

NONPROFIT INVESTOR

INDEPENDENT RESEARCH FOR PHILANTHROPY

America Needs You

Nonprofit Investor Rating:

BUY

Mission Statement:

America Needs You (ANY) fights for economic mobility for ambitious, low-income college students. The organization currently serves 250 program participants, at an all-in cost of \$9.6K per person (based on TTM 6/13 data). The program provides career development, mentorship, and access to professional networks to enable students to realize their academic and career aspirations.

Financial Overview

\$ in MM, Fiscal Year Ended June 30

	TTM 6/11	TTM 6/12	TTM 6/13
Revenue and Support	\$1.6	\$2.7	\$2.7
Operating Expenses	\$1.0	\$2.4	\$2.7
% of Total:			
Program Expenses	60.1%	70.3%	77.0%
G&A	10.9%	10.6%	9.8%
Fundraising	29.0%	19.1%	13.3%

Year Founded: 2009

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SUMMARY

Founded in 2009 by Robert Reffkin, America Needs You (ANY)'s flagship chapter is New York Fellows Program (f.k.a. New York Needs You). In 2012, the New Jersey Fellows Program (f.k.a. New Jersey Needs You) was added as a sister organization and later the broader umbrella organization, America Needs You (ANY) was formed to accommodate national growth. The organization primarily provides resources to support first-generation, low income, high-achieving college students. As of 2013, ANY has enrolled 425 students as "Fellows" into its programs while reaching broader audiences through its complementary initiatives.

STRENGTHS

▲ **Strong relationships with diverse corporate partners.** ANY's corporate partnerships span different sectors ranging from financials firms such as Goldman Sachs and Macquarie to retail firms including American Eagle Outfitters. The partners facilitate in fundraising, volunteers recruitment, and provide career support for Fellows, including priority recruiting.

▲ **Commitment to transparency.** ANY maintains a strong commitment to transparency. Beyond the availability of annual financials on the organization's website, the executive team is open and prompt about responding to requests for further information.

▲ **Structured commitment periods to minimize volunteer turnover.** Fellows are matched 1:1 with Mentor Coaches. The program is well structured with identical two-year commitment periods for Fellows and Mentor Coaches. Fellows are incentivized to stay with the program via two internships, professional development grants, and in-kind services. Additionally, nearly 20% of mentors continue to serve as such after the initial two-year service period ends.

CAUTIONS

● **Short track record.** Founded in 2009, ANY only began to expand outside of New York in 2012. As such the organization has a limited pool of program graduates to gauge success of the program's impact.

● **Lack of publicly available disclosure on material changes to financial statements.** The organization has incurred a number of non-recurring charges over its history (related primarily to program investment or changes to programs). Detailed commentary from management is necessary to understand the drivers for the change and should be made publicly available.

RECOMMENDATION: BUY

America Needs You benefits from strong partnerships across various fields, a commitment to transparency, and structured commitment periods. These factors are partially offset by the organization's relatively short track record and lack of public disclosure on material changes to financials.

OVERVIEW OF AMERICA NEEDS YOU'S ACTIVITIES

America Needs You's primary chapter is located in New York and its flagship program is the Fellows Program. The Fellows Program provides career and academic resources to support first-generation, low-income, high-achieving college students. Fellows are typically low-income students (determined by New York and Federal Housing and Urban Development standards) who are currently in their freshmen year attending a 4-year college/university or community college. Freshmen apply to become Fellows through a selective application process.

Beyond the Fellows program, the organization has also launched two additional programs, the Career Development and the College Connections programs.

Program overview

Fellows Program (approximately 90% of Total Program Expenses)¹

The Fellows Program is a two-year program designed to foster continuous college enrollment accompanied by internships and job offers upon graduation from four-year institutions through mentorship and a structured career development curriculum. The Program was piloted at the New York chapter with the first class of Fellows enrolling in 2010. The 2010 class was comprised of 50 Fellows from 16 colleges and universities. Since 2010, the NY enrollment class size has grown to 100 students per year. In turn, the total NY Fellows population was 50, 150, 200, and 200 students for years 2010, 2011, 2012, 2013, respectively.

In 2012, in addition to the NY Fellows, ANY also enrolled 25 students in its newly launched sister Fellows Program in New Jersey. The program size has grown from 25 to 50 students in 2013. The total number of students enrolled across the ANY Fellows Programs was 250 and they represented over 40 colleges/universities.

PROGRAM STRUCTURE

Personal, academic, and career development: The organization teams with volunteers called "Mentor Coaches" and "Career Coaches". A Mentor Coach is typically a college graduate with 3+ years of work experience and is generally matched 1:1 to a Fellow. The role requires a minimum time commitment of 1-2 Saturdays per month for workshops over the course of two years. The goal for the volunteers is to develop a one-on-one mentoring relationship with the student and cultivate her/his strengths, interests, and passions. A Career Coach is a professional, who volunteers for one-time or periodic volunteer opportunities that typically arise on Saturdays, weeknights, or online. For example, he/she may step-in for a Mentor Coach during events when Mentors are unavailable. The goal for the Career Coach is to provide insight in various industries and career paths.

Internship support: The organization strives to provide each Fellow with access to two summer internships, which at times are placed with partner organizations. The organization also leverages its professional volunteer network to provide internships and job shadowing. Fellows also have access to 28 all-day intensive professional development workshops and various networking opportunities to learn about various fields and roles therein.

Other: Fellows also benefits from a professional development grant of up to \$2,500 (most Fellows receive the full amount¹) as well as in-kind services ranging from workshop space or support for extracurricular events and donated business attire and technology.

¹ Based on guidance provided by the management team

PROGRAM RESULTS AND EFFECTIVENESS

According to a published 2012 “Fellows’ Outcomes” report¹, the students participating in the New York Fellows Program had materially improved medium-term outcomes (1-2 year post completion of the Fellows program) as compared to national averages in the following key areas:

- *College transfers/graduation*: The metric tracks the percentage of students that have successfully graduated with a four-year college degree. Although some students begin the Fellows program while in a 2-year community college program, 100% of past Fellows have successfully transferred to a four-year institution. The New York Fellows Program also has a 100% college graduation rate from a 4-year institution compared to the national average of 58% (Pell Grant 2011).
- *Employment/Graduate School*: The metric tracks the percentage of Fellows that are employed or enrolled in a graduate school 1-2 years after the completion of the Fellows program. The national average for job/graduate school placement was 84%. In comparison, the New York Fellows Program average was 98% for 2012.
- *Employment within Industry of Choice*: The metric measures the percentage of students who have reported being employed within the field of their choice 1-2 year after completion of the Fellows Program. Of the New York Fellows surveyed, 91% reported being placed in an industry of choice compared to 42% nationally. Note that while this metric may serve as a proxy for job satisfaction, it is subject to the present sentiments and interpretation of the survey taker.
- *Annual income*: Graduates of the New York Fellows Program reported an average annual income of \$52K compared to the national average of \$44K.

The organization also hired Michele Cha, a MDRC recommended consultant, to help conduct surveys to understand its net impact. The 2013 survey was taken by students who were admitted into the 2013/2014 program cycle as well as students who were finalists for admission but were not admitted. In many cases, finalists would have become Fellows had space permitted their inclusion. Cha’s results, which are internally held by the organization but available upon request, found the following:

- *Internships*: Second year NY Fellows were 40% more likely to have completed two or more professional internships over two years than applicants of that same year (62% Fellows, 22% Finalists). Within the group that had completed internships, NY Fellows were 27% more likely to complete an internship in their field of interest compared with applicants (81% Fellows, 54% Finalists). Fellows were also significantly more likely (+28%) to receive a paid internship versus applicants (71% Fellows, 43% Finalists).
- *Career preparedness*: NY Fellows are significantly more prepared for their job search than comparable students/Finalists group. NY Fellows also had significantly larger professional networks in their field of interest. For example, 48% of Fellows knew 10 or more professionals in their field of interest, compared with only 11% of finalists.

The Career Development Program (CDP)

The program is a 10-session career exploration seminar series run in partnership with college career centers and student clubs. The series aims to provide insight into various industries to aid students’ search for summer internships and ultimately a career path. Currently, ANY covers five broad industries including technology, finance, law, STEM, and creative. Students are invited to learn about industries through expert panels, which are followed by networking opportunities for students.

¹: 2013 data was available through management as of the publication date. Results were largely in line with 2012 data.

The CDP seminars are available to a population outside the program Fellows; they are free and open to the general student population on partner campuses. Since October 2012, this program has been piloted at Baruch College, Borough of Manhattan Community College, Stella and Charles Guttman Community College and LaGuardia Community College. Currently, this program is offered as a part of the New York chapter but will be expanded as the organization develops nationally.

College Connections

Launched in 2014, in partnership with the Heckscher foundation, College Connections is a pilot program aimed at helping students transition successfully into college and make early career connections. The program will serve freshman students from 7/2014 – 5/2015, who will receive weekly support from a “near-peer” mentor (Fellow Alumni), five in-person training sessions with guests speakers on financial aid, college success, and career exploration, as well as job-shadowing and industry networking sessions. In July 2015, pilot participants will be offered admission into the Fellows Program. Currently this program is limited to 32 participants (including Alumni Fellows).

TRANSPARENCY

An annual report, which includes detailed financials, as well as an updated Form 990 are made available on a timely basis on the organization’s website. The annual report also provides details into certain key metrics on Fellow and Mentor background as well as program outcomes. Overall, the organization is focused on transparency with incremental details into operations available upon request.

FINANCIAL OVERVIEW

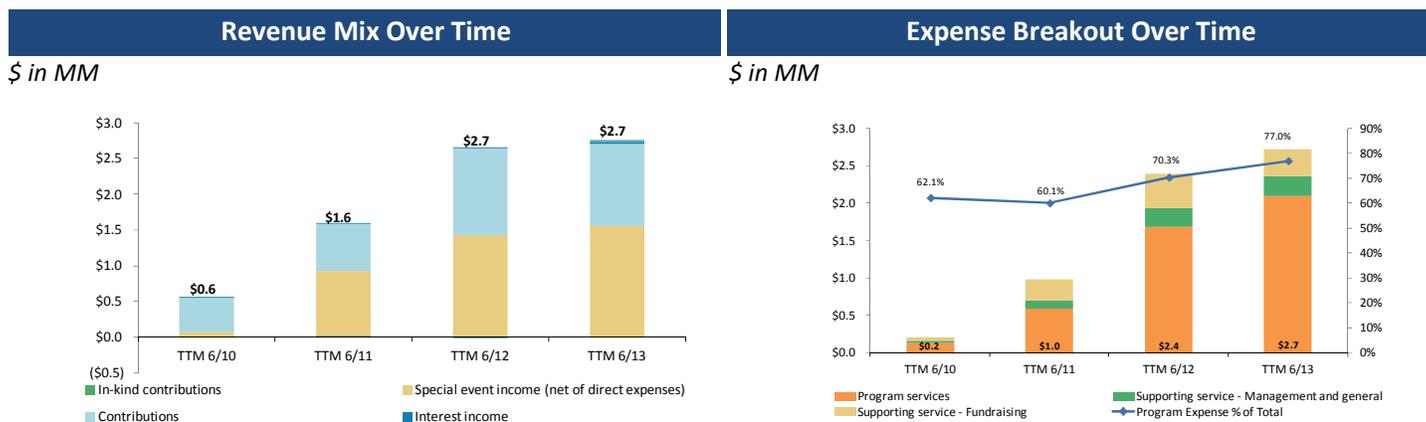
Revenues: America Needs You reported \$2.7mm in revenues for TTM 6/30/13, stable from \$2.7mm for TTM 6/30/12. Revenues continued to be driven primarily by special event income (\$1.6mm for TTM 6/13) and contributions (\$1.2mm). Special events include the Annual Benefit (\$1.4mm raised in September 2012) and the Young Leadership Board-led party (\$125,000 raised). Other contributions primarily reflect grants and donations from outside organizations as well as individuals. Outside organizations include members from ANY’s corporate partners including Goldman Sachs, Macquarie, BlackRock, Credit Suisse, Morgan Stanley, and The Princeton Review. Over the years, the corporate partners have provided a pipeline of contributions, volunteers, and internship/mentorship programs. However, as is typical, most contributions are renewable on an annual basis. ANY mitigates this risk by maintaining a continuous dialogue with current supporters while actively reaching out to potential supporters.

Expenses: Given the nascent operating nature, the organization has experienced a number of non-recurring expenses as it has expanded and developed its core offering. For TTM 6/30/10, the organization incurred \$208.2K in start-up costs including \$96.8K in compensation, \$37.4K in professional fees, and \$26.4K in fundraising expenses¹. Note that no students were enrolled until after 6/30/10. Since 2010, the organization has also undertaken material investments into curriculum development, for which it partnered with Pearson Education (approximately \$250K). The initiative was completed in 2013 at which point the organization hired a staff member to ensure continual in-house development in the years to come. ANY also made technology investments through the implementation of Salesforce (2012) and Causeview (2013) to enable more efficient tracking of volunteers, Fellows, and donors. Growth in incurred expenses over its years also reflects investments to build out the Career Development and College Connections Programs.

¹ Based on breakdown presented in 2010 Form 990

As ANY has grown, the cost per beneficiary has declined. ANY enrolled its first 50 students in 2010, with matching expenses being reported in the 2011 reporting period. This mismatch is due to the fact that the 2010 reporting period ends at 6/2010 but 2010 Fellows are enrolled thereafter. Included in total expenses of \$985.4K for TTM 6/30/11 was the expense for professional grants of \$2.5K provided per student. Adjusting for this expense as it is passed through to the students directly, the organization expended \$17.2K per student for TTM 6/30/11. In comparison, the adjusted cost per student was \$9.6K for TTM 6/30/13 across 225 students.

The more robust program offering currently serves 250 students across New York and New Jersey, with planned growth across Illinois in July 2015 and 5 additional sites by 2020.



Detailed Financial Statements (GAAP Basis)

	TTM 6/10	TTM 6/11	TTM 6/12	TTM 6/13
Operating Revenue:				
Contributions	\$479,377	\$652,072	\$1,207,389	\$1,151,158
Special event income (net of direct expenses)	63,980	911,175	1,434,023	1,558,033
In-kind contributions	13,000	19,425	0	0
Interest income	123	2,495	17,492	21,293
Total Support and Revenues	\$556,480	\$1,585,167	\$2,658,904	\$2,730,484
<i>% Growth</i>		184.9%	67.7%	2.7%
Expenses:				
Program services	129,358	591,907	1,680,536	2,091,585
Total supporting service expense	78,808	393,530	708,867	625,806
<i>Supporting service - Management and general</i>	<i>33,541</i>	<i>107,889</i>	<i>253,023</i>	<i>265,360</i>
<i>Supporting service - Fundraising</i>	<i>45,267</i>	<i>285,641</i>	<i>455,844</i>	<i>360,446</i>
Total Expenses:	\$208,166	\$985,437	\$2,389,403	\$2,717,391
<i>% of Revenue</i>		62.2%	89.9%	99.5%
Change in Assets	\$348,314	\$599,730	\$269,501	\$13,093
KEY BALANCE SHEET INFORMATION				
Net assets - beginning of year	0	348,314	948,066	1,209,929
<i>Unrealized investment gain (loss)</i>	<i>0</i>	<i>22</i>	<i>(7,638)</i>	<i>22,988</i>
Net assets - end of year	\$348,314	\$948,066	\$1,209,929	\$1,246,010

Program Costs as a % of Total Expenses	62.1%	60.1%	70.3%	77.0%
G&A as a % of Total Expenses	16.1%	10.9%	10.6%	9.8%
Fundraising as a % of Total Expenses	21.7%	29.0%	19.1%	13.3%

KEY PERSONNEL BIOS

Kimberly Harris, CEO (previously a founding member and secretary of the New York Needs You Governing Board)

Prior to joining America Needs You, Kimberly was an Associate at Skadden, Arps, Slate, Meagher & Flom LLP, where she represented leading companies in a variety of industries in global mergers, acquisitions, joint ventures and other complex corporate transactions. In a pro bono capacity, Kimberly worked with clients on education reform initiatives, political asylum matters, child custody disputes and domestic violence cases. Additionally, at Skadden, she was actively involved with the summer associate committee, the diversity and inclusion department and recruiting. Skadden recognized Kimberly as an Outstanding Civic Leader in 2011 for her commitment to the firm and pro bono efforts.

Kimberly received a Juris Doctorate from Columbia Law School in 2006 and in 2008 was recognized as an “Outstanding Alumnus” by Columbia’s Black Law Student Association. She received a Bachelor of Business Administration, with high distinction, from the Ross School of Business at the University of Michigan in 2003, where she concentrated in Finance and Computer Information Systems. Kimberly is from Chicago, Illinois, where she attended public schools.

Sebnem Giorgio, CFO/COO (previously a founding Board Member)

Prior to The New York Fellows Program, Sebnem was CFO & COO at New York Cares, a nonprofit organization that meets pressing community needs by mobilizing caring New Yorkers in volunteer service. For New York Cares, Sebnem oversaw the infrastructure that supported organizational activities, including finance, accounting, technology, human resources, and legal. Before joining New York Cares, Sebnem worked in the private sector as an investment banker for 10 years, culminating in her role as COO and Director for Merrill Lynch's Americas Debt Capital Markets, Financial Sponsors, and Private Equity Funds groups. Prior to that, Sebnem worked in the real estate investment banking group at Morgan Stanley, where she advised clients in mergers, acquisitions, initial public offerings, joint ventures, and asset sales. She also held a number of strategy positions within the firm. Sebnem graduated summa cum laude with a B.A. in Economics and German Studies from Ohio Wesleyan University.

Hosea H. Harvey, Chief Legal Officer

He is a member of the Bar of the State of New York. Previously, he served as Associate General Counsel at Planned Parenthood Federation of America, Inc., where his practice focused on corporate operations, contracts, intellectual property, and human resources matters. Prior to Planned Parenthood, he was a corporate associate at Cravath, Swaine & Moore LLP, where he specialized in corporate governance/regulations, mergers and acquisitions, contracts, and securities matters.

Before Cravath, Mr. Harvey served as a law clerk to Judge Ann Claire Williams on the U.S. Court of Appeals for the Seventh Circuit and Judge Barrington D. Parker, Jr. on the U.S. District Court for the Southern District of New York. While in law school, he served as a law clerk extern to Deputy Attorney General Eric H. Holder, Jr. Mr. Harvey currently serves on the Board of Directors of PALS, a New York non-profit focused on enhancing the skills and careers of diverse New York area law students and early career attorneys. Mr. Harvey received his Ph.D. in Political Science and his J.D. degree from Stanford University, and his undergraduate degree from Dartmouth College.

Tiffany McQueen, Illinois Executive Director

Prior to joining America Needs You, Tiffany served as the Director of External Affairs and Development for the Hope Institute for Children and Families, where she was responsible for providing strategic direction and execution of all fundraising and external affairs objectives, including engaging key stakeholders – corporate partners, private foundations, individuals, and educational organizations.

Previously, Tiffany spent six years as the Director of Educational Programs for LINK Unlimited Scholars. In this role, she designed, managed and executed all of LINK's educational and college readiness programs. Tiffany is a graduate of Clark Atlanta University (CAU) where she graduated magna cum laude with a B.A. in Psychology. Following her time at CAU, she received her Masters of Guidance and Counseling (M.Ed.) from the University of Georgia, and completed 4 years of coursework towards her Ph.D. in Educational Counseling at George Washington University. Her honors include being a proud recipient of the Gates Millennium Scholarship, serving as a Chicago Public Schools Local School Council Member, and serving as an advisory board member for the National Partnership for Educational Access. She also recently was selected for a prestigious fellowship through the New York University IGNITE Fellowship for Women of Color in the Social Sector, a nine-month leadership development program for women of color who are high potential emerging leaders in nonprofit organizations across the United States.

Pauly Rodney, New Jersey Executive Director

Prior to joining America Needs You, Pauly was Chief of Staff to the CEO of Universal McCann Worldwide, a global media advertising agency. Pauly managed projects involving the CEO, oversaw the execution of the CEO's initiatives, and worked with both chief officers and human resources to identify and institute best practices. He also worked with senior executives to identify and develop narratives for new business and organic growth opportunities. Pauly spent several years in various capacities working in public policy and national political campaigns around the country. He began his career working with the National Basketball Association as a community relations manager after graduating from Princeton University in 2000. Pauly serves on the board of Futures & Options, a New York City nonprofit that helps high school students explore career options and secure internships. Pauly is a first-generation immigrant who attended public schools in southern New Jersey.

Marianna Tu, Chief Program Officer

Before joining the New York Fellows Program, Marianna was the New York Executive Director of Peer Health Exchange, a national health education nonprofit serving low-income teenagers. Marianna was responsible for developing, managing, and evaluating the PHE New York program, raising funds, and managing the local staff and Board. She provided fiscal and organizational oversight for the city site and led local strategic planning. Under her leadership, the program achieved its first fundraising surplus and grew by nearly 50% in teens served to reach 5,000 youth.

Previously, Marianna worked as an Associate Director at an international philanthropy consulting firm. Her clients included global health financing institutions, grassroots organizations, and national grantmaking foundations. Marianna has spent significant time in Asia, serving as China Program Director for the international nonprofit Learning Enterprises and volunteering with Pediatric HIV/AIDS Treatment Support (PATS) based in Anhui, China. Marianna graduated cum laude from Harvard College with a B.A. in English and American Literature and Language. She is a Mentor and Area Committee Member at the Harvard Center for Public Interest Careers (CPIC).

Anita Fee Willis, Chief Development Officer

Prior to joining the New York Fellows Program, Anita was a National Urban Fellow in the Office of the COO at the New York Power Authority (NYPA), as part of a 14-month accelerated Master of Public Administration fellowship. Previously, Anita was Program Manager at CAMBA, the largest social service organization in Brooklyn, where she was responsible for overseeing workforce development programs for approximately 600 low-income New York City residents. In her previous role as Corporate Partnership Developer at CAMBA, Anita created a partnership strategy to cultivate relationships with businesses as potential employers. Prior to working at CAMBA, Anita spent five and a half years working in Development at the Fellowship of Reconciliation, the oldest and largest interfaith peace and justice

organization in the U.S. Drawn to the organization because of its social justice mission, Anita assumed numerous responsibilities, rising from volunteer up to Director of Development.

Anita is a first-generation college student and first-generation American who has always valued learning inside and outside of the classroom. She graduated with Distinction from the University of Virginia with her B.A. in English Language & Literature, after spending a semester abroad at Oxford University. Following undergraduate studies, she traveled in over thirty countries and taught English in Japan, Chile and South Korea. Anita earned her MPA, with Honors, at Baruch’s School of Public Affairs. Currently, Anita is a volunteer College Success Partner at the Cypress Hills Local Development Corporation, where she acts as a mentor to low-income high school students. In the past, she was Treasurer of the Rockland Coalition for Undoing Racism and a Board Member of the Philanthropic Planning Group of Greater New York, a professional fundraising association.

OTHER THIRD PARTY RATINGS

America Needs You is not currently covered by Charity Navigator, GreatNonprofits, Philanthropedia, GiveWell, GuideStar. America Needs You is a GuideStar Exchange Gold Participant.

GET INVOLVED

Support	Become A Volunteer – Positions
Make a financial donation, Provide Internships, Provide In-Kind Donations, Nominate a Fellow, or Build a formal partnership with your organization https://www.americanedyou.org/how-you-can-help/donate/	Mentor Coach / Career Coach https://www.americanedyou.org/how-you-can-help/volunteer/

DISCLOSURES

Zainab Aslam certifies that she does not have any affiliation with America Needs You and has never made a donation to the organization. Additionally, Zainab Aslam has not supported directly competing organizations in a greater capacity than a nominal donation. Her only involvement to date was volunteering for a single day as a career coach in 2013. NPI analysts and NPI as an organization do not receive any form of compensation from reviewed charities.

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