



Apprenticeships that change lives

STRATEGIC PLAN 2013-2015

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“It was the first time I
shook someone’s hand
and looked them in
the eye...”

Nancy; Spark Alumna; Healthcare Apprentice



EXECUTIVE SUMMARY

Mission: To create life-changing apprenticeships for youth in under-served communities across the United States.

The Need: Crisis of Youth Disengagement

Spark exists because of a crisis of youth disengagement, demonstrated by the **30% high school dropout rate nationally** - equivalent to 1.2 million American students dropping out each year.¹ The social and economic ramifications are disastrous, from higher rates of incarceration, lost human potential, and in all more than \$300,000 in lost wages and additional social-service cost for every student who drops out of high school. In middle school, youth make critical decisions - from how much energy to put into school, to whether to join a gang, which friends to spend time with - that directly lead to their success or failure in high school.

Vision: Bridge the Divide between School and Career

Spark believes that every young person in America deserves the opportunity to know a successful working adult, someone who demonstrates the value of education and paints a clear path to a positive future. To make it possible for each student to have this opportunity, Spark's vision is to make apprenticeships the capstone of middle school, a widely-available, consistently effective approach for increasing student engagement and raising high school graduation rates.

Spark's Model: Apprenticeships for Middle School Students

Over 7 years and nearly 2,000 apprenticeships, Spark has created a powerful program model that engages youth during their key middle school years, providing each student with one-on-one, workplace-based apprenticeships. Each student enrolled in Spark works with a trained adult mentor, in a real workplace of the student's choice, and completes a year-long Leadership Class at school that connects apprenticeship to academics.

Results: On-Track to Graduate

The results are clear: Spark students, chosen because they exhibit risk factors for dropping out, show improved attendance, better grades, reduced suspension rates, and ultimately, higher graduation rates from high school. Spark has also shown the scalability of the concept, expanding to four metropolitan areas with a growth rate averaging 50%+ per year.

Spark's Path Ahead: Serve the 195,000 in Need

The factors that make Spark highly impactful are present in about 195,000 7th and 8th grade youth each year: those who are highly likely to drop out and able to significantly change their path from Spark's intervention. Spark's vision is to reach this population, focused on three key priorities in 2013-2015:

- 1) To apply our lessons from growth thus far to hone the program model for greater effectiveness.
- 2) To deepen our immediate impact by doubling enrollment in each current region by 2015.
- 3) To build a platform for larger-scale, district-wide apprenticeship programs. Our goal is to create a program that can serve thousands of at-risk youth per year in a given city, making measurable differences in youth engagement and high school graduation rates. Spark will invest in four key areas to enable district-wide programs: Program Data & Evaluation Systems; Online Program Delivery & Management; Media & Communications Capacity; and a Corporate Partner Program.



The Dropout Crisis in America

30% of American youth drop out of high school - that's over 7,000 each day.

A staggering 1.2 million American students drop out of high school every year. Nearly 50% of African American, Hispanic and Native American high school students drop out. Yet a 2006 survey of high school dropouts found that 81% of these students reported that they would have stayed in high school if there were more opportunities for real-world learning.²

The cost to society of the dropout crisis is staggering

Over a lifetime, an 18 year old who does not complete high school earns approximately \$260,000 less than an individual with a high school diploma and contributes just under \$60,000 less in lifetime federal and state income taxes. Additionally, high school dropouts are likely to impose additional costs on society due to higher rates of incarceration and need for food assistance, welfare, and other social support programs. Research shows that the US will suffer \$3 trillion in lost wages over the lifetimes of the 12 million students who will drop out over the next decade, unless new interventions can change these patterns.³ Meanwhile, the dropout crisis has resulted in an estimated 6.7 million youth (as of January 2012) ages 16-24 who are not enrolled in school and unemployed.⁴ Deprived of the opportunities of a good education, these youth face long odds to realize their full economic or social potential, ultimately costing society in lost opportunity for productivity, innovation and growth.

Research points to middle school as a critical time to engage youth

Middle school is a critical developmental period for youth, in which they express growing interest in the adult world and desire an understanding of how adults find success and fulfillment. Youth at this age are making highly impactful decisions about their future - how do they respond to peer pressure to join a gang or try drugs? Which friends will they hang out with? How much should they care about school?

There is a very strong correlation between student's grades and attendance in middle school and their ultimate high school graduation rate.⁵ Several factors have been found to help middle school students transition into high school more easily, including academic achievement, school attendance and sense of academic competence; time-management skills, planning, problem-solving and study skills; healthy strategies for coping with problems and effective strategies for achieving a balanced academic and social life.⁶ Programs such as Spark, which give middle school students real world opportunities to develop critical skills such as self-confidence, problem solving and goal-setting, have been proven to prepare middle school students for a more successful transition to high school, leading to lower drop out rates and higher rates of post-secondary success.⁷

"[The US needs to] elevate the critical importance of relevant work experience in a successful transition from adolescence to adulthood. The workplace is clearly the place to "try on" or test out a career choice. It's also by far the best venue in which to learn [teamwork, communication and leadership] ... skills so critical to success in today's economy."

"Pathways to Prosperity: Meeting the Challenge of Preparing Young Americans for the 21st Century."
(2011), Harvard Graduate School of Education

Spark's unique and nationally recognized apprenticeship model focuses on 4 key strategies:

Spark partners with public schools that serve low-income students

Students from low income families drop out at a rate four times higher than their affluent counterparts. In each region, Spark works with public schools serving low-income communities, and 100% of the students Spark enrolls are low-income. Spark provides training for teachers, who refer students they see as particularly at-risk for disengagement in school, and lead the in-school Spark Leadership Class.

Spark intervenes early with individualized apprenticeships

Spark addresses the dropout crisis early, during the critical developmental window of middle school. Students at that age are seeking to define themselves and understand future roles in the adult world. For the at-risk students Spark serves, they are rarely asked what their interests are or helped to connect those interests to school; many have few or no positive adult relationships. Spark begins by asking each student to describe professions they're interested in, and then matches each student with a workplace-based apprenticeship and mentor in one of those fields. At the same time, students enrolled in Spark complete a year-long Leadership Class at school, helping them see the connections between their interests and academics, as well as develop the attitudes and strengths necessary for success in school.

Spark leverages real workplaces to make learning more relevant

Studies indicate that a lack of student engagement is predictive of dropping out even after accounting for academic achievement and student background.⁸ Apprenticeships increase engagement by demonstrating the relevance of school.⁹ By creating these bridges between students and real workplaces, Spark not only impacts students, but also

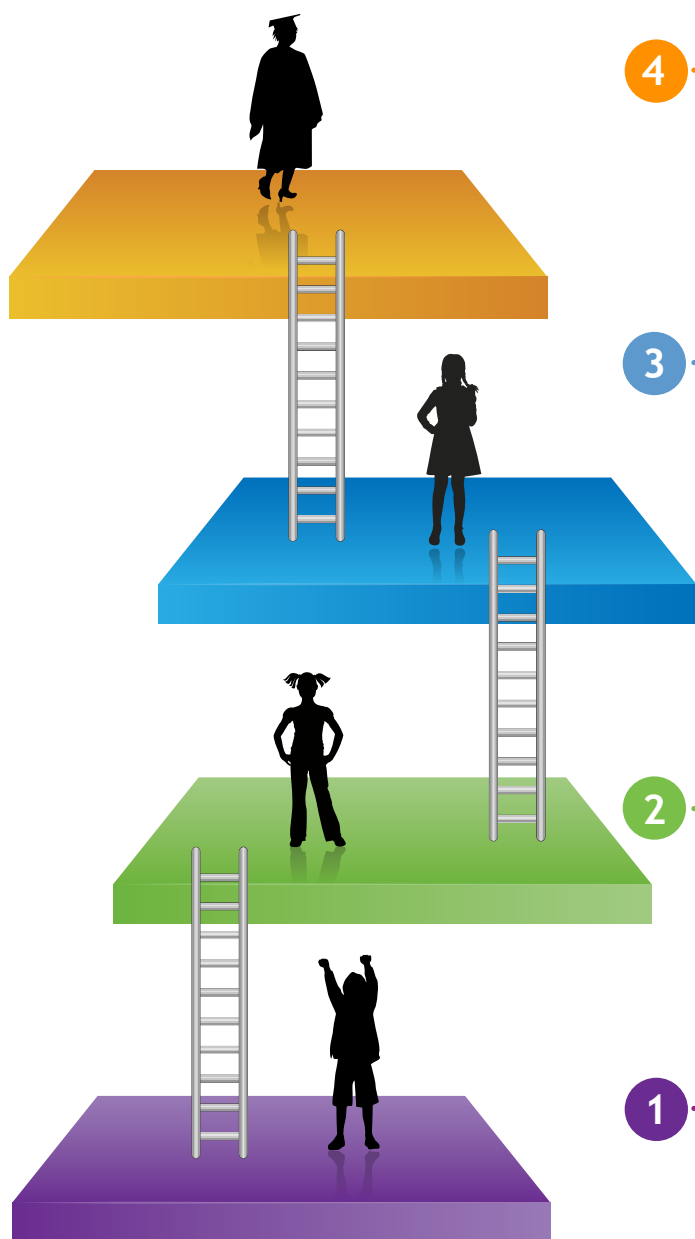
mobilizes large numbers of new volunteers, bringing their services into the school system at a low cost, and turning their workplaces into educational spaces. Spark mentors are the first professional relationship many of our students create, and their apprenticeship is the first time in a work environment. This experience helps Spark students learn how to build relationships with others who can help them achieve their goals. Over time, Spark apprentices develop a positive vision for their future. Exposure to professionals in a field of their interest builds a lasting role-model relationship and helps students realize that their aspirations are attainable through education.¹⁰

Spark creates community and lasting support

Spark is a full-year intensive program for students in 7th or 8th grade, providing two semesters of apprenticeship and Leadership Class. For many students, their Spark cohort becomes a rare place where they feel safe to express their aspirations and can positively connect with peers and adults. Spark is building partnerships with nonprofits and high schools to ensure that each Spark student receives a purposeful hand-off to continued support in high school. In addition, Spark students see their mentors as resources for their future success. Over 2/3 of students report that they would ask their mentor for help in the future, and 84% of parents report that their child's ability to ask for help from adults increased after their participation in the program.

Spark's theory of change outlines a progression from a change in attitudes and beliefs, to increases in school engagement, and ultimately greater success in school following an apprenticeship experience.

Spark changes student attitudes, leading to improved school success



4

Spark students have significantly higher graduation rates from high school

Spark's 2011 longitudinal study found that 97.5% of alumni surveyed had graduated from high school or were on track to graduate from high school on time.

3

Improved Grades, Attendance, Behavior

Teachers report a growth in academic performance in 90% of Spark students. A 2011 statistical analysis found that Spark increased students' English grades significantly, and significantly decreased the total number of F grades students received. Math grades also improved at a rate approaching statistical significance. This research also showed lower rates of truancy and suspension among Spark students compared to peers.

2

Increase in School Engagement

In 2011-2012 surveys, teachers rated 87% of Spark students as "very engaged" or "highly engaged" in school following Spark. Less than 20% of Spark students missed more than 2 days of school during the 2011-2012 school year. 92% of parents report that their child enjoys school more since participating in Spark.

1

Change in Attitudes & Beliefs

According to parent and teacher surveys, 2/3 of Spark students demonstrated an increase in self-confidence after participating in the program. After completing the program, 92% of Spark students reported career-related goals, and 90% report that the program made them more interested in learning new things.

For more on Spark's strategy around data and evaluation, see the appendix section titled "Evaluation and Innovation Cycle."

MILESTONES FROM 2011-2013 PLAN

Progress to Goal: Results from Spark's Last Strategic Plan

In 2010, as a regional program serving the San Francisco Bay Area community, Spark laid out a vision for ambitious growth to more than quadruple its enrollment and open in three new regions, coast-to-coast. After three very busy years, the core goals of this strategic plan have been accomplished:

✓ Grow to Serve 4 Regions

Spark launched in Los Angeles in 2010, Chicago in 2011, and Philadelphia in 2012. With each successive launch, Spark has been able to raise more funds in advance and create stronger initial partnerships with local institutions and corporations. As a result of this growth, Spark has expanded enrollment capacity from 305 apprenticeships in 2010 to 1,325 in 2013.

✓ Build Internal Capacity

Spark has built a team of over 35 professionals, including a National Program Team supporting program quality, evaluation and training across sites, and initial operations staff to centralize administrative functions at Spark's national office.

✓ Improve Financial Sustainability

Spark has expanded its fundraising base from \$1.07M in 2010, to \$1.59M in 2011, and an estimated \$2.6M in 2012 - a compound annual growth rate of 56%. Spark's fundraising base has remained diversified, with the largest 3 funders contributing a total of only 12% of Spark's 2012 revenue, providing greater resiliency to funding changes. Spark's Board has exceeded its goal of providing 15% of Spark's operating budget.

✓ Build Evaluation Capacity

Spark has built a national data team, invested in salesforce.com as a central database for student results, and secured data-sharing agreements with several school districts. Internal and third-party studies have now shown correlations to improved grades, attendance, disciplinary record and high school graduation among graduates of Spark.



Gabrielle:
Journalism
Apprentice

Gabrielle was interested in journalism, and so Spark matched her with the Chicago Tribune for her apprenticeship. Working with two journalist mentors, Gabrielle first learned to pitch her ideas to editors. Then, she brought the skills from her English class to life as she edited her own stories and ultimately published an article in a teen newspaper.

VISION FOR GROWTH

Spark believes that every child in America deserves the opportunity to know a successful working adult

Background

The US faces an epidemic of youth disengagement and dropping out, with profoundly negative economic and social results. Yet many resources are going untapped in combatting this crisis. Spark believes that one particularly important resource is not being utilized: the ability for successful adults to introduce young people to their profession, making school relevant and tangibly demonstrating what a successful future looks like. Spark has created and honed a program model that builds on this opportunity, and has demonstrated effectiveness at scale.

Vision

Spark believes that every child in America deserves the opportunity to know a successful working adult, someone who demonstrates the value of education and paints a clear path to a positive future. To make it possible for each student to have this opportunity, Spark's vision is to make apprenticeships the capstone of middle school, a widely-available, consistently effective approach for increasing student engagement and raising high school graduation rates.



Building a platform for long-term growth

Growth

From a pilot program of 11 students in one city in 2005, Spark has expanded to an annual capacity of more than **1,300 apprenticeships per year in 2013**, serving four metropolitan regions. While that scale is significant, and the per-student impact profound, this represents only a small fraction of the at-risk youth in each city. Spark estimates the total target population for its programs - i.e. those 7th and 8th grade students who are in poverty, at high risk of dropping out, and demonstrate risk factors directly addressed by the Spark model - at 195,000 students per year. To build a program that can reach a larger percentage of this group, Spark aims with this strategic plan to build a platform for larger-scale, district-wide impact, able to serve a majority of the at-risk middle school youth in a given area.

Priorities

Spark will have three priorities during 2013-2015: (1) Hone the program model to maximize impact per student; (2) Increase depth of enrollment in existing regions; and (3) Develop and launch a platform for larger-scale, district-wide service. The aim of this platform is to enable Spark to serve thousands of youth per year per city. To do so will require investments in technology, data systems, media and communications capacity, and corporate partnership strategy. It will also require close collaboration with major institutional partners, like the current Spark - University of Pennsylvania partnership to launch Spark Philadelphia. These three priorities, described in detail in the following pages, are designed to advance Spark along the growth timeline described below.

Growth Milestones and Goals

2005-2009	✓	Develop Spark's core program model.
2010-2012	✓	Launch growth model, with expansion to Los Angeles, Chicago, Philadelphia.
2013-2014		Deepen regional impact and build platform for district-wide scale.
2015-2016		Launch first district-wide model, growing to serve over 1,000 youth in pilot city.
2017 —		Develop capacity to scale the district-wide approach to multiple cities, while exploring policy and training-based opportunities for additional scale.

PRIORITY 1: Deepen Spark's Impact on Each Student

Spark's first priority is to hone its program model to most effectively create impact for each student. While the program is continually being refined, these key areas represent the most significant changes:



Shift to Consistent, Year-Long Program

To date, Spark has had flexible program enrollment guidelines - some students complete one semester (one apprenticeship and leadership class), others, up to four. Based on observations and program data, Spark believes that a one-year (two semester) program length is the ideal balance between depth (per-student impact) and breadth (number of students served). By 2013-2014 School Year, all Spark students will be enrolled for a full year of Spark programming, in their 7th and/or 8th grade years.



Build an Online Platform

Spark's Leadership Curriculum, used by teachers at partner schools to deliver Spark's classes, will be re-launched as an online platform. The aim is to improve program quality, efficiency, and scalability. The online platform will shift components of Spark's Leadership Class online, including student portfolios; will add training, tools, and community features for mentors; and will include embedded assessments to enable Spark staff to manage programs effectively at a larger scale.



Build Alumni Pipelines through Partnerships

Spark believes in a collaborative approach, in which non-profits, schools and agencies function in close coordination to provide seamless support to students. While focusing on middle-school programming, Spark will invest in systems, staffing and partnerships to provide referral services and ongoing communication with students as they enter high school. Referrals could be to non-profits providing academic support or long-term mentoring; to specific high schools; or to leadership or internship opportunities. By the 2015-2016 school year, Spark's goal is to provide a specific high-school opportunity to at least 60% of Spark graduates as they enter high school.



Continue Investment in Data Systems

Spark has made significant investments in data and evaluation systems over the past two years, and will continue to invest in both technology and staffing to provide data on program operations and impact. Spark will use an experimental approach to test program innovations at small scale and modest cost, gathering data to evolve program design before rolling out new program components nationally. As Spark builds new online curricula in particular, embedded assessments will provide a flow of data about student success, used for continual refinement of the curriculum and program model. Additionally, Spark has begun to align program outcomes with innovations in the education research world - such as middle school early warning systems - which many school districts use to identify students at risk of dropping out.

PRIORITY 2: Expand Spark's Impact in Current Regions

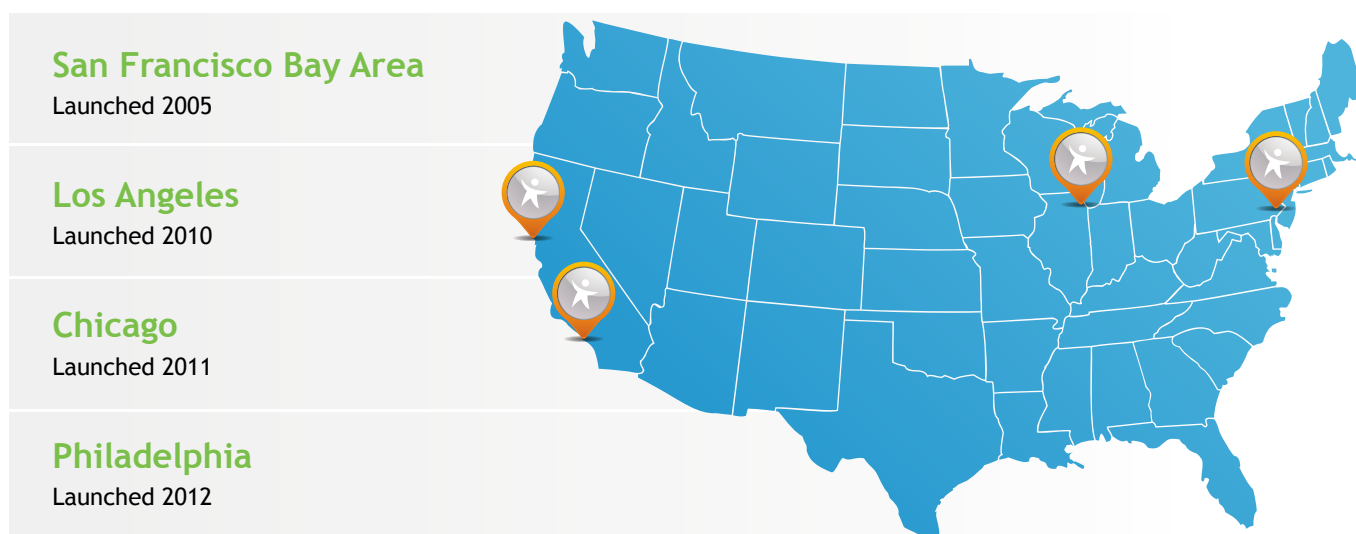
In each of Spark's current four regions, there is immediate opportunity to create greater impact by expanding enrollment. While Spark builds the capacity for larger-scale work in parallel, Spark envisions doubling enrollment capacity in each region during 2013-2015. In addition to the impact this creates, it builds the national credibility, experience, and impact data to facilitate larger-scale growth.

To facilitate this growth, Spark will use local strategies including (1) neighborhood clusters to serve multiple schools in a given neighborhood, facilitating transportation and community awareness, while making impact more apparent, and (2) strategic partnerships with school collaboratives like the Partnership for Los Angeles Schools, charter school management organizations, networks of schools affiliated with key funders or key policy

organizations, and major universities, as demonstrated by the Spark Philadelphia launch as a joint venture with the University of Pennsylvania. These strategies enable Spark to more efficiently train school staff, source mentors, manage curriculum delivery and apprenticeships, and build toward larger-scale demonstrations of program scale and effectiveness.

Spark's shift to a consistent year-long program model will allow Spark to serve the most students while providing the most effective program length for each student. At the same time, it allows Spark to orient the Leadership Class around two semesters of unique curricula, to track and evaluate students more effectively, and to contain per-student costs as the program scales.

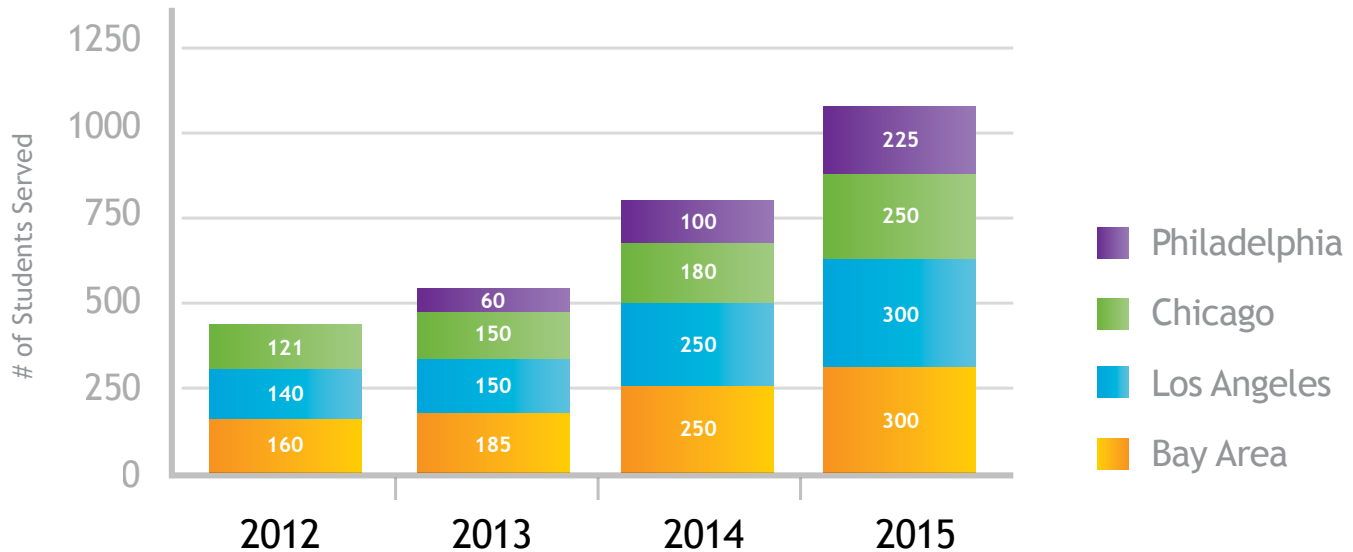
Locations



PRIORITY 2: Expand Spark's Impact in Current Regions

➔ Apprenticeships and Student Enrollment

From 2005-2012, Spark students participated in the program from 1 to 4 semesters, depending on student need. Based on program data, Spark believes the most effective dosage is one year (two semesters) of program for all participants. This year-long model will take effect in the 2013-2014 school year. To switch to this new approach, the charts below represent unduplicated student enrollment per school year, rather than total apprenticeship numbers per calendar year.



	2012	2013	2014	2015	Growth 2012-2015
Spark Bay Area	160	185	250	300	88%
Spark LA	146	150	250	300	105%
Spark Chicago	121	150	180	250	107%
Spark Philadelphia	0	60	100	225	275%
Total Students	427	545	780	1075	152%

PRIORITY 3: Build a Platform for Large-Scale Growth

In considering how to build a platform for district-wide programs, Spark asked what capacity would be needed to run a hypothetical program for 5,000 students in a given city. At this scale, in most cities, Spark would be playing a substantial role in improving youth engagement and school outcomes district-wide, serving the majority of at-risk youth as they pass through a given middle school year, and could garner prioritized support from the school district, corporations, and partner agencies. The following goals represent the key investments needed to operate at this scale.

➔ Improve Program Data & Evaluation Systems

Goals

While Spark has invested significantly in data systems to support our current scale, our aim is to build the data systems now that will support our scale in 3-5 years. This means investments in student-tracking systems, embedded assessments within online curricula, improved data-sharing partnerships with school districts, staff training around using data to make program decisions, and an investment in new third-party evaluations. Spark will invest in technology, new staffing, and external expertise to meet these goals.

Return on Investment

- 1) Increases program effectiveness by infusing better data into decision-making;
- 2) Improves understanding of the causal link between participation in Spark and future success;
- 3) Improves Spark's ability to create strategic partnerships with school districts by showing how Spark's results improve their outcomes;
- 4) Enhances fundraising by demonstrating results at higher levels of evidence, particularly for large foundations and government entities;
- 5) Contributes to the field of apprenticeship work with key program data, enabling Spark's policy voice.

➔ Build a Technology Platform for Scale

Goals

District-wide scale is only feasible, financially and program-matically, if Spark has an effective technology platform to facilitate program implementation. Specifically, the online platform will shift components of Spark's Leadership Class online, including student portfolios; will add training, tools, and community features for mentors; and will include embedded assessments to enable Spark staff to manage programs effectively at a larger scale.

Return on Investment

- 1) Improves program quality at scale, by ensuring consistently delivered curricula with ongoing assessment through an online platform;
- 2) Reduces staff time required to train and support teachers at partner schools, leveraging each staff member's time across more school sites;
- 3) Reduces staff time required for mentor training and support, through online training, mentor "buddies" facilitated online, and other tools - enabling Spark to sustainably manage more mentors per staff member;
- 4) Facilitates further growth, as the technology platform can scale easily to serve additional students and cities.

PRIORITY 3: Build a Platform for Large-Scale Growth

➔ Invest in Media & Communications Capacity

Goals

To create a district-wide program, Spark has to generate city-wide engagement around apprenticeship learning for youth. This requires the capacity to raise Spark's profile and name-recognition in a given city. Spark will invest in regionally focused brand- and awareness-building through electronic and print media, targeted advertising and marketing campaigns, and collaborative partnerships with non-profits, government agencies and corporations.

Return on Investment

- 1) **Mentor Recruitment:** Currently, Spark spends approximately \$250 in staff time to train and source each mentor. With a city-wide media strategy, Spark aims to have at least 50% of mentor needs filled by mentors pro-actively contacting Spark, significantly reducing mentor recruitment costs;
- 2) **Corporate Partnerships:** A high level of awareness and goodwill around Spark in a given city improves Spark's case to corporations for partnerships, whether to recruit employees to mentor and/or for corporate financial sponsorship;
- 3) **Fundraising:** An effective city-wide media strategy, sharing Spark's results and programs, will reduce acquisition costs for new funders and donors, and strengthens Spark's case for major support from the city's larger institutional funders.

➔ Develop Corporate Partner Program

Goals

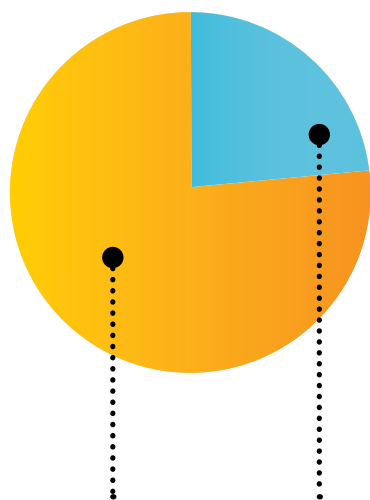
At present, 18% of Spark students are placed in apprenticeships through corporate partnerships, in which multiple students apprentice at a company, each with their own mentor. These partnerships facilitate transportation and student safety, require less staff time to manage, add a networking benefit for volunteers involved, and embed Spark more deeply into a workplace environment. To scale effectively, Spark has to increase this percentage to over 50% of placements, by both bringing on additional companies and increasing the number of mentors per company. To do this, Spark will invest in building a Corporate Partner Program, including new materials, online tools, and staffing to position Spark as a solution for both employee engagement and community relations.

Return on Investment

- 1) **Mentor Recruitment:** As with improved media and communications above, a more robust Corporate Partner Program will facilitate mentor recruitment, reducing the \$250 per mentor sourcing/training cost while expanding Spark's mentor pool;
- 2) **Corporate Sponsorships:** Currently only 5% of Spark's revenue come from corporations. Given Spark's natural programmatic connection to companies, there is potential to increase corporate support to 10% of total revenue. A successful Corporate Partner Program will also increase the sustainability of corporate support during economic ups and downs, by positioning Spark as a signature charitable initiative for companies.

Budget & Revenue Projections

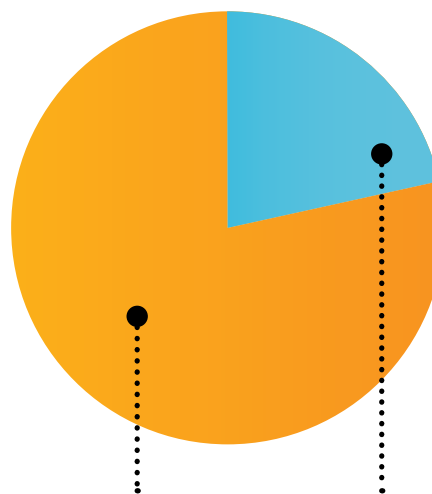
2012 BUDGET: \$2,572,934



REGIONAL OFFICES:
\$1,963,473

NATIONAL OFFICE
\$609,461

2015 BUDGET: \$5,050,000



REGIONAL OFFICES:
\$3,877,000

NATIONAL OFFICE
\$1,173,000

Vision for Financial Sustainability

To meet ambitious growth goals and create a sustainable financial model, Spark will continue to accelerate fundraising momentum through the following proven strategies:

Strong and engaged boards

In addition to their own personal contributions of time, wisdom and financial support, Spark's boards are a critical source of individual donor support, event attendees, in-kind donations, and contacts with foundations and corporations. Spark aims to raise at least 20% of budget each year from Board "give and get" contributions, more than covering the organization's overhead and enabling all other gifts to support direct program costs.

Increasing revenue diversification

Over time, Spark's revenue has evolved from almost 90% foundation-based to a blend of approximately 60% foundation, 35% individual and 5% corporate revenue. Spark will continue to invest in individual-donor based fundraising, through Board development, events, and other strategies, with a goal of reaching 50% of total support from individual donors.

Localized fundraising

As of 2012 and going forward, each region raises 100% support from local funding sources including a diverse stream of individual, foundation, and corporate support. Executive and Advisory Board members continue to be the foundation for building stronger local networks.

Management Team

Chris Balme: Co-Founder and Chief Executive Officer

Chris co-founded Spark in 2004, based on his experience teaching in urban communities and observing first-hand the need for greater relevance in school. Chris has received the Ashoka Fellowship and Draper Richards Kaplan Fellowship in honor of Spark's accomplishments, and has represented Spark on the Today Show, NBC Nightly News, and through frequent teaching on social entrepreneurship. Chris is a graduate of the University of Pennsylvania and the Wharton School of Business.

Karen Boehnke: Chief Advancement Officer

Karen leads Spark's fundraising and communications, drawing on deep experience with Project Open Hand, the University of California, and Smith College, her alma mater, where she was the Director of Integrated Advancement Strategies. Karen brings extensive experience in development, communications, marketing, event and campaign management to Spark.

Jenny Bogoni: Executive Director, Philadelphia

Jenny brings a depth of nonprofit leadership experience in Philadelphia, from serving as one of the founding Directors of City Year Greater Philadelphia, to more recently leading Project U-Turn, a collaborative effort to raise high-school graduation rates. A graduate of Haverford College, Jenny leads the growth, quality and sustainability of Spark's programs in Philadelphia.

Jane Choi: Chief Program Officer

A graduate of Columbia University and the Stanford School of Education, Jane began her teaching career in Teach for America, where she was honored as a Hero Teacher of the Year for Los Angeles. At Spark, Jane is responsible for the highest-quality, highest fidelity implementation of Spark's programs nationally, while connecting Spark to policy and education-reform conversations nationally.

Sarah Mayeda: Executive Director, Chicago

A former middle-school teacher in Chicago Public Schools, Sarah went on to work at New Teachers Academy, and then in managing program investments with the Chicago Public Education Fund. A graduate of Northwestern University, with a M.Ed. from University of Illinois at Chicago, Sarah is responsible for growing and sustaining high-quality programming in Chicago.

Jon Spack: Chief Growth Officer

Jon has built a wealth of experience in launching new youth programs, first with Citizen Schools, where he launched new programs in San Jose, California. Jon has led Spark's launches in Los Angeles, Chicago, and Philadelphia, and leads the creation of infrastructure for ongoing growth at Spark. Jon is a graduate of the University of Wisconsin-Madison, with a Master's in Nonprofit Leadership from the University of Pennsylvania.

National Board of Directors

Holly Depatie: Board Chair; Philanthropist, Advocate and Activist, Writer

Sarah Friar: Board Vice Chair; Chief Financial Officer, Square

Raj Agrawal: Director, Kohlberg Kravis Roberts & Co.

Chris Balme: Spark Co-Founder & Chief Executive Officer

Zia Khan: Vice President, Strategy & Evaluation, Rockefeller Foundation

Nir Margalit: Board Secretary; Partner, Foley & Lardner LLP

Rodney Prezeau: Board Treasurer; Senior Vice President, Charles Schwab

James Ramo: President, Allenwood Ventures

Jesus Ramos: Middle School Dean of Studies, Sacred Heart Schools

Pamela Rosekrans

James T. Reese, MD: Physician, Former Chief Operations Engineer and Head Neurosurgeon, Google

William Schawbel: CEO, Schawbel Corporation

Alicia Winckler: Chief Talent Officer, Chicago Public Schools

Featured Corporate Partners



Strategic Partners



PROGRAM
FOR SOCIAL IMPACT

National Recognition

These three organizations have selected Spark as among the highest-impact, most scalable nonprofits in the world, and have provided funding and other support.



APPENDIX

- 1 Core Values
- 2 Case Studies
- 3 Evaluation and Innovation Cycle
- 4 Spark Organizational Chart
- 5 2013 Budget
- 6 Foundation Supporters
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CORE VALUES

From the organization's founding, Spark has aimed to create a culture that is both uniquely empowering and driven to create impact. Spark's culture values constant learning, self-development for both students and staff, and honest communication.

Be a student and a mentor

We celebrate the learning process, and believe each person can reach their potential when we are always learning and always teaching.

Love what you do

We are passionate, devoted, and joyful toward our work, applying the best of ourselves to create impact.

Take positive risks and dream big

We approach our work with an entrepreneurial and optimistic spirit, taking challenges as opportunities as we set our sights on systemic change.

Create meaningful change in the world

We believe all students have the right to realize their potential through an education rooted in relevance, relationships, and challenge.

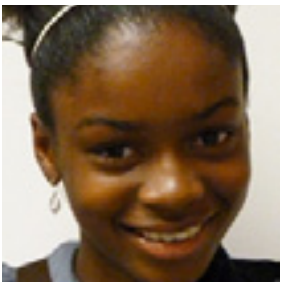
Make diversity a priority

We value different perspectives, cultures, and backgrounds; we proactively invite all members of our community to help us learn and to grow together.



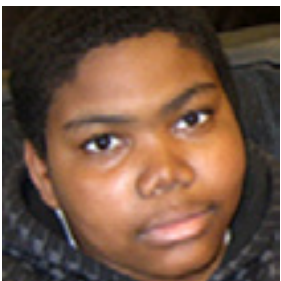
Manuel: Structural Engineering Apprentice

Since he was little and playing with Legos, Manuel had dreamed of building houses or tall buildings. Little did he know that as a middle-school student, he would have a chance to explore that passion, and connect it with the math and science skills he was learning in school. Spark matched Manuel with a mentor, Casey, who introduced him to the field of structural engineering. Manuel now dreams of a career developing earthquake-proof structures, buildings that will never fall so people don't have to worry. With his new skills and with clarity about how school can get him there, Manuel is well on his way!



Almanika: Animal Care Apprentice

Almanika is a caregiver at heart. This 8th grader not only loves babies, but she also loves taking care of animals. Through her Spark apprenticeship, Almanika learned about the field of veterinary medicine with her mentor Melissa, a veterinary technician. Melissa taught Almanika how to run lab work, set up fluids and put them in catheters, and how to find bacteria and yeast through a microscope. At the culminating Career Day event at her school, Almanika showed the tangible applications of science class to her peers, teaching them how to use a microscope to examine blood samples.



Keonte: Computer Technology Apprentice

7th grader Keonte completed an apprenticeship at bCode, where he had the chance to explore his fascination with computer hardware. Every week, Keonte visited his mentor Joe at his office in the Financial District of San Francisco, where the pair began each session with 10 minutes of Xbox, which, according to Joe, "helps us catch up and warm up." But the apprenticeship went far beyond games; Keonte's final project was a self-built computer, constructed from spare parts gathered from around Joe's office. Keonte not only gained valuable computer skills from this project, but also learned communication and professional skills while building and presenting his creation. These new strengths helped Keonte come out of his shell, and he became more confident in his potential to become a technology guru in his own right one day.

EVALUATION AND INNOVATION CYCLE



Innovation and Improvement

- Communicate & distribute results
- Make decisions / improvements (to each component on right)
- Build pilots for new innovation



Spark Program Model

- Logic Model & Theory of Change
- Strategic Initiatives & Innovation
- Metrics Map & Evaluation Tools
- Set Goals & KPIs
- Ongoing training & coaching model
- Spark program manuals



Implementation Study

- Are programs implementing the model with fidelity?
- Where do we see trends in implementation and program management (challenges or successes)?
- What innovations can we capture?

Impact Study

- How is Spark impacting student outcomes?
- What trends are we seeing that we would like to explore more?

Alumni Study

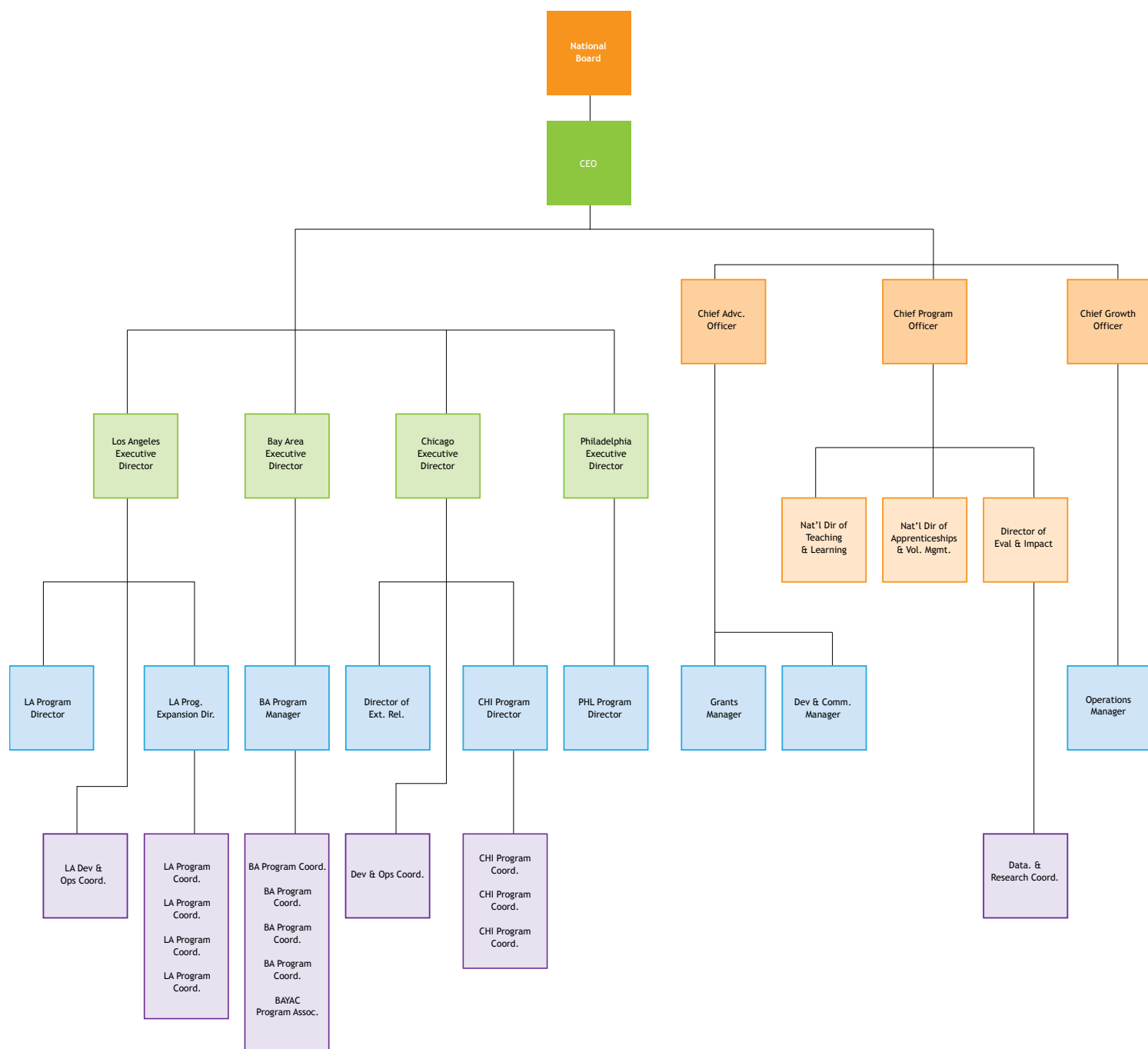
- Are we meeting our long term goals?



Spark Program Model

- Enroll students and mentors in Sparkforce
- Administer Spark pre/post surveys
- Ongoing data entry during program
- Monitor data entry with Data Quality Indicators (DQI)
- Generate reports & dashboards
- Individual and Team Performance Management (monitoring KPIs)

SPARK ORGANIZATION CHART 2012



SPARK 2013 BUDGET

Estimated Expenses						
	Bay Area	Chicago	Los Angeles	Philadelphia	HQ Office	Totals
Staff Salaries	\$488,108	\$499,378	\$563,505	\$311,817	\$533,825	\$2,396,633
Payroll Taxes	\$38,458	\$43,122	\$45,465	\$25,236	\$42,940	\$195,222
Benefits: Health Coverage	\$35,746	\$29,164	\$34,185	\$19,954	\$30,235	\$149,285
Contractors' Wages	\$3,000	\$2,000	\$2,000	\$1,500	\$1,000	\$9,500
Benefits: Retirement Plan	\$8,556	\$8,989	\$10,143	\$5,613	\$9,609	\$42,910
Staff Training	\$7,650	\$8,050	\$8,800	\$3,650	\$18,200	\$46,350
Insurance - Workers Compensation	\$4,373	\$4,594	\$5,184	\$2,869	\$4,911	\$21,932
Employee Recruitment	\$1,000	\$1,500	\$1,000	\$1,000	\$3,000	\$7,500
<i>Personnel Expenses</i>	<i>\$586,893</i>	<i>\$596,798</i>	<i>\$670,283</i>	<i>\$371,639</i>	<i>\$643,720</i>	<i>\$2,869,332</i>
Office Rent	\$50,437	\$22,740	\$23,400	\$19,100	\$63,047	\$178,724
Technology Services & Supplies	\$7,358	\$8,100	\$6,800	\$6,550	\$18,092	\$46,900
Office Supplies	\$7,000	\$9,400	\$8,200	\$6,200	\$6,600	\$37,400
Telephone	\$7,874	\$5,100	\$5,825	\$3,200	\$10,776	\$32,775
Printing & Publications	\$2,000	\$2,000	\$2,000	\$1,500	\$2,000	\$9,500
Postage & Shipping	\$1,000	\$1,000	\$1,000	\$750	\$1,000	\$4,750
<i>Occupancy Expenses</i>	<i>\$75,669</i>	<i>\$48,340</i>	<i>\$47,225</i>	<i>\$37,300</i>	<i>\$101,515</i>	<i>\$310,049</i>
Travel - Program	\$26,545	\$24,960	\$33,449	\$24,918	\$27,940	\$137,811
Program Supplies & Fees	\$4,500	\$3,500	\$4,000	\$1,250	\$-	\$13,250
Volunteer Background Check Expenses	\$4,500	\$3,500	\$4,000	\$1,250	\$-	\$13,250
Marketing & Outreach Expenses	\$4,000	\$2,000	\$2,000	\$1,000	\$17,000	\$26,000
Fundraising Expenses	\$11,000	\$13,290	\$14,241	\$8,833	\$17,400	\$64,764
Insurance - Liability	\$2,970	\$2,250	\$2,610	\$810	\$360	\$9,000
<i>Direct Expenses</i>	<i>\$53,515</i>	<i>\$49,500</i>	<i>\$60,300</i>	<i>\$38,060</i>	<i>\$62,700</i>	<i>\$264,075</i>
Accounting Fees	\$3,955	\$3,461	\$3,461	\$1,978	\$3,626	\$16,480
Evaluation Fees	\$9,735	\$7,375	\$8,555	\$2,655	\$1,180	\$29,500
<i>Professional Service Fees</i>	<i>\$13,690</i>	<i>\$10,836</i>	<i>\$12,016</i>	<i>\$4,633</i>	<i>\$4,806</i>	<i>\$45,980</i>
<i>Long-Term Stability Reserve</i>	<i>\$37,000</i>	<i>\$36,000</i>	<i>\$40,000</i>	<i>\$-</i>	<i>\$41,000</i>	<i>\$154,000</i>
2013 Totals	\$766,767	\$741,474	\$829,824	\$451,631	\$853,740	\$3,643,436

FOUNDATION SUPPORTERS

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Amgen Foundation
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Ashoka
Atkinson Foundation
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Autodesk, Inc.

Balsam Hill

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The Seabury Foundation
The Woman's Club of Palo Alto
Thomas J. Long Foundation
TJX Foundation, Inc.

UCLA Dream Fund

W.M. Keck Foundation
Webb Family Foundation
Wells Fargo Foundation
Westly Foundation

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