

About FYI

The Forum is committed to thought leadership – and to bring academic, field and action research into play where policy and practice decisions are made. We do more than synthesize information. We challenge leaders to:

- improve youth readiness;
- increase family, school and community supports; and
- increase shared accountability for progress.

The Forum is equally committed to action. Each year, we expand our capacity to help leaders who share our passion for big picture change to move these ideas to impact. We create trainings, tools, learning communities, technical assistance and evaluation approaches that respond to their requests and connect them with their peers. Helping all young people be ready by 21 – ready for college, work and life – is the vision that drives our work. It knits together the branded technical assistance centers, networks, and projects and initiatives we create to organize our staff and be better prepared to respond to the challenges and opportunities facing the national, state and local leaders with whom we work.

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DEMONSTRATION ONLY



Forum for Youth Investment (FYI)

Description:

The Forum for Youth Investment is an action tank working with national, state, and local leaders in more than 35 states. The Forum has more than 50 staff and dozens of consultants associated with our two primary offices in Washington, D.C. and Ypsilanti, Michigan.

Stakeholder(s):

Young People

FYI Team :

The Forum for Youth Investment was founded in 1998 by Karen Pittman and Merita Irby, two of the country's top leaders on youth issues and youth policy. The Forum's diverse staff includes researchers, educators, policy analysts, youth work practitioners, advocates and communications specialists.

Karen Pittman :

Co-Founder, President and CEO — Karen has made a career of starting organizations and initiatives that promote youth development – including the Forum for Youth Investment, which she co-founded with Merita Irby in 1998. A sociologist and recognized leader in youth development, Karen started her career at the Urban Institute, conducting studies on social services for children and families. She later moved to the Children's Defense Fund, launching its adolescent pregnancy prevention initiatives and helping to create its adolescent policy agenda. In 1990 she became a vice president at the Academy for Educational Development, where she founded and directed the Center for Youth Development and Policy Research and its spin-off, the National Training Institute for Community Youth Work. In 1995 Karen joined the Clinton administration as director of the President's Crime Prevention Council, where she worked with 13 cabinet secretaries to create a coordinated prevention agenda. From there she moved to the executive team of the International Youth Foundation (IYF), charged with helping the organization strengthen its program content and develop an evaluation strategy. In 1998 she and Rick Little, head of the foundation, took a leave of absence to work with ret. Gen. Colin Powell to create America's Promise. Upon her return, she and Irby launched the Forum, which later became an entity separate from IYF. Under their leadership, the Forum has established deep roots as a national nonprofit, nonpartisan "action tank" – combining thought leadership on youth development, youth policy, cross-system/cross-sector partnerships and developmental youth practice with on-the-ground training, technical assistance and supports – fully committed to changing the odds that all children and youth are ready for college, work and life. It provides ideas, services, and networks that leaders need in order to make more intentional decisions that are good for young people. The Forum helps leaders increase their capacity to more effectively make the case for and manage the collaborative efforts that are needed to change the odds for

youth; improve the alignment and appropriateness of child and youth policy agendas and investments; and strengthen programs' and practitioners' capacity to create environments in which youth thrive, across all the systems and settings where young people spend time. The Forum is the home of many named centers and initiatives, including the David P. Weikart Center for Youth Program Quality, Big Picture Approach Training & Consulting, and SparkAction, to name a few. Karen has written three books and dozens of articles on youth issues, and was a regular columnist in the youth development newspaper, Youth Today. She is also a respected public speaker and has served on numerous boards and panels, including those of the Kauffman Foundation, the Educational Testing Service, YouthBuild and the National Center for Children in Poverty. She currently sits on the Turnaround for Children board. Karen also served on The Aspen Institute's National Commission on Social, Emotional, and Academic Development, a national effort to unite leaders to re-envision what constitutes success in our schools. Karen has been honored with the National Commission for African American Education Augustus F. Hawkins Service Award (2002), the American Youth Policy Forum Decade of Service Award for Sustained Visionary Leadership in Advancing Youth Policy (2003), the Healthy Teen Network Sprit of Service Award (2007), The Non Profit Times' Power & Influence Top 50 (2009) and was named one of the 25 most influential leaders in Afterschool by the National Afterschool Association. She also received the Lifetime Achievement Award from Partners for Livable Cities, joining previous awardees such as President William Clinton and Lady Bird Johnson.

Ashley Brooks :

Administrative Assistant — Ashley provides the backbone of support to the Forum's co-founder and CEO, Karen Pittman, as well as other members of the senior staff. She takes on the day-to-day duties that ensure smooth administrative operations. Ashley is a Maryland native and a graduate of the University of Maryland – College Park where she received a Bachelor of Arts in History. She loves D.C. sports and enjoys spending time with her family.

Dillon Bernard :

Youth Engagement Strategist — Dillon Bernard is a communications strategist passionate about the intersection of storytelling and youth activism. As the Youth Engagement Strategist at

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Stakeholders (continued)

SparkAction.org, Dillon provides digital strategy and production support, with emphasis on empowering young people to tell their stories. Dillon has advised nonprofits and organizations on brand positioning and digital media strategies, with emphasis on amplifying Gen Z. He applies his passion for character-driven storytelling to his experience in web design, graphic design, and social media management. He began his journey in multimedia storytelling as an ambitious student who produced teen-centered media projects, including websites and podcasts. In addition to his work at SparkAction, Dillon is the Communications Director at Future Coalition, a national network of youth-led organizations and youth organizers. He is currently pursuing a Bachelor of Arts in Journalism + Design at The New School.

Gerod Blue :

Policy Manager — Gerod manages the development of policy programs, agendas, and various campaigns focused on decreasing the Opportunity Gap and furthering the mission of the Forum. He ensures that the strategic objectives of the organization, our partners, and funders are fulfilled. He also oversees the production of policy positions, as well as the organization's campaign and advocacy work. Prior to joining the Forum team, Gerod gained over 10 years of experience in campaign development and community engagement. He gained most of his experience in grassroots organizing and engagement as a Youth Field Organizer with the Behavior Change organization, Rescue Agency. There he obtained experience in the planning and implementation of hands-on activities and programs to encourage and stimulate individual learning amongst youth and adults. From there, Gerod helped in framing several campaigns, including Virginia's 24/7. This campaign, now a state-wide policy, aimed to create tobacco-free schools by updating existing policies to include all tobacco products, signage, and cessation assistance. This led Gerod to becoming the Campaign Manager of the CounterBalance campaign in Vermont. Gerod's dedication to government relations, community engagement, organizing led his career to the American Heart Association where he operated as the Community Advocacy Director for the Greater Washington region. Originally from Rochester, NY, Gerod moved to Washington, DC to attend the Historically Black College, Howard University. There he received his BA in Political Science and extensive amount of education and professional experiences. He hopes to continue of the mission the Forum and aide in creating more equitable communities for all individuals to succeed.

Thaddeus Ferber :

Executive Vice President | Co-Founder, SparkAction — Thaddeus is a campaigner, although not for elected office. Rather, he works in bi-partisan fashion to promote evidence-based policies that help communities achieve equity for all youth (especially those disconnected from school and work) and that incorporate youth voices. On the federal level, Thaddeus drafted policy recommendations that were adopted by the White House Task Force for Disadvantaged Youth in the George W. Bush administration, and recommendations that were adopted by the White House Council for Community Solutions in the Obama Administration. He helped to orchestrate National Youth Summits for the George W. Bush and Obama administrations; to craft the Federal Youth Coordination Act, which created an interagency council to align federal efforts for children and youth (signed by President George W. Bush); and

to build legislation to create Performance Partnership Pilots, which enable communities to blend fragmented federal programs in innovative ways to help disconnected youth (signed by President Obama). In partnership with the Aspen Forum for Community Solutions and Gap Inc., Thaddeus launched the Opportunity Youth Network, bringing together the nation's leading corporations, foundations, nonprofits and young people to reconnect young people who are not in school and not employed. He also started the Youth Policy Action Center website to build a constituency that contacts elected officials about youth issues, and managed the Connect for Kids website to inform the public about child and youth issues. He merged these sites along with two others to form SparkAction, an interactive online network that mobilizes action for and by young people. His efforts to promote evidence-based policy-making include leading several learning groups composed of researchers and government officials. Thaddeus joined the Forum in 1998. Before that, he worked at the President's Crime Prevention Council during the Clinton administration, the Stanford Center on Adolescence, the John Gardner Center for Youth and their Communities, the HOME Afterschool Project in Alameda, Calif., and ELEM, a nonprofit for runaway, homeless and neglected Israeli and Arab youth. He earned a Bachelor of Arts degree in Youth Development and Policy from Stanford University. His honors include the John Gardner Public Service Fellowship, the Capitol Advantage Civic Award, the Mobilize 08 Award and the Champion of Juvenile Justice Award.

Caitlin Johnson :

Co-Founder and Creative Director, SparkAction — A writer and journalist with a passion for online engagement and digital movement building, Caitlin co-founded and runs SparkAction, a collaborative storytelling and advocacy platform to mobilize action for and by young people. She also developed, launched and directs LeaderStories.org, a video storytelling platform to profile and connect "for purpose" leaders and spotlight the supports that help them achieve impact in communities. Before joining the Forum, Caitlin served as a communications advisor and technical writer for organizations including the Center for Law and Social Policy, Mathematica Policy Research, Kellogg Foundation, and ABFE (Philanthropic Partnership for Black Communities). She has been a Casey Journalism Fellow and a John Jay Justice Journalism Fellow, and has written on social issues, poverty and the impact of public policy on communities for YahooNews, City Limits, Nation's Cities Weekly, Kid-Health and other outlets. She has also taught middle school creative writing in Washington, DC, and organized a nationally competitive youth poetry slam team. Caitlin holds an MFA in fiction from the University of Virginia, where she was a Hoynes Fellow and received a Poe Fellowship; her fiction has appeared in Five Points, Gargoyle and other journals.

Jordan Pineda :

Policy Manager, Children's Cabinets — Jordan brings a tremendous passion stemming from a personal connection to this work. He started his career teaching High School English before leaving the classroom to recruit teachers of color into Title I schools. In 2018 he became a Manager of Teacher Leadership and Development with Teach For America. In the same year he founded the non-profit City to Cea, an organization dedicated to redefining masculinity for boys of color and is intent on defining the 'modern man'. He is proud to serve on the

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Stakeholders (continued)

board of directors for multiple state and local 501c3s and C4s focused on youth equity in North Carolina. Jordan spent six years in Charlotte, NC advocating for and advising on progressive and equitable education reform; this included a run for school board. He now lives in Washington, D.C. and is vocal about ensuring BIPOC leaders are elected to represent BIPOC constituents and that teacher voices dominate education policy. With a BA in Sociology and Education Equity from Wake Forest University in 2015, his strengths lie in articulating the micro-level effects that macro-level policy have on opportunity youth and their communities. He is currently earning his M.Ed. in Education Policy & Management from Harvard University

Jamal Stone :

Digital Engagement Associate — With three years of experience in the startup world, Jamal has done a bit of everything, from PR and scripts, to grant writing and features. His writing has appeared in outlets such as Genius, Milk.xyz and Broad Street Magazine, with a strong focus on how social justice intersects with art. Jamal's advocacy work has led him to assist the UN Capital Defense Fund, Power Shift Network and Smart-Philm Fest, among many others. As SparkAction's Digital Engagement Associate, Jamal helps strategize and execute on a number of content-driven campaigns, with a focus on equity, opportunity and justice. He is experienced in copywriting, content strategy, social media and video editing. Jamal holds a Bachelor of Arts in English from Virginia Commonwealth University with a minor in Philosophy.

Mary Ellen Wiggins :

Director of Policy & Research — Mary Ellen comes from the worlds of both policy and practice. Before joining the Forum in May 2019, she worked at the White House Office of Management and Budget (OMB), playing key roles on their Evidence, Performance, and Community Solutions teams. Towards the end of her tenure at OMB, she led the development and launch of the President's Management Agenda and helped to co-create the Government Effectiveness Advanced Research (GEAR) Center. Prior to that she supported place-based approaches as Deputy Director for the White House Task Force on Community Solutions, launched and managed implementation of Performance Partnership Pilots for Disconnected Youth, and led OMB strategy to support federal Pay for Success policy. She also managed operations of the \$32.5 million Partnership Fund for Program Integrity Innovation, which funded pilot projects such as modernizing how states share foster care records, strengthening state and local juvenile justice program effectiveness, and producing replicable tools to help states and localities integrate health and human services systems. Through these combined efforts, she played a critical role in helping to grow government capacity and consensus to work across silos of authority, funding, evidence, and expertise to enable on-the-ground improvements in the lives of disadvantaged youth and families. Her dedication to smart policy solutions is rooted in her early career providing services to youth and families. For two years, she served as a Regional Coordinator for Global Learning, a non-profit that promotes education as a means for peace and justice in the U.S. and Central America. She then joined Phoenix House of San Diego as a vocational-education counselor for youth in drug and alcohol treatment. Mary Ellen has a Master's of Public Administration from the University of Georgia and a Bachelor of Arts in Urban Studies from Wellesley College.

Delbria Walton :

Senior Policy Associate — Delbria works primarily on the Forum's Opportunity Nation initiative. She supports communities, young adults, businesses, nonprofit organizations, and policy makers by connecting them with data in the Opportunity Index to support the call for opportunity. Delbria also engages the organization's 350+ coalition members, to build capacity, community, and a case for increased health, economic, community, and educational opportunities for America's 4.5 million opportunity youth. Delbria's professional experience includes seven years in nonprofit and youth development work. Most recently, she served as the Senior Program Director for the Boys & Girls Clubs of Metro Richmond. Prior to that Delbria worked as a Graduate Research Assistant at Georgia's Health Policy Center. The majority of her youth development work focused on youth with cognitive and developmental disabilities, including Autism Spectrum Disorder, Traumatic Brain Injuries, and Down Syndrome. After graduating from Old Dominion University, with a degree in psychology and criminal justice, she did community participatory research on healthy sexual behaviors in young adults of color with Dr. Faye Belgrave. There, she decided to focus her work more on the systems that caused inequity and in 2017 graduated from Georgia State University with a Masters in Social Work with a specialization in Community Partnerships. Currently, she is pursuing a certificate in Nonprofit Management and Governance at Virginia Commonwealth University and hopes to be done with school FOREVER by 2020 *Cardi B voice.* In her spare time Delbria loves to spend time alone, but often allows family and friends to join her. Her ideal day includes almond M&Ms, a good romantic comedy, and a summer night's rain where all you need is a light jacket.

Merita Irby :

Managing Partner, Big Picture Approach Training & Consulting | Co-Founder & Executive Vice President, The Forum for Youth Investment — Merita is a chief architect of both the Forum and its signature initiative, Ready by 21®. Having founded the Forum with Karen Pittman in 1998, she is managing partner of Big Picture Approach Training & Consulting and a coach to state and local partnerships. Merita works with leaders in school districts, governmental departments, community collaboratives and non-governmental organizations nationwide. Merita began her career as a classroom teacher in Central America and inner-city schools in the United States. As a senior research associate at Stanford University, she worked on a five-year study of community-based urban youth organizations and co-authored Urban Sanctuaries: Neighborhood Organizations in the Lives and Futures of Inner-City Youth. Teaming with Karen Pittman at the Center for Youth Development and Policy Research, Merita directed a multi-site study on school collaboration with youth organizations. In 1995, she joined Karen in starting the President's Crime Prevention Council, chaired by Vice President Al Gore. They then joined the International Youth Foundation, charged with creating its Learning Department to facilitate learning among the foundation's Global Partner Network and developing a U.S. strategy — work that later gave rise to the Forum. Merita has also served on the boards and advisory committees for numerous organizations, including the American Camp Association and the Civic Mission of Schools. Merita earned a master's degree

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Stakeholders (continued)

in Public Policy from the John F. Kennedy School of Government at Harvard University.

Laura Jahromi :

Program Manager, Big Picture Approach Training & Consulting — Laura Jahromi brings her extensive on-the-ground experience coordinating and supporting community change efforts to her role managing in-house operations for BPA. She has previously worked at Baltimore's Promise, a cradle-to-career collective impact effort, and Public Allies Maryland, an AmeriCorps program focused on building community leadership from the ground up. Laura also served as an AmeriCorps*VISTA. Laura received a BA in Human Services from Villanova University and an MSW from the University of Maryland School of Social Work. Outside of work, Laura spends time with her family, crafts, and explores new fun things to do with friends.

Priscilla Little :

Senior Consultant, Big Picture Approach Training & Consulting — Priscilla Little has been working in the education arena and conducting educational research for over twenty years. Most recently (since 2016) she is a member of The Forum for Youth Investment's Big Picture Approach Consulting group, building its capacity to support multi-site strategic alignment and partnership initiatives, including the Performance Partnership Pilots. Other former and current clients include: The Wallace Foundation, Better Educated Leaders for Life (BELL), New Hampshire 21st Century Community Learning Centers Initiative, New Jersey After 3, The Providence After School Alliance, The Heinz Endowments, the W.K. Kellogg Foundation, the David and Lucille Packard Foundation, The C.S. Mott Foundation, Time Warner Office of Corporate Responsibility, and The Atlantic Philanthropies as well as national research firms and state education agencies. Prior to becoming a consultant she was at the Harvard Family Research Project, where she led research teams to investigate policy-relevant after-school issues such as improving participation, addressing program quality, building after-school systems, and supporting expanded learning partnerships. In addition to conducting research on after-school, Priscilla has worked on issues related to family engagement, early childhood, and using data for continuous improvement. She received her undergraduate degree in music history and theory from Smith College, and her master's degree from the Eliot-Pearson Department of Child Study at Tufts University.

Larry Pasti :

Senior Director, Big Picture Approach Training & Consulting — When communities want help in carrying out Ready by 21®, they call Larry. Larry is a connector of ideas, leaders and places: He provides support to communities and states interested in bringing the Ready by 21 strategies, solutions and standards into their local work. Through strategic coaching, technical assistance and tools he guides leader groups to understand the “nuts and bolts” of collective impact and other important systems-level work. He listens first before advising local leaders and helping them target their actions with examples from communities large and small, bringing a big picture perspective to the work. Larry joined the Forum in October 2008, having retired after many years at the New York State Office of Children and Family Services, where he as bureau director supported strategic planning and applied research for the agency. Much of his work revolved around

coordination and collaboration of government and community youth work – such as rolling out New York's Integrated County Planning Project and the Ready by 21 Quality Counts Initiative – and on developing quality assurance and evaluations of evidence-based programs, with an emphasis in the child welfare and juvenile justice systems. Larry has helped other state agencies coordinate the use of evidence-based programs and build infrastructure to support those programs, and has worked closely with such national organizations as Search Institute, RAND and Child Trends. Larry holds a Bachelor of Science degree in Secondary Education from Plattsburgh State University and a Master of Arts in Criminal Justice from Albany State University, both in New York. His early job as a Probation Officer has influenced his focus on families throughout his career. A prime pastime is being a doting grandfather to two granddaughters ages four and six.

Nate Ross :

Program & Communications Associate — In his work at the Forum, Nate works closely with Forum co-founders Karen Pittman, Merita Irby and the Big Picture Approach team to link and align various programmatic, communications and social media projects that promote the Ready by 21 Key Ideas. Nate began his work at the Forum as a State & Local Policy Intern in 2016 and returned to the Forum as a Research Assistant in 2018. Nate is originally from Southern California and enjoys taking advantage of D.C.'s lively social and cultural atmosphere. He holds a Bachelor of Arts from Calvin College in Grand Rapids, Michigan.

Winsome Waite :

Senior Fellow — Winsome Waite, PhD, is a senior education fellow at the Forum for Youth Investment where she provides expertise and supports in K-12 education and in the science of adolescent learning and development. She is a former teacher, school district, and nonprofit program leader with more than 30 years of progressive experience. Waite has led program development and research-to-practice initiatives to support education leaders in schools, districts, and state education agencies. She has managed various state and district level education projects and provided a wide range of technical assistance and coaching activities to help ensure effective and sustained implementation efforts. Her work is based on principles of diversity, equity, and inclusion as well as culturally responsive practices. Waite leverages a strong network of educators, researchers, and policy experts to advance education change in K-12. Prior to the Forum for Youth Investment, she led the science of adolescent learning and development work at the Alliance for Excellent Education. She serves as a founding member of the National Science of Learning and Development (SoLD) Alliance; member of the Social, Emotional, and Academic Development (SEAD) policy work, and partner in the Whole Child Equity Initiative. Waite holds bachelor's degrees in elementary and early childhood education, a master's degree in K-12 curriculum and instruction, and a doctorate degree in education leadership.

Alicia Wilson-Ahlstrom :

Consultant, Big Picture Approach Training & Consulting — Alicia's portfolio includes writing and research projects related to out-of-school time, youth program quality and postsecondary success. Alicia holds diverse training and facilitation experi-

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Stakeholders (continued)

ence in the areas of youth-focused practice and policy. She has served as an adjunct faculty member in social work at Eastern Michigan University, and as an advisor to local and national nonprofits and committees focused on youth development. Alicia has completed fellowships with the Coro Foundation for Public Affairs, the New Leaders Academy and the Moody Exchange Fellowship for Professional Study in South Africa. She holds Master of Public Policy and Master of Social Work degrees from the University of Michigan, and a Bachelor of Social Work degree from Calvin College, also in Michigan. Prior to joining the Forum in 2002, Alicia served as a program manager in the adolescent division of the High/Scope Educational Research Foundation, where she was responsible for developing curricula and launching the Trainer Certification Program, which prepares community-level trainers in youth development. She managed regional youth worker and teacher training initiatives in the United States and the United Kingdom.

Adrienne Bard :

Portfolio Manager, Field Services — Adrienne joined the Weikart Center's Field Services team in 2014. She works with leaders in out-of-school time programs across the country and UK on city, state, and national quality improvement systems. She brings passion for both youth development and efficient systems to the work she does with her partners; work that ultimately supports these leaders to bring higher quality programming to environments where young people learn and thrive. Adrienne holds a Bachelor's degree in Writing, Literature, and Publishing from Emerson College.

Joe Bertoletti :

Senior Director, Field Services | Vice President, The Forum for Youth Investment — Joe coordinates a team that includes a cadre of field consultants and trainers to deliver training and technical assistance to support the development of quality improvement systems across the country. Prior to joining the Weikart Center in 2007, Joe had eight years of youth development experience that included work in traditional after-school, therapeutic wilderness and adventure-based educational programs, including on the staff of HighScope's Ideas to Impact summer camp. He also worked as a consultant for the Weikart Center as a trainer, a facilitator in service-learning programs and an assessor for the center's Youth Program Quality Assessment. Joe earned a Master of Social Work degree from the University of Michigan, a Master of Science: Industrial Engineering degree from Pennsylvania State University, and a Bachelor of Science: Mechanical Engineering degree from the University of Illinois.

Poonam Borah :

Senior Research & Program Associate — Poonam joined the Forum's Weikart Center in 2016 and primarily manages a portfolio of evaluation/design studies and funding proposals in coordination with internal and external teams. Poonam has conducted and managed applied research studies and teams focusing on identification of instructional & management practice, measure validation, and impact studies linking instructional quality to change in student skills specifically around social and emotional learning. Prior to her role at the Weikart Center, Poonam has four years of teaching experience in both school and afterschool-settings in India, Bhutan, and the US. Additionally, she has worked with pre-service teachers at the University of Michigan focusing on identifying and analyzing

teacher's knowledge of disciplinary literacy methods and practices. Along with her professional experience, Poonam holds Bachelors and Masters degrees in English from the University of Delhi and a Masters degree in Educational Leadership and Policy from the University of Michigan with a focus on using collaborative inquiry into educational practice to shape equity-based systemic improvement efforts. Her educational training has equipped her to analyze student work, observe instructional practice, use inquiry-based teaching methods, triangulate data, and use evidence-based action planning to develop and articulate a vision of high-quality instruction that is nestled within a continuous improvement system.

Alandra Chunev :

Senior Program Associate, TACSS — Alandra is a clinically licensed social worker with a certification in Trauma Focused Cognitive Behavioral Therapy (TF-CBT). She is passionate about providing quality youth development services to youth that also have a positive impact on their mental health. Her passion for youth development programming stems from her heavy involvement in afterschool programming as a child. Prior to joining the Weikart Center's team Alandra served as the Director of Student Support for the Midnight Golf Program. Alandra received her B.A. in Psychology from Michigan State University and her Masters in Social Work from Wayne State University.

Krista Collins, Ph.D. :

Director, Research and Evaluation — Krista Collins is Director of Research and Evaluation of the David P. Weikart Center for Youth Program Quality where she leads an applied research and evaluation team to design, conduct and manage a range of collaborative projects to support youth development organizations leverage continuous improvement approaches to strengthen practices and programs. Prior to joining the Weikart team, she spent four years at Boys & Girls Clubs of America managing measurement and evaluation projects to inform youth development, program quality and professional development priorities. In her early career, she worked primarily as an external evaluation consultant, partnering with school districts and non-profit organizations to secure and evaluate public and private funded programs designed to promote positive outcomes for underserved youth, their families and communities. Krista is very active in evaluation and youth development professional networks, serving in various leadership roles for the PreK-12 TIG and Atlanta chapter of the American Evaluation Association. She has also served on committees for the California Afterschool Network and Youth Development Directors of Research and Evaluation Collaborative to drive partnership and alignment across the field of youth development. Krista holds a doctorate and master's degree from Claremont Graduate University in Applied Developmental Psychology, as well as a bachelor's and master's degree from Vanderbilt University in Child Studies.

Kiyliise Crutchfield :

Training Design and Delivery Specialist — Kiyliise is the Training Design and Delivery Specialist with the Design Team. She is responsible for designing and improving training opportunities and content. She also coordinates Capacity Building Trainings that take place world-wide. She joined the Weikart Center in December 2018 as the Training Design & Delivery

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Stakeholders (continued)

Specialist with the Design Team. She has worked with various youth organizations in the city of Detroit (such as The YMCA, WSU GEAR-UP & Wayne Metro Community Action Agency) for the past 12 years. Kiyliise holds a B.A. in Telecommunications & Ethnic Studies from Bowling Green State University, an M.A. in Education, Media Design & Technology from Full Sail University and a K-12 Online Teaching Graduate Certificate from Wayne State University. Outside of her love for youth work, Kiyliise is also active in a variety of community activities, and shares a passion for connecting women to their purpose and power. Her agenda for building dreams is evident in her blog and various books that ignite others to soar.

Trevor Davies :

Senior Manager, Technical Assistance and Coaching Support Services (TACSS) — Trevor provides coaching and consulting services to the Weikart Center’s clients, including Michigan’s 21st Century Community Learning Centers (CLCs). Serving as a coach for the center’s Technical Assistance and Coaching Support Systems initiative, Trevor draws on his experience overseeing a large 21st Century CLC program that incorporated four school districts, a municipal parks and recreation department and multiple 21st Century CLC grants. Trevor earned a Bachelor of Science degree in Recreation and is pursuing a Master of Arts degree in Communication, both from Western Michigan University.

Sarah Eicher :

Project Management Assistant — Sarah supports various network projects and clients as part of the Field Services team. Previously she attended Eastern Michigan University where she obtained a Bachelor of Social Work and then went on to graduate from the University of Michigan with her Master of Social Work. She has held various positions over the past few years with local government, non-profit organizations, and universities where she was able to strengthen her project management and logistical skills.

Jennifer Harris :

Senior Manager, Field Services — Jennifer Harris has 20 years’ experience in the field of out-of-school time programs. She has worked in direct service for the Alaska Council of Camp Fire USA, served as the Special Projects Coordinator for School-Age Projects with Arkansas State University, Chair and Network Coordinator for the CS Mott funded afterschool network in Arkansas, and most recently as Director of the Denver Afterschool Alliance. In her work she strives to transcend the efforts of traditional, siloed institutions and to instead create comprehensive supports for out-of-school time programs. A true “systems-thinker” at heart, Jennifer continues to work closely with various intermediaries on projects that focus on matters that directly impact out-of-school time programs. Jennifer holds a Masters in Public Administration with an emphasis in Organizational Leadership from the University of Alaska.

Amanda Heckenkamp :

Project Management & Design Assistant — Amanda joined the team in September 2017 as a Project Management Assistant. Amanda provides training and technical assistance supports to OST networks engaged in YPQI and supports communications work at the Weikart Center. Outside of work, Amanda spends the majority of her time traveling and advancing her interests in photography and ceramics. Amanda graduated from Michigan State University with a Bachelor of Arts Degree in Social Work

and a Minor in French. While in school, she focused her studies on the advancement of youth, education, and social justice. She also has a certificate in Teaching English as a Foreign Language from the University of Toronto and spent the 2016-2017 school year teaching English to secondary schoolers in the North of France. Prior to that, she had a number of experiences working with children and youth in various out-of-school-time settings. Amanda first became familiar with the Weikart Center’s work when she was a teen consultant with Ann Arbor’s Neutral Zone for the Youth Driven Spaces Initiative in 2011. Fun fact: You can spot her name in the introduction of the Teen Advisory Council guidebook which she contributed to as a youth.

Barbara Hillaker, Ph.D. :

Research Specialist — Barbara Hillaker’s work centers on developing or improving measures, assuring that they are aligned with developmental science and are psychometrically valid and reliable. Prior to coming to the Weikart Center, Barbara developed curriculum and conducted formative evaluations for Michigan State Extension, and conducted data collection and analyses for the Building Early Emotion Skills project, a Michigan State University project connected to the national evaluation of Early Head Start. She received a B.A. from the University of Michigan, and an M.S. in Family Community Services and a Ph.D. in Human Development and Family Studies from Michigan State University. She is a first or contributing author to several articles published in peer reviewed journals.

LaDonna Lloyd :

Project Manager — LaDonna provides technical assistance, fosters and maintains positive relationships, and supports quality improvement initiatives with OST clients around the country. LaDonna began working for the Weikart Center in 2008 as a data entry contractor, and joined the staff in 2009. Prior to joining Weikart she worked as a team leader/mentor for the Girl Scouts of the Huron Valley Council, where she organized and conducted after-school programming for young girls ages 6-14. She is currently studying Product Design and Development at Eastern Michigan University.

Dave Martineau :

Director of Product Design & Innovation — David Martineau returns to the Weikart Center as the Director of Product Design and Innovation with more than 20 years of experience in youth development, social justice education, group facilitation, and social services. Dave worked with the HighScope Educational Research Foundation from 1999-2004, where he worked with the Adolescent Division to develop the Trainer Certification and Youth Worker Certification Programs and to pilot the first draft of the Youth PQA. Dave also served as a Field Consultant for the Weikart Center from 2009-2011. Dave joins us after serving 10 years at NCCJ St. Louis, a community organization that provides powerful, in-depth training workshops and technical assistance to organizations and individuals who are committed to making systemic changes to promote diversity, inclusion, and equity. He served as Executive Director for the past five years, during which time he oversaw organizational turnaround efforts, including rebranding and strategic planning, and nearly tripled the size of the organization. He served first as the Program Director, and created Facilitator Certi-

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Stakeholders (continued)

fication Program, developed the Inclusion Institute for Health-care, and reworked the Anytown Youth Leadership Institute to better incorporate elements of positive youth development in teaching youth about identities and social justice. Before NCCJ, Dave's work in diversity included serving as Diversity Director at HelpSource, Michigan's largest non-governmental social service agency, facilitating for the Anti-Defamation League—Saint Louis's A World of Difference Institute, studying the impact of intergroup dialogues, a subject on which he co-wrote three publications. Since 2001, Dave has taught social work students at George Warren Brown School of Social Work at Washington University in St. Louis, the University of Michigan School of Social Work, and Eastern Michigan University Department of Social Work. His course topics have included human behavior in the social environment, adolescent development, social change theory, social justice and human diversity, group facilitation, and foundation practice skills. He served as the faculty advisor for SAGA, the LGBTQ student group at the Brown School and serves on the Derrick L. Anderson Memorial scholarship selection committee at the University of Michigan School of Social Work. Dave earned his MSW from the University of Michigan, Ann Arbor, and his bachelor's degree from Western Michigan University. He is happy to return home to Michigan with his partner and their son.

Megan McLaughlin :

Research Assistant, Research and Evaluation — Megan joined the team in 2017 as a Logistics Coordinator before becoming a Research Assistant in 2018. Her main responsibilities include offering technical assistance support for the Weikart Center's online data management platform, Scores Reporter. In addition, her keen eye is utilized when managing data collection and quality to produce multiple client deliverables. Her interest in research began while earning a Bachelor of Arts Degree in Urban and Regional Studies at the University of Michigan Dearborn where she studied urban poverty and environmental policy. She perused her interest in environmental justice through multiple internships with local governmental agencies and grassroots organizations in Metro Detroit. Megan focused her studies on low income public schools and youth institutions in close proximity to hazardous facilities. Her passion has pushed her to build up her analytical skills and knowledge so that she can become an effective participant in her community.

Kimberly Howard Robinson, Ph.D. :

Executive Vice President, The Forum for Youth Investment / Managing Director, David. P. Weikart Center for Youth Program Quality — Kimberly Howard Robinson, Ph.D., is executive vice president of the Forum for Youth Investment and the managing director of the David. P. Weikart Center for Youth Program Quality. Prior her to role Robinson served as Program and Evaluation Officer with the W.K. Kellogg Foundation, one of the largest private philanthropic institutions in the U.S. Her work focused on developing and implementing continuous improvement processes to support programmatic strategy and effectiveness. Prior to the W.K. Kellogg Foundation, Dr. Robinson served as Interim Chief Accountability Officer as well as the Director of Research for Baltimore City Public Schools. Prior to Baltimore, she served as the Director of Data and Analytics for the New York City Department of Education. She holds a doctorate from the University of Notre Dame in Developmental Psychology and has more than fifteen

years of experience conducting applied research on schools, children and families.

Amanda Ruud :

Training Product & Process Design Specialist — Amanda serves as a Training Product & Process Design Specialist. Amanda leverages her prior experience as a middle school site coordinator for Eastern Michigan University Bright Futures After-School Program, where she is grateful and honored to have served for five years. Amanda holds a B.A. in English Language and Literature and an M.A. in Teaching from the University of Michigan (Go, Blue!) as well as a Provisional Teaching Certificate for grades K-8 with endorsements in ELA, Math, and ESL. Amanda also has a professional background in project management and marketing which she regularly applies to her youth development work.

Sandra Taranhike :

Research Assistant — Sandra has recently joined the team in 2019 as a Research Assistant, and provides assistance with data analysis, reporting findings, and providing support to Weikart Center clients. Sandra's interest in Social Sciences Research began while working towards her Bachelor of Social Work and Psychology at Meredith College. Her undergraduate thesis focused on the effects of behavioral expectations on female friendships which she found to run parallel to The Forum's support of Social and Emotional Learning. Through volunteering for a Community Hope program at the YMCA, and completing a field placement at SHIFT NC where she conducted advocacy for and research about sexual health initiatives for young adults, she has focused on improving the lives of youth. Research is the intersection between both her passion for the world of numbers and also for promoting individual and societal wellness and equity.

Leah Wallace :

Project Manager, Field Services — Leah provides training and technical assistance to Weikart Center clients around the country. She came to the Center from buildOn, a service-learning based after school program in Detroit. There she created partnerships with local community organizations and businesses to provide internship and community service opportunities to under-served youth. Leah received her Bachelor of Arts degree in English from Washington College in Chestertown, Maryland.

Seghen Abebe :

Special Projects Associate — Seghen provides direct administrative and programmatic assistance for internal operations and external affairs. She supports the Chief Operating Officer on specific short- and long term projects for the Forum. Seghen hails from Orlando, Fla., where she received a Bachelor of Science in Public Administration at the University of Central Florida, with a minor in Criminal Justice. She enjoys spending time with her family, and traveling around the world.

Laine Culbreath :

Controller — Laine oversees the accounting functions of the Forum. This includes producing financials statements, budgeting, grant reporting and (most importantly) making sure the bills get paid. Laine joined the Forum in 2014. She has dedicated her career of more than a decade to serving the nonprofit community, including through positions with the

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Stakeholders (continued)

American Federation of Teachers and the American Society for Pharmacology and Experimental Therapeutics. She was also manager of outsourced accounting at Snyder Cohn, serving a variety of nonprofit and small business clients. Laine serves as treasurer on the board of Maryland Classic Youth Orchestras. She earned her bachelor's and master's degrees in accountancy from Wake Forest University, and is a certified public accountant licensed in Maryland and Washington, D.C.

Tom Devaney :

Vice President, Business Strategy — Tom oversees the Forum's finance and accounting team and is responsible for the organization's contracting, legal, and business strategy functions. Tom previously served as managing director of the David P. Weikart Center for Youth Program Quality, a division of the Forum. He came to Weikart in 2008 after serving in management-level positions in commercial research and software development. He holds a bachelor's degree in Latin American Studies from the University of Chicago and has completed graduate coursework in Michigan State University's Educational Policy Ph.D. program.

Ian Faigley :

Director of Outreach and Engagement — Ian is the point man for partners of the Forum. He manages communications efforts, working with staffers at both the Forum and partner organizations on case studies, news releases, marketing and electronic newsletters. Ian created an online tool for leaders to access Ready by 21 resources and ideas, and he handles inquiries from local partners and other community organizations who seek technical assistance and other help from the Forum. Before coming to the Forum in October 2007, Ian helped found and expand the Council for Nonprofit Innovation, a think tank focused on improving the performance of organizations in the nonprofit sector through thought leadership, training and consulting. Ian also spent two years as a program instructor with the Close-Up Foundation, a teaching organization focused on civic education, and one year as a graduate assistant at the Charterhouse School in Surrey County, England. Ian graduated from the American University in Washington, D.C., with a Bachelor of Arts in Political Science, with a focus on legislative politics and grassroots lobbying. He co-captained the American University lacrosse team and continued his playing career in New Orleans and England.

Shanell Harriday :

Meetings and Operations Manager — Shanell provides comprehensive meeting planning and logistics management for the Forum's annual Ready by 21 National Meeting, the Opportunity Youth Network (OYN) Summit, and other initiatives and convenings involving our partners and their external stakeholders. In addition to conference planning, she works with the Chief Operating Officer to oversee the day to day management of operations, facilities, technology and HR functions. Before joining the Forum in 2010, Shanell was a records specialist for the Student Hearing Office in the Washington, D.C., Office of the State Superintendent of Education (OSSE). Shanell served as the Special Assistant to the Chairman of Public Relations, North America from 1999 to 2002 and Special Assistant to the Chairman of Media Relations from 1996 to 1999 at international PR firm, Burson-Marsteller. She has also served as the Government Affairs Associate for an international trade association (the Automotive Parts and Accessories Association) from 1989 to 1996. As an independent consultant, Shanell provided

proposal writing and other services to companies doing business with federal agencies, such as the Departments of Defense and Education before joining OSSE. Shanell earned a Bachelor of Science degree in Government and Politics from the University of Maryland and remains an avid fan of the Maryland Terrapins (aka "the Terps).

Galen Irby :

IT and Facilities Specialist — Ask Galen to describe his job, and you'll see that he has the most eclectic role at the Forum: "I'm sort of the chief IT geek and the facilities manager. On the one hand, I'm in charge of the network, computers, and telecommunications. At the same time, I handle plumbing, electrical, HVAC, and other systems that keep this old place running." Galen learned to do all of that through various jobs — including at the Washington State Department of Transportation, Wolfjohn and Associates, CAD Management Systems and Key Technologies Inc. — where he took on such endeavors as developing field designs for drip irrigation, helping to design a lift gate on an ice harbor dam and building communications networks. Born in Mississippi and growing up primarily in Washington state, Galen studied audio engineering at Eastern Washington University. He joined the Forum in 2000. How did he wind up in charge not only of information technology, but of maintaining the historic Cady-Lee Mansion, where the Forum is headquartered? "I grew up in a house that was over a hundred years old and later owned a 100-year-old house."

Paul LaMacchia :

Manager, Business Systems — As the Manager of Business Systems at the Forum, Paul oversees our online systems and provides guidance to the users of those systems. Aside from technical skills honed in both private and public organizations, Paul has long-standing connections to youth work. Paul received a Bachelor's degree in finance from Michigan State University and a Master of Science degree in finance from the University of Michigan.

Max Miller :

Project Assistant — Max primarily engages in the production and facilitation of video, audio, and web-oriented content for the Forum. Working closely with others in the realm of communications, he has produced a number of promotional and standalone materials for the Forum's various affiliated events and topics, such as the annual Ready by 21 National Meeting. He has previously worked on the PR team at the local entertainment convention Katsucon, utilizing his video production skills to compile, edit, and finalize footage documenting the event in 2014. He also served as an A/V Production Assistant for Prince George's Community Radio, providing support in broadcast and video production at the station. Before focusing in on video production, Max studied Computer Science at Frostburg State University. Outside of work, he regularly engages in the visual arts — inspired by the works of fiction he enjoyed during his upbringing, he often takes to drawing and writing in his free time.

Kris Minor :

Chief Operating Officer — Kris oversees the Forum's external affairs and internal operations: from communications and outreach to human resources, IT and facilities. The external affairs staff produces numerous print and electronic resources

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Stakeholders (continued)

for the Forum's partners and for decision makers around the country, and manages engagement and training opportunities – including the annual Ready by 21 National Meeting – for the Forum's network of local, state and national leaders. In addition, Kris lends his expertise to the Forum's Big Picture Approach Consulting team to support individual community clients and manage targeted multi-site initiatives. Kris joined the Forum in 2010 to direct the Ready by 21® National Partnership, a coalition of prominent national organizations that helped local leaders change the way they do business in order to improve youths services and supports. Kris brings extensive experience in youth development and national and community service to the Forum. From 2001 to 2009 he served in a number of roles with the America's Promise Alliance, starting as its first national director for youth service and leadership, and becoming senior vice president for partnerships and programs. He led the team that developed partnerships with major national organizations – from United Way Worldwide and the U.S. Chamber of Commerce to Boys & Girls Clubs of America and State Farm Insurance – to help more young people graduate from high school, and oversaw such initiatives as the 100 Best Communities for Young People competition and a series of more than 100 state and local dropout prevention summits. From 1998 to 2001, Kris served as senior assistant and later chief of staff to the CEO of the U.S. Corporation for National and Community Service, the federal agency overseeing AmeriCorps and other major service programs. He had previously designed and administered service-learning and leadership development programs for undergraduates and alumni at Cornell University in Ithaca, New York. A native of Rochester, N.Y., Kris graduated from Cornell with a Bachelor of Arts degree in Human Services and a concentration in community, education and public policy.

Rosa Pittman :

Information and Facilities Associate — Rosa, an employee of the Forum since 2002, provides administrative and organizational support to the entire staff. She plays key roles in on-site meeting preparation and planning and in the maintenance of The Cady-Lee House, a designated historic landmark and headquarters of the Forum. Rosa grew up in Maryland, and enjoys history, reading biographies and blogging.

Nalini Ravindranath :

Grants and Development Manager — Nalini Ravindranath supports the development and execution of development strategies as well as the management of funder relationships. Nalini brings experience in research, technical assistance delivery and knowledge management from her work with a range of national nonprofit organizations spanning education and youth development fields. Prior to rejoining the Forum, she worked with The Finance Project where she managed a study of the adequacy of education financing in the District of Columbia and the effectiveness of charter school funding in New Orleans. During her tenure at YouthBuild USA, she developed and delivered e-learning solutions to over 100 Department of Labor funded YouthBuild programs. During her first tenure at the Forum, she supported the management of several community-based initiatives, including the Quality Counts Initiative which helped communities build quality improvement systems for out-of-school time programs. Nalini holds a Bachelor's degree from Indiana University – Bloomington and Master's degrees from Fordham University and University of Pennsylvania.

Ora Shamley :

FINANCE SPECIALIST — Ora is a financial specialist, working on accounts payable, accounts receivable, and many other financial matters for the organization.

FYI Funders :

The Forum thanks the generous funders who believe in the power of the ideas, see the need to help leaders do business differently and seek to improve the return on their investments for children and youth.

Altria**American Express****Andrus Family Fund****The Annie E. Casey Foundation****Arkansas Department of Education****The Aspen Forum on Community Solutions****Casey Family Programs****Conrad H. Hilton Foundation :****Doris Duke Charitable Foundation****The Ford Foundation****Gap Inc.****The Goldman Sachs Group, Inc.****Jamie and Denise Jacob Family Foundation****The Kresge Foundation****McGregor Fund****Michigan Department of Education****New York Community Trust****Oklahoma Department of Education****The Prudential Foundation****PwC :***(PricewaterhouseCoopers)***Raikes Foundation****Ralph C. Wilson Jr. Foundation****The Rockefeller Foundation****The Schultz Family Foundation****S.D. Bechtel Jr. Foundation | Stephen Bechtel Fund****The Skillman Foundation**

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Stakeholders (continued)

Susan Crown Exchange

The Tow Foundation

United Way for Southeastern Michigan

The Wallace Foundation

The William T. Grant Foundation

Vision

All young people be ready by 21 – ready for college, work and life

Mission

To change the odds that all young people are ready by 21 – ready for college, work, and life.

DEMONSTRATION ONLY

1. Change

Help leaders think differently about what it takes to manage and sustain change

Stakeholder(s)

Leaders

Youth

Savvy leaders know that changing the odds for youth requires changes in the ways they do business. This is especially true as expectations rise for leaders to engage youth, families, and community leaders, develop evidence-based improvement strategies, and demonstrate equitable impacts. The Forum helps leaders think differently about what it takes to manage and sustain change, connecting them with the specific ideas, services, and networks they need, whether they are in the process of planning and partnering for impact, improving and aligning policies, or strengthening practices and programs.

1.1. Policies

Improve and align policies

Improving & Aligning Policies — We help policymakers, advocates, and rising leaders increase their capacity by aligning with other advocates, departments, sectors, and levels of government to use data and evidence to support the whole child.

Stakeholder(s):

Policymakers

Rising Leaders

Advocates

1.2. Impact

Plan and partner for impact

Planning & Partnering for Impact — We support boundary-spanning leaders charged with creating or implementing plans that require a focus on the bigger picture. We help leaders connect the dots across complex and sometimes competing goals, services, plans, and partners.

Stakeholder(s):

Boundary-Spanning Leaders

1.3. Practices & Programs

Strengthen practices and programs

Strengthening Practices & Programs — We empower youth development, education, and human service system leaders to adopt, implement, and scale management and staff policies and practices that ensure young people have access to high quality, coordinated supports they need to succeed.

Stakeholder(s):

Youth Development Leaders

Human Service System Leaders

Education Leaders

2. Partnerships, Policies & Practices

Help leaders improve partnerships, policies, and practices for young people

Stakeholder(s)

Young People

Leaders :

We support leaders from the clubhouse to the statehouse. We work with:

Coalition Leaders

Partnership Leaders

Quality Improvement Leaders

Evaluators

Policymakers

Policy Coordinating Bodies

Youth Advocates

Adult Advocates

National Nonprofits

National Nonprofits Networks

Funders

State Intermediaries

Local Intermediaries

Public System Administrators

Child Champions

Youth Champions

The Forum for Youth Investment provides products and services to help leaders improve partnerships, policies, and practices for young people. These products and services are based on best practices in youth development and on our experience working with hundreds of communities around the country since our founding in 1998. We offer:

2.1. Publications

Publish newsletters, reports, guides, and tools

2.2. Workshops & Trainings

Conduct workshops and trainings, both distance and on-site

2.3. Assistance, Planning & Research

Provide in-depth technical assistance, strategic planning, and field research services

2.4. Engagement

Facilitate leader and community engagement

Stakeholder(s):

Leaders

Communities

2.5. Accountability Systems

Offer at-scale performance-based accountability systems

2.6. Data

Collect & assess data

2.7. Networks

Manage peer networks

2.8. Keynotes & Presentations

Offer keynotes and presentations

Administrative Information

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