Year Up’s mission is to close the **Opportunity Divide** by providing urban young adults with the skills, experience and support that will empower them to reach their potential through professional careers and higher education. We achieve our mission through a high-expectation, high-support program that combines marketable job skills, stipends, corporate internships and college credits.
Year Up’s innovative model creates opportunity for those who need it the most. We introduce urban talent to some of America’s largest companies, forming connections that not only fill a void in today’s workforce, but also provide experience for our students that leads to long-lasting careers and economic self-sufficiency.
DEAR FRIENDS,

At Year Up, we believe our students possess unlimited potential. We know that given the right opportunity, with challenging standards and high support, the young people we serve can literally accomplish anything they set out to achieve.

Yet millions of young adults in this country are stuck on the wrong side of the “Opportunity Divide.”

Despite talent and motivation, many young people lack access to higher education and sustainable, living-wage careers. Those who do gain access often struggle to realize their full potential, lacking the preparation and resources needed to take advantage of opportunities for school or work. A disproportionate percentage of these “disconnected” young adults are minority and low-income.
At the same time, the U.S. economy desperately needs help. U.S. businesses are calling for larger numbers of better-trained talent to compete on the global stage, but there are not enough skilled workers to meet that demand, and won’t be for years to come.

Year Up provides urban young adults with the skills, knowledge and experience that they need to begin successful careers and earn a living wage. Employers, in turn, gain access to a pipeline of well-trained talent that they need in order to remain competitive in the 21st century.

By empowering our young adults, we can power our national economy.

Connecting marginalized young adults to real career paths doesn’t take a miracle. Year Up offers quality education in growing professional industries to motivated individuals, preparing them to enter a market starving for skilled workers. It’s not a handout, it’s a hand-up, and just good business sense.

However, Year Up’s talented workforce is comprised of individuals too many of us have long been conditioned to dismiss as social liabilities. In order to close the Opportunity Divide, we must redefine urban young adults as economic assets and work together to ensure their successful transition into the economic mainstream.

As you read the following report, I encourage you to take a close look at examples of our inspiring students and our dedicated partners (employers, managers, mentors, instructors, and friends), who believe in our students’ potential and provide crucial support and guidance. By working together, we are able to serve many more young adults than we possibly could on our own.

Year Up has achieved tremendous success over the past 11 years. We have grown from serving 22 students in 2001 to over 1,300 in 2011, and we have no plans of slowing down. We must always do more to reach the growing population of “disconnected” young adults in our nation.

We are excited to kick-off our new growth strategy that will strengthen our program and scale our impact. Over the next 5 years, we will grow our direct service program to serve 2,500 young adults per year, design and pilot an alternative model capable of serving 100,000 students per year, and drive broader systemic changes in our country that will increase opportunity and social mobility for all Americans. I encourage you to visit our website, follow us on Facebook, and reach out to our local program sites to learn more.

Year Up works, and changes lives, but we cannot operate without your support. The young adults that we serve are driven, eager, determined, and able. All they need is a hand-up.

Please consider joining us as we work to close the Opportunity Divide.

Be well,

Gerald Chertavian
If you want to know what Year Up is all about, walk into a Year Up office; you will be energized by the fact that everyone wants to be there...students and staff alike.

Attending Year Up was the best decision I have ever made.

David Casey
Vice President and Chief Diversity Officer, CVS/Caremark

Jacinta Robinson
Year Up Providence, Class of January 2012; Interned at CVS/Caremark
The United States currently faces a vast “Opportunity Divide.”

On one side of the Divide are 5 million disconnected young adults, out of work and out of school, lacking the resources and guidance needed to succeed in today’s economy. On the other side of the Divide, U.S. businesses are facing a shortage of 14 million college-educated workers over the next decade...a gap that high school graduates are not prepared to fill.

Our economy’s demand for skilled labor exceeds the supply, a fact that fundamentally threatens our competitiveness as a nation.

These are troubling realities, yet they represent a significant national opportunity. Helping young adults to gain the skills and knowledge today’s businesses demand puts those young adults on a path to postsecondary education, successful careers and economic self-sufficiency. Employers then gain access to the talented and well-trained workforce they need to compete in the global economy. Economic justice for disconnected young adults means economic prosperity for this country.

Year Up is a proven solution to this problem.
2011 PROGRAM MILESTONES

Student Milestones

We opened our doors to 22 students in Boston in 2001. Today, we continue to expand at a rapid pace, striving to reach a greater number of young adults in more cities across the country. In 2011, Year Up served more than 1,300 young adults across our nine sites, opened our doors in Seattle’s Puget Sound, watched our first classes graduate in Chicago and Baltimore*, and welcomed alumni to both our National and Local Boards. We also continued to establish and grow relationships with a strong network of colleges, allowing students to earn college credits while completing our program. With a retention rate of nearly 70%, our students continue to establish themselves as professionals at some of America’s best known companies, positioning Year Up as an innovator in the workforce development field.

Celebrating Year Up Chicago’s first graduation, with graduate Orion Casey and Year Up Chicago Executive Director, Alan Anderson

* Community College Pilot
Corporate Partners
Employer demand for Year Up interns continues to grow. In fact, revenue from our corporate partners funds over half of our core program nationwide. Despite the troubling economic market, our partners increased their investment in Year Up in 2011, contributing a total of $18 million to the program. This investment provides a pipeline of much-needed talent for our partners and valuable training and professional experiences for our students. We are a market-driven solution to a national problem.

In 2011, our list of corporate partnerships exceeded 235. Based on partner feedback, 95% of Year Up interns met or exceeded expectations.

Leaders in a growing number of industries are recognizing the talent of our students. We currently partner with companies in the financial, education, medical, federal (through our recently acquired GSA approval), and technology sectors, among others. Further, a growing number of national partners are hosting interns across more than one Year Up site, a testament to the quality of our program, scalability of our model, and dedication of our students.

Alumni Milestones
Year Up's success in achieving our mission depends on the leadership and engagement of our alumni. Our success is exemplified by our 3,000 graduates as they move on to pursue full-time, professional employment and achieve their higher education goals. Within four months of graduating from the Year Up program, 85% of alumni are employed and/or in school full-time. Those employed earn an average of $15 per hour (about $30,000 per year). This is just the beginning.

Year Up graduates are economically independent role models. They anchor their families, their neighborhoods, and their communities. They are changing our country’s collective perception about urban young adults, opening the door for others to follow.

The transformation our students undergo throughout the program is remarkable. After just one year these young adults have grown both personally and professionally, having gained marketable skills, college credits, job experience, self-confidence, a professional network, and an interest in lifelong learning.

100% of qualified students are placed in internships; the demand exists!

$15.00
Average Hourly Wage*
I have been able to witness first hand the positive influence that the Year Up program provides these promising youth.

Year Up transformed me from a timid, hesitant, young woman to a confident, self-assured business professional.
PROOF THE YEAR UP PROGRAM WORKS

Year Up’s evidence base demonstrates that we are making a positive impact on the lives of our students.

In a 2011 report, independently conducted research by the Economic Mobility Corporation (EMC) indicated that students who attend the Year Up program have access to higher quality jobs and earn up to 30 percent more than those who do not. This study was based on a randomized controlled trial (RCT)—the gold standard in policy and social science research. EMC president Mark Elliott called this “the most exciting evaluation results we’ve seen in youth employment in 20 or 30 years – and the first to show a really substantial earnings gain.”

We are excited to expand our evaluation efforts through our work with Abt Associates, as part of the Innovative Strategies for Increasing Self-Sufficiency (ISIS) project. Commissioned by the Administration for Children and Families (ACF) at the U.S. Department of Health and Human Services, ISIS is a federally funded evaluation of promising strategies for helping low-income, low-skilled individuals and families become economically self-sufficient. Year Up is honored to be one of approximately one dozen organizations from around the country invited to participate in ISIS.

In addition, we are currently working with a team of economic consultants to estimate the “Year Up Effect,” or the average total change in lifetime earnings associated with graduating from Year Up. While this study is in the early stages, we are already seeing very promising results that point to equally impactful proof that the Year Up program provides its students with a significant increase in lifetime earnings.

“

The most exciting evaluation results we’ve seen in youth employment in 20 or 30 years—and the first to show a really substantial earnings gain.

— Mark Elliott, President, The Economic Mobility Corporation

YEAR UP STUDENTS EARNED

30% MORE* 

*than their peers who did not complete the program.
“My relationship with my mentor Terry has been an insightful adventure into the business world.”

My mentee is a great guy...We have a great relationship that will without a doubt continue into the future.

Kyle Baxter
Year Up Atlanta, Class of January 2012; Interned at AutoTrader.com

Terry Doyle
President, TMD & Associates; Mentor to Kyle
MAXIMIZING OUR IMPACT

Year Up is part of a larger movement to increase opportunity and social mobility in this country. We are committed to leveraging our programmatic success to influence the systemic causes of our nation's “disconnected” youth crisis. By collaborating with organizations and individuals who share our vision, we are able to maximize our impact and build momentum toward a future in which all young adults have access to meaningful careers and post-secondary education. In 2011, we have seen some great progress toward this objective.

Capitol Hill Day
On April 14th, Year Up and Corporate Voices for Working Families (a national association of Fortune 500 companies), organized Capitol Hill Day. This event brought together employers, young adults, and leaders from both organizations for meetings with key U.S. policymakers from across the political spectrum. Throughout the day, our team met with 36 members of Congress to educate them and their staff about effective enterprising career pathways for young adults. We also used this opportunity to introduce a series of integrated policy proposals aimed at giving businesses the tools they need to develop talent and grow the economy.

2nd Annual Walk for Opportunity
On October 5th, over 1,400 people gathered in seven cities across the U.S. to raise awareness of the Opportunity Divide during the 2nd annual Year Up Walk for Opportunity. Year Up students, alumni, staff and supporters marched in places such as New York’s Lower East Side, the Boston Common and the Martin Luther King, Jr. Memorial in Washington D.C. to demonstrate to their communities that the urban young adults who live in their cities are economic assets, not social liabilities.

Opportunity Nation Summit
On November 3rd and 4th, Year Up joined key leaders in the public sector and business world at the Opportunity Nation summit in New York City. The summit launched a national, bipartisan campaign to promote opportunity and secure it as a central issue in the upcoming 2012 elections. Year Up students and alumni were center stage throughout the event. In fact, during the kick-off at Harlem’s legendary Apollo Theater, Year Up Bay Area alumni Sothera Yem’s story was shown in a video as one of the event’s five featured success stories.

During the event, Executive Director of Opportunity Nation, Mark Edwards, noted that successful social movements have historically been catalyzed by engaging young adults. Opportunity Nation is no exception, and we were honored that Year Up alumni were in the driver’s seat for in-depth discussions regarding the importance of access to opportunity for today’s young people.
Year Up provides UBS an opportunity to attract an underemployed, yet highly motivated, diverse candidate pool to the firm... Year Up is not only a recruitment strategy, but a retention tool.

Sometimes all a person needs is an opportunity. Year Up was my opportunity, and I will be forever thankful.

Denise Hebner
Executive Director, Group Technology, UBS

Devyn Mays
Year Up New York, Class of January 2012; Support Analyst, GTIS, UBS
Year Up is humbled to be recognized as one of our nation’s progressive nonprofits and has repeatedly been considered a leading example of an effective workforce development program by experts in the field.

Harvard University’s Pathways to Prosperity Report
In February 2011, the Harvard Graduate School of Education released its findings on why current education and workforce development systems are lacking and often fail to prepare the rising generation of young adults for meaningful careers and economic self-sufficiency. The report, *Pathways to Prosperity: Meeting the Challenge of Preparing Young Americans for the 21st Century*, points to Year Up as an exemplar of employer engagement, modeling how to engage employers in the education and training of young adults and the enormous benefits of doing so.

Clinton Global Initiative
In June 2011, Year Up was honored to participate in Clinton Global Initiative America, which brought together leaders from around the world to devise and implement innovative solutions to some of the world’s most pressing challenges. The conference, hosted by President Bill Clinton, was the first CGI meeting focused on driving job creation and growth in the United States. Gerald Chertavian, Founder and CEO of Year Up, led a working group discussion focused on workforce development and serving disadvantaged youth. Lauded Professor of Economics James Heckman noted in his plenary remarks that Year Up is one of the few work-based training programs that proves there is a social return on investing in older youth—crediting Year Up’s emphasis on the importance of developing soft skills.

White House Forum for Nonprofit Leadership
In November 2011, the White House invited leaders from Year Up and 200 other nonprofits to participate in the White House Forum for Nonprofit Leadership. This event focused on the role of nonprofits in the U.S. and how to increase effective investments in nonprofit human capital development. Melody Barnes, then Director of the Domestic Policy Council for the Obama administration, highlighted Year Up as a model for effectiveness in workforce development.

Media
Since 2000, Year Up has been featured in many notable publications and won numerous awards for our work to serve those who need us the most: our students. Publications include:

![Images of publications]

None of our progress could be made without the hard work of our staff. Their commitment, work ethic, and dedication to our students is a crucial part of what makes Year Up so successful.
Looking Forward

Our 5 Year Strategic Plan
We are extremely proud of all we have accomplished, but know that much more is needed to fully close the Opportunity Divide. Year Up’s proven direct service model will continue to be the foundation of our success. However, the number of disconnected young adults in the United States is growing. In the coming years we must scale our program to serve a million students nationally while simultaneously changing the large-scale national systems that contribute to the Opportunity Divide.

Over the next five years, Year Up will undertake three major initiatives:

1. Grow and Strengthen the Core: We will scale our direct service program to serve 2,500 students annually by 2016. During this time period, Year Up will both open three new sites and invest substantial resources toward growth in existing cities, allowing us to improve the core program model as well as expand it. Planned improvements include increasing the sustainability of our revenue and cost models, and ensuring long-term success for our graduates.

2. Develop the Million-Person Model: We will design and pilot alternative program models that can grow rapidly to serve many more young adults across the United States. These models will build on the successful practices of our core model, with a focus on innovations that allow for greater scale. We anticipate partnering closely with community colleges in this process to increase graduation rates and successful transitions into the labor market.
3. **Create Systems Change:**
In order to ensure all young adults have access to career and postsecondary pathways, we will work to eliminate the underlying systemic barriers that create and perpetuate the Opportunity Divide. By leveraging our program’s success and credibility, our systems change strategies will focus on changing perceptions about urban young adults (who are economic assets, not social liabilities), business practices (around talent pipeline sourcing and hiring), and public policy (related to workforce and education reform that shapes America’s talent pool). We will pursue these strategies at the national level and in the various metropolitan areas where our sites operate.

In the spring of 2011, Year Up launched its Opportunity Campaign to raise the $55 million in growth capital needed to support these three impact strategies and cover other growth-related expenses.

This five year plan is a bold approach to closing the Opportunity Divide. Year Up will not only grow, but also experiment and innovate more than ever before. We look ahead to this new phase in our history with anticipation, buoyed by the success of our last 11 years. We are serving more students than ever, in more cities than ever, and consistently achieving positive outcomes. We are rising experts, invited often to offer our knowledge and insight to meaningful discussions on the future of education and labor. Above all, we are guided by our authenticity, our clarity of purpose, and our commitment to young adults.

Our work is focused on achieving our long-term vision: a future in which all urban young adults have access to meaningful career pathways that lead to economic self-sufficiency and corporate America knows about this pool of talent and looks to hire them. We invite you to join us in transforming this country as we work to ensure opportunity for all.
“The way I carry myself in public, the way I present myself to employers, and the people I surround myself with are all things I have changed since attending Year Up. I will use these skills for the rest of my life.

I’m honored to serve the next generation of youth who will someday have an even greater impact in the world than I did.”
### Financials

**Statement of Activities** *(Unaudited)*

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**Note**
- Excludes In-Kind Contributions

### Revenues

**Total Raised**

- **2010**
  - $23.2 Million
- **2011**
  - $28.5 Million

**Revenue Mix**

- **2010**
  - Development: 43%, Internships: 56%, Other: 1%
- **2011**
  - Development: 51%, Internships: 48%, Other: 1%

**Expenses**

- **2010**
  - Program: 10%, General & Administrative: 81%, Fundraising: 9%
- **2011**
  - Program: 7%, General & Administrative: 86%, Fundraising: 7%

**Development Mix**

- **2010**
  - Individual: 64%, Foundations: 8%, Corporations: 12%, Public: 7%
- **2011**
  - Individual: 51%, Foundations: 27%, Corporations: 10%, Public: 12%

**National Versus Site Fundraising**

- **2010**
  - National: 26%, Sites: 74%
- **2011**
  - National: 18%, Sites: 82%

**Note**
- Excludes Opportunity Campaign funding
Over the years I have found value in the relationship [with Year Up] because my entire team feels **connected to the success** of the student.

Having a **solid support system** got me through my Year Up journey. It never let me give up on myself.
OUR CORPORATE PARTNERS

The following partners hosted Year Up interns from the July 2011 and January 2012 cohorts.

OUR SUPPORTERS

Achieving our mission to close the Opportunity Divide would not be possible without the generosity of our many supporters.

Growth Capital Investors

Anonymous Donor
Barr Foundation
Anita and Joshua Bekenstein
Kristine and John Bradley
Kate and Gerald Chertavian
Coate Foundation
Maureen and Timothy Dibble
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Joanna and Jonathan Jacobson
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Rod McCowan
Mary and Garrett Moran
Open Society Foundations
OXL Foundation
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Giselle and Ed Montoloi
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Rodman Moorhead III
Mary and Garrett Moran
Kate and Joe Morford
Jeffrey Muir
Anne and John Mullen
Mindy and Reuben Munger
Tonya and Orhun Muratoglu
Charles Murray
In Memory of Fannie Nathans
Rich Neimand
Kira and Travis Nelson
Lisette Nieves and Gregory Gunn
Anne Noonan
David O’Connor
William O’Malley
Satu Parikh
Jason Park
Ellen and Bob Peck
Anne Peretz
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John Phelan
Tzedakah Fund: Sue and Bernard Pucker
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<tr>
<td>Pamela and Christopher Rupright</td>
<td>Sue and John Simon</td>
<td>Kerry and Brendan Swords</td>
<td>Jenner Wood</td>
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<tr>
<td>Antoinette Russell</td>
<td>Christine and Rob Small</td>
<td>Wesley Tanaka</td>
<td>Nancy and William Wray</td>
</tr>
</tbody>
</table>

* Includes individuals giving more than $1,000

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**Foundations**

<table>
<thead>
<tr>
<th>Name</th>
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<tr>
<td>A Better Chicago</td>
<td>Coate Foundation</td>
<td>Microsoft</td>
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<td>Abell Foundation</td>
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<td>Moccasin Lake Foundation</td>
<td>S.D. Bechtel, Jr. Foundation</td>
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<td>The Achelis and Bodman Foundations</td>
<td>Community Foundation for the National Capital Region</td>
<td>The Mody Foundation</td>
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<td>Moeller Foundation, Inc.</td>
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<td>David E. Retik and</td>
<td>Moorhead Family Fund</td>
<td>SkillWorks: Partners for a Productive Workforce</td>
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<td>Christopher D. Mello Foundation</td>
<td>Moriah Fund</td>
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<td>Altman Sun Yat-Sen Spartacus</td>
<td>The Davis Family Charitable Foundation</td>
<td>Nellie Mae Education Foundation</td>
<td>The Starfish Group</td>
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<td>Edna McConnell Clark Foundation</td>
<td>New Options Project</td>
<td>State Street Foundation</td>
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<td>American Express Charitable Fund</td>
<td>Edwin Gould Foundation</td>
<td>New Profit</td>
<td>Sunny Fund</td>
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<td>Annie E. Casey Foundation</td>
<td>Emily Hall Tremaine Foundation</td>
<td>Norcliffe Foundation</td>
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<td>Eugene &amp; Agnes E. Meyer Foundation</td>
<td>NYSE Euronext Foundation</td>
<td>The Kresge Foundation</td>
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<td>Aven Foundation</td>
<td>FAO Schwarz Family Foundation</td>
<td>O. Wayne Rollins Foundation</td>
<td>Thomas Anthony Pappas</td>
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<td>OXL Foundation</td>
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<td>Hasbro</td>
<td>Peery Foundation</td>
<td>Tipping Point Community</td>
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<td>Hazard Family Foundation</td>
<td>Pershing Square Foundation</td>
<td>TowerBrook Foundation</td>
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<td>The Philanthropic Initiative, Inc.</td>
<td>Tudor Foundation, Inc.</td>
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<td>The Pinkerton Foundation</td>
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<td>The Price Family Foundation</td>
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<td>JE &amp; ZB Butler Foundation</td>
<td>Randleigh Foundation</td>
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<td>The Jenesis Group</td>
<td>Red Sox Foundation</td>
<td>W. Clement &amp; Jessie V. Stone Foundation</td>
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<td>JP Morgan Chase Foundation</td>
<td>Rhode Island Foundation</td>
<td>The Wachovia Wells Fargo Foundation</td>
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<td>The Klarman Family Foundation</td>
<td>The Rich Foundation, Inc.</td>
<td>The Walter &amp; Elise Haas Fund</td>
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<td>Lehman Family Fund</td>
<td>Rich Foundation, Inc.</td>
<td>The Walther Foundation</td>
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<td>Lone Pine Foundation</td>
<td>Robert W. Woodruff Foundation</td>
<td>Washington Area Women’s Foundation</td>
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<td>The Charles Hayden Foundation</td>
<td>Mabel A. Horne Fund, Bank of America, N.A., Trustee</td>
<td>The Robin Hood Foundation</td>
<td>Waterfall Foundation</td>
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<td>MARRP Foundation</td>
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<td>The Wilbur and Hilda Glenn Family Foundation</td>
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<td>Circle of Service Foundation</td>
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<td>CitiGroup Community Relations</td>
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</tbody>
</table>

* Includes foundations giving more than $10,000

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2011 Year Up Annual Report
OUR SUPPORTERS (continued)

Corporate*
Abt Associates
Affiliated Managers Group
American Express
American Tower
AT&T Foundation
athenahealth
AvalonBay Communities
Bain Capital, LLC
Bank of New York Mellon Community Partnership
Bank of Rhode Island
The Baupost Group, LLC
BayNorth Capital
Beacon Mutual Insurance Company
Blue Cross & Blue Shield of Rhode Island
BNY Mellon
Boston Company Asset Management, LLC
Boston Society for Information Management
CA Technologies
Capital One
CGI
Children’s Hospital Boston
Cisco Systems
Citi
Citizens Bank
Commonwealth Limousine Worldwide
CompTIA
Covidien
CVS/Caremark
Deltek, Inc.
DeMatteo Monness, LLC

* Includes corporations giving more than $5,000

EA Games
Eaton Vance Management
Edwards Wildman and Palmer, LLP
Electronic Knowledge Interchange Company
Embrace Home Loans
EVOLV on Demand
Feingold O’Keefe Capital
Freddie Mac
Genuine Parts Company
Georgia Commerce Bank
Goldman Sachs
Gottex Fund Management Ltd.
GTECH
Hayes and Sherry
IBM
Income Research + Management
InterContinental Insurance Brokers
Kaiser Permanente
KPMG
Lenovo
Loomis Sayles and Company
Lord Abbett and Company
Marc Allen Fine Clothiers
Marriott International
Marsh & McLennan Companies
National Cable and Telecommunications Association
NEPC
New York Life Retirement Plan Services
Newell Rubbermaid
Partners HealthCare

Public
Baltimore Mayor’s Office-MOED
City of Boston
City of Seattle
Commonwealth Corporation
Commonwealth of Massachusetts
Department of Employment Services
Massachusetts Department of Transitional Assistance

Massachusetts Service Alliance
Montgomery County Department of Economic Development
New York City Department of Youth & Community Development (DYCD)
New York City Housing Authority (NYCHA)
New York State Office of Temporary and Disability Assistance (OTDA)

Pathways Fund led by New Profit
Rhode Island Department of Education
Rhode Island General Assembly
San Francisco Office of Economic and Workforce Development
Venture Philanthropy Partners

Pepco Holdings, Inc.
PriceWaterhouseCoopers
Putnam Investments
Sankaty Advisors, LLC
SeaChange Capital Partners
Senator Investment Group LP
Shire Human Genetic Therapies
Southern Company
Sovereign Santander
STAG Capital Partners
Standish
State Street Corporation
Stifel Nicolaus
SunTrust Bank of Georgia
Taos
Taylor, Duane, Barton and Gilman, LLP
Tech Prose
Tech Serve DC
Textron
The Carlyle Group
The Coca-Cola Foundation
Thomas H. Lee Partners
Vertical Brands
W.B. Mason
Washington Gas
Watermill Institutional Trading, LLC
Wells Fargo
Williams & Connolly
Zynga

www.yearup.org
OUR BOARD MEMBERS

National Board Members

Paul Salem (Chairman)  
Co-Founder & Senior Managing Director  
Providence Equity Partners

Tim Dibble (Immediate Past Chair & Treasurer)  
Managing General Partner  
Alta Communications

Peter Handrinos (Secretary)  
Partner  
Latham & Watkins

Shirley Marcus Allen*  
Partner  
Venture Philanthropy Partners

John Bradley  
Global Group Head of Human Resources  
UBS

Gerald Chertavian  
Founder & CEO  
Year Up

Carol Thompson Cole*  
President & CEO  
Venture Philanthropy Partners

Shanique Davis  
Junior Systems Engineer and Incident Management Group Supervisor  
Xerox  
Year Up National Capital Region Alumna ’08

Lisa Jackson  
Partner  
New Profit, Inc.

Dr. Melodie Mayberry-Stewart  
CEO  
Black Diamond Capital Group

Rod McCowan  
CEO  
Paideia Systems Group

Pedro Noguera  
Peter L. Agnew Professor of Education and Executive Director of Metropolitan Center for Urban Education  
New York University

Gail Snowden  
CEO  
Freedom House

Kerry Sullivan  
President  
Bank of America Charitable Foundation

Kim Tanner**  
Senior Program Officer  
The Jenesis Group

Robert G. Templin, Jr.  
President  
Northern Virginia Community College (NOVA)

Greg Walton  
Desktop Support Specialist  
Massachusetts Institute of Technology  
Year Up Boston Alumnus ’07

Trustees Emeriti

Eileen Brown  
Founder & Chancellor  
Cambridge College

Andrea Feingold  
Co-Founder and Investment Principal  
Feingold O’Keefe Capital

David Ford  
Former Executive Director  
Smith Family Foundation

Jim Pallotta  
Chairman and Managing Director  
Raptor Capital Management

Diane Schueneman  
Former SVP, Head of Global Infrastructure Solutions  
Merrill Lynch

Joseph Smialowski  
Managing Director  
Citigroup

Richard Smith  
Co-Chair  
Smith Family Foundation

Pamela Trefler  
Founder & Chair  
Trefler Foundation

Craig Underwood  
Founder & CEO  
Sports Loyalty International, Inc.

NATIONAL ADVISORS

Jeb Bush  
Former Governor of Florida

Kenneth Chenault  
Chairman and CEO, American Express

Dick Parsons  
Chairman, Citigroup Inc.

Michael Powell  
President and CEO, The National Cable & Telecommunications Association; Former Chairman, Federal Communications Commission

Thomas Ryan  
Former Chairman and CEO, CVS Caremark Corporation; Operating Partner, Advent International

Ruth Simmons  
Former President, Brown University

* Venture Philanthropy Partners Representatives on the National Board

** Jenesis Group Representative on the National Board

We are honored to have 100% of our 2011 Board giving to the organization

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My experience with Year Up has been great overall. We were introduced to a candidate that likely would have never been exposed to Responsys and she has excelled in the position.

I learned a great deal from Year Up, but the most important thing I learned was self-discipline. It was up to me to be accountable for everything I did.

Matt Holland
Director of Campaign Services, Responsys

Cherise Flowers
Year Up Chicago, Class of January 2012; Associate Campaign Specialist, Responsys
NATIONAL SENIOR LEADERSHIP TEAM

Gerald Chertavian
Founder and CEO

Shawn Jacqueline Bohen
National Director for Strategic Growth and Impact

Alan Anderson
Executive Director, Chicago

Noel Anderson
Interim Executive Director, New York

Jay Banfield
Executive Director, San Francisco Bay Area

William Lehman
National Site Director

Sue Meehan
Chief Operating Officer

Lisette Nieves
National Director of Strategic Program Pilots

Sandra Stark
National Director of Development and External Affairs

EXECUTIVE DIRECTORS

Alan Anderson
Executive Director, Chicago

Noel Anderson
Interim Executive Director, New York

Jay Banfield
Executive Director, San Francisco Bay Area

Lisa Chin
Executive Director, Puget Sound

Kweku Forstall
Executive Director, Atlanta

Meghan Hughes
Executive Director, Providence

Casey Recupero
Executive Director, Boston

Ronda Harris Thompson
Executive Director, National Capital Region

LOCATIONS

Year Up Atlanta
730 Peachtree St., Suite 900
Atlanta, GA 30308
(404) 249-0300

Year Up Baltimore *
Baltimore City Community College
2901 Liberty Heights Avenue,
MNB Room 231B
Baltimore, MD 21215
(410) 462-7732

Year Up Bay Area
210 Spear Street
San Francisco, CA 94105
(415) 512-7588

Year Up Boston
93 Summer St, 5th Floor
Boston, MA 02110
(617) 542-1533

Year Up Chicago
223 West Jackson, Suite 400
Chicago, IL 60606
(312) 726-5300

Year Up National Capital Region
1560 Wilson Blvd., Suite 350
Arlington, VA 22209
(703) 312-9327

Year Up New York
55 Exchange Place, Suite 403
New York, NY 10005
(212) 785-3340

Year Up Providence
10 Dorrance Street, Suite 1108
Providence, RI 02903
(401) 421-7819

Year Up Puget Sound
2607 2nd Avenue
Seattle, WA 98121
(206) 441-4465

* Community College Pilot