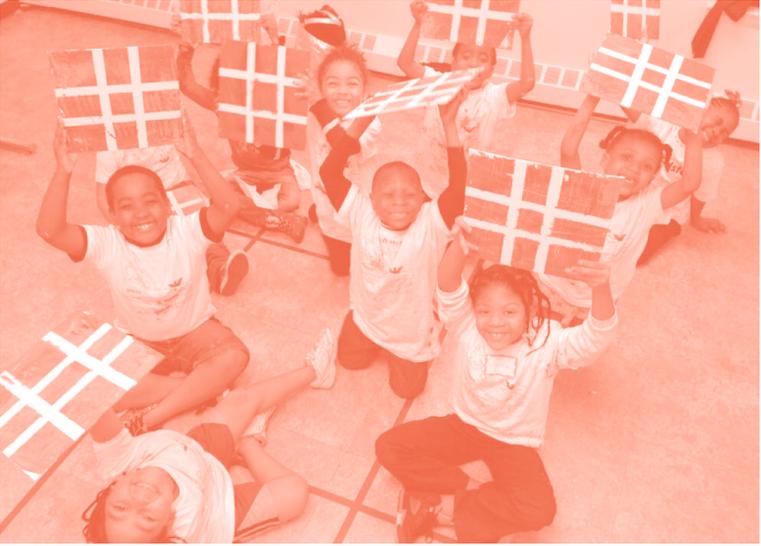


2015 Strategic Philanthropy Project Highlights



HECKSCHER
FOUNDATION
for CHILDREN



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Thank you for your interest in the Heckscher Foundation's work to level the playing field for youth in New York City. We're pleased to share with you highlights of our 2015 grant making.



In 2015, the Heckscher Foundation for Children celebrated over ninety-four years of support to underserved children and youth in the tradition of its founders and early leaders August Heckscher, Arthur Smadbeck and Ruth Smadbeck.

The foundation serves the needs of youth in New York City and nationally through impact-driven programs in education, college access and persistence, workforce training and jobs access, health, recreation, social services, juvenile justice and the arts. Our grants promote programs, partnerships and innovative projects consistent with our mission to level the playing field for young people.

Using an outcomes-based logic model to inform our grantmaking, we seek to evaluate organizations demonstrating measurable results in our priority areas. We operate in partnership with other funders in both the public and private sector and look for opportunities to provide catalytic support in areas of fundamental concern for underserved youth.

In all of our giving, we honor the generosity of spirit and dedication of our leaders through the years; their commitment and foresight make it possible for us to continue making a difference for youth in New York City.

Peter Sloane
Chairman and CEO

Venture Philanthropy

We have defined our mission as “leveling the playing field for underserved youth.” Our goal is to foster venture philanthropy using three principal funding strategies.



Catalytic Giving

The foundation seeks to fund approaches that have the potential for wide application but have not reached a scale broad enough to attract investment by larger private foundations or government. We view funding as catalytic when our dollars can have an impact exponentially greater than the projected results of any one or more years of funding.

Strategic Partnerships

The foundation seeks to promote collaborations between not-for-profits, for-profits and the public sector toward a common goal. The organizations we bring together may have overlapping approaches, motives or skill sets.

Targeted Problem Solving

The foundation defines specific challenges that have practical solutions which are attainable within a reasonable time and budget, and encourages creative problem solvers to test those solutions. These challenges often address barriers to equal opportunity that have been overlooked or underappreciated.

Our History

The history of the Heckscher Foundation for Children is a multifaceted story with three principal participants.



Charles August Heckscher
1848–1941

Charles August Heckscher, a visionary who achieved great financial success, believed that wealth should be shared with others less fortunate. He started the foundation as one of his many benefactions. Arthur Smadbeck, a friend of August Heckscher and fellow philanthropist, reluctantly



Ruth Smadbeck
1900–1986

took over a shattered financial and management structure and made possible the survival and emergence of the Heckscher Foundation for Children as a major benefactor. Ruth Smadbeck, who ran the foundation



Arthur Smadbeck
1887–1977

for more than 50 years, brought to its philanthropic activities a lifelong dedication to and love for children.

Foundation Building Opens 1922

The Heckscher Foundation was founded in 1921. The assets consisted of land at Fifth Avenue between 104th and 105th Streets in New York City and securities intended to provide funds for the construction of a building on the site and for its operations. The original



foundation building opened in 1922 but was far exceeding its operating costs. As the Depression deepened, the foundation assets were in default, and the foundation itself was on the verge of collapse.

Ruth & Arthur Smadbeck Revitalize the Foundation and Its Programs 1930's

August Heckscher turned to Arthur and Ruth Smadbeck, financial equals who shared his deep dedication to public service. Arthur Smadbeck was one of the first and most prolific suburban real estate developers of the era. Until his death in 1977, Arthur Smadbeck donated his time and efforts to building an endowment and creating a profitable platform on which he positioned the foundation to support major outside charitable efforts, while at the same time running his own successful businesses and extensive philanthropic endeavors.



Ruth Smadbeck began as a volunteer several years after the foundation's building opened and ran the foundation for over 50 years, including its multifaceted programs in dance, orchestra, exercise, swimming, the purchase and distribution of necessities for indigent children, a kindergarten, a theater, a craft room, a senior lounge, a photography group, a library, and a thrift shop, while at the same time broadcasting two radio programs each week offering advice and guidance on childcare.

The Modern Day Foundation Evolves 1980's

At Ruth Smadbeck's death in 1986, distributions to charity had grown to over \$1 million and assets exceeded \$22 million. Louis Smadbeck, a renowned real estate entrepreneur and civic leader in his own right, became Chairman of the Heckscher Foundation in 1986 and continued in this capacity until his death in 1992. Virginia Sloane was elected President in 1986 and President Emeritus in 2012.



A New Generation Assumes Leadership 1990's

A new generation assumed leadership in 1997. Howard G. (Peter) Sloane became Chairman and CEO and continues to preside over the foundation's many philanthropic projects. Today, the foundation's assets have grown to well over \$300 million and distributions to charity have dramatically increased.



2015 Strategic Philanthropy Project Highlights

Education & Academic Support



We fund programs in superior public, private, parochial and alternative schools, as well as those that prepare students for success as they transition from one school or level to another. We do not endorse a particular educational model but rather support organizations that insist on student achievement using tools such as extended time schooling and enrichment activities tied to curriculum.

When assessing academic programs other than schools, we look for curricula correlated to the New York City/New York State academic standards that extend in-school learning, activities that make meaningful connections between school and the “real world,” and those that achieve outcomes that compare favorably to average results. When a program is housed in a school, we also consider its relationship with the host institution.

In deciding whether to fund a program or school, we give substantial weight to those that critically assess their own performance using objective criteria. We are particularly interested in programs that plan to demonstrate concrete behavioral outcomes such as:

- Improved grades
- Significant measured gains in grade-level literacy and avoidance of “summer slip”
- Improved SAT or other standardized test scores
- High school graduation
- Admission to college
- Graduation from college

Those applying for funding should offer evidence that the particular educational interventions they propose employ, or at least do not conflict with, recognized best practices and research-based interventions shown to be effective. The foundation funds programs that address the opportunity gap through rigorous academic preparation, college admissions guidance, “summer melt” prevention, and ongoing support to manifest not only a degree but post-graduate success. When assessing college access and success programs, we look for programs that use a comprehensive approach and strive to incorporate the following attributes.

College Readiness & Retention Program Attribute Guidelines

- 1 Target high-potential students who are committed to academic and emotional perseverance and goal-setting;
- 2 Provide supplemental academic support (may include curriculum-aligned tutoring and/or SAT preparation);
- 3 If offering college guidance or mentoring:
 - a Advisors/mentors should be professionally trained by a recognized training entity;
 - b The college “under matching” issue and understanding of debt-load upon graduation should be intentionally addressed;
- 4 Track college matriculation, persistence and graduation.



Charter Schools

The foundation has been a leader in funding alternative education initiatives, including charter schools. Independently, Heckscher CEO Peter Sloane was a founding trustee of the first charter school in New York State, Sisulu Victory Academy. The foundation has supported charter networks including Democracy Prep, Success Academy, and KIPP, as well as individual charter schools. In 2015 we expanded our support by funding the following charter schools.

Hebrew Charter School Center (HCSC)

In 2015, the foundation provided a first grant to support two HCSC dual-language schools through initiatives including a capacity-building collaboration with Cause Strategy Partners to bring qualified young professionals onto HCSC’s board. Hebrew Charter Language Academy School in Brooklyn serves Kindergarten through fifth grade. Harlem Hebrew Language Academy Charter School has been adding a grade each year since opening in 2013 to build toward a full elementary and middle school focused on supportive educational, dual-language opportunities for students from underserved communities. HCSC works with public charter schools and planning groups that focus on instruction in Hebrew language and culture, as well as the study of the culture and history of Israel and its immigrant communities. HCSC provides

schools within its network with access to resources, professional development, and training opportunities in Hebrew instruction through the proficiency approach, differentiated instruction, co-teaching models, and student-developed service learning projects.

Hyde Leadership Charter School

In 2015, the Heckscher Foundation provided first-time support to Hyde Leadership Charter School, a college-preparatory school in Hunts Point serving 1,000 students, one of only eight full-service Kindergarten through twelfth grade charter schools operating in New York City. Hyde students are nearly tripling local statistics: over 90 percent graduate from high school and enroll in college, and 90 percent of those students are persisting in college (as of 2015, Hyde's oldest graduating class is in its second year of college). Hyde prepares students for post-secondary opportunities through career exploration seminars, college readiness classes, and strong character development sessions that reinforce students' cultural diversity. After graduation, Hyde maintains relationships with all of its graduates through college, helping with academic and social issues, connecting them to resources on campus, and guiding them through internships and job applications.

Summit Public Schools and the Basecamp Program

In 2015, the foundation provided first-time support to Summit Public Schools, a charter management organization that operates nine college and career preparatory schools, serving 2,000 students in sixth through twelfth grade across the Bay Area in California and Washington State. Funding will enable the organization to launch their Basecamp Program in New York City. Developed by Summit educators in partnership with a team of nine Facebook employee volunteers, the program hinges on student-driven learning and integration of a Personalized Learning Plan (PLP) tool.

PLP is an online tool that gives students access to learning resources that help them set goals, make a plan, reflect on their work, and track their progress and perfor-

mance throughout their academic career. Students spend approximately six hours per week engaging with the PLP tool, which includes customized college-ready curricula and college planning resources. This approach centers on developing students into self-directed learners, with the support of an adult mentor/coach, and engages students in project-based learning. Last year, Summit students in the lowest quintiles made 1.5 times the national average gains in reading and more than doubled national average math gains. As a result of Summit's comprehensive approach, 100 percent of students graduate from high school college-ready, with 98 percent accepted to at least one four-year college.

Building on the success of the model, Summit launched a consulting arm in collaboration with Facebook to bring the PLP tool to other schools and teachers nationwide. Through this initiative, called the Basecamp Program, Summit is building an inaugural national cohort of 21 Next Generation public schools. Summit and Facebook will support the selected schools as they implement the school model and PLP platform. The 21 schools selected for the pilot group are from 12 states and DC, two-thirds of which are district schools. The Basecamp program is designed to provide: high-touch interactions with the Summit team, including a dedicated mentor; and two-weeks of intensive summer training and ongoing support throughout the year. It will foster a cohort of like-minded educators who are able to collaborate and share best practices. Basecamp created a three-way partnership between Summit, a team at the partner school, and Summit's engineering team at Facebook to support 2,100 students during the 2015 to 2016 school year. The Heckscher Foundation supported the launch of this first Basecamp cohort, which includes Middle School 88 in Brooklyn.

College Readiness and Retention

Access to post-secondary education has a lifelong impact, and students who attend top tier colleges earn substantially more than those who attend less selective

colleges. Yet at high schools serving a predominately low-income population, students have limited resources to navigate complex application processes and matriculate to a college or university best suited to their qualifications. Tens of thousands of high achieving/low income students do not apply to an appropriately matched college or university. Many of these students instead attend nonselective two- or four-year colleges where graduation rates are distressingly low and debt loads are high. Many more do not attend college at all.



This phenomenon of “under-matching” was examined by Melissa Roderick and her colleagues at the Consortium on Chicago School Research. *Crossing the Finish Line*, a study by researchers Bowen, Chingos, and McPherson, confirmed that students are more likely to graduate college when they attend the most academically demanding institution that will admit them. In 2013, a study by Hoxby and Turner gained popular attention for its demonstration that it is possible to increase the rate at which very high-achieving, low-income students enroll in the most selective colleges and universities by providing them with tailored information about opportunities. In the spring of 2015, the College Board put this research into practice, sending information packets and application vouchers to support college-ready students as they researched schools, submitted applications, and sought financial aid. The Heckscher Foundation's grantmaking in

this area is also informed by these findings. The foundation seeks to support high potential, low-income students in preparing for, gaining admission to, and graduating from the most competitive colleges.

Alumni Revolution

To better support students throughout their progress toward achieving four-year degrees, there is need for more coordinated efforts among college readiness programs. The Heckscher Foundation was a founding donor of an Alumni Revolution pilot designed to support college success through multi-level interventions. A catalytic pilot, the program creates a unified mechanism to enable nonprofit college access and success organizations, and high-performing charter and small school networks, to collectively track and guide their students.

Through their partnership with high schools and existing college access programs in New York City that have rarely collaborated in the past, Alumni Revolution will establish college matriculation and persistence structures. This collaboration with outcomes-driven organizational partners will build capacity for more in-depth services that can support the youth these programs serve, most of whom are first generation college-bound, including students with special needs and English Language Learners, to achieve critical college matriculation and persistence milestones.

To increase college retention rates, the program model features a peer and professional support system that includes an online mentor matching platform, coaching, and student advocacy programming (including a college campus “champion” professor). One-on-one coaching is provided in financial literacy training, social-emotional health, academics, and advocacy and community-building. A robust data tracking and analysis platform will allow rapid scaling of these programmatic elements in the coming years. Alumni Revolution has achieved significant early success, including recognition for producing more Gates Millennium Scholars within one year than any other organization in New York State. As of 2015, Alumni Revolution served 148 students in college,

and maintains an 85 percent college persistence rate for students. Alumni Revolution is in the process of creating 100-plus college campus chapters by 2018.

America Needs You

The Heckscher Foundation has been a major funder of the growth of America Needs You (ANY), an organization that has achieved success in responding to the needs of first-generation college students. The ANY Fellows Program provides life planning, career development, and community leadership projects. Mentor coaches, primarily from highly engaged corporate volunteer initiatives, support participants to articulate a clear path to their personal and professional goals. During the intensive two-year program, participants receive training in public speaking, personal finance, written communication, relationship management, and interviewing, attend 28 full-Saturday career workshops, complete two summer internships, and receive more than 1,000 hours of individualized support.

In 2015, ANY further refined its target population to City University of New York (CUNY) students, 50 percent of whom start out at a two-year CUNY community college, because these students have been identified as having the highest need for intervention. To ensure year-over-year persistence and bachelor's degree completion, the program supports students as they transition from two-year to four-year colleges, and throughout their postsecondary education. ANY has achieved results that position it as the most effective model for college completion programs for CUNY students. Over the last two years, 97 percent of alumni have stayed in school and graduated, 90 percent have secured jobs or have enrolled in graduate school, and 92 percent of those working have secured jobs in areas of their professional interest at an average salary of \$53,000.

The Heckscher Foundation has also supported the development of a new College Connections pilot to expand the ANY model to high school seniors, creating a direct pipeline. Students in College Connections receive weekly support from a “near-peer” mentor, five in-person training sessions on financial aid, college success, and

career exploration, and job shadowing and industry networking sessions.

Beyond 12

In 2015, the foundation supported a current portfolio of college readiness grantee organizations through offering an opportunity to partner with Beyond 12 to assist in tracking and supporting students through their transition to post-secondary school. This will address one of the primary challenges in increasing college completion rates for underserved students: the data gap between the high school and higher education systems. Beyond 12 is a technology-based service organization that uses a longitudinal student tracking platform and a personalized student coaching service to increase the number of low-income, first-generation and historically underrepresented students who graduate from college. By providing technology supports to high schools, college access organizations, and colleges, it allows organizations to track alumni progress and capture the longitudinal information they need to assess and improve their programs.

Through a funding collaboration between the Heckscher Foundation for Children and the Charles Hayden Foundation, Beyond 12 is partnering with a collective of Heckscher and Hayden grantees, including NYC SALT, Harlem RBI, Bishop Kearney High School, College Match, and Henry Street Settlement to implement its customized tool to track and support nearly 3,000 college students in their transition to college through the use of Beyond 12's Alumni Tracker. Additionally, Beyond 12 is providing these organizations with its MyCoach mobile app, a tool that serves as an on-demand guide to help students keep track of key deadlines, resources, and opportunities through an interactive, campus-specific checklist augmented by automated, evidence-based “nudges.”

Blue Engine

In 2015, the Heckscher Foundation provided capacity-building support to Blue Engine for targeted growth within New York City and expansion to an additional city in 2016. Blue Engine partners with underserved public high

schools in New York City to increase academic rigor and prepare greater numbers of students for post-secondary success. To achieve its mission, Blue Engine delivers daily small-group instruction in three gateway skills: math, literacy, and social cognition. Partner schools are selected based on high need: They must serve a population in which a critical mass of students have not historically performed at college-ready levels on standardized tests, the minority student population is high, the majority of students receive free or reduced-price lunch, and the percentage of special education students and English Language Learners exceeds city averages.

Blue Engine recruits and trains recent college graduates to serve as Blue Engine Teaching Assistants (BETAs) for one year. BETAs and students work in small groups to accelerate academic achievement; three to four BETAs partner with each classroom teacher to customize math and literacy instruction, dramatically reducing the instructor-to-student ratios from 1:6 to 1:3 on average. The model has been effectively scaled since the program's founding in 2009, with 68 BETAs collaborating with 40 teachers to serve 1,200 students in six schools in the South Bronx and Washington Heights. In the 2014 to 2015 academic year, the students served by Blue Engine were 3.7 times more likely to pass the Integrated Algebra exam and 7.6 times more likely to score college ready than their peers district-wide. Achieving competency in Integrated Algebra is one of the highest predictors of college success.

With the Heckscher Foundation's support, Blue Engine is now partnering with two other organizations to increase the scope and efficacy of their BETA program: Relay Graduate School of Education and the College Advising Corps (CAC). Relay will offer a teacher certification program for second year BETAs. Blue Engine will work with CAC to formalize a college readiness curriculum for eleventh and twelfth grade students.

Bottom Line

Bottom Line provides low-income and first-generation college students with one-on-one guidance through the college application process, then through and after

college. The Heckscher Foundation supported Bottom Line to replicate their successful Boston-based model in New York City, and renewed funding for the organization in 2015. Bottom Line targets mid-achieving students, and its college access counselors meet individually with students to create a list of potential schools, complete applications, apply for financial aid, and select a college that meets their academic, financial and personal needs. Once they matriculate, students join the College Success Program. In the 2015 to 2016 academic year, the program is serving 1,240 students—500 more students than the prior year. Bottom Line has also increased its post-college workforce entry services through individualized support and career counseling.

The foundation funded Bottom Line's Success Direct program, which provides a direct pipeline program for college persistence support customized for students who attend New York City high schools that partner with the mentorship and sponsorship organization Student Sponsor Partners. Bottom Line continues building upon this program through partnerships with 16 New York State colleges, 11 of which are located in New York City. These "Higher Education Opportunity Programs" are part of a New York State-wide college access program that includes New York University, Barnard, Syracuse, Ithaca College, Hamilton, Skidmore, Union College, and Colgate.

Over the last four years, 99 percent of Bottom Line's New York cohort was accepted to college, with 33 percent of this group enrolling at a Higher Education Opportunity school. Bottom Line's success is due in substantial part to its built-in framework for collaboration with colleges, other community-based organizations, and district and charter schools. Among Bottom Line college students, 92 percent are still enrolled in college, and another five percent are actively working with Bottom Line on a plan to return to college. Of those in college, 93 percent are currently engaged with Bottom Line's College Success Program. In 2015, Bottom Line has increased its post-college workforce entry services through individualized support and career counseling. Bottom Line will serve at least 194 career students in 2016, nearly three times as many as

in the prior year. The organization is also replicating its model to Chicago and conducting a national evaluation led by Dr. Ben Castleman (University of Virginia).

Breakthrough New York and Miami

In 2015, the foundation again funded Breakthrough New York (BTNY) to implement several initiatives. BTNY is a six-year college access program committed to placing high-potential, low-income middle school students in four-year colleges. BTNY targets sixth graders and works with them throughout high school, providing tutoring and SAT prep, college visits, and interview coaching. BTNY also provides after-school tutoring and summer enrichment programs to a cohort of high-achieving middle school students from New York public schools. BTNY's teachers are themselves high-performing high school and college students who are interested in pursuing careers in education. Since 2005, 100 percent of BTNY's eighth graders have gained admission into selective college-preparatory high schools located throughout the United States. Last year, 100 percent of BTNY high school seniors matriculated to college. Independent evaluations of BTNY students over the course of its summer program indicate that they made gains of up to two and a half grade levels. BTNY operates in 25 regional sites, providing hundreds of under-resourced students with a tuition-free academic enrichment program at the middle and high school levels.

Targeted 2015 funding from the foundation enabled BTNY to implement a strategic growth plan to expand its outreach to two additional sites by 2018. The first new site opened in 2015 in the Bronx through a Heckscher-initiated partnership with New York Junior Tennis and Learning. BTNY is also expanding its program advisory services to assist other sports-hook organizations to develop rigorous educational programming, including First Tee, a leading golf instruction and tutoring model with a flagship education center in the Bronx.

The Heckscher Foundation also co-funded the launch of BTNY's college persistence program with the Meringoff Family Foundation and Aronson Family Foundation to support students from spring of twelfth

grade through college completion via college transition workshops; mentorship; access to summer jobs and internships; and academic, social, and financial assistance. BTNY is partnering with Heckscher grantee Beyond 12 to increase capacity for this college persistence program, utilizing their technology-based student nudge support and tracking model.

In 2015, the foundation also supported Breakthrough Miami (BTM), a tuition-free eight-year program for motivated fifth through twelfth grade students. Among BTM's middle school students, 98 percent enter "college-bound" high schools, and 99 percent graduate from high school, compared with a 68.9 percent graduation rate for surrounding Miami-Dade County public school students. In 2014 to 2015, 100 percent of students increased academic performance in Algebra II, a key indicator of future college success, and 100 percent of seniors graduated on time with 98 percent enrolling in college.

The Bronx Institute at Lehman College (ENLACE Program)

The Heckscher Foundation continued its support of ENLACE (an acronym for "Engaging Latino Communities for Education"), a multi-year cohort program that engages seventh through twelfth grade students in advanced coursework to prepare them for admission to selective colleges and universities. The program provides high-achieving Latino students with advanced academic enrichment in STEM, critical writing, and other college preparatory disciplines. Students attend academic classes on Lehman College-CUNY's campus, engage in project-based assignments, and receive SAT preparation and individualized college guidance. ENLACE students have a 100 percent high school graduation rate and 100 percent acceptance and attendance in competitive four-year colleges and universities on Forbes "America's Top College" list.

This year, the Bronx Institute will expand its impact by admitting an additional cohort of 30 high-achieving ninth grade Latino students from the Bronx and by continuing services for the rising tenth and eleventh grade cohorts. ENLACE maintains a 100 percent college persistence rate.

Citizen Schools New York

Citizen Schools partners with 25 public middle schools to expand the learning day for children in low-income communities nationally. Citizen Schools New York (CSNY) is modeling a new effort to collaborate with other education reform organizations in New York City to form a “transition coalition”: an association of middle schools and nonprofit school intervention providers that share the goal of smoothly transitioning eighth grade students into and through high school. Building on the college-access achievements of the Opportunity Network (OppNet), the foundation supported an expanded partnership between OppNet, Citizen Schools, and Breakthrough New York (all Heckscher Foundation grantees). The goal of this partnership is to create a roadmap to the core competencies that students need to develop between sixth and ninth grades in order to successfully progress towards college. Through this innovative partnership, CSNY endeavors to change the life trajectories of New York City students by moving them onto “success tracks” toward high school graduation, college graduation, and positions of leadership in their careers and communities. Citizen Schools has also been a key partner in the beta-testing phase of a new Heckscher-developed app to help middle school students identify best-fit high schools.

College Completion Innovation Fund (CCIF) and GraduateNYC

Graduate NYC's College Completion Innovation Fund (CCIF), the first collaborative fund focused exclusively on college retention and completion in New York City, is an initiative of the Heckscher Foundation, the Michael & Susan Dell Foundation, Capital One Bank, Stella and Charles Guttman Foundation, Altman Foundation, the Carroll and Milton Petrie Foundation, the Jeffrey H. and Shari L. Aronson Family Foundation, the Teagle Foundation, and the Jewish Foundation for the Education of Women. The fund is investing in innovative projects that will increase rates of degree completion. Grants will be made to support community-based organizations and colleges that serve low-income students, first generation

college students, students of color, and other traditionally underrepresented groups in the five boroughs.

This collaborative effort between the city's educational institutions and an array of foundations focused on high-impact strategies that influence completion rates will award grants to address one or more of the following: remediation, college persistence, and two-year to four-year college transfers. This work will highlight and promote effective practices that are succeeding in local contexts and that may be scaled in other places across the city via our partnership with New York's Department of Education, the City University of New York, and relevant nonprofit organizations. The CCIF is currently accepting new investors.

The inaugural round of 2015 grantees includes:

Guttman Community College

The CCIF grant to Guttman Community College will support the implementation of a technology-based solution called Starfish, which is designed to increase persistence rates for the entire student body. Starfish is a comprehensive Early Alert technology that will be used to enhance and support Guttman's model and systematize advising protocols. The CCIF believes that this project will directly improve student persistence and success, and enable Guttman to sustain its high-touch, high-impact advisement and academic support structure as they continue to grow, serving thousands of students in the coming years.

Hostos Community College

Many students enter Hostos Community College in the Bronx with remedial needs. The CCIF grant to Hostos will propel the campus forward in scaling up two promising remedial interventions that have the potential to increase pass rates and academic success for hundreds of students. These initiatives are designed to improve student retention, address students' development needs and bolster their

success in more challenging courses. The project will include Supplemental Instruction, an academic support model using weekly peer-led study sessions to improve student retention and success within targeted historically difficult courses. The project will also include Small Group Tutorial Intervention, designed to assist students in passing their developmental skills exams, through three-hour weekly tutorials, supplemented with online tutorials and other supports.

NYC Outward Bound Schools

A community-based nonprofit founded in 1987, NYC Outward Bound Schools currently works in 10 schools across the five boroughs. The To & Through College initiative, launched in 2011, provides the support and preparation students need to matriculate and complete college. The CCIF grant will support an advisement intervention called CUNY Crew, based on Outward Bound's successful high school-level crew model, which supports student progress toward high school graduation and college acceptance. CUNY Crew is a college-level advisory program for Outward Bound alumni entering a CUNY community college. Participants meet weekly with a counselor and participate in a series of technology-themed projects with real-world value designed to help future Outward Bound alumni entering CUNY. The CCIF grant will also support three pilot technology interventions to support more than 2,500 college freshman and students who have graduated high school but haven't yet enrolled in college, with the goal of dramatically increasing persistence rates for these young people.

**CollegePoint Initiative: America Achieves/
Bloomberg Philanthropies/Heckscher Partnership**
Since 2014, the Heckscher Foundation has collaborated with organizations including Bloomberg Philanthropies and the Thompson Family Foundation to design and

launch a new college success program. The initiative will promote college access and completion for high-achieving, low- and moderate-income students, providing support and guidance on the college application and financial aid process to directly help as many as 65,000 students apply to, enroll in, and ultimately graduate from top schools. The initiative will engage college and university presidents and leading experts, spurring changes in higher education policies and practices to enable more students to enroll and graduate. The overarching goal is for half of high-achieving, low- and moderate-income students—up from one-third today—to enroll in the nation's top 265 colleges and universities, prioritizing schools with a high graduation rate and low debt.

The model is intended to achieve broad impact through collaboration. Leading program partners include: the National College Advising Corps, College Possible, and Strive for College (each of which will contribute to a squad of well-trained college access advisors), as well as the College Board, the Jack Kent Cooke Foundation, New Profit Inc., the Thomas B. Fordham Institute, Khan Academy, and the Aspen Institute. Leading professors in the college success field Dr. Ben Castleman (University of Virginia) and Dr. Eric Bettinger (Stanford University) will research the impact of interventions used to measure “virtual advising outcomes” and enable sharing of successful strategies among school systems, counselors, other nonprofit organizations, and education leaders across the country.

CollegeSpring

CollegeSpring is a California-based college counseling and SAT prep program customized to meet the needs of low-income students. Through its partnership model, CollegeSpring provides grade-wide intervention during the academic year for eleventh grade students and serves a portion of eleventh and twelfth grade students during a summer session. The organization has operated programs in Los Angeles and San Francisco in partnership with local high schools and community-based organizations. Students receive 80 hours of SAT instruction, college readiness counseling, and diagnostic testing through

a mix of classroom instruction led by professional teachers and small group tutoring sessions led by undergraduates who serve as near-peer mentors.

The Heckscher Foundation provided start-up funding to bring CollegeSpring to New York City in the 2014 to 2015 academic year. CollegeSpring is partnering with Heckscher grantees KIPP NYC, WHEELS, and Bishop Kearney High School, as well as with Business of Sports School, Achievement First Brooklyn High School, and Uncommon Schools charter schools. The New York pilot launched with 500 participating students, and served an additional 250 students during Summer 2015. The program relies on partnership-building and class-wide interventions to ensure success. Last year, CollegeSpring students increased their SAT scores by an average of 59 percent or 180 points.

In 2015, the foundation supported a collaborative initiative between Heckscher grantees CollegeSpring, Henry Street Settlement, and the Posse Foundation. In an effort to deepen Henry Street's college access and retention services for Lower East Side youth, CollegeSpring will facilitate a five-week SAT preparation and college-readiness program for all rising seniors in Henry Street's Expanded Horizons program.

College Advising Corps Inc.

Through a first-time grant to College Advising Corps (CAC) in 2015, the foundation sponsored an opportunity to build on the work of the Heckscher-funded CollegePoint Initiative by supporting a deep-dive pilot project to increase college persistence rates. This pilot program provides a continuation of services for high school graduates served by the CollegePoint Initiative through CAC's personalized advising support to address both the academic and social needs of first-year college students. Goals in the first year are to increase on-time enrollment rate by five percent, FAFSA re-file rates by five percent, and year-to-year persistence rates by three to four percent.

CAC will leverage its CollegePoint "eAdvisers" to offer persistence supports through the initial transition and college acclimation process to 350 students in the

Class of 2019. The nudge text-reminders will be designed with the support of Dr. Ben Castleman of the University of Virginia and will coincide with important milestones that students encounter in their transition to college, e.g., re-filing FAFSAs to meet the priority deadline. A third-party evaluation team led by Dr. Eric Bettinger (Stanford University) and Dr. Ben Castleman (University of Virginia) will conduct a two-stage evaluation of the project. The findings from the evaluation will help inform the design of a larger scale virtual advising retention initiative to be conducted with 2,000 students in the Class of 2020. CAC has demonstrated effectiveness in the college access space: Students in partnering schools in the Class of 2014 demonstrated a college enrollment increase of 36 percent, a 37 percent increase in four-year college enrollment rates, and a 72 percent persistence rate through the second year of college.

College For Every Student (CFES)

In 2015, the foundation provided first-time support to College For Every Student (CFES) to initiate the CFES program in four New York City high schools. CFES engages students in three research-based high-impact practices—Mentoring, Leadership Through Service, and Pathways—shown to raise aspirations and develop key qualities that promote social and educational uplift including adaptability, grit, resilience, teamwork, and leadership. CFES currently supports 25,000 students through partnerships with schools and districts in 30 states. CFES has worked successfully with hundreds of schools and districts in urban and rural communities across the U.S. to develop mentoring initiatives, partnerships with regional colleges, and student leadership programs to improve academic achievement and attendance, build leadership capacity and civic engagement, and ultimately ensure that CFES Scholars get to and through college, ready to enter the workforce.

College Match

The Heckscher Foundation has sought to identify the most effective college access intervention programs nationally.

College Match is a high-touch Los Angeles-based college preparation program that demonstrates a particularly strong approach to addressing the phenomenon of “under-matching.” The program successfully improves outcomes for motivated low-income students who are less likely than their better-off peers to apply to and graduate from schools matched to their abilities. College Match recruits high school sophomores with a minimum GPA of 3.5 and supports them through college graduation, primarily from top tier four-year schools, by leveraging relationships with top private colleges. The College Match “stamp” is recognized among a network of college admissions leaders as an indicator of high potential.

Participants receive one-to-one college advising, SAT preparation, application and essay assistance, guidance with the financial aid process, and then college site visits and retention services once they matriculate to college. College Match provides over 100 hours of SAT preparation on Saturdays through an in-house program administered by teachers from the area’s private schools. In the past five years, participants have raised their average SAT scores by more than 344 points. In 2015, College Match expanded its reach to include 500 students in 18 underserved high schools. Last year, 100 percent of College Match students were admitted to a four-year institution, 98 percent were admitted to a top tier institution, and 64 percent were admitted to an Ivy League university or equivalent. The program maintains a 95 percent college persistence rate.

Common Application Inc.

Through a funding partnership with the Michael and Susan Dell Foundation and the Arnold Foundation, the Heckscher Foundation provided support in 2015 for a new University of Virginia intervention led by Dr. Ben Castleman that augments previously established research models and findings and builds a unique partnership with the Common Application, an undergraduate admission application accepted by 600+ membership colleges and universities. The intervention focuses on using various outreach methods to incentivize low-income students to

increase their college options by applying for financial aid via the FAFSA application process. Using an established online database of 350,000 students nationwide, the planned intervention will provide students with various combinations of texting, emailing and US Postal communication providing financial aid awareness campaigns, including helping students to think through net costs and available financial aid when making college application decisions. This intervention is seamlessly connected to the CollegePoint Initiative (a Heckscher grantee, see page 34). A subset of students, particularly high-achieving, low-income students, will receive the offer to connect one-on-one with a CollegePoint advisor who can assist them with their college financial aid planning.

There are various indicators that students—particularly those from low-income backgrounds—struggle with college and financial aid applications. As many as half of low-income students do not apply to or attend selective institutions at which they appear to be admissible based on their academic record. Ten percent of Pell eligible students do not complete the FAFSA, and thus do not receive federal grant assistance. And 20 to 30 percent of college-intending high school graduates do not successfully enroll in college in the year following high school. Encouragingly, interventions that help students navigate these complex processes and access professional advising when they need assistance can lead to meaningful increases in the number of low-income students that enroll and succeed in college:

- Sending high-achieving high school seniors customized information about well-matched colleges increases the quality of institution students attend;
- Integrating FAFSA completion support into the income tax preparation process improves college entry and persistence;
- Sending high school graduates personalized text message reminders about tasks they need to complete in order to successfully matriculate increases college enrollment.

Anticipated outcomes of this pilot initiative are that students in the treatment groups will show an average increase of 12 to 15 percent in the number of colleges to which they apply, and a five percent increase in the number of students who successfully apply for financial aid, as well as an average increase of four to five percent in attendance at four-year colleges, a four to five percent increase in the number of students who persist into the sophomore year of college, and a two to three percent increase in the number of students who earn a bachelor's degree.

Eagle Academy

In 2015 the Heckscher Foundation provided a second-year grant to the Eagle Academy Foundation (EAF). EAF develops and supports a network of all male college-preparatory, extended-day public schools serving grades six through twelve. A majority of EAF's students—80 percent—are low income, with 50 percent entering the Academy reading below grade level. Eagle launched its first school (Eagle Academy-Bronx) in 2004 and has expanded to a network of six schools. Since inception, Eagle Academy has maintained an 87 percent high school graduation rate and a 95 percent college matriculation rate; more than 80 percent of students successfully enroll in and complete their first year of college. EAF's overall college graduation rate is 51 percent, far surpassing the 11 percent national average of low-income students graduating college. To support Eagle Scholars in their transition to and persistence in college, the Heckscher Foundation provided funding to EAF to collaborate with Bottom Line and Summer Search, both nonprofit organizations (and Heckscher grantees) that offer outcome-driven college readiness and college retention programs for low-income, at-risk students. Bottom Line maintains 92 percent college persistence for all students in their New York program. This collaboration will provide direct service and support to help a group of Eagle Scholars prepare for and navigate the college experience.

Friends of Washington Heights Expeditionary Learning School-WHEELS

The Heckscher Foundation provided a second grant

to the Friends of Washington Heights Expeditionary Learning School (WHEELS) to partner with the New York Opportunity Network (OppNet, also a Heckscher grantee, see page 51). WHEELS is an unscreened school serving sixth through twelfth grade students through a rigorous whole-school college access and persistence framework with continued support for students through college. All WHEELS students are living below the poverty line, and 100 percent apply to college.

In partnerships with Heckscher grantees Blue Engine, CollegeSpring, and College Advising Corps, WHEELS is cultivating a college-going identity in students and helping build life skills for success in college and a career. The school has integrated OppNet's Career Fluency curriculum, which has achieved measured success in supporting college access and persistence. WHEELS is implementing the OppNet career preparedness model for high-achieving, low-income eleventh grade students, and a modified version for struggling students beginning in ninth grade. In 2015, the foundation provided support to WHEELS for a new partnership with the YMCA and UJA (United Jewish Appeal) Federation of New York to provide after-school, at-home and summer programming for students in a new WHEELS expansion to an in-house elementary school.

Global Glimpse

The foundation continued its support of Global Glimpse, an education program founded in the San Francisco Bay area that targets high-potential high school students from disadvantaged neighborhoods and focuses on leadership development, community service, and globalization education. Global Glimpse works with public high schools and college preparatory organizations, including Summer Search, to provide year-round programming that centers around a three-week summer experience in a developing country (including Nicaragua, Ecuador, and the Dominican Republic), with an extensive curriculum covering history, politics, culture, poverty, business, education, and development.

The program targets high-potential, low-income eleventh grade students who demonstrate leadership

qualities and have a minimum GPA of 3.0. Prior to their summer travel, students perform 40 hours of community service and engage in project-based learning, leadership training, and after-school workshops focused on civic engagement and global education. Participants remain engaged in the program as twelfth grade students through providing one-on-one mentoring to the incoming cohort of eleventh grade students, and participating in community service projects and supplementary academic workshops that include college essay support.

With funding from the Heckscher Foundation in partnership with the Edwin Gould Foundation, Global Glimpse replicated its programming in New York City in the 2013 to 2014 academic year, implementing programs in ten Title I schools and recruiting 100 students. In the third year of New York expansion, Global Glimpse is developing an Alumni Ambassador Program to provide continued leadership development and support for alumni during their senior year of high school. Though not a traditional college preparation program, Global Glimpse's experiential learning yields significant academic gains: 80 percent of participants write their college essay on the experience, 100 percent graduate from high school, 80 percent matriculate to four-year colleges, with an additional 15 percent at two-year community colleges, and 97 percent are persisting in college.

Harlem Educational Activities Fund (HEAF)

The foundation provided continued funding for the Harlem Educational Activities Fund (HEAF), which provides guidance to students from middle school through the college years, developing the skills for admission and success in competitive, four-year colleges and universities. As a college access program that provides an eleven-year continuum of services, HEAF works with a limited cohort of 65 to 70 students, offering individualized support in high school admissions, test preparation, college advising, mentoring, internship placement, and subject tutoring.

HEAF provides after-school, Saturday, and summer educational and youth development programming. It recruits sixth grade students from low-income families

who are performing at or just above grade level (minimum GPA of 80 percent). Considered to be in the “invisible middle,” these youth are high potential, underserved, and capable of gaining access to and succeeding in four-year colleges. To equip all participants to become competitive job candidates, the Heckscher Foundation supported HEAF to build on its College Quest and Onward programs, adding a workforce development program called HEAF Career Continuum, which fuses interactive online technology, career mentoring, in-person seminars, and linkage to college and career-planning resources. Last year, 100 percent of students graduated from high school on time and matriculated to college (97 percent to a four-year college), and 92 percent persisted in college and achieved a bachelor's degree on time.



Harlem RBI

The Heckscher Foundation is a long-time supporter of Harlem RBI, which engages youth aged five to twenty-one in year-round, comprehensive sports, tutoring, and development programs. The foundation sponsored the REAL (Reading and Enrichment Academy for Learning) Kids Summer Program, and helped launch its expansion to the South Bronx. REAL Kids Summer and After-School Programs use the power of team activity to help youth develop literacy, academic, social, and emotional skills, and to instill a lifelong love of reading. REAL Kids serves youth in Kindergarten to fifth grade, and all participants

play in competitive baseball and softball leagues and learn about healthy nutritional habits. The model centers upon certified teachers supported by college interns who serve as teachers' assistants in the morning and as coaches in the afternoon.

In 2015, the foundation supported a 33-week long TeamBuilders afterschool program. The majority of youth participants, 98 percent, were promoted to the next grade and all are expected to maintain an 80 percent average in core academic classes. As part of the TeamBuilders program, Harlem RBI also works with students to identify and apply to best-match and college-preparatory high schools that have been vetted by the organization. The Heckscher Foundation's support has enabled Harlem RBI to better align its youth development strategies to achieve the long-term goals of improving literacy and building healthy living skills.

Harvard Business School Innovation Lab (iLab) and HBS Startup Studio-NYC

The Heckscher Foundation is a founding donor of the Harvard Innovation Lab (iLab), supporting its mission to inspire students from any Harvard School to identify opportunities, marshal resources, and engage in entrepreneurial action to foster and develop innovative educational start-ups, educational programs, and nonprofits. This funding is in line with the foundation's increased focus on venture philanthropy. In 2015, the foundation provided support to bring the iLab's impact to New York City through Harvard Business School's launch of the HBS Startup Studio-NYC, a 30-month pilot to engage and support alumni entrepreneurs in NYC, one of the world's most important startup hubs.

Harvard Business School—Summer Venture in Management

In 2015, the foundation renewed support for Summer Venture in Management (SVMP), a training program for rising college seniors designed to increase diversity and opportunity in business education. A program of Harvard Business School, it supports students who are typically

underrepresented in the business school classroom to gain admission to top business schools and develop a broader understanding of the challenges business leaders face, the many dimensions of the business world, and the impact they can have on their community and the world through business leadership.

Criteria for admission include academic achievement, demonstrated leadership, and personal characteristics, with special consideration for students of color who are first-generation to college, whose families have little business education or experience, and/or who are from a school whose graduates are sometimes underrepresented (such as a community college or a predominately minority college). Participants live on campus, spending evenings analyzing real business cases, and morning study groups and classes examining and debating their ideas with peers and faculty. The academic program is supplemented by presentations from Harvard Business School administrators and alumni who provide information about the impact of a business degree. Measures of success for this program include its effectiveness in supporting these "non-traditional" students to enroll in one of the nation's top 20 business schools (as ranked by *U.S. News and World Report*). Longer-term measures of program success include highly competitive internships, and employment and salary offers from top firms.

iMentor

iMentor is a national organization that builds mentoring relationships that empower students from low-income communities to graduate high school, succeed in college, and achieve their ambitions. From 2013 through 2015, the Heckscher Foundation supported iMentor in implementing the Texts for College Success Campaign, a text message campaign to counteract the phenomenon of "summer melt," which affects up to forty percent of low-income and first-generation college-bound students who change their college plans over the summer due to logistical, financial, or personal issues. Informed by the Heckscher-funded Project SCOPE pilot, six-hundred iMentor students received text messages and regular,

counselor-driven monitoring during the summer between high school and the first year of college to support their college matriculation. The first two years of this three-year campaign yielded promising results.

In 2015 the foundation funded iMentor to deepen their services through three initiatives:

- 1 Development of College Programming: 75 percent of college freshmen engaging in the curriculum persisted to sophomore year and 64 percent of college sophomores engaging in the curriculum persisted to junior year. Building on the success of its new college curricula for freshmen and sophomores, iMentor will design and implement customized curricula for juniors and seniors.
- 2 Text Messaging for College Success Campaign: iMentor is completing its third year of the text campaign, including a three-year evaluation from iMentor's Research & Evaluation team. Results indicate that 62 percent of NYC seniors who participated in the campaign enrolled in college on time in the fall of 2014.
- 3 Development of Core Metrics Dashboard: iMentor will improve efficiency and accuracy in tracking student performance by developing a dashboard that provides snapshots of pair, partner, and program performance across each core metric to be rolled out across all program sites by the fall of 2016.

Leadership Enterprise for a Diverse America

The Heckscher Foundation has supported the Leadership Enterprise for a Diverse America (LEDA), a nonprofit committed to diversifying the nation's leadership pipeline. LEDA identifies and develops the academic and leadership potential of exceptional public high school students from low-income backgrounds to offset the ongoing underrepresentation of these students in our nation's top colleges, universities, and ultimately, leadership sectors.

Through its annual Scholars Program, LEDA engages in a local and national recruitment effort to identify

qualified students who demonstrate leadership potential but who would not traditionally consider attending or who do not have access to supports to enable them to attend selective colleges and universities. LEDA has supported more than ten cohorts of Scholars, with a record 97 percent admitted to at least one Ivy League or "most competitive" college (as categorized by Barron's *Profiles of American Colleges*).

Legal Outreach

In 2015, the foundation continued its support of Legal Outreach, a college preparatory organization that uses instruction in law as a mechanism for inspiring underserved, minority youth from New York City to strive for academic excellence and higher education. Legal Outreach works with a mix of motivated average-performing and high-performing students to provide comprehensive academic support throughout high school and to promote their access to college. The program's Summer Law Institute for eighth grade students feeds into the four-year College Bound program, which serves ninth through twelfth grade students.

College Bound is an intensive academic enrichment program that operates after school, on Saturdays, and during the summer. The program includes skill development and supports designed to help underserved students stay on track for college. Through their high school years, participants engage in: a study and tutorial program; study and life-skills seminars; academic and college prep advisory programming; writing classes taught by professional journalists, lawyers, and law or graduate students; debate competitions focusing on constitutional issues; individual mentoring by lawyers; SAT preparation classes; college preparatory class; and college selection and application workshops.

Last year, one hundred percent of College Bound graduating seniors gained admission to college, and 98 percent matriculated (with 68 percent matriculating to "most competitive" and "highly selective" colleges, the highest two categories as classified by Barron's *Profiles of American Colleges*). Among program participants from

2008 to 2013, 95 percent of high school graduates have completed or are on track to complete college within five years (80 percent in four years and 15 percent in five years).

Let's Get Ready

The foundation provided a first grant to Let's Get Ready (LGR) in 2015 to support a partnership with five "sports hook" education partners (Figure Skating in Harlem, Rocking the Boat, Row New York, Stoked, and I Challenge Myself) to engage high school juniors and seniors in LGR college readiness programming over the summer. Using volunteer college students as tutors, mentors, and role models, LGR provides low-income high school students with SAT preparation, college admissions counseling, and support services needed to gain access to and persist through college. Participants improve an average of 115 points on the SAT, according to recent LGR results. During the 2015 to 2016 academic year, LGR will provide supplemental workshops on financial aid, college applications, and career exploration. After completion of the core program, students will enter into LGR's College Transition and Success program, which supports alumni to persist and succeed in college. LGR provides a wide range of supports, including Transition Coaching (via phone), on-campus Success Sites, and in-person workshops. LGR will work closely with the five partners to ensure college persistence support.

LGR reports that 92 percent of its class of 2014 matriculated to college after high school, with 83 percent of those students enrolled at four-year schools. LGR has demonstrated an 85 percent persistence rate from the first to second year of college. Additionally, LGR has embarked on a three-year randomized control study to examine the impact of program staff on SAT scores, college enrollment, and college persistence and success.

MDRC/College Advising Corps

MDRC, a nonprofit research and direct-service organization, partnered with Chicago Public Schools to help low-income and first-generation college students make successful college choices through the College Match

Program. The Heckscher Foundation funded MDRC to expand the College Match model to New York City in partnership with the College Advising Corps, a nonprofit that places recent post-secondary graduates as full-time college advisers in underserved schools.

The College Match Program targets underserved students with the minimum GPA and SAT scores for eligibility to selective colleges. The program addresses the problem of "under-matching" by encouraging these high-achieving, low-income high school students to choose colleges where they are likely to thrive and graduate. The intervention is a two-year, school-based advising program beginning in the spring semester of a student's junior year and lasting through high school graduation. Counselors engage parents to help them understand financial aid and college culture issues, helping students to make informed choices among acceptances and financial aid award offers. Students receive individualized and group counseling, and the program tracks their college application, admission, and enrollment outcomes.

New Heights Youth

In 2015, the Heckscher Foundation supported New Heights Youth, one of the most successful outcome-driven sports-and-college prep programs operating in New York City. New Heights provides year-round academic and basketball programming for underserved fifth through twelfth grade students (62 percent are first generation college students and 60 percent receive free or reduced price lunch). The intensive youth development model uses basketball as a hook for shaping academic success and improving life trajectories for low-income youth.

New Heights supports next grade promotion through individualized tutoring services, standardized test preparation, and homework help. Its High School Assist program supports fifth through eighth graders to gain admission to college preparatory high schools through services including high school visits, financial aid workshops, and counseling to support students and families through the high school application and selection process. The New Heights College Assist program provides high

school student-athletes with the individual support necessary to gain admission to and succeed in top-tier colleges, including SAT/ACT preparation, school visits, financial aid workshops, and NCAA recruiting guidance when applicable. The New Heights Summer Academy is a full-day, six-week program for rising fifth through ninth grade students. By spending half the day in the classroom and the other half on the court, participants develop academic, athletic, and leadership skills. Since 2005, New Heights has maintained a 100 percent high school graduation rate and 98 percent college matriculation rate. Last year, 100 percent of rising ninth graders were placed in a college preparatory high school and 100 percent of graduating seniors matriculated to higher education. New Heights Youth is currently in year two of a five-year strategic growth period, with planning in partnership with the Taproot Foundation.

NJ Seeds Inc.

The foundation provided a first grant to NJ SEEDS in 2015, which aims to transform the educational opportunities of low-income, high-performing middle and high school students in New Jersey. The Scholars Program, NJ SEEDS' oldest and largest program, prepares eighth grade students for ninth grade placement at academically rigorous day or boarding schools. Over a 14-month period, 95 students, selected from over 500 applicants, will take classes on Saturdays and participate in two three-week summer residential programs at The Hill School in Pottstown, PA. Students receive rigorous instruction in mathematics, language arts, and science, as well as preparation for the Secondary School Admission Test (which is required for independent school admission) and ongoing independent school admissions process support. Participant SSAT scores increase an average of 47 percent. After eighth grade, students are given the choice to concentrate in one of four tracks over the summer: Business and Finance; STEM; Law and Society; or Arts and Culture. Summer scheduling is designed to mirror that of a typical boarding school day, which includes core and extra-curricular classes,

a mandatory two-hour study hall, athletics, and character and leadership-building seminars.

The New York Opportunity Network (OppNet)

The Opportunity Network (OppNet) has supported high-performing students to complete college and launch careers by providing career preparation and networking opportunities within a college access and success framework. In 2015, the Heckscher Foundation continued support of OppNet's college-access program, which provides high-achieving, underserved students with a clear path to career opportunities, professional networks, and colleges. Emphasizing personal and professional networks and social capital, OppNet's "Career Fluency" curriculum is defined by extensive and intensive intervention over six years with a holistic focus on college and careers. From sophomore summer through senior year of high school, OppNet Fellows participate in weekly after-school sessions focused on career exploration, networking, and professional etiquette. They receive intensive college advising to supplement in-school guidance and hold paid summer internships. Once in college, Fellows receive more than 300 mentoring and counseling sessions. Last year, 100 percent graduated high school on time and 98 percent matriculated to selective four-year colleges. One hundred percent of Fellows have graduated or are on track to graduate college within six years; among those who graduated, 90 percent secured full-time employment within six months of completing college. In 2015, OppNet expanded to serve an additional cohort of incoming students, increasing from 83 to 100 students.

Through key partnerships with several Heckscher grantees, OppNet is maximizing its impact, providing a continuum of services from middle to high school. With Citizen Schools, OppNet extended its model to serve ninth grade students on the lower end of the academic spectrum. With WHEELS, OppNet is implementing a school-wide intervention. And in partnership with KIPP Through College, the organization is continuing to test and adapt its model to serve less academically prepared students.

To further expand its reach, OppNet launched OppNet Prep to serve a younger population starting at the end of eighth grade through their ninth grade year. These students receive a curriculum adapted from Career Fluency in a year-long classroom series that culminates in a college access program fair. At the 2015 fair, 89 percent of students applied to high school enrichment and college prep programs, with most receiving acceptances.

OneGoal

In 2015, the Heckscher Foundation provided support for OneGoal to replicate its program to New York City, in collaboration with the Edwin Gould Foundation and Arbor Brothers, which are together providing a combination of technical assistance, incubation office space, and other capacity-building services. Formally launched as an intensive in-school college persistence program in 2013, OneGoal now works with 4,000 high-need students in non-selective, low-income partner high schools in Chicago and Houston. OneGoal identifies, trains, and supports high-performing champion teachers to implement a three-year college readiness and success curriculum into classroom-based learning. Program Directors work intensively with underperforming students from eleventh grade through the first year of college to not only support students to and through college but to increase their college selectivity tier by at least one level. OneGoal's program specifically focuses on addressing college under-matching challenges by targeting mid-range achievers, providing comprehensive services geared towards improved GPAs and standardized test scores, and helping students to identify more selective and supportive best-fit colleges.

According to a recent external evaluation, OneGoal demonstrated an increase in college enrollment and persistence by 10 to 20 percentage points (compared to a control group), with a particular strong effect in increasing four-year college enrollment and persistence. Through this low-cost and scalable model, which relies on existing resources, OneGoal is able to make district-wide improvements in college success. To date, 87 percent of gradu-

ates have enrolled in college and 83 percent are persisting in college or have graduated with a college degree.

In its initial New York City launch year, OneGoal will partner with seven to eight low-income high schools during the 2015 to 2016 academic year. By the 2016 to 2017 academic year, OneGoal plans to serve 8,000 students in approximately 130 schools across Chicago, Houston, New York, Boston, and an additional region.

One Voice

The Heckscher Foundation has provided support for One Voice, a high-touch college access program for high-achieving low-income students. Participants in the Scholars Program have a 95 percent college graduation rate. The program prepares low-income inner-city Los Angeles high school students for success in college beginning in eleventh grade and continuing through college graduation. One Voice recruits motivated students (with a 3.0 GPA or above) annually from ten of the worst performing high schools in Los Angeles and provides one-on-one counseling services, including professional college advisement, personal counseling, SAT preparation, college essay instruction, tutoring, application and test fees, college visits, and parent counseling. Of the 136 students currently served through this high-touch program, 100 percent come from low-income families and 95 percent are the first in their families to attend college.

To maximize engagement, program staff initially visit each Scholar's home to introduce themselves to the Scholar's family. One Voice advocates for college admission and financial aid on behalf of each Scholar, encouraging every student to apply to selective four-year colleges that best serve this population. Each Scholar applies to ten private schools and up to eight public schools. Throughout college, students receive structured supports and help with expenses such as transportation, books, clothing, healthcare, and emergency expenses. A monthly stipend helps pay for social activities. To support retention, Scholars receive at least two phone calls per month during their first semester, and at least one monthly phone call, email or text message throughout their first year. One

Voice responds to individualized needs with wraparound services including academic counseling, application assistance for transfers, emotional support, and short-term financial assistance for a family in crisis. One hundred percent of 2014 Scholars were admitted to four-year colleges, with nearly 80 percent attending private colleges and universities outside California.

Posse Foundation/Posse Consulting

In 2015, the Heckscher Foundation provided support to Posse Foundation, a national college access and leadership development program that recruits underserved urban public high school students with leadership and academic potential, providing them with the opportunity to attend competitive four-year colleges tuition free.

To date, 100 percent of Posse Scholars have graduated from high school and matriculated to college, and the program maintains a 90 percent college graduation rate. Posse's success hinges on a cohort-model, in which participants are placed in supportive, multicultural teams of 10 students, called "posses." Posse Scholars attend one of 51 partnering colleges and universities, where they meet with a mentor and campus liaison weekly to ensure retention and facilitate leadership and engagement in campus opportunities. Posse plays an integral role in career development and internship placement through employer partnerships, career workshops, and alumni networking; 70 percent of Posse alumni have obtained an internship or job through Posse and 92 percent of alumni are employed or in graduate school.

Through an underwriting grant from the Heckscher Foundation this year, Posse established a new initiative, Posse Consulting. Posse Consulting will formalize the organization's expertise in the field of leadership development and diversity training, and will support this work among external organizations to build and scale their college access and leadership development programming. Posse will offer other organizations mentorship, targeted diversity training for the organization's employees through workshops and daylong events, and training on how to reproduce these training programs. This initiative will

allow Posse to expand its impact in higher education as well as increase its influence over how college access programs and corporate diversity initiatives approach and address challenges related to promoting equity in their institutions. Posse Consulting worked with other Heckscher grantees in 2015, including Henry Street Settlement and CollegeSpring.

Row New York

The Heckscher Foundation continued its support for Row New York, an outcomes-driven sports plus college prep program. Row New York serves sixth through twelfth grade students from under-resourced high schools with year-round programming through a blend of competitive rowing and individualized academic support. Youth participate in Regents test prep, a seven-week SAT prep course during the summer, career development activities, and college visits, and receive one-on-one assistance with the college and financial aid application process, and assistance with recruitment to college rowing teams. The organization does not screen based on academic performance; however, once admitted to the program, students with a GPA below 80 percent focus exclusively on grade improvement by engaging in tutoring and small-group academic instruction. Among the high school classes of 2011 through 2014, 94 percent are persisting in college.

In addition to supporting Row New York's college readiness programming, in 2014 and 2015 the Heckscher Foundation partnered with SeaChange Capital Partners to assist in assessing options for increasing Row New York's capacity through a new boathouse. The new space, which will house the organization's headquarters, will better position Row New York to achieve its ultimate goal of providing comprehensive onsite programming that will reach more youth. (Also see page 98.)

Sponsors for Educational Opportunity

The Heckscher Foundation continued to fund Sponsors for Educational Opportunity (SEO) to support its Scholars Program. This year-round program serves low-income public high school students for eight years, supporting

them to gain admission to and graduate from competitive four-year colleges. During high school, SEO Scholars take part in an intensive out-of-school academic program designed to close the academic achievement gap, preparing participants to become nationally competitive candidates for college admission. Throughout college, Scholars receive guidance to ensure they earn a degree and can build successful careers.

SEO recruits ninth grade students with a minimum GPA of 2.0 from underserved public high schools in New York City. They attend a sixth day of school three times each month, as well as intensive weekly after-school courses, full-day sessions during school breaks, and a four-week summer term. Over the past few years, SEO has increased its incoming cohort size from 80 to 125 students, and average program attendance has risen from 88 percent to 94 percent. Last year, SEO received 800 applications to fill 125 slots. In response, in 2015 SEO doubled the size of its incoming class to serve 250 students.

The Scholars Program designates 80 percent of its efforts towards academics and 20 percent towards enrichment and leadership activities (including access to study-abroad programs). While attending college, Scholars receive psychosocial support, participate in academic and career workshops and receive one-on-one assistance focused on managing coursework, earning top grades, financial and budgeting strategies, securing internships, and planning for their future careers and long-term success. In 2015, 100 percent of graduating high school Scholars were admitted to a four-year college, 84 percent of whom matriculated to colleges ranked by Barron's *Profiles of American Colleges* as in the top three tiers of competitiveness. Of those who went on to college, 97 percent continued on to the college component of the SEO program. Over the past six years, the average six-year completion rate for Scholars was 95 percent, 80 percent of whom graduated on-time.

Summer Search—New York City and San Francisco Bay Area

In 2015 the Heckscher Foundation provided support to

Summer Search, a leadership development program for low-income high school students that provides year-round mentoring, life-changing summer experiences, college guidance, and a lasting support network to significantly increase participants' likelihood of earning a four-year college degree. Summer Search began in San Francisco and was successfully replicated in New York City in 2003. The program targets students in the "invisible middle" academically—those achieving low B to high C grades. The leadership program includes weekly mentoring sessions from tenth grade through graduation, two summer experiential education programs following the tenth and eleventh grades, college advisory services, and alumni support through and after college.

Among students served, 93 percent are first-generation college students, and 98 percent qualify for free or reduced lunch. The program has consistently generated successful outcomes: Since programming began in New York City, Summer Search has maintained a 98 percent high school graduation rate and 94 percent college matriculation rate, and 78 percent of Summer Search participants have graduated from college or are on track to do so.

Summer Search NYC is currently in the middle of a five-year strategic growth initiative; this includes an increased focus on recruiting more "one-off" students who may be missed by their traditional recruitment methods, pursuant to research findings on college success in a study by Hoxby and Avery. In an effort to accomplish this, Summer Search launched a partnership with the Martin Van Buren High School in Queens as a recruitment avenue for "one-off" students.

The TEAK Fellowship

The foundation has continued its support for the Teak Fellowship, which focuses on generating access to high quality educational opportunities for motivated New York City youth. Established in 1998, TEAK is an academic and personal enrichment program for youth starting in sixth grade and extending beyond college graduation. Acceptance is based on financial need,

academic motivation, and talent. TEAK begins preparing youth in the spring of sixth grade to gain admission to top public, independent, and parochial high schools, and to succeed once enrolled.

TEAK students embark on a 16-month cycle of programs to prepare for the competitive admissions process to selective high schools. Preparatory programs include: the Spring Intensive, a six-week after-school academic program; two Summer Institutes, six-week intensive programs in English, math, Latin, science, research, and arts; a test preparation course; and comprehensive high school placement guidance to help navigate the admissions and financial aid application processes. Among TEAK Fellows, 100 percent graduated from high school and were accepted to four-year colleges and universities, with over 96 percent admitted to selective schools.

uAspire

Through a collaborative funding initiative with the Edwin Gould Foundation in 2015, the Heckscher Foundation provided a first-time grant to Boston-based uAspire (formerly known as ACCESS), which has 30 years of experience demonstrating that providing financial information and guidance lowers financial barriers to higher education. uAspire serves communities in the greater Boston area, the Bay Area, and Miami; and the current grant provides support for expansion to New York City through a landscape analysis under the guidance of key experts from the Harvard Graduate School of Education. In addition, funding supports the expansion of an ongoing financial aid award letter analysis initiative, which aims to create a predictive model for improved college matching based on predictors of college affordability for low-income, mid-to-high-achieving students.

Young Women's Leadership Network/ College Bound Initiative

In 2015 the Heckscher Foundation continued support to the Young Women's Leadership Network (YWLN) to scale its college access model to at least 35 schools by 2018, reaching 19,000 students throughout New York City.

YWLN manages two programs that empower low-income youth to break the cycle of poverty through education: The Young Women's Leadership Schools, a high performing network of all-girls public secondary schools, and the CollegeBound Initiative, a comprehensive college guidance program for young women and men offered to other schools. The CollegeBound Initiative is a year-round college access program delivered by a full-time, school-based counselor. Among youth who complete the CollegeBound Initiative, 84 percent have enrolled in college. During the 2015 to 2016 academic year, the CollegeBound Initiative has grown to serve nearly 15,000 students at 27 partner high schools in New York City.



Cristo Rey High School

In 2015, the foundation provided a first grant to Cristo Rey New York High School (CRNYHS), a Catholic, co-ed, private college preparatory high school serving highly motivated, low-income students of all faiths. The school is attended by 385 students, the majority of whom are immigrants or children of immigrants who will be the first in their family to attend college.

CRNYHS fuses a rigorous academic curriculum with a demanding Corporate Work Study Program and tracks students through college using a portal developed in partnership with the Michael and Susan Dell Foundation and the National Student Clearinghouse. Based on their

strong track record of 100 percent high school graduation and 98 percent college enrollment, CRNYHS projects that all students graduating high school in the 2015 to 2016 academic year will be accepted to and enrolled in four-year universities, and that 75 percent of this cohort will graduate with a college degree within six years.



UJA Federation of New York Partnership with Washington Heights Expeditionary Learning School (WHEELS) and YMCA

WHEELS is partnering with the local YMCA and UJA Federation of NY (“UJA”), an organization that works with 100 network beneficiary agencies to strengthen communities worldwide. With funding from the Heckscher Foundation in 2015, this pilot partnership will result in additional after-school, at-home, and summer programming for WHEELS students in Kindergarten through sixth grade, which will amount to 6,000 additional instructional hours for students per year. Having recently expanded from middle and high school grades to a new elementary school, WHEELS elementary programs will include: a daily three-hour-long, on-site after school tutoring, enrichment, and character-building program at WHEELS for 60 students; an eight-hour-a-day, eight-week-long summer enrichment program (total of 360 hours of programming); and a 10-day vacation academic enrichment program for 35 students.

By June 2017, after nine months of program participation, UJA, the Y, and WHEELS project that students will have made more than one year of progress in literacy, writing and math, and will have improved their physical health and attendance in school. By January 2018, after 18 months of program participation, the partnership projects that students who participate in all programs will: have received 1,500 hours of additional learning time outside of school hours; be at or above grade level; have demonstrated progress in mastering a skill (in areas including the arts, communication, leadership, language, STEM); have participated in over eight service learning projects; and have learned to make healthier nutritional choices. UJA, the Y, and WHEELS project that students who participate in this additional programming opportunity for more than three consecutive years will be better prepared for middle school, demonstrate improvement in social and emotional learning competencies linked to academic success, and develop the foundational skills indicative of success in high school and college.



Heckscher Scholars Program

The Heckscher Scholars Program provides college access and career readiness programming for students from New York City public high schools while building the capacity of city nonprofits. To prepare for admission to competitive residential four-year colleges, scholars

work with specialized tutors and guidance counselors at the Heckscher Foundation offices. They receive academic support and college preparation, including tutoring in English, Math and Latin, SAT tutoring, college visits, individual counseling, and family assistance. Through paid summer internship placements, Heckscher Scholars also contribute meaningfully to nonprofit organizations throughout the city while gaining first-time work experiences in research, community projects, and family social services. To date, every Heckscher Scholar has been accepted to and continues to attend or has graduated from a four-year school and all have received substantial financial aid awards and scholarship grants.



Literacy Programs

Experience Corps

In 2015, the foundation provided support for the Experience Corps Literacy Program, a data-driven approach to helping children at risk through literacy intervention. Operated in partnership with the Community Service Society of New York (CSS), Experience Corps engages a diverse cadre of older adults to volunteer at a network of public schools. CSS trains the volunteers, who work in teams of 10 to 15, to assist students in becoming independent readers by third grade. Experience Corps volunteers work with youth in their own neighborhoods, and the benefits

of this intergenerational model extend to the volunteers, students, and communities.

Volunteers provide individualized tutoring and overall classroom assistance, and conduct small reading groups. A full-time staff person coordinates the program at each school. With 20 years of success behind it, Experience Corps is a proven effective intervention for low-performing schools in New York City. An external evaluation found that the students who worked with Experience Corps tutors for a school year experienced over 60 percent greater gains in two critical literacy skills—sounding out new words and reading comprehension—versus non-participants. The value of Experience Corps is demonstrated by schools' willingness to dedicate scarce classroom space to the program.

Practice Makes Perfect, Inc

The Heckscher Foundation provided early-stage capacity-building support to Practice Makes Perfect (PMP), a literacy and math program designed to help prevent summer learning loss. This innovative multi-level tutoring and mentoring program offers summertime academic enrichment through a near-peer model that pairs struggling elementary school students with high-achieving middle school students, who in turn receive academic mentoring from high school students. Leadership and career training is provided to older students while they work with younger students on math and literacy skills development. The program works with students from first grade through college matriculation. A central component is that students “give back” to other students and to their communities through service projects. College student interns provide program supervision and a certified teacher oversees each cohort.

The current growth phase brought this low-cost literacy and math model to five times more students in 2015 than were served the previous year. With this level of capacity building comes a corresponding need for increased evaluation capacity; to help meet this need, the Heckscher Foundation grant is also funding Philliber Research Associates to develop a two-year evaluation

study design to illustrate the effectiveness of summer intervention. In 2014, Kindergarten through eighth grade students achieved a three percent average improvement in math and six percent average improvement in English language arts while high school mentors had a 170-point improvement in SAT scores.

CEO Karim Abouelnaga, who founded Practice Makes Perfect as a sophomore at Cornell, was named to the 2015 Forbes “30 Under 30” list of most influential leaders in education.

READ Alliance

In 2015, the foundation provided continued support to READ Alliance, formerly the Reading Excellence and Discovery Foundation (READ), which was established to address the high proportion of New York City students demonstrating below grade-level reading skills. READ has established a research-based educational approach yielding measurable results while offering growth opportunities for economically disadvantaged New York City teens. The program model positions academically successful seventh through twelfth grade students who are trained as tutors to work with Kindergarten through second grade students at risk.

In 2015, READ’s Summer Reading Program targeted children at nine New York City partner sites with critical reading intervention services delivered in a one-to-one instructional model by teen tutors. Children attend the Summer Reading Program four to five days each week for a total of approximately 45 tutoring sessions, and participate in additional one-on-one tutoring sessions with literacy activities that support their reading. The average reading gain achieved during the summer program was .88 grade levels for 256 students, with nearly half of students improving reading by at least one full grade level.

Reading Partners

In 2015, the Heckscher Foundation continued to support Reading Partners (RPNY), a program that helps children become lifelong readers through individualized instruction that demands measurable results. The foundation initially

funded the program’s replication from the Bay Area to New York City and has since funded expansion of the program. In the 2015 to 2016 academic year, RPNY will serve 920 students in 17 Title 1 elementary schools across Manhattan, Brooklyn, the Bronx and Queens.

At each school, RPNY creates a reading center and recruits a corps of up to 100 community volunteers to work one-on-one with students who have fallen at least six months behind in reading. Volunteers pull students out of class twice weekly for 45-minute tutoring sessions, utilizing a research-validated curriculum developed in partnership with the Stanford University School of Education. Students are evaluated throughout the year to guide instruction and monitor progress. A trained AmeriCorps member provides daily on-site program coordination with close oversight and assistance from senior RPNY staff.

RPNY’s Take Reading Home program complements tutoring by distributing over 20,000 free books across its programs so students can start home libraries. Periodic events engage parents. Among participants, 88 percent accelerated their rate of learning and 72 percent finished the year closer to their target grade level. A 2015 MDRC study of 1,200 students across three states found that Reading Partners had significantly increased reading comprehension, fluency, and sight-word reading among diverse groups of students after one year.

Arts Education



The Heckscher Foundation believes that the primary arena for excellent arts education is the classroom, and that arts organizations should work consistently and strategically in schools and with teachers, understanding the demands of existing curricula and official standards. Acknowledging the connection between long-term arts programming and improved achievement in the classroom and on standardized tests, the foundation seeks to fund programs in which arts education is aligned with the academic curriculum and fosters academic performance. High-quality out-of-school arts education programming will use art to engage students in supplemental academic work such as college access programming.

Programs should be able to demonstrate how participation helps to further the foundation's mission to "level the playing field" by providing exposure to and experience in the arts for children who otherwise might not have such opportunities. The foundation is particularly interested in programs that lead to increased knowledge about the arts including theatre, visual arts, digital media,

dance, and music, while simultaneously achieving positive behavioral outcomes such as:

- Increased school subject performance as a result of integrated arts education
- Increased SAT scores on both verbal and math examinations
- Improved scores on state-mandated exams such as the New York State Regents Examinations
- Demonstrated literacy skill-building including reading comprehension and writing skills
- Avoidance of at-risk behaviors
- Demonstrated increased school engagement
- Acquisition of arts skills in theatre, visual arts, digital media, dance or music



Art Beyond Sight

The foundation provided continued support to Art Beyond Sight (ABS) in 2015. The ABS Lab for Learning program integrates occupational, music, and drama therapy with the arts to develop and improve independent living and social skills for 250 children and teens with visual impairments, as well as those with developmental, learning, and emotional disabilities. Led by arts educators and music or occupational therapists, the program operates during the academic year and summer sessions in six NYC schools. The curriculum focuses on four areas of intervention: fashion and dressing (life skills for the blind); table and dining (self-feeding skills as well as socialization/etiquette); self-presentation, interview skills, and public speaking; and teamwork, relationship building, and conflict resolution.

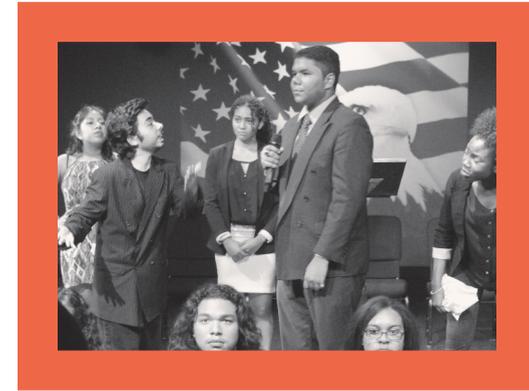
Art Beyond Sight has revised its curriculum over the last academic year to incorporate key skills identified through the Expanded Core Curriculum (nine unique educational needs for students with visual impairments that align with their Individualized Education Plan needs), which cover the following areas: Compensatory/Academic, Career Development, Independent Living, Orientation and Mobility, Recreation and Leisure, Social Interaction, Self-Determination, Sensory Efficiency, and Technology/Assistive Technology. Strategies to deliver instruction include role play, interviews (scripted and improvised),

voice projection and posture exercises, art making, song writing, and creative writing. Over the last year ABS provided creative arts sessions in 16 classrooms to more than 120 students during the academic year; participating students demonstrated gains in behavioral outcomes and in independent living skills.



Center for Arts Education

The Heckscher Foundation seeks to support programming in the arts that incorporates an “arts-plus” component—typically arts plus outcome-driven academics. The Center for Arts Education (CAE) works to ensure that every school child receives a well-rounded education that includes the arts. Aligned with Common Core Standards, CAE’s Arts Engage Initiative is intended to produce a sustainable, replicable, and fully accountable model that prepares middle school students in underserved urban communities for success in school and in life. The model provides robust, high-quality arts plus arts-integrated education and addresses experience, achievement, and research gaps. In 2015, the foundation continued support for the implementation of a multi-year control group study for this initiative to test the projection that this pilot will yield higher levels of reading comprehension and writing skills in sixth to eighth grade students.



Epic Theatre Ensemble

In 2015, the foundation provided support to Epic Theatre Ensemble, which uses an arts integration model to facilitate students’ academic performance, including building language and literacy skills. The Epic model successfully accomplishes this integration of arts into academia by connecting professional artists to students in underserved communities in New York City. Epic operates three in-school, school-wide educational arts programs at underserved partner schools and provides supplemental programs to additional schools. Epic reaches 2,000 students each year by providing the opportunity for teaching artists to partner with classroom teachers in English, History, and Economics classes. Students write and perform theater productions that incorporate academic lessons, and youth interested in participating in after-school theater programming can become a part of the Shakespeare Remix or Epic NEXT programs, which provide more intensive arts-plus-education interventions.

The foundation’s support will enable Epic to further develop college access and persistence strategies to support high school students in its Shakespeare Remix program. Epic serves Remix students through daily lessons during its 20-week after-school program, and this year, will provide college planning and support to each junior and senior, with the goal that 100 percent of Remix

seniors complete applications to eight colleges, including at least six colleges outside of New York City. Epic projects a 100 percent college acceptance and matriculation rate and a 90 percent retention rate.



Free Arts NYC

In 2015, the foundation provided continued support to Free Arts NYC, which provides underserved children and families with educational arts and mentoring programs that help them to foster the self-confidence and resiliency needed to realize their fullest potential. The Heckscher Foundation partners with Free Arts for its annual “Free Arts Mural Kids” competition (judged by renowned architects Martin Finio and Taryn Christoff), which promotes the work of three young finalists. Winning artists receive a stipend and their designs are displayed in the lobby of the foundation’s AIA Award-winning headquarters.

The foundation also supported the Free Arts Mentoring Program (AMP), a weekly after-school arts education and mentoring program that engages 250 youth (aged 6 to 13) for 25 weeks across seven partner sites. A Masters-level Program Facilitator (art therapists, social workers, and teaching artists) and four volunteers work with the same 12 youth each week to ensure consistency. Through art education, mentors help youth develop attachments, cultivate creative outlets, avoid at-risk behaviors, and increase engagement.

The AMP curricula follow state standards and best practices for arts education. To expand its continuum of services and increase program retention, Free Arts developed three new age-specific curricula designed to meet the learning needs of participants aged 6 to 8, 9 to 11, and 12 to 13. Within all curricula, AMP will increase incorporation of digital learning; through the use of tablets and online databases, students will gain access to imagery, video, art history resources, and tech tools specific to art making.



NYC SALT

The foundation provided support in 2015 to NYC SALT, an “arts-hook” program that offers high-end photography instruction plus college preparation and mentoring. NYC SALT’s four-year studio program exposes students to high levels of the photography industry while building college readiness skills through an intensive studio program. The program has three components: weekly classes in digital photography offered at advanced levels and taught by industry professionals; intensive college preparation instruction and long-term college success and career mentoring; and career exposure, readiness, and connection to internships and employment. Since its first graduating class in 2011: 100 percent of studio program high school seniors have graduated college-ready and enrolled in college; 100 percent of the first cohort of college

seniors graduated from college on time in four years; and 84 percent of current college students are on track to graduate on time.

The 2015 grant enabled NYC SALT to continue strengthening its college preparation programming and to serve more students by creating a college curriculum for each high school grade, including a set of milestones to map a pathway to college readiness, a week-long summer college preparation workshop for rising seniors, a formal SAT prep provider partnership, and increased school and community-based organization partnerships to grow the pipeline for the intensive studio program.



Urban Arts Partnership

In 2015, the Heckscher Foundation continued its support of Urban Arts (UAP), which provides arts-integrated education programs to underserved public school students. UAP programs include in-school classroom integration, after-school programs, master classes, professional development, summer programs, arts festivals, and special projects. UAP also provides student-centered arts instruction in filmmaking, digital music, production, photography, visual arts, theater, design, dance, and language arts.

To implement its Creating Minds and Fresh Prep programs, UAP partners with high-need public schools. Fresh Prep harnesses the power of hip-hop music and

culture in a standards-based curriculum to prepare students who have previously failed the Regents Exam so they can pass the test and get on track to graduate from high school. In the last complete academic year, UAP directly reached 300 students through Fresh Prep Core and another 300 students in partner schools. Among previously failing students, 68 percent of participants passed their Regents; by contrast, the probability of passing for students from peer schools who re-take the Regents Exam ranges from 30 to 40 percent. Among students in the Fresh Prep Core program, 70 percent increased their scores by at least 10 points and 50 percent increased their scores by at least 15 points. The Creating Minds program takes a whole-school approach to increase student engagement, improve attendance, and keep students on track to graduate. At participating schools, 87 percent of students passed their core subject areas, far surpassing peer schools, and graduation rates are 18 percent higher than average.

In 2014, UAP piloted Project Code, a computer science program consisting of 75 sessions of instruction in coding and process-based game design provided to 24 students from partnering schools. The pilot program attracted further funding support from Google and Adobe and resulted in 100 percent of participants demonstrating learning gains in all three program areas: graphics, coding, and audio. As a result, UAP is expanding the program at their own Academy along with an in-school model to reach more students and integrate computer science within math and science classrooms through a co-teaching method. The new program will also include technical college and career workshops and field trips along with an independent evaluation to formatively assess program implementation and outcomes.

Health, Recreation & Social Services



The Heckscher Foundation's mission to “level the playing field” for needy youth is based on the premise that many young people lack the fundamental resources that more fortunate youth take for granted. The programs we support combine an emphasis on soft skills (resilience, independence, problem-solving) with hard skills acquisition. We look for our grantees to assess their outcomes in both areas, with a relentless focus on demonstrable outcomes toward a better life.

The foundation is particularly interested in funding social services projects that impact or correlate with positive behavioral outcomes in academic improvement and toward economic stability. Examples include interventions for children with special needs and health challenges, supports for youth navigating court involvement, and recreational initiatives using sports or other physical activities as a “hook” to initiate interest in academics, college or careers.

The foundation seeks to identify projects and programs in social services that demonstrate positive

outcomes in alignment with particular special populations of children and youth served, such as:

- Improved academic performance and achievement
- Reduced rates of recidivism
- Improved nutrition and increased exercise
- Measured improvements in children with social-emotional delays in early childhood
- School progress and improved grades, SAT or other standardized test scores
- Decreased or eliminated need for the support service or system
- Economic self-sufficiency



Citizens Committee for New York City

In 2015, the Heckscher Foundation continued its support for Citizens Committee for New York City (CCNYC), which uses a unique Resident Empowerment Model to invest in projects designed by the community, for the community. This model allows community stakeholders to identify the needs of local youth and tap into local resources, helping to ensure that funded projects are relevant to the youth they support and leverage existing resources.

Groups selected by CCNYC receive funding as well as management and capacity-building resources and in-kind services through a partnership with Deloitte Consulting. By funding CCNYC to award Heckscher Youth and Catalyst grants, the foundation has provided critical support to 43 community groups in low income neighborhoods and mobilized 1,656 volunteers in 2015. These grants support both early-stage and more established endeavors:

- Heckscher Youth grants provide seed funding (\$500 to \$3,000) to small, volunteer-led groups who present detailed work plans to level the playing field for youth. Groups are chosen based on the anticipated return on investment (social impact) of their project, and their ability to mobilize volunteers. In addition to financial support, groups receive project planning assistance, access to

CCNYC's Community Resource Center, and invitations to a workshop series. Successful groups may progress to receiving funding through the Heckscher Catalyst Initiative.

- The Heckscher Catalyst Initiative propels growth and self-reliance for former Heckscher grantees. Heckscher Catalyst grantees are chosen based on their ability to deliver measurable results and their demonstrated capacity for growth. Grantees receive \$3,000 to \$8,000 as well as consultation with CCNYC's CEO on topics including board development, visioning, fundraising, and strategic growth, with an emphasis on metrics-oriented reporting. The program serves as a steppingstone towards self-sufficiency for organizations committed to leveling the playing field for youth.



Military Families

There are 12,000 Operation Enduring Freedom and Operation Iraqi Freedom veterans living in New York City. The Heckscher Foundation has demonstrated a strong interest in finding new and effective ways to support our nation's young veterans and their families.

Veterans College Access and Persistence Program

The Heckscher Foundation has supported an innovative partnership between the University of Virginia (UVA)

and the United States Army's Office of Economic and Manpower Analysis (OEMA). Nearly half of soldiers who return to civilian life do not use their GI educational benefits within two years, either because they are unaware of their educational benefits, do not know how to apply, or find the benefits application process confusing. To help inform soldiers' educational decisions after they return to civilian life, researchers at UVA and OEMA developed a unique pilot to provide information to help soldiers identify affordable and high-quality colleges to which they have a good chance of being admitted based on their academic and service record. The pilot will also help connect them to professional college and financial aid advising and college-based student veterans' groups.

Through this intervention, 5,000 soldiers will receive personalized print and electronic outreach about colleges: to which they appear admissible based on their academic performance; that exceed established benchmarks in quality and affordability; and that are within close proximity to where the soldier intends to live. Soldiers are invited to request additional information or assistance by connecting with college advisors from the Virginia College Advising Corps. The research team will draw on data from Student Veterans for America and the Veteran's Administration to provide soldiers with the name and contact information of a student veteran at each institution and when available, a staff member dedicated to working with veterans through the application process. Soldiers will also have the option to receive ongoing reminders of key stages in the college and financial aid application process.

Teach for America Veterans Initiative

The Heckscher Foundation and the Charles Hayden Foundation co-funded a Veterans Initiative, a unique program to recruit more military veterans to become Teach for America teachers. This initiative aims to bring top military professionals to our nation's underserved schools by partnering with branches of the military. The program represents an opportunity for veterans to put their leadership and skills to work in America's highest-need communities while continuing to serve the nation.



Juvenile Justice and Child Trafficking

The Heckscher Foundation has sought to identify opportunities to fund programs that can measurably reduce recidivism and help youth overcome education and job barriers.

Exalt Youth

In 2015, the Heckscher Foundation provided continued support to Exalt Youth, which seeks to transform the lives of court-involved youth (ages 15 to 19) by equipping them with the skills and experience to become self-sufficient. The program has four components: employability and life skills training; paid internships in the youths' fields of interest; post-internship skill development and support services; and an alumni network that provides ongoing access to education and career development support and resources.

Exalt Youth is modeled on the best practices of an award-winning program developed at CASES, New York's oldest alternative-to-incarceration agency (also a Heckscher grantee). Since its founding, Exalt Youth has served youth through 10 program cycles each year with remarkable success: none have obtained new convictions in the past two years. In 2015, of the 147 youth served, 100 percent of eligible youth cases received sentence reductions through Exalt's advocacy and 93 percent are enrolled in school or have obtained a high school diploma

or GED before the age of 20. The Heckscher Foundation has also sponsored Exalt Youth to connect with capacity-building services through Arbor Brothers (see page 91).

Girls Educational Mentoring Services

In 2015, the Heckscher Foundation renewed its support for Girls Educational & Mentoring Services (GEMS), the only organization in New York State specifically designed to serve girls and young women who have experienced commercial sexual exploitation and domestic trafficking. GEMS has helped hundreds of young women and girls, ages 12 to 24, to exit the commercial sex industry and to develop to their full potential. The program provides young women with empathetic, consistent support and viable opportunities for positive change. Program components include: prevention and outreach; case management; transitional and supportive housing; and court advocacy. From a one-woman kitchen table project, GEMS has grown to a nationally-recognized and acclaimed organization and now is one of the largest providers of services to commercially sexually exploited and domestically trafficked youth in the United States. GEMS advocates at the local, state, and national level to promote policies on behalf of the young women it serves. In the last year, GEMS supported more than 365 girls and young women; ninety percent of youth participating in the Holistic Case Management program were free from commercial sexual exploitation and 72 percent achieved new educational and vocational goals.

Getting Out and Staying Out

In 2015, the Heckscher Foundation supported Getting Out and Staying Out (GOSO), which provides services, support, early re-entry planning, and community re-integration for 16 to 24 year old men from all five boroughs of New York City who are incarcerated on Rikers Island or in upstate prison facilities. GOSO provides life-affirming mentoring, supportive counseling, re-entry planning, and legal support services through letters of support, phone calls to lawyers, and courtroom visits. GOSO's top priority is to support those without a high school diploma to

pursue their high school diploma or GED while on Rikers Island, and to encourage participants to spend their time on Rikers Island considering new possibilities for the future and planning for their release.

Among youth served by the program, 63 percent lack a high school diploma or GED and 69 percent return to low-income communities after incarceration. Once released, a smaller cohort of participants enrolls in GOSO's community-based program in East Harlem, where they receive supportive counseling and wrap-around services while continuing to work towards educational or vocational credentials and employment. Direct collaborations with employers enable successful internships and job placements. With support from the Heckscher Foundation, GOSO achieved a record-breaking two percent recidivism rate in 2015. Of youth served, 68 percent completed the job readiness program, and 80 percent met the three-month job retention mark.

Workforce Development



We have one primary requirement for assessing initiatives in the career and employment readiness area: proposed interventions must demonstrate concrete outcomes of improved readiness for, and performance in, the world of work such as:

- Securing a job
- Maintaining a job at 3 months, 6 months, 1 year
- Advancement in a job

The foundation does not consider internships or other programs without employer guarantees of job hiring upon completion of training milestones. When assessing workforce development programs, we look for programs that use a comprehensive approach and strive to incorporate many or all of the following attributes:

Job Access & Persistence Support Program

Attribute Guidelines:

- 1. Jobs that lead to economic self-sufficiency**
 - Programs guide participants toward jobs that meet standards of self-sufficiency to avoid reliance on other subsidies or charities.
 - Jobs targeted offer opportunity for advancement, job security, and benefits.
- 2. Industry-specific training to facilitate full-time employment**
 - Programs offer industry sector-based or job-specific training for targeted certifications and occupations.
 - Sectors and certifications/trainings are focused in areas of labor market demand directly informed by employers, employer networks, and/or workforce intermediaries.
- 3. Aligning size of job training with local employer need**
 - Job training programs that serve at least 100 youth, in partnership with employers to address local hiring needs, are most effective for employer alignment and scaling.
 - Programs serving fewer than 100 youth may be effective for small pilots but have limited capacity to scale without being driven by employer-specific hiring demand.
- 4. Transitional employment, or on-the-job training**
 - Transitional employment programs should present a clearly defined job pathway with projected advancement outcomes articulated in terms of wage increases, title changes and increase in employee benefits over a specific period of time post-placement.



NPower

The Heckscher Foundation has supported NPower's workforce programs in Brooklyn and Harlem to provide IT training and services to youth and young adults through the Technology Service Corps. This initiative enlists and trains low-income urban youth, aged 18 to 25, to meet the demand for skilled technology workers. Piloted in New York City in 2002, the program has expanded to reach 180 local participants per year. Students who successfully graduate from the free, 22-week, immersive IT training program are offered Cisco Networking Academy and CompTIAA+ professional certification opportunities. Graduates practice their new skills and give back to their communities by performing service internships and volunteer work for area nonprofits. To increase job retention and help young graduates develop careers, a professional counselor provides support services and an alumni program offers ongoing job placement assistance and structured workshops. The foundation has also funded NPower's program, The Community Corps (TCC), to provide free IT services for five youth-serving nonprofits in New York City. Through TCC, area nonprofits apply online for assistance with specific IT projects, and are matched and connected with appropriate pro bono support by TCC's concierge support service. More than 3,000 registered corporate volunteers have devoted more than 40,000 hours of pro bono service to more than 1,500 registered nonprofits through TCC, generating a social

value in excess of \$6 million.

In 2015, the foundation supported a new Cyber-Security job pathway for youth informed by employer demand. The program was piloted last year to provide intensive training to out-of-school-out-of-work youth for careers in this high-demand, highly specialized field. A 26-week training curriculum presents real-life case studies of cyber security challenges, and prepares students to receive up to three certifications that are highly valued in the industry: Network+, Security+ and Linux+. The program's second phase is a 12-week apprenticeship with an NPower corporate partner. Of participants in the pilot program, 88 percent graduated, obtained one or more certifications, and all have either been placed in jobs or have had their paid apprenticeships extended until a position is slated to be open for them with NPower's employer partners, which include Bank of America, CBS, KPMG, Marathon Consulting, Morgan Stanley, the New York Times, and TD Ameritrade.



Code to Work

Code to Work (CTW) is an employer-led initiative that takes a skills-based hiring approach to create a pathway to technology jobs for unemployed or underemployed youth. In 2015, the Heckscher Foundation provided a second grant to support the second year of a CTW pilot program to change hiring practices used by large-scale

employers so that they are more likely to consider youth who may be “nontraditional” job candidates yet possess the skills needed for entry-level technology positions. Many large employers use a credentials-based hiring system that favors applicants with degrees from prestigious four-year colleges. To level the playing field for job candidates, CTW is creating employer-endorsed assessment tools that accurately measure specific technology job skills, so that employers can look beyond set academic credentials. Participating employers gain access to a talent pool that is more diverse in terms of gender, ethnicity, age, experience, and academic experience. Youth who successfully complete skills-based assessments are placed in an 11-month paid internship intended to lead to a full-time technology position.



The Door—A Center of Alternatives, Inc.

In 2015, the foundation funded The Door to support *This Way Ahead*, a youth workforce initiative that capitalizes on growing employer demand in the retail industry through a partnership with the Gap Foundation. The Gap will focus its funding on support during the internship phase, providing job coaches employed by The Door to encourage persistence and address barriers through weekly support. The program projects that 300 youth (ages 16 to 21) will successfully complete retail skills and customer service training, with 200 then placed in paid internships in Gap,

Inc. stores (including subsidiary brands Gap, Old Navy, and Banana Republic). At least 150 (75 percent) of these interns are expected to transition to full- or part-time jobs. Based on prior results, the majority of these youth are positioned to meet job retention goals of at least two years, which is significant for this target population.

Capacity Building & Technical Assistance



The Heckscher Foundation provides support for organizations to meet challenges of infrastructure, board issues and strategic direction through partnerships with expert consultants specializing in helping high-potential organizations improve the services they provide to children in need. Capacity building and technical assistance includes hands-on support where needed, working with a variety of stakeholders for collaboration and exploring the complex needs of organizations seeking to move beyond the seed phase to fully scaled programming and infrastructure.

Positive indicators of an organization's increase in impact to become more effective, efficient and stable may include:

- Growth and leadership strategies
- Establishment of coalitions or alliances
- Creation of evaluation strategies and outcome tracking
- Improved fiscal management and financial analysis



Arbor Brothers

The Heckscher Foundation supports Arbor Brothers, which identifies, funds, and assists promising education and workforce development nonprofits in New York. Through this funding, Heckscher grantees have received both funding and critical capacity-building support. Heckscher Foundation grants to Arbor Brothers have funded the creation of management tools and strategic plans for nonprofits meeting the foundation's mission. Nonprofits served include the Future Project, a leadership and college access program, and several Heckscher grantees: Exalt Youth, a program providing career and education programs in the juvenile justice area; Bottom Line, a college readiness program; and Row New York, a specialized rowing and college readiness model. In 2015, the foundation provided capacity-building project support to Arbor Brothers to expand its portfolio of youth-serving organizations.

Taproot Foundation

The Taproot Foundation is a nonprofit consulting organization that mobilizes and engages business professionals in pro bono service. The Heckscher Foundation has supported the Taproot Foundation's Service Grant program, which provides nonprofit organizations with access to capacity-building tools and services. In 2015, the

Heckscher Foundation funded Taproot to strengthen and add to its capacity-building services by rolling out a new spectrum of programmatic offerings focused on providing varied levels of pro bono service from short-to long-term projects. Funding will enable Taproot to offer nonprofit clients expanded supports including branding and messaging, annual reports, websites, strategic and financial planning tools, and human resources consulting. Taproot will also build and launch a service to enable nonprofits to develop and track key program performance indicators.



Taproot will offer capacity-building consulting to youth-serving organizations in New York City through four engagement solutions: Service Grants (a six to nine month team-based, deep-dive engagement); Taproot+ (a five to six week individual provider pro bono solution matched through a web-based platform); Pro Bono Lab (a half-day engagement with a team of pro bono providers unlocking a solution in a concentrated period of time); and Virtual Coaching (brief one-hour virtual consultations with an expert—designed in partnership with Google—to target a specific issue/understand the outlines or next steps of a challenge). Taproot will conduct outreach to 100 youth-serving nonprofits in New York City to engage in consultative conversations and discuss current capacity challenges; through this process, Taproot anticipates serving approximately 50 organizations with the appropriate pro bono service solution based on need and capacity.

Cause Strategy Partners

In 2015, the Heckscher Foundation provided initial funding toward the formation of Cause Strategy Partners (CSP), to build on prior successes placing younger (next generation) board members with New York City nonprofits including Heckscher grantees. Funding was provided to design, build, and launch BoardLead, a program focused solely on next generation board development with the goal of diversifying and strengthening nonprofit boards by offering an on-ramp for earlier-career professionals to connect to board service. In 2015, professionals were recruited from top companies including Google, Barclays, and PwC, matched according to their skills and interests, and trained in effective governance practices. Through this investment, 38 board members were elected to serve on the boards of 16 nonprofits serving children and youth in New York City, adding diversity to these boards in terms of age, race and ethnic background, and skill sets. Those elected to serve as board members are supported to help troubleshoot early challenges that develop in their tenure as new board members. Measures of success for this initiative center on full board engagement and include length of service, contributions, and leadership positions. Cause Strategy Partners will expand BoardLead to one additional city in each of the next two years.

NYC High School Application Guide: A New Technology Solution for Students Navigating the School Choice Process

Each year, every eighth grade student intending to attend a New York City public high school creates a list of their “schools of choice” to submit to the Department of Education. Students rank up to 12 choices from nearly 700 programs at more than 400 high schools citywide. A complex algorithm then pairs students with schools, taking into account the students’ preferences, available space, and the schools’ own rankings and priorities. While nearly 80,000 students submit their selections

from among the city's public high schools, these are too often uninformed choices, particularly for underserved students who may not have enough assistance from parents or guidance counselors.

To better meet the needs of underserved youth, the Heckscher Foundation initiated the creation of a high school choice web platform and accompanying mobile application in partnership with Neil Dorosin, executive director of the Institute for Innovation in Public School Choice, a national leader in designing and implementing school choice systems throughout the U.S. The app, with technology and algorithm design by a developer called Log(N), allows middle school students to filter high school selections based on academic achievement, geographic preferences, and interests. The platform will provide further assistance to families, mentors, and education staff so that they can offer more targeted guidance to students.



To pilot test the platform and app, the foundation has engaged Heckscher grantee Citizen Schools. A research team from New York University, Seton Hall, and Harvard is currently conducting an evaluation of the app and web platform. This will provide an opportunity to make adjustments to the tool that can magnify its impact in future school choice cycles. The app is expected to be fully available to students and middle schools by Fall 2016 to coincide with the NYC Department of Education's deadline for Round 1 high school applications.



SeaChange Capital Partners

The Heckscher Foundation is helping its grantees meet the challenges of infrastructure, board development, financing, and strategic direction through its partnership with SeaChange Capital Partners. SeaChange is a non-profit investment bank with a mission to enable transactions that increase the impact of nonprofits while offering donors leveraged funding opportunities. SeaChange engages with nonprofits that are at an inflection point in their leadership, strategy, or growth, and that seek the benefit of an independent, third party review of their organizations, with a particular focus on finance, impact, and scalability. The Heckscher Foundation has provided important support allowing SeaChange to launch the New York Merger, Acquisition, and Collaboration Fund in 2012 and the New York Pooled PRI Fund in 2014, and helping to build its advisory business.

The New York Merger, Acquisition, and Collaboration Fund

The Heckscher Foundation invested with SeaChange in its New York Merger, Acquisition and Collaboration Fund (NYMAC) to support organizations meeting the foundation's youth-focused mission. NYMAC makes grants to encourage and support mergers, acquisitions, joint ventures, and others types of formal, long-term collaborations between nonprofit organizations working in New York City.

Nonprofits often struggle with issues related to insufficient scale, duplicative efforts, leadership succession, limited funds, and high fundraising costs, which reduce the resources devoted to achieving their missions. To counter these challenges, SeaChange promotes collaboration through mergers and acquisitions, back office consolidations, or programmatic alliances. These powerful, underutilized tools enable nonprofits to increase their impact and sustain their missions by becoming more effective, efficient, and stable. Combinations are particularly critical in a funding environment in which public/private funding matches have become more difficult to secure. In 2015 the fund's first six grants reached the two-year point at which they are evaluated. NYMAC met with each grantee to review the lessons learned and assess the ultimate success or failure of the collaborations (four out of six were deemed "successful"). Since its inception, NYMAC has evaluated 122 transactions and has made 30 grants. SeaChange plans to publish lessons learned and associated best practices in the field in 2016.

The New York Pooled PRI Fund

The Heckscher Foundation views program-related investments (PRIs) as part of a broader strategy of impact investing in the market-based solutions of target recipients. PRIs hold great potential for the social enterprise arena and allow the foundation to make investments as loans or equity stakes with potential for regaining the investment plus a reasonable rate of return. Moving beyond traditional notions of charity, PRIs can help funders tackle tough social issues on a much larger scale. By providing loans rather than grants, the foundation can increase the amount of money available to the social sector, while simultaneously building stronger and more sustainable entities focused on social benefit. PRIs may take the form of below-market rate loans or other investments that seek to generate positive but below-market rates of return while the ultimate beneficiaries are organizations serving a charitable purpose.

In late 2014, SeaChange launched the New York Pooled PRI Fund (NYPRI) with funding from the Heckscher

Foundation and three other funders. NYPRI seeks to make flexible, high impact investment capital available to organizations working with and on behalf of underserved youth and families in New York City. These investments primarily focus on nonprofits, though for-profits doing similar work with an explicit social purpose are also considered.

The Heckscher Foundation helped launch NYPRI to fund investments that, despite offering an attractive balance of social-return and financial-risk, are poorly suited to grant funding and in many cases require more flexibility and/or risk-tolerance than traditional commercial lenders will undertake. SeaChange is working with the foundation to meet this funding gap by collectivizing the sourcing, evaluation, structuring, and management of investments made by NYPRI, while the foundation retains the flexibility to choose individual investments based on their potential social impact and associated financial risk.

Advisory Services: CARE USA

SeaChange offers advisory services to nonprofits and funders that are considering or undergoing significant transactions. With Heckscher funding, SeaChange helped CARE USA (a global humanitarian organization) to develop a financial analysis, modeling, and scenario-planning tool to inform strategic decisions that could improve services for millions of children and families. This two-month project illustrates how SeaChange's core competencies—*independence, critical thinking, and an unabashedly financial focus*—can be of value to nonprofit organizations at particularly critical moments in their strategy or development, while also representing a highly leveraged opportunity for funders.

Advisory Services: College Possible

The Heckscher Foundation supported SeaChange in a capacity-building project with College Possible, a college access organization based in Minnesota and poised to replicate nationally. SeaChange helped College Possible develop an expansion plan through a rigorous due diligence process to assess opportunities and risks, as well as best-fit methods for replicating to the New York City

area. The process helped College Possible to prioritize its goals, clarify its mission, and mitigate risks. SeaChange worked in partnership with New Profit, College Possible's national expansion partner, to prepare the organization for growth, and provided guidance on College Possible's national fundraising campaign.

Advisory Services: Row New York

In 2014, the Heckscher Foundation engaged SeaChange to help Heckscher grantee Row New York to explore the feasibility of constructing its own boathouse and educational facility along the Harlem River, and the foundation continued this funding in 2015. SeaChange supported RowNYC in assembling a qualified consultant team to evaluate crucial issues regarding design, permitting, and construction of a new boathouse, and to oversee a capital campaign. Once complete, this flagship facility will enable the organization to serve significantly more youth through comprehensive onsite programming. (Also see page 55.)

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The Heckscher Foundation was founded in 1921 to promote the welfare of children in New York and elsewhere throughout the United States. Today, it provides grants to youth-serving organizations in the fields of education, family services, child welfare, health, arts and recreation.

The primary aim of the Heckscher Foundation's grantmaking is to "level the playing field" for underserved youth by providing access to education and the varied experiences that make for a richer, forward-reaching life. Our goal is to foster venture philanthropy through funding strategies including strategic partnerships and targeted problem solving.