

MEMORANDUM

TO: Sherrilyn Ifill and Geoffrey Canada

FROM: Shawn Dove

CC: Ann Beeson, Raquiba LaBrie, Rashid Shabazz, and Georgia Kirtland

RE: Scale-Up of Campaign for Black Male Achievement

DATE: May 12, 2010

This memorandum outlines a plan for scaling up the work of U.S. Programs' Campaign for Black Male Achievement (CBMA or the Campaign) over the next five years (2011 – 2015). The plan identifies multiple areas for increased investment that build on the goals, strategies and anticipated outcomes outlined in the Campaign's strategic plan.

The proposed scale-up would be rolled out in two phases. The first phase of the scale-up would occur in 2011 and 2012. During Phase I, staff recommends making a series of high-profile grants to leverage OSI dollars to influence major federal policy initiatives scheduled for implementation during the final two years of President Obama's current term. These grants would also be designed to generate a splash to capture public attention and build public will in support of initiatives to promote black male achievement, as well as to generate momentum for local, state and national advocacy efforts. In the following three years during Phase II, staff recommends scaling back CBMA grantmaking to a level that is sustainable over the long term.

The impact of the recommended investments would be broad and deep. The major expected outcomes are as follows. Increased federal government spending would be targeted to address the particular needs of disadvantaged black men and boys. State and local advocacy on behalf of black men and boys in CBMA's target regions would be more effective, better resourced, and better networked. Model mentoring and youth development efforts would be replicated throughout the country and integrated into existing national networks. CBMA's legacy would be strengthened through establishment of the Soros Black Male Achievement Fellowships and the CBMA Leadership and Capacity-Building Institute. Finally, CBMA's investment in strategic communications will help to establish a new asset-driven black male narrative.

This memorandum is organized into six parts:

- CBMA Grantmaking Priorities
- Phase I of Scale-up
- Phase II of Scale-up
- Links between CBMA Scale-up and Broader U.S. Programs Priorities
- Additional Capacity Requirements
- Budget Summary

I. CBMA Grantmaking Priorities

The grantmaking priorities in the CBMA strategic plan focus on improving the life outcomes of black males in three areas: **education, family, and work**. The goals of the Campaign are:

- To strengthen low income black families through responsible fatherhood initiatives, policy advocacy and supporting efforts that lift barriers facing single mothers raising black boys;
- To ensure that black boys have the opportunity to excel academically, to prepare for college, and to learn skills essential to earning a living wage;
- To expand and ensure 21st century family supportive wage work opportunities for black males;
- To integrate strategic communications and arts & culture into CBMA's work across its three core areas to promote positive frames and messages about black men and boys;
- To serve as a catalyst in the field of philanthropy for leveraging additional private and public funds for the field of black men and boys.

II. PHASE I OF SCALE-UP

A. Seize Short-Term Opportunities to Leverage OSI Dollars to Influence Federal Policy

In 2011, roughly \$86 billion in federal spending is likely to be devoted to policy initiatives with the potential to significantly improve life outcomes for black males, particularly with respect to CBMA's three substantive priorities – education, work and family. Staff perceives a tremendous opportunity to leverage federal funding in the next two years and use OSI money to reshape the federal policy landscape for black males.

As we have already seen with the distribution of federal stimulus dollars, government spending does not always reach the most marginalized communities with the deepest needs. Learning from the stimulus experience and others, CBMA believes it can work with grantees and other field leaders to devise a plan to ensure that a substantial portion of the federal funding streams outlined below focuses on meeting the needs of vulnerable black males.

CBMA Recommendation: To direct federal funds into areas of primary concern for the Campaign, staff recommends three approaches. First, the Campaign would invest in on-going federal policy advocacy by organizations such as the Schott Foundation for Public Education, the Children's Defense Fund, and the Center for Law and Social Policy. Second, the Campaign could invest in the provision of technical assistance to organizations applying for federal funding through competitive grants programs described below to strengthen their applications and ensure a focus on improving life outcomes for black males. Third, the Campaign could also provide matching funds and technical assistance to organizations that

receive government awards to ensure successful implementation of their plans and continued attention to CBMA’s priorities, as well as invest in networking these groups across states.

Specific Federal Funding Opportunities

The following is a breakdown of relevant planned federal spending according to agency.

Education

The U.S. Department of Education (DOE) has proposed a comprehensive plan for 2010 reauthorization of the Elementary and Secondary Education Act (ESEA (formerly known as No Child Left Behind)). The DOE plan includes new funding for programs such as the following, which directly affect life outcomes for black males:

- Race to the Top, the competitive grants program, initially authorized by the American Reinvestment and Recovery Act (ARRA), that creates incentives for state and local educational reforms and innovation;
- College- and Career-Ready Students, a program that leads states to adopt standards that build toward college- and career-readiness; and
- Promise Neighborhoods, which would support one-year planning grants and five-year implementation grants to community-based organizations to develop comprehensive plans to improve educational outcomes from birth through college and combat the effects of poverty.

ESEA Program¹	2011Request
Race to the Top	\$1.35 billion
Investing in Innovation (i3)	\$500 million
School Improvement Grants	\$900 million
Teacher Incentive Fund	\$800 million
Teacher Recruitment	\$50 million
School Leadership	\$79.2 million
Charter Schools	\$310 million
Promise Neighborhoods	\$210 million
Total	\$83,320,000,000

¹ U.S. Department of Education, Fiscal Year 2011 Budget Summary - February 1, 2010
<http://www2.ed.gov/about/overview/budget/budget11/summary/edlite-section3a.html>

Housing and Urban Development

In July 2009, the U.S. Department of Housing and Urban Development (HUD) announced a new competitive grant program, Choice Neighborhoods, which extends the public-private development framework fostered by the HOPE VI program beyond the sole objective of transforming public housing. The Choice Neighborhoods vision includes government investment in wraparound services and supports, such as promoting educational opportunities, and improving public transportation and access to jobs. HUD has requested \$250,000,000 for Choice Neighborhoods in 2011.²

National and Community Service

The Corporation for National and Community Service plans to invest nearly \$1.5 billion in 2011 in a range of programs, including AmeriCorps state and national service programs and the Social Innovation Fund, a public-private investment vehicle designed to leverage \$3 of private funding for every \$1 in federal funding to strengthen nonprofit community organizations.³

Labor

The Department of Labor (DOL) funds a number of initiatives capable of promoting black male achievement. They include: YouthBuild, a youth and community development program that helps low-income young people ages 16-24 work toward their GEDs or high school diplomas, learn job skills and serve their communities by building affordable housing; other on-the-job training and apprenticeship programs; and the Youth Innovations Fund, which targets disconnected youth. For 2011, DOL has requested a budget of \$382 million for these programs.⁴

Health and Human Services

The Department of Health and Human Services (HHS) will continue to invest in replicating evidence-based youth-development programs that have been proven to reduce teenage pregnancy and underlying behavioral risks. These youth development programs usually incorporate multiple components, such as service learning, academic support, or opportunities to participate in sports or the arts. They target male and female students. HHS proposes spending roughly \$129 million in this area in 2011.⁵ The HHS budget also includes \$500 million for a new Fatherhood, Marriage, and Families Innovation Fund. The fund will provide competitive grants to States to conduct and rigorously evaluate comprehensive responsible fatherhood programs, including those that incorporate healthy marriage components and demonstrations geared towards improving child outcomes by improving

² U.S. Department of Housing and Urban Development, *Investing in People and Places*, FY 2011 Budget, <http://portal.hud.gov/portal/page/portal/HUD/documents/fy2011budget.pdf>

³ Corporation for National and Community Service, Congressional Budget Justification FY 2011, http://www.nationalservice.gov/pdf/2011_budget_justification.pdf

⁴ U.S. Department of Labor, FY 2011 Budget, <http://www.dol.gov/budget/>

⁵ U.S. Department of Health and Human Services, President's FY 2011 Budget, <http://www.hhs.gov/asrt/ob/docbudget/index.html>

outcomes for custodial parents with serious barriers to self sufficiency as a mechanism for improving outcomes for children in these families.

Impact: Through a series of strategic investments, the Campaign could ensure that federal dollars target the most vulnerable black males and create a substantial multiplier effect for both OSI and government funding. The Campaign will serve as a catalyst for local and national groups to leverage federal funding opportunities to improve the life outcomes of the black men and boys in the areas of education; economic opportunity and workforce development; and strengthening family structures. This investment could result in the largest-ever targeted philanthropic strategy on behalf of black men and boys at a time in the nation's history when the life outcomes for black males are at their most perilous.

While complimentary to the efforts of the Special Fund for Poverty Alleviation in this area of federal leveraging, the CBMA strategy is distinct with its focus on supporting the technical assistance and capacity-building support that will allow organizations to develop specific strategies in their plans that will improve the life outcomes of black men and boys. The Campaign will seek to support groups both in applying for federal funds and implementing projects with federal funding.

B. Increase Investment in Current State and Local Strategy

The Campaign's current state and local strategy targets the following regions:

- a. The Midwest, with a focus on Chicago, IL and Milwaukee, WI;
- b. The Gulf Region, with a focus on New Orleans, LA and Jackson, MI; and
- c. The Mid-Atlantic, with a focus on Baltimore, MD and Philadelphia, PA.

Because many of the policies that perpetuate black male exclusion are state and local policies that affect people in specific places, the Campaign adopted a state and local grant making approach for the majority of its work. Black men and boys face significant barriers to engaging fully in the educational, political, social and economic fabric of each of the CBMA targeted cities. The following chart clearly illustrates the rationale for the Campaign's selection of its geographic targets.

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Key Life Outcome Indicators for Black Men and Boys in CBMA Cities

	<i>Baltimore MD</i>	<i>Chicago IL</i>	<i>Jackson MS</i>	<i>Milwaukee WI</i>	<i>New Orleans LA</i>	<i>Philadelphia PA</i>	<i>U.S.</i>
High school graduation ⁶	55% (vs. 79% for white males)	40% (vs. 82% for white males)	49% (vs. 61% for white males)	36% (vs. 87% for white males)	38% (vs. 60% for white males)	58% (vs. 84% for white males)	47% (vs. 75% for white males)
Unemployment ⁷	11%	20.2%	18.7%	34.5	13%	15%	17.5%
% of African-American children under 18 – living in low-income households / below poverty level ⁸	39%	60%	73%	64%	72%	66%	35%
% of black children raised in single parent households ⁹	58%	71%	70%	80%	70%	71%	65%
General black male population data ¹⁰	742,977	881,119	509,258	162,026	642,485	602,170	App. 17mm

CBMA Recommendation: The Campaign has already begun to fund a cohort of grantees in each of its target cities. With increased resources, the Campaign could ensure deep coverage of all three of its core issues – education, work and family – in each geographic area, as well as invest in existing or new organizations that could serve as regional resource hubs to strengthen and coordinate the work of its grantees.

⁶ “Given Half a Chance: The Schott 50 State Report on Public Education and Black Males”, Schott Foundation for Public Education, 2008.

⁷ Bureau of Labor Statistics. <http://stats.bls.gov/lau/ptable14full2009.pdf>

⁸ National Center for Children in Poverty, 2010. www.nccp.org

⁹ Annie Casey Foundation Kids Count Report, 2009.

¹⁰ U.S. Census Bureau, 2006-2008 American Community Survey, Selected Population Profiles.

Additionally, the Campaign will invest in state and local use of strategic communications strategies, technology platforms, and the use of arts and culture to promote positive perceptions of black males.

Impact: The expected impact of these investments will be multi-fold. First, by partnering with other U.S. Programs that are increasing overall investments in state and local grantmaking strategies, the Campaign will leverage additional resources targeted to support black males, and will help to demonstrate how national funders can successfully incubate and sustain state and local advocacy. The funding will help to build resource centers at the state or regional level that can provide on-the-ground capacity and coordination for the field. Finally, the Campaign's investment in monitoring and evaluation of advocacy models will also facilitate replication of effective models in other regions and help to influence federal policy.

C. Deepen Investment in Mentoring and Youth Development Strategies

In direct response to Mr. Soros' call for deeper investments in mentoring and youth development strategies for black boys, the Campaign proposes to focus greater attention on state and local youth development models that have proven to be successful in helping black males transition into productive adulthood. The need for adult male mentors is magnified in light of the high number of single mothers raising male children without immediate adult male role models for their children. Mentoring leverages the primary positive youth development indicator for developing resiliency in young people: a positive relationship with caring adults.

Recommendation: The Campaign will work to strengthen, replicate and bring to scale programming that can be integrated into larger existing national networks with broad and deep reach (e.g., Boys and Girls Club of America, 100 Black Men, MENTOR/National Mentoring Partnership, and faith-based youth programs).

Impact: The Campaign has set a specific goal of matching 100,000 middle school youth with quality adult mentors by 2015. Research conducted by MENTOR/National Mentoring Partnership has shown that young people in structured mentoring relationships are less likely to engage in anti-social behavior, drop out of school, use drugs and commit violent crimes.

D. Create/Seed the CBMA Leadership & Capacity-Building Institute

Strengthening the capacity of organizations working in the field of black male achievement is a key element of the CBMA strategic plan. The impact of the economic downturn on the field has made this work more critical, as many already under-resourced organizations as well as their funders are facing severe budget shortfalls.

CBMA Recommendation: To firmly establish CBMA’s legacy and create resources for the field that will outlive OSI support, CBMA staff recommends establishing a Leadership and Capacity-Building Institute designed to strengthen the infrastructure of organizations working in the field of black male achievement. The Institute would focus on the following field-building areas: 1) Leadership Development; 2) Board Development; 3) Resource Development and Sustainability; 4) Communications Capacity; and 5) Replication/Promotion of Promising Practices. The work of this Institute would not be limited to CBMA grantees but would be intended to benefit the entire field of groups working on black male achievement by offering trainings and convenings both in-person and virtually, research and analysis of field developments, and networking supports. CBMA intends to learn from the technical assistance expertise of the Strategic Opportunities Fund and Grantmaking Operations in the development of the Institute.

Impact: The impact of this investment will be increased organizational capacity for the entire field and increased coordination among advocacy groups working to advance a shared vision.

III. Phase II

A. Establish The Soros Black Male Achievement Fellowships

The opportunity to scale-up the Campaign allows US Programs to consider increasing its support for the development of talented leadership and innovative models to advance the field of black male achievement, particularly in the areas of policy change and strategic communications. Recognizing the way in which the Soros Justice Fellowships, New York City and the OSI-Baltimore Community Fellows programs have helped to seed entire fields of well-networked advocates, CBMA believes the field it supports could benefit from a fellowship program aimed at cultivating new leaders and seeding innovation.

CBMA Recommendation: Staff recommends creation of the Soros Black Male Achievement Fellowships. This program would fund outstanding individuals—including lawyers, advocates, grassroots organizers, activist academics, and others with important perspectives—to work with existing partner organizations to initiate innovative policy advocacy projects at the local, state, and national levels that will have a measurable impact on one or more of the Campaign’s core investment areas. It would also support writers, artists, print and broadcast journalists, filmmakers, and other individuals with distinctive voices proposing to complete media projects for local, regional, and national markets.

Impact: The Campaign seeks to keep the crisis facing black men and boys in America at the center of the national policy debate. The Soros Black Male Achievement Fellowships would broaden the bandwidth of advocacy focused on advancing the Campaign’s priorities. Specifically, the program would do the following: build new leadership for the field; support innovative projects; help new advocates learn the ropes and allow seasoned advocates the

resources to explore new ideas; and allow nonprofit host organizations to do work they would not otherwise be able to do.

B. Deepen Investment in Strategic Communications and Technology

Black men and boys disproportionately face myriad interlocking obstacles to opportunity across multiple issue areas. These challenges are compounded by conscious and unconscious perceptions among the public at large and black males themselves, resulting in a cycle of marginalization. Understanding these perceptions, and the mechanisms by which they are transmitted, is critical to shifting the way society thinks and talks about black males and the way black males think and talk about themselves and their role in society. This attitude change is an important requirement for transformative policy change.

CBMA Recommendation: The Campaign is in the process of commissioning communications research to reshape public perception of black males. In the second phase of the scale-up, once this research is complete, CBMA recommends support for the following: development of a new core narrative and related messages that help shift perceptions of black males; interviews with a wide cross-section of black males to test possible messages and ensure their effectiveness; interviews with policymakers and opinion elites in positions to influence policy related to black male achievement; and the development of tools, training, and sample communications interviews with a wide cross-section of black males and the public to test possible messages and ensure their resonance and effectiveness. programs for field leaders and organizations to use. Ultimately, the Campaign plans to work with other funders and media experts to develop a national public awareness campaign focused on shifting perception of black males.

As mentioned in the description of proposed state and local grantmaking, the Campaign would also invest in state and local use of strategic communications strategies, technology platforms and arts and culture to increase positive perceptions of black males.

Impact: Staff believes the proposed investment in strategic communications will change public perceptions and attitudes towards black males, increase public understanding of the challenges facing black males, and help create the conditions for policy change.

C. Invest in Robust Evaluation of CBMA and its Grantees

Adequately measuring the impact of the Campaign in our targeted investment areas and in the philanthropic sector will leverage increased funding for the field of black male achievement from both the public and private sectors. Given that the Campaign often has to explain and defend its targeted investment in black men and boys, a commitment to a robust evaluation will demonstrate how the return on investment advances the vision of an open society for all Americans.

Recommendation: Commission and distribute evaluations of the Campaign's grantmaking and the impact of its grantees.

Impact: Evaluation of CBMA and its grantees will provide measurable indicators of success, hopefully influencing private funders to increase their investment in the field and leading to government institutionalization of and increased support for successful models. The evaluations will also demonstrate that improving outcomes for black males leads to improvements for other groups.

IV. Links between CBMA Scale-up and Broader U.S. Programs Priorities

While a third of CBMA's current grants are co-funded with other US Programs' funds, scaling up of Campaign's investments over the next five years will call for a more integrated funding strategy that addresses the substantive connections between the work of the Campaign and other funds. Below is a brief sketch of the various linkages.

- A. **Criminal Justice Fund Linkages:** 1) responding to the criminalization of black males and challenging aggressive policing practices that increase the likelihood of their entanglement in the criminal justice system; 2) increased investments towards dismantling the school to prison pipeline with an increased focus on addressing practices that drive youth from school into the juvenile and criminal justice systems, the presence and role of police in schools, decreasing school-based arrests and referrals to the justice system, and fostering the development of more appropriate school-based disciplinary practices; 3) targeted investments in juvenile justice reform that seek to address disproportionate involvement of black males in the juvenile justice system; 4) investing in the successful reintegration of formerly incarcerated black males into the lives of their families and children.
- B. **Democracy & Power Fund Linkages:** 1) supporting organizing networks that inspire participation, leadership, and strategic issue advocacy from the African American community, with a focus on men and boys; 2) providing greater support to youth organizing groups; 3) examining ways that social justice organizations can be more intentional in identifying structures to build the leadership of black men and boys; 4) increasing USP support for African-American-led and community focused think/act tanks, possibly seeding new efforts at the national, state and local levels.
- C. **Transparency & Integrity Fund Linkages:** 1) increasing efforts to train, recruit and retain African American journalists in both commercial and non-commercial media outlets, with a focus on black men; 2) investing in data collection and journalism that addresses issues that are relevant to African American communities, and improving distribution methods to ensure that African Americans are active producers and consumers of news and information; 3) increasing judicial diversity as a means of making courts more responsive to and reflective of African American communities; 4) addressing the structural and systematic problems facing our nation's election administration infrastructure that disproportionately impact African American communities; 5) increasing the leadership of black men to advocate for affordable and universal access to a

- D. **Equality & Opportunity Fund Linkages:** CBMA resides within EOF which naturally creates a formal collaboration path within the following areas 1) building multi-ethnic and multi-constituent movements to address low-wage workers rights; 2) investing in established and emerging racial justice organizations; 3) partnering with the Neighbor Stabilization Initiative to respond to the on-going subprime mortgage and foreclosure crisis in communities of color.
- E. **Special Fund for Poverty Alleviation Linkages:** While there will likely be overlap in target population investments between CBMA and SFPA, the clear distinction is that CBMA implements a targeted investment strategy to respond to the poor outcomes of black men and boy; CBMA investments will lean more toward policy than the Special Fund; and CBMA with an extended view of its work will look to invest more in developing the capacity of organizations to respond to its priority investment areas. The probable collaboration points between the two strategies are: 1) Education – co-funding in targeted areas to ensure youth and adults gain diplomas or other credentials with labor-market value; 2) Employment – co-funding initiatives designed to reduce barriers to employment, connect people to work through subsidized jobs, and create pathways for career advancement; 3) Benefits Access – work with SFPA to maximize participation among eligible populations by simplifying program rules, streamlining applications processes and increasing access points, particularly for single mothers raising boys.
- F. **OSI-Baltimore:** 1) Education – co-funding on school-to-prison pipeline and educational equity generally; 2) Criminal Justice – co-funding on criminalization of black males, re-entry programming, and juvenile justice ; and 3) Access to benefits – coordinated support for advocacy related to child support arrears and Earned Income Tax Credit access.
- G. **Expanded Cross-Program State and Local Grantmaking:** The Campaign will capitalize upon the existing synergy between its scale-up strategy and US Programs’ plans to expand state and local funding across key states and regions.

V. **Additional Capacity Requirements**

It is clear that an increase in capacity and staffing is needed in order to successfully manage the proposed scaling up of the Campaign. Staff requests authorization to hire one new program officer and two new program associates. Staff also requests an increase the Campaign’s program development budget over the next five years to allow flexibility to retain two to five program development consultants.

VI. **Budget Summary**

What follows on the next page is the proposed budget for the scale-up plan.

Campaign for Black Male Achievement – Scale-Up Budget Summary	
Splash Phase (2011 – 2012)*	Investment Amount (Millions)
Federal Leveraging Opportunities	\$ 25.00
Increased State and Local Investments	\$ 23.00
Launch Capacity-Building Institute	\$ 6.00
Cross-Fund Strategies	\$ 15.00
CBMA Staffing & Program Development	\$ 1.00
Splash Phase Total	\$ 70.00
* Includes originally budgeted \$10M	
Phase II (2013 – 2015)	
Launch Soros CBMA Fellowship Program	\$ 7.00
Deepen Communications Investments	\$ 4.00
Cross-Fund Strategies	\$ 20.00
State and Local Investments	\$ 14.00
Federal Leveraging Opportunities	\$ 8.00
Capacity-Building Institute	\$ 3.00
Evaluation	\$ 2.00
Phase II Total	\$ 58.00
Total Scale-Up Budget	\$ 128.00