



**2012**

annual report





# I AM AN ASSET

One year ago, I was aimless. I never thought about growth areas or short-term versus long-term goals. Today, I feel an undeniable sense of accomplishment knowing that I took the first big step in the right direction.

— Ashley Jones, Legal Systems Analyst, eBay, Year Up Bay Area, Class of January 2013 (left) with Scott Seese, CIO, eBay (right)

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# I AM AN ASSET

I am an asset because I walk for opportunity, taking advantage of the road that has been paved for me, and thanking those who work hard to help young professionals like myself get on our feet. I am an asset because I continue working towards success, paving the way for bright and talented individuals that will help us close the Opportunity Divide.

— Haneevah Abdullah, Security Administrator, FM Global  
Year Up Providence, Class of January 2013

## MESSAGE FROM THE FOUNDER AND CEO



### “I am an economic asset to this country.”

These are the words that Ky Smith (Year Up Professional Training Corps Baltimore, Class of January 2012) spoke during the opening of 2012’s Clinton Global Initiative America Summit in Chicago. For me, it was a moment that embodied just how much potential our students offer this country.

It is a theme I heard a lot of this past year: that the young people in our communities are our strongest assets and that it is in our best interest as a nation to harness the energy and talent of many more young adults like Ky. In 2012, Year Up continued to grow its national impact by bringing together young people, corporations, thought leaders, and supporters to demonstrate why it is so important for our nation to invest in our young people.

Our first book, *A Year Up* (published last July by Viking Publishing), became a *New York Times* Best Seller. Our students and alumni were prominently featured at a series of events throughout the year, including the Summer Jobs+ Summit at the White House and the Opportunity Nation Summit in Washington, DC. Further, Opportunity Youth – the 6.7 million young Americans who struggle to stay connected to steady employment or education – continued to be the focal point of the White House Council for Community Solutions, whose final report prominently featured the Year Up program.

Closer to home, we continued to execute on the key strategic initiatives of our five year strategy by launching our Million-Person Model and fostering new college partnerships with Baltimore City Community College and Miami Dade College (see page 22). Our core program served more students than ever before as we expanded our Chicago, Puget Sound, and Baltimore locations, prepared for an expansion of our Bay Area site to Silicon Valley, and deepened corporate partnerships across the country. That translated to over 1,500 students served in 2012 – the largest class to date, and about a 15% increase over 2011.

This continued growth is vital for us to meet the challenge of closing the “Opportunity Divide” – the gap between those 6.7 million young people and the projected 14 million jobs that companies will be struggling to fill by 2020.

Despite the success of our students and alumni, the Opportunity Divide is growing - not shrinking. When Year Up began in 2000, almost 60% of all 16-24 year olds had employment of some kind; a figure that had remained relatively constant since I finished high school myself. In 2012, just 46% of young people found work – the lowest figure recorded since measurement began shortly after World War II. For minorities and young people of color, the figures are even more startling. Moreover, for far too many of those who are working, employment means a low-wage, unskilled job with extremely limited upward mobility. Combined with the rising cost of postsecondary education, and a K-12 education system that too often fails our low-income students, the need for more solutions is evident. Solutions like Year Up.

When we opened our doors to 22 students in Boston over a decade ago, people doubted our ability to ever grow large enough to serve 10,000 young people. Today, we’re fast approaching that number and will exceed it within the next few years. As part of our strategic plan we will continue to create and grow models that can serve thousands more annually and influence the systems and perceptions that perpetuate the Opportunity Divide. Over the coming years, we will support thousands of young people as they realize their potential and achieve professional and personal success.

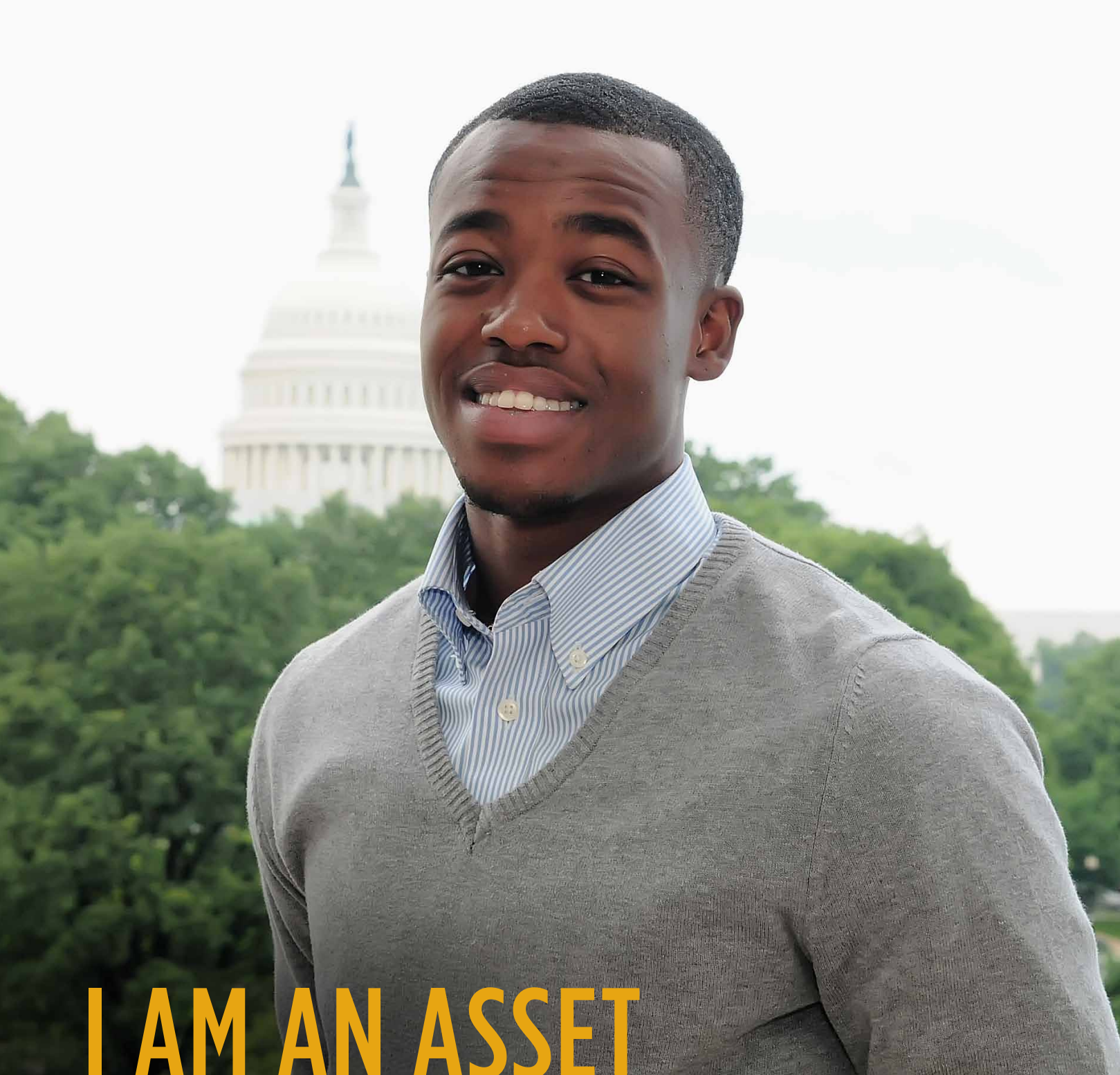
To do so, we will need the continued backing of supporters like you. I invite you to join our mission; read the following report, visit your local Year Up site, “like” us on Facebook. Whether you give time, money, or your network, please know that every single donation directly fuels the success of a Year Up student who will go on to do great things. Just like Ky.

Thank you for all that you do to support our young people and our mission.

Be well,

Gerald Chertavian  
Founder and CEO, Year Up





# I AM AN ASSET

I encourage others to reach their potential. Within my community, I take pride in reaching out to my peers, motivating them and encouraging them to never be satisfied and to always reach for the highest level.

— Jarvis Betts, Inside Auto Claims Representative, Liberty Mutual Agency Corporation  
Year Up Puget Sound, Class of July 2012

## MESSAGE FROM THE CHAIRMAN OF THE BOARD



I became involved with Year Up in 2004. At that time, it was just a small program in downtown Boston with about 100 graduates citywide. Founder and CEO Gerald Chertavian had big plans for growth—and more energy than one would think humanly possible. At the time, the national scale he spoke of was intriguing, but seemed far off.

Flash forward eight years to 2012. Year Up operates in ten cities and has served more than 6,600 students nationwide. Along with growing the core model that debuted in that Boston office back in 2000, Year Up has significantly influenced the national dialogue about youth unemployment and professional opportunity. Today it is piloting its Million-Person Model to scale to serve thousands more per year, and helping US corporations tap into a valuable pipeline of talent in their own cities. Most importantly, Year Up has helped thousands of our nation's young people realize their potential—an accomplishment that will bring value for generations to come.

As we reflect on the progress made in 2012 and look forward to 2013 and beyond, I am inspired by our successes and honored to serve as the Chairman of Year Up's National Board of Directors.

When my family and I began to think seriously about our philanthropy, we applied a selection process similar to the one I would use to evaluate a company as an investor. We looked for organizations that had proven results, visionary leadership, exceptional management, and a scalable model. We looked for an organization that worked, and one that helped individuals change their lives.

Not only did Year Up meet all of these criteria, but the students and staff we met had unparalleled passion and drive. We chose to make Year Up a philanthropic priority because we believe there is no better investment than investing in the potential

of a young adult. I count the investments we made in Year Up among the best I have made in my career. I have seen how Year Up students excel when given opportunity. Obasi Osborne, the first Year Up intern we hosted at my firm, Providence Equity Partners, had previously worked as a dishwasher at a nightclub. We were so impressed with his ability, drive, and motivation that we hired him into a full time role at the end of his internship. He is now a student at Brown University. He had the talent and ambition. Year Up provided him with the opportunity to reach his potential.

Year Up alumni are assets to their employers, their communities, and their families. My family and I are proud to have had the opportunity to support the work of Year Up's incredibly committed students, staff, corporate partners, donors, and volunteers over the years.

Year Up is an inspiring place that makes you believe in the power of possibility and the strength of our nation's future. With the onslaught of dispiriting news about unemployment, declining economic mobility, and the opportunity gap for young adults of color, Year Up is a beacon of hope and progress.

I'm honored to thank the many supporters listed in these pages. Without your partnership, Year Up would not exist and the remarkable successes of 2012 would not have been possible. Thank you for believing in Year Up students. Thank you for building a bridge over the Opportunity Divide.

Paul Salem  
Chairman, Year Up National Board of Directors





It is invigorating to witness the tremendous talent in the youth that we serve. As Rhea's mentor, it is an honor to support her as she takes what she has learned into the workplace. The relationship we have developed will most definitely carry into the future. Here's to Year Up for providing the path to success.

— Bethany Menzies (right), Year Up mentor, guest speaker & donor with Rhea Dickerson (left), Year Up New York, Class of July 2013

## ABOUT YEAR UP



Elizabeth Murrell (Year Up Boston, January 2004) just celebrated her ninth anniversary working at Boston Medical Center. Rebeca Lopez (Year Up Providence, July 2008) just bought her first home. Mohamed Zire (Year Up Boston, January 2011) is working towards his MBA, and Jarvis Betts (Year Up Puget Sound, July 2012) just bought his first car.

These individuals, all Year Up alumni, are living proof of something we at Year Up and over 250 of our corporate partners already know: the young adults we serve are economic assets to our country and our communities.

These young people are driven, professional, capable, and dedicated. They inspire their families. They inspire their peers. They inspire us. As Year Up's network of engaged alumni and partners grows by the day, we are constantly reminded of how critical our program is. For every one graduate who is excelling personally and professionally, there are too many Opportunity Youth (see right) that do not have the access needed to follow in their footsteps. 6.7 million too many, to be exact.

And that's not the only problem.

You see, while these 6.7 million young people struggle to successfully acquire market relevant credentials and break into the US labor market, corporations all over the country are struggling to fill what will be an estimated 14 million jobs by 2020.

Despite high unemployment rates, these vacant jobs require specific skills that employers cannot find in the current pool of job-seekers. While these positions do not require a four-year degree, they do warrant some postsecondary education and training, which most of these 6.7 million do not have access to due to limited networks, resources, and opportunities.

This is where Year Up comes in. In eleven cities around the country we help young people gain the hard skills, soft skills, and knowledge today's businesses demand, putting them on a path to professional careers and economic self-sufficiency. At the same time, employers gain access to the talented and well-trained workforce they need to compete in the global economy. It's a balanced equation that not only helps the US empower its young people—providing opportunity where it did not exist before—but also improves the economic state of the union.

**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.**

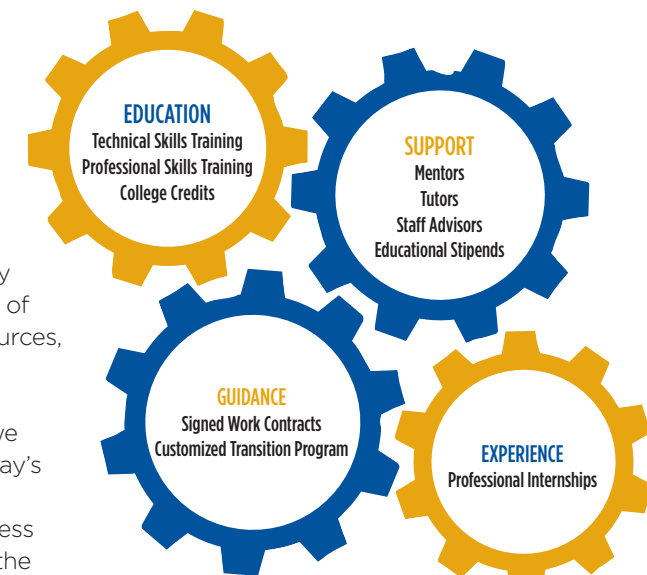
The Year Up program is proven, and helps change lives. For thirteen years our students and alumni have been changing perceptions surrounding urban young adults, proving they are economic assets, not social liabilities.

**We invite you to join our mission.**

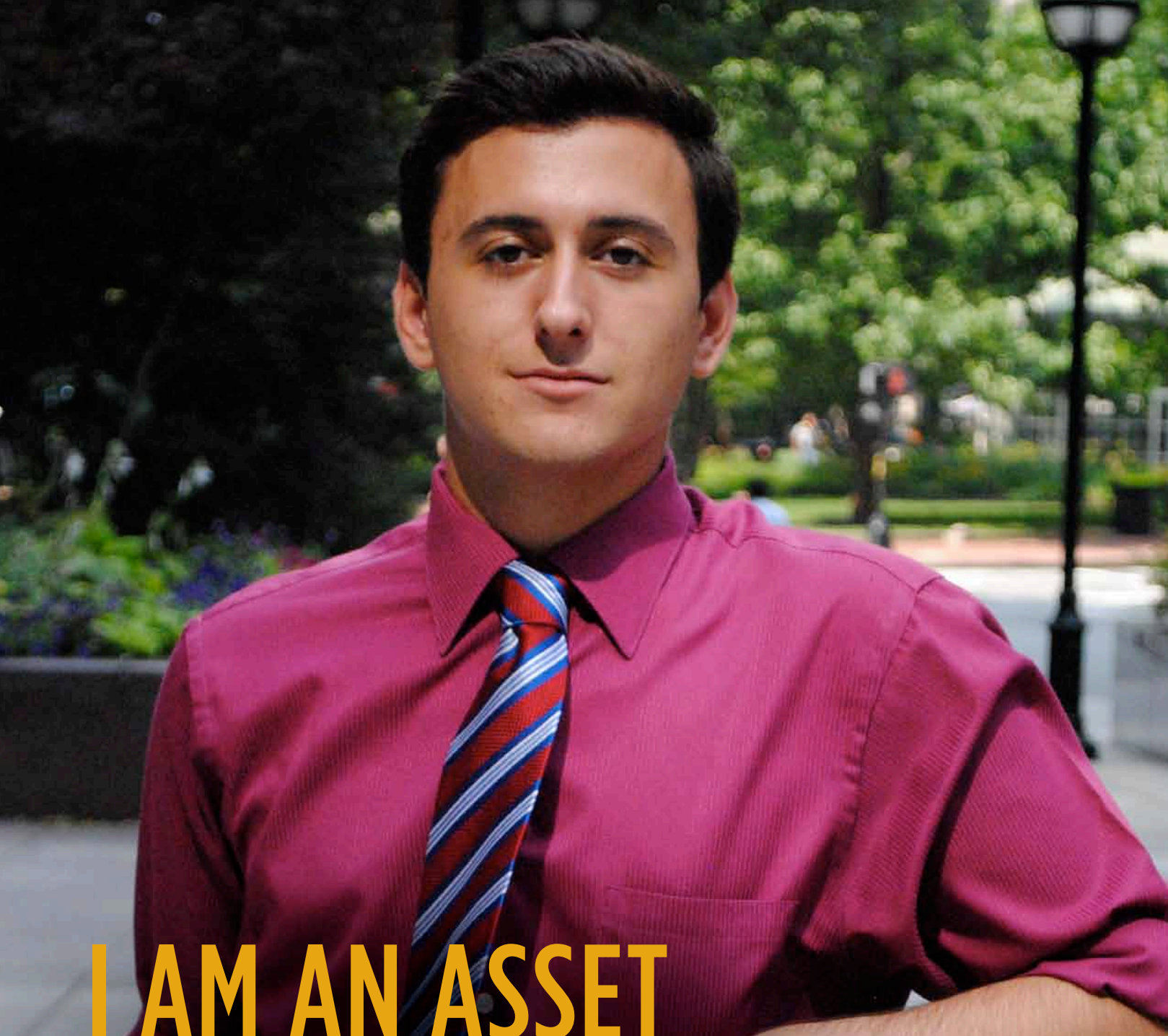
### OPPORTUNITY YOUTH:

Seventeen percent, or 6.7 million of the 38.9 million 16-24 year olds [in the US], are "Opportunity Youth," meaning that they are not in school or work nor college graduates, and there is an opportunity to re-engage many of them. (Source: "Opportunity Road; The Promise and Challenge of America's Forgotten Youth," John M. Bridgeland and Jessica A. Milano, January 2012)

### OUR PROGRAM







# I AM AN ASSET

I am an asset because of my attitude towards my peers and my profession. I am a leader to some of the younger people that come after me, and this has not gone unnoticed by the more mature part of my community. I am proud to wake up every morning and inspire others who are less fortunate than me. I was in their shoes and decided to do something about it; so can they.

— Endri Caraj, Technical Support Engineer, Akamai  
Year Up Boston, Class of July 2011

## 2012 PROGRAM MILESTONES



### STUDENT MILESTONES

Year Up was founded in 2000, and opened its doors to 22 students in Boston in 2001. This past year, our sites in Chicago and Puget Sound continued to grow within their communities, moving into new space and welcoming young people through their doors.

Also in 2012, we introduced new academic tracks to sites' curriculum: Project Management and Quality Assurance (in addition to Information Technology and Financial Operations). This gave students more options and an opportunity to enter the labor market in a field that truly interests them.

With 100% of qualified students going onto internship and a 70% nationwide retention rate, our momentum continues to grow as students apply, challenge themselves, and achieve goals—making a real change in their lives and embracing a future of life-long personal and professional development.

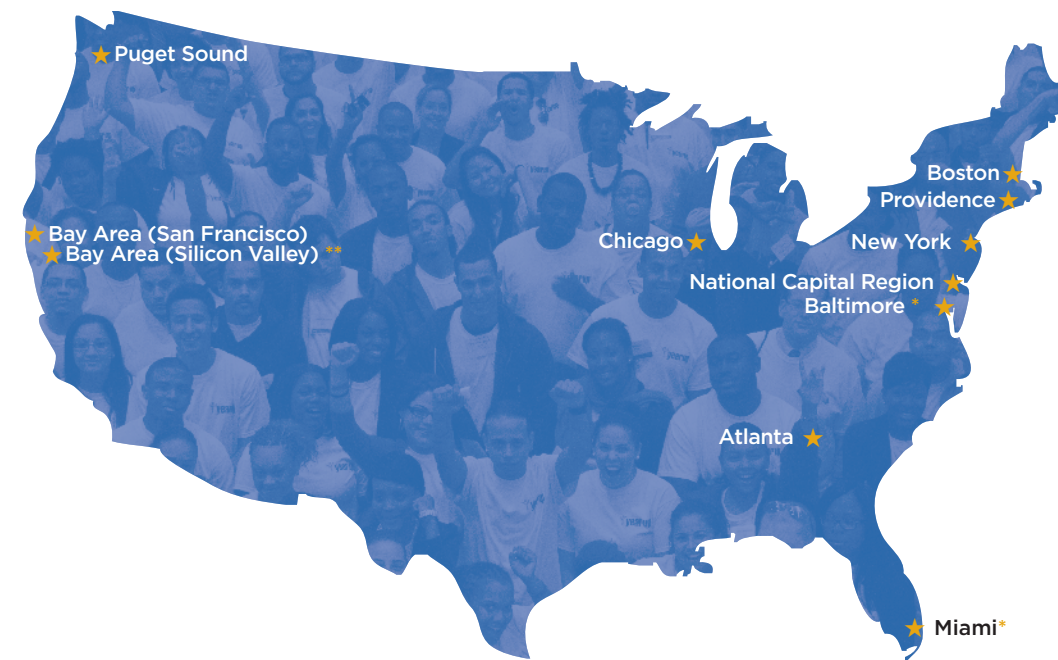
**1,500**  
students served  
in 2012

**100%**  
internship  
placement for  
qualified students

**35%**  
internship to  
hire rate

**23**  
possible college  
credits earned at  
traditional sites

See page 12 for more  
program statistics



\* Professional Training Corps  
\*\* as of early 2013





It's an amazing feeling knowing you played a role in helping a young professional capitalize on their talents and launch a career.

- Michael Stephens (right), Director of Human Resources Operations, Alston & Bird, LLP with Eugene Clark (left), DCO Technician, QTS, Year Up Atlanta, Class of January 2013



Year Up's first Alumni Summit, September 17-19, 2012



Puget Sound July 2012 Graduation



Alumni Wil Pena (left; Year Up Boston, July 2002) and Greg Walton (Year Up Boston, January 2007; National Board member)

## CORPORATE MILESTONES

Year Up interns continue to be in-demand by employers all over America—including many Fortune 1,000 companies.

In 2012 we grew relationships with long-standing corporate partners and formed new connections with companies who recognize the talent of our interns. During the course of the year we had relationships with over 250 corporate partners, 23 of which hosted interns in more than one Year Up city. Also in 2012, 75% of corporate partners hosted interns for more than one Year Up cycle, providing our students with opportunity and their companies with a sustainable, reliable pipeline of talent. When surveyed about program satisfaction, 91% of our corporate partners responded that they would recommend the Year Up program to a colleague or friend.

Despite a still-struggling economic market, our partners considered Year Up a good investment, giving more than \$22 million into the organization in the form of financial investments and internship revenue in the past year alone. We also saw an outpouring of support and accolades from major corporate players in the past year.

**250+**  
Corporate  
Partners  
Nationwide

## ALUMNI MILESTONES

Year Up alumni continue to represent themselves, the program, and their communities long after they walk across the stage at graduation. In 2012, the Year Up Alumni Network was over 3,000 strong and stretched from coast to coast. We currently have eight alumni acting as Board Members within the organization.

Our alumni outcomes are also impressive. In 2012, within four months of graduating from the program, 84% of Year Up graduates were working or in school full time, earning an average of \$30,000/year (about \$15/hour).

Also in 2012, we completed our first-ever national alumni survey. We received feedback from over 60% of all Year Up alumni, providing us valuable insight into the effect the program has had on their professional growth since graduation. Some highlights: Year Up graduates' average wage outpaces the \$28,000 national average of recent college graduates; 25% of alumni report earning at least \$20/hour at their current job; 67% of alumni have pursued further education since graduation; and 45% are currently enrolled in postsecondary school or training. We plan to use this data as we fine-tune our approach to supporting alumni as they reach their potential.

### Alumni Summit

In September 2012, over 150 Year Up alumni from around the country met in Washington DC for the first-ever Alumni Summit. Graduates from Class 1 in Boston (July 2002) through Class 1 in Puget Sound (July 2012) gathered to reflect on and strengthen their collective "legacy of change" and how they will lead the movement to help close the Opportunity Divide. Through student panels, guest speakers, and leadership seminars, participants shared their vision for the alumni community, strengthened their peer network, and discussed their aspirations for professional achievement and civic engagement. Alumni who attended reported feeling inspired, energized, connected, and, most importantly, empowered to take action and make a positive impact in their cities.



# BY THE NUMBERS

10

sites nationwide  
in 2012

*11 sites in 2013; figures include  
both traditional and Professional  
Training Corps locations*

6K+

students served  
since opening

*Figure refers to students who  
began the Year Up program; does  
not account for students who did  
not complete the program*

70%

student retention

84%

alumni working or  
in school full-time  
within four months  
of graduation

91%

of corporate partners  
would recommend the  
Year Up program to a  
colleague or friend

\$30K

average starting  
salary post graduation

*About \$15/hour*





# I AM AN ASSET

My experience at Year Up helped me write my own story. I am a talented young man with a bright future, I am an IT professional, I am a valued team member, I am a role model in my community, and I am an economic asset to this country.

— Ky Smith, Help Desk Technician, Radio One  
Year Up Professional Training Corps Baltimore, Class of January 2012  
(shown with President Bill Clinton during CGI America 2012)

## INFLUENCE IN ACTION



Year Up CEO and Founder Gerald Chertavian leads a discussion about A Year Up

In 2012, the work of dedicated Year Up students, alumni, and staff continued to influence the way our nation views its young people. Some traditions continued, others began, and we even found ourselves on a *New York Times* Best Sellers list!

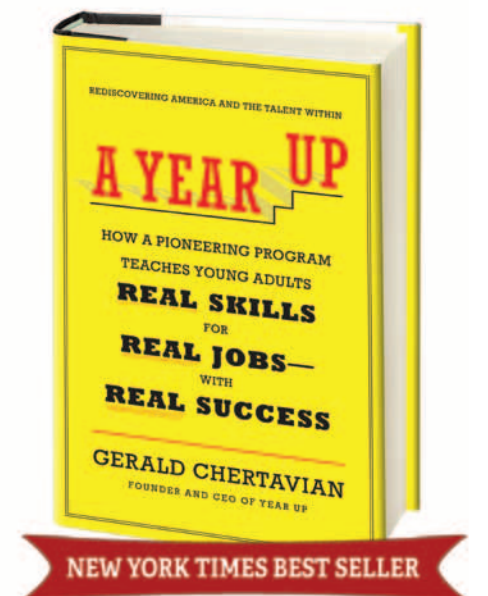
### CGI AMERICA

On June 7, 2012, Clinton Global Initiative America featured Year Up's Professional Training Corps as an exemplary approach to overcoming challenges in the youth sector.

Shawn Bohlen, Year Up's National Director for Strategic Growth and Impact, and Ky Smith, a Help Desk Technician at Radio One and a recent Year Up Professional Training Corps Baltimore alumnus, joined President Bill Clinton on stage to speak directly to over 1,000 CGI America participants about the status of Year Up's ongoing Commitment to Action: to adapt our successful direct service program to create a learning pathway for low-income young adults that closely links college and career. Year Up has since launched Professional Training Corps Miami (See page 22 for more on the PTC program).

### YEAR UP BOOK

On July 23, 2012, Year Up Founder and CEO Gerald Chertavian released his first book: *A Year Up*. This book, which not only tells the story of the organization's beginnings but also student stories that are bound to inspire, shot to number eight on the *New York Times* Bestsellers List, and continues to introduce readers to the talented young adults we serve within our sites. As American Express CEO and Chairman Ken Chenault says: "[A Year Up is] an inspiring tale of headstrong young people who beat the odds and their journeys from the inner city to college and corporate America."

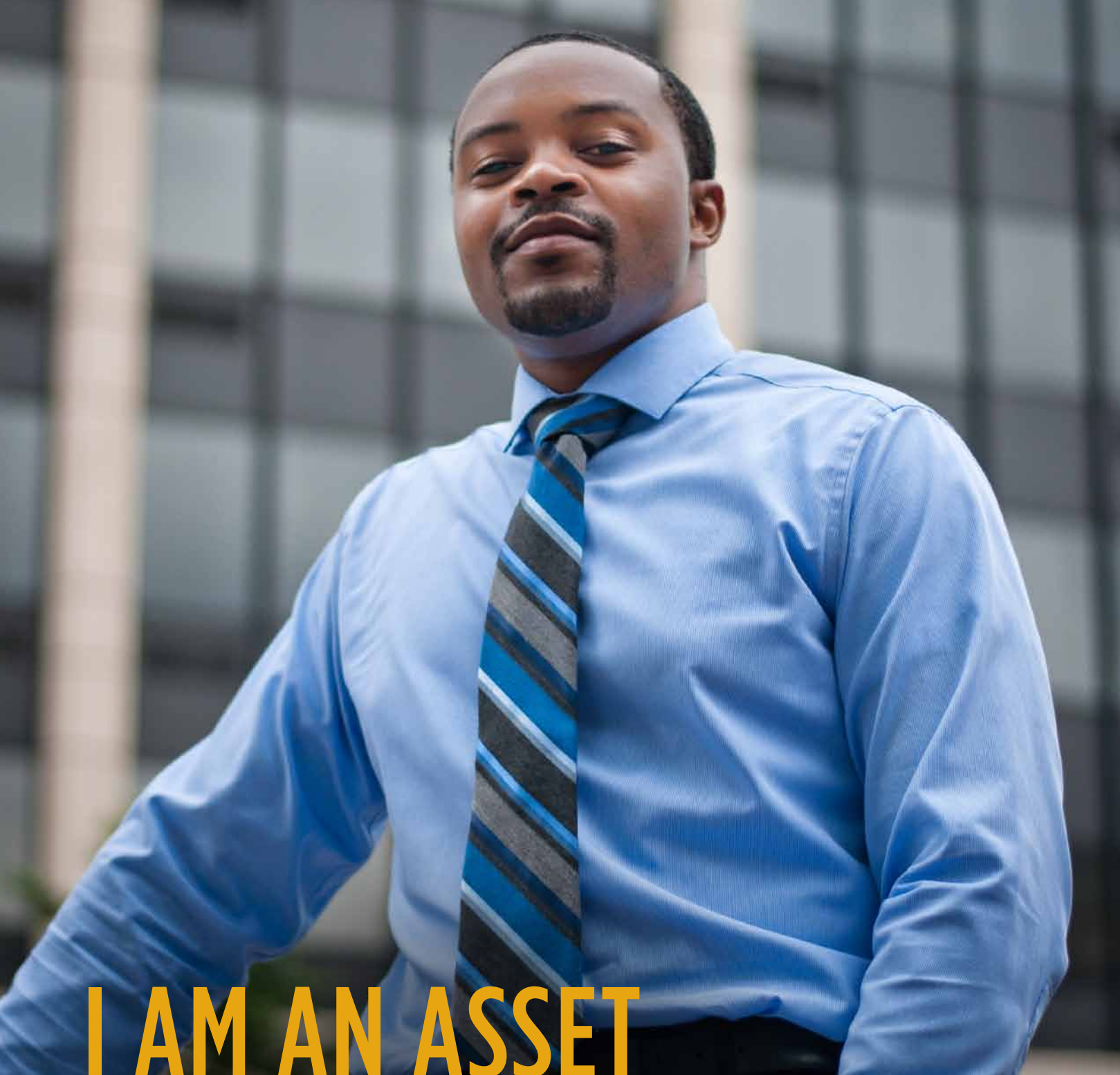


Paperback to hit shelves  
Summer 2013!

### GET OUT THE VOTE

In late August 2012, Year Up launched its first-ever cross-site "Get Out the Vote" campaign as part of its ongoing efforts to increase civic engagement among its students and alumni. After the campaign, more than 80% of eligible students from the most recent class reported having voted - more than 30% higher than 18-29 year olds nationally in 2012, and nearly quadruple the 18-24 year old national voter turnout in 2010.





# I AM AN ASSET

I am a valued employee who is diligent and dependable. As a father, I not only provide for my son's needs, but also guide him. I am an asset to the economy through the steps I am taking, including working towards professional certifications and a successful career in cyber security.

— John Johnson, Help Desk Analyst, PricewaterhouseCoopers  
Year Up National Capital Region, Class of January 2011

## PROGRAM EVALUATION



Year Up Providence Internship Placement

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

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”

In 2012, Year Up was honored to be chosen as one of nine programs participating in the groundbreaking Innovative Strategies for Increasing Self-Sufficiency (ISIS) study. ISIS is a federally funded, ten-year, large-scale, rigorous evaluation of career pathways programs across the country. Its objective is to promote and increase the economic self-sufficiency of low-income individuals and families.

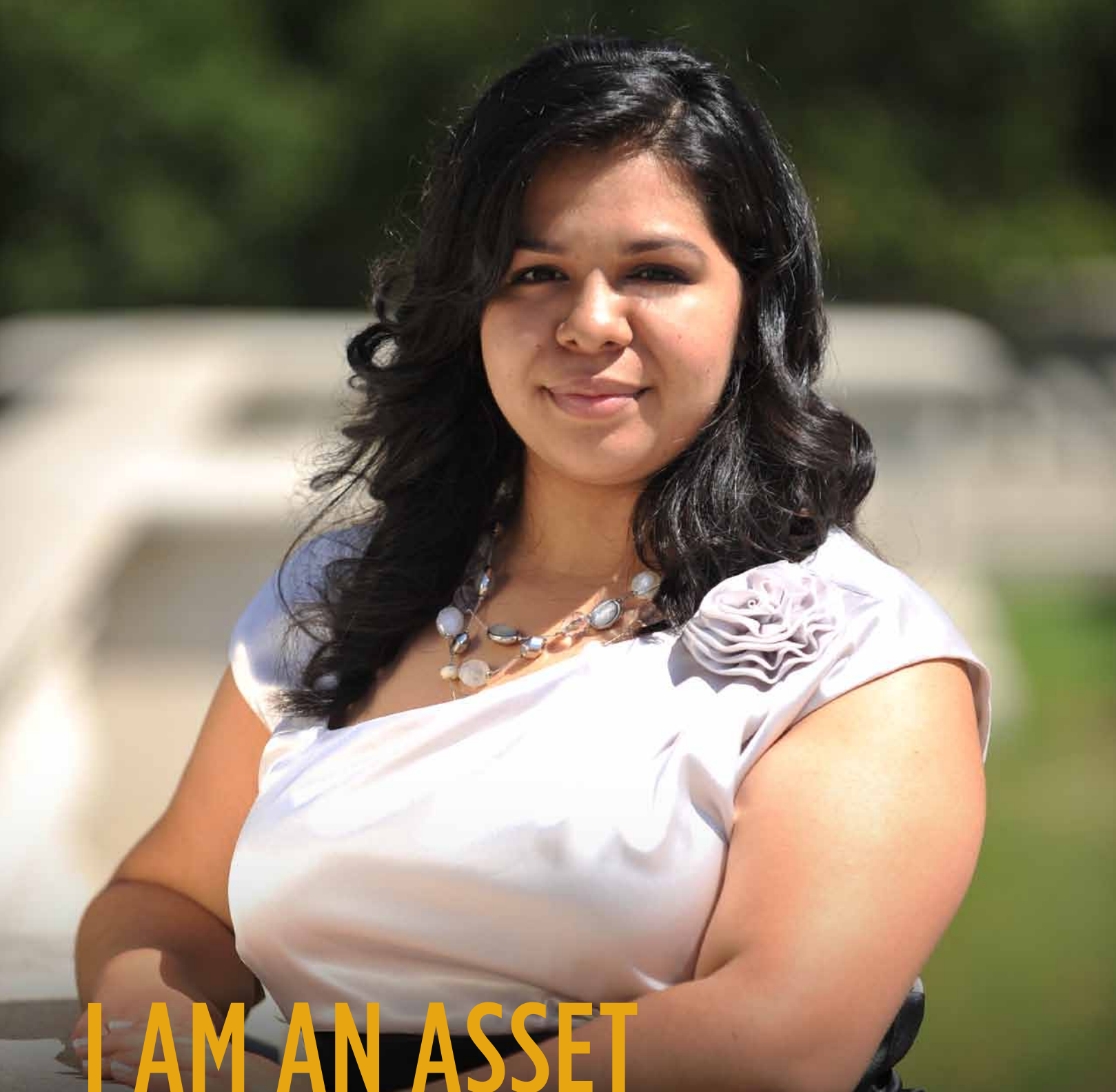
The invitation to participate in a study of this size and caliber is a significant opportunity for Year Up and stands as a testament to the success and distinction of the program. Involvement with ISIS will help Year Up “prove and improve” its model. Not only will findings contribute to the body of research demonstrating the impact Year Up has on students’ lives, but being part of this study will afford Year Up expert advice, additional programmatic and financial resources, and access to a community populated with the country’s top career pathways organizations.

### Theory of Change

Using information from our 2012 Alumni Survey, combined with extensive data analysis, we have developed our Theory of Change to truly capture what Year Up does. This model drives our strategy for strengthening our core model as we grow over the next five years. In 2012 we introduced a new “Bold Outcomes” framework to align staff, students, and partners around the key skills our program develops in our students. Based on our findings, Year Up graduates are **EPIC**:

- » **Empowered** – Graduates demonstrate self-awareness, exhibit resourcefulness, embrace lifelong learning, and actively participate in closing the Opportunity Divide
- » **Professional** – Graduates are reliable and embody professional norms, demonstrate enthusiasm and take initiative, communicate well, and collaborate effectively
- » **In demand** – Graduates think critically and solve problems, demonstrate the foundational technical skills required in their career tracks, apply their skills effectively in a professional workplace, and proactively learn new skills, technologies, and tools relevant to their work
- » **Career ready** – Graduates possess the tools, abilities and tenacity to secure professional jobs, market themselves to employers, cultivate their professional networks, and have career advancement plans





# I AM AN ASSET

This past year I have learned fundamental skills that have helped me perform my best at work. I work hard in order to be the best that I can be. Nobody can set limits on my goals. My future possibilities are endless!

— Consuelo Huerta, Teller, Chase Bank  
Year Up Chicago, Class of July 2012

## STAFF NEWS

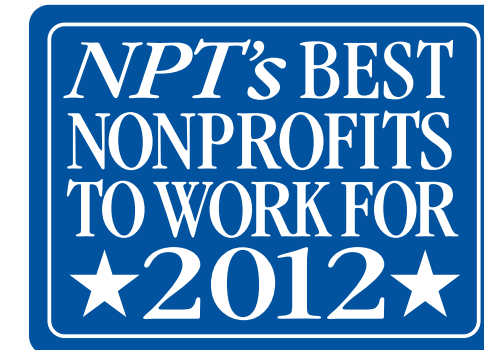


Year Up alumni and staff mingle during the 2012 Alumni Summit

### NONPROFIT TIMES' BEST NONPROFIT TO WORK FOR

Watching Year Up students transform themselves into polished, poised and experienced professionals over the course of the program continues to motivate our staff year after year.

Year Up staff members know that everyone—no matter where they call “home”—deserves a “year up” and we truly feel privileged to be able to work with our young people, corporate partners, donors, Board members, and volunteers on a daily basis. Perhaps it is this sense of pride and optimism that led Year Up to once again be voted one of the Best Nonprofits to Work For by the Nonprofit Times in 2012.



Year Up 2012 Staff Retreat





An invaluable benefit of the Blackstone/Year Up partnership is giving interns the opportunity to work in a corporate setting, where they are not only learning new technical skills, but are also given the opportunity to offer their ideas on how to leverage technology in a way we may not have thought of. Interns come with fresh eyes and ears, and often times can contribute to how operational tasks can be completed in a more effective and efficient manner. During the course of Edward's internship at Blackstone, he has helped our group generate new ideas to streamline some of our processes.

— Jessica Hilton (right), Vice President, Innovations and Infrastructure Group, Blackstone with Edward Johnson (left), Year Up New York, Class of July 2013

## OPPORTUNITY CAMPAIGN UPDATE



Year Up Chicago students

In June 2011, Year Up kicked off its Opportunity Campaign. Due to the determination of our students, hard work of our staff, generosity of our donors, and belief of our supporters, in 2012 we continued to make progress toward our goals as we continued to deliver against three major objectives:

### 1. GROW AND STRENGTHEN THE CORE:



#### Our pledge:

We will scale our direct service program to serve 2,500 students annually by 2016. During this time period, Year Up will 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.

#### Update:

In 2012, Year Up served 1,500 students nationwide. Both Year Up Chicago and Year Up Puget Sound doubled in size, increasing capacity to serve an additional 160 young people per year. In addition to planned growth across our existing sites, we announced a March 2013 opening of a Silicon Valley location (an extension of Year Up Bay Area). Leading Bay Area businesses such as LinkedIn, Facebook,

eBay, Mozilla, Salesforce.com, and JPMorgan Chase supported the launch and are looking to Year Up to provide a pipeline of highly trained and motivated talent.

#### What's next:

In 2012, Year Up focused its efforts on improving student retention and outcomes by launching a two year cross-site student outcomes initiative that established a clear set of measurable outcomes to align core curriculum, best practices, and program standards. We will use this data in the years to come to better understand indicators of success by aligning student interest with new career tracks, continuing to support graduates in finding full-time work within Year Up career tracks, and refining and enhancing Year Up's Theory of Change (see page 17).





Each new applicant to the nation's workforce will require a unique toolkit of skills. Preparation in a particular field must be accompanied by a range of communication and teamwork skills that allows each person to navigate a dynamic, often global workforce environment. Miami Dade College is partnering with Year Up because we believe this model can provide students a great foundation for career success.

— Dr. Eduardo J. Padrón, President, Miami Dade College (left) shown with Michael Valdez (right), IT Desktop Support, Barnard College, Year Up New York, Class of January 2011

## 2. DEVELOP THE MILLION-PERSON MODEL:



### Our pledge:

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 will partner closely with community colleges in this process to increase graduation rates and successful transitions into the labor market.

### Update:

In 2012, Year Up debuted the Million-Person Model (MPM). The first program under MPM is the much-talked-about Professional Training Corps (*see page 15*).

PTC is an enterprising pathway that closely links college and employment for low-income young adults. Year Up PTC sites reside within community colleges and provide an opportunity for full-time students to engage in meaningful workforce training and support, resulting in stackable credentials that encourage college completion.

In addition to serving 72 students in 2012 at Year Up Professional Training Corps Baltimore (at a cost per student 45% less than our core model), we also opened our doors to Year Up Professional Training Corps Miami students one year ahead of schedule.

### What's next:

The Million-Person Model will scale significantly in 2013, with two new pilots planned in addition to significant growth at our Miami location.

## 3. CREATE SYSTEMS CHANGE:



### Our pledge:

We will broaden access to career and postsecondary opportunities by influencing the systems that perpetuate the Opportunity Divide. By leveraging the credibility of our core program, our systems change strategies focus on influencing three key areas—the “3P’s”: improving **perceptions** about urban young adults from social liabilities to economic assets; changing employer **practices** around finding and developing talent; and supporting public **policies** that increase the number of effective pathways to work for young adults. Our growing corps of alumni are critical allies as we pursue these strategies at both the national level and in the various metropolitan areas where our sites operate.

### Update:

This past year, we were thrilled to watch as our mission resonated throughout the nation. In 2012, Year Up students, advocates and partners influenced the global dialogue around our young people and the value they bring to our nation and our economy. Our systems change work was also visible through annual events such as Capitol Hill Day, the Walk for Opportunity, and the Alumni Summit.

### What's next:

In 2013, Year Up will be a co-sponsor on a new Ad Council campaign. The Ad Council executive committee approved a national advertising and media campaign to educate businesses on creative and successful hiring strategies to access a skilled workforce. We believe that the Ad Council campaign has enormous potential to shift perceptions about who is talented in this country, promote proven strategies to develop human capital to build a 21st century workforce, and influence more businesses to recognize the untapped talent that exists within our country.



## STATEMENT OF ACTIVITIES

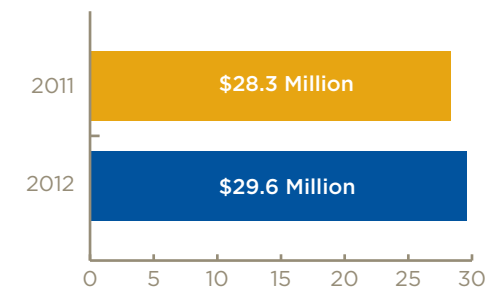
(Unaudited)

	2011	2012
<b>Revenue</b>		
Contributions	28.3	29.6
Internship Income	18.2	21.9
Interest & Miscellaneous Income	0.2	0.4
<b>Total Revenue</b>	<b>\$46.7</b>	<b>\$51.9</b>
<b>Expenses</b>		
Program	34.8	38.8
General & Administrative	2.4	3.2
Fundraising	2.9	4.0
<b>Total Operating Expenses</b>	<b>\$40.1</b>	<b>\$46.0</b>
Change in Net Assets	6.6	5.9
<b>Total Net Assets at End of Year</b>	<b>\$41.4</b>	<b>\$47.0</b>

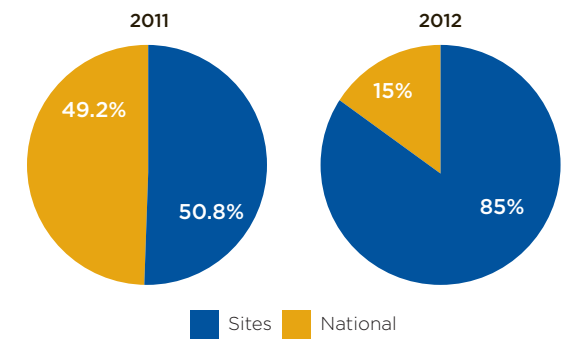
\* Excludes In-Kind Contributions

## REVENUES

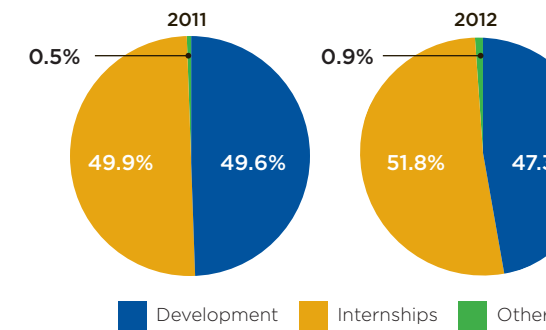
Total Raised



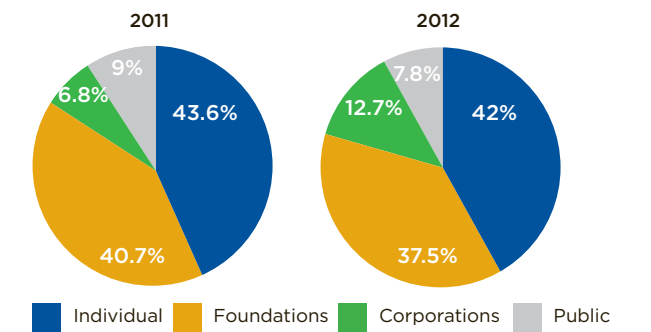
National Versus Site Fundraising \*



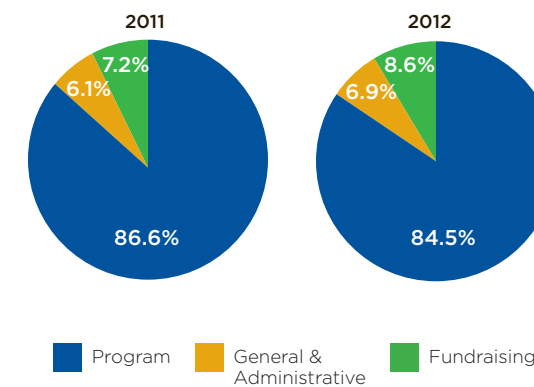
Revenue Mix \*



Development Mix



## EXPENSES\*\*



## NOTES

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



# OUR CORPORATE PARTNERS

The following partners hosted Year Up interns from the July 2012 and January 2013 cohorts.

501cTECH	Clearwire	Latin American Youth Center
AAA	Collette Vacations	LeasePlan USA
AARP	Colonial Pipeline	Liberty Mutual Safeco
Accenture	Community Technology Network	Lifespan
Achieving the Dream	CompuCom Systems, Inc.	LinkedIn
Advent International	Computers For Youth	M. Block and Sons, Inc.
Aerotek	Concur	Marriott International
Akin Gump Strauss Hauer & Feld	Covidien	MFS Investment Management
Alameda County Medical Center	CRICO/RMF	MicroMenders
Alaska Airlines	Cubist Pharmaceuticals	Millennium Pharmaceuticals
Alcan Cable	Custom Ink	MIT Sloan School of Management
Allegis Group	CVS	Motley Fool
Altera	Department of Commerce	Mozilla
Amdocs	Deutsche Bank	MSPCC
American Cancer Society	Dickstein Shapiro	NASA
American Express Executive Solutions Technologies	Digitas	National 4-H
American Red Cross	Domino Sugar	National Football League
American Safety Insurance	Dow Lohnes	Network Health
American Tower Corporation	Dreambox	Neustar
Ameriprise	Eastern Bank	New Signature
Amica	Eaton Vance Management	New York City Department of Youth and Community Development
AnyBill	eBay	New York University Langone Medical Center
AOL	Edwin Gould Foundation	Newell Rubbermaid
AON	Elavon	North Highland
AT&T	Exelon	North Shore - LIJ
AT&T Mobility	FBR Capital Markets	Northern Virginia Community College
Athenahealth	Federal Reserve Bank Chicago	NPower Northwest
Atlanta Legal Aid	Federal Reserve Bank of Atlanta	Omnicom Group
Atlassian	Fenway High School	Open Arms
Atrius Health	FM Global	Partners HealthCare
AutoTrader	Food & Water Watch	PATH
AvalonBay Communities	Ford Foundation	Patton Boggs
Avectra	Fred Hutchinson Cancer Research Center	Pepco Holdings, Inc.
Bain Capital, LLC	Freddie Mac	Perkins & Will
Baltimore City	FTI Consulting	Pioneer Investments
Baltimore City MOIT	Future Foundation	PopCap Games
Bank of the West	Gap, Inc.	Printpack, Inc.
Baupost Group, LLC	Genuine Parts Company	Publicis
Baxter Healthcare	George Mason University	Quality Technology Services
Beacon Mutual	George Washington University	Raffa PC
BET Networks	Gilbane	REI
Big Fish Games	Graduate Management Admission Council (GMAC)	Responsys
Biogen Idec	GTECH	Reznick Group
Black Box Network Services	Harvard Business School	RockTenn
Blackstone	Harvard Business School Executive Education	Roderick Group
Bloomberg	Harvard Management Company	Rollins
Blue Cross Blue Shield of Rhode Island	Harvard University Faculty of Arts and Sciences	RPC, Inc.
Blue Shield of California	Hasbro	Rush University Medical Center
Booz Allen Hamilton	Hill Holliday	SAIC
Boston Children's Hospital	Hilton Worldwide	Search for Common Ground
Boston Financial Data Services	Hogan Lovells	Seattle Children's Hospital
Boys & Girls Clubs of Metropolitan Atlanta	Holder Construction	SendMe
Breakthrough New York	Home Depot	Service Benefit Plan Administrative Services Corporation
Bright Horizons Family Solutions	IDG	San Francisco Friends School
Broadridge Financial Solutions	Income Research + Management	Share Our Strength
Brown University	ING Group	Shire Human Genetic Therapies
Cabot Corporation	Inova Health Systems	Sidley Austin, LLP
California Pacific Medical Center	Intercontinental Exchange	Siemens
Cardlytics	James Jay Dudley Luce Foundation	Simulia
CARE USA	Jewish Family & Career Services	Southern Company
CDW	John Hancock	Starwood Capital Group
Center for American Progress	Johns Hopkins Medicine	State Street
Citadel Investment Group	Johns Hopkins University	Steward Health Care System
Citi	Lasership	SunTrust Bank of Georgia
Citizens Bank		

Swarovski  
T. Rowe Price  
TechBridge  
The Coca-Cola Company  
The Field Museum  
The Weather Channel  
Time Warner, Inc.  
Tower Research Capital, LLC  
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Tufts Medical Center  
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Zillow  
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### Cross Site Partners

The following partners hosted Year Up interns from more than one Year Up site in 2012

Bank of America Global Wealth & Investment Management  
BNY Mellon  
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Catapult Technology  
CGI  
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Fidelity Enterprise Infrastructure  
Fidelity Institutional Technology  
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Goodwin Procter  
Google  
JP Morgan Chase  
Kaiser Permanente  
Latham & Watkins, LLP  
Marsh and McLennan Companies  
Morgan Stanley  
New York Life Insurance Company  
New York Life Retirement Plan Services  
Providence Equity Partners  
Salesforce.com  
UBS Global Asset Management  
UBS Investments  
WilmerHale

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CVS/Caremark  
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Susie and John King  
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Lisa and Jim Mooney  
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Anne Peretz  
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Mikal Thomsen  
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Barbara and Patrick Fallon  
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Tipping Point Community  
Venture Philanthropy Partners

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Lloyd A. Fry Foundation  
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Peery Foundation  
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United Way of Rhode Island

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Capital One Foundation  
Courts Foundation  
David, Helen, and Marian Woodward Fund  
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FAO Schwarz Family Foundation  
Finnegan Family Foundation  
George T. Lewis, Jr. 2001 Foundation  
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Ira W. DeCamp Foundation  
Joyce Foundation  
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Marclad Foundation  
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New York Women's Foundation  
O. Wayne Rollins Foundation  
The Philanthropic Initiative  
Richard Salomon Family Foundation  
S.D. Bechtel, Jr. Foundation  
The Seattle Foundation  
The Senator Foundation  
The Starfish Group  
Tides Foundation  
The Tull Charitable Foundation  
Union Square Fund  
W. Clement and Jessie V. Stone Foundation

The Walter & Elise Haas Fund  
The Wilbur and Hilda Glenn Family Foundation  
Yawkey Foundation

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World Bank  
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Gap Foundation  
Georgia Center For Nonprofits  
Georgia Power Foundation  
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Homestead Foundation, Inc.  
Horwitz Family Memorial Foundation  
Jewish Communal Fund  
Longfield Family Foundation  
Mattlin Foundation  
McGladrey Charitable Foundation  
Moeller Foundation Inc.  
Morrison Family Foundation  
National Philanthropic Trust  
Nellie Mae Education Foundation  
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One Family, Inc.  
Partners of '63  
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Points of Light Institute  
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Staples Foundation  
Stardust Foundation  
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United Way of Massachusetts Bay  
United Way of NYC  
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Washington Women's Foundation  
Yelp Foundation

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BNY Mellon  
Boeing Company  
CA Technologies  
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JPMorgan Chase & Co.  
M. Block and Sons, Inc.  
Microsoft  
Senator Investment Group LP  
State Street Corporation  
Vector Class Action Settlement

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AT&T  
Barclays Capital  
CitiGroup Community Relations  
Eaton Vance Management  
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Centerbridge Partners, L.P.  
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Massachusetts Department of Transitional Assistance  
National Youth Employment Coalition  
New York City Economic Development Corporation  
New York State Office of Temporary and Disability Assistance  
Pathways Fund  
Rhode Island Department of Education  
San Francisco Office of Economic and Workforce Development  
Seattle Youth Employment Program  
Washington State Office of the Governor



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### [Open]

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† We are honored to have 100% of our 2012 Board giving to the organization

\* Venture Philanthropy Partners Representative on the National Board

\*\* Genesis Group Representative on the National Board



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## Year Up National Office

133 Federal Street  
11th Floor  
Boston, MA 02110  
617-542-1533

## Year Up Atlanta

730 Peachtree Street NE  
Suite 900  
Atlanta, GA 30308  
404-249-0300

## Year Up Bay Area

**San Francisco location:**  
210 Spear Street  
San Francisco, CA 94105  
415-512-7588

## Silicon Valley location:

100 West San Fernando Street  
San Jose, CA 95113  
408-283-9553

## Year Up Boston

93 Summer Street  
5th Floor  
Boston, MA 02110  
617-542-1533

## Year Up Chicago

223 West Jackson Boulevard  
Suite 400  
Chicago, IL 60606  
312-726-5300

## Year Up National Capital Region

1560 Wilson Boulevard  
Suite 350  
Arlington, VA 22209  
703-312-9327

## Year Up New York

**Manhattan location:**  
55 Exchange Place  
Suite 403  
New York, NY 10005  
212-785-3340

## Brooklyn location:

9 Dekalb Avenue  
Fifth Floor  
Brooklyn, NY 11201  
347-296-0210

## Year Up Providence

40 Fountain Street  
7th Floor  
Providence, RI 02903  
401-421-7819

## Year Up Puget Sound

2607 2nd Avenue  
Seattle, WA 98121  
206-441-4465

## Year Up Professional Training Corps (PTC) Locations

### Year Up PTC Baltimore

Baltimore City Community College  
2901 Liberty Heights Avenue  
Room 231B  
Baltimore, MD 21215  
410-462-8446

### Year Up PTC Miami

Miami Dade College - Wolfson Campus  
25 NE 2nd Street  
Building 5, Room 5512  
Miami, FL 33132  
305-237-7200

## PHOTO NOTES

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# Strengths

- Know your Strengths to
  - One cannot build performance,
  - Work on improving Stren
- Strengths through
- is essential t

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