Achieving this transformative scale will be challenging, but we’re already making significant strides toward our goal of serving 8,500 students annually by 2021. In addition to bringing our program to brand new markets in 2016, we also deepened our presence in existing ones by expanding our co-location model, opening new Professional Training Corps (PTC) locations onsite and in partnership with Borough of Manhattan Community College in New York, NY; National Louis University in Chicago, IL; and Peirce College in Wilmington, DE. With strong success metrics at our co-located campuses, and a self-sustaining program model, we have identified co-location as our primary growth strategy.

Ultimately, we’re betting on the success of our former, current, and future students, Opportunity Youth who are not the professional liabilities society paints them as, but rather social and economic assets who will go on to thrive in the millions of jobs that would otherwise go unfilled in the coming years. We are forever grateful to you who support us with time, money, and expertise. Only together can we close the Opportunity Divide and ensure that no talent goes to waste.

Be Well,

Gerald Chertavian
Founder & CEO

Garrett Moran
President

DEAR FRIENDS,

Seventeen years ago,

we bet that if we provided a clear path to success for the young adults who are too often overlooked by corporate America, we could close the Opportunity Divide. Since then, Year Up has served over 16,000 students and spread to 20 cities nationwide, including new locations in Dallas/Fort Worth, Los Angeles, and Quincy, MA, where we opened an employer-based location with State Street. In 2016, 90% of our graduates were employed or enrolled in postsecondary education within four months of completing the program, earning an average starting salary of approximately $38,000 per year. And both The Atlantic and The New York Times recently reported on Year Up’s essential role in closing the Opportunity Divide. The evidence is clear: Year Up works. Now is the time to double down and scale up to an even more transformative level.

According to a recent study published by the Bridgespan Group, Year Up is not only an effective means of providing a pathway to upward mobility for Opportunity Youth, it also has the potential to generate $15 for every dollar invested. In order to fully realize this potential, we must set ambitious goals to dramatically increase the scale of Year Up’s impact. We have served 16,000 students over sixteen years. Over the next five years, we will serve 30,000 young adults at a cost per student that is 30% lower than it is today.

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2016 was another exciting and fulfilling year as we expanded our footprint across the country, bringing our proven program to new cities, growing our capacity in existing ones, and launching an innovative employer-based location in partnership with State Street. We launched new markets in Dallas/Fort Worth, Texas and Los Angeles, CA; and we expanded to new locations in existing markets, in partnership with local community colleges in Chicago, IL and New York, NY, increasing our annual number of students served by an impressive 20% over 2015. As we closed out the year, we celebrated the incredible journey that has allowed us to serve more than 16,000 talented young adults across 20 cities and began mapping our forward-looking strategy of scaling our operations to serve 30,000 more young adults over the next five years.
IN THE NEWS

Connecting Unemployed Youth with Organizations That Need Talent

We initially approached the Year Up partnership as a great way to support the local communities where we live and work. But over time it became clear that the program could be a breakthrough way to source entry-level talent.

How the ‘Opportunity Divide’ Threatens America’s Economic Future

Opportunity Youth are the economic assets our country needs, not the social liabilities they are too often perceived to be. Leading employers have found in Year Up a way to build their next generation of talent, which will be ready for the next generation of jobs.

THE WALL STREET JOURNAL

A savvy and likely successful philanthropic investment would target programs like Year Up, which help low-income young people acquire technical and professional skills for careers. They also help employers imagine a new age of hiring, by looking past the candidate’s pedigree and instead focusing on competencies.

TIME

When I die, I’ll say I did my part to close the opportunity divide, but I also say the money I put in, I got a return on my investment. Not all bets work out. But if I looked at Year Up like an investment in some of my portfolio companies, this was a home run.

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PRESS RELEASE IMPRESSIONS IN 2016

3.3 Million+

LOCAL AND NATIONAL MEDIA FEATURES IN 2016

95+

3.3 Million+

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In addition to IES, we have continued our engagement in PACE (Pathways for Advancing Careers and Education), a ten-year evaluation study of next-generation strategies for increasing the economic self-sufficiency of young adults. 2016 brought very strong response rates (>70%) on these long-term surveys, and we look forward to sharing the first official interim report at the end of 2017. In the meantime, a series of PACE white papers were published in 2016, focusing on critical parts of our program such as external supports, finances and family, and motivation. This series culminated in a Year Up-specific paper titled, “Scaling Up to Close the Opportunity Divide for Low-Income Youth,” published in May 2016.

Year Up is always looking for new ways to expand partnerships with leading universities and research firms and continued to do so in 2016 with the University of California, Berkeley, The Impact Genome Project, and ICF-International. Through our partnership with ICF-International, we conducted an Alumni Survey, targeting nearly 9,500 Year Up alumni nationwide. Over 3,000 former students responded to questions about their quality of life, employment, and education experiences since graduating from Year Up. The analysis of this data will allow us to further support our growing alumni ranks and will be completed by April 2017.

David Fein
Principal Associate, Abt Associates
We served more than 3,000 students in 2016, and are proud to recognize the impressive outcomes they achieved. 90% of our 2016 class graduates were employed or enrolled in postsecondary education within four months of completing the program, the highest we’ve seen in the history of the organization. These classes also achieved our highest average starting wage to date, earning almost $19/hour (equivalent to approximately $38,000/year). This success is inspiring and drives us to continuously enhance the quality of our program delivery to best connect our talented young adults with professional career pathways.

One major program enhancement we made in 2016 was the launch of Year Up’s first ever Product Catalog, with standardized training tracks, specialties, and curriculum across all Year Up locations. The five tracks are Information Technology, Financial Operations, Sales and Customer Support, Software Development, and Business Operations, which all utilize standard learning objectives and master courses. Within these track families, students pursue one of a number of different specialties. This new approach not only allows us to share exactly what trainings we offer across the network, but it also ensures that our young adults are receiving training that is directly aligned with their internships, better preparing them to meet partner needs, and to achieve strong post-graduation outcomes.

"I always tell people, ‘Whatever you do, think about those who will come after you. What you’re doing is far bigger than you think.’ When you get an opportunity, that means that someone else didn’t—so be wise with that opportunity, because they don’t come often."  
—Jodeliz Cora, Year Up Greater Boston Senior Client Operations Specialist, State Street Corporation
I’m always surprised when Year Up graduates say I have touched their lives because they have really touched mine. Their determination to change their circumstances is so inspiring. I’m only helping facilitate them changing their own lives—they come, they don’t let circumstances stop them, and they conquer.

Fran Burchman
Vice President and Group Manager, US Trust, Bank of America Private Wealth Management

In addition to better equipping our young adults, the launch of our Product Catalog also provides incredible value for our corporate partners in need of entry-level talent. This standardized training curriculum is an important evolution that enables us to respond nimbly to market demand, facilitates efficient growth of our training, and provides leading companies with a consistent experience no matter where in the country they host a Year Up intern.

We will regularly review and update the Product Catalog, using labor market trends and industry analysis to build training that best prepares our young adults for roles that are in high demand, ensuring that we are teaching the skills that our partners find most important, based on their evolving needs.

We began this dynamic approach in 2016, using partner feedback to expand and innovate our program offerings, piloting new training to serve roles in Healthcare Administration, Data Analytics, Accounting, Personal Banking, Salesforce Administration, and Reference Data. Additionally, in partnership with State Street, we continued our test and exploration of an employer-based channel, welcoming a first class of Financial Operations students to State Street’s Quincy location in October.

We are grateful to be able to collaborate with our forward-thinking corporate partners to open doors to new career pathways for our young adults.
In 2016, Year Up graduates continued to embody our mission of closing the Opportunity Divide—proving themselves to be valuable economic assets, giving back to their communities and other talented young adults, and challenging this country to shift its perceptions of Opportunity Youth.

Our network of more than 10,500 alumni are powerful agents for change both locally and nationally. In the summer of 2016, our dedicated Alumni Relations Team had the opportunity to help fund the great work of our alumni with an alumni-driven initiative called the National Summer of Service. Through this initiative, alumni united to “lift while they climb” and organize service projects across the country. Seven alumni projects received micro-grant funding, supporting projects such as a school-supply drive that provided 150 bags of supplies to students in Baltimore, Teen Empowerment Brunch that provided personal and professional development workshops to 50 teens in New York, and volunteer project that served meals to over 60 homeless youth in Puget Sound.

This past November, in Baltimore, we celebrated the contributions from our graduates, along with their hard work, determination, and success at the Fifth Annual National Alumni Summit. With a theme of “Advancing Together,” more than 150 Year Up graduates came together to build deeper relationships, continue developing their professional skills, and generate ideas to bring back to their local alumni boards and communities. Highlights of the event included words from activist and educator DeRay Mckesson, about his experiences engaging in civil rights movements and leading change, along with a series of micro-coaching sessions and professional development workshops hosted by YUPRO.

We look forward to the continued success of our incredible alumni and their impact on the Opportunity Movement.

Alumni Highlights

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We look forward to the continued success of our incredible alumni and their impact on the Opportunity Movement.

Alumni Highlights

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At Year Up, I learned to always see the bigger picture. I felt like I was a part of a movement from day ONE. We now have another Year Up intern at Weber Shandwick. That’s one of my proudest moments, knowing that my success at Weber Shandwick played a part in someone else’s dreams coming true.

Christopher Hilliard
Year Up New York Assistant Account Executive, Weber Shandwick
SUCCESS STORY

I had to face one of the toughest decisions of my life this year when I received a permanent job offer to relocate from New York to Texas. YUPRO was there to help me weigh the pros and cons, as well as fully support me in my decision to accept and move across the country. Words cannot express how thankful I am to have had YUPRO’s professional guidance throughout this process and to still have that support system today. It has been one of the best choices I have made in my career and has had a big financial impact on my life.

SOULEYMANE DIALLO
Corporate Actions Associate
AllianceBernstein L.P.
Year Up New York Graduate

Year Up Professional Resources (YUPRO) is a Public Benefit Corporation with a social purpose mission: to advance the careers of Year Up graduates and equip them with the skills necessary to meet the needs of our growing network of corporate partners. Since launching in 2014, YUPRO has provided talent placement services and career-enhancing support to Year Up alumni while simultaneously offering our corporate partners a socially responsible alternative to traditional staffing methods. By emphasizing ongoing coaching and training, YUPRO is able to bring top talent to the marketplace, achieve industry-leading retention rates for our partners, and secure higher wages for our alumni. In addition to benefiting individual alumni, our National Alumni Association (NAA) benefits as a whole, with YUPRO delivering a portion of its profits to Year Up’s NAA in support of further alumni advancement.

In 2016, YUPRO supported more than 175 Year Up graduates in finding jobs, and those alumni earned an average wage of $22.20 per hour, an increase from $20 per hour in 2015, Additionally, over 75% of supported alumni were either extended beyond their initial assignment or hired permanently, working, on average, three times as long as standard staffing agency contractors. In only two years of operation, YUPRO has proven to be an unqualified success, providing essential support to our graduates and receiving an impressive 94% satisfaction rate from participating corporate partners.

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Influencing Perceptions

2016 saw the continued success and expansion of our Grads of Life campaign, a national multimedia public service announcement in collaboration with the Ad Council. Grads of Life is designed to educate employers and catalyze greater demand for Opportunity Youth and the value they bring to the workforce. By the end of 2016, our initial $14 million investment had grown to more than $67 million in donated media, resulting in over 660,000 visitors to the Grads of Life website. Through a generous in-kind donation from LinkedIn, the Grads of Life campaign was also shared directly with over 200,000 targeted C-suite executives and HR leaders via their internal messaging platform. Further expanding the reach of this campaign and its message is the Grads of Life Voice blog, which was donated by our friends at Forbes.com. In 2016, more than 50 thought leaders, including Jamie Dimon of JPMorgan Chase, Art Peck of Gap, Inc., and David Casey of CVS, wrote over 100 posts about economic opportunity, the skills gap, and talent pipelines, attracting more than 2 million views.

Influencing Practices

In our practice work, we persisted in our efforts to shift employer hiring practices and build a more inclusive talent marketplace. To this end, we continued to focus on our “Share What We Know” work, which aims to create more career pathways for young people by enabling more employers, community colleges, and organizations across the country to benefit from the lessons that we have found to be crucial in successfully serving Opportunity Youth. Within this work in 2016, we partnered with Achieving the Dream, a national network of community colleges that champions evidence-based institutional improvement, to develop a Career Readiness Program for Opportunity Youth. Year Up will create the first version of the program curriculum in early 2017 and pilot the blended learning experience with a series of community colleges in the second half of the year.

Organized by Grads of Life, we also launched our first pilot with a national employer, partnering with PSSI and Goodwill to create an Opportunity Youth talent pipeline that has already provided us with significant learnings for future employer tool development. Grads of Life will leverage these learnings as we develop more pilot talent solutions in 2017, beginning with a new partnership with the National Networks of Business and Industry Associations, a group of employer associations in diverse industries that works to bridge the skills gap by better connecting the worlds of learning and work.

Influencing Policies

Over the course of 2016, we worked to increase civic engagement across all Year Up locations, working with teams to localize policy principles and develop local advocacy strategies. To create and sustain dialogue with local community leaders and policy-makers, we developed key resources, such as a non-partisan Year Up Policy Agenda entitled, “A Better Promise: Securing Opportunity in America’s Talent Marketplace.” We also worked with local teams to encourage non-partisan “Get Out The Vote” efforts. Post-election, we have continued our strategic work with the America Forward Coalition and our political outreach in Congress, with an eye toward providing greater opportunities to the youth we serve. In addition to outreach in Congress, our Policy Team spread our message through other mediums, publishing an impressive 10 opinion pieces in 2016 and speaking at key events such as the Tech Inclusion Conference in San Francisco, the Close It Summit in Dallas, and a New America work-based learning event in Washington DC.
Commitment to Diversity

As part of our ongoing commitment to diversity, we appointed Belinda Stubblefield as our first-ever Chief Diversity Officer (CDO) in 2016. In this role, she serves as the point person in our efforts to foster greater diversity across all Year Up locations. She does this by ensuring all leadership teams have clearly articulated diversity goals, monitoring progress against achieving these goals, distributing biannual diversity progress reports to all employees, and supporting the engagement and cultivation of external partnerships that aid our internal diversity efforts.

Organization Accolades

This year, The Nonprofit Times recognized Year Up as one of the “Best Non-Profits to Work For” for the sixth year running, and Charity Navigator awarded us four out of four stars for the seventh consecutive year, placing us in the top one percent of tracked organizations. Additionally, for the first time in our history, Year Up earned a spot on The Chronicle of Philanthropy’s 400 list, which rates the U.S. charities that raised the most money from private sources during the previous fiscal year. The 2016 list totaled a record high, with total giving in 2015 reaching $104 billion. We are honored to be recognized amongst some of the country’s most notable organizations and look forward to maintaining this level of performance in 2017 and beyond.

Organizational Highlights

Supporting our Growing Staff

Year Up’s continued success would be impossible without the hard work and dedication of our talented and growing staff. In 2016, we welcomed more than 275 new staff members, bringing us to just over 725 employees nationwide. In order to equip these newcomers with the resources they need to succeed in their roles, we created a new team called The Training Academy, which launched Baseline, an innovative training program for all new hires and new managers. Baseline is comprised of a virtual welcome call with the CEO, online learning modules, and a 2-3 day in-person onboarding experience that includes an exploration of Year Up culture, functional training, and special sessions for new managers. The Training Academy hosted seven in-person trainings over the course of 2016, supporting over 330 participants.

2016 Staff Retreat

In May of 2016, more than 600 Year Up employees from all over the country gathered for our biennial retreat in Scottsdale, Arizona. With a theme of “One Year Up: Growing Stronger Together,” we worked as a team to align our vision and strategy, reflect on opportunities for organizational growth, and strengthen our culture through the unity of shared values and a common mission. In his keynote address, Founder and CEO Gerald Chertavian laid out Year Up’s next strategic phase and announced exciting new benefits for staff, including additional professional development funds for employees pursuing associate’s and bachelor’s degrees.

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Without Year Up, I’d probably be wondering where all the opportunities are. Now, I’m planning on buying a house and growing with Salesforce. As my career advances, my goal is to provide others with the opportunities I received. Year Up offered me a future and the path to achieve it.

Carl Campbell
Year Up Bay Area
Application Support Lead, Salesforce

Looking Forward

While we are proud and energized by our successes to date, we still have a long road ahead to ensure that every young adult in this country has access to opportunities needed to launch a professional career. The stark reality is that while talent is evenly distributed throughout our society, opportunity is not, and there are approximately six million Opportunity Youth in the U.S. that are neither employed nor in school and disconnected from the economic mainstream. We strive to reach as many of them as possible.

As we look ahead to 2017, we prepare to welcome students for the first time in Wilmington, DE, our new Roxbury Community College Location in Boston, National Louis University Campus in Chicago, and Diablo Valley Campus in the Bay Area, growing the number of students we serve annually to more than 5,600. We also look forward to receiving our first official interim report from our ten-year PACE evaluation study, along with the completed analysis of over 3,000 alum survey responses, which will help ensure that we can continue to maintain our strong outcomes and quality delivery through our rapid growth.

We will enter the year with renewed focus and direction. 2017 marks the official launch of our next capital growth campaign, which charts our strategic vision for scaling our operations to serve 8,500 students annually, and reduce our cost per student by 33% by 2021, through the growth of our self-sustaining co-location model. To achieve these ambitious goals, we have identified four key strategic priorities:

1. Deliver demand-driven services to the market
2. Demonstrate sustainability through co-location
3. Foster alumni advancement and leadership
4. Build a stronger talent marketplace

This bold vision for the future means we are one step closer to closing the Opportunity Divide in this country, but we can’t do it alone. Join us—with our progress to date and your support, we know it’s attainable.
## REVENUE MIX

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<thead>
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<th>2015</th>
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## EXPENSES

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## Change in Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1.8</td>
<td>$2.67</td>
</tr>
<tr>
<td>Total Net Assets at End of Year</td>
<td>$84.2</td>
<td>$82.4</td>
</tr>
</tbody>
</table>

## REVENUE MIX

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FUNDRAISING</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative and Fundraising</td>
<td>$25.3</td>
<td>$19.9</td>
</tr>
<tr>
<td>Influence and Alumni</td>
<td>$5.8</td>
<td>$4.2</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$31.1</td>
<td>$24.1</td>
</tr>
</tbody>
</table>

## EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative and Fundraising</td>
<td>$6.4</td>
<td>$5.8</td>
</tr>
<tr>
<td>Influence and Alumni</td>
<td>$3.5</td>
<td>$2.9</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$10.1</td>
<td>$8.8</td>
</tr>
</tbody>
</table>

## Change in Net Assets

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### Corporate Partners

| **Corporate Partners** | 24 |

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### Statement of Activities

- Minor differences from audited financials due to rounding.
- Includes in-kind contributions. Information presented is final and audited. Excludes YUPRO.
As the first Silicon Valley tech company to host Year Up interns, LinkedIn set the stage for an incredible, lasting partnership. To date, LinkedIn has hosted more than 70 interns and hired more than 30 alumni. In 2018, they supported Year Up with more than $970,000 in philanthropic contributions, named Year Up as one of their primary volunteer partners, and they continue to help Year Up attract the skills that are most in-demand by our corporate partners.

LinkedIn

LinkedIn’s focus on closing the Opportunity Divide is extremely well aligned with LinkedIn’s vision – to create economic opportunity for every member of the global workforce. As a result, it’s no surprise how well the two companies have been able to partner together, starting in 2011 with a one-time collaboration. Since that time, we couldn’t be more impressed by the talent we’ve gained access to; Year Up’s leadership, mission, and execution; and above all else, the transformational impact Year Up is having on the talented young adults they support.

Jeff Weiner
CDO, LinkedIn
Betting Big on Year Up

Launched in 2016, the Opportunity Society welcomes any donor who gives $1,000 or more in a fiscal year. Investments made by society members enable Year Up to serve many more young adults, maintain high-quality program delivery, and support successful outcomes for our talented students.

The Opportunity Society started with three former Year Up students—Jeremy, Kayla, and John King—who believed in the potential of our young adults and were committed to closing the Opportunity Divide.

As the first chairman of the Board of Year Up National Capital Region, John helped lead the board for 10 years. In this role, John helped expand, through a college partnership, the Year Up National Capital Region and led the board for 10 years. After over ten years of attending graduations, I still love seeing our students simultaneously cross the stage and the Opportunity Divide!

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O P P O R T U N I T Y  S O C I E T Y 

J O H N  K I N G

Donor Spotlight

As the first chairman of the Board of Year Up National Capital Region, John King led the board for 10 years. In this role, John helped expand, through a college partnership, for a total of four Learning Communities in the market.

A new opportunity development program can match our outcomes.

Avoiding a Champ who gives consecutively for the last 5 years ** Indicates Supporter who has given consecutively for the last 10 years or more

** Indicates Supporter who has given consecutively for the last 10 years or more

No other youth development program can match our outcomes.

After over ten years of attending graduations, I still love seeing our students simultaneously cross the stage and the Opportunity Divide! No other youth development program can match our outcomes.

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After over ten years of attending graduations, I still love seeing our students simultaneously cross the stage and the Opportunity Divide! No other youth development program can match our outcomes.
Companies today are competing for the best and brightest talent, which means looking beyond traditional resumes for talented individuals from diverse backgrounds.

Year Up understands this, and is leading the way in opening up opportunities for young adults from underserved communities across the country.

We strongly believe in Year Up’s model – because it works.
Betting Big on Year Up

Highland Street is committed to increasing access and opportunities for children and families who are most in need. There is no better partner in this endeavor than Year Up, which uses proven strategies to provide pathways to success for young adults through career training and higher education.

Donor Spotlight

Highland Street Foundation has supported Year Up Greater Boston since 2004 in many ways, including investing more than $2 million in our young adults’ educational and leadership development. Our latest gift of $1 million was an important milestone in our support of their growth in our core location, and builds on support for local models in Quincy and Roslindale.

Corporate Foundations & Endowments

HIGHLAND STREET FOUNDATION

Executive Director, Highland Street Foundation

Mealtime is a place to connect and build community, and at the Workday Foundation we believe it offers a unique opportunity for collaboration and shared purpose.

Executive Director, Workday Foundation
The energy on the Year Up campus feels very much like that of a start-up—lots of really smart and ambitious young people working round-the-clock to create a better future.

Our support of Year Up is an investment in those dreams. And the ROI is off-the-charts.

Stacey and Paul Ollinger

Donor Spotlight

 примечания
Betting Big on Year Up

Year Up Locations

Year Up Locations

Year Up Locations

Year Up Locations

Year Up Locations
DONATE
MENTOR
VOLUNTEER
HOST an intern
HIRE a graduate
YEARUP.ORG

Get INVOLVED