 21120	\$ 700,000	2 years	\$ 350,000	\$ 350,000 C
Coalition of Schools Educating Boys of Color	T1: 21120	\$ 600,000	2 years	\$ 300,000	\$ 300,000 C
Children's Defense Fund, Inc. ⁴	T1: 21120	\$ 650,000	2 years	\$ 325,000	\$ 325,000 C
	T1: 24016	\$ 50,000	2 years	\$ 25,000	\$ 25,000 C
Eagle Academy Foundation, Inc.	T1: 21120	\$ 900,000	2 years	\$ 450,000	\$ 450,000
PolicyLink, Inc.	T1: 21122	\$ 500,000	1 year	\$ 500,000	
Community College of Philadelphia	T1: 21120	\$ 500,000	2 years	\$ 250,000	\$ 250,000 C
Philadelphia Student Union ⁵	T1: 21120	\$ 50,000	2 years	\$ 25,000	\$ 25,000
	T1: 24016	\$ 50,000	2 years	\$ 25,000	\$ 25,000
	T1: 24450	\$ 15,000	2 years	\$ 7,500	\$ 7,500
Young People's Project	T1: 21120	\$ 200,000	2 years	\$ 100,000	\$ 100,000
Youth Empowerment Project	T1: 21120	\$ 200,000	2 years	\$ 100,000	\$ 100,000
Building Educated Leaders for Life	T1: 21120	\$ 150,000	16 months	\$ 75,000	\$ 75,000
Center For Urban Families, Inc.	T1: 21122	\$ 1,000,000	2 years	\$ 500,000	\$ 500,000 C
Robert C. Maynard Institute for Journalism Education	T1: 21122	\$ 300,000	2 years	\$ 150,000	\$ 150,000
Youth Today, Inc.	T1: 21122	\$ 75,000	1 year	\$ 75,000	
American Values Institute (fiscal sponsor: Institute for America's Future)	T1: 21122	\$ 550,000	2 years	\$ 275,000	\$ 275,000 C
Rap Sessions (fiscal sponsor: Community Initiatives)	T1: 21122	\$ 250,000	2 years	\$ 125,000	\$ 125,000 C
Men Can Stop Rape, Inc.	T1: 21120	\$ 300,000	2 years	\$ 150,000	\$ 150,000
Institute for Responsible Citizenship	T1: 21120	\$ 150,000	2 years	\$ 75,000	\$ 75,000
Optimum Institute of Economic Empowerment, Inc.	T1: 21123	\$ 75,000	1 year	\$ 75,000	
Total Recommended:		\$ 8,665,000			
GRANTMAKING TOTAL THIS DOCKET:		\$ 11,605,000			

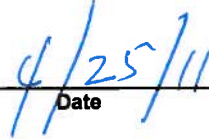
Acknowledgement of Disclosure

Archana Sahgal, the EOF program officer responsible for the immigrant rights, racial justice and anti-violence advocacy portfolios, currently serves as a board member for South Asian American Leaders of Tomorrow. The recommended grant to South Asian American Leaders of Tomorrow falls under the portfolio area which Archana Sahgal manages and will therefore, work closely with. This grant recommendation is on the National Security and Human Rights docket.

Luna Yasui, the EOF program officer responsible for the LGBTQ rights and gender justice portfolios, has previously worked for the Tides Foundation. The Tides Foundation serves as the fiscal sponsor for the State Equality Fund, which is recommended in this docket and falls in the portfolio which Luna oversees.



Approval Signature



Date

¹ Total grant is \$200,000; split as \$100,000 from the Equality and Opportunity Fund Racial Justice, T1: 24448 and \$100,000 from the National Security and Human Rights Campaign, T1: 21132

² Total grant is \$150,000; split as \$100,000 from the Strategic Opportunities Fund, T1: 21125 and \$50,000 from the Equality and Opportunity Fund Immigrant Rights, T1: 24449

³ Total grant is \$400,000; split as \$250,000 from the Neighborhood Stabilization Initiative, T1: 24451 and \$150,000 from the Equality and Opportunity Fund Racial Justice, T1: 24448

⁴ Total grant is \$700,000; split as \$650,000 from the Campaign for Black Male Achievement, T1:21120 and \$50,000 from the Criminal Justice Fund T1:24016. This is a contingent grant.

⁵ Total grant is \$115,000; split as \$50,000 from the Campaign for Black Male Achievement, T1:21120; \$50,000 from the Criminal Justice Fund, T1:24016 and \$15,000 from the Equality and Opportunity Fund LGBTQ and Gender Equality, T1:24450

MEMORANDUM

TO: Aryeh Neier
FROM: Ann Beeson; Raquiba LaBrie; and EOF Staff
DATE: April 15, 2011
RE: EQUALITY AND OPPORTUNITY FUND DOCKET I 2011

The mission of the Equality and Opportunity Fund (EOF) is to ensure justice and equality, prohibit arbitrary and discriminatory government action, and lift barriers that prevent people from participating fully in economic, social and political life. The fund concentrates on four core areas of equal opportunity advocacy: racial justice, immigrant rights, LGBTQ rights, and gender justice. It also includes two special initiatives: the Neighborhood Stabilization Initiative and the Campaign for Black Male Achievement.

Attached are the EOF grant recommendations for Docket I of 2011.

RACIAL JUSTICE AND IMMIGRANT RIGHTS

The recent failure of the immigrant rights field to secure comprehensive immigration reform has led advocates and funders to rethink their strategies. There is an emerging consensus that greater attention and resources should be directed to the states as the new immigration battleground. The bulk of EOF's immigrant rights grantees are now focused on challenging harsh immigration enforcement policies as well as developing proactive strategies to facilitate immigrant integration through direct services provision and policy advocacy. In light of these field developments and the expiration of OSF Immigration Innovation funding at the end of 2010, EOF is moving away from campaign-focused funding, scaling back its support for a number of national groups, and exploring creative ways to strengthen state-level immigrant rights advocacy and infrastructure.

The immigrant rights grants recommended in this docket reflect EOF's shifting strategy. We recommend substantially reduced grants to three leading national immigrant rights groups. They are **National Immigration Forum, America's Voice, and Center for Community Change**. While we believe that all three groups will continue to exercise important field leadership, we cannot sustain them at the level of support they received from the Immigration Innovation Fund. Anticipating OSF's and other funders' inability to remain prior funding levels, they have already begun to scale back their own infrastructure.

We also recommend renewal grants to **Border Network for Human Rights** based in El Paso, Texas and **OneAmerica** based in Seattle, Washington. Border Network is a grassroots membership organization that engages directly affected communities to challenge flawed border and immigration policies. OneAmerica was founded in the wake of September 11 to counter backlash in Washington State directed at Middle Easterners, East Africans, South Asians, Muslims, and Sikhs and other immigrants and minorities. It has grown into one of the top 10 most effective statewide immigrant rights coalitions in the country.

The last recommendation in this section is a new grant to the **Tucson Pima Arts Council**, the designated local arts agency for the City of Tucson and County of Pima in Arizona. Responding to the January 8

shooting in Tucson, the Arts Council plans to develop a regional re-granting program that will fund 10 to 12 arts-based civic engagement projects.

GENDER JUSTICE AND LGBTQ RIGHTS

EOF recommends three gender justice and LGBTQ rights renewal grants that advance the following goals: 1) strengthening and expanding state and federal policies that protect the rights of LGBTQ people; 2) increasing the participation of diverse voices within the LGBTQ rights movement, with an emphasis on people of color and transgender people; and 3) removing structural barriers to equality for LGBTQ people in areas outside of marriage.

The recommended grant to the **National Center for Transgender Equality** will strengthen its efforts to address the concerns of transgender people through federal and state advocacy. The recommended grant to the **Transgender Law Center** will provide general support as well as project support for Project HEALTH, an initiative that seeks to increase access to scientifically sound and culturally competent medical care for transgender patients. EOF staff is in ongoing conversations with OSF's Sexual Health and Rights Project regarding connecting international efforts to defend the rights of transgender people. The recommended grant to the **State Equality Fund** will support state-level LGBTQ rights policy advocacy focused on expanding non-discrimination policies and broader recognition for LGBTQ people in the areas of employment, accommodations, education, and family rights.

NEIGHBORHOOD STABILIZATION INITIATIVE

The Neighborhood Stabilization Initiative (NSI) grants recommended in this docket advance a number of the initiative's goals, including 1) preventing foreclosures by overcoming the bottleneck in loan modifications; 2) facilitating the reuse of foreclosed properties as affordable housing for low-income households and particularly vulnerable populations; 3) expanding access to fair and affordable credit for lower-income borrowers and borrowers of color; 4) protecting the rights of renters in foreclosed properties; and 5) reversing the racial biases underlying the foreclosure crisis.

The recommended new grant to **Boston Community Capital** will enable the organization to replicate its Stabilizing Urban Neighborhoods Initiative, which helps homeowners repurchase their homes with affordable mortgages and, in doing so, prevent household wealth loss, residential displacement, and property abandonment. Renewal support for the **National Coalition for Asian Pacific American Community Development** will help the organization to sustain and grow its National Foreclosure Response Network, which was launched in 2009 with NSI support.

NSI is beginning to shift its focus from the mortgage and foreclosure crisis to broader housing and infrastructure equity concerns in order to embed its work more firmly within EOF by the beginning of 2012. The renewal grant to the **Poverty and Race Research Action Council (PRRAC)** represents a step in this direction. PRRAC is a national research and policy organization dedicated to exposing and challenging the consequences of historical patterns of housing segregation and development for low income families in the areas of health, education, employment, and incarceration. NSI will now take the lead in managing EOF's grant to PRRAC, which will be co-funded with support from EOF's racial justice portfolio.

CAMPAIGN FOR BLACK MALE ACHIEVEMENT

The Campaign for Black Male Achievement (CBMA or the Campaign) has assembled a docket that offers a preview of the type and scale of grantmaking the Campaign envisions as it begins to implement its scale-up plan approved by the U.S. Programs Board in 2010. It is increasing support for key grantees it considers to be pillars in the field of black male achievement. It is also taking steps to create resource hubs for the field.

CBMA Leadership and Sustainability Institute

CBMA's docket leads with a recommended \$1.4 million grant to **Root Cause**, a nonprofit research firm, to develop a plan for the launch of the CBMA Leadership and Sustainability Institute in early 2012. The planning process will engage a wide range of stakeholders including: the Leadership Learning Community, a national organization with 20 years of leadership development and evaluation expertise; the Association of Black Foundation Executives, a philanthropic affinity group and CBMA grantee focused on promoting effective and responsive philanthropy in the black community; and Southern Partners Fund, a community-based public foundation created to serve Southern communities. Working with these three intermediaries as well as CBMA staff, grantees, and other stakeholders, Root Cause will develop a blueprint for the following: 1) the structure of the Leadership Institute; 2) the types of services and resources the Institute will provide; and 3) the appropriate metrics to evaluate the Institute's work.

Root Cause's general approach is to engage in "action while planning." Accordingly, over the coming year, it will test a number of different capacity-building strategies on a cohort of 10 to 12 CBMA grantees and solicit their feedback to shape the ultimate operation of the Institute. Root Cause will organize a national convening to galvanize local funder support for black male achievement in CBMA's target cities and support a soft launch of the Leadership Institute. Beyond this, Root Cause will develop quarterly impact indexes that will eventually be distributed by the Institute. The indexes will include case studies highlighting organizational effectiveness of grantees and identify indicators for evaluating the effectiveness of the overall campaign (e.g., funding leveraged, mentors recruited, policy wins, media coverage, etc.).

Staff recognizes that the amount of the recommended grant to Root Cause is substantial. Having researched a range of options, we are persuaded the amount is appropriate for the scale and scope of work contemplated. The bulk of the grant will be re-granted to groups participating in the planning process and applied to the cost of travel and convenings.

Educational Equity

The majority of the grants in this docket advance CBMA's goal of ensuring black boys have an opportunity to excel academically, to prepare for college, and to learn skills essential to earning a living wage. Included in this line-up are renewal grants to organizations that CBMA considers to be anchor grantees because of their demonstrated track records and close alignment with CBMA priorities. These field anchors include the **Schott Foundation**, which manages the national Opportunity to Learn campaign, a coordinated 10-year strategy to ensure all historically disadvantaged children are equipped to graduate from high school; the **Coalition of Schools Educating Boys of Color** whose national network of educators dedicated to promoting best practices and improving standards for educating boys of color;

and the **Children’s Defense Fund** for its Freedom Schools’ work training black males to enter the teaching profession and Youth Advocate Leadership Training program.

To scale up a successful and innovative model for educating boys of color, CBMA recommends renewed funding to another field anchor, **Eagle Academy Foundation**. If the grant is approved, CBMA will join the Robin Hood Foundation, the Fund for Newark, and the Bloomberg Foundation in funding Eagle to plan for the launch of an all-boys academy in Newark, New Jersey, and strengthen the work of its existing academies in the Bronx, Brooklyn, and Queens. CBMA also recommends renewed project support for the Eagle Academy Foundation Professional Development Institute, which trains educators from across the county in best practices for educating black and Latino boys.

Renewed support to **PolicyLink** will enable it to expand the work of its Promise Neighborhoods Institute formed in 2010 with support from OSF, Atlantic, Ford, Robert Wood Johnson, and Kellogg. The Institute provides technical assistance to communities receiving federal Promise Neighborhoods grants and other place-based coalitions that have adopted the Promise Neighborhoods model. With renewed CBMA funding PolicyLink will expand its work to help recipients of federal Choice Neighborhoods grants incorporate a systems change focus on improving the life outcomes of black males.

To further CBMA’s education equity goal in its target cities, CBMA recommends grants to organizations in Philadelphia, Jackson, New Orleans, and Maryland. In Philadelphia, CBMA recommends new funding to the **Community College of Philadelphia** to provide intensive support to 300 African American male first-time college students and the **Philadelphia Student Union** for its youth leadership development program to dismantle the school-to-prison pipeline. Renewed support to the Jackson-based **Young People’s Project** and new support to the New Orleans-based **Youth Empowerment Project** will enhance both organizations’ youth leadership, mentoring, and educational programs. Finally, OSI-Baltimore is very enthusiastic about new support for **Building Educated Leaders for Life** to support its summer enrichment program for black elementary school students in Baltimore.

Strengthening Family Structures

To advance its goal of strengthening low-income black families by supporting responsible fatherhood initiatives, CBMA recommends increased funding for the **Center for Urban Families** in Baltimore for two projects. The first is the Baltimore Responsible Fatherhood Project, a program devoted to increasing fathers’ financial and emotional support of their families by providing parenting instruction; educating men on how they can increase child support payments; improving job readiness; and ultimately decreasing recidivism rates. The second project is the establishment of the Center’s Practitioners Leadership Institute, a resource designed to strengthen fatherhood programs across the country.

Strategic Communications

From the Campaign’s inception it has sought to integrate strategic communications strategies across its three core areas to promote positive frames and message about black men and boys. Four grants in this docket are well-positioned to advance this goal. The new grant to the **Robert Maynard Institute for Journalism Education** will train community residents in Jackson and Philadelphia to become local correspondents and produce stories about black men told from their perspectives and the perspectives of their fellow community members. **Youth Today**, a mainstream trade periodical for youth development

professionals, plans to publish a special edition of its print and web publication focused on societal and structural forces that lead to high incarceration, unemployment, and high school dropout rates for black males.

Building on the success of the December 2010 CBMA-sponsored convening, *Black Male Re-Imagined: Unleashing the Power of Art, Culture, and Media to Transform Black Communities*, **American Values Institute** seeks renewed project support to seed the development of a five-year campaign aimed at encouraging the media industry to generate more positive portrayals of black males in popular culture and public discourse. The recommended new grant to **Rap Sessions** will support a series of town hall forums focused on how the national framing of race in popular culture and policy debates affects black youth civic engagement.

With renewed project support, **Men Can Stop Rape** will continue to offer youth violence prevention trainings and community engagement programs in Washington, D.C. and Baltimore with the goals of reversing gender-based violence and challenging conventional definitions of masculinity. This grant is closely aligned with the Equality and Opportunity Fund's interest in addressing violence and harassment experienced by marginalized groups.

Mentoring

In response to George Soros' call for greater support of mentoring activities, CBMA recommends new support for the **Institute for Responsible Citizenship**, to support its mentoring, community service, and youth leadership development program. The new grant to the **Optimum Institute of Economic Empowerment** will support financial literacy trainings to improve money management skills for black men and their families.

We look forward to meeting with you on April 25 to discuss this docket and any other issues pertaining to the Equality and Opportunity Fund.

**EQUALITY AND OPPORTUNITY FUND
DOCKET I GRANT RECOMMENDATIONS
SUBMITTED: APRIL 15, 2011**

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**RACIAL JUSTICE
&
IMMIGRANT RIGHTS**

Grant ID: 20032028

Legal Name of Organization: National Immigration Forum

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide general support

Grant Description: To provide \$300,000 in general support to the National Immigration Forum (the Forum). The Forum is a national immigrant advocacy organization dedicated to developing consensus and strategy to give rise to a more welcoming America where all newcomers are treated fairly. The Forum's vision is to create immigration policy that honors America's tradition as a nation of immigrants, realistically responds to the country's economic demands, celebrates family unity, and serves the hopes and aspirations of all of America's people. It is well known for building unusual alliances, engaging in direct advocacy, and conducting effective media outreach. In the coming year, the Forum will continue its efforts to advance immigration reform with a focus on enforcement reform and promoting naturalization of eligible immigrants. The recommended grant advances the Equality and Opportunity Fund's goals of stemming the erosion of the civil and human rights of immigrants.

Previous OSI Support: \$5,757,151.80 from Immigrant Rights (1999-2010)

Organization Budget: \$2,409,195

Project Budget: N/A

Major Sources of Support: Anonymous; Carnegie Corporation; Evelyn and Walter Haas, Jr. Fund

Amount Requested: \$300,000

Contingent grant: No

Amount Recommended: \$300,000 from the Equality and Opportunity Fund Immigrant Rights, T1: 24449

Term: One year, from February 1, 2011 – January 31, 2012

Description of Organization:

The National Immigration Forum (the Forum) is a national immigrant advocacy organization dedicated to developing consensus and strategy to give rise to a more welcoming America where all newcomers are treated fairly. The Forum's vision is to create immigration policy that honors America's tradition as a nation of immigrants, realistically responds to the country's economic demands, celebrates family unity, and serves the hopes and aspirations of all of America's people. It is well known for building unusual alliances, engaging in direct advocacy, and conducting effective media outreach. Based in Washington,

D.C., the Forum has a membership of 250 national and local groups that include ethnic, religious, civil rights, labor, direct service, and business organizations.

Description of Program for Which Funding Is Sought:

The Forum requests general support.

Rationale for Recommendation:

A grant to the Forum advances the Equality & Opportunity Fund's overall mission of prohibiting arbitrary and discriminatory government action, and lifting barriers that prevent people from participating fully in economic, social and political life. The Forum's long term community building efforts are also aligned with EOF's goal of stemming the erosion of the civil and human rights of immigrants.

The recent failure of the immigrant rights field to secure comprehensive immigration reform revealed that the nation is engaged in a cultural and political struggle around immigration issues that is more intense than many advocates anticipated. The economic recession, which could not have been accounted for when advocates drew up their initial strategies for comprehensive reform, has only served to worsen prospects for change. Today advocates must proceed in a climate in which localities across the nation are experiencing high levels of fear and frustration as economic relief eludes Americans across the racial and socio-economic spectra, and the federal government has not advanced solutions to deal with the 11 million undocumented immigrants who are frequently vilified as the cause of economic hardship.

As a national field leader, the Forum has earned its position as a critical member of the group of committed advocates, elected officials, business leaders, academics, and funders who are exploring new strategies for advancing immigrant rights. It co-chairs the Civil Rights and Liberties Committee, a key monitoring and liaison body of the Department of Homeland Security. It recently became a member of OSF grantee the Leadership Conference for Civil and Human Rights after working closely with the group for many years. It is a core participant in the Immigration and Customs Enforcement/NGO Enforcement Working Group, a coalition that has tackled redrafting ICE detention standards, improving the parole process for asylum seekers, and demanding corrective action in the 287(g) and Secure Communities programs.

In the coming year, the Forum will continue to focus on strengthening the immigrant rights movement by integrating its three core competencies – policy advocacy, communications and coalition building – to effect policy and practice changes that ensure just treatment of immigrants. A general support grant will provide much-needed support for the Forum to:

- 1) Capitalize on defensive battles at the state and federal levels to educate and energize the base of immigrant rights supporters;
- 2) Persuade the middle by deepening relationships with faith, business, and conservative leaders; and
- 3) Marginalize opponents by partnering, for example, with government/fiscal watchdog organizations to create a fiscal responsibility narrative that is supportive of immigrant rights.

More specifically, the Forum will support campaigns to 1) defend against flawed immigration enforcement policies and 2) promote naturalization and civic engagement of immigrants. In response to the slew of Arizona-style anti-immigration policies proposed at the state level, the Forum prepared a report titled *Deficits, Lawsuits, Diminished Public Safety: Your State Can't Afford SB 1070*. In late February, the Forum's Executive Director Ali Noorani spoke at an OSF-sponsored funder briefing for

grantee Border Network for Human Rights (also recommended for funding in this docket). At the briefing, Noorani made a compelling case for the importance of coordinating the efforts of regional and national groups to advance change that will secure the border in humane and practical ways.

The Forum's efforts to increase naturalization of eligible immigrants will consist largely of advocacy for fee reform to reduce the burden on applicants, as well as administrative and legislative advocacy to expand programs that help immigrants learn English, attain skills needed to climb the economic ladder, and become citizens.

General support from OSF will also enable the Forum to hire a Deputy Director, an important investment in strengthening its internal infrastructure. When Ali Noorani became Executive Director, the comprehensive immigration reform campaign was fully underway and the bulk of the organization's resources were devoted to the campaign. As a result, the Forum's organizational development suffered. Staff is pleased to see the organization's leadership prioritizing the need to strengthen its long-term capacity needs.

As a centrist immigrant rights organization, the Forum is well-positioned not only to coalesce disparate stakeholders around immigration reform, but also to leverage the new relationships and capacity built through last year's push for comprehensive immigration reform. Staff believes strongly that it merits OSF's continued investment.

Grant ID: 20032030

Legal Name of Organization: America's Voice Education Fund

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide general support

Grant Description: To provide \$300,000 in general support to America's Voice Education Fund (AVEF). AVEF's mission is to create a voice in support of immigration reform rooted in the American values of earned citizenship, the rule of law, and the promise of the American Dream. It was created in May 2008 as the 501(c)(3) arm of America's Voice to conduct public education activities that support the Reform Immigration For America Campaign, a national campaign dedicated to comprehensive immigration reform. Over the next year, AVEF will focus on driving and influencing the narrative on immigration policy and politics in the English and Spanish language media. AVEF will continuously monitor policy and field changes. As conditions change and issues shift, it will adapt its narrative and media efforts. To complement these efforts, AVEF will continue to recruit new leaders and unusual allies to advocate for immigrant rights. The recommended grant advances the Equality and Opportunity Fund's goals of stemming the erosion of the civil and human rights of immigrants.

Previous OSI Support: \$1,850,000 from Immigrant Rights (1999-2010)

Organization Budget: \$2,462,415

Project Budget: N/A

Major Sources of Support: Carnegie Foundation; Ford Foundation; Unbound Philanthropies

Amount Requested: \$300,000

Contingent grant: No

Amount Recommended: \$300,000 from the Equality and Opportunity Fund Immigrant Rights, T1: 24449

Term: One year, from February 1, 2011 – January 31, 2012

Description of Organization:

The mission of America's Voice Education Fund (AVEF) is to create a voice in support of immigration reform rooted in the American values of earned citizenship, the rule of law, and the promise of the American Dream. Based in Washington, D.C., it was created in May 2008 as the 501(c)(3) arm of America's Voice to conduct public education activities that support the Reform Immigration For America Campaign, a national campaign dedicated to comprehensive immigration reform. Its objectives include:

1) create a powerful narrative and persuasive messages for proponents of immigration reform; 2) ramp up the volume and velocity of these messages in English language, Spanish language, and new media; and 3) lift the visibility and voices of key allies, such as faith, law enforcement, progressive bloggers, and immigrant-led groups.

Frank Sharry, the former Executive Director of the National Immigration Forum, heads AVEF. He is one of the nation's preeminent authorities on immigration policy and is highly regarded in the field. America's Voice Education Fund's counterpart entity, America's Voice, is a 501(c)(4) organization funded primarily by Atlantic Philanthropies. Although both organizations are deeply involved in the new reform campaign, AVEF's activities are limited to 501(c)(3) activities.

Description of Program for Which Funding Is Sought:

AVEF requests general support.

Rationale for Recommendation:

Support to AVEF will advance the Equality and Opportunity Fund's overall mission of prohibiting arbitrary and discriminatory government action, and lifting barriers that prevent people from participating fully in economic, social and political life. AVEF's long term efforts are also aligned with EOF's goal of stemming the erosion of the civil and human rights of immigrants.

Following the defeat of comprehensive immigration reform in June 2007, a group of leading state and national immigrant rights advocates came together to undertake an intensive process of review and reorganization. This process yielded a decision to build an integrated four-pillar campaign capable of going on offense and creating the political space for good policy. The four pillars consisted of: voter mobilization; policy advocacy; grassroots advocacy; and strategic communications. AVEF was created to oversee management of the fourth pillar and become the new communications hub for the movement.

Over the past two and a half years, AVEF has succeeded in filling the need for faster and more pointed communications work. It has expanded the visibility and influence of important allies in the immigration debate: faith, law enforcement, progressive bloggers, and immigrant-led coalitions including DREAM students and groups such as OSF grantee the National Day Laborer Organizing Network. It works daily with reporters, producers and opinion leaders on immigration reform pieces. Since its inception, it has been quoted or cited in 457 newspaper articles, 42 magazine articles, and 40 online publications. Its subscriber email list of activists stands at 68, 525. AVEF in Espanol, its Spanish language unit, is led by Maribel Hastings, former Washington bureau chief for the Spanish language daily La Opinion, and is influential in Spanish language media. Arturo Venegas, the former Chief of Police of Sacramento spearheads AVEF's Law Enforcement Engagement Initiative, which enlists law enforcement professionals as unusual spokespeople for federal immigration reform and against recruiting local police to enforce federal immigration laws. AVEF was among the first to credit Latino voters with being an influential factor in recent elections, including the 2010 mid-terms.

A general support grant will provide much-needed support for AV to:

- 1) Work with partners to develop, disseminate and drive a strong narrative and specific messages that can shape the debate around immigration policy;
- 2) Communicate its narrative via three principal platforms: traditional media, Spanish language media, and online media;
- 3) Operate a rapid response capacity to respond quickly to breaking news and help shape subsequent news coverage and commentary;

- 4) Conduct public opinion research to inform the development of the narrative and messages for spokespersons;
- 5) Create events, pitch stories, produce content, and recruit unusual messengers;
- 6) Train key local and national spokespersons from partner organizations on media skills and narrative discipline; and
- 7) Research, define, and challenge the views of immigration reform opponents.

AVEF has a proven track record in skillfully employing three complementary strategies: mobilize the base to help build support for reform; win the middle – persuade the skeptics that reform will solve the problem in a way that is practical and humane; and define opponents – work to expose the extremism of the anti-immigrant lobby. It is a strong team player and works closely with OSF grantees the Center for American Progress, the Center for Community Change, the National Immigration Law Center, Media Matters, the National Immigration Forum, and the Asian American Justice Center. Its senior staff is comprised of veteran strategists who have been working on immigration reform for decades. It will play a defining role in helping the U.S. decide whether it will continue with harsh policies aimed at expelling undocumented workers and their families from a country that prides itself on being a nation of immigrants, or change course and extend equal protection and a path to citizenship for the undocumented. For all these reasons, staff believes AVEF merits continued investment.

Grant ID: 20031977

Legal Name of Organization: Center for Community Change

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide general support

Grant Description: To provide \$250,000 in general support to the Center for Community Change (CCC). Founded in 1968 to honor the life and values of Robert F. Kennedy, the CCC has served hundreds of grassroots organizations, helping them improve economic opportunities, develop housing, and cope with policy changes. CCC carries out its mission by strengthening, connecting, and mobilizing grassroots groups to enhance the leadership, voice, and power of low-income people. The recommended grant advances the Equality and Opportunity Fund's goals of stemming the erosion of the civil and human rights of immigrants.

Previous OSI Support: \$13,987,000

Organization Budget: \$10,557,310

Project Budget: N/A

Major Sources of Support: Marguerite Casey Foundation; Dallas Foundation; Friedman Family Foundation; Charles Stewart Mott Foundation; Scherman Foundation; Stoneman Family Foundation; Unitarian Universalist Veatch Program at Shelter Rock; Ford Foundation, Carnegie Corporation; Rockefeller Brothers Fund; California Endowment

Amount Requested: \$250,000 over 1 year

Contingent Grant: No

Amount Recommended: \$250,000 from the Equality and Opportunity Fund Immigrant Rights, T1: 24449

Term: 1 year, February 1, 2011 – January 31, 2012

Description of Organization:

Founded in 1968 to honor the life and values of Robert F. Kennedy, the Center for Community Change (CCC) has served hundreds of grassroots organizations, helping them improve economic opportunities, develop housing, and cope with policy changes. It carries out its mission by strengthening, connecting, and mobilizing grassroots groups to enhance the leadership, voice, and power of low-income people. It has a total of 65 staff members, about half of whom are based in the Washington D.C. headquarters, with the other half of the staff working elsewhere to provide more direct technical and policy assistance to community groups. In the coming years, it will continue to strengthen the capacity of community-based organizations and their power to influence the public debate through opportunities to engage state and

national policymakers. Executive Director Deepak Bhargava was appointed to the U.S. Programs Board in November 2007.

Description of Program for Which Funding Is Sought:

CCC requests general support.

Rationale for Recommendation:

Support to the Center advances the Equality and Opportunity Fund's overall mission of prohibiting arbitrary and discriminatory government action, and lifting barriers that prevent people from participating fully in economic, social and political life. Further, the Center's long term community building efforts are aligned with EOF's goal of stemming the erosion of the civil and human rights of immigrants.

As the immigrant rights debate has shifted from advancing comprehensive immigration reform at the federal level to defending constitutional rights for immigrants at the state and municipal levels, support to grassroots groups is critical. Across the U.S., the combination of increased bias crimes, the recession and housing crisis has lent to a climate of fear and increased vulnerability of immigrants and people of color. Through its state and local coalitions, the CCC supports positive policies in states with the strong infrastructure while simultaneously countering anti-immigrant legislation in other states. In line with its mission, it will continue to strengthen and connect low-income people, in particular low-income people of color, through coalitions and organizations so that they can impact their communities.

In 2011, CCC will focus staff, funding and resources on five key states: Arizona, Colorado, Montana, North Carolina and Ohio. Efforts will be dedicated to building diverse coalitions that are rooted in low-income communities and have a state-wide reach to bring together communities on relevant public policy issues. In addition to these states, it will also begin to develop partnerships with communities and organizations in California, Florida, Michigan, New York, Pennsylvania, South Dakota and Tennessee. Based on its assessment and experiences in the next year, CCC is considering future non-partisan voter outreach programs in these states. Related is its nonpartisan Community Voting Project, a capacity building program that will provide partner groups in the five states with the resources to strategically outreach and inform communities on the importance of civic participation. To complement its efforts to build diverse coalitions and bring together people that have traditionally been divided, it will continue the Black America Organizing Project. Launched in 2010, this program creates spaces for black communities with the intention of cultivating leadership skills that can be used to advance a broad range of social justice advocacy efforts.

Through its grassroots networks, CCC has successfully mobilized local communities on local and national issues. Locally, its strategic support has helped local coalitions counter anti-immigrant legislation. At the national level, the Center contributed to unprecedented community mobilization on comprehensive immigration reform, health care reform and job creation program. Core to these organizing efforts is its dedication to strengthening the ability of low-income people and communities of color to effectively speak up about public policy issue that are central to their communities. With continued support from OSI, CCC has built a strong national infrastructure that facilitates coalition building across issues and regions.

Grant ID: 20032032

Legal Name of Organization: Border Network for Human Rights

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor (if applicable): N/A

Purpose of Grant: To provide general support

Grant Description: To provide general support. The Border Network for Human Rights (BNHR) is an El Paso-based grassroots membership organization that combines community organizing, leadership development, litigation, and policy advocacy to build the voice and power of those who are hardest hit by border and immigration policies, and to address the systemic injustices facing border communities. In the coming years, BNHR will continue to strengthen the capacity of border communities, and help use the local border experience to influence the national debate on border enforcement policies. The recommended grant advances the Equality and Opportunity Fund’s goals of stemming the erosion of the civil and human rights of immigrants.

Previous OSI Support: \$500,000
\$50,000 from USJ – Immigrant’s Rights (2007-2009)
\$300,000 from Equality and Opportunity Fund (2009-2011)
\$100,000 from Democracy and Power Fund (2010)
\$50,000 from State Strategies Initiative (2011)

Organization Budget: \$722,500

Project Budget: N/A

Major Sources of Support: Ford Foundation (\$287,500); Four Freedoms Fund (\$100,000); US Human Rights Fund (\$75,000).

Amount Requested: \$300,000

Contingent Grant: No

Amount Recommended: \$300,000 from the Equality and Opportunity Fund Immigrant Rights, T1: 24449

Term: 2 years, from March 1, 2011 – February 28, 2013

Matching Requirements: N/A

Description of Organization:

The Border Network for Human Rights (BNHR) is an El Paso-based grassroots membership organization that combines community organizing, leadership development, litigation, and policy advocacy to build the voice and power of those who are hardest hit by flawed border and immigration policies, and to address the systemic injustices facing border communities. Its mission is to facilitate the education, organizing, and participation of marginalized communities on the border to defend and promote human and civil rights. These efforts have built a membership base that includes more than 700 families (close to 4,000 individuals) across the immigrant communities of El Paso, Texas and southern New Mexico.

Description of Program for Which Funding Is Sought:

BNHR seeks general support.

Rationale for Recommendation:

Support to BNHR advances the Equality and Opportunity Fund's overall mission of prohibiting arbitrary and discriminatory government action, and lifting barriers that prevent people from participating fully in economic, social and political life. Further, BNHR's community building efforts are aligned with EOF's goal of stemming the erosion of the civil and human rights of immigrants.

The Equality and Opportunity Fund has supported BNHR since 2007 for its state and federal border enforcement policy advocacy. Currently in Texas, immigrant rights organizations are faced with a political landscape that includes a governor whose restrictive approach to immigration and border enforcement has fueled anti-immigrant sentiment in the state. At the national level, border security and enforcement continue to dominate federal level comprehensive immigration reform discussions. As border enforcement continues to be a paramount issue locally, regionally and nationally, BNHR's long term capacity building efforts in border communities are critical to shaping sound border policies. Since its inception in 2000, BNHR has continued to educate and engage border communities to ensure that these constituencies have a voice in the development of policies that directly affect them and their communities.

Over the next two years, BNHR will continue to coordinate border task forces in Texas and along the U.S.-Mexico border. In addition to continuing its leadership role in these task forces, BNHR will build its presence in federal level discussions regarding comprehensive immigration and border enforcement. To this end, BNHR will continue to provide community members with opportunities to address policymakers about their experiences and strategies for safe and humane border enforcement.

Immigrants, particularly Latino immigrants, represent a significant portion of Texas' population, its voters, and workforce. By facilitating the education and civic participation of immigrant and Latino communities, BNHR efforts build the capacity of the immigrant community, regardless of immigration status, to engage on the policies that impact their livelihood and communities.

Fernando Garcia, BNHR's Executive Director, previously served as the National Coordinator of the National Movement for Legalization and Human Rights - an alliance of community based immigrant groups and organizations in the U.S. He is also a member of the Independent Task Force of Immigration and America's Future convened by the Migration Policy Institute and was a presenter at the 2010 Soros Justice Fellows Conference in Austin, Texas. The Democracy and Power Fund supports BNHR's leadership of the Reform Immigration for Texas Alliance. Staff recognizes that U.S. Programs is in the developmental stages of expanding its commitment to funding at the city and state levels, via the State Strategies Initiative. Through the State Strategies Initiative, a grant was approved earlier this year to

support the Reform Immigration for Texas Alliance. EOF's support predates the creation of the State Strategies Initiative and is intended to support BNHR's federal level advocacy efforts.

Grant ID: 20032031

Legal Name of Organization: OneAmerica

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide general support

Grant Description: To provide renewed general support to OneAmerica (formerly Hate Free Zone Washington), which was founded in the wake of 9/11 to counter the backlash in Washington State directed against Middle Easterners, East Africans, South Asians, Muslims, Sikhs, and other immigrants and minorities. It has since grown to become the largest immigrant advocacy organization in Washington State and a national leader in its field. OneAmerica trains and works with targeted immigrant and minority communities to increase collaboration, civic participation, and advocacy to advance policy reform and the principles of democracy, justice, and human rights at the local, state, and national levels. The recommended grant advances the Equality and Opportunity Fund's goals of stemming the erosion of the civil and human rights of immigrants.

Previous OSI Support: \$200,000
\$100,000 from the Equality and Opportunity Fund, 2009-11
\$100,000 from the National Security and Human Rights Campaign, 2009-11

Organization Budget: \$2,497,939

Project Budget: N/A

Major Sources of Support: Gates Foundation; Four Freedoms Fund; King County Public Health; Marguerite Casey Foundation; U.S. Human Rights Fund

Amount Requested: \$200,000

Contingent grant: No

Amount Recommended: \$200,000; grant split as \$100,000 from the Equality and Opportunity Fund Racial Justice, T1: 24448 and \$100,000 from the National Security and Human Rights Campaign, T1: 21132

Term: Two years, from April 1, 2011 – March 31, 2013

Description of Organization:

Based in Seattle, Washington, OneAmerica (formerly Hate Free Zone Washington) was founded in the wake of September 11, 2001 to counter the backlash in Washington State directed against Middle Easterners, East Africans, South Asians, Muslims, Sikhs, and other immigrants and minorities. OneAmerica advances the fundamental principles of democracy and justice at the local, state and national

levels by building power within immigrant communities in collaboration with key allies. Since its founding, it has grown to become the largest immigrant advocacy organization in Washington State and a national leader in its field. OneAmerica trains and works with targeted immigrant and minority communities to increase collaboration, civic participation, and advocacy to advance policy reform and the principles of democracy, justice, and human rights at the local, state, and national levels.

Description of Program for Which Funding Is Sought:

OneAmerica seeks general support.

Rationale for Recommendation:

This grant will advance the Equality and Opportunity Fund's overall mission of prohibiting arbitrary and discriminatory government action, and lifting barriers that prevent people from participating fully in economic, social and political life. Further, OneAmerica community building efforts are aligned with EOF's goal of stemming the erosion of the civil and human rights of immigrants. This grant will advance the National Security and Human Rights Campaign priorities of: ending the profiling of Arab, Middle Eastern, Muslim, and South Asian (AMEMSA) individuals and communities; building the voice and capacity of AMEMSA organizations to fight abusive national security policies; supporting the provision of direct services in conjunction with policy advocacy; and countering bigotry and promoting the acceptance of AMEMSA communities in American society.

OneAmerica has effectively integrated its grassroots organizing, leadership development, and civic engagement work in AMEMSA and immigrant communities with its work at the local, state, and federal levels to advance its policy goals. In doing so, the organization has shown leadership in developing and implementing creative and effective strategies for broadening its community base and building a movement for the long term. Using a range of tools, OneAmerica advocates on behalf of targeted communities; works to increase civic participation in these communities; and acts as a coordinating body, engaging targeted communities in policy advocacy at the local, state, and national levels, and forming effective coalitions of AMEMSA communities, immigrants, and allies. The organization also provides direct support and legal referrals to individuals and families facing immigration detention and deportation, and to people of color who face discrimination and harassment in their workplaces, schools, and communities.

During the proposed grant period, OneAmerica will strengthen the immigrant rights movement by building and mobilizing a diverse base of supporters using the strategies of policy research and advocacy, membership and leadership development, and communications. Specifically, OneAmerica will:

- 1) Organize around immigration policy reform, including human rights and racial profiling, responding to anti-immigrant policies at the state level, and continuing to push for administrative relief around deportations.
- 2) Establish immigrant integration programs, as a way to create proactive momentum for immigration reform.
- 3) Organize around education reform focused on English Language Learner students as a way to have tangible and essential opportunities to organize immigrant parents and youth.

OneAmerica's organizing work focuses largely on Washington State, a state with a diversity of immigrants. With a significant focus on AMEMSA communities, the organization has been expanding its work with other immigrant communities and plays a valuable role engaging and empowering communities that do not traditionally work together. Its regional policy work has national impact, focusing attention on issues that are faced by immigrants and minorities nationwide. The organization

drives policy change, provides replicable models for grassroots advocacy that have taken root in Oregon and Minnesota, and in doing so, helps lay the groundwork for a sustainable national movement.

On the national level, OneAmerica is and has been at the leadership tables of the key coalitions undertaking work on immigration reform and due process, and has emerged as a respected and effective policy and communications strategy leader. OneAmerica brings to this work a strong focus on asylum seekers, refugees, and the concerns of targeted AMEMSA populations – an important addition to the immigrants’ rights tables. OneAmerica serves as Vice Chair of the Rights Working Group Steering Committee and has advocated for due process protections as part of comprehensive immigration reform and serves on the Executive Committee of the Center for Community Change’s Fair Immigration Reform Movement.

OSI’s provision of support to OneAmerica since 2005 has helped the organization change how AMEMSA communities and immigrants are seen in Washington State; highlight the need for immigration reform and immigrant integration; and grow the movement for immigrant civil and human rights. Renewed support to OneAmerica will allow it to advance the fundamental principles of democracy at the local, state and national levels by building power within immigrant communities, in collaboration with key allies.

Grant ID: 20032228

Legal Name of Organization: Tucson Pima Arts Council, Inc.

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To support the *P.L.A.C.E. (People, Land, Arts, Culture and Engagement) Civil Society Initiative*.

Grant Description: The grant is recommended as part of a research and development initiative coordinated by the Strategic Opportunities Fund (SOF) to explore the roles that art and culture play in advancing social change. The Tucson Pima Arts Council (TPAC) was founded in 1984 as the designated local arts council for the City of Tucson and Pima County in southern Arizona. The organization provides arts and cultural development services through direct funding, technical assistance, and artist commissions and encourages civic participation and artistic engagement by young people, local residents of neighborhoods, and community-based organizations. The grant will provide support for TPAC's *P.L.A.C.E.* initiative, a regranting program that will in turn support local arts and culture projects advancing the practice of civility and tolerance in civic life and public discourse.

Previous OSF Support: N/A

Organizational Budget: \$883,058

Project Budget: \$417,828

Major Sources of Support: City of Tucson (\$442,350); Kresge Foundation (\$100,000); Pima County (\$179,761)

Amount Requested: \$150,000 over 2 years

Contingent grant: No

Amount Recommended: \$150,000 over 2 years (\$100,000 from the Strategic Opportunities Fund, T1: 21125 and \$50,000 from the Equality and Opportunity Fund, T1: 24449)

Term: 2 years, from June 1, 2011 – May 31, 2013

Description of Organization:

The Tucson Pima Arts Council (TPAC) was founded in 1984 as the designated local arts council for the City of Tucson and Pima County in southern Arizona. TPAC's mission is to foster artistic expression, educational development, and the economic growth of its diverse community by supporting, promoting, and advocating for arts and culture. The organization provides arts and cultural development services

through direct funding, technical assistance, and artist commissions. Through its Grants, Community Cultural Development, Professional Development, and Public Art Programs, the Arts Council encourages civic participation and artistic engagement by young people, local residents of neighborhoods, and community-based organizations. TPAC also sponsors large-scale public events and conducts research on the social and economic impact of arts and culture upon the region. The Arts Council's advocacy efforts increase awareness of the importance of the arts and culture to the quality of life of Tucson and Pima County citizens.

Description of Project:

The Tucson Pima Arts Council requests support from the Open Society Foundations for the *P.L.A.C.E. (People, Land, Arts, Culture and Engagement) Civil Society Initiative*. As a regional regranteeing program, the initiative will support 10-12 arts-based civic engagement projects that seek to advance the practice of civility and tolerance in civic life and public discourse.

The events of January 8th, 2011 when a gunman opened fire on a public forum in the parking lot of a Tucson shopping center, wounding Congresswoman Gabrielle Giffords and 12 others and killing six bystanders including a federal judge and a 9-year-old girl shocked the greater Tucson community as they did the nation. In the months prior to the shootings, the State of Arizona had passed two critical pieces of legislation: Senate Bill 1070, the anti-immigration law, and House Bill 2281, the ban on ethnic studies in Arizona high schools, had chilling effects upon community dialogue, engendering an atmosphere of intolerance towards cultural and political differences. These laws reflect a tone of intolerance that stands to undermine the region's diverse civic landscape, perpetuate incivility, and fracture cross-cultural understanding.

Responding to these conditions, TPAC seeks support to build upon its work in community cultural development through a re-granteeing initiative and public program series supporting art and culture based projects that address political and cultural tensions in the region. Many of the tensions in southern Arizona's civic landscape revolve around divisions of race, class, and political opinion that degrade the abilities of citizens to approach civic discourse and democratic participation with dignity and civility. The *P.L.A.C.E. Civil Society Initiative* affirms and supports the capacity of the arts and humanities to build community, foster cultural understanding and tolerance, and raise the level and tone of civil discourse. At the initiative's core is the concept of cultural and civic belonging, and its programs will build the public's understanding about how such a sense of belonging is created; how people negotiate cultural difference in the daily activities of civic life; how to enhance one's understanding of what it means to be a "citizen"; *and how to highlight the principles of equity and civility as elements that contribute to community strength and prosperity.*

To contextualize Tucson and the Arts Council: Tucson is the second largest city in Arizona with a metropolitan regional population that recently topped one million. Approximately 40% of the population identifies ethnically as Latino or Native American. Pima County is the largest county in the state (9,184 square miles, which is bigger than the state of Connecticut) and is one of four Arizona counties that border Mexico. It is home to two Native American tribes, the Tohono O'odham and the Pascua Yaqui Nations, and includes numerous small Western towns and big ranches. TPAC is the largest arts grant-maker in the region and supports more than 60 organizations that in turn support the public participation of thousands of area residents.

The *P.L.A.C.E. Initiative's* long-term objective is to create a broad and inclusive platform for activities that support democratic participation across the communities of greater Tucson and Pima County. The short-term objective is to support arts projects that galvanize the community's desire to respond to this tragedy in a positive manner. These projects and related public programs will prompt community

discussions on tolerance, respect for our civil rights, community wellbeing and civility. The initiative's core activity will be to support 10-12 art projects as well as artist residencies, public programs and cross-sector partnerships aimed to address racial, ethnic, and political tensions in the region over an extended period of time. Priority will be given to projects that aim to: promote civic dialogue around the most challenging issues; engage residents actively in shifting the tone of the dialogue away from vitriol and towards cooperation; resolve social conflict through the arts and civic discourse; and deepen the collective understanding of cultural differences.

TPAC will offer capacity building workshops to organizations and artists who undertake civic engagement work through its partnership with the Arts and Civic Professional Development Workshop of Animating Democracy (a grantee of the Strategic Opportunities Fund). The free public programs offered through the initiative on the topic of building civic society will engage leaders from the worlds of art and politics, building on an ongoing series of TPAC-sponsored events that included a talk by opera director Peter Sellars in December 2010. TPAC will also convene civic leaders – including members of the arts, clergy, academic, non-profit, public and business sectors – who will function as advisors to the initiative. In reviewing proposal requests, TPAC will use a peer panel deliberation process that will likewise include artists, cultural workers, clergy, scholars, and other community members who are knowledgeable about civil society and art-based civic engagement practices.

Rationale for Recommendation:

A central function of the Strategic Opportunities Fund (SOF) is to conduct research and development related to new areas of learning that address intersectional issues. This grant advances SOF's exploration of the role that art and culture play in advancing social change. We hope to raise awareness of the power and potential for art as an activism tool to advance a broad spectrum of social justice concerns and issues of specific interest and relevance to U.S. Programs' priorities. This grant likewise advances core priorities of the Equality and Opportunity Fund (EOF) related to prohibiting arbitrary and discriminatory government action, and lifting the barriers that prevent people from participating fully in economic, social, and political life. Further, Tucson Pima Arts Council's long-term community building efforts are also aligned with EOF's goal of stemming the erosion of the civil and human rights of immigrants.

The *P.L.A.C.E. (People, Land, Arts, Culture and Engagement) Civil Society Initiative* of the Tucson Pima Arts Council aims to support the development of a framework for civic dialogue in southern Arizona, emphasizing the value of inclusive democratic practice to community prosperity and the common good. Support for innovative approaches to solving the problem of civic fragmentation will be a central element of the initiative, which is designed overall to enhance tolerance, build cross-cultural understanding, advance cultural pluralism, and shift the tone of public discourse in the region.

TPAC is well positioned to serve as a partner to U.S. Programs in exploring the roles that art and culture play in supporting civic participation and public dialogue in Arizona, which has emerged at the center of some of the most polarized and vitriolic rhetoric that has permeated civic dialogue in recent years. The Arts Council aims to address these issues with appropriate degrees of sensitivity and intentionality, mindful of the environmental conditions of the regional civic landscape and focused on incremental change that can build over time to advance tolerance. The principle of deliberative democracy – in which equity and justice are central concerns – and the complementary notion of deliberative artistic practice are central to TPAC's approach to art and civic engagement. As a deliberative practitioner, TPAC prioritizes the actions of listening closely to community partners, looking closely at entrenched problems, documenting its own learning, and supporting the research and discovery activities undertaken by stakeholder communities. To this end, TPAC produced the Pima Cultural Plan in 2008, following a year-long community-wide planning process that engaged hundreds of artists, arts organizations, and civic, political, and business leaders to identify common ground related to the diversity of civic values

articulated by stakeholders across the region; a shared concern for the dignity of all community members; the community development notion of “place-making” within the broader framework of democratic participation; and regard for community aspirations.

Of particular interest to U.S. Programs is TPAC’s stated aim of shifting public discourse in Arizona from a framework of *interests* to a framework of *values* – promoting ethical decision-making and community dialogue that emphasizes the practices of listening and learning. At the same time, the initiative will take a practical approach to addressing tangible problems and developing real solutions that serve the common good. In 2009, TPAC launched the first phase of its *P.L.A.C.E.* initiative in partnership with the Kresge Foundation, supporting 15 arts-based civic engagement projects that addressed complex social issues in the community. Open Society Foundations support will enable the organization to deepen these efforts and, in particular, to deepen its focus on the role of art and culture in shifting the tone and tenor of dialogue around some of the most contentious public concerns.

As a regional leader and exemplar of “big idea thinking” in the field of art and civic participation and with its extensive network of regional and national collaborators, the Tucson Pima Arts Council stands to serve as a critical grantee-partner to U.S. Programs in our ongoing exploration of the capacity for art and culture to influence social change and advance issues of open society, particularly as related to racial equity and immigrants’ rights. The Strategic Opportunities Fund, in collaboration with the Equality and Opportunity Fund, is pleased to recommend a grant in the amount of \$150,000 over two years to TPAC for support of the *P.L.A.C.E. Civil Society Initiative*.

LGBTQ RIGHTS AND GENDER JUSTICE

Grant ID: 20031963

Legal Name of Organization: National Center for Transgender Equality

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide general support.

Grant Description: A general support grant will strengthen the federal and state advocacy efforts of the National Center for Transgender Equality to end discrimination and violence against transgender people. This grant will advance the Equality and Opportunity Fund's specific grantmaking priorities of: 1) strengthening and expanding policies that advance LGBTQ rights; and 2) increasing the participation of diverse voices within the LGBTQ rights movement, with an emphasis on people of color and transgender people. The recommended grant is for \$150,000 over two years.

Previous OSI Support: \$400,000
\$250,000 USJ – LGBT Rights
\$125,000 Equality & Opportunity Fund Grants
\$75,000 Transparency & Integrity Fund

Organization Budget: \$635,000

Project Budget: N/A

Major Sources of Support: Arcus Foundation, Gill Foundation, Haas, Jr. Fund, Wellspring Advisors

Amount Requested: \$150,000 over two years

Contingent Grant: No

Amount Recommended: \$150,000 over two years (Equality and Opportunity Fund – Ensure LGBTQ and Gender Equality T1: 24450)

Term: Two years, May 1, 2011 – April 30, 2013

Description of Organization:

The National Center for Transgender Equality (NCTE) was founded in 2003 by transgender advocates and allies who saw the need for an effective voice in Washington, D.C. to work on federal policy issues of concern to the transgender community. NCTE focuses on public education and advocacy strategies, with an emphasis on: 1) collaboration with other LGBTQ organizations, and 2) providing transgender people with advocacy tools to engage in their own human rights struggle.

NCTE's advocacy work focuses primarily on federal policy issues with particular impact on transgender people, including anti-discrimination legislation, federal prison policy, federal collection of hate crime

statistics, identity documents and privacy issues, and access to healthcare. At the state level, NCTE lends its expertise to advocates pushing for policies that will provide greater legal protection for transgender people.

Description of Program for Which Funding Is Sought:

NCTE requests renewed general support.

Rationale for Recommendation:

This grant will advance the Equality and Opportunity Fund's specific grantmaking priorities of: 1) strengthening and expanding policies that advance LGBTQ rights; and 2) increasing the participation of diverse voices within the LGBTQ rights movement, with an emphasis on people of color and transgender people. It advances the broader goals of the Equality & Opportunity Fund by supporting organizations that work across groups to ensure justice and equality and prohibit arbitrary and discriminatory government actions.

NCTE employs four main strategies to fulfill its mission of ending discrimination and violence against transgender people:

- Educate policymakers and the public about federal policies that affect transgender people and their families;
- Empower transgender people and allies to educate and influence policymakers and others by providing tools, training and opportunities for grassroots action;
- Provide technical assistance, encouragement and accountability to LGBTQ and progressive movements to fulfill their commitments on transgender issues; and
- Develop deep, effective collaborative relationships to better leverage NCTE's resources.

Since its founding, NCTE has achieved significant policy outcomes and established itself as the leader in the field of LGBTQ advocacy. Federal policy outcomes from the past two years alone include:

- Issuance of a Presidential memorandum that banned gender identity discrimination for the first time in federal hiring;
- The Social Security Administration agreement to end gender no-match letters to employers;
- State Department modification of rules for passports, allowing more transgender people to obtain federal identification that reflects their gender identity; and
- The Department of Housing and Urban Development's commitment to ending gender identity discrimination in their programs.

These accomplishments address needs identified in a comprehensive federal policy agenda NCTE crafted in 2009. The agenda outlines advocacy goals to defend and uphold the rights of transgender people in a range of arenas, including privacy protections related to government issued identity documents, employment protections, data collection inclusive of LGBT individuals, and access to social services, housing and health care. As a long-term goal, the organization will seek to achieve success on all 112 items outlined in its agenda. Each year it draws ten to twelve priorities from its macroagenda based on the political realities at the time. Key priorities for this year include working with the Social Security Administration to ensure the issuance of gender no-match letters has ceased, develop policies that facilitate gender marker changes in Social Security and other government issued identification documents, collaborate with the Equal Employment Opportunity Commission and the Office of Personnel Management to develop model workplace practices for transgender federal employees.

While there has been progress, transgender people continue to face significant obstacles in living open, free, and healthy lives. The recently released National Transgender Discrimination Survey¹, completed by NCTE and the National Gay & Lesbian Task Force, clearly documents the depth of discrimination against transgender and gender non-conforming people in nearly every aspect of daily life including employment, housing, healthcare and education. Without safe education, stable housing, secure employment, or access to healthcare, transgender people face severe hardship. According to the survey findings, transgender people are four times more likely than the general population to live in extreme poverty with household income of less than \$10,000 a year. They experience twice the rate of unemployment from the general population with transgender people of color experiencing four times the rate. Survey respondents who were unemployed experienced twice the homelessness and 70% more incarceration compared to those who were employed. Findings also revealed that transgender people face widespread discrimination and harassment in employment. A full 97% of respondents reported experiencing mistreatment, harassment, or discrimination on the job.

Obtaining broad employment protections for every LGBTQ individual is one of NCTE's core long-term goals. While a spotty patchwork of local laws does prohibit this type of employment discrimination in some locations, there is no federal law protecting people from discrimination based on gender identity. As a result, most transgender and gender non-conforming Americans are left vulnerable to unemployment and under-employment due to bias. The federal Employment Non-Discrimination Act would provide employment protections for transgender, lesbian and gay people, but remains stalled in Congress. Thus, NCTE will continue pursuing administrative advocacy to strengthen the protections for federal transgender employees, and leveraging those protections to help change private employment practices. In June 2009, when President Obama announced that he would outlaw gender identity discrimination in federal employment, NCTE began working with the Office of Personnel Management to develop formal guidance for all agencies and to create human resource tools to implement the day to day management of the new policy. NCTE is also working with the Equal Employment Opportunity Commission to design and issue model workplace policies regarding non-discriminatory use of bathrooms and locker rooms. Together, these two significant advances can be used to leverage pressure on government contractors and private employers to expand their workplace protections.

In the current economic climate, there is a heightened need to develop a clear and cohesive economic security agenda to address the needs of transgender people. In close partnership with EOF grantee Transgender Law Center, NCTE will engage other LGBTQ advocates, allies, policy makers, researchers and other stakeholders to develop a comprehensive economic opportunity advocacy agenda for transgender and low-income LGBTQ individuals. NCTE has expertise in addressing many of the core barriers facing vulnerable transgender individuals, including the absence of employment protections, access to culturally competent and medically sound health care, possession of proper identity documents, and secure housing options.

EOF will look to NCTE in the next two years as a strong field leaders and key thought partners in our support for the rights of transgender individuals and strengthen the economic security of the most vulnerable LGBTQ populations.

¹ The National Transgender Discrimination Survey is the first of its kind and was funded in part through general support grants from EOF to both NCTE and the National Gay & Lesbian Task Force.

Grant ID: 20031964

Legal Name of Organization: Transgender Law Center

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide general support, as well as project support for Project HEALTH.

Grant Description: A general support grant to the Transgender Law Center (TLC) will support its work as a civil rights organization advocating for transgender communities. TLC connects transgender people and their families to technically sound and culturally competent legal services; increases acceptance and enforcement of laws and policies that support transgender communities; and works to change policies and systems that fail to incorporate the needs and experiences of transgender people. While TLC’s work is focused on California, the organization plays an increasingly significant role in national transgender civil rights efforts based on its policy and advocacy successes. The recommended grant advances the Equality and Opportunity Fund’s specific grantmaking priorities of 1) strengthening and expanding policies that advance LGBT rights; and 2) increasing the participation of diverse voices within the LGBT rights movement, with an emphasis on people of color and transgender people. The recommended grant is for \$150,000 in general support over two years, a renewal at an increased amount, and \$15,000 in project support for Project HEALTH.

Previous OSI Support: \$295,000
 \$270,000 USJ – LGBT Rights (2004 – 2010)
 \$25,000 Strategic Opportunity Fund Grants (2006)

Organization Budget: \$794,962

Project Budget: \$297,154 (Project HEALTH)

Major Sources of Support: Arcus Foundation, California Wellness Foundation, Equal Justice Works, Evelyn & Walter Haas, Jr. Fund, Gill Foundation, Tides State Equality Fund, Wellspring Advisors

Amount Requested: \$165,000 (\$150,000 in general support over two years, and \$15,000 in project support over one year)

Contingent Grant: No

Amount Recommended: \$165,000 (\$150,000 in general support over two years, and \$15,000 in project support over one year) from the Equality and Opportunity Fund – Ensure LGBTQ and Gender EqualityT1: 24450

Term: Two years, July 1, 2011 – June 30, 2013 (two years for general support and one year for project support)

Description of Organization:

The Transgender Law Center (TLC) is a civil rights organization advocating for transgender communities. TLC connects transgender people and their families to technically sound and culturally competent legal services; increases acceptance and enforcement of laws and policies that support transgender communities; and works to change laws and systems that fail to incorporate the needs and experiences of transgender people. TLC utilizes direct legal services, public policy advocacy, and educational opportunities to advance the rights and safety of diverse transgender communities.

Description of Program for Which Funding Is Sought:

The Transgender Law Center requests a renewal of general support, and an additional grant amount for project support.

The Transgender Law Center has engaged in significant advocacy and education with providers and community members to address the health care challenges facing LGBTQ people. TLC created the program Project HEALTH (Harnessing Education, Advocacy and Leadership for Transgender Health), in partnership with Lyon-Martin Health Services in San Francisco, California, a clinic serving low-income lesbians and transgender patients. The current work of Project HEALTH is focused on engaging providers and patients in health-related policy advocacy while increasing access to affordable, culturally competent health care services for LGBTQ people. In its first year, the project has made significant progress. It has provided training and technical assistance to local clinics and health service groups in California; launched local HEALTH Councils to identify and advocate for health-related policy changes at the local level (for example, the SF HEALTH Council is now working with the Department of Public Health in San Francisco to eliminate exclusions from Healthy San Francisco); and engaged in advocacy and education to increase awareness about the impact of state-level policy on the health of transgender Californians.

TLC has been at the forefront locally and nationally to advocate for access to competent, affordable health care for LGBTQ individuals, especially for transgender people. Without access to health care, including gender-appropriate services, transgender people face increased challenges to job and education opportunities. Project HEALTH serves as important model for implementation of state policies that are intended to protect the rights of transgender people.

Rationale for Recommendation:

This grant will advance the Equality and Opportunity Fund's specific grantmaking priorities of: 1) strengthening and expanding policies that advance LGBTQ rights; and 2) increasing the participation of diverse voices within the LGBTQ rights movement, with an emphasis on people of color and transgender people. It advances the broader goals of the Equality & Opportunity Fund by supporting organizations that work across groups to ensure justice and equality and prohibit arbitrary and discriminatory government actions.

TLC's public education, coalition-building and advocacy efforts have been instrumental to securing non-discrimination protections for transgender Californians in employment, housing, public accommodations, and schools. TLC's connection to transgender communities and expertise is grounded in direct legal services. Since its founding in 2002, it has provided individualized legal services to more than 7,500 community members and held more than 500 legal and advocacy workshops. While TLC's work is

focused on California, the organization plays an increasingly significant role in national transgender civil rights efforts based on its policy and advocacy successes.

Over the next two years, TLC will prioritize the following areas of work:

1. Economic security

In 2008, TLC worked with researchers to document the economic situation of transgender people in California. The survey found:

- Approximately 23% earned wages below the national poverty level, nearly double the rate of poverty of the general California adult population.
- Race was shown to be statistically significantly correlated with lower earnings: over 50% of respondents who are people of color reported earning less than \$20,000 last year, compared with 35% of white respondents.
- 25% report having worked in the street economy.
- 67% reported some form of workplace harassment directly related to their gender identity.
- Almost half experienced some loss of employment as a result of their gender identity.

The survey also revealed that more than 20% of respondents have been homeless; 31% who tried to stay in shelters have been denied access; and 15% were thrown out when shelter staff found they were transgender.

TLC seeks to strengthen the economic security of transgender people by reducing barriers to employment and safety net services through policy, regulatory and workplace reforms. Despite state and municipal budget crises, TLC has successfully advocated for sustained public funding for San Francisco's Transgender Economic Empowerment Initiative, a pilot workforce development program to help increase living wage employment among transgender people (in partnership with Jewish Vocational Service and the SF LGBT Community Center). TLC's success lies in part in effective coalition-building with low-income communities of color who were also facing cuts in services. Building on this effort, TLC will lead administrative advocacy efforts to ensure the federal government's workforce development services are delivered in a non-discriminatory manner. Specifically, TLC will work with the Department of Labor to issue a memorandum to Career One-Stop Centers directing them to comply with all local and state laws prohibiting discrimination on the basis of sexual orientation and gender identity by December 2012.

TLC will also work to remove barriers to housing and social services with a focus on reducing discrimination and harassment in homeless shelters and increasing the cultural competency of social service providers. TLC will create a "know your rights" guide for California homeless shelters; assist three to five homeless shelters with the creation of model policies regarding transgender and gender non-conforming clients and staff; and provide training to three to five California homeless shelters regarding best practices of housing and employing transgender and gender non-conforming people. At the agency level, TLC will advocate for the Los Angeles Homeless Services Authority to add gender identity and expression to its non-discrimination policies and to distribute guidelines on how to implement these non-discrimination policies to all the shelters that it oversees.

2. Legal services

Providing direct legal services and serving as a resource to attorneys representing transgender people and their families is central to TLC's work. It provides quality, culturally appropriate civil legal services for transgender people and their families. With support from EOF, its attorneys will train at least 1,000 people on legal and policy issues impacting transgender communities. They will also provide advice to at least 1,000 transgender Californians, at least 50 of whom will receive direct representation or litigation services (based on the potential impact of their cases). TLC will litigate to enforce existing California non-discrimination legislation and employ legal strategies interpreting Title VII as inclusive of

transgender workers, in order to support the creation of an effective body of administrative regulations and case law.

While TLC does not provide representation in criminal matters, it does advocate for equitable treatment within the criminal justice system. Its staff will work with allies to challenge the practice of administrative segregation as a “first resort” for transgender people in prison, and to push for implementation of Prison Rape Elimination Act recommendations. It will also work with the Los Angeles Police Department to facilitate adoption of model policies designed to guide police interactions with transgender community members.

3. Building advocacy skills within the transgender community

TLC has developed a pipeline of transgender leaders through ongoing training and mobilization of its Statewide Leadership Council, which meets in person twice a year and is focusing on economic justice and health priorities. TLC also supports volunteers organizing the annual Transgender Leadership Summit, which engages more than 200 activists annually, providing training and skill-sharing to activists and leaders of all levels of skill and experience.

TLC effectively advocates for policy changes that benefit vulnerable transgender communities in California. It also provides attorneys, social service providers, and public officials with trainings and other resources to better serve transgender people and their families. TLC’s focus on transgender communities, economic opportunities for low-wage and vulnerable workers, and commitment to addressing structural barriers to equality are strongly aligned with EOF’s core priorities.

Grant ID: 20032091

Legal Name of Organization: State Equality Fund

Tax Status: 501(c)(3) public charity (Tides Foundation)

Name of Fiscal Sponsor: Tides Foundation

Purpose of Grant: To provide core support to the State Equality Fund, a project of the Tides Foundation.

Grant Description: A project support grant to the Tides Foundation for the State Equality Fund will support this funder collaborative's efforts to advance state-level LGBTQ policies in the areas of: non-discrimination, parenting rights, safe schools, and relationship recognition. The State Equality Fund supports public education and civic engagement strategies to promote state and local level policy change that further equality for all people regardless of sexual orientation or gender identity. The recommended grant will advance the Equality and Opportunity Fund's specific grantmaking priority of strengthening and expanding policies that protect the rights of LGBTQ people. The recommended grant is for \$300,000 over one year, a renewal and increase.

Previous OSI Support: \$200,000: Equality and Opportunity Fund (2010)

Organization Budget: \$6,142,857 (Tides Foundation)

Project Budget: \$2,550,000 (State Equality Fund)

Major Sources of Support: Arcus Foundation, Evelyn and Walter Haas Jr., Fund, Ford Foundation, Gill Foundation, Wellspring Advisors

Amount Requested: \$300,000 over one year

Contingent Grant: No

Amount Recommended: \$300,000 over one year from the Equality and Opportunity Fund – Ensure LGBTQ and Gender EqualityT1: 24450

Term: One year, August 1, 2011 – July 31, 2012

Description of Organization:

The State Equality Fund is a funder collaborative aimed at advancing state-level LGBTQ policies in the areas of: non-discrimination, parenting rights, safe schools, and relationship recognition. The Fund is a collaboration of the six largest funders of lesbian, gay, bisexual and transgender equality¹: Evelyn and

¹ The State Equality Fund operates as a donor advised fund of Tides Foundation and is programmatically staffed on behalf of its donors by Gill at its expense. As a result of these arrangements, 97.5% of all funds contributed are re-granted.

Walter Haas Jr., Fund (Haas), the Gill Foundation (Gill), an anonymous donor (Anonymous), Open Society Foundations (OSF), the Arcus Foundation (Arcus), and most recently, the Ford Foundation (Ford). Haas, Gill, Anonymous, OSF, Arcus, and Ford are collectively the “donors”. SEF invests in policy change achievable in a one to five year period and works closely with grantees and prospective grantees to develop viable work plans. Priority is given to grantees proposing work plans that emphasize coordination with other LGBTQ organizations and non-LGBTQ identified allies, engagement with communities of color and faith-based communities, and investment in long-term advocacy infrastructure. SEF is staffed by two state LGBTQ advocacy experts at the Gill Foundation: Patrick Flaherty, Deputy National Director and Dave Montez, Program Officer.

Description of Program for Which Funding Is Sought:

The State Equality Fund requests project support for its efforts to advance state-level LGBTQ rights policy reforms in the next five years. Its highest priorities are the achievement of the following policy changes:

- Statewide nondiscrimination policies for LGBTQ people in the areas of employment and accommodations;
- Statewide parenting rights for LGBTQ parents, including foster parenting and individual, joint and second parent adoption;
- Statewide safe schools policies for LGBTQ people and perceived LGBTQ students, including mandatory training and statewide reporting; and
- Statewide broad relationship recognition for LGBTQ people, also known as domestic partnerships and civil unions.

The State Equality Fund makes multi-year grants up to three years and as high as \$100,000 per year to state-based LGBTQ rights organizations. Since its founding in 2007, it has disbursed \$4.8 million to 63 organizations in 37 states.

Rationale for Recommendation:

The recommended grant will advance the Equality and Opportunity Fund’s specific grantmaking priority of strengthening and expanding policies that protect the rights of LGBTQ people. A grant to SEF will also enable EOF to expand our support for removing structural barriers to equality for LGBTQ people in areas outside of marriage.

The State Equality Fund supports public education and civic engagement strategies to promote state and local level policy change that further equality for all people regardless of sexual orientation or gender identity. State and local policies govern a wide range of areas where LGBTQ people continue to face stark discrimination including, but not limited to, parental rights, adoption, employment, housing, and education. Issues relating to marriage, civil unions, domestic partnerships, foster parenting, adoption, and other forms of family recognition are all governed by state law. While there are federal benefits to marriage, recognizing LGBTQ relationships and parental rights is a state decision. Policies banning discrimination in employment, accommodations and services, be they administrative, legislative or private, can also be made at a state or even local level. Addressing harassment of students based on sexual orientation is a matter of safe public schools, therefore constitutionally reserved to the states. While there is a great need and potential for state level polices that protect LGBTQ equality, over 70% of the US population lives without LGBTQ-specific statewide protections against employment discrimination and school bullying, and more than 75% lives without any sort of meaningful legal

recognition of lesbian and gay relationships. Thus, while federal advocacy is essential, it must be partnered with a coordinated state strategy.

There are additional reasons why the State Equality Fund focuses on state and local policy. States have always led the way and been the laboratory for progressive change. While federal efforts at achieving LGBTQ equality have seen limited success, gains have been made, and can continue to be made, at a state or local level. The ongoing challenge is that state-based LGBTQ advocacy organizations are the least developed and most fragile. In 2009, nearly half of the 44 state LGBTQ advocacy organizations had three or fewer paid staff; more than half were less than 10 years old; and just under three-fourths had no reserve fund. The lack of a national coordinated funding strategy led many funders to shy away from supporting state and local advocacy. This resulted in a dearth of resources for such advocacy. State Equality Fund seeks to serve as a cohesive and comprehensive national funding collaborative to increase funding for state advocates and allow national foundations to strategically support critical state and local initiatives. Since its inception, it has more than quadrupled the philanthropic resources available to state and local advocates.

The State Equality Fund allows LGBTQ funders to pool resources, which provides for coordinated funding strategies and grants that are closer to scale. It prioritizes well-developed public education and civic engagement plans that demonstrate meaningful collaboration with other LGBTQ organizations and allies, contribute to long-term organizational growth, and engage people of color and faith communities. Over the next two years, it will allocate at least \$100,000 towards efforts that bridge LGBTQ advocates with allies in the immigrant rights, racial justice and gender justice fields.

SEF grantees have participated in successful efforts to include statewide relationship recognition protections for lesbian and gay couples in Hawaii, Illinois, Nevada, Washington, and Wisconsin. Other victories include a statewide LGBTQ-inclusive safe schools law in North Carolina, and district-level safe schools policies in Montana and Illinois. Grantees are also spearheading LGBTQ non-discrimination protections in Ohio, Pennsylvania, Connecticut, Georgia, Maryland, Massachusetts, Montana, Nevada, Utah, South Carolina, and South Dakota.

There is also coordination between the Civil Marriage Collaborative and the State Equality Fund. SEF was created in part to fill the non-marriage advocacy gap left by the Civil Marriage Collaborative. Thus, SEF does not fund the near-term marriage equality efforts funded by the Civil Marriage Collaborative.

Participation in SEF has allowed EOF to leverage investments, inform national strategies to advance LGBTQ equality, and create broader opportunities to fund efforts that bridge the concerns of multiple EOF constituents.

NEIGHBORHOOD STABILIZATION INITIATIVE

Grant ID: 20031962

Legal Name of Organization: Boston Community Capital Inc.

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: N/A

Purpose of Grant: To support a national expansion of Boston Community Capital's Stabilizing Urban Neighborhoods Initiative, which helps foreclosed homeowners repurchase their homes with affordable mortgages and, in doing so, prevent household wealth loss, residential displacement, and property abandonment in hard hit communities.

Grant Description: A project support grant to Boston Community Capital (BCC) will enable the organization to develop and implement a national expansion plan for its Stabilizing Urban Neighborhoods Initiative, which helps homeowners repurchase their homes with affordable mortgages and, in doing so, prevent household wealth loss, residential displacement and property abandonment. BCC is a nonprofit community development financial institution with a 25-year track record of lending and investing in low-income communities. Since launching the Stabilizing Urban Neighborhoods Initiative in 2009, BCC has helped nearly 100 Boston families remain in their homes, reducing their average monthly housing expense from \$3,200 to \$1,700. OSF support will enable BCC to conduct the research and fieldwork necessary to develop and implement plans to expand the Initiative nationwide. The recommended grant advances the Neighborhood Stabilization Initiative's goal of stabilizing communities hardest hit by the economic crisis and its specific grantmaking priorities of 1) supporting innovative efforts to overcome the bottleneck in mortgage modifications; 2) facilitating the reuse of foreclosed properties as affordable housing for low-income households and particularly vulnerable populations; and 3) expanding access to fair and affordable credit for lower-income borrowers and borrowers of color. The recommended grant is for \$300,000, in project support over two years.

Previous OSI Support: None

Organization Budget: \$9,089,181

Project Budget: \$642,200

Major Sources of Support: Boston Community Loan Fund; CDFI Fund Award; Kresge Foundation; Wachovia Wells Fargo NEXT Award; government, corporate and individual donors (partial list)

Amount Requested: \$300,000 over two years

Contingent Grant: No

Amount Recommended: \$300,000 over two years from the Equality and Opportunity Fund Promoting Economic Security-NSI, T1: 24451

Term: Two years, May 1, 2011 to April 30, 2013

Description of Organization:

Boston Community Capital (BCC) is a community development financial institution that builds healthy communities where low-income people live and work. BCC invests in projects that provide affordable housing, good jobs, and new opportunities in low-income communities, connecting these neighborhoods to the mainstream economy.

Since BCC's founding 25 years ago, the organization has invested over \$550 million in low-income communities, helping to build or preserve affordable homes for over 10,000 families and individuals; support child care facilities serving over 7,000 children; finance schools and youth programs serving over 2,000 low-income students; renovate over 750,000 square feet of commercial real estate in distressed inner-city communities; create more than 1,400 jobs in low-income communities; generate over 1.4 million kilowatt hours of solar capacity annually in affordable housing serving over 1,100 families and individuals; and repurchase foreclosed properties providing housing for nearly 100 families, preventing evictions and stabilizing families with fixed-rate mortgages they can afford.

Description of Program for Which Funding Is Sought:

In response to the foreclosure crisis, Boston Community Capital (BCC) has developed a foreclosure relief initiative—Stabilizing Urban Neighborhoods—to help foreclosed homeowners and tenants repurchase their homes at discounted rates with fixed-rate mortgages they can afford. Since launching the Stabilizing Urban Neighborhoods Initiative in 2009, BCC has helped nearly 100 Boston families remain in their homes, reducing their average monthly housing expense from \$3,200 to \$1,700. BCC has raised over \$40 million to expand the Initiative in Boston and across Massachusetts, which it estimates will help an additional 1,500-2,000 families to remain in their homes throughout the state.

Given the magnitude of the foreclosure crisis, however, 2,000 homes are not enough. In order to expand the Stabilizing Urban Neighborhoods Initiative to other cities across the country, BCC must address key challenges related to liquidity and recapitalization and conduct logistical planning for expansion. To date, BCC has focused on solving the liquidity challenges and expects to complete its first secondary market loan sale in 2011, which will lower the cost of funds for future endeavors. BCC seeks support from the Open Society Foundations to help the organization address the second challenge: planning for the expansion. Specifically, OSF support would enable BCC to:

- Establish a set of criteria for identifying target communities; identify potential Stabilizing Urban Neighborhoods “hot spots” based on these criteria; assess local capacity in each “hot spot;” and outreach to and recruit local partners.
- Develop a manual and set of tools detailing the implementation process and underwriting criteria.
- Codify lessons learned in Massachusetts for addressing challenges of marketing and recapitalization.
- Roll out programs to repurchase foreclosed properties and resell them to current occupants in several cities hard hit by the foreclosure crisis and that represent a diversity of current market conditions. Roll out in expansion sites will take one of the following forms: 1) launching a Stabilizing Urban Neighborhoods program where BCC is the financing partner; 2) providing technical assistance to local community-based lenders, legal services providers and housing

organizations committed to replicating the model; or 3) a hybrid approach where BCC provides financing, marketing or other technical expertise.

Rationale for Recommendation:

The proposed project advances the Equality and Opportunity Fund's overarching goal of supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and to lift barriers that prevent people from participating fully in economic, social, and political life. Further, it advances the Neighborhood Stabilization Initiative's goal of stabilizing communities hardest hit by the economic crisis and its specific grantmaking priorities of 1) supporting innovative efforts to overcome the bottleneck in mortgage modifications; 2) facilitating the reuse of foreclosed properties as affordable housing for low-income households and particularly vulnerable populations; and 3) expanding access to fair and affordable credit for lower-income borrowers and borrowers of color.

The proposed grant will support a crucial component of the multi-prong and effective approach to neighborhood stabilization that previously was introduced in the recommendation for a grant to City Life/Vida Urbana in the final EOF docket of 2010.³ Known in the housing field as the "Boston model," this approach emerged from a unique partnership among three important players: City Life/Vida Urbana, a community-based tenant organizing group; local legal aid organizations; and Boston Community Capital, a well-regarded community lender.. Each of the partner organizations recognized the tremendous social loss that results when households who can afford to stay in their homes under fair loan terms keyed to current home values are instead evicted after foreclosure, resulting in the loss of family wealth and community ownership, and destabilizing entire neighborhoods. In an unprecedented collaboration, these groups came together to contact every household in Boston receiving a foreclosure notice; recruit distressed borrowers and renters to attend weekly organizing meetings; provide legal assistance to prevent eviction after foreclosure by asserting tenancy rights under state law; and then negotiate to *buy back* homes after foreclosure at current market value. Critical to this model has been the willingness of BCC—a respected and high-performing nonprofit community lender—to create a repurchase loan product that serves borrowers whose credit has been damaged by the foreclosure process and who would not qualify for loans under conventional industry underwriting standards.

The Boston model has proven to be a remarkable success. Not a single loan in the BCC repurchase portfolio has defaulted since the Stabilizing Urban Neighborhoods Initiative was launched in 2009. The performance of these loans is particularly impressive in the current economic recession and housing market, where default rates on mortgages nationally continue to reach record highs. The success of the Initiative also flouts "conventional wisdom" that populations historically excluded from mainstream credit markets (e.g., low-income borrowers of color and immigrants) are bad credit risks.⁴ As the federal government revisits its commitment to insuring mortgages to underserved populations, the Initiative provides a crucial counter-point to conservative rhetoric aimed at eviscerating fair lending and community reinvestment programs.

BCC is currently the only organization addressing the foreclosure crisis in this way—creating what economist Karl Case noted is Pareto efficiency by providing banks with fair market value for distressed properties that might otherwise go vacant, while at the same time keeping families in their homes.⁵ The

³ See Grant 20030119, approved in December 2010. In the recommendation for that grant, staff previewed that it intended to recommend a grant to BCC as an essential partner in this work in a future docket.

⁴ As of January 2011, 92% of SUN's borrowers are people of color; 63% are foreign-born.

⁵ See Paul Solman, *What Does Justice in the Foreclosure Crisis Look Like?*, PBS NEWSHOUR, Nov. 24, 2010 (interviewing Karl "Chip" Case), available at www.pbs.org/newshour/rundown/2010/11/what-does-justice-in-the-foreclosure-crisis-look-like.html

Stabilizing Urban Neighborhoods model has been highlighted on PBS NewsHour, National Public Radio's *Morning Edition*, and in the New York Times. In 2010, BCC won the prestigious \$5.5 million Wachovia Wells Fargo NEXT Award in Opportunity Finance, recognizing its vision, innovation and impact in financing underserved communities. BCC has also been recognized by the Calvert Foundation as one of five U.S. leaders in promoting affordable housing/responsible lending solutions to help thwart predatory lending and mortgage foreclosures.

Despite its successes and accolades, BCC will fail to impact foreclosure relief efforts elsewhere or shift national policy debates unless it can demonstrate that its model works outside of the Boston region. OSF support would enable BCC to test the model in other markets by building the organization's capacity to document its successes and challenges, standardize its model, and conduct fieldwork, and identify aligned organizations in other cities. If approved, this grant would complement a parallel effort by City Life/Vida Urbana to develop a replication strategy for the community organizing component of the model, which OSF already funds.

Grant ID: 20031960

Legal Name of Organization: National Coalition for Asian Pacific American Community Development

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: N/A

Purpose of Grant: To support the National Coalition for Asian Pacific American Community Development's efforts to 1) strengthen its existing network of housing counseling agencies serving Asian American and Pacific Islander (Asian American) homeowners and renters, and expand its network to include underserved areas with large Asian American populations in California, Nevada and Ohio; 2) expand the advocacy capacity of its network to represent the needs of Asian American communities in current debates around mortgage reform; and 3) increase the breadth and quality of tenant counseling services to Asian American and immigrant households in federally subsidized housing and foreclosed properties.

Grant Description: A project support grant to National Coalition for Asian Pacific American Community Development (National CAPACD) will support the organization's efforts to 1) strengthen its existing network of housing counseling agencies serving Asian American and Pacific Islander (Asian American) homeowners and renters, and expand its network to include underserved areas with large Asian American populations in California, Nevada, Ohio, and Washington, DC; 2) expand the advocacy capacity of its network to represent the needs of Asian American communities in current debates around mortgage reform; and 3) increase the breadth and quality of tenant counseling services to Asian American and immigrant households in federally subsidized housing and foreclosed properties. National CAPACD is the first and largest national advocacy organization dedicated to addressing the community development needs of diverse and rapidly growing Asian American communities by supporting over 100 member organizations in over 30 metropolitan areas in 17 states. The recommended grant would provide renewed project support for National CAPACD's Foreclosure Response Network and advances the Neighborhood Stabilization Initiative's goal of stabilizing communities hardest hit by the economic crisis and its specific grantmaking priorities of 1) supporting innovative efforts to overcome the bottleneck in mortgage modifications; 2) protecting the rights of renters in foreclosed properties; 3) exposing and reversing the racial biases underlying the current mortgage crisis; and 4) expanding sustainable credit options for lower-income borrowers and borrowers of color. The recommended grant is for \$125,000, in project support, over one year.

Previous OSI Support: \$250,000 Neighborhood Stabilization Initiative [2009-2011]

Organization Budget: \$2,671,997

Project Budget: \$276,300

Major Sources of Support: Bank of America, Citi, Freddie Mac, Fannie Mae, Neighborworks, US Department of Housing and Urban Development (partial list)

Amount Requested: \$125,000 over one year

Contingent Grant: No

Amount Recommended: \$125,000 over one year from the Equality and Opportunity Fund Promoting Economic Security-NSI, T1: 24451

Term: One year, April 1, 2011 – March 31, 2012

Description of Organization:

National Coalition for Asian Pacific American Community Development (National CAPACD) is the first and largest national advocacy organization dedicated to addressing the community development needs of diverse and rapidly growing Asian American and Pacific Islander (Asian American) communities. Founded in 1999 by a network of community development organizations providing housing and community development services to Asian American immigrants, refugees and low-income populations, National CAPACD now supports over 100 member organizations in over 30 metropolitan areas in 17 states. Its member organizations use innovative affordable housing, community development, organizing and planning strategies to improve the well-being of low-income Asian American communities. Its programmatic work focuses on four core issue areas: 1) access to housing; 2) data policy; 3) economic justice; and 4) community preservation and revitalization. It assists its members in each of these core areas through capacity-building, convenings, advocacy, policy research, and leadership development programs.

Description of Program for Which Funding Is Sought:

With OSF support, National CAPACD launched the National Foreclosure Response Network in 2009 to work with national network of members to increase the capacity of non-profit housing and community development organizations to prevent foreclosures among Asian American borrowers through culturally competent and multilingual housing counseling services. It also partnered with National Council of La Raza and the National Urban League to form the Alliance to Stabilize our Communities, a national coalition aimed at increasing access to foreclosure counseling by communities of color in major metropolitan areas. This partnership has helped strengthen the dialogue between Asian American, Latino and African American communities.

National CAPACD now requests renewed project support to sustain and grow the impact of its National Foreclosure Response Network. In particular, National CAPACD seeks support to engage in the following core activities:

1. ***Strengthen its existing network of housing counseling agencies serving Asian American communities, and expand its network to include underserved areas with large Asian American populations in California, Nevada, Ohio, and Washington DC.*** In expanding its network, National CAPACD will utilize one of two approaches, depending on local capacity and needs. The first will be to facilitate partnerships between Asian American-serving community based organizations (its members) and more experienced housing counseling agencies. This approach will combine the cultural and linguistic capability, established reputation and trust developed within the community by Asian American-serving organizations, with the housing counseling

experience and training of traditional housing counseling agencies. This strategy will be used in the Central Valley and in Las Vegas. The second approach will support existing Asian American-serving social service organizations to expand program services to include housing counseling activities. National CAPACD will connect organizations with models of program development for housing counseling, pair new organizations with experienced peer organizations, support staff to attend trainings and certifications, and work with organizations to meet HUD's minimum guidelines for approval. This strategy will be employed in Cleveland and Akron, Ohio, and Washington, DC.

2. ***Expand the advocacy capacity of its network to represent the needs of AAPI communities in current debates around mortgage reform.*** National CAPACD will increase the engagement of members of the National Foreclosure Response Network in national debates on mortgage reform. It will accomplish this through targeted research, story banking, leadership development, and convenings. It also will continue to serve as the voice of the Asian American community in the multi-racial civil rights coalitions that have formed to address the credit needs of underserved communities and uphold fair lending principles.
3. ***Increase the breadth and quality of tenant counseling services to AAPI and immigrant households in federally subsidized housing and foreclosed properties.*** Using their current grant from OSF, National CAPACD formed a renter counseling working group to develop recommendations for enhanced rental housing counseling in light of the mandate of Dodd-Frank financial reform bill to revamp HUD's housing counseling office to better address the needs of the growing numbers of Americans for whom homeownership is beyond reach. Renewed support would allow them to continue to staff this working group in an effort to maximize federal resources to protect tenants against unwarranted evictions from federally subsidized and foreclosed properties and, specifically, to ensure that tenant counseling services are provided in a culturally and linguistically appropriate manner to a broad range of Asian American and immigrant communities.

Rationale for Recommendation:

The proposed project advances the Equality and Opportunity Fund's overarching goal of supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and to lift barriers that prevent people from participating fully in economic, social, and political life. Further, it advances the Neighborhood Stabilization Initiative's goal of stabilizing communities hardest hit by the economic crisis and its specific grantmaking priorities of 1) supporting innovative efforts to overcome the bottleneck in mortgage modifications; 2) protecting the rights of renters in foreclosed properties; 3) exposing and reversing the racial biases underlying the current mortgage crisis; and 4) expanding sustainable credit options for lower-income borrowers and borrowers of color.

Often overlooked by policy analysis and research examining access to housing and credit by communities of color, low-income Asian American households struggle to gain economic self-sufficiency due to lack of English proficiency, overcrowded or unsafe housing conditions, discrimination and other institutional barriers. The present financial crisis has only exacerbated this racial and economic divide. According to a Federal Reserve Bank study, Asian Americans in California are at a 60 percent greater risk of foreclosure than non-Hispanic whites, even after controlling for income and credit scores.⁶ These rates

⁶ See Carolina Reid & Elizabeth Laderman, *The Untold Costs of Subprime Lending: Examining the Links Among Higher-Priced Lending, Foreclosures and Race in California* (Federal Reserve Bank of San Francisco Working Paper 2009-09, November 2009) ("The greater effect for Asians is noteworthy, since the low incidence of subprime lending in this community has meant that there has been less of a focus on foreclosure prevention outreach among

are particularly troubling because low-income Asian American households have disproportionately high percentages of assets locked into the equity in their homes. And subsets of Asian American immigrant communities in certain metropolitan areas (such as the Hmong in Minneapolis-St. Paul, Filipinos in Los Angeles and South Asians in New York City) are suffering even greater losses given their more recent entry into homeownership, greater likelihood of taking out high-cost or subprime loans, and language barriers that prevent access to mainstream financial institutions and legitimate counseling resources.

National CAPACD has been at the forefront of efforts to overcome structural impediments to equal access to foreclosure prevention resources for low-income Asian American borrowers. With past OSF funding, National CAPACD was able to provide financial support and technical assistance to enable 15 of its member organizations to become HUD-certified housing counseling agencies. (Prior to this effort, there were no HUD-certified housing counseling agencies that were led by or specifically served Asian American communities). OSF's original investment in these efforts also helped leverage over \$2 million in matching grants to these newly HUD-certified agencies to provide culturally competent and multilingual housing counseling services in low-income Asian American communities in 10 states and 12 metropolitan regions.

National CAPACD also has played a critical role in educating policymakers and regulators about the impacts of the mortgage and foreclosure crisis on Asian American communities. Working in coalition with other civil rights organizations, they have advocated for housing recovery policies and programs that ensure that low-income immigrants and people of color who have been hardest hit by the crisis benefit equally from public interventions. It has been particularly effective due to its "bottom-up" approach to advocacy, relying on a small dedicated staff and a national membership of community-based organizations serving diverse Asian American populations to identify critical gaps in existing programs and regulations. With renewed OSF support, National CAPACD will be able to beef up its advocacy efforts, sustain its representation in national multi-racial coalitions, and support network members to respond to the mounting need as the nation's economic crisis deepens.

Asian populations This finding suggests the need to develop culturally and linguistically relevant foreclosure prevention resources for multiple market segments, and to conduct outreach through a much larger network of nonprofits and community based organizations.”).

Grant ID: 20031961

Legal Name of Organization: Poverty and Race Research Action Council

Tax Status: 501(c)(3) public charity

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide general support.

Grant Description: A general support grant to Poverty and Race Research Action Council (PRRAC) will support the organization's research and advocacy to address issues of structural racial inequality and residential segregation in the United States. PRRAC is a non-partisan, national, nonprofit organization created in 1990 by major civil rights, civil liberties and anti-poverty groups. PRRAC's mission is to generate, gather, and disseminate research on the relationship between race and poverty and to promote the development and implementation of policies and practices that alleviate conditions caused by the interaction of racial discrimination and poverty. PRRAC conducts research and advocacy in the areas of housing, education, and health; serves as a clearinghouse for social justice advocacy and research through its *Poverty & Race* newsletter and website; and conducts a grants program for small-scale social science research activities. The recommended grant would provide renewed general support and advances the Equality and Opportunity Fund's goals of challenging structural racism and highlighting the shared stake all members of society have in achieving racial equity and inclusion. It also advances the Neighborhood Stabilization Initiative's goal of stabilizing communities hardest hit by the economic crisis and its specific grantmaking priority of exposing and reversing the racial biases underlying the foreclosure crisis. The recommended grant is for \$400,000, in general support, over two years.

Previous OSI Support: \$915,000
 \$655,000 Racial Justice Initiative (2005-2011)
 \$185,000 Seize the Day Fund (2009 – 2011)
 \$15,000 Strategic Opportunities Fund (2006 – 2007)
 \$60,000 USP – Old Grants (1997 – 1998)

Organization Budget: \$800,000

Project Budget: N/A

Major Sources of Support: Akonadi Foundation, Ford Foundation, W.K. Kellogg Foundation, Zanvyl and Isabelle Krieger Fund

Amount Requested: \$500,000 over two years

Contingent Grant: No

Amount Recommended: \$400,000 over two years (\$250,000 from the Equality and Opportunity Fund Promoting Economic Security-NSI, T1: 24451 and \$150,000 from the Equality and Opportunity Fund Racial Justice, T1: 24448)

Term: Two years, July 1, 2011 to June 30, 2013

Description of Organization:

The Poverty & Race Research Action Council (PRRAC) is a non-partisan, national, nonprofit organization created in 1990 by major civil rights, civil liberties and anti-poverty groups. PRRAC's mission is to generate, gather, and disseminate research on the relationship between race and poverty and to promote the development and implementation of policies and practices that alleviate conditions caused by the interaction of racial discrimination and poverty. PRRAC also convenes advocates and researchers to encourage and further collaboration on race and poverty issues, and supports social science research linked to local, state and national advocacy strategies. PRRAC conducts research and advocacy in the areas of housing, education, and health; serves as a clearinghouse for social justice advocacy and research through its *Poverty & Race* newsletter and website; and conducts a grants program for small-scale social science research activities.

Description of Program for Which Funding Is Sought:

To provide renewed general operating support.

Rationale for Recommendation:

The proposed grant advances the Equality and Opportunity Fund's overarching goal of supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and to lift barriers that prevent people from participating fully in economic, social, and political life. A grant to PRRAC will help EOF develop and expand future investments to ensure full and equal access to affordable housing and neighborhood choice as a cornerstone of economic security. The proposed grant also advances the Neighborhood Stabilization Initiative's goal of stabilizing communities hardest hit by the economic crisis and its specific grantmaking priority of exposing and reversing the racial biases underlying the foreclosure crisis. This proposed grant is further aligned with EOF's racial justice goals through its commitment to challenge structural racism and intentionally demonstrate the shared stake all members of society have in racial equity and inclusion.

More than four decades after the 1968 Fair Housing Act became law, housing segregation in American metropolitan areas remains a serious and continuing problem. In addition to problems of lingering discrimination and racial steering in the housing market, the lack of affordable housing opportunities outside high-poverty areas reinforces racial and economic segregation. For decades, U.S. social scientists have documented how families in these neighborhoods are cut off from good jobs and schools and other opportunities.⁷ Recent research suggests that entrenched racial segregation was a significant contributing cause of the current foreclosure crisis, and that segregated residential patterns are only worsening in the wake of the crisis.⁸

⁷ See NANCY DENTON & DOUGLAS MASSEY, *AMERICAN APARTHEID: SEGREGATION AND THE MAKING OF THE UNDERCLASS* (1998). See also Margery Austin Turner and Dolores Acevedo-Garcia, *The Benefits of Housing Mobility: A Review of the Research Evidence*, in *KEEPING THE PROMISE: PRESERVING AND ENHANCING HOUSING MOBILITY IN SECTION 8 HOUSING* (PRRAC 2005).

⁸ Jacob Rugha & Douglas Massey, *Racial Segregation and the American Foreclosure Crisis*, 47 AM. SOC. REV. 629 (2010).

Segregation is PRRAC's highest priority and its area of expertise. It is also an emerging focus of EOF as it seeks to embed its neighborhood stabilization grantmaking into its core priorities. As EOF refines its analysis of the strong relationship between housing and school segregation in denying equality and opportunity to vulnerable populations, it plans to rely heavily on PRRAC.

In recognition of the unique role that PRRAC plays in generating sound and influential research on residential segregation and its effective advocacy to reduce segregated residential patterns, the Open Society Foundations increased its support to PRRAC in 2009, by combining EOF core support with a project grant from the Seize the Day Fund. These additional resources enabled PRRAC to influence a wide range of policy discussions within the Obama Administration and federal agencies in the areas of housing, education and health policy. Soon after President Obama took office, PRRAC convened the Civil Rights Task Force on Federal Housing Policy, which successfully pressed HUD and other federal agencies to implement regulations that maximize the potential of a host of federal housing and transportation programs to promote residential desegregation.⁹ For example, the HUD strategic plan, released in late 2009, directly reflects PRRAC's fair housing critique in response to the draft strategic plan released earlier in the year. The strategic plan, which now includes strong fair housing language, has been used in the formation of every new agency policy under Secretary Donovan. In June, 2010, HUD announced new fair housing requirements for all grantees that closely track the recommendations pressed repeatedly by PRRAC and the Civil Rights Task Force coalition.¹⁰

EOF now recommends renewing funding at this higher amount for two years in order to enable PRRAC to 1) sustain its ambitious research and advocacy agenda at the federal level and 2) engage more effectively at the state and local community level. In recent years, PRRAC has provided invaluable support for regional efforts to ensure that communities of color and low-income communities are treated fairly in, and have a voice in decision-making related to, allocation of services and resources in the areas of housing, education, and transportation. Two examples include PRRAC's involvement in the "Sheff Movement," an inter-district parent coalition in Hartford supporting a voluntary regional school integration program, and its policy and education support for families affected by ongoing litigation in *Thompson v. HUD*, the Baltimore case seeking to remedy segregation in public housing by promoting regional housing integration. In both examples, PRRAC has been able to serve as a conduit between these local pilots, national research, and federal policy advocates, ensuring that lessons learned at the local level percolate up to inform federal policy and desegregation strategies in other jurisdictions.

OSF support will enable PRRAC to increase its capacity to transmit these lessons to key stakeholders beyond its immediate colleagues in the housing, education and civil rights communities by hiring its first Communications Director. OSF funds also will enable PRRAC to launch a new research project in which it will work with housing counseling agencies in several metropolitan areas to determine whether families who have lost their homes due to foreclosure are moving to more segregated (or lower opportunity)

⁹ Members of the Civil Rights Task Force on Federal Housing Policy include EOF and NSI grantees Kirwan Institute for the Study of Race and Ethnicity; Lawyers' Committee for Civil Rights Under Law; NAACP Legal Defense Fund; National Fair Housing Alliance; and National Housing Law Project. A full description of the policy analyses and advocacy papers that the Task Force has developed are included here: www.prrac.org/projects.php

¹⁰ Under the new requirements, *inter alia*, all applicants for HUD funds must identify: 1) decreases in racial segregation, that will result from the funding; 2) how the grant will eliminate vestiges of de jure segregation; 3) identify increases in the number of HUD-assisted households in "mixed-income low-poverty communities with access to employment and educational opportunities, transportation, and essential goods and services"; and 4) identify increases in the number of HUD-assisted households living outside neighborhoods of concentrated poverty. See Notice of HUD's Fiscal Year (FY) 2010 Notice of Funding Availability (NOFA) Policy Requirements, Docket No. FR-5415-N-01 (published in June, 2010), available at www.hud.gov/offices/adm/grants/nofa10/gensec.pdf

areas—a question that will be critical to forging a lasting recovery that avoids increasing segregation and poverty concentration.

CAMPAIGN FOR BLACK MALE ACHIEVEMENT

<u>Grant ID:</u>	20032322
<u>Legal Name of Organization:</u>	Root Cause, Inc.
<u>Tax Status:</u>	501(c)(3)
<u>Name of Fiscal Sponsor:</u>	N/A
<u>Purpose of Grant:</u>	To provide project support to Root Cause and key strategic partners for the planning and launching of the CBMA Leadership & Sustainability Institute, which will provide critical capacity-building resources to CBMA grantees and others working in the field of black male achievement.
<u>Grant Description:</u>	OSF funding will provide Root Cause with project support to serve as the lead intermediary for the planning and launch of the CBMA Leadership & Sustainability Institute (the Leadership Institute), which will be dedicated to strengthening the field of black male achievement. Root Cause will engage multiple stakeholders in this CBMA scale-up innovation: three partners — Leadership Learning Community, Association of Black Foundation Executives, and the Southern Partners Fund — will help develop an anchor cohort of 10-12 grantees. Root Cause will also solicit other key stakeholders’ input regarding the following project components: 1) Leadership Institute sustainability planning; 2) organizational and leadership development for CBMA’s anchor-grantee cohort; 3) social innovation and impact markets convening; and 4) development of quarterly impact indexes that gauge CBMA impact across its core investment areas. Support of Root Cause advances CBMA’s goal to identify and promote promising practices and model organizations in one or all of the Campaign’s foundational grantmaking areas: education; work and family; and advocacy for black men and boys.
<u>Previous OSI Support:</u>	None
<u>Organization Budget:</u>	\$2,728,969
<u>Project Budget:</u>	\$1,400,000
<u>Major Sources of Support:</u>	N/A
<u>Amount Requested:</u>	\$1,400,000
<u>Contingent grant:</u>	No
<u>Amount Recommended:</u>	\$1,400,000 over one year from the Campaign for Black Male Achievement, T1:21122

Term: One year (June 1, 2011 – May 31, 2012)

Matching Requirements: None

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 today's toughest social issues. Founded in 2004, Root Cause has worked with more than 130 organizations on projects ranging from nonprofit business plans and performance measurement systems to innovative philanthropic collaboratives and multi-sector, place-based strategies for addressing specific social issues. As a result of Root Cause's multi-sector work, over \$50 million in new capital has been invested to date in Root Cause's nonprofit clients.

Root Cause is a national leader in the fields of social innovation and entrepreneurship, having published highly regarded how-to guides for nonprofit practitioners: *Business Planning for Enduring Social Impact: A Social Entrepreneurial Approach to Solving Social Problems*; *Building a Performance Measurement System: Using Data to Accelerate Social Impact*; and *Moving from Free to Fee*. In addition, Root Cause has produced highly regarded thought leadership publications including *Social Entrepreneurship and Government* in the Small Business Administration's annual report to the President of the United States and *Social Entrepreneurship: Recommendations for Policy Makers and Government Agencies* with the Aspen Institute. These two papers were followed by two invitations to the White House for events in conjunction with President Obama's launch of the White House Office of Social Innovation and Civic Participation.

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 social problem-solving. Root Cause has launched an urban small business development program that has since 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 worked with former Louisiana Lt. Governor Mitch Landrieu to create the business plan for the country's first state-based Office of Social Entrepreneurship.

Description of project for which funding is sought:

Root Cause requests \$1.4 million in project support funding for a one-year planning process to confirm the following: the structure of the CBMA Leadership & Sustainability Institute (the Leadership Institute or the Institute); the types of services and resources the Institute will provide to CBMA grantees and possibly other organizations; and the appropriate metrics to evaluate the work of the Institute and CBMA in its support of the black male achievement field. During the first year planning phase, Root Cause and its partners will pilot a range of leadership development and capacity-building approaches with a small cohort of grantees, evaluate the effectiveness of the approaches based on grantee feedback and external measures, and begin to build momentum among a broad base of supporters for the work of the Institute. Because of the heavy emphasis on piloting specific strategies during the 2011 planning phase, the Institute will be ready to transition smoothly into active operation beginning in 2012.

The planning process will engage a wide range of key stakeholders, including Root Cause as the lead intermediary; three partners with critical and unique areas of expertise (Leadership Learning Community, Association of Black Foundation Executives, and Southern Partners Fund); an anchor cohort of 10 to 12 grantee organizations; and up to 50 additional key stakeholders including government agencies, academic institutions, capacity builders, OSF staff and Board members, and community leaders.

CBMA has selected three organizations to work with Root Cause as core partners in the Leadership Institute planning process because of their unique competencies and expertise, and their status as key leaders in the field of black male achievement. They are the Leadership Learning Community, a national leader in leadership development and evaluation; the Association of Black Foundation Executives, a philanthropic affinity group and CBMA grantee focused on promoting effective and responsive philanthropy in black communities; and Southern Partners Fund, a community-based public foundation created to serve Southern communities and organizations working to advance social justice.

The planning phase will consist of four primary components: 1) Sustainability Planning; 2) Organizational and Leadership Development for an Anchor Grantee Cohort; 3) a Social Innovation Convening; and 4) Production of CBMA Impact Index Reports. Following are brief descriptions of the four core components of the project:

1. **Sustainability Planning:** Root Cause will work closely with the CBMA team, three core partners, and stakeholders to lead a one-year comprehensive and collaborative planning process. This component will produce an overview of the planning process, a list of programs and services to be provided by the Institute, articulation of the Institute's governance structure, multi-year implementation plan with clear goals and actions steps, financial projections to sustain the Institute, and performance measurement indicators.
2. **Organizational and Leadership Development:** Root Cause and the core partners will provide a range of individual and group-based support services to a strategically chosen cohort of 10 to 12 current CBMA grantees. These services are designed to sharpen the individual organizations' capacity while also soliciting their feedback on the effectiveness of different capacity-building approaches. The process will also help to develop a cohesive group of organizations that can anchor and propel CBMA over the long term by serving as model organizations that have benefited from and will help to shape the Leadership Institute. Outcomes from this phase of the project work will be that organizations and their leaders will be better able to 1) think and act strategically; 2) clearly articulate the organization's work; 3) secure resources and develop a financial strategy; and 4) apply more innovative thinking and approaches to the organization's work.
3. **Social Innovation Convening:** This national convening will serve to galvanize local funder bases to support black male achievement in CBMA's target regions, help build momentum for CBMA's overall goals, and support a soft-launch of the Leadership Institute. The convening will provide an opportunity to share leadership and organizational development content, and showcase examples of what is working thus far. The two-day, invitation-only event will gather approximately 100 to 200 current leaders in the field of black male achievement, as well as other targeted stakeholders, for the purposes of networking, and sharing and learning about social innovation.
4. **CBMA Impact Index Reports:** To establish the Leadership Institute as the anchor that supports the sustainability of CBMA, Root Cause will develop Impact Indexes that will eventually be distributed by the Institute itself. The indexes will come out on a quarterly basis to keep the issue of black male achievement front and center and to showcase CBMA's progress in key areas. The Impact Index will focus on measures related to the strategies and goals depicted in the CBMA's strategic plan and scale-up strategy. The Impact Indexes will include case-study highlights of grantees and indicators of the scale and effectiveness of the overall campaign (e.g., monetary funding leveraged, mentors recruited, policy wins, media coverage, etc.). The Impact Indexes are

being modeled after the annual Social Impact Report Card produced by Root Cause's Social Innovation Forum initiative.

Rationale for recommendation:

Support for the planning and launch of the CBMA Leadership & Sustainability Institute advances one of the key innovations contained in the May 2010 CBMA Scale-up Strategy presented to the U.S. Programs Board of Directors. It also advances CBMA's goal to identify and promote promising practices and model organizations in one or all of the Campaign's foundational grantmaking areas: education; work and family; and advocacy for black men and boys. The grant also responds to the cross-cutting themes and collaboration goals in CBMA's three-year strategic plan, which calls for field-building activities, such as providing technical assistance to grantees and fostering collaboration among grantees.

Funding of this project will enable CBMA to strengthen the field of black male achievement, a goal staff highlighted in the recent CBMA two-year budget narrative. This project will result in: 1) increased capacity and sustainability for 25-30 organizations across CBMA target states; and 2) increased coordination and information exchange among local, state, regional, and national funders working on the issue of black male achievement. Additionally, the proposed grant would address the Equality and Opportunity Fund's interest in lifting barriers that prevent individuals from participating on an equal basis with others in all aspects of economic, social and political life.

Over the past three years, CBMA has learned that compounding the challenges facing black males is the relative underdevelopment and inconsistent funding of organizations dedicated to addressing black male achievement. While there are many assets within the field of black male achievement, and numerous leaders and advocates who have dedicated their lives to making major strides across the country, sustainability of organizations has been a challenge. This challenge is illustrated by the fact that of the 51 organizations focused on improving the life outcomes of black men that were scanned by the Urban Institute in 1995, less than a quarter still existed in 2005. The planning and launch of the Leadership Institute responds to CBMA's commitment to make strategic investments that will strengthen the leadership pipeline, organizational sustainability, and promotion of best practices for the field of black male achievement.

After the completion of a successful one-year planning process, the Leadership Institute will be well-positioned to seamlessly transition into its second year of operation. With a strengthened brand, increased awareness, and a mobilized network of stakeholders, CBMA and the Institute will be able to benefit a wider group of grantees and other leading organizations in the field of black male achievement. During the Institute's second year, we will also be in a position to incorporate a wide range of lessons that will be learned throughout the first-year planning, and to expand the Institute's base of support.

Staff recognizes that the amount of the recommended grant is substantial. Having researched a range of possible approaches, staff is persuaded that the amount is appropriate for the scale and scope of work contemplated by the grant. It should be noted that approximately 30% of the request will cover project design, research and analysis, evaluation, coaching, and reporting activities to be performed by Root Cause. The remainder of the grant will cover direct support for CBMA grantees, the three core partners, travel, and convening costs.

Grant ID: 20032240

Legal Name of Organization: Schott Foundation for Public Education

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To support the Schott Foundation's Opportunity to Learn Campaign to build a broad-based national movement supporting the civil rights of all children, particularly black male youth, to receive a quality education. The grant would also provide renewed support to the Schott Foundation's ongoing management of the New York City Black Male Donor Collaborative, which serves as a national and local model of leveraging grantmaking resources to raise the academic performance of black males in New York City.

Grant Description: A project grant to the Schott Foundation will support two of the organization's key efforts: the Opportunity to Learn Campaign (OTL), which operates in three southern states and the Black Male Donor Collaborative in New York City. The OTL Campaign will focus on building public will and advocacy around state and federal education policies, such as the reauthorization of the Elementary and Secondary Education Act (ESEA). The OTL Campaign will specifically focus on ensuring that all students have access to the following four essential learning criteria: 1) effective teachers; 2) early-childhood education; 3) college preparatory curricula; and 4) equitable instructional resources. The Schott Foundation has committed \$2 million to a five-year strategy for promoting adoption of the OTL criteria in at least seven states central to the national education debate.

Support will also enhance the work of Schott's Black Male Donor Collaborative (the Collaborative) to serve as a national model with potential for replication. The Collaborative is a unique partnership between New York City's private corporate sector and foundations; it employs strategic, evidence-based grantmaking to reverse rising dropout, unemployment and incarceration rates among young black men, and to expand their opportunities to receive a higher education and transition to professional careers. Continued support to the Schott Foundation for Public Education will further CBMA's strategic 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) focusing on place-based approaches that build local coalitions in CBMA's target cities of Jackson, MS and New Orleans, LA; and 3) serving as a philanthropic catalyst for leveraging additional private and public funds into the field of black men and boys.

Previous OSI Support: \$300,000 from the Campaign for Black Male Achievement, 2008-10

Organization Budget: \$6,500,000

<u>Project Budget:</u>	\$5,600,000
<u>Major Sources of Support:</u>	Schott Foundation \$2,000,000; W.K. Kellogg Foundation \$1,200,000; Atlantic Philanthropies \$250,000
<u>Amount Requested:</u>	\$900,000
<u>Contingent grant:</u>	Yes
<u>Amount Recommended:</u>	\$700,000 from the Campaign for Black Male Achievement, T1:21120
<u>Term:</u>	Two years (May 1, 2011 – April 30, 2013)
<u>Matching Requirements:</u>	None

Description of organization:

The Schott Foundation for Public Education was founded in 1991 with a vision of ensuring that all children in the U.S. -- regardless of race, gender, class, or native language -- graduate from high-performing, well-resourced public schools, and are capable of full participation in a democratic society. Through its strategic philanthropy, convenings and donor collaborations, the Schott Foundation has committed to building a broad-based movement and the public will necessary to ensure it achieves its vision of quality education for all.

To support its work of building public will, Schott has been a pioneer in the disaggregation and publication of national data highlighting the educational challenges confronting black male youth. Its biennial reports have documented critical issues including low graduation rates, high rates of placement in special education, and disproportionate use of suspensions and expulsions. Since 2003, when Schott published its first report on black males, Schott's research has served as the basis for the establishment of several non-profit and state and federal commissions.

For over 11 years, the Schott Foundation has also been an active and leading member of one of the country's longest standing donor collaboratives, the New York Donors' Education Collaborative. Along with numerous other foundations and the Donors' Education Collaborative, Schott participated in the Campaign for Fiscal Equity's lawsuit to reform New York State's flawed school-finance system; the successful lawsuit ultimately resulted in several billion dollars more being allotted annually to New York City's most under-resourced schools.

Description of program for which funding is sought:

The Schott Foundation seeks renewed project support to fund its Opportunity to Learn (OTL) Campaign and Black Male Donor Collaborative. The OTL Campaign is a coordinated strategy operating within a 10 year time frame to ensure that black males, and all historically disadvantaged children, have access to the resources necessary to graduate from high school and to achieve President Obama's 2020 goal for postsecondary achievement. The campaign also offers an opportunity for education advocates to raise awareness on issues that will shape the Reauthorization of the Elementary and Secondary Education Act, a critical policy framework that will impact the federal role in education for the coming decade.

The OTL Campaign, rooted in Schott's ongoing black male initiatives, is a strategic effort to increase the public will for reforms that are aimed at benefiting black males, but will ultimately benefit all children.

The OTL Campaign collaboration includes philanthropic partners; community, state and national organizations; and leaders from multiple sectors, such as the faith-based and business communities.

The Campaign will focus on the following five main policy targets to achieve its goals:

1. access to high quality early childhood education to meet third-grade literacy benchmarks;
2. access to highly effective teachers and instruction models;
3. access to college and career preparatory curricula;
4. access to equitable instructional resources and supports (such as extended day learning, mentors, and tutoring).

To reach these targets, Schott will help coordinate efforts to (1) ensure that grassroots organizing, systemic policy reform, research, and leadership development are strategically integrated and sustained throughout the movement; (2) coordinate and leverage community and civic resources to produce a shared OTL Campaign strategy that supports youth organizing, racial-justice advocacy, and common accountability tools and standards (e.g., equity report cards); (3) manage strategic coordination among OTL Initiative state and national grantees; (4) facilitate communications and collaboration among all OTL philanthropic partners; and (5) recruit national and state OTL philanthropic partners and leverage partners' resources to raise additional support for the OTL Campaign.

Schott will collaborate with local partners to implement statewide campaigns that build public will and institutionalize the policy reforms needed to improve the educational outcomes for black males. They will specifically implement a southern regional strategy in Mississippi, Louisiana and Arkansas, three of the educationally lowest performing states in the South for black males.

In addition, to further its national education reform efforts, Schott will continue to manage the Black Male Donor Collaborative (BMDC), which received initial funding from the Open Society Foundations in 2008. The overarching goal of the collaborative is to raise the academic performance, graduation rates, and college and employment readiness of young black males in New York City. In the last two years, the BMDC has achieved the following goals:

- identified research-based scalable program interventions that represent best and promising practices;
- conducted ongoing research and evaluation of programs and strategies;
- identified and advocated for targeted, effective policy recommendations aimed at yielding systemic change; and
- administered grants to support projects that have systemic impact or can be taken to scale in a public school or community-based organization.

The Collaborative will continue to advance these goals in an effort to serve as a national model for potential replication in other urban centers.

Rationale for recommendation:

Continued support to the Schott Foundation for Public Education will further CBMA's strategic 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) focusing on place-based approaches that build local coalitions in CBMA's target cities of Jackson, MS and New Orleans, LA; and 3) serving as a philanthropic catalyst for leveraging additional private and public funds into the field of black men and boys.

Support also advances the Campaign's recent scale-up strategy by strengthening state-based investments in education reform, parent organizing, youth-mentoring strategies; by focusing on cross-fund investments; and by investing in ongoing federal policy advocacy for educational reform. Additionally, the grant promotes EOF's overarching goals to ensure justice and equality, prohibit arbitrary and discriminatory government action, and lift barriers that prevent people from participating fully in economic, social, and political life.

Unfortunately, black males continue to attend the most segregated and least funded public schools, and have consistently been held to low educational attainment levels. According to Schott's 2010 report: *Yes We Can: 50-State Report on Black Males and Public Education* less than 50% of all African-American boys finish high school. Yet, despite these numbers, the report also illustrated that system-wide change to improve outcomes for Black males is possible when vital educational resources are equitably distributed.

In the six months since its release, *Yes We Can* has been featured in more than 350 media articles and has been downloaded and virally distributed via the Internet to thousands. The interactive website associated with the report, www.blackboysreport.org, also provides comparative data for every state and district that enrolls a large number of African-American students, supported by downloadable charts and tools for organizers and policymakers.

In 2009, Schott also released another research report *Lost Opportunity: 50-State Report on the Opportunity to Learn*, which showed how historically disadvantaged groups—Black, Latino, and American Indian students—have just a 51% opportunity to learn nationally, when compared to white, non-Latino students, as measured by their access to well-resourced, high-performing schools. Through efforts associated with the *Lost Opportunity* report, Schott launched its Opportunity to Learn (OTL) Campaign in 2009 with a goal of changing the system and community structures that deny the great majority of vulnerable children the resources they need for academic achievement and success in life. By focusing and improving the educational outcomes for those most effected by the educational crisis, such as black male students, the Campaign truly believe it will effectively improve the quality of education for all students regardless of race or gender.

In addition to the OTL campaign, Schott's BMDC work has also gained recognition among private industry and philanthropic partners as a potential model for replication. Thanks to its successful activities and leadership, BMDC's membership now includes key philanthropic and corporate supporters: Deutsche Bank Americas Foundation; Open Society Foundation; Charles Evans Hughes Memorial Foundation; New York Community Trust; Twenty-First Century Foundation; Booth Ferris Foundation; Royal Bank of Canada Capital Markets; and the Schott Foundation for Public Education.

In 2011, one of BMDC's primary activities will be the promotion and mass distribution of the research commissioned by the collaborative and completed in 2010 by Professor Pedro Noguera, head of the Metropolitan Center for Urban Education at New York University, and Professor Ron Mincy, Director of CBMA grantee, the Center for Research on Fathers, Children and Family Well-Being at Columbia University. The research examined the academic trajectory of black male youth in the New York City public school system and the effectiveness of in-school and out-of-school time programs.

Finally, because of its continued leadership and participation in a number of donor collaboratives, its production and distribution of vital research, and its ability to garner philanthropic support for its OTL campaign, the Schott Foundation is well positioned to build broad-based national and local collaborations aimed at education reform.

Grant ID: 20032312

Legal Name of Organization: Coalition of Schools Educating Boys of Color

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide renewed project and core support to the Coalition of Schools Educating Boys of Color, enabling the Coalition to strengthen its national network of educators dedicated to promoting standards and practices that equip black male students with the skills they need to excel academically.

Grant Description: OSF support will provide renewed support for the Coalition of Schools Educating Boys of Color (COSEBOC), a national network of school districts, schools, and education reform activists devoted to lifting barriers that prevent boys of color from succeeding academically. As an anchor grantee of CBMA, COSEBOC will continue to build its growing network of educators, which works to improve black boys' educational experiences and outcomes by 1) advocating at the federal, state, school-district, and school levels to improve schooling practices for boys and young men of color; 2) implementing the Vanguard School Awards, which will identify and reward schools that demonstrate improved academic outcomes for black boys; 3) promoting and replicating the promising practices of identified school districts and individual schools; and 4) hosting its Annual Gathering of Leaders, which convenes a wide range of education reform advocates for collaborative, strategic conversations about how best to improve academic outcomes for black male students in America. Support of COSEBOC advances CBMA's goals to 1) ensure that black boys have the opportunity to excel academically, prepare for college, and learn skills essential to earning a living wage; and 2) strengthening the field of black male achievement through investments in capacity-building and leadership development.

Previous OSI Support: \$150,000 from the Campaign for Black Male Achievement, 2008– 2010

Organization Budget: \$1,505,055

Project Budget: \$1,263,360

Major Sources of Support: School District of Philadelphia, \$1.2M; Knight Foundation, \$50,000; Earned Revenue, \$50,000; Panasonic Foundation, \$15,000

Amount Requested: \$900,000 over two years

Is this a contingent grant? Yes

Amount Recommended: \$600,000 from the Campaign for Black Male Achievement, T1: 21120

Term: Two years (April 1, 2011 – March 31, 2013)

Matching Requirements: None

Description of organization:

COSEBOC was founded in 2006 in direct response to a call from educators to form a national coalition to focus on improving educational outcomes for young black men. The only national organization of educators focused solely on black boys' education, COSEBOC's core mission is to convene regular meetings, conduct research, provide technical assistance, and advocate for policies and practices that improve educational success for boys and young men of color. Its activities also include identifying, supporting, and replicating schools that demonstrate success in educating boys of color aged 3-18, largely from low- to moderate-income families. COSEBOC provides platforms for under-performing schools to learn from the promising practices of successful schools by providing information on the latest research, policies, and practices designed to close America's achievement gap.

COSEBOC offers three levels of membership – individual, school and district. COSEBOC members receive access to school assessment tools; discounts on the annual Gathering of Leaders; professional development seminars and webinars; a network of educators that share best practices and innovative approaches to effectively educating boys of color; and information on the latest research and advocacy alerts related to closing the academic achievement gap.

Description of project for which funding is sought:

With CBMA core support over the course of the next two years, COSEBOC will build upon its record of achievement by continuing to (1) develop a network and membership base of national and local educational leaders working to improve the academic outcomes of black boys; (2) identify and reward schools successfully educating boys of color; (3) promote the replication of promising practices focused on this constituency; and (4) advance a policy agenda at the district, state, and federal levels aimed at improving the academic achievement of black males and youth of color generally.

In 2011, COSEBOC will offer the following range of professional support to schools and school leaders:

- Clearly articulated and measurable standards for schools educating boys and young men of color in the areas of: assessment of student performance, parent/family/community partnership, curriculum and instruction, school environment and climate, school leadership, school counseling, and school organization.
- A school assessment tool to be launched in 2011 aimed at evaluating a school's preparedness to educate boys and young men of color.
- Its annual *Gathering of Leaders*, which includes sessions for school administrators, teachers, parents, students, and researchers interested in promoting black male academic achievement.
- Ongoing online resources on promising educational models, research, and field developments.

COSEBOC recognizes that, as part of its overall strategy, it needs to foster educational policies that support practitioners' efforts to improve educational outcomes for black boys and young men. With the impending reauthorization of the Elementary and Secondary Education Act (ESEA), schools and practitioners focused on male students of color must voice their needs and interests. To this end, COSEBOC has formed a policy working group that includes representatives from the Congressional Black Caucus, the NYU Metro Center, and grantee the Center for Law and Social Policy. In connection

with ESEA reauthorization, the working group will encourage disaggregation of student data by race and gender; encourage federal reporting by race and gender of suspensions and enrollment in Advanced Placement/honors courses; and advocate for states and school districts to include dropout prevention in annual plans.

COSEBOC's policy advocacy agenda extends beyond ESEA. It also includes advocacy for the funding of evaluation of educational models which specifically serve black and Latino males as their primary target population; establishment of inter-agency collaborations on the federal level between the Departments of Education, Health and Human Services, and Justice to promote the academic achievement and affirmative development of boys and young men of color; and funding of evaluation of turnaround initiatives being implemented via the State Improvement Grants.

To reward schools promoting academic excellence in boys and young men of color, COSEBOC plans to launch a re-granting program called the Vanguard School Awards Program. Recipients of Vanguard mini-grant awards will be chosen based upon their success implementing COSEBOC's evidence-based standards for effectively educating black boys in public school settings. COSEBOC will award a total of \$50,000 in each of the next two years, which will fund 8 to 10 grants each year, largely in CBMA's three target regions.

Rationale for recommendation:

Renewed support of COSEBOC advances CBMA's strategic goals of ensuring that black boys have the opportunity to excel academically, prepare for college, and learn skills essential to earning a living wage. Renewed support is also aligned with CBMA's commitment, as expressed in its recent two-year budget narrative, to strengthen networks of school and community partnerships. As detailed in CBMA's three-year strategic plan, investing in the development of innovative models for educating black boys is a core strategy of the CBMA's education goals. The proposed grant also advances the Equality and Opportunity Fund's interest in lifting barriers that prevent individuals from participating on an equal basis with others in all aspects of economic, social and political life.

CBMA has designated COSEBOC as an anchor grantee based on its effectiveness and innovation in connecting school districts, individual schools and leaders committed to educational equity and reform for black boys. In the past two years, COSEBOC used CBMA support to do the following: developed the *COSEBOC Standards for Educating Boys and Young Men of Color*; launched its website and eNewsletter; piloted a membership campaign and membership services including quarterly webinars; and hosted the first two of its annual conferences. It also leveraged CBMA support to attract new funding. It secured a \$1.2 million contract with the School District of Philadelphia to provide mentoring and intensive academic support to over 200 black male students who were on the verge of dropping out or entering the criminal justice system. It also leveraged CBMA support to obtain funding from the Knight Foundation for its work in Philadelphia. It has partnered with numerous CBMA grantees, including the Oakland Unified School District, Congressional Black Caucus Foundation, Center for Law And Social Policy, Eagle Academy, and the Raising Him Alone Campaign. These partnerships represent the cross-cutting collaboration that can lead to more innovative idea generation — like COSEBOC's Vanguard School Awards programs — which will raise awareness of and reward innovative school strategies and policies that advance black male educational achievement.

As a broad swath of educational leaders are focusing on the achievement gap between youth of color and their white counterparts, COSEBOC's mission, work, and emerging voice answer the call to close the gap by pushing for concrete, tested education reforms. CBMA believes it is critical to continue to support COSEBOC's work precisely because it is dedicated to highlighting the work of the growing number of schools that are demonstrating success. For example, Urban Academies, a Chicago-based black male

academy and founding COSEBOC district member, just announced a second consecutive year of all graduating seniors being accepted into college.

Finally, the work of COSEBOC responds to many of the recommendations presented in the 2010 Council of the Great City Schools report entitled, *A Call for Change: The Social and Educational Factors Contributing to the Outcomes of Black Males in Urban Schools*. The report highlighted the stark gap between education outcomes for black males and their white counterparts. The report's recommendations include the following: 1) cities need to proactively coordinate the efforts of national and local organizations that work toward, or have a stake in, improving life outcomes for young black men; 2) school-district leaders, especially in big cities, need to be encouraged to better target their instructional programming, interventions, and afterschool initiatives to address the specific academic and social needs of black male students; and 3) more black male counselors are needed in urban schools, to provide social, psychological, and college/career guidance and direction to black male students.

Grant ID: 20032233

Legal Name of Organization: Children’s Defense Fund, Inc.

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide renewed project support to fund the training of 500 next-generation leaders, including 250 black males, in the Children Defense Fund’s Youth Advocate Leadership Training and to support the CDF Freedom Schools’ work training black males to enter the teaching profession.

Grant Description: OSF funding will support the leadership-development training of over 250 young black men in CDF’s Youth Advocate Leadership Training (YALT) program, which empowers young leaders of color. YALT participants learn organizing and social-networking skills, and sharpen their skills as effective communicators, analytic thinkers, problem solvers, and persistent advocates. Each participant creates an action plan for work on a community-based campaign that relates to education, criminal justice, policy advocacy, or civic leadership. In addition, a number of YALT participants will serve as mentors in CDF Freedom Schools. Over the next two years, at least 250 young men will be recruited to participate in YALT, primarily from CBMA’s core investment regions. CDF’s goals for YALT and the Freedom schools are shaped by the recently re-launched Black Community Crusade for Children, CDF’s national organizing and advocacy strategy designed to build an intergenerational movement to replace the “cradle-to-prison pipeline” with a pipeline towards college, productive work, and successful adulthood. The proposed grant to CDF advances CBMA’s grantmaking priorities of: 1) supporting advocacy and organizing efforts, especially those that empower black males, call for education reform, ensure fair discipline policies, and avoid push-out tactics that fuel the school-to-prison pipeline and promoting educational equity to improve the life outcomes of black men and boys.

Previous OSI Support: \$75,000 from US Programs, 1997 – 98; \$175,000 from the Campaign for Black Male Achievement, \$25,000 the Criminal Justice Fund, 2009 – 2010

Organization Budget: \$23,000,000

Project Budget: \$1,000,000

Major Sources of Support: Atlantic Philanthropies, \$4,000,000; Ford: \$802,638; Prudential, \$600,000

<u>Amount Requested:</u>	\$1,000,000
<u>Is this a contingent grant?</u>	Yes
<u>Amount Recommended:</u>	\$700,000 (\$650,000 from the Campaign for Black Male Achievement, T1:21120 and \$50,000 from the Criminal Justice Fund T1:24016)
<u>Term:</u>	Two years (May 1, 2011 –April 30, 2013)
<u>Matching Requirements:</u>	None

Description of organization:

Since 1973, The Children’s Defense Fund (CDF) has been the foremost national organization committed to providing a strong, effective voice for all the children of America who cannot vote, lobby or speak for themselves. In 2008, CDF’s board of directors affirmed four specific goals to advance their mission: health coverage for all children and pregnant women; ending childhood poverty by building family economic stability; dismantling the pipeline to prison for children and youth, particularly the poor and those of color; and engaging the next generation of youth leaders in child advocacy. CDF works towards these goals by employing a range of advocacy tools, including public awareness and education, leadership and community development, and research and policy analysis. Marian Wright Edelman has led the organization since its founding.

Twenty years ago, CDF launched the Black Community Crusade for Children (BCCC) at a five-day gathering of 22 black leaders at the Rockefeller Conference Center in Bellagio, Italy. The session was co-convened by Dr. John Hope Franklin and Dr. Dorothy Height to discuss the crisis facing black children and families. Dr. Franklin drafted an eloquent manifesto describing the group’s decision to launch a “Leave No Child Behind” crusade and to engage in five related activities:

1. Communicate the crisis facing black children and the steps necessary to produce positive outcomes for black children and families.
2. Build effective, informed leadership focused on the needs of black children.
3. Inspire, encourage, and support high-quality, effective personal and organizational actions, programs, and initiatives aimed at improving the life circumstances and chances for black children.
4. Promote sound, effective initiatives and policies at the local, state, and national levels that ensure every black child a healthy start, a head start, and a fair start and that support efforts aimed at revitalizing communities and ensuring safety.
5. Reconnect the black middle class and black poor and rebuild the extended black community family that has historically provided a web of support and a lifeline of hope for black children.

Over the past two decades, the BCCC’s successes include launching the CDF Freedom Schools program; igniting and incubating the concept for the Harlem Children’s Zone; training 20,000 young leaders in youth leadership-development programs; conducting economic empowerment work in 77 “Black Belt” Southern counties; and undertaking place-based policy work in education, healthcare, and juvenile justice.

CDF relaunched the BCCC with a December 2010 conference.

Description of project for which funding is sought:

CDF requests renewed project support of its campaign to train 5,000 new young leaders of color over the next five years, with at least 50% of them being black males, many of whom will be recruited from CBMA's target regions. With CBMA support, CDF will facilitate eight Young Advocate Leadership Training (YALT) sessions at the Alex Haley Farm in Knoxville, Tennessee. Over the next two years, the sessions will train more than 500 young adult leaders to become effective organizers and child advocates.

CDF's YALT programs bring together college-aged youth from across the country to match their passion for social justice with concrete community-organizing skills. YALT begins with a three-day intensive organizing training that connects a cohort of roughly 120 young adults with CDF's policy campaigns and priorities, with a focus on educational reform. Participants are taught campaign strategies that can be implemented in their communities and on college campuses, and each participant crafts an action plan to implement a specific campaign. CDF then facilitates peer mentoring and monthly conference calls, and provides technical assistance to young advocates implementing campaigns in their communities. CDF also connects young advocates with organizations in their communities and cities that provide them with infrastructure support for implementing the action plans they have developed during their training. CDF will track and evaluate the participants' implementation of their action plans.

A minimum of 100 YALT participants will commit to a year-long internship at a CDF Freedom School or participate in another CDF leadership development program. CDF Freedom Schools provide summer and after-school instruction for poor children. As countless studies indicate, poor children tend to fall behind their middle-class counterparts because of lack of access to quality enrichment programs after school and during the summer. The Freedom Schools seek to remedy this problem by providing academic enrichment as well as leadership development activities and trainings designed to increase the civic engagement of young people. While leaders will be recruited from all three CBMA regions, CDF intends to continue its targeted recruitment in Louisiana and Mississippi. Currently there are 47 CDF Freedom Schools in Louisiana and Mississippi, where almost half (46.9%) of the student participants in the program are black boys. An increase in black male leadership in these programs will have a significant impact on retention and on efforts to recruit additional black male leaders and youth scholars.

Rationale for recommendation:

The proposed grant to CDF advances CBMA's grantmaking priorities of: 1) supporting advocacy and organizing efforts, especially those that empower black males, call for education reform, ensure fair discipline policies, and avoid push-out tactics that fuel the school-to-prison pipeline (or, as CDF calls it, the cradle-to-prison pipeline); 2) promoting educational equity to improve the life outcomes of black men and boys; 3) strengthening leadership development and civic engagement of black males; and 4) investing in promising practices and model organizations aimed at improving life outcomes for black men and boys. The project also is aligned with CBMA's scale-up strategy to invest more deeply in youth development programs that can be strengthened, and ultimately replicated and integrated into larger existing networks with broader and deeper reach. Lastly, the project advances EOF's overarching goal of supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and lift barriers that prevent people from participating fully in economic, social, and political life.

Support of the CDF project is also aligned with the Campaign's goal to strengthen the field of black male achievement by investing in leadership development strategies that prepare the next generation of leaders who will advocate for black men and boys. A cadre of leaders in their late 20's to late 30's, who were alumni of CDF's YALT trainings, attended the December 2010 meeting of the Black Community Crusade for Children II. These young leaders credited their early experiences at YALT trainings with instilling in them a commitment to working in the social justice field. To cultivate a new generation of

racial justice leaders committed to solving social justice problems in their communities, the Campaign needs to support the type of coordinated advocacy and leadership development proposed by CDF. CDF seeks to marry the interest of young people in getting involved with contemporary civil rights battles with the advocacy skills they need to achieve policy reform. CDF is also deliberate in creating its own pipeline of leaders who graduate from its leadership training programs and return to work as leaders in the CDF Freedom Schools. And CDF has the capacity to make immediate and effective use of OSF's investment.

The CDF Freedom Schools program is a proven leadership development and empowerment program for two generations of children and youths. The program provides an integrated reading curriculum to boost children's motivation to read and learn and to enlist strong parent involvement. CDF Freedom Schools partner with public schools, community-based organizations, congregations, colleges, universities and cities to operate program sites. In the summer of 2010, the 1,100 college students and site coordinators who had been trained in 2010 served about 10,000 children in 84 cities and 29 states. Nearly 300 of the college trainees were black males. At one Minnesota Freedom School site 100% of the teacher-mentors were black males. OSF support of this model responds to the Department of Education's recent call for the creation of a sustainable pipeline for black males into the teaching profession. At the core of CDF's vision for the next five years is to systematically recruit black and Latino males for YALT trainings and for leadership roles within the CDF Freedom Schools, and ultimately to encourage the young men to become teachers.

Grant ID: 20032313

Legal Name of Organization: The Eagle Academy Foundation, Inc.

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide project and core funding that will be used to build the capacity of The Eagle Academy Foundation, support the 2012 Professional Development Institute, and seed the replication of Eagle Academy, in Newark, NJ, which will work to redirect black male students out of the school-to-prison-pipeline and onto a pathway toward college and career success.

Grant Description: OSF support will provide 1) support to strengthen the The Eagle Academy Foundation's infrastructure as it prepares to expand its impact in existing campuses and the planned Newark location; 2) funding to support the planning phase of the replication of an Eagle Academy campus in Newark, scheduled to open in September 2012; and 3) renewed project support for The Eagle Academy Foundation Professional Development Institute, which trains educators from across the country in best practices for educating black and Latino boys. Eagle Academy's model includes pairing each student with a trained mentor and providing family support services, including special programs for mothers raising single boys. This model represents an innovative, direct service education model that has a track record of disrupting the school-to-prison-pipeline for black boys. Support of Eagle Academy Foundation advances CBMA's goal to ensure that black boys have the opportunity to excel academically, prepare for college, and learn skills essential to earning a living wage.

Previous OSI Support: \$150,000 from the Campaign for Black Male Achievement, 2008; \$300,000 from the Campaign for Black Male Achievement, 2009-2010

Organization Budget: \$3,700,000

Project Budget: \$1,825,437

Major Sources of Support: Robin Hood Foundation, \$300,000; Bloomberg Foundation, \$350,000; JP Morgan Foundation; NYC Department of Education

Amount Requested: \$900,000

Is this a contingent grant? No

Amount Recommended: \$900,000 from the Campaign for Black Male Achievement, T1:21120

Term: Two years (May 1, 2011 – April 30, 2013)

Matching Requirements: None

Description of organization:

The Eagle Academy Foundation supports a network of replicable college-preparatory middle and high schools boys schools. The Eagle Academy network of schools prepares young men to excel not only in school, but as contributing members of their communities. Conceived in response to the critical needs of African American and Latino males from New York City’s poorest communities, the flagship Eagle Academy was founded in 2004 in the South Bronx, in partnership with One Hundred Black Men, Inc. In 2005, the Eagle Academy Foundation was formed with the mission to provide the financial and professional support necessary to ensure the continued development and expansion of Eagle Academy schools.

The Eagle Academy Foundation programs have a strong track record of success. While the New York City graduation rate for black males is approximately 28%, the first class of Eagle Academy alumni graduated in June 2008 with a graduation rate of 71%. The school’s second class graduated in June 2009 with a graduation rate of 80%, and the 2010 class graduation rate was approximately 87% — 59 percentage points higher than the citywide graduation rates. In addition, approximately 95% of Eagle Academy graduates have enrolled in college, with 16 Eagle scholars currently earning scholarships that together total over \$200,000 per year.

Description of project for which funding is sought:

The Eagle Academy Foundation (Eagle Academy) requests project and core support for 1) planning the replication in Newark, NJ of their established middle and high school model for black male students; 2) building capacity to support the expansion and continued replication of the model; 3) operating the 2012 summer Professional Development Institute to share best practices with educators and school administrators from across the country.

As a result of Eagle Academy’s success with its flagship school in the South Bronx, the New York City Department of Education asked it to replicate its model in Ocean Hill/Brownsville, Brooklyn, and Southeast Queens, two economically challenged New York communities. By successfully replicating its model in Brooklyn and Queens, Eagle Academy has begun to attract state, regional, and national attention. With funding from the Robin Hood Foundation, Eagle Academy worked with McKinsey & Company to develop a strategic plan for expanding its national growth and impact.

CBMA will join philanthropic partners such as The Robin Hood Foundation, the Fund for Newark, and the Bloomberg Foundation, to provide capacity-building support to enable the Eagle Academy Foundation to strengthen the infrastructure of its current operation and plan for the launch of an Eagle Academy in Newark, NJ. The proposed Newark site is located in the Central Ward across from City Hall with ample public transportation for students, parents and community partners. Currently, there is a possibility that the new site will share space with the new all-girls Leadership Academy. In addition to the Eagle Academy for Young Men Charter School, as it has now been named, Newark also has plans to launch an all-girls’ school and wants us to serve as a complementary institution. Similar to Eagle in their single sex educational model, The Young Women’s Leadership Network has paved the way for all-girls public education in the United States. The Young Women’s Leadership Academy currently has a

network of 5 schools of which 3 serve as sister schools to Eagle; Eagle Academy will be entering Newark with the same type of partnership in place which is defined by collaborative parent engagement and student programming planned by the principals.

Eagle Newark will open to approximately 162 6th and 7th grade students in July 2012 with its Summer Bridge program and then accept 81 6th grade students per year until the school is at capacity of 587 students. The principal will be identified by September 2011 and will lead the planning for the 2012 launch of the new school, including community engagement and partnership development aspects of the planning process.

To leverage its successful track record educating boys of color, Eagle Academy Foundation has developed an annual Professional Development Institute (PDI) that provides educators the opportunity to learn about the principles, methods and initiatives that drive its success. Funded by CBMA, the PDI advances Eagle Academy's goals of enhancing the professional development of its faculty and staff, and of supporting other national educators and school administrators who work with black male students.

Rationale for recommendation:

Renewed support of Eagle Academy Foundation furthers CBMA's strategic goal of ensuring that black boys have the opportunity to excel academically, prepare for college, and learn skills essential to earning a living wage. Support also responds to the recent scale-up strategy to make deeper investments in mentoring and youth development strategies and to strengthen, replicate and expand programming that has the potential to shrink the education achievement gap on a broader scale. Because of its significant impact on the education landscape and its ability to inform the strategies of education models across the country, including in CBMA regions, Eagle Academy Foundation has been designated as a CBMA "anchor grantee" within the investment priority of increasing education equity. The proposed grant also advances the Equality and Opportunity Fund's interest in lifting barriers that prevent individuals from participating on an equal basis with others in all aspects of economic, social and political life.

Nationwide, New Jersey's disparity between high and low median family incomes ranks 14th highest. And the overall poverty rate for Newark is more than twice as high as the statewide poverty rate; for African-American and Latino males, the rate is triple that of the statewide rate. The most recent New Jersey census survey reports that 15,931 families in Newark are living below the poverty line. Newark is also home to high rates of single-parent households led by women.

While Newark presents undeniable challenges, it also offers several significant leveraging opportunities. The Newark school system recently received a \$100 million dollar pledge from Facebook founder and CEO Mark Zuckerberg, who made his donation to improve the long-troubled system on the condition that the state grant control of the schools to Newark Mayor Cory Booker. Mayor Booker invited Eagle Academy to launch its fourth campus in Newark, and has committed to support the Eagle replication with funds from the Zuckerberg donation. Two of Eagle Academy's other philanthropic partners, The JP Morgan Chase Foundation and Partners for Developing Futures, have shown considerable interest in supporting this expansion.

Since its inception, CBMA has strategically designated up to 25% of its annual grantmaking budget to take advantage of emerging opportunities outside of its core regions. Investing in the Eagle Academy replication in Newark, NJ represents such an investment, and offers CBMA the opportunity to help Eagle Academy establish an educational option that will demonstrably improve the academic outcomes of black boys. Eagle Academy's model of matching each of its students with an adult mentor also responds to Mr. Soros' call for deeper investments in mentoring strategies in order to leverage the primary positive youth-development indicator for fostering resiliency in young people: a positive relationship with a caring adult.

Finally, continued support of the Eagle Academy Professional Development Institute is aligned with the CBMA education strategy to invest in the development of innovative education models in order to create a strengthened network of school and community partnerships for improved educational outcomes. The PDI allows educators and administrators to share best practices and learn innovative techniques for increasing educational outcomes for black boys.

Grant ID: 20032239

Legal Name of Organization: PolicyLink, Inc.

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide project support for PolicyLink’s Promise Neighborhoods Institute to leverage and expand the impact of two federal programs aimed at improving the life outcomes of black men and boys: Promise Neighborhoods and Choice Neighborhoods.

Grant Description: OSF funding will allow PolicyLink, through its Promise Neighborhood Institute (PNI), to provide technical assistance and training to federal Promise Neighborhood grantees and other place-based coalitions that have adopted the Promise Neighborhood model. Funding will be used to integrate programs to improve the life outcomes of black men and boys into these programs’ comprehensive strategies for community revitalization. The two primary activities of the project will be: 1) incorporating a focus on black men and boys into the Promise Neighborhoods program; and 2) strengthening the local implementation of Promise Neighborhoods projects by leveraging additional investments from the U.S. Department of Housing and Urban Development’s Choice Neighborhoods program. Support of the PNI specifically advances the Campaign’s goals of ensuring that black boys have the opportunity to 1) excel academically, to prepare for college, and to learn skills essential to earning a living wage and 2) serve as philanthropic catalysts for leveraging additional private and public funds for the field of black men and boys.

Previous OSI Support: \$100,000 from the Strategic Opportunities Fund, 2006; \$400,000, from the Government and Policy/Effective Government Fund, 2000; \$100,000 from the Criminal Justice Fund, 2004; \$500,000 from the Seize the Day Fund, 2009; \$300,000 from the Campaign for Black Male Achievement, 2010

Organization Budget: \$12,279,620

Project Budget: \$500,000

Major Sources of Support: Atlantic Philanthropies, \$500,000; Ford Foundation, \$500,000; Kellogg Foundation, \$400,000; Robert Wood Johnson Foundation

Amount Requested: \$500,000

Is this a contingent grant? No

Amount Recommended: \$500,000 from the Campaign for Black Male Achievement, T1:21122

Term: One year (May 1, 2011 – April 30, 2012)

Matching Requirements: None

Description of organization:

Founded in 1999 by Angela Glover Blackwell, PolicyLink is a national research and action institute advancing 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 convenings; and staffs campaigns for policy change.

Description of program for which funding is sought:

PolicyLink requests project support for a one-year initiative to continue and grow the work of its Promise Neighborhoods Institute. With support from OSF, Atlantic, Ford, Robert Wood Johnson, and Kellogg, PolicyLink formed the Promise Neighborhoods Institute in 2010 to provide resources to *all communities*, whether or not they have been awarded a federal Promise Neighborhoods grant, including technical support for planning, identifying quality approaches, building partnerships, and assessing community needs. PolicyLink now plans to expand the work of the Promise Neighborhoods Institute to foster success in the communities that receive planning grants from the Choice Neighborhoods program, a U.S. Department of Housing and Urban Development initiative requiring coalitional community planning for housing redevelopment, supportive services and neighborhood improvements.

PolicyLink's four primary goals for the recommended project are to:

- 1) Educate Promise and Choice Neighborhoods grantees on how a focus on black men and boys can significantly improve educational outcomes, family cohesiveness, and employment opportunities in distressed communities;
- 2) Incorporate a policy and systems change focus on black men and boys in the planning efforts of Promise and Choice Neighborhoods grantees and grantseekers;
- 3) Nurture a community of practice that addresses the multi-dimensional issues facing black men and boys within the Promise and Choice Neighborhoods movements; and
- 4) Leverage federal investments to attract other sources of support for a place-based focus on black men and boys.

To achieve the above goals, PolicyLink will develop a toolkit, assess plans, and provide customized, site-specific technical assistance to eight to ten Promise or Choice sites, including:

- Four Promise and/or Choice Neighborhoods sites: Philadelphia, Pennsylvania; Indianola, Mississippi; Little Rock, Arkansas; Atlanta, Georgia; and
- A minimum of four to six other non-grantee sites, possibly including Cleveland, Ohio; Newark, New Jersey; New Orleans, Louisiana; Detroit, Michigan; Chicago, Illinois; Milwaukee, Wisconsin; and Baltimore, Maryland.

Once the site-specific assistance is provided, PolicyLink will test solutions focused on black men and boys, and create online tools and case studies for broad dissemination. Beyond supporting specific sites, the toolkit will be disseminated to a broader set of stakeholders to encourage the incorporation of creative race- and gender-specific solutions that address local concerns.

Rationale for recommendation:

Support of PolicyLink specifically advances the Campaign's goals of ensuring that black boys have the opportunity to 1) excel academically, to prepare for college, and to learn skills essential to earning a living wage and 2) serve as philanthropic catalysts for leveraging additional private and public funds for the field of black men and boys. Support also advances the Campaign's strategy of 1) identifying and promoting promising practices and model organizations in one or all of the Campaign's three foundational grantmaking areas of education, work and family and 2) increasing the capacity, sustainability, and advocacy of the black male achievement field. This work will also advance CBMA's state-based strategy by supporting federal Promise grantees in Philadelphia, PA and Indianola, MS, as well as placed-based coalitions in CBMA cities of New Orleans, Chicago, Milwaukee and Baltimore. 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.

Support of PolicyLink's project also advances a specific goal of CBMA's recent scale-up strategy, which was approved by the US Program's board in May 2010: to invest in providing technical assistance to relevant organizations applying for federal funding through competitive grants programs. CBMA's goal is to strengthen the applications of organizations focused on improving life outcomes for black males, so that more federal grant money is directed to CBMA's targeted population. For those organizations that are awarded federal money, CBMA plans to provide matching funds and technical assistance to ensure successful implementation of their plans and continued attention to CBMA's priorities. CBMA will also invest in creating a nationwide network of these organizations working to improve life outcomes for black males.

PolicyLink's past work to respond to the crisis facing black men and boys has spanned several phases, from research and public education to network-building and management. Prior to formation of its Promise Neighborhood Institute, PolicyLink worked with The California Endowment on a project dedicated to improving the health and well-being of boys of color by advancing policy and system changes throughout the state of California. To accomplish this ambitious goal, PolicyLink assembled a Boys and Men of Color network, numbering over 60 organizations (some of which are designated Promise Neighborhoods partners) to address race and gender disparities in a number of areas including CBMA's core priorities of education, family, and work.

Building on its experience working with the Boys and Men of Color network in California, PolicyLink formed the Promise Neighborhoods Institute. In the past year, with funding from OSF, Atlantic, Ford, Robert Wood Johnson, and Kellogg, the Promise Neighborhoods Institute has accomplished a great deal. It provided intensive technical assistance, policy research and analysis, and networking support to 38 communities. These communities included 21 federal grantees as well as a pool of high-scoring applicants that did not receive Promise Neighborhoods grants. It hosted one convening for the federal grantees and a second for high-scoring non grantees. The convenings aimed to strengthen partnerships and expose groups to federal agency staff and funders while offering substantive sessions on financing and data collection. It worked with The Bridgespan Group to develop a guide, *Planning a Promise Neighborhood*, to help communities create business plans. In the spring of 2011, PolicyLink will offer a Leadership Academy sponsored by Goldman Sachs for leaders from each Promise Neighborhoods grantee organization.

To maximize the potential of Promise Neighborhoods to improve the lives of black men and boys, the program requires sustained investment by the Department of Education. Under the current Congress, its funding is in jeopardy for 2011 and possibly subsequent years. Now more than ever, PolicyLink and the coalition of organizations supporting Promise must continue to play a pivotal role in ensuring the program receives the national attention and policy focus it needs to take root in the hundreds of communities that have demonstrated a commitment to this comprehensive community-building approach.

In addition to leveraging federal Promise Neighborhoods resources, PolicyLink will provide technical assistance to applicants and grantees of the Choice Neighborhoods program within the Department of Housing and Urban Development. Choice Neighborhoods accepted its first round of planning and implementation applications in December 2010. The Department of Housing and Urban Development and the Department of Education have formed an inter-agency partnership to set aside up to four Choice planning grants for Promise grantees. Because both Choice and Promise Neighborhoods work with the same households in a given community and must coordinate their services in order to succeed, PolicyLink intends to expand its technical assistance delivery to include Choice grantees.

Grant ID: 20032231

Legal Name of Organization: Community College of Philadelphia

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide support to the Community College of Philadelphia project to provide for intensive support to 300 African-American male first-time college students. The project aims to ensure that the students earn Associates Degrees and are positioned to attend four-year college or to obtain living-wage work opportunities.

Grant Description: With OSF support, the Community College of Philadelphia’s Center for Male Engagement’s *Project Thrive* will be able to recruit and work closely with 300 black male college students to ensure their successful matriculation and graduation at one of the nation’s leading community colleges for African Americans. Each year over the grant period, *Project Thrive* will recruit 150 students and provide them with the key resources they need to succeed: 1) a summer transition program; 2) peer mentoring; 3) success coaches; 4) faculty-led learning communities; 4) tutoring; and 5) parent-engagement activities aimed at increasing academic achievement and preparing students for a four-year post-secondary institution and/or living-wage work opportunities. Support of the Center for Male Engagement at the Community College of Philadelphia advances CBMA’s strategic 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; and 2) advancing innovative approaches in CBMA’s target region of Philadelphia, PA; and 3) to expand and ensure family supportive-wage work for black males.

Previous OSI Support: None

Organization Budget: \$126,388,057

Project Budget: \$600,550

Major Sources of Support: \$100,550 from the Community College of Philadelphia

Amount Requested: \$500,000 over two years

Is this a contingent grant? Yes

Amount Recommended: \$500,000 from the Campaign for Black Male Achievement, T1:21120

Term: Two Years (June 1, 2011 to May 31, 2013)

Matching Requirements: None

Description of organization:

Community College of Philadelphia (the College) is an open-admission, associate-degree-granting institution that provides access to higher education to all who may benefit. Programs of study in the liberal arts and sciences, career technologies and basic academic skills provide a coherent foundation for college transfer, employment and lifelong learning. The College serves Philadelphia by preparing students to be informed, concerned citizens, to be active participants in the cultural life of the city, and to meet the changing needs of business, industry and the professions.

Founded in 1964, the College is the largest institution of higher education in Philadelphia and the sixth largest in Pennsylvania. Since its founding, the College has served over 640,000 individuals; over 38,000 students are currently enrolled. The College serves a diverse, non-traditional population: approximately 72% of students are minorities (53% African-American, 10% Hispanic, 8% Asian) and 53% are older than 25. A substantial portion of the College's students are low-income and first-generation Americans. The College is the single largest point of entry into higher education for minorities in Pennsylvania, and ranks eighth in the nation in the number of degrees awarded to African-Americans. The College's vision is to serve Philadelphia as a premier learning institution where student success exemplifies the strength of a diverse, urban community college.

Description of program for which funding is sought:

Community College of Philadelphia requests project support for its Center for Male Engagement, which was launched in November 2009 with a federal grant from the Department of Education's Predominately Black Institutions and Schools programs. The Center's mission is to recruit first-time African-American males to the College and provide them with an array of support services which can ensure their academic achievement. With support from CBMA, the College proposes to launch *Project Achieve* from its Center for Male Engagement to provide intensive support to 300 African-American males over two years, assist them in achieving their educational goals, and support their transition to four-year colleges or living-wage work opportunities.

Project Achieve's long-term objective is to increase the success and graduation rates of African-American males at the College. In the short-term, the Center anticipates that the 300 African American college students who participate in *Project Achieve* will gain:

- an increased understanding of how to manage the academic and social rigors of college;
- a dedicated academic and social support system at the College;
- an enhanced sense of social and cultural capital, which has been shown to have a positive impact on the matriculation of African-American males;
- a greater likelihood of successfully completing their developmental courses; and
- support from family members, who will achieve a greater understanding of the college-going process.

Project Achieve will recruit a cohort of 150 new students to matriculate at the College in Fall 2011 and another cohort of 150 students in Fall 2012. Students will be recruited from the Philadelphia School District, community-based organizations, faith institutions and an affiliated Philadelphia-based re-entry program that has referred students to the College in the past. The young men will be enrolled in a specially designed summer transition program that will increase their social capital, enhance their personal development, and match them with peer mentors to assist their transition and retention to college life. *Project Achieve* will also help students secure financial aid and navigate the enrollment process, as well as provide students' parents with an orientation and ongoing informational workshops.

Following the summer experience, students will have the option of being enrolled in linked courses, a series of at least two developmental education courses that are taken concurrently, creating learning communities of 20 students that will create a supportive academic and social environment. Additionally, students will be organized into peer mentor groups of 10-15 students who share interests and goals. These groups will meet on a regular basis and provide additional support. The peer-mentoring program will foster a collaborative environment that will encourage students to take responsibility for each other's success.

In addition to these on-campus activities, students will be prepared to transfer to four-year institutions. The College maintains dual-admission agreements with nine Pennsylvania colleges and universities. The dual-admission program offers support services and financial incentives to give students the best chance for success. Students are provided opportunities to meet with transfer school advisors, faculty, and staff; to enter the transfer institution with junior status upon graduation from the College; and to receive waivers for transfer institutions' admission application fees. Students are also offered scholarship awards from the transfer institution based on enrollment status (part-time, full-time) and GPA at time of transfer.

Rationale for recommendation:

Support of the Center for Male Engagement at the Community College of Philadelphia advances CBMA's strategic 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; and 2) advancing innovative approaches in CBMA's target region of Philadelphia, PA; and 3) to expand and ensure family supportive-wage work for black males. Support also advances the Campaign's recent scale-up strategy by strengthening state-based investments in education reform, parent engagement, and mentoring strategies designed to close America's education achievement gap. Additionally, the proposed grant would address the Equality and Opportunity Fund's interest in lifting barriers that prevent individuals from participating on an equal basis with others in all aspects of economic, social and political life.

The Community College of Philadelphia is nationally recognized as one of the leading two-year post-secondary institutions advancing educational attainment for African Americans. The College has served over 640,000 individuals since its founding in 1964. Through 2010, the College has awarded almost 45,000 associate degrees. Over 75% of graduates in transfer programs continue on to four-year institutions, and over 90% of graduates remain in the area, strengthening Philadelphia's local economy. The College is the single largest point of entry into higher education for black males in Pennsylvania, and ranks eighth nationally in the number of degrees awarded to African-Americans.

As the 2010 Schott Foundation for Public Education's biennial report on black male high school graduation rates reveals, educational attainment for black males in Philadelphia is abysmal. The high school graduation rate for black males is only 28%, tied with New York City for the lowest rate in large school districts of over 40,000 students. Many of the College's black male students are first-generation college students who receive little support or guidance from family members.

The challenges facing Philadelphia-area college-age black males are part of a disturbing nationwide decrease in black male community college matriculation and completion. Support of the Thrive Project squarely addresses this national challenge. On the local level, CBMA funding will strengthen critical infrastructure supports, which will ensure that black males earn their Associates Degree and are positioned for either matriculation to a four-year institution or living-wage work opportunities.

Grant ID: 20032238

Legal Name of Organization: Philadelphia Student Union

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To support Philadelphia Student Union’s training and empowerment of high school students, particularly black male youth, and its advocacy work to end the school-to-prison pipeline in Philadelphia.

Grant Description: OSF funding will provide project support to the Philadelphia Student Union (PSU) for its youth-leadership development program. PSU was started in 1995 by a group of young people concerned about the state of public education in Philadelphia. Since its founding, PSU has maintained a strong focus on cutting-edge, student-led campaigns aimed at improving outcomes for black males and other youth of color. Through PSU’s leadership development program, young people learn to critically analyze problems in their schools and communities, and to work together to create solutions. In addition to addressing education reform, the program prepares young people for broader activism and civic engagement in other critical areas, such as school violence and the criminalization of youth of color. The proposed project support to PSU advances CBMA’s priorities of (1) strengthening leadership development and civic engagement of black males; (2) investing in promising practices and model organizations that advocate to improving life outcomes for black men and boys in the Campaign’s target-region of Philadelphia, PA; and (3) supporting advocacy and organizing efforts that empower black males by supporting education reform and fair discipline policies.

Previous OSI Support: None

Organization Budget: \$366,500

Project Budget: \$139,925

Major Sources of Support: None

Amount Requested: \$100,000 over two years

Is this a contingent grant? No

Amount Recommended: \$115,000 (\$50,000 from the Campaign for Black Male Achievement, T1:21120; \$50,000 from the Criminal Justice Fund, T1:24016; and \$15,000 from the Equality and Opportunity Fund LGBTQ and Gender Equality, T1:24450)

Term: Two years (May 1, 2011 to April 30, 2013)

Matching Requirements: None

Description of organization:

Founded in 1996, the Philadelphia Student Union's (PSU) mission is to support Philadelphia public high school students in their efforts to transform public schools into places where all young people receive a high quality education.

PSU has since grown from a small group of students working on small, discrete campaigns to over 200 core members, and 1000 registered members working on specific, long-term campaigns addressing such issues as teacher quality, equity in school funding, policies that contribute to the school-to-prison pipeline, and violence in schools. To fulfill its mission, PSU concentrates on five core initiatives: Leadership Development and Organizing Training, Campaign Development, Media Literacy and Production, Retreats and Conferences, and High School Survival Programs.

Through these programs, PSU empowers young people to become life-long learners and leaders equipped to address the problems their communities face. PSU is also a co-founder of the Alliance for Educational Justice, a current Open Society Foundations grantee, which is working to end the school-to-prison pipeline through creative strategies including the advocating for the reauthorization of the Elementary and Secondary Education Act, and connecting the efforts of LGBTQ rights and racial justice advocates to end school violence.

Description of program for which funding is sought:

PSU seeks project support to train and empower young people to end the school-to-prison pipeline in Philadelphia. With support from CBMA, PSU will focus on achieving two core goals as part of its student-led campaign to improve school conditions for all Philadelphia students:

- 1) shifting the policy orientation of the Philadelphia school district away from punitive discipline and toward restorative policies and practices; and
- 2) empowering students to organize in individual schools and to work with staff and principals to adopt and implement model non-violent approaches to conflict resolution.

As part of the campaign, PSU core members are required to attend at least three meetings a month to build their capacity for effective communication and leadership; develop a sophisticated understanding the public education system, beginning with their own experiences; and formulate an action plan, set goals, and commit to the campaign development process. The campaign members include participants in youth-led organizing groups and youth leadership development organizations.

Organizational members of the campaign currently include PSU (leader and founder), the Philadelphia Youth Commission, Asian Students Association of Philadelphia, Boat People SOS, Citywide Student Government, Philadelphia Freedom Schools, Asian Americans United, University Community Collaborative at Temple, and Youth United for Change.

The campaign's short- and long-term objectives are as follows:

Short-term objectives

- Finalize, project and secure 500 endorsements for student-created platform to dismantle the school-to-prison pipeline in Philadelphia's public schools;
- Develop youth-created media tools, including a student-produced blog, newsletter, radio show, and soundtrack;

- Infuse policy demands into district-wide commissions and task forces;
- Continue and expand student-led training of school police officers.

Long-term objectives:

- End the current policies of punitive discipline and zero tolerance by leading the School District of Philadelphia to implement district-wide reforms.
- Transform schools that are labeled “persistently dangerous” according to Pennsylvania’s interpretation of No Child Left Behind guidelines into non-violent schools that embody a youth-created vision of school safety, and translate that vision into district- and school-level policies and principles.
- Significantly reduce punitive discipline outcomes (school-based arrests, alternative-school referrals, expulsions) and their disproportionate impact on black male students.

Rationale for recommendation:

The proposed project support to PSU advances CBMA’s priorities of (1) strengthening leadership development and civic engagement of black males; (2) investing in promising practices and model organizations that advocate to improving life outcomes for black men and boys in the Campaign’s target-region of Philadelphia, PA; and (3) supporting advocacy and organizing efforts that empower black males by supporting education reform and fair discipline policies, and by working to end school push-out tactics that fuel the school-to-prison pipeline.

The project also advances the broader goals of the Equality & Opportunity Fund by 1) supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and lift barriers that prevent people from participating fully in economic, social, and political life; and 2) focusing on anti-violence advocacy that highlights the shared interest people of color and other marginalized groups, such as women, immigrants, and the LGBTQ community.

Finally, the recommended grant advances the broader cross-program strategy — shared by the Campaign for Black Male Achievement, Criminal Justice Fund, Equality and Opportunity Fund and Strategic Opportunities Fund — to dismantle the school-to-prison pipeline.

Since its founding, PSU has been one of the leading student-led organizations in the country that is committed to ensuring quality education for youth. For the past three years, PSU has led efforts, both in Philadelphia and nationally, to build broad-based support for lasting education reform that will address violence in schools and ultimately dismantle the school-to-prison pipeline. PSU serves as a lead organization in two national coalitions that are working on ending the school-to-prison pipeline: Dignity in Schools Campaign and the Alliance for Educational Justice. In Philadelphia, the school-to-prison pipeline is now one of the major barriers to educational achievement for students of color, particularly black male students.

According to the 2010 Philadelphia School District’s African American Male and Latino Male Drop Out Task Force report, 43% of black boys do not graduate from high school within six years of starting. The punitive discipline policies and school-policing practices employed by the school district compounds this problem by interfering with many students’ accessing to equal learning opportunities. In 2008-2009, black students were two and half times more likely to be suspended than white students. Even more disturbing, black students were five times more likely to be expelled from school than white students. Out-of-school suspensions and expulsions seriously disrupt students’ ability to learn and keep pace with course material.

Over the past 16 years, PSU has achieved a series of major organizing victories that have improved the quality of education for students in the School District of Philadelphia. For example, In the 2002-03 school year, PSU successfully advocated for the school district to double the number of counselors in Philadelphia public high schools from 114 to 228, a \$9.5 million dollar expenditure. It was also given the opportunity to design a new Student Success Center program, which now exists in 10 high schools. Additionally, PSU has been effective in amplifying the voices and concerns of students while building bridges across multiple systems, thus fostering collaborative efforts to improve the quality of education in Philadelphia schools.

Finally, PSU works closely with a number of current Open Society Foundations grantees working to dismantle the school-to-prison pipeline, including the Education Law Center and the Advancement Project. PSU strongly, and justifiably, believes that its student-led campaigns will succeed in improving the educational outcomes of black youth and all youth attending Philadelphia public schools.

Grant ID: 20032430

Legal Name of Organization: Young People's Project

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To create meaningful work experiences for high school students in Jackson, MS by utilizing math literacy and media creation as tools to improve academic outcomes, strengthen parent and community engagement, and increase civic participation.

Grant Description: CBMA's continued core and project investment in the Young People's Project of Jackson, MS will allow YPP to 1) invest in leadership development of staff and students; 2) provide transformative work experiences for high school students; 3) create high-quality learning experiences for middle and elementary students; 4) strategically position and deepen the organization's work in specific neighborhoods and communities; 5) continue to grow and support a network of young people who are improving the quality of education for children throughout the state; and 6) use media platforms to build community and encourage collective action. Renewed project support of YPP advances the CBMA's strategic 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; and 2) advancing innovative approaches in CBMA's target region of Jackson, MS.

Previous OSI Support: \$200,000 from the Democracy and Power Fund, 2009; \$200,000 from the Campaign for Black Male Achievement, 2009; \$200,000 from the Democracy and Power Fund, 2010

Organization Budget: \$1,705,980

Project Budget: \$426,411

Major Sources of Support: Atlantic Philanthropies, \$250,000; Kellogg Foundation, \$175,000; Polk Brothers Foundation, \$25,000

Amount Requested: \$200,000 over two years

Is this a contingent grant? No

Amount Recommended: \$200,000 from the Campaign for Black Male Achievement, T1:21120

Term: Two years (March 1, 2011- February 28, 2013)

Matching Requirements: None

Description of organization:

The Young People's Project (YPP) was founded in Jackson, Mississippi in 1996 by former and current students of the Algebra Project, whose programs help low-income students and students of color acquire mathematical skills that are a pre-requisite for college preparatory mathematics courses and full participation in today's technology-based society. YPP's mission is based on the philosophies of Fannie Lou Hamer, Ella Baker, Bob Moses and others. YPP uses their learning/organizing model to create a culture among young people centered on educational excellence, equity and social justice, and community change. Today, YPP uses math- and media-literacy programs and civil-rights workshops as organizing tools to engage young people and equip them with the confidence and skills to learn, teach, lead, and organize their peers in their schools and communities.

YPP Mississippi is led by four committed staff members who began their involvement with the organization as Algebra Project students in 1996. Over the past year, this team has worked to create a five-year business plan to develop the local YPP network, improve and expand programs, strengthen core operations, and stabilize funding. YPP Mississippi has trained over 50 high school and 12 college students; provided year-round outreach workshops for over 1000 elementary and middle-school students; developed a media and communications team; and organized two cycles of NeighborCircles.

Description of project for which funding is sought:

The basis of YPP's programming is its Science, Technology, Engineering and Math (STEM) programming, which provides a framework for YPP's teaching and policy work. YPP hires high school and college students to work as math-literacy workers, teaching special units that provide enriching educational experiences for elementary and middle school students. The YPP curriculum sharpens students' math skills while also creating a community-building experience.

In YPP's training program, math-literacy workers study the root causes and impact of educational inequities and the key role of education in democracy. Staff is encouraged to bring their own cultural competencies to bear in their interactions with students; YPP encourages math-literacy workers to create an authentic bond with their students. The relationships created between these student-educators and their students lay the groundwork for the other aspects of YPP's work.

YPP math-literacy workers are offered the opportunity to take part in leadership-development trainings. In those trainings, participants prepare to take on larger community-engagement programs like the NeighborCircles program. In NeighborCircles, YPP staff members recruit residents of neighborhoods throughout Jackson to host dinner-discussion groups in which community members get to know one another and share information about local issues. By participating in NeighborCircles, YPP staff gain a fuller understanding of the family backgrounds of the children they work with in the STEM program. The program also helps YPP staff develop as leaders and community advocates, and creates a clear link between YPP programmatic activities, community building, and efforts to build local political power.

YPP math-literacy workers utilize the relationships they create with their students' schools, families, and neighborhoods to connect to other grassroots efforts focused on holding schools, school districts and local governments accountable for providing children with a quality education. To facilitate these relationships, YPP has developed PeopleStories, a new online tool. PeopleStories is an interactive site that serves as a virtual space for members to share their experiences, connect, collaborate, and take action regionally and nationally.

Rationale for recommendation:

Renewed project support of YPP advances the CBMA's strategic 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; and 2) advancing innovative approaches in CBMA's target region of Jackson, MS. Project support also advances the CBMA's recent scale-up strategy of increasing state-based investments in education reform and youth-mentoring strategies focused on closing the education achievement gap. The grant also advances EOF's goal of ensuring justice and equality, and lifting barriers that prevent individuals from participating on an equal basis with others in all aspects of economic, social, educational and political life. In supporting YPP, CBMA has partnered with the Democracy & Power Fund, which promotes YPP and other organizations that engage and mobilize youth and communities of color, and aims to build the collective power of individuals and organizations to develop and demand a more open society in the United States.

Mississippi has one of the lowest high school graduation rates for black males in the country, and one out of every two black children in the state lives in poverty. By providing extra practice and instruction in mathematics, YPP plays a critical role in supplementing the education students receive in Jackson's public schools. Math literacy is crucial if students are to succeed academically and proceed on to college and the job market. YPP and the math-literacy workers it trains are integral to the eventual academic and career successes of their students.

Since 1996, YPP has established a strong reputation for contributing to educational success and nurturing youth leaders committed to social justice. CBMA considers YPP to be a strategic youth-advocacy organization in its targeted Gulf Region. Part of YPP's strength is its unique pairing of educational equity work with community outreach and neighborhood organizing led by those who are directly impacted by harmful policies and practices. Additionally, one of OSF's key philanthropic partners, Atlantic Philanthropies, has supported YPP's work in Mississippi and nationally to strengthen their capacity and increase their impact.

Grant ID: 20032241

Legal Name of Organization: Youth Empowerment Project

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To support the Youth Empowerment Project’s Village Program, which provides educational, leadership-development, mentoring and other direct services for out-of-school young black males in New Orleans, aimed at ensuring they have the opportunity to excel academically, prepare for college, and learn skills essential to earning a living wage.

Grant Description: To provide project support to sustain, expand and strengthen the Youth Empowerment Project’s (YEP) Village Program. Since 2004, the Youth Empowerment Project has successfully provided targeted community-based programs and services to predominantly African-American boys growing up in the most historically disadvantaged and under-served neighborhoods of New Orleans. Founded in 2009, the Village Program targets 16-18 year olds who are not attending school. The program was developed as a direct response to increasing public high school drop-out rates, particularly among black male youth, in post-Katrina New Orleans. Today, YEP is one of the largest youth-service organizations, providing over 900 youths and their families with GED and literacy services, in addition to job skills and placement; mentoring; intensive case management; and other direct services. With Open Society Foundations’ support, the Village Program will also allow for continued evaluation to assess the project’s potential to serve as a best-practice model for replication. This grant is for \$200,000 over two years. The proposed grant to the Youth Empowerment Project advances CBMA’s grantmaking priorities of ensuring that black boys have the opportunity to excel academically, prepare for college, and learn skills essential to earning a living wage.

Previous OSI Support: N/A

Organization Budget: \$1,251,249

Project Budget: \$440,899

Major Sources of Support: New Orleans Criminal District Court, \$65,000; Greater New Orleans Afterschool Partnership, \$2,500; Gimbel Foundation, \$2,000

Amount Requested: \$200,000

Is this a contingent grant? No

Amount Recommended: \$200,000 from the Campaign for Black Male Achievement, T1: 21120

Term: Two years (May 1, 2011 – April 30, 2013)

Matching Requirements: None

Description of organization:

Since 2004, the Youth Empowerment Project (YEP) has provided targeted community-based programs and services to predominantly African-American boys growing up in the most historically disadvantaged and under-served neighborhoods in New Orleans, Louisiana. YEP's mission is to successfully engage youth, particularly out-of-school black males, by providing wrap-around services that are tailored to each youth and his particular needs. YEP provides youth and their families with GED and literacy services in addition to job skills and placement; mentoring; intensive case management; and other critical direct services.

YEP initially grew out of another existing Open Society Foundations grantee, the Juvenile Justice Project of Louisiana (JJPL). As JJPL employees, YEP's founders were instrumental in reforming Louisiana's juvenile justice system from one that was centered on incarceration to one that focuses on rehabilitation and the development of quality, community-based programs. Despite JJPL's successful reform efforts, black youth -- particularly young black males -- continued to face high recidivism rates. As a result, YEP was initially created to fill the void in community-based services designed for adjudicated youths.

Today, YEP, under the leadership of Executive Director Melissa Sawyer, serves 900 youth annually, and is the only organization in New Orleans providing comprehensive "wrap around" resources to court-involved and out-of-school youth.

Description of program for which funding is sought:

YEP requests \$200,000 to support the expansion and evaluation of Youth Empowerment Project's Village Program. Founded in 2009, the Village Program targets male youth aged 16-21 who have dropped out of high school. It was established as a direct response to the increasing rate of public high school dropouts and expulsions, particularly for black male youth, in post-Katrina New Orleans. Focused on improving the positive life outcomes of black males, the Village Program will work to achieve the following goals:

- Expand the number of annual participants in the Village Program's black male youth program;
- Enhance the program by adding new staff and activities; and
- Evaluate comprehensively and report regularly on project outcome and impact indicators.

The Village Program's goals will be measured by the following objectives during the next two years:

- 1) Increasing by 15% the total number of black male youths served;
- 2) Increasing by 15% the GED graduation rates for black male youth;
- 3) Hiring one full-time youth advocate to provide intense mentoring support; and
- 4) Publishing and distributing two annual "Impact Evaluation Reports" that measure the project's effectiveness.

The Village Program operates five days per week, with 3 to 5 hours of structured learning each day. Lessons and curricula are provided in small classroom settings where youth are able to interact with one another and receive more teacher assistance and support than in traditional classroom settings. In addition to having highly trained instructors, the Village Program provides additional educational support by

involving Literacy AmeriCorps volunteers, social workers, and youth advocates. Classroom instruction is complemented by frequent field trips, guest speakers, job-shadowing opportunities, and a variety of enrichment activities.

Finally, through OSF support, YEP will commission an independent evaluator to measure the impact of the Village Program by aggregating information on youth background (demographics, psycho-social and school history, and individualized learning goals); youth satisfaction with the Village Program; and program performance and outcome results. Impact Evaluation reports developed will be used to enhance the program and to demonstrate its effectiveness for replication.

Rationale for recommendation:

The proposed grant to the Youth Empowerment Project advances CBMA's grantmaking priorities 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) identifying and promoting promising practices and model organizations that advocate on behalf of improving life outcomes for black male youth in CBMA's grantmaking areas of education and work; 3) investing in the development of innovative education models that provide viable alternatives to zero-tolerance school discipline policies; and 4) advancing CBMA's placed-based strategy in New Orleans, LA.

This grant would also advance the Equality & Opportunity Fund's interest in lifting barriers that prevent individuals from participating on an equal basis with others in all aspects of economic, social and political life.

According to a report issued by the Schott Foundation for Public Education, black males in Louisiana have a 38% high school graduation rate. The Schott report further supports a 2009 Louisiana Department of Education Statewide Report Card study of 4th grade students that found 68% of white children and 91% of black children could not read at grade level. Additionally, according to recent Census reports, almost half of all New Orleans black children live in poverty. Due to these and other factors, including the absence of adequate out-of-school programs, black male youth have a greater chance of becoming involved with the juvenile justice system.

To respond to the absence of effective out-of-school programs and the education crisis of black male youth, YEP successfully developed a series of programs focused on improving the life outcomes of black males in New Orleans. Through its programs, including the Village Program, YEP has strategically positioned itself to serve as a catalyst for hosting forums; establishing dialogue and discussions; helping coordinate the youth safety net of services; and continuing to advocate for inclusion, representation, and equity for black youth in New Orleans.

YEP has also established a mix of public, private, governmental, community, advocacy, social service, faith-based, and foundation partnerships through New Orleans and Louisiana. For example, the New Orleans Criminal District Court currently provides funding support for the Village Program. In the past year, YEP has also secured multiple new partners that support the Village Program including Xavier, Tulane and Loyola Universities and volunteer agencies like AmeriCorps. Finally, YEP was appointed by the New Orleans City Council to be the lone representative for the interests of out-of-school youth on the 25-member New Orleans Children and Youth Planning Board.

Grant ID: 20032229

Legal Name of Organization: Building Educated Leaders for Life (BELL)

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To support a summer enrichment program for black male elementary school students in Baltimore, MD. The program is aimed at increasing literacy and math skills, with the ultimate goal of improving participants' chances of academic success and closing the achievement gap.

Grant Description: OSF funding will provide support to Building Educated Leaders for Life (BELL) for its Boys of BELL summer program in Baltimore, MD. BELL is a national provider of educational summer and after-school programs for children in grades K-8 who perform below grade level and come from low-income families. The Boys of BELL program serves boys in grades K-6 in single-gender classrooms. The goal of this program is to increase children's literacy and math skills, enhance their social development, and deepen parental involvement. In 2011 and 2012, the Boys of BELL program in Baltimore will offer at least 600 black boys opportunities for high-quality learning, mentoring, and enrichment during the critical summer months. BELL's proposed project furthers CBMA's strategic 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; and 2) advancing innovative approaches in CBMA's target region of Baltimore, MD.

Previous OSI Support: None

Organization Budget: \$18,177,683

Project Budget: \$350,804

Major Sources of Support: Anonymous Donor, \$25,000; Baltimore City Public Schools, \$30,000; Alvin and Fanny B. Thalheimer Foundation, \$5,000; Staples Foundation for Learning, \$5,000

Amount Requested: \$350,804

Is this a contingent grant? No

Amount Recommended: \$150,000 from the Campaign for Black Male Achievement, T1:21120

Term: 16 months (May 1, 2011 – August 31, 2012)

Matching Requirements: None

Description of organization:

Building Educated Leaders for Life (BELL) is a national provider of educational summer and after school programs for children. Founded in 1992, BELL's mission is to increase children's academic achievements, self-esteem, and life opportunities. Since its inception, BELL has replicated programs that now serve more than 14,000 youth annually in the communities of Augusta, GA; Baltimore, MD; Boston, MA; Detroit, MI; Newark, NJ; New York City, NY; and Springfield, MA.

The BELL summer program is recognized as one of the most effective summer learning programs in the nation. It is also the only program in the country scientifically proven to increase children's reading skills. BELL measures student outcomes by administering standardized diagnostic tests, skills-based quizzes, and surveys. BELL also uses data to drive instruction and provides detailed reports to help parents, teachers, and principals support students.

In 2006, BELL piloted a summer program in Boston that was designed specifically to address the academic and social development needs of black and Latino boys living in under-resourced urban communities. Like its regular BELL programs, Boys of BELL provides high-quality teachers and tutors, smaller class sizes, few distractions, and access to curricula designed to address the academic and social development needs of children from low-income families and under-resourced communities. As a result, instead of losing academic skills during the summer months and falling further behind their higher-income peers, Boys of BELL participants consistently narrow the achievement gap and go on to succeed academically.

Description of program for which funding is sought:

BELL requests project support for a Boys of BELL summer program in Baltimore, MD, which will engage young black male scholars¹¹ to increase their literacy and math skills and improve their chances of academic success during the regular school year. Boys of BELL will also provide mentoring aimed at encouraging scholars to increase their social skills and aspirations, and offering support to scholars' families. BELL has identified the following five goals for the Baltimore Boys of BELL summer program:

- Provide at least 150 hours of summer programming to 300 black male children who demonstrate high academic and social needs and are at risk of being held back in grades 6, 7, and 8.
- Engage boys in high-impact literacy, math, and enrichment experiences to help them gain an average of three months' grade-equivalent skills in literacy and math, and to expose them to high-quality enrichment opportunities, strong mentoring relationships, and productive study habits.
- Provide workshops for parents to teach them the skills they need in order to be effective advocates for and facilitators of their children's education.
- Help boys build self-confidence and positive attitudes toward academics, as demonstrated by 75% of parents reporting increased self-confidence and interest in learning in their children.
- Rigorously evaluate program's impact on boys and disseminate outcomes as appropriate.

BELL Scholars will attend the program 6.5 hours a day, 5 days a week, for 5 weeks during the summer. Four days a week, scholars will receive 5 hours of academic instruction (divided between literacy and

¹¹ BELL program students are referred to as scholars to improve self-esteem and provide positive reinforcement for academic success

math). The remaining 1.5 hours will consist of enrichment activities and community time. The program will also utilize the “Dare to Be King” curriculum, which is designed to encourage discussion of the causes underlying the achievement gap: poverty, lack of parental supervision, underperforming public schools, community disintegration, and youth violence. Finally, the program includes service lessons intended to raise scholars’ awareness of particular needs in their schools and communities and to engage them in projects that meet those needs.

At the end of all BELL programs, all the participating school sites hold a joint closing ceremony that brings together parents, siblings, and the community to celebrate the scholars and their accomplishments, and also to acknowledge their parents’ involvement. Finally, BELL has also developed a rigorous assessment and evaluation system to ensure that every scholar receives the support necessary to reach proficiency in academics and in social skills.

Rationale for recommendation:

BELL’s proposed project furthers CBMA’s strategic 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; and 2) advancing innovative approaches in CBMA’s target region of Baltimore, MD. Support also advances the Campaign’s recent scale-up strategy by strengthening state-based investments in education reform, parent engagement, and youth-mentoring strategies focused on closing the education achievement gap.

Additionally, the proposed grant addresses the Equality and Opportunity Fund’s interest in lifting barriers that prevent individuals from participating on an equal basis with others in all aspects of economic, social and political life. The grant also advances the efforts of the OSI-Baltimore’s Education and Youth Development Program to create a comprehensive learning environment for Baltimore youth by expanding learning opportunities after school and during the summer. The OSI-Baltimore office is very enthusiastic about the prospect of CBMA’s support of this initiative.

The Boys of BELL program targets a phenomenon that has been identified as a significant factor in the achievement gap: summer-learning loss. In a 2007 report entitled *The Learning Season: The Untapped Power of Summer to Advance Student Achievement*, the Nellie Mae Education Foundation attributed the growing achievement gap for low-income students, particularly black youth, to summer-learning loss. As the report documented, when children from low-income families are not engaged in structured learning activities over the summer, they lose about two months of their reading and math skills. The report also found that summer-learning loss over time accounts for about 66% of the academic achievement gap, and is directly linked to whether students attend college preparatory classes, graduate high school, and attend four-year colleges.

Since 2005, BELL has been serving under-resourced communities by providing out-of-school programming aimed at closing the achievement gap and providing a pathway from middle and high school to college. Over the past five years, BELL has expanded its geographic reach within Baltimore, established strong local roots in neighborhoods, formed close collaborations with community agencies and universities, and deepened partnerships with local educators and families.

Few programs exist that provide academic and enrichment opportunities tailored specifically to the unique needs of black male children living in low-income, urban communities. With support from the Campaign for Black Male Achievement, BELL will equip at least 300 Baltimore city students with the academic and social skills they need to succeed as they advance from elementary school to middle school, high school, college, and beyond.

Grant ID: 20032230

Legal Name of Organization: Center For Urban Families, Inc.

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide renewed project support for the Center for Urban Families’ Baltimore Responsible Fatherhood Project and to launch its Practitioners Institute, which will share best practices of responsible fatherhood and workforce-development strategies for low income fathers. Renewed support will also provide funding for the CFUF’s responsible fatherhood program which combines direct services, policy advocacy and research aimed at advancing black male achievement locally and nationally.

Grant Description: OSF support will provide renewed funding for Center for Urban Families’ Baltimore Responsible Fatherhood Project (BRFP), a program devoted to increasing fathers’ emotional and financial support of their children and families by: 1) improving the acquisition and demonstration of parenting skills; 2) increasing current child-support payments; 3) encouraging healthy relationships and marriage readiness; 4) building job readiness and employability; and 5) decreasing recidivism and involvement in criminal activities. OSF support will also fund the establishment of the CFUF Practitioners Leadership Institute, a resource designed to build successful fatherhood programs and to serve as a replication model for community and faith-based organizations, government agencies and other institutions. CFUF’s proposed work advances CBMA’s grantmaking priorities of strengthening low-income black families by supporting responsible fatherhood initiatives and funding local demonstration efforts capable of influencing national advocacy and policy affecting black men and boys.

Previous OSI Support: \$300,000 from the Campaign for Black Male Achievement, 2008; \$600,000 from the Campaign for Black Male Achievement, 2009 – 2010; \$217,000 from the Special Fund for Poverty Alleviation, 2010

Organization Budget: \$4,688,820

Project Budget: \$1,000,000

Major Sources of Support: Abell Foundation, \$450,000; Annie E. Casey Foundation, \$125,000; Weinberg Foundation, \$450,000; US Department of Labor, \$159,000

Amount Requested: \$1,000,000

<u>Is this a contingent grant?</u>	Yes
<u>Amount Recommended:</u>	\$1,000,000 from the Campaign for Black Male Achievement, T1: 21122
<u>Term:</u>	Two years (May 1, 2011 – April 30, 2013)
<u>Matching Requirements:</u>	None

Description of organization:

The Center for Urban Families (CFUF) was founded by Joe Jones in 1999, out of the former Center for Fathers, Families and Workforce Development. It has delivered job readiness, career advancement, parenting education, and client advocacy services to Baltimore’s disadvantaged men and women over the past twelve years. CFUF’s core program areas are workforce development, family services, and responsible fatherhood.

In 2006, CFUF began to provide training and technical assistance to community and faith-based organizations across the nation. Through a series of seminars, CFUF teaches organizations how to best implement relationship and marriage programs using the CFUF curriculum, Exploring Relationships and Marriage with Fragile Families (recently renamed The Blueprint: A Guide to Family Stability & Economic Success).

Today, CFUF is nationally recognized for its work and the positive outcomes it has achieved for the 17,000 individuals who have participated in its programs. CFUF provides services to low-income fathers who wish to accept the financial and emotional responsibilities of fatherhood; attitudinal-based employment training and placement services to both men and women, through STRIVE Baltimore; parenting support for low-income families; and training and support that helps STRIVE graduates to earn higher wages and pursue careers.

The Center’s President, Joe Jones, is known for his ability to engage and provide hands-on services to a wide swath of Baltimore residents. He is now a national leader in workforce development, fatherhood, and family-services programming. Mr. Jones is also a Vice Chair of the OSI-Baltimore Board of Directors.

Description of project for which funding is sought:

CFUF requests renewed project support for its nationally replicated Baltimore Responsible Fatherhood Project, as well as support for the launch of CFUF’s Practitioners Leadership Institute, which will support the leadership development and capacity building of local and national organizations working to improve the life outcomes of black fathers and their families. The Institute will build on the Center’s existing work to strengthen the field of organizations working to promote responsible fatherhood within the African-American community and beyond. It will employ multiple strategies, including direct-services provision, community organizing, policy analysis, research, and model development and evaluation.

The Baltimore Responsible Fatherhood Project (BRFP) is an outgrowth of the CFUF’s 13-year-old Men’s Services program, serving Baltimore’s low-income fathers and communities. Over the course of the grant period, CFUF will work intensely with a minimum of 200 African-American fathers to increase their emotional and financial support of their children and families. Participants will 1) learn parenting skills, 2) increase their child-support payments, 3) study healthy relationships and marriage readiness, 4) advance their job readiness and employability and, 5) disengage from criminal activities.

The Practitioners Leadership Institute will build the capacity of, and serve as a replication model for, community- and faith-based organizations, government agencies and other institutions. It will guide those institutions in their efforts to successfully structure, implement, and manage high-quality programs so that they better serve low-income fathers and families. The Institute will work to promote excellence in the black male achievement field by providing customized technical assistance and training for new, emerging and established programs, as well as by fostering peer learning and establishing a broadened network of grassroots family-strengthening organizations.

Organizations served by the PLI will be provided the opportunity to:

- Access information on best practices, tools, and strategies for program success;
- Connect with similarly situated organizations through a structured peer-learning community; and,
- Build organizational strength through hands-on mentorship and coaching provided by a team of seasoned practitioners.

The Practitioners Leadership Institute will be modeled after the Harlem Children's Zone's Practitioners Institute and will be built in consultation with members of HCZ staff, including Rasuli Lewis, Director of the HCZ Practitioners Institute.

Rationale for recommendation:

The Center's proposed work advances CBMA's grantmaking priorities of strengthening low-income black families by supporting responsible fatherhood initiatives and funding local demonstration efforts capable of influencing national advocacy and policy affecting black men and boys. The proposed grant also responds to the CBMA scale-up strategy of increasing investments in current state and local programs that could serve as regional resource hubs. Such hubs would 1) strengthen and coordinate the work of CBMA grantees and other organizations with similar goals; 2) provide on-the-ground capacity and field coordination; and 3) invest in monitoring and evaluating model programming that can be replicated.

The project also advances the Campaign's priority of investing in innovative approaches in CBMA's target region of Baltimore, MD. Finally, it addresses EOF's interest in lifting barriers that prevent individuals from participating on an equal basis with others in all aspects of economic, social and political life, and the Criminal Justice Fund's goal of expanding reentry opportunities.

CFUF is locally and nationally respected for developing model approaches that address the plight of marginalized black men and their children. It is also a valuable thought partner to CBMA and broader OSF staff in our efforts to identify the best strategies for addressing the particular needs of black men and boys. When staff first began exploring possible grantmaking strategies in this field, we were struck by the plethora of organizations devoted to responsible fatherhood. We turned to the Center and Joe Jones for insight into the potential of responsible fatherhood initiatives to address the structural barriers to opportunity faced by black men and boys. Having devoted the bulk of his career to black male achievement, Jones is persuasive in arguing that the issue of fatherhood has been singularly successful in engaging black men in efforts to improve life outcomes not only for their children, but also for themselves. Fatherhood also underlies a range of structural policy concerns, from child-support arrears to educational policy and non-custodial parent tax credits.

The Center's vision extends well beyond its direct services work to the broader goal of impacting local, state, and national policy. This broad vision is reflected in the comprehensive approach of the Baltimore Fatherhood Project and the Practitioners Leadership Institute. Though based in Baltimore, CFUF is also

plugged into a broader network of social service providers, academics, and policy advocates who can make productive use of its findings.

Grant ID: 20032236

Legal Name of Organization: Robert C. Maynard Institute for Journalism Education

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To develop a *Community Voices* news correspondents' project for community residents in Jackson, Mississippi and Philadelphia, Pennsylvania. The project will encourage residents to counter prevailing negative black male stereotypes by shaping their own narratives about black males and their community. It will foster community engagement and dialogue aimed at improving the life outcomes of black males in both cities.

Grant Description: OSF funding will provide support for *Community Voices*, a media-literacy training and mentoring program of the Robert C. Maynard Institute for Journalism Excellence. Since 1977, the Maynard Institute has helped journalists and media companies diversify the news and newsrooms across the country. The Maynard Institute's *Community Voices* program will train African-American residents of two CBMA regional cities to report their own stories, in an effort to challenge and reframe negative perceptions of black men and boys as well as other community members. This grant advances CBMA's place-based funding support of promising practices and models for advocating on behalf of improving life outcomes for black men and boys in the Campaign's targeted regions of Jackson, MS and Philadelphia, PA. The Maynard Institute Community Voices Project will partner with a local newspaper in the two selected CBMA cities to train 10 correspondents who have no previous media experience. Media professionals will teach these community correspondents the elements of journalism and successful reporting. Multimedia experts and photographers will also teach the correspondents how to tell their stories in words and other media. The correspondents' stories will run in the partner newspapers and on an online news platform.

Previous OSI Support: None

Organization Budget: \$914,191

Project Budget: \$400,000

Major Sources of Support: None

Amount Requested: \$400,000

Is this a contingent grant? No

Amount Recommended: \$300,000 over two years from the Campaign for Black Male Achievement, T1:21122

Term: Two years (May 1, 2011 – April 30, 2013)

Matching Requirements: None

Description of organization:

Since 1977, the Robert C. Maynard Institute for Journalism Education (MIJE or the Institute) has helped journalists and media companies diversify the news and newsrooms across the United States, bringing hundreds of people of color into the news business, and helping media provide better coverage of diverse communities. Originally incorporated as the Institute for Journalism Education, the Oakland-based nonprofit organization was renamed in 1993 to honor the late co-founder Robert C. Maynard, the former Washington Post journalist who went on to become the owner, publisher and editor of The Oakland Tribune.

Robert C. Maynard committed the Institute to expanding opportunities for minority journalists at the nation's newspapers. Through its professional development programs, the Institute prepares individuals for careers in both the news and business aspects of the journalism industry. MIJE's distinguished list of program graduates include the Washington Post's Deputy Managing Editor Milton Coleman, who is this year's president of the American Society of News Editors, and National Editor Kevin Merida, who was a driving force behind the newspaper's black male series and recent web project, "Being a Black Man." MIJE has also been a leader in the development of media diversity tools that help journalists report more effectively on issues at the intersections of race, gender, age, geography, and class.

Description of program for which funding is sought:

MIJE requests project support to develop a local community news media project that will train a group of local residents in Jackson, MS and Philadelphia, PA to become local correspondents. In partnership with a local news outlet, MIJE will train community members in each region to produce stories about black males and their communities.

The *Community Voices* project is based on *Oakland Voices*, a pilot project MIJE launched in Oakland, California in collaboration with the Oakland Tribune, with support from The California Endowment. As it did in the *Oakland Voices* project, MIJE would partner with a local newspaper in the selected cities to train 10 correspondents with no previous media experience who have shown a strong desire to shape and define the narrative around their communities.

The goals for MIJE's *Community Voices* include:

- giving community participants the specific skills they need to tell their story effectively;
- providing community participants with a media platform to present their stories to a wide audience;
- enabling participants to produce and publish stories that reflect their vision of their community, including stories that illustrate a broader perspective on black males and their communities and stories that focus on the assets instead of the deficits of black men; and
- creating the opportunity for local community correspondents and professional journalists to build a relationship that will result in more accurate reporting on the African-American community in general and black males specifically

Over the next ten months, MIJE intends to work toward the following objectives: (1) working with an advisory board of local editors, advocates, OSF/CBMA staff, and community members to ensure a proper

selection process for participants; (2) identifying, training, and working with 10 local community members to execute and complete their projects that promote new, empowering stories about their communities; and (3) producing stories for an independent website and the local partner newspaper, which will also link to the project site.

By the end of the project, MIJE will have helped participants produce at least 100 pieces of community journalism, including articles, photos, slideshows, and other multimedia pieces.

Rationale for recommendation:

MIJE's proposed project furthers CBMA's strategy to fund and support organizations working to use media to challenge negative perceptions and stereotypes of black men and boys. The proposed grant also advances CBMA's place-based funding support of promising practices and models for advocating on behalf of improving life outcomes for black men and boys in the Campaign's targeted regions of Jackson, MS and Philadelphia, PA.

The proposed grant would also address the Equality and Opportunity Fund's interest in lifting barriers that prevent individuals from participating on an equal basis with others in all aspects of economic, social and political life.

Black males continue to be negatively portrayed throughout media and news coverage. According to a 2008 Dellums Commission Report, American audiences are constantly bombarded with negative images of African American men. The report found that this barrage of negative images has a profound impact on both white audiences and black men themselves, in turn affecting both groups' views on issues and policies focused on black males.

The negative reporting about black males may be further exacerbated in the current journalism crisis, which has resulted in a growing lack of diversity in newsrooms. According to a recent American Society of News Editor's census, the presence of African-American journalists at mainstream newspapers has dropped by 32 percent since 2009. This decline translates into dwindling numbers of African-Americans in editorial positions in newspapers, and undermines the goal of ensuring accurate, diverse and fair reporting standards for all communities, but particularly of the black community and black males.

The Maynard Institute for Journalism Education has a long history of training journalists of color in the areas of reporting, leadership, editing, and management to ensure diversity in the newsroom. Many of these journalists are now leaders in the industry, including Pulitzer Prize winners. Notable MIJE graduates include such industry leaders as Ronnie Agnew, the Executive Editor of the Clarion-Ledger in Jackson, Mississippi. Agnew has already expressed interest in hosting a *Community Voices* Program at his news organization and plans to launch a series on the state of African-American men in Jackson.

Given its strong ties to the news media industry, its leadership in the effort to ensure diversity in emerging new media, and the successful launch of its *Oakland Voices* community correspondents project, the Institute is in a unique position to advance the *Community Voices* project and its aim of developing community-led new media initiatives.

Grant ID: 20032242

Legal Name of Organization: Youth Today, Inc.

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: Youth Today Inc. will publish and distribute a special edition of its print and web publication, which will focus on the societal and structural forces that lead to black male overrepresentation in unemployment, incarceration and high school dropout rates. The special edition will launch a year-long series of feature stories on programs, policies and people working to reverse the disparities that prevent black men and boys from realizing their full potential.

Grant Description: With OSF project support, *Youth Today*, a nonprofit news organization, will carry out its plan to 1) publish a special edition addressing barriers to black male achievement in America; 2) publish a year-long feature series in its print and web publication detailing the policies, people and programs working to improve life outcomes for black men and boys; and 3) collaborate with the Center for American Progress to make specific policy and program recommendations based on the special edition and series of articles. The content of the special edition will tie in to policy arguments made by Soros Justice Fellow Michelle Alexander's in her book *The New Jim Crow*, and will increase public awareness of CBMA's mission to improve the life outcomes of black men and boys. The *Youth Today* project advances CBMA's priority to integrate strategic communications to advance its goals across its core investment areas of education, work and family.

Previous OSI Support: None

Organization Budget: \$800,000

Project Budget: \$75,000

Major Sources of Support: Annie E. Casey Foundation, \$30,000; Stuart Foundation, \$25,000; The California Wellness Foundation, \$50,000

Is this a contingent grant? No

Amount Recommended: \$75,000 over one year from the Campaign for Black Male Achievement, T1:21122

Term: One year (April 1, 2011 – March 31, 2012)

Matching Requirements: None

Description of organization:

Founded in 1992, *Youth Today* is an independent, monthly national trade periodical for professional youth workers and administrators of youth-serving agencies, and researchers and public policy staff who work on youth issues. With a national distribution, it covers the business of starting, operating and evaluating programs in areas such as juvenile justice, foster care, mentoring, substance abuse, sexual behavior, after school, youth employment and overall youth development.

Youth Today has a track record of tackling complex societal issues. The publication's specific focus on youth gives it the flexibility to feature articles on a variety of topics, ranging from school lunch programs to barriers to college access facing low-income students. Previous series in the publication have analyzed the effects of No Child Left Behind policies, the quality of psychiatric care in juvenile detention facilities, and the impact of potential federal budget cuts on youth-serving agencies and youth policy advocates.

Youth Today's staff includes journalists who have worked for the *Los Angeles Times*, *U.S. News and World Report*, and *The St. Petersburg Times*. Other staff members have worked as correspondents in the White House and the Department of Justice.

Description of project for which funding is sought:

Youth Today requests project support to publish a special edition and year-long series of articles on policies and practices that either hinder or promote black male achievement. The reporting will focus on three areas – education, employment, and the criminal justice system – all of which are core priorities for the Campaign and U.S. Programs. It will seek to link broad policy concerns to the lived experience of black males. For example, it will connect federal drug war policies to “stop-and-frisk” practices used by local police that disproportionately target black and Latino males and contribute to their high incarceration rates. It will also personalize the issue of black male achievement by following the lives of several young men from communities around the U.S., including the Campaign's target cities of Baltimore, Chicago, Philadelphia, and New Orleans.

By publishing a special edition followed by a year-long series of articles, *Youth Today* will have the opportunity to expand on themes and debates surfaced by its early reporting. One goal for the follow-up series is to highlight evidence-based successes in promoting black male achievement. Potential best practices to highlight include the Posse Foundation, a college achievement program that connects low-income youth of color with peer mentors, who assist them throughout their collegiate and post-collegiate careers.

Youth Today currently has a circulation of 6,000 and is widely read by policymakers, practitioners and researchers. To garner heightened attention and support for the issues raised in the special edition, it will announce the release of the special edition at a press conference at the National Press Club in Washington, D.C. Following the edition's release, *Youth Today* will co-convene a forum on the factors preventing and promoting black male achievement with OSF grantee the Center for American Progress. *Youth Today* will also release the special edition and subsequent articles as a book to facilitate and its distribution to a diverse audience. The press conference, forum and book release will ensure that *Youth Today* reaches audiences who may not be as familiar or well-versed with this topic.

Rationale for recommendation:

The *Youth Today* project advances CBMA's priority to integrate strategic communications to advance its goals across its core investment areas of education, work and family. The grant also responds to the CBMA's scale-up strategy to deepen its investments in strategic communications and technology as a

means of changing public perceptions and attitudes towards black males, increase public understanding of the challenges facing black males, and help create the conditions for policy change. Additionally, the proposed grant would address the Equality and Opportunity Fund's interest in lifting barriers that prevent individuals from participating on an equal basis with others in all aspects of economic, social and political life. The project also supports the Transparency & Integrity's priority to strengthen accountability journalism on critical open society issues at the state and local level, with a focus on criminal and racial justice; revitalizing, expanding, and bringing greater diversity to the public media sector

Youth Today's decision to make black male achievement one of its signature issues was inspired in part by Soros Justice Fellow Michelle Alexander's book, *The New Jim Crow*. This book challenged *Youth Today* to reconsider its "color-blind" approach to its reporting and to begin to highlight how current policies governing law enforcement and education put African American youth at a distinct disadvantage.

In its proposal, *Youth Today* makes a compelling case that its broad reach among youth service and policy opinion leaders and professionals will help it shift field thinking. It acknowledges that many of its readers *and* contributors underestimate the role race plays in conditions faced by black youth and all youth of color. It views the proposed black male achievement coverage as a critical step in raising the awareness of key influencers.

Pulitzer Prize-winning journalist Carl Chancellor will contribute to the special edition. OSF grantees the Kirwan Institute and the Schott Foundation for Public Education will provide *pro bono* support to ensure the success of *Youth Today's* reporting. As mentioned earlier, grantee the Center for American Progress will partner in the hosting of a special forum on black male achievement.

Since its inception, CBMA has endeavored to create a counter-narrative about the lives of black men and boys – one that does not focus solely on negative statistics and stereotypes. Too often, reliance on these frameworks leads the public to conclude that black males are the cause of the significant problems they face. Although many youth advocates and nonprofit leaders are familiar with the themes and issues that will be presented in the *Youth Today* series, disseminating this information widely and frequently is an important means of combating the waves of misinformation perpetuated in the media and in public and private forums.

Grant ID: 20032427

Legal Name of Organization: American Values Institute

Tax Status: Other

Fiscal Sponsor: Institute for America's Future

Purpose of Grant: To provide renewed project support to the American Values Institute so that it can lead a broad national network of thought leaders, grantmakers, advocates and other key stakeholders committed to fostering a more positive portrayal of black males within public and policy discourse.

Grant Description: Open Society Foundations support will provide continued funding to the American Values Institute's (AVI) *Black Male Re-Imagined* campaign. Designed in partnership with the Knight Foundation and the Campaign for Black Male Achievement, *Black Male Re-Imagined* aims to encourage the media industry to help transform how black males are portrayed in popular culture and public discourse. Over the next two years, AVI will continue the momentum from its December 2010 *Black Male Re-Imagined* convening by building a national network of thought leaders, media influencers, cultural artists, policy makers and other key stakeholders to challenge stereotyped depictions of black males in the media. Led by Executive Director Alexis McGill Johnson, AVI is a consortium of researchers, educators, and social-justice advocates focused on understanding the role of bias in American society. This grant advances CBMA's grantmaking priorities of 1) integrating strategic communications into CBMA's work across its three core areas in order to promote positive frames and messages about black men and boys; and 2) investing in promising practices and model organizations aimed at improving life outcomes for black men and boys.

Previous OSI Support: \$46,962 from the Campaign for Black Male Achievement, 2010

Organization Budget: \$ 2,724,282

Project Budget: \$550,000

Major Sources of Support: Tides Foundation, \$75,000; Arca Foundation, \$50,000; Coydog Foundation, \$100,000; Wallace Global Fund, \$75,000; Marisla Foundation, \$75,000

Amount Requested: \$550,000 over two years

Is this a contingent grant? Yes

Amount Recommended: \$550,000 over two years from the Campaign for Black Male Achievement, T1:21122

Term: Two years (April 1, 2011 to March 31, 2013)

Matching Requirements: None

Description of organization:

The American Values Institute (AVI) was founded in 2008 with the mission of understanding the impact of racial discrimination and bias on society. By working with a consortium of social justice advocates, organizers, researchers, and policymakers, AVI develops strategies and research focused on eliminating racial discrimination and bias from public policy decisions. Specifically, AVI identifies and creates communication tools; hosts trainings, conferences, panels, and symposia; and leads original research studies that inform and support efforts to advocate for policies free from racial bias and discrimination. AVI's efforts are aimed at increasing policy support for eliminating the structural barriers that have prevented full engagement in the electoral and political process, especially by people of color, women and other traditionally marginalized groups.

Description of program for which funding is sought:

AVI requests renewed project support to seed the development of the *Black Male Re-Imagined* campaign, a five-year effort aimed at encouraging the media industry to help change mainstream perceptions of black males. AVI will conduct the campaign in partnership with funders, media and advertising leaders, and advocates committed to addressing the need for a more positive portrayal of black males in popular culture and public discourse.

AVI has identified three phases for its proposed campaign. In the first phase, it will seek to create positive, asset-based frames to portray black males and seek to identify strategies for shifting the media environment. It will convene leaders in the field of black male achievement, individuals who are conducting research on how to shift perceptions of black males, and market research and media experts. It will also develop a toolkit for advocates on media literacy and how to begin to shift public perceptions of black males.

In the second phase of its proposed work, AVI will build awareness of the *Black Male Re-Imagined* campaign and its goal of transforming perceptions of black men by brokering introductions between CBMA and its grantees and grassroots, entertainment, and mainstream media decision makers. It will organize media executive and media personality briefings to solicit their support and insights. Possible invitees include Donna Brazile, Bob Herbert, and Debra Lee. AVI will also target executives at Black Entertainment Television, Viacom, Time Warner, and Comcast. Other strategies include press events, radio tours, pitching stories, and monthly conference call updates with grantees.

The third phase of the *Black Male Re-Imagined* campaign will create opportunities for dialogue and participation to explore the damaging effects of overt stereotypes as well as the ways in which implicit bias operates to marginalize black males. AVI plans to introduce a viral video that captures the perspectives of black men as they describe the societal barriers they encounter by virtue of their gender and race. AVI will also sponsor convenings that build on its December 2010 gathering and facilitate exchange and collaboration among a number of relevant sectors – media, academia, politics, faith, arts and culture, and business.

The last phase of the campaign will focus on engaging community members in their own re-imagining of black men and boys in America. In partnership with CBMA, AVI plans to identify strategies for broader community engagement focused on CBMA's three core areas of work, education, and jobs.

Key deliverables for the next two years include:

- Launch of a website that will channel stories and information about policy issues that pertain to, and impact perceptions of, black males;
- Publication of a series of written briefs and white papers presenting key research findings;
- Organizing the philanthropic community and leveraging philanthropic and private-sector investments in projects that reverse negative perceptions of black males; and
- Publication of a report on the *Black Male Re-Imagined* campaign.

Rationale for recommendation:

AVI's proposed project advances two of CBMA's priorities: 1) integrating strategic communications into CBMA's work across its three core areas in order to promote positive frames and messages about black men and boys; and 2) investing in promising practices and model organizations aimed at improving life outcomes for black men and boys. The project also builds on the Campaign's recent scale-up to increase and strengthen the field of black male achievement by building infrastructure among critical organizations engaged in developing a counter-narrative that emphasizes the need for the systemic policy changes needed to promote educational attainment, family stability, and quality employment for black males.

The project further advances the broader goals of the Equality & Opportunity Fund by supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and lift barriers that prevent people from participating fully in economic, social, and political life.

As the success of the Civil Rights Movement shows, media plays a key role in lifting barriers that prevent people from participating fully in economic, social and political life. In a recent television interview, civil rights icon and Congressman John Lewis described how media coverage of the civil rights movement helped to quickly turn public opinion against Southern segregationists, and ultimately helped secure the rights of blacks in the South. As Congressman Lewis recalled, "It was the media that carried our message, our hopes, our dreams, and our aspirations to the rest of the nation."

Similarly, the *Black Male Re-Imagined* campaign seeks to influence the media to play a more constructive role in carrying the modern hopes, dreams, and aspirations of black males to the public. By raising awareness of the role the media plays in promoting stereotyped depictions of black males and urging media accountability, the campaign intends to shift the way society thinks and talks about black males, and the way that black males think and talk about themselves and their role in society.

The *Black Male Re-Imagined* campaign's ambitious agenda builds on the momentum created by AVI's successful December 2010 convening titled *The Black Male Re-Imagined: Unleashing the Power of Art, Culture, and Media to Transform Black Communities*. In attendance were key media influencers, from Spike Lee to Andre Harrell, as well as researchers and scholars such as Drew Westen and Robert Entman. George Soros made a brief appearance on the first day and U.S. Programs Board members, Geoffrey Canada and Sherilyn Ifill had speaking roles. Topics covered included: 1. how to use implicit bias tests and research to change perceptions of black males; 2. developing an effective communications campaign and media partnerships with advocates to influence positive perceptions of black males; 3. using traditional organizing tools along with new social media applications to reach broad audiences to advance black male achievement; and 4. how to apply best marketing business models to social advocacy to reach targeted demographics. Participants noted that they had never attended a gathering with such potential to tackle the historic representations of African Americans, and specifically black men and boys. After the convening, funders and participants urged AVI to identify next steps and continue the momentum. AVI's proposed campaign responds directly to participants' and advocates' interest in sustained and in-depth focus on how stereotyped depictions of black males in the media undermine their ability to succeed.

Under the leadership of Alexis McGill Johnson, AVI has quickly built a solid reputation as a trusted convener, facilitator, and thought partner. AVI has demonstrated its commitment to working with the growing field of funders dedicated to improving life outcomes of black males. Formerly the Executive Director of Citizen Change, a national nonprofit organization dedicated to increasing youth civic engagement, McGill brings a wealth of experience in leading efforts to advance social change through media and strategic communications.

As a strategic thought partner to a number of current OSF grantee partners, including the Opportunity Agenda, Center for Social Inclusion, the Kirwan Institute, AVI is well-positioned to serve as the key leader and facilitator for this convening.

Grant ID: 20032431

Legal Name of Organization: Rap Sessions

Tax Status: Other

Name of Fiscal Sponsor: Community Initiatives

Purpose of Grant: To support a national discussion tour hosted by Rap Sessions in six target cities. The sessions will include a series of political education debates and town hall forums aimed at connecting well-informed, civically engaged youth to local community outreach efforts and organizations working to improve the perceptions and life outcomes of black men and boys. Rap Sessions proposed project advances the Campaign's commitment to: 1) fund organizations working to challenge negative perceptions and stereotypes of black men and boys through media and social-marketing campaigns; 2) integrate strategic communications into CBMA's work across its three core areas in order to promote positive frames and messages about black men and boys; and 3) focus on place-based approaches that build local coalitions to advocate for black male achievement.

Grant Description: OSF funding will provide project support to Rap Sessions, which was founded in 2005 by scholar, author, and advocate Bakari Kitwana. Rap Sessions' original goal was to engage cross-generational audiences in difficult dialogues about post-Civil Rights Movement America. By touring the nation with leading activists, scholars and artists, Rap Sessions helps ignite crucial local debate and directs young people into local and national organizations and advocacy efforts. For each of the last six years, Rap Sessions has conducted national discussion tours focused on preparing young Americans to be fully informed, engaged and empowered citizens. Rap Sessions' forums have served as an incubator for a number of key youth civic engagement organizations, including the League of Young Voters and the Hip Hop Caucus. Over the next two years, Rap Sessions will engage community-based organizations throughout the Campaign for Black Male Achievement's six regions, countering the negative perceptions of black youth and building a national dialogue and movement around black youth civic engagement.

Previous OSI Support: N/A

Organization Budget: \$19,465,801

Project Budget: \$250,000

Major Sources of Support: Ford Foundation, \$50,000; Support from other organizations, \$131,420

Amount Requested: \$250,000 over two years

Is this a contingent grant? Yes

Amount Recommended: \$250,000 over two years from the Campaign for Black Male Achievement, T1:21122

Term: Two years (April 1, 2011 – March 31, 2013)

Matching Requirements: None

Description of organization:

Rap Sessions: Community Dialogues was founded as a national community engagement project in 2005 by Bakari Kitwana with the goal of engaging youth and cross-generational audiences in difficult dialogues facing the post civil-rights generation. For the past six years, Rap Sessions has conducted annual national discussion tours and workshops focused on translating the concerns of the hip-hop generation into concrete advocacy for social change.

Rap Sessions Initiative grew out of Kitwana's 2002 book, *The Hip-Hop Generation*, one of the first books to seriously raise the potential to link hip-hop and politics as a way of organizing and engaging youth. In the book, Kitwana endorses the creation of a Hip-Hop Political Convention that would build a political agenda for the hip-hop generation.

In June 2004, Kitwana was one of the primary organizers of the National Hip-Hop Political Convention, which brought more than 4000 young people to Newark, NJ. The Convention organizers realized from the gathering that young people were not prepared to make the leap from simply being organized around hip-hop to being organized politically. Rap Sessions was created as a way of ensuring that by the 2008 presidential election, young people would be better prepared for political engagement across racial, gender and political divides. As we approach the next national election cycle, Rap Sessions continues to fill a void by ensuring youth are not simply organizing with no clear policy goals, but are politically engaged citizens committed to participating in the democratic process.

Description of program for which funding is sought:

Rap Sessions seeks project support for its national 2011-2012 community engagement campaigns. The campaign will focus on all six of CBMA's target regions: Chicago, IL; Milwaukee, WI; Jackson, MS; New Orleans, LA; Philadelphia, PA; and Baltimore, MD.

In each of these cities, Rap Sessions will host town hall discussions connected to a series of community workshops. The program is designed to strengthen local community-building efforts by connecting town hall participants with local organizations and activists. In 2011 and 2012, the discussions will focus on how the national framing of race in popular culture and politics has affected youth civic engagement and public policy.

The overall goal of the discussions will be to show young people that, through civic engagement and advocacy, they can make democracy more inclusive and more responsive to their needs and interests. Rap Sessions intends to accomplish this goal by educating youth on media literacy, as well as gender, race, and political issues. Some of the key deliverables from the Rap Sessions Community Dialogues include:

- Creation of a Rap Session video blog hosted at newsone.com, which currently has 500,000 viewers monthly. The vlog will include clips from Rap Sessions discussions in CBMA cities, highlighting how those discussions tie into the larger CBMA campaign.

- Rap Sessions has an agreement with Radio One, the largest radio broadcasting company targeting African American listeners, to air two to three commentaries on Radio One affiliates in CBMA target cities leading up to or following town hall discussions. These commentaries will highlight CBMA's mission, Rap Sessions events, as well as issues related to black males and their connections with broader communities.
- A video archive of 3-5 minute clips from various town hall meetings, as well as comment space where participants and viewers can post their reflections, will be housed at www.rapsessions.org.
- Publication of a book featuring transcripts from various dialogues from the 2011 tour dates, including those sponsored by CBMA. Potential publishers include Peter Lang and Hip-Hop Generation Books/TWP. The book will name CBMA as sponsor and highlight CBMA's mission. The book featuring content from the 2011 tour will be available during the 2012 tour.
- At least five blog posts or op-ed commentaries, written by Bakari Kitwana or Rap Sessions consultants and published on huffingtonpost.com, newsone.com, or other leading black internet news sites such as the griot.com, the loop21.com, or the root.com. These posts, which will appear on the internet leading up to each event, will reference the tour and place it in the context of CBMA's mission.
- Lastly, following the public gatherings, Rap Sessions will produce study guides for students and educators that relate to the theme of each tour. The study guides will be completed by the end of the funding period, and made available to the public at www.rapsessions.org.

Rationale for recommendation:

Rap Sessions proposed project advances the Campaign's commitment to: 1) fund organizations working to challenge negative perceptions and stereotypes of black men and boys through media and social-marketing campaigns; 2) integrate strategic communications into CBMA's work across its three core areas in order to promote positive frames and messages about black men and boys; and 3) focus on place-based approaches that build local coalitions to advocate for black male achievement in CBMA's target cities of Chicago, IL; Milwaukee, WI; Jackson, MS; New Orleans, LA; Philadelphia, PA; and Baltimore, MD. The proposed project also addresses the Equality and Opportunity Fund's interest in lifting barriers that prevent individuals from participating on an equal basis with others in all aspects of economic, social and political life.

Rap Sessions brings together local community-activist organizations and key organizing partners to serve as a host committee that conducts local outreach to the community, identifies the best location to host the gatherings, and suggests effective leaders for workshops and breakout sessions. On the day of the town hall meetings, Rap Sessions brings in nationally recognized expert scholars, activists and artists to lead the discussions. Following the major panel in each city, each of the panelists teams up with a local activist for follow-up workshops organized around four key areas: media literacy, gender, race and politics. Through these dialogues, Rap Sessions will help communities build momentum and devise strategies for effective advocacy.

Potential partners in each city will include CBMA grantee partners, including The Black Star Project in Chicago; Raising Him Alone in Baltimore; Urban Underground in Milwaukee; Art Sanctuary in Philadelphia; The Young People's Project in Jackson, Mississippi; and Operation Reach and the Juvenile Justice Project of Louisiana in New Orleans.

Rap Sessions has successfully led and organized these convenings for the past six years. As a result, the organization has served as a bridge for a number of national youth-led organizations, including the League of

Young Voters, the Hip-Hop Caucus, the Hip-Hop Summit Action Network and the Black Youth Project. Rap Sessions is one of the only organizations that conduct national discussion tours with the goal of connecting youth to existing local organizations.

Grant ID: 20032237

Legal Name of Organization: Men Can Stop Rape, Inc.

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide renewed support to Men Can Stop Rape's youth-violence prevention training and community-engagement programming in Washington, DC, and Baltimore, MD.

Grant Description: Project support will allow Men Can Stop Rape (MCSR) to continue offering training sessions that teach organizing skills to young men of color with the goals of reversing gender-based violence trends and challenging confining definitions of masculinity. MCSR's mission is to build young men's capacity to challenge harmful aspects of traditional masculinity, to value and promote alternative visions of male strength, and to embrace their vital role as allies with women and girls in fostering healthy relationships and gender equity. Renewed funding will provide continued support to MCSR's comprehensive twenty-two-week MOST Club Curriculum and Community Strength Projects in the District of Columbia and in Baltimore. The funding will also support MCSR's 2012 national masculinity conference. The proposed grant to MCSR advances multiple CBMA priorities, including strengthening leadership development and civic engagement of black males; changing negative perceptions of black males through youth-led media initiatives; and reversing the trend of young men being expelled and suspended from school due to violence-related incidents.

Previous OSI Support: \$100,000 from the Campaign for Black Male Achievement, 2009

Organization Budget: \$1,446,370

Project Budget: \$798,506

Major Sources of Support: Ford Foundation, \$100,000; DC Office of Victim Services, \$100,000; Novo Foundation, \$75,000; Morris & Gwendolyn Cafritz Foundation, \$40,000; DC Children & Youth Investment Trust Corporation, \$34,000

Amount Requested: \$500,000

Is this a contingent grant? No

Amount Recommended: \$300,000 from the Campaign for Black Male Achievement, T1:21120

Term: Two years (April 1, 2011 to March 31, 2013)

Matching Requirements: None

Description of organization:

Founded in 1997, Men Can Stop Rape (MCSR) mobilizes men to challenge traditional notions of masculinity in order to create a culture free of violence — especially male violence against women. Today, MCSR has successfully broadened its work, reaching male youth through public education and advocacy programming focused on violence prevention. The MCSR programming inspires young men to create their own positive definitions of masculinity, manhood, and strength, with an eye towards ending violence and building healthy, safe communities. MCSR's school-based youth-development and public-education programming has become the cornerstone of its work in preventing school-related violence and preparing young men, especially young men of color, to become social change agents. The MCSR school-based program has grown from one site at Ballou High School in Washington, DC, launched in 1999, to locations throughout the District of Columbia, New York City, North Carolina, Ohio, and California. MCSR is a current OSF grantee and is based in Washington, DC.

Description of the project for which funding is sought:

MCSR seeks renewed project support for its high school and middle school-based violence prevention programming, known as Men of Strength (MOST) Clubs in Washington, D.C. and Baltimore, Maryland. With OSF's initial investment, MCSR successfully expanded and deepened its work in all 16 public high schools in the District of Columbia and 14 of the District's public middle schools. During the previous grant cycle, MCSR also identified and worked with key local partners in Baltimore to expand the operation of MOST Clubs there.

MOST Clubs offer a 22-week school-based curriculum that empowers young males to envision and embrace a masculinity that is healthy, strong, equitable, and non-violent. This curriculum consists of four parts:

1. **MOST Club Meetings:** MOST Clubs hold weekly meetings that incorporate education, consciousness raising, critical thinking, peer-to-peer mentoring, community action, and group facilitation. Club members work with trained facilitators to analyze the messages in popular music, print ads, and articles, and keep goal-setting journals to help them define and understand what unhealthy masculinity looks like. Facilitators then offer club members the tools, language, and strategies to intervene when they see dangerous and damaging expressions of unhealthy masculinity.
2. **Community Strength Projects:** Community Strength Projects allow MOST Club members to take what they learn in the classroom and apply those lessons in their communities. For example, every year in April, MCSR conducts a month-long violence-prevention and public-education initiative to coincide with Sexual Assault Awareness Month. This initiative encourages students to incorporate anti-violence advocacy in their daily lives by, for example, speaking out against sexist comments, fundraising for a domestic-violence shelter or rape-crisis center, or inviting a friend to a Take Back the Night rally. Other possible Community Strength Projects include interning with a mentoring group or developing programming for the MOST Club public-access television series, which serves as a forum for Club members to discuss masculinity and its effect on young men and society.
3. **Trainings:** Each year, MCSR holds intensive two-day trainings for facilitators to provide them with the knowledge, skills, and materials necessary to effectively establish, facilitate, and evaluate middle and high school MOST Club sites. The 2009 trainings focused on a range of topics, including the latest research on young men's health and gender norms; the relationship between violence against women and other public health and social problems;

strategies to adapt the MOST Club curriculum to different environments and cultures; and tools evaluating the program's impact. MCSR will also offer trainings for the parents and caregivers of MOST Club members.

4. Conferences: MCSR will build on its experience creating conferences for professionals and youth by hosting in 2012 an intergenerational national conference focused on masculinity. MCSR will invite youth from throughout the U.S., specifically targeting those from the Campaign for Black Achievement's targeted regions. The two to three-day event will focus on masculinity and its role in the lives of African-American young men.

Rationale for recommendation:

The proposed grant to MCSR advances multiple CBMA priorities, including strengthening leadership development and civic engagement of black males; changing negative perceptions of black males through youth-led media initiatives; and reversing the trend of young men being expelled and suspended from school due to violence-related incidents. The proposed grant also advances EOF's overarching goal of supporting efforts to ensure justice and equality, prohibit arbitrary and discriminatory government action, and lift barriers that prevent people from participating fully in economic, social, and political life.

Finally, the grant supports EOF's emerging efforts to bridge its four priority areas by focusing on violence and harassment as a common threat experienced by women, people of color, immigrants, and LGBT people.

MCSR is widely viewed as a national leader on engaging young men in gender-related violence prevention and advocacy. MCSR has been featured in such media outlets as CNN, Fox News, CBS News, Lifetime Television, National Public Radio, *The Washington Post*, *The Washington Times*, *The New York Times*, *Christian Science Monitor*, *Chicago Sun Times*, *Cincinnati Enquirer*, *Detroit Free Press*, *USA Today*, and *O—the Oprah Magazine*. The MOST Club — which was named one of the most promising “50 Strategies to Prevent Violent Domestic Crime” by the National Crime Prevention Council — has a strong presence across the country. This coming year, MCSR will bring the MOST Club to over 50 sites nationwide; 31 of those sites will be in Washington, D.C.

MCSR has received recognition from the Ms. Foundation for Women, which honored the organization with a Gloria Award, the first given for efforts focusing on men; the D.C. *Catalogue for Philanthropy*, which featured MCSR in its premier edition and presented them with a Promotion of Philanthropy Award; and the Robert Wood Johnson Foundation — a CBMA partner in the Marginalized Male Funder's Group — which honored MCSR with the 2006 Robert Wood Johnson Changemaker Award.

MCSR's MOST Club project has received strong support from the office of Washington, D.C. Public Schools. To evaluate the work of the MOST Clubs, MCSR uses measurement tools that include pre- and post-test surveys examining participants' knowledge, beliefs, and behaviors on topics related to masculinity and sexual violence. The indicators used yield quantitative and qualitative data and were developed in partnership with the U.S. Centers for Disease Control and Prevention.

As MOST Club members in Washington, D.C. are primarily black male youth, this initiative directly reaches the Campaign's target population. As a national organization, MCSR also fosters civic engagement by helping young men undertake community-service projects, and serves as a replicable model that other groups can use to advocate for social change locally, regionally, or nationally.

With the initial support from CBMA, MCSR successfully sustained programming in Washington, DC and expanded its model to Baltimore, MD. It also provided training and support to a number of OSF grantee partners including Eagle Academy and the Coalition of Schools Educating Boys of Color.

Based on MCSR's positive impact on the lives of young black males, CBMA is requesting a multi-year, contingent grant. The Strength Centers would institutionalize MCSR's model for preventing men's violence against women and other men. Additionally, this contingency allows CBMA to provide additional funding to innovative projects and initiatives in the current fiscal year that are also focused on issues of gender and race.

Grant ID: 20032234

Legal Name of Organization: Institute for Responsible Citizenship

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To support the Institute for Responsible Citizenship’s Youth Scholar Academy, a mentoring, community service and youth leadership development program.

Grant Description: To provide project support to the Institute for Responsible Citizenship’s Youth Scholar Academy. Founded in 2002, the Institute serves high-achieving African American male college students who lack the social and economic opportunities necessary for success. The Institute’s mission is to develop a strong corps of talented African American young men who will serve as role models for their peers and younger boys in their communities. Under the direction of William A. Keys, the Institute has developed into a pipeline that sustains African American males through college and into the workforce; the pipeline encompasses mentoring, community service, civic engagement and youth-leadership development. Project support to the Institute for Responsible Citizenship will advance CBMA’s strategic 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; and 2) investing in youth-mentoring strategies that advance black male achievement.

Previous OSI Support: None

Organization Budget: \$500,000

Project Budget: \$210,662

Major Sources of Support: N/A

Amount Requested: \$ 210,662

Is this a contingent grant? No

Amount Recommended: \$ 150,000 from the Campaign for Black Male Achievement, T1: 21120

Term: Two years (May 1, 2011 – April 30, 2013)

Matching Requirements: None

Description of organization:

The Institute for Responsible Citizenship (the Institute) is an intensive summer leadership program for African-American male college students. The Institute’s mission is to prepare high-achieving African-

American young men for successful careers in business, law, government, public service, education, journalism, the sciences, medicine, ministry, and the arts.

Prior to creating the Institute in 2001, William A. Keyes served as the executive director of a student leadership institute at Georgetown University. He witnessed firsthand the impact that summer learning programs had on college students, but noticed that very few black males took advantage of the intensive academic and professional training needed to ensure academic success. Keyes established the Institute to make it possible for deserving young men to participate in the program, regardless of financial circumstances.

In 2009, the Institute launched The Youth Scholar Academy (YSA) to broaden its scope to serve disadvantaged high school boys. The program provides high school students with much-needed academic preparation and exposure to community service and civic engagement opportunities. YSA groups come from across America to experience Washington, DC and to be mentored by the Institute's exceptional college scholars. The YSA is the only initiative of its kind that focuses specifically on black boys.

Description of program for which funding is sought:

The Institute for Responsible Citizenship (the Institute) seeks project support for its Youth Scholar Academy initiative (YSA). The YSA addresses two key issues: 1) the lack of positive role models and mentors for African-American youth in the classroom, and 2) academic underachievement among African-American boys. The Youth Scholar Academy leverages the Institute's network of successful college scholars and alumni by having them spend a substantial amount of time tutoring and mentoring disadvantaged but high-potential black high school boys.

The short-term goals of YSA are twofold: 1) to increase the number of black boys who attend college; and 2) to increase the number of black men who enter the field of education as teachers and leaders. YSA's long-term goal is to create a culture of achievement among black boys that will empower them to be change agents in their communities.

The YSA model and curriculum were created in collaboration with the Consultation Center at Yale University, which provided training and professional development to the Institute's college scholars and alumni. Offered during the Institute's eight-week experience for college students, YSA hosts two cohorts of 16 high school students (total 32) over two 10-day periods on the American University campus in Washington, DC.

The Institute recruits YSA participants from within the Campaign for Black Male Achievement regions. Key components of the YSA experience are:

- a rigorous academic session in the morning aimed at exposing students to college-level courses;
- site visits that provide cultural and experiential learning opportunities;
- college tours and meetings with admissions directors;
- meetings with community and business leaders who offer exposure to career options; and
- one-on-one mentoring by Institute scholars.

Once YSA's participants return to their hometowns, the Institute stays in touch with the local host organizations to further support the students' ongoing application of tools gained from their experience. In addition, the Institute for Responsible Citizenship will sponsor quarterly seminars to offer continued support to program participants and track their progress. The Institute's website and its regular program

reports also serve as a resource for engaging program participants and providing updates on their continuing success.

Finally, the Institute has commissioned Dr. Nadia Ward, Director of Policy, Prevention, and Research at the Consultation Center at Yale University, to evaluate the effectiveness of the YSA program. At the beginning and end of the program each summer, the evaluation instrument Dr. Ward develops will be administered as a means of assessing the program's impact on participants. Key indicators will be confidence in mastering math and reading and attitudes toward education and public service. The evaluation will also be used to determine the possibility of broadening the scope of the project.

Rationale for recommendation:

Project support to the Institute for Responsible Citizenship will advance CBMA's strategic 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; and 2) investing in youth-mentoring strategies that advance black male achievement.

Additionally, the grant promotes EOF's overarching goals of ensuring justice and equality, preventing arbitrary and discriminatory government action, and lifting barriers that prevent people from participating fully in economic, social, and political life.

The Institute for Responsible Citizenship was created in part to ensure that black males who have excelled academically and overcome the-school-to-prison-pipeline are given an opportunity to achieve despite their poor financial circumstances. The Institute placed a special focus on its college program, which strengthens the college-to-career pipeline for black males through professional development and leadership training. YSA extends this pipeline to high school students entering college.

Academic support programs for high-school age boys are critical to black males' later success, which still lags far behind. Last year, the Council of the Great City Schools released a report entitled *A Call for Change: The Social and Educational Factors Contributing to the Outcomes of Black Males in Urban Schools*. The report outlined that black males who make it to college are half as likely as their white male peers to graduate within four years. And according to the report, in 2008, black males over 18 accounted for only 5 percent of the college population but 36 percent of the prison population.

The Institute's work is critical to changing these grim numbers. To date, the Institute for Responsible Citizenship has served over 100 young men to date and has a 100 percent college graduation rate among program alumni. Among the Institute's alumni are Rhodes Scholars, Truman Scholars, and a growing network of education professionals and scholars at top universities, all of whom offer support and training to the program.

While other programs, such as the National Young Leaders Conference, Presidential Classroom, and Junior Statesmen, offer similar programming, they charge students to participate. The YSA experience is offered to high school students at no cost to them or their families. As a direct-service project with a strong emphasis on civic engagement, leadership development and mentoring, the YSA provides a unique opportunity for advancing black male achievement.

Grant ID: 20032314

Legal Name of Organization: The Optimum Institute of Economic Empowerment, Inc.

Tax Status: 501(c)(3)

Name of Fiscal Sponsor: N/A

Purpose of Grant: To provide project support for The Optimum Institute of Economic Empowerment’s Economic Security Campaign, which recruits black males in CBMA’s six target cities. The Campaign trains community leaders, especially black males, to conduct on-going community-based financial literacy training, including strategies for reducing debt, building wealth, minimizing child-support arrears, and promoting community service.

Grant Description: OSF project funding will support the Optimum Institute of Economic Empowerment’s efforts in each of the CBMA targeted cities to 1) organize and facilitate financial-literacy town-hall sessions; 2) conduct community-based financial literacy workshops; and 3) train community residents and leaders to offer financial literacy trainings to their neighbors. The project will produce the following outcomes: 1) a minimum of 1,800-3,000 people across CBMA cities will participate in community gatherings that promote financial literacy and responsibility; 2) 300 people across CBMA regions, particularly black males, will substantially increase their knowledge of financial literacy; and 3) more than 100 people will be trained over the next year in the six CBMA cities. OIEE’s project advances CBMA’s strategy of providing rapid-response direct services that improve the life outcomes of black men and boys. The project also advances CBMA’s strategy of place-based invest to support promising practices and models for improving life outcomes for black men and boys in the Campaign’s targeted regions.

Previous OSI Support: None

Organization Budget: \$ 298,504

Project Budget: \$75,000

Major Sources of Support: N/A

Amount Requested: \$75,000

Is this a contingent grant? No

Amount Recommended: \$75,000 from the Campaign of Black Male Achievement, T1:21123

Term: One year (June 1, 2011 – May 31, 2012)

Matching Requirements: None

Description of organization:

Founded in 2007, the mission of Optimum Institute of Economic Empowerment (OIEE) is to provide low-income individuals and communities with financial literacy and community-building strategies. Based in Brooklyn, New York, OIEE has recently expanded its services to include a train-the-trainer process aimed at providing community residents with the skills and tools to impart financial literacy education to fellow residents. OIEE's mission is to create and implement tangible economic empowerment programs. Working individually and also in collaboration with other community constituents, OIEE believes that low-income individuals, emerging local businesses, and distressed communities should be educated to understand and adhere to financial principles that will serve as a solid foundation for future economic growth and sustainability. OIEE's executive director and founder, Ryan Mack, is a regular CNN and Huffington Post contributor and the author of the newly released book, *Living in the Village: Build Your Financial Future and Strengthen Your Community*. Mack has established a national reputation as an advocate for financial literacy in the African American community.

Description of program for which funding is sought:

The Optimum Institute for Economic Empowerment (OIEE) requests project support to implement its Economic Security Campaign and six-city tour, which are designed to teach financial literacy to economically distressed African American families. The OIEE tour will take a hands-on approach to rebuilding African American communities – “one village at a time.” The concept combines the elements of traditional town hall meetings, panels, discussions, educational workshops, and a train-the-trainer program that will ensure the continued teaching of financial literacy to local community residents.

The philosophy of the Economic Security Campaign and related tour is to mobilize a grassroots, community-based strategy aimed at eradicating the issues that compound poverty. The ultimate goal is to raise awareness of, and increase competency in, basic money-management strategies and skills for black men and their families. The tour will cover six cities over a period of six months.

The Economic Security Campaign is comprised of three components in each CBMA city:

1. **The Economic Empowerment Town Hall Forum:** OIEE will partner with local CBMA grantees and community groups in each of the cities to host town hall meetings. The town-hall community gatherings will serve as the catalyst for collaborative dialogue among city residents, social entrepreneurs, business leaders, and civic leaders. The town hall meetings will foster open discussions about the economic promise of each respective city (village) and the importance of financial literacy and empowerment. The town hall meetings will 1) raise awareness about financial literacy strategies; 2) recruit community residents to participate in OIEE financial workshops and train-the-trainer sessions; 3) and connect community residents with local organizations that can provide rapid response to individuals and families facing financial hardships.
2. **The Economic Empowerment Workshop:** OIEE will partner with a local church and/or CBMA grantee partner to offer community-based financial-literacy workshops. The workshops will include topics such as 1) credit repair and debt elimination; 2) responsible home ownership and the subprime mortgage crisis in the black community; 3) how to recognize and avoid community institutions and businesses led by financial predators; and 4) strategies for building and protecting wealth with a limited income.
3. **Train-the-Trainer Economic Empowerment Workshop:** The train-the-trainer sessions will prepare community leaders to facilitate workshops in their own communities at churches, schools,

and community-based organizations. The goal of the train-the-trainer sessions is to ensure that the principles of sound money management and financial literacy will be taught to broader audiences throughout the community by people who live in the community and are working to improve their own economic security.

OIEE will design and promote a website to support the Economic Security Campaign. Visitors to the website can sign up to be a trainer; download the trainer's guide; access class schedules; complete online trainer evaluations; and search for a local financial literacy trainer. By partnering with local groups and leveraging Ryan Mack's media relationships to promote the Tour events in each of CBMA's target cities, OIEE will produce the following results from the Economic Security Campaign: 1) a minimum of 1,800-3,000 people across CBMA cities will participate in community gatherings promoting financial literacy and responsibility; 2) 300 individuals across CBMA regions, with a focus on black males, will receive detailed training in financial literacy; and 3) over 100 people in six cities will be trained as financial literacy trainers over the next year.

Rationale for recommendation:

OIEE's project advances CBMA's strategy to provide rapid-response direct services that improve the life outcomes of black men and boys. The project also advances CBMA's strategy of place-based invest to support promising practices and models for improving life outcomes for black men and boys in the Campaign's targeted regions. The proposed grant would also address the Equality and Opportunity Fund's general goal of lifting barriers that prevent individuals from participating on an equal basis with others in all aspects of economic, social and political life and specific priority of strengthening economic security for low-income people.

In CBMA's 2011-12 budget narrative, staff noted that "black males have been particularly hard-hit by the recession. Before the recession, black males already experienced a job crisis characterized by persistent unemployment and under-employment, poor job quality, and structural racism. The jobless recovery will leave a disproportionate number of black males on the economic fringes." OIEE's project will provide essential tools to not only help black men and their families weather the current economic storm, but to provide black males and community leaders with training to become financial literacy advocates and teachers in their own communities. This train-the-trainer aspect of the program advances the strategy outlined in the CBMA strategic plan to "explore opportunities for leadership development and capacity building for individuals leading grassroots efforts that are engaging the most disconnected black males in the Campaign's targeted regions."

OIEE's founder, Ryan Mack, has a national reputation and track record for providing financial literacy trainings to improve money management skills for low-income individuals and families. In addition to being a financial advisor working with many prominent clients across the US, he has devoted his career to supporting inner-city communities by coordinating workshops and creating economic empowerment initiatives. Unions, churches, government-subsidized housing communities, municipal programs, nonprofits, inner-city organizations, international communities, and especially colleges and universities have benefited from the financial workshops/programs developed by Mack and OIIE. As a renowned public speaker Mack has provided many keynote presentations to organizations across the country such as NAACP, National Urban League, National Black MBA Association, and many others. He has partnered with the New York District Attorney's office to teach financial literacy to formerly incarcerated community residents with the aim of lowering recidivism rates. He can be regularly viewed on television networks such as CNBC, CNN and BET discussing economic issues that impact American citizens. He also co-authored a resource guide for young black males titled "The Black Male Handbook."

Finally, OIEE's project will identify existing leaders in communities in each of the CBMA cities and support them in their roles as catalysts for community change. This approach exemplifies the theory of social change described in the recent Harvard Business Press book, *The Power of Positive Deviance: How Unlikely Innovators Solve the World's Toughest Problems*. The book focuses on the impact of social change agents who, "living alongside peers, . . . flourish while others struggle." The book addresses the potential and need to realize "the community's latent potential to self-organize, tap its own wisdom, and address problems long regarded with fatalistic acceptance."¹² In addition to partnering with existing CBMA grantees in the six CBMA cities, OIEE has also identified the following partners to support their three-pronged financial literacy strategy: the fraternity Alpha Phi Alpha, the sorority Delta Sigma Theta, and local chapters of the NAACP. It is for these reasons that staff recommends support of the Optimum Institute for Economic Empowerment.

¹² *The Power of Positive Deviance: How Unlikely Innovators Solve the World's Toughest Problems* (Pascale, Sternin, Sternin, p. 7, Harvard Business Press 2010)