

MONTHLY REPORT

A MONTHLY REPORT TO THE CSA AND BOARD OF DIRECTORS



November/December 2014

LARGEST EVER NATIONAL LEADERSHIP AWARDS – CELEBRATION OF THE *ONE-MILLIONTH* JAG STUDENT

On November 20, the JAG National Network came together for the largest gathering in the history of Jobs for America's Graduates as we celebrated the enrollment of the *one-millionth student* in one of the 1,000 JAG classrooms.

Some 875 people, including more than 500 rising young leaders of Jobs for America's Graduates, were in the ballroom as representatives from our 31 states, symbolizing the one-millionth JAG student, were presented and recognized. Joining in the recognition were the Chair of the JAG Board of Directors, Governor Jack Markell of Delaware, the incoming Chair for 2015, Governor Phil Bryant of Mississippi, and our long-standing supporter and former Board Vice Chair, U.S. Senator Tom Carper. JAG students spoke about the enormous personal impact that JAG has had on their lives and the impact they have seen in the lives of their friends and peers.



The “**National Student Investor of the Year**” Award was presented to Bill Hansen, President of USA Funds, for his organization’s extraordinary commitments to expanding Jobs for America's Graduates in four states, as well as their overall goals for substantially improving both access to and outcomes of higher education, with a special priority on those who typically have the greatest challenges in both.

The “**National Partnership of the Year**” Award was presented to McKinsey & Company for their “Generation” initiative, which seeks to help one million disadvantaged and at-risk high school graduates around the world build new relationships with employers through short-term but intensive job training tied to obtaining specific skills needed by industry, combined with paid internships with targeted companies. JAG is partnering with McKinsey to demonstrate the “Generation” strategy in two states with the participation of JAG students, and plans to work with McKinsey in other locations as the program expands.

RESULTS OF NOVEMBER 19TH SPECIAL BOARD MEETING

The Board of Directors conducted two Board meetings on November 19 and November 20.

The November 19 meeting was a Special Meeting of the Board focused exclusively on Options for JAG's future growth and development. Prior to the meeting, the Executive Committee, chaired by Tom Tauke, vetted the Options, working in close cooperation with the national management team. As a result of the Special Board Meeting, the Board approved moving forward with Options 1 and 3.

Option 1 is aggressively pursuing growth strategies in each JAG state with a commitment by the State Affiliate.

Option 2 is pursuing the implementation of the JAG program at scale and in depth in one or more states or major jurisdictions over 4-5 years. The goal is to be able to measure the impact of the JAG Model at full scale in serving the lowest-performing 10-20% of the high school population over an extended period of time.

The Board also approved expanding the JAG Out-of-School Model Application, based on the dramatic shift of federal funding under WIOA to support out-of-school youth services.

No consensus was reached on the remaining four Options, so the Board asked the Executive Committee to consider them further and provide their recommendations on how – or whether – to pursue any or all of the remaining options. The Executive Committee met on December 19 by teleconference to consider those questions (see separate attachment)

Please let Stacey Bello know if you have any questions. (703-706-9643; Stacey.Bello@sp2lc.com)

NOVEMBER 20TH JAG BOARD MEETING



The November 20 Board meeting focused on reviewing and acting on:

- ... The election of new officers and directors, including Governor Phil Bryant of Mississippi as the next Chair of the Board and Governor Jay Nixon as a new Vice Chair, with Governors Pence and Bullock continuing in their roles as Vice Chair. They also re-elected Governor Markell, who will continue his service on the Board, along with the other existing officers.
- ... The Plan of Work for 2015.
- ... The revised Budget for 2015 to support the Plan of Work.
- ... The following reports: Treasurer, Investment, Executive, Audit, Job Development, Advocacy, and Resource Development, including proposed actions for 2015.

In executive session, the Board voted unanimously to renew the management contracts with Strategic Partnerships LLC and Corporate Education Resources, Inc. based on their superior performance, as recommended by the Management Assessment Committee.

Vice Chair Governor Steve Bullock joined the meeting by telephone to formally invite the Board to the May 20-21 Spring Board of Directors Meeting in Billings, Montana. The Spring Meeting will focus on the success of the JAG program in some of the nation's most rural areas and on Governor Bullock's plans to bring JAG to the remaining 15 majority Native American high schools to demonstrate its potential for helping the lowest-performing parts of the American school population succeed.

PREPARING FOR GOVERNORS' BUDGETS AND STATE LEGISLATIVE SESSIONS

A good deal of the Fourth Quarter was devoted to working with Affiliates to help secure commitments for inclusion in various Governors' budgets and laying the groundwork with current and new state legislators to support sustained or growth funding. As the year drew to a close, a number of Governors were making final decisions on the amount of funding to put into their budgets for the JAG program in their states. Plans are underway for outreach and engagement with all the Governors at the February meeting of the National Governors Association.

- ... We are delighted to report that Governor Dennis Daugaard of **South Dakota** has proposed *tripling* the current funding – from \$275,000 to \$925,000 – to support the growth of Jobs for South Dakota Graduates, to be matched, at least in part, by local schools. This funding will be used to increase the program to as many as 34 schools over the next two-year cycle.
- ... Governor Phil Bryant has proposed a 130% increase in the **Mississippi** state appropriation – from \$1 million (which was four times the previous level) to \$2.3 million – as part of the commitment to grow Jobs for Mississippi Graduates from the current (approximately) 50 schools to 100 schools for the 2015-16 school year.
- ... Governor Brian Sandoval of **Nevada** is expected to seek at least a doubling of the two-year appropriation – from \$1.5 million to \$3 million in his budget.
- ... We are especially pleased to report that, after many years of discussions on bringing the JAG Model to **Oregon**, we anticipate that Governor John Kitzhaber will seek a first-time appropriation of \$750,000 to fund the implementation of Jobs for Oregon Graduates, working through the State Department of Education, which is very supportive. Of course, Jobs for America's Graduates will lend a hand with educating and informing the members of the Oregon Legislature.

The Board's Advocacy Committee, under Marty Schultz, will convene in late January to organize assistance in each of the states, as needed, to help educate, inform, and encourage support for all of those budgets. Soon, we will report on the full extent of all the Governors' budget requests for sustaining or growth funding.

Chair Reaching Out to New GOP Governors

Governor Phil Bryant, the incoming Chair of the Board of Jobs for America's Graduates, is aggressively reaching out to the nine new Republican Governors, seven of whom are in states that have never had the JAG program, to encourage them to consider implementing the program in their states for the very first time.

In addition, Governor Bryant is reaching out to Governor-Elect Asa Hutchinson of **Arkansas**, which has one of the largest JAG programs, to encourage him to support sustaining and growing Jobs for Arkansas Graduates and to consider joining the Board.



The **National Student Leadership Academy** had record attendance with 500 student delegates and 159 Specialists & chaperones. Delegates were divided into 10 leadership groups (left photo) led by the 10 facilitators recognized (right photo).

PREPARING FOR GOVERNORS' BUDGETS AND STATE LEGISLATIVE SESSIONS

(CONTINUED)

Governor Markell's Outreach to Newly Elected Democratic Governors

As he completes his chairmanship and begins another three-year term on the Board of Jobs for America's Graduates, Governor Markell has been aggressively reaching out to the four new Democratic Governors to urge them to consider implementing JAG in their states for the first time (Pennsylvania, Rhode Island, Hawaii) and securing the commitment of the Virgin Islands' new Governor to support and enhance the JAG-Virgin Islands program established by Governor John de Jongh.

Communications have been sent to all of the Governors-Elect, and Governors Bryant and Markell are reaching them by telephone to propose that the national organization prepare concept papers for the "new" states and that the national staff meet with all of the new Governors to brief them on the full JAG program, various funding sources available to finance the program (including federal funds under the Governors' control), and the best opportunities for implementing or expanding the JAG programs in their states.

Governor Markell and Governor Bryant have agreed to submit a request to Governor Brian Sandoval and Governor Maggie Hassan (Chair and Vice Chair, respectively, of the NGA's Education & Workforce Committee) to provide time at the late February NGA Winter Meeting for a briefing on the success of the one million young people who have been served by Jobs for America's Graduates.

Governor Markell is also highly active in exploring options for mitigating the impact of the Workforce Innovation and Opportunity Act's requirement that 75% of all youth funding be spent on out-of-school youth. Governor Markell has engaged with Senator Tom Carper, a long-standing supporter of JAG, to help guide the team in thinking through various options for mitigating the effects of the new law's provisions.

COUNCIL OF STATE AFFILIATES 2015 PLANNING SESSION

The Council of State Affiliates (CSA), consisting of the CEOs of the 31 JAG State Affiliates, met for 2½ days immediately following the November 20 *Leadership Awards* Events to plan for the end of the 2014-15 school year and the 2015-16 school year, which begins on July 1, 2015.

The CSA was briefed on the Board's decisions for 2015 and the longer term. In addition, there were major discussions regarding:

- ... The impact of the Workforce Innovation and Opportunity Act (WIOA) and how to mitigate the impact as well as take advantage of it with our Out-of-School Model Application.
- ... The value of the JAG Out-of-School Model and how to most effectively implement it.
- ... What, from their experience, is the best way to pursue the full range of available funding for JAG programs from the public and private sectors to aggressively grow the reach and impact on a state and national basis.
- ... Planning for the 2015 *National Training Seminar*, *National Leadership Awards* and *Student Leadership Academy* events.
- ... The potential utility of "Social Impact bonds," if taken to a larger scale.
- ... A variety of other topics.

The CSA also made recommendations on future JAG National research projects that would offer them the greatest value, ways to enhance the JAG Annual Report and other communications, and how to most effectively use digital and social media to raise the visibility, recognition, and appreciation of the State Affiliates.

Since that meeting, a considerable amount of follow-up has been underway by the State Affiliates and national staff.

LOOKING AHEAD TO 2015

As the month of December drew to a close, a good deal of planning was going into carrying out the work of the organization for 2015, focused primarily on the First Quarter, including:

- ... Preparing and presenting requests for renewed financial support to (a) current core funders, (b) Sponsors of the 2014 *National Thought Leader* Event, and (c) Sponsors of the *Leadership Awards* Events. A number of teleconferences were held with existing supporters to thank them for their support and look ahead to renewed support in 2015.
- ... Organizing the conference call of the various committees of the Board.

TELECONFERENCE MEETING OF THE JAG EXECUTIVE COMMITTEE

Based upon guidance obtained during the Special Meeting of the Board of Directors on various options presented by the Executive Committee, Chairman Tom Tauke convened the Committee by teleconference on December 19 to make recommendations (at the request of the Board) on the four Options prepared by the Committee, for which there was no consensus by the Board.

In addition, the Committee reviewed the proposed criteria for the “Going Deep” Option – i.e., expanding JAG in one or more jurisdictions to serve the lowest-performing 10-20% of the high school population over a 4– to 5-year period, to determine the economic, educational, and social impacts of a full and intense implementation of the JAG Model. After reviewing various options, the Committee made the following decisions:

- ... We will drop the Option of “franchising” with one or more national partners, but authorize management to seek any opportunity that would favor high-fidelity implementation of the JAG Model and support major expansion of the JAG program.
- ... Given the lack of success with former attempts at contacting and organizing alumni, the Executive Committee, under the leadership of Alan Drimmer, will explore best practices and successful experiences in engaging populations similar to JAG’s, and if such examples are located, the Committee will determine what relevance they might have to the JAG organization.
- ... We will drop the Option of offering the JAG student organization outside of the JAG Model.
- ... The Committee proposes dedicating part of the May Board meeting to reviewing progress on the approved options and gaining the Board’s counsel regarding how to further enhance the growth of the organization while ensuring the highest levels of quality and consistency.

NEWS AROUND THE NETWORK

We are delighted to report that Dianna Keller is making good progress in recovering from a second round of surgery, and she is deeply grateful for the outpouring of support and prayers...

Plans are nearly complete for the first partnership of Jobs for Delaware Graduates with McKinsey & Company’s “Generation” Initiative during the First Quarter of 2015. The “Generation” strategy includes attracting JDG high school graduates to an eight-week intensive healthcare-related training program, followed by a two-month internship that can lead to future employment...

The Annie E. Casey Foundation (based in Baltimore) dispatched a team to conduct an on-the-ground assessment of the JAG Model by visiting Jobs for Delaware Graduates...

Planning is now well underway for the first-ever “National Opportunity Summit,” on February 26 in Washington. Jobs for America’s Graduates will co-host the event, along with the U.S. Chamber of Commerce, the Business Roundtable, United Way, and Opportunity Nation...