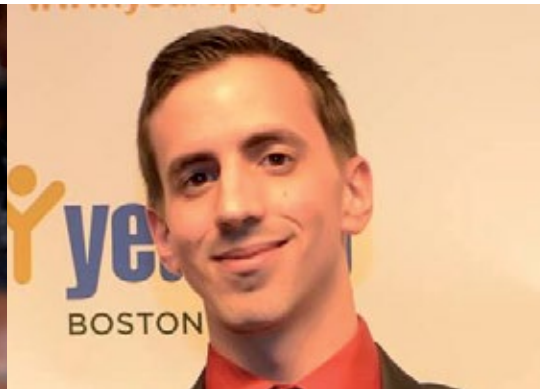




# Making Change Happen

2013 Annual Report

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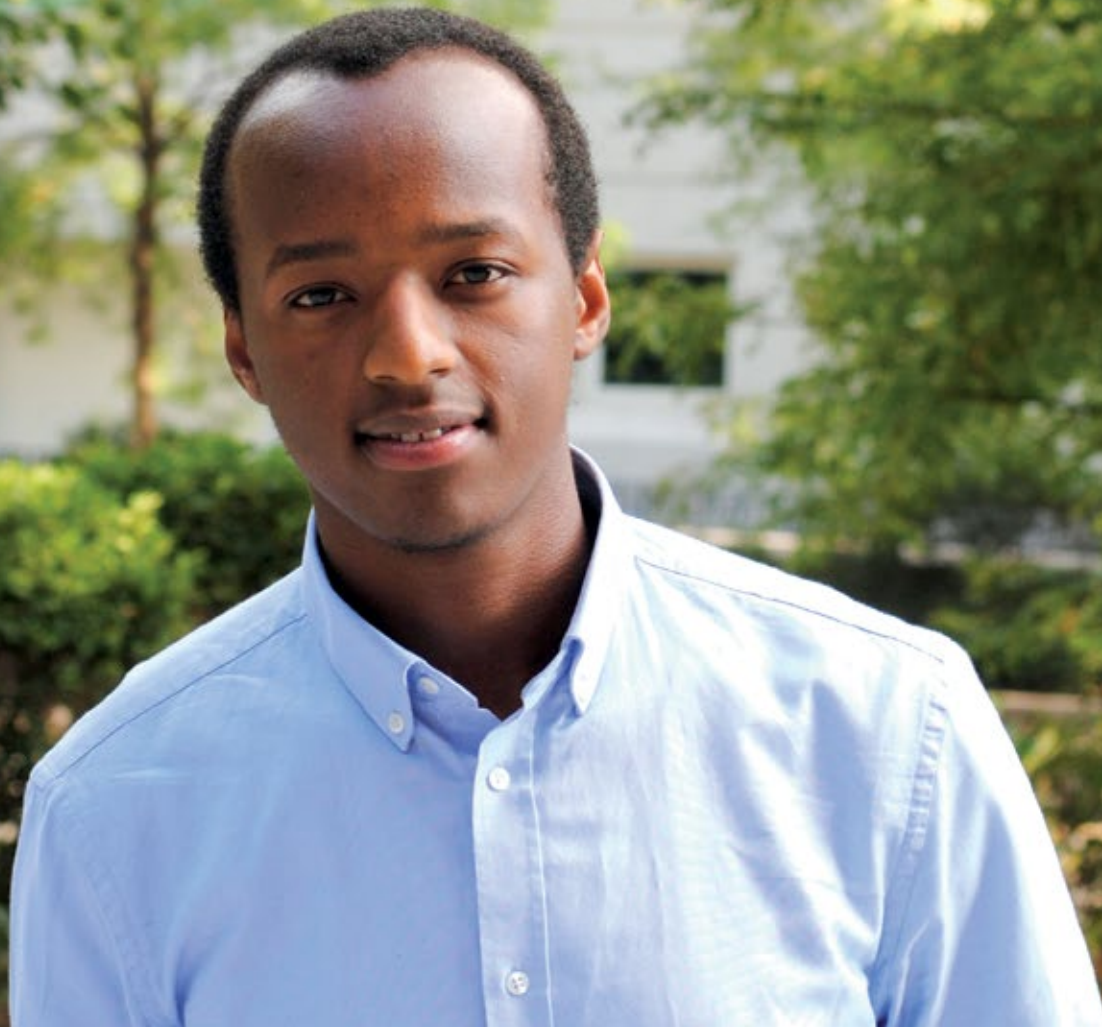
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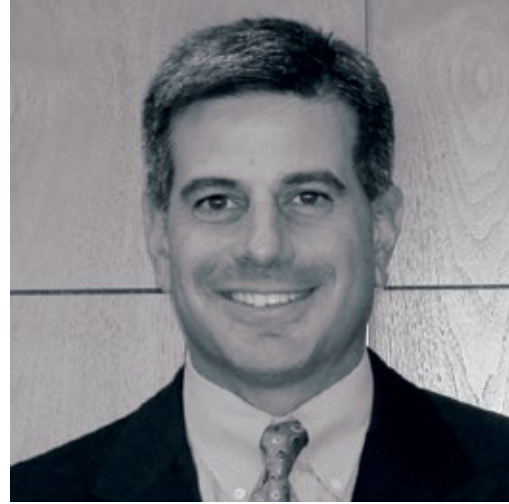
**CHANGE**

..... *you wish to see in* .....

the world.

— Mahatma Gandhi —





**Creating real change is hard work. But at Year Up, hard work is something we've never been afraid of.**

Year Up started with a vision to provide opportunity for the millions of talented Opportunity Youth in this country. Today, that vision has been nurtured by a Movement to close the Opportunity Divide. Yet as we write this message, too many young adults remain out of work and out of school because of systematic barriers that limit their ability to participate in the economic mainstream.

Even amidst high unemployment, there is an increasing shortage of skilled workers in our country. The employment gap grows wider with each job that remained unfilled, and companies are missing out on a viable and motivated source of talent in Opportunity Youth. As a nation, we cannot accept this reality because time and again, when given the opportunity, young adults have proven at Year Up that they are economic assets who are motivated to transform their lives.

In 2011, Year Up outlined a five-year national strategy that included ambitious goals around growth, scale, innovation, and influence: to grow and strengthen the core model to serve 2,500 students annually; to design alternative service delivery models that can scale to serve 100,000 students annually; and to continue our efforts to change systems and perceptions, at both national and local levels, about where talent can be found in this country. In conjunction with this strategy, we launched the \$55 million Opportunity Campaign to secure the growth capital needed to execute our plan for 2012-2016. We are thrilled to report that Year Up successfully closed the Opportunity Campaign in 2013 thanks to the vision and generosity of the Opportunity Campaign investors. We are so grateful to have stakeholders who think big as Year Up works boldly to tackle a national challenge that is measured in millions.

In 2013, Year Up set records for graduation, post-program placements, and wages earned by graduates. Even as the organization has grown

and scaled, it has never compromised the quality of its service. Rather, Year Up maintains its commitment to continuous improvement and innovation. And with a growing emphasis on electronic and mobile learning and innovative partnerships with our nation's leading employers, Year Up is enhancing the ways it prepares young adults for professional careers in the 21st century economy. None of this would be possible without the resources provided by our supporters and the relentless commitment to excellence demonstrated by the Year Up team.

*Creating real change is hard work.*

We are inspired to reflect on the progress made in 2013 and energized by what lies ahead. Year Up is on track to exceed the goals laid out in the Opportunity Campaign prospectus and we are already planning for the next five year strategic plan. As we near 10,000 students served, with ever-improving outcomes, the time to think about transformational scale is now. In the course of serving thousands of individuals, Year Up has established itself as a leader in the field of workforce development, and has leveraged its proven record of success to spark a national dialogue around why American leaders should be investing in their own futures by investing in our nation's Opportunity Youth.

We are so grateful for your involvement with Year Up and for your belief in our mission. Together, we will close the Opportunity Divide for some of our greatest national assets - our young adults.

Be Well,

Gerald Chertavian  
Founder & CEO  
Year Up

Paul Salem  
National Board Chair  
Year Up

*The secret of*

**CHANGE**

IS TO FOCUS

*..... all of your .....*

**ENERGY**

*not on fighting the old, but  
on building the new.*

*Socrates*

I am very excited to join Year Up as its first President to help guide our aggressive growth and innovation agenda. The chance to join the fight to close the Opportunity Divide along with the very committed, creative and hardworking Year Up team is a great honor.

Prior to joining Year Up I spent some time learning about education reform, vocational education and the broken nexus between educators, employers and Opportunity Youth. In the process I also met and learned about many of the organizations that serve our population.

There are two things that set Year Up apart. First, Year Up prepares young adults for substantive, demanding jobs while instilling a professional mentality that allows them to thrive and contribute effectively in the modern workplace. This enthusiastic, professional result is missing from too many vocational and youth-serving programs. Secondly, Year Up has built active relationships with hundreds of the country's best companies and is increasingly engaged in strategic dialogs that are resulting in good jobs for our students. This ability to build connections between educators and businesses is very rare and it is critical to our nation's future—we simply must harness the power of the market to solve our society's problems or we will fall short. Year Up's success in bridging this gap is extraordinary. This combination of program results and our strong corporate connection is very special and it positions us to lead the way in closing the Opportunity Divide.

Gerald has asked me to partner with him to build a deeper, stronger organization, to partner in the innovation process, and to help strengthen our ethic of continuous improvement. We expect to grow along several dimensions in the coming years and aspire to do this as a first-class learning organization. We will extend growth in our Core sites, expand and open new partnerships with community colleges through our Professional Training Corps, and launch new company-based projects.

In addition to our innovation through new site-based initiatives we have also stepped up our evaluation of the Year Up program model to find ways to deliver better outcomes at a lower cost while being as responsive as possible to job market opportunities. Some of this simply entails standardizing our best practices. Year Up is a very data-driven enterprise, and our team knows that they are responsible for delivering solid quarter-to-quarter results. We are also testing educational



*This combination of program results and our strong corporate connection is very special and it positions us to lead the way in closing the Opportunity Divide.*

technologies to deliver innovations like distance learning that hold transformative potential. We think that Year Up should be a “fast follower” in using educational technologies if we are to maintain and improve our distinctively market-driven capability. Because we have limited resources and unlimited aspirations, however, we will look for opportunities to test new ideas and methods on the cheap, in real time at our existing sites, relying on the innovative spirit of our local leadership teams. Necessity is the mother of invention.

We have a lot of work to do and a compelling opportunity to make a difference that will affect thousands and maybe millions of deserving young adults. We will continually look for ways to partner with any organizations or individuals who can bring us closer to our ultimate goal. We have a strong team that is achieving excellent results, and they are excited to meet this challenge. I'm delighted to be a part of this very dynamic, compelling pursuit.

Garrett Moran

President



*Never believe that a few*  
**caring people**  
*can't*

**CHANGE**

**THE WORLD.**

*For indeed,*  
that's all who ever have.

*Margaret Mead*





*Year Up PTC Miami*

Year Up is a U.S.-based, national nonprofit organization that enables low-income young adults (ages 18–24) to move from poverty to professional careers in one year. We seek to close the Opportunity Divide—the gap between those who have access to education, resources, and living-wage employment, and those who do not. Today there are an estimated six million young adults in the United States who are out of work, out of school, and without access to the economic mainstream. As a result, their talents may neither be completely realized nor utilized.

**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.**

In achieving our mission, Year Up acts as an “opportunity broker” between young adults and corporations lacking access to a well-trained workforce and a pipeline of talent for approximately 14 million vacant jobs that companies will struggle to fill between now and 2020.

The Year Up core program is a rigorous 12-month program that combines hands-on skill development, professional internships, and college credits. For the first six months of the program, our students develop technical skills in high-demand career areas, as well as professional skills that will enable them to be successful in a corporate setting. Students then apply those skills during a six-month internship through one of Year Up’s 250 corporate partners. Working with and through local community colleges and Fortune 1000 companies enables our students to earn stackable credentials and continue their educations and careers after Year Up.

The results are proof that we’re making change happen. In 2013, during a time of historic youth unemployment and the graduation of our largest class to date, Year Up saw 86% of its alumni go on to pursue full-time employment or education within four months of graduating. Those employed are earning an average starting wage of \$15.86 per hour.



*They always say  
time changes things but  
..... **YOU** .....  
actually have to*

**CHANGE**

*them yourself.*

*— Andy Warhol —*



In addition to the core model, Year Up is currently developing and piloting program variations designed to scale rapidly and be capable of serving thousands more students each year. We are currently piloting a community college-based model—the Professional Training Corps—in three cities, and are also developing an employer-based model that incorporates customized business solutions.

Year Up is also engaged in systems change, working to accomplish three goals: shifting the perception of urban young adults from social liabilities to economic assets, changing employer practices around developing and sourcing talent, and supporting public policies that increase the number of effective pathways to careers for young adults.

Since our founding in 2000, Year Up has served over 8,500 students in eleven locations across the U.S.: Atlanta, Baltimore, Boston, Chicago, Miami, New York, Philadelphia, Providence, San Francisco Bay Area, Seattle, and Washington D.C.

And we're growing.

**We invite you to catalyze  
change with us.**



*If you*  
don't like something

**CHANGE IT.**

..... *If you can't* .....

**CHANGE IT,**  
change your attitude.

— *Maya Angelou* —



Year Up National Capital Region: Class of January 2014 graduation.

## STUDENT HIGHLIGHTS

### WE ARE THE CHANGE

In 2013, Year Up students continued to prove their proficiency in classrooms and corporations across the country. They are the game-changers—displaying courage and determination in closing the Opportunity Divide.

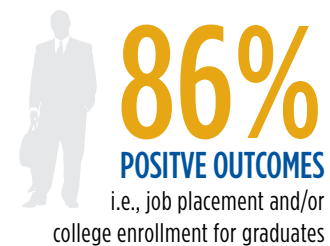
As our students work towards success, we continue to grow the program in size and scope. In 2013 we opened two new locations (Year Up Bay Area's Silicon Valley Campus and PTC Philadelphia), and served 23% more students than in 2012. While our applications increased, we improved the quality of the program. For instance, we implemented weekly support groups to help students who are in danger of “firing themselves” from the program.

In 2014 we intend to implement a new student evaluation rubric designed to measure students on the specific skills and strengths that our data tell us are most important to position our young adults for a great first job, as well as long-term career and college success. This will be the first standardized student evaluation process at Year Up; it will ensure the entire organization is aiming towards the same student outcomes and measuring them in the same way.

We're proud to confirm that Year Up is on pace to “grow and strengthen the core” as outlined in our 2012–2016 five-year strategic plan.



\*Class of July 2013





2013 Alumni Summit, October 17-19.

## ALUMNI HIGHLIGHTS

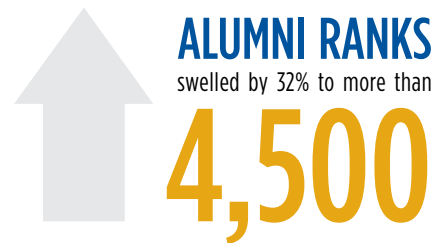
### A LEGACY OF CHANGE

In 2013, Year Up alumni made significant progress in becoming a catalyst for change.

Our second annual Alumni Summit was planned and led by our devoted alumni. The workshops at the Summit centered on helping alumni grow as individuals both personally (financial management) and professionally (careers and higher education).

Our alumni were inspired at the Summit to do more to support our mission—and each other. In fact, they demonstrated this enthusiasm by taking the first steps toward launching a Year Up National Alumni Association.

We're proud to see our alumni build on the skills they acquired at Year Up and prepare to take on change-leadership positions. For example, our Boston Alumni Association created a comprehensive Alumni Leadership Development program in late 2013 with the goal of developing alumni leadership skills and creating change in their community.



**880 LINKEDIN MEMBERS**

in the Year Up Alumni group, up from 122 in 2012. As membership and activity continues to rise, we will continue to utilize LinkedIn and other social media platforms to better connect our alumni

**2ND ANNUAL ALUMNI SUMMIT**  
In Cambridge, Massachusetts





Jay Hammonds (Year Up Bay Area, July '12) with Facebook COO Sheryl Sandberg and CIO Tim Campos.

## CORPORATE HIGHLIGHTS

### COMMITTED TO CHANGE

A better future. That's the opportunity that our corporate partners provide when they host a Year Up intern.

A talent pipeline. That's the opportunity that our interns provide when they bring their skills and tenacity to our corporate partners.

In 2013, more corporations turned to Year Up to find the talent they need. Not only did our partners provide internship seats to our young adults, they also began collaborating to share successful practices and address common challenges in an effort to create more employment pathways for Opportunity Youth.

Simply put, our relationships with these partners are integral to the success, sustainability and scalability of our program. A trust in the Year Up program—and the impressive results that Year Up students have delivered—keep our corporate partners coming back year after year.

**1,481**  
**INTERNS**  
**PLACED** a 40% rise from 2012



**336**  
**CORPORATE**  
**PARTNERS** a 41% increase from 2012



**96** **CORPORATIONS**  
**HOSTING**  
**2+ INTERNS**  
a 33% increase from 2012





*I alone cannot*

**CHANGE**

**THE WORLD,**

*..... but I can cast a stone .....*

*across the waters  
to create many ripples.*

*Mother Teresa*





*Jonathan Garcia (Year Up New York, January '10) is interviewed during the 60 Minutes "Help Wanted" segment featuring Year Up.*

## ACCELERATING CHANGE

Through its influence work, Year Up continues to address the underlying barriers that perpetuate the Opportunity Divide. These efforts work toward a day when young adults have access to meaningful career pathways that align with market needs, and when Corporate America knows about this pool of talent and looks to hire them.

## PERCEPTION CHANGE

We catalyzed a social movement to shift views about talent in America. In 2013, Year Up:

- » Gained national attention by participating in the production of a CBS *60 Minutes* feature called "Help Wanted." The segment, which aired on January 26, 2014, presented Year Up as a jobs program that benefits both Fortune 500 companies and underprivileged youth. To watch the segment, visit [www.yearup.org](http://www.yearup.org).
- » Developed an Ad Council PSA campaign (launching in 2014). The campaign will educate businesses on the benefits of working with Opportunity Youth. It will focus on showing these young adults as economic assets, not social liabilities.
- » Placed employers in high-visibility speaking opportunities at conferences and events, including the Close It Summit in Washington. These events drive replication of best practices through peer-to-peer interactions and information sharing.
- » Collaborated with and provided strategic support to our partners, including the Aspen Institute, the Rockefeller Foundation, JPMorgan Chase, the Clinton Foundation, and Starbucks, as they advocate for demand-driven strategies to close the Opportunity Divide.

*The people who are  
crazy enough  
..... to think they can .....*

**CHANGE**

*the world,  
are the ones who do.*

*Steve Jobs*



## PRACTICE CHANGE

---

We deepened business engagement so that employers embrace enterprising pathways as an essential pipeline of talent and make meaningful investments, such as mentoring, internships, training, or employment for Opportunity Youth. In 2013, Year Up:

- » Complemented the Ad Council PSA campaign with the creation of an online, digital employer platform. The website will provide information, tools, and resources for businesses to engage in career opportunities for Opportunity Youth, as well as connect with and share learning among peers and partners.
- » Worked closely with our partners and private sector leaders to explore collaborations that support our shared goals. The early development of this employer-led movement generated a number of both formal and informal initiatives that will be public in 2014.
- » Convened business leaders to share best practices and discuss increased engagement in the work of their own firms and other companies. These B2B forums help employers working in this space to connect and determine the infrastructure and support necessary to accelerate an employer-led initiative and expand effective employer pathways.

## POLICY CHANGE

---

We advocated for policy improvements in order to grow the number of enterprising pathways benefiting Opportunity Youth. In 2013, Year Up:

- » Continued to build upon the advocacy groundwork laid in previous years, which encourages movement of Congress and other policymakers towards greater emphasis on outcomes-driven investments in enterprising pathways.
- » Supported publicly-funded mechanisms like the Social Innovation Fund and Performance Partnerships for Disconnected Youth (among others), which identify and scale effective solutions to close the Opportunity Divide—including Year Up.

*Year Up New York*

## A BAROMETER OF CHANGE

Year Up's 10-year track record of helping young adults bridge the Opportunity Divide confirms the power of our program.

We have consistently set and met high expectations, helping 86% of Year Up graduates achieve positive outcomes within four months of graduation and supporting more than 1,800 young people per year in reaching their potential.

Building on Year Up's history of "proving and improving"—using research to prove the impact of the program as well as improve our ability to deliver better service to our students and partners—Year Up is proud to be part of the Innovative Strategies for Increasing Self-Sufficiency (ISIS) study, a federally funded evaluation of promising strategies for helping low-income, low-skilled individuals and families become economically self-sufficient.

The ISIS study will explore key issues for Year Up such as:

- » Program benefits to sub-groups within the Year Up population (e.g., age, gender, race or ethnicity, location)
- » Year Up's impact on psychosocial development (e.g., goal-setting, maintaining drive, etc.)
- » Cost-benefit of the program to society
- » Long-term impact of Year Up

Program evaluation helps us understand our successes and challenges and gain insight into how to improve results, and also ensures that we are providing our young adults with the tools they need to cross the Opportunity Divide.

# 1,800

## STUDENTS SERVED



# OVER 8,500

## STUDENTS SERVED SINCE OPENING

figure includes students who did not complete the program



# 250+

## CORPORATE PARTNERS NATIONWIDE

consistently participating in every cohort

# 11

## SITES NATIONWIDE IN 2013

figure includes both core and Professional Training Corps locations

# 73%

## STUDENT RETENTION



# OVER 90%

## OF CORPORATE PARTNERS WOULD RECOMMEND THE YEAR UP PROGRAM TO A COLLEAGUE OR FRIEND

# 100%

## INTERSHIP PLACEMENT FOR QUALIFIED STUDENTS

# \$30,000

## AVERAGE STARTING SALARY POST GRADUATION

About \$15/hour

# 23

## POSSIBLE COLLEGE CREDITS EARNED AT TRADITIONAL SITES



# 86%

## ALUMNI WORKING OR IN SCHOOL FULL-TIME

within 4 months of graduation

# 35%

## INTERNSHIP-TO-HIRE RATE





*When we are no longer*

**able to**

**CHANGE**

*..... a situation, we are .....*  
challenged to change  
**OURSELVES.**

*Viktor E. Frankl*



*Year Up PTC Miami: Executive Director Harold Lockheimer provides high support in Year Up's community college-based model.*

## CHANGE STARTS WITH US

Our staff members work tirelessly with students, partners, donors, board members, and volunteers to make Year Up a success. We are grateful for their spirit, teamwork and dedication. These qualities in our staff make Year Up a special place to work. In fact, Year Up was honored for the third consecutive year by the Nonprofit Times as one of the Best Nonprofits to Work For in 2013.

To offer the best jobs program for young adults in America, we give our staff members the opportunity to continually improve their skills. In 2013 we included more training for managers and leaders around people development and core skills; built site-level capacity for new-hire onboarding and facilitation skills in leading diversity dialogues; and we partnered with the 1440 Foundation to improve our staff Wellness program, maximizing staff engagement and resiliency to help us achieve our mission.



Our Emerging Leaders Program, Year Up's custom-built leadership development program for high-potential employees, continues to be a success, having graduating its second cohort. The yearlong program helps participants gain new skills to immediately use in their jobs, and also provides Year Up with a strong team of people ready to assume broader leadership responsibilities.

Also in 2013, we welcomed the following executives to the Year Up team:

- » Garrett Moran, President
- » Jeff Artis, National Director of Corporate Engagement
- » Timothy Higdon, National Director of Development



*Year Up Bay Area: Silicon Valley Campus launch party.*

## GROW & STRENGTHEN THE CORE

### 2013:

- » Year Up Bay Area expanded to an additional location in Silicon Valley.
- » Year Up Providence doubled the number of students it annually serves.
- » Year Up served 1,880 students across the country—an overall increase of 23% over students served in 2012.
- » Year Up's class of July 2013 achieved our highest program retention rate—77%—since Year Up was a single-site organization.
- » Across all sites, Year Up's class of July 2013 graduates earned the highest-ever average starting wage of \$16.00/hour.
- » Almost 88% of alumni from the class of July 2013 were employed or enrolled in school full-time within four months of graduation.
- » We achieved record-breaking outcomes against the highest youth unemployment rates in the last decade.

### 2014 AND BEYOND:

- » Year Up will grow to serve over 2,100 students in 12 cities across the country. We will continue to strengthen and innovate our core through the use of a new Learning Management System called Schoology. This system will provide a tailored learning environment to educate students more efficiently and will enable us to train more effectively for a broadened range of career tracks.
- » Year Up will standardize the student evaluation process across all sites to ensure that all students are measured against the same development criteria. Standardizing evaluations will provide more consistent programmatic results, which will not only benefit the young adults we serve, but will help Year Up maintain financial strength, attract more funders, and deepen our influence.





*Founding staff of Year Up PTC Philadelphia.*

## MILLION-PERSON MODEL



### 2013:

- » Year Up launched its third Professional Training Corps pilot program at Peirce College in Philadelphia, PA, in August 2013, with 21 students. Sixty-two percent of that initial class completed the first semester of classroom training and moved on to full-time, six-month internships, for which students also received credits. Inaugural internship partners in Philadelphia are Comcast, Bank of America, JPMorgan Chase, and the University of Pennsylvania. A second class of 23 students started in January 2014 and the August 2014 class is projected to be larger (approximately 40 students).
- » Equally exciting is Year Up PTC Miami's extension to the North Campus of Miami Dade College. The site now enrolls 40 students each semester, half at the Wolfson Campus and the other half at North.
- » Year Up PTC Baltimore remains strong and steady at 40 students each semester, and reached a huge milestone in 2013 by operating solely on internship revenue contributions.

### 2014 AND BEYOND:

- » Year Up's PTC sites are projected to welcome a class of 120 students in Fall 2014. In addition, Year Up completed its engagement with a third-party management consulting team in September 2013 and is currently in the process of developing an implementation strategy for scale and growth based on the resulting recommendations.
- » Year Up is also considering a fourth pilot program, in partnership with Northern Virginia Community College (NOVA). This program would launch on NOVA's Woodbridge Campus. In this pilot, Year Up would look at building regional partnerships with employers to create greater internship opportunities for the Year Up students served at our PTC Baltimore, National Capital Region, and NOVA sites.



*The measure of  
intelligence*

*..... is the ability to .....*

**CHANGE.**

*—Albert Einstein—*



Year Up Bay Area

## SYSTEMS CHANGE



### 2013:

- » Year Up and its partners continued to elevate the conversation about opportunity, social mobility, and youth disconnection.
- » Our collective work was visible in media communications, C-Suites, and on Capitol Hill as we laid the groundwork for the day when all young adults in America have access to meaningful career pathways that align with market needs, and when Corporate America knows about this pool of talent and moves to hire them.

### 2014 AND BEYOND:

- » A new Ad Council PSA, co-sponsored by Year Up, will launch over the summer. This national campaign, targeted toward the employer public, will be the first such campaign in the Ad Council's history.
- » Complementing the campaign will be a Digital Employer Platform for motivated companies to find resources and best practices for investing in wider talent pipelines, as well as a series of employer convenings to help leading companies articulate their demand for Opportunity Youth.
- » Year Up will continue educating policymakers on the federal, state, and local levels on the importance of enterprising career pathways and the need for a greater focus on programs that engage employers and produce results for Year Up students and alumni.

# STATEMENT OF ACTIVITIES\*

(Unaudited)

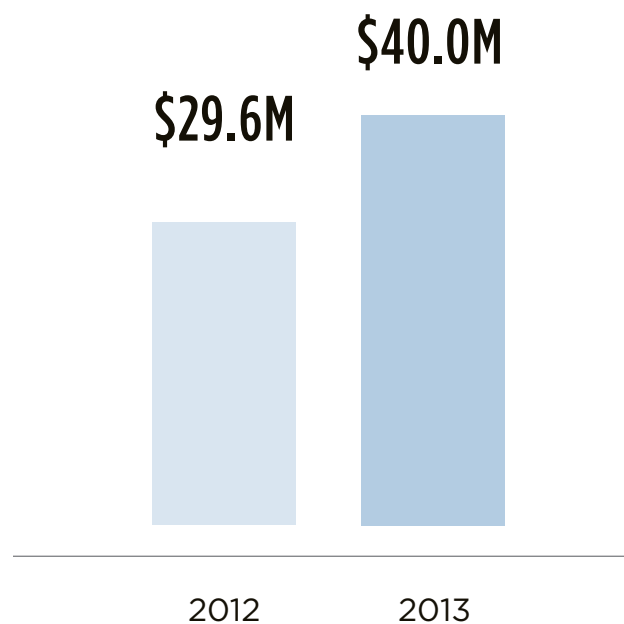
<i>(In Millions)</i>	2013	2012
Revenue		
Contributions	40.0	29.6
Internship Income	29.3	21.9
Interest & Miscellaneous Income	0.8	0.4
Total Revenue	\$70.1	\$51.9
Expenses		
Program	46.4	38.8
General & Administrative	6.2	3.2
Fundraising	4.8	4.0
Total Operating Expenses	\$57.4	\$46.0
Change in Net Assets	12.7	5.9
Total Net Assets at End of Year	\$58.5	\$45.8

\* Excludes In-Kind Contributions; Includes Opportunity Campaign Contributions

\*\* Excludes In-Kind Contributions and Opportunity Campaign Contributions

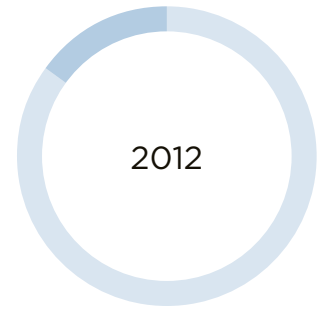
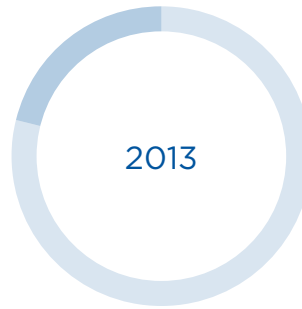
## REVENUES

### TOTAL CONTRIBUTIONS



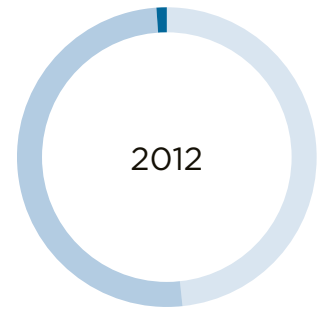
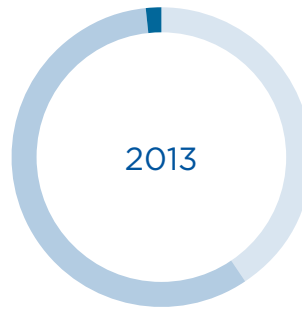
## NATIONAL VERSUS SITE FUNDRAISING\*\*

	2013	2012
Sites	<b>78.7%</b>	<b>85.0%</b>
National	<b>21.3%</b>	<b>15.0%</b>



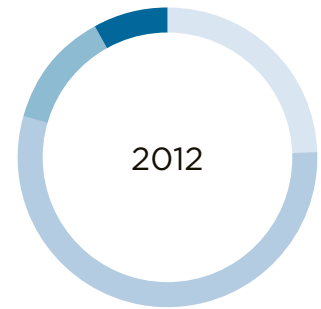
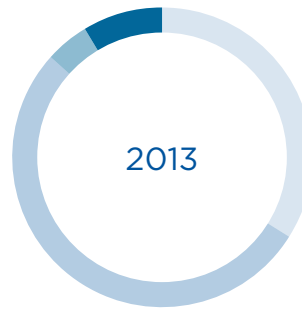
## REVENUE MIX\*\*

	2013	2012
Development	<b>40.7%</b>	<b>48.7%</b>
Internships	<b>57.7%</b>	<b>50.4%</b>
Other	<b>1.6%</b>	<b>0.9%</b>



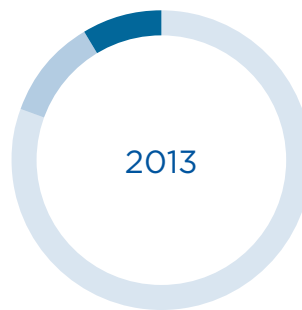
## DEVELOPMENT MIX\*

	2013	2012
Individuals	<b>34.0%</b>	<b>24.7%</b>
Foundations	<b>52.8%</b>	<b>54.8%</b>
Corporations	<b>4.8%</b>	<b>12.7%</b>
Public	<b>8.5%</b>	<b>7.8%</b>



## EXPENSES\*

	2013	2012
Program	<b>80.8%</b>	<b>84.5%</b>
General & Administrative	<b>10.8%</b>	<b>6.9%</b>
Fundraising	<b>8.4%</b>	<b>8.6%</b>



Note: All information presented is total and not unrestricted.

## The following partners hosted Year Up interns from the July 2013 and January 2014 cohorts.

501cTECH	Clearwire	Income Research + Management
Aarons Rents	CME Group	Incomm
AARP	CohnReznick	Infinera
Accenture	Colonial Pipeline	ING Group
Achieving the Dream	Commonground Marketing	Intercontinental Exchange
Advent International	Computers For Youth	Intercontinental Hotels Group
Aerotek	Concurix	Itineris
AGL Resources	Cook County	Jawbone
Akin Gump Strauss Hauer & Feld	Covidien Latin America	John Hancock
Alameda Health System	Credit Suisse	Johns Hopkins Medicine
Allegis Group	CRICO/RMF	Johns Hopkins University
AllianceBernstein L.P.	Custom Ink	Jumpstart
Amdocs	Dashwire	Kaplan University
American Airlines	Daughters of Charity Health System	kCura
American Cancer Society	Dell Secureworks	Kixeye
American Express	Dell Systems	Lasership
American Sugar Refining Inc.	Deloitte LLP	Latham & Watkins LLP
Amica	Deltek	Lifespan
Ann Inc.	Deutsche Bank	LinkedIn
AnyBill	DHL Express Americas	Lynn Community Health Center
AOL	Dickstein Shapiro	M. Block and Sons, Inc
AOL Advertising	Digital Harbor Foundation	Manheim Auctions
AON	DocuSign	Marin General Hospital
Apptio	Dow Lohnes	Marketo
Arbitron	Dreambox	Marsh USA
ASIS International	DRW Trading Group	Meeting Tomorrow
Athenahealth	Dunkin Brands	Memorial Healthcare System
Atrius Health	Dunn Lumber	Memorial Sloan-Kettering Cancer Center
Autodesk	Eastern Bank	MFS Investment Management
AutoTrader	Eaton Vance Management	MHCDO
AvalonBay Communities	eBay	Microsoft
Avectra	Elavon	Millennial Media
Bain Capital, LLC	Electronic Arts	MIT
Baltimore City	Embrace Home Loans	Morningstar Inc.
Baltimore City Community College	Emerging Health Information Technology	Motley Fool
Bank of the West	Ernst and Young	Mount Sinai Medical Center
Baptist Health South Florida	Exelon	Mozilla
Baupost Group, L.L.C.	F5 Networks Inc	Muse Technologies
Baxter Healthcare	Fannie Mae	Museum of Fine Arts
Bay Area Video Coalition	FBR Capital Markets	NASA
Beacon Mutual	Federal Home Loan Bank Seattle	National Aquarium
Bellevue College	Federal Reserve Bank Chicago	National Society of Black Engineers
BET Networks	Federal Reserve Bank of Atlanta	NetApp
Big Fish Games	Federal Reserve Bank of Richmond	Network Health
Bill and Melinda Gates Foundation	FINRA	Neustar
Biogen Idec	FM Global	New Signature
Blackboard	Food & Water Watch	New York City Department of Youth and Community Development
Blackstone	Fred Hutchinson Cancer Research Center	New York Life Retirement Plan Services
Bloomberg LP	Freddie Mac	New York Presbyterian
Blue Cross Blue Shield of Rhode Island	FTI Consulting	New York University
Blue Shield of California	Gap	Newell Rubbermaid
Boston Arts Academy	Gas South	Nintendo of America
Boston Children's Hospital	GE Capital	Nordstrom
Boston Financial Data Services	GE Energy	North Highland
Boston Medical Center	Genuine Parts Company	North Shore LIJ
Boston Scholar Athletes	George Washington University	Northern Virginia Community College
Bright Horizons Family Solutions	Georgia-Pacific	Open Arms
Brookings Institution	Gilbane	Oracle
Brooks Sports	Goizueta Business School	Outerwall
Brown University	Graduate Management Admission Council	Pacific Medical Centers
Cabot Corporation	Grantham, Mayo, Van Otterloo & Co. LLC	Partners HealthCare
Capital One	Greeley and Hansen	Passport Capital
Care New England	Green Job Works	Patton Boggs
CARE USA	GTECH	Pegasystems, Inc.
Careerbuilder	GXS	Pepco Holdings Inc
Carefirst Blue Cross Blue Shield	Haemonetics	Perkins Coie, LLP
Carlyle Group	Harbor Bank	PGI Alliance
Carter's	Harvard University	Pioneer Investments
Catapult Technology	Hearst Ventures	Premera
Cbeyond	Hewlett Packard	Prince Georges Community College
CDW	Hilton Worldwide	Printpack Inc.
Center for American Progress	Hogan Lovells	Quality Technology Services
CGI	Holder Construction	Rainbow PUSH Coalition
Charles Schwab	Honey Shines Mentoring Program	Randstad
Citadel Investment Group	Horsetail Technologies	Redbox
Citi	Huron Consulting Group	Regence Blue Shield
Citizen Schools	IDG	RetailNext
Citizens Bank	In-Q-Tel	

Rimm Kaufman  
Robert F. Kennedy Center for Justice & Human Rights  
Robert Half International  
RockTenn  
Rollins  
RPC Inc.  
Rush Univ Medical Center  
Russell  
SAIC  
Saunders Hotel Group, LLC  
Seattle Cancer Care Alliance  
Seattle Children's Hospital  
Serta Simmons  
Service Benefit Plan Administrative Services Corporation  
Shire Human Genetic Therapies  
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Whittier Street Health Center  
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## Cross-Site Partners

The following partners hosted Year Up interns from more than one Year Up site in 2013.

American Red Cross  
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BNY Mellon  
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Liberty Mutual  
Marsh & McLennan Companies  
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Salesforce.com  
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 AT&T Foundation  
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