California College Pathways

A CASE STUDY ON HOW STRATEGIC PHILANTHROPY LEADS TO SYSTEM CHANGE

EXCELLENCE IN PUBLIC-PHILANTHROPIC PARTNERSHIPS EXCHANGE LEARNING OPPORTUNITY

NOVEMBER 15, 2018
Welcome

Peter Gordon
Associate Director of Government Relations
Council on Foundations
peter.gordon@cof.org
COF and Excellence in Public-Philanthropic Partnerships Exchange

Council on Foundations
  • National membership organization representing nearly 700 foundations across the country and internationally

HUD Secretary’s Award for Public-Philanthropic Partnerships
  • Annual collaboration between the Council and HUD to highlight public-philanthropic partnerships around the country

Excellence in Public-Philanthropic Partnerships Exchange
  • Online community of practice for winners of the HUD Secretary’s award—both foundations and their public-sector partners
  • A space to exchange ideas, information, tools, and other resources
Information to Participate

➢ Today’s PowerPoint can be downloaded from the “handouts” section of your control panel
➢ To submit questions, click on the “Questions” panel, type your question, and click “send”
➢ Presentation materials and audio will also be posted at
  o www.jbaforyouth.org
  o www.cacollegepathways.org/webinars-conferences/webinars
  o www.cof.org/event/california-college-pathways-case-study-how-strategic-philanthropy-leads-systematic-change
Today's Presenters

Jeannine Balfour
• Conrad N. Hilton Foundation

Yali Lincroft
• Walter S. Johnson Foundation

Debbie Raucher
• John Burton Advocates for Youth

Rhonda Mohr
• California Community College Chancellor’s Office

Alexia Everett
• Stuart Foundation
Webinar Agenda

- Framing the issue
- The role of the funder’s alliance
- Project history and evolution
- The role of data
- Engaging with the public sector
- Lessons learned
- Q&A
The Issue - Foster Youth Educational Outcomes

Jeannine Balfour, Senior Program Officer, Conrad N. Hilton Foundation
Foster Youth College Aspirations vs. College Realities

Only 8% of foster youth go on to receive a degree nationwide compared to 47% of the general population.
Yet – We know that education pays off

Unemployment rates and earnings by educational attainment, 2017

<table>
<thead>
<tr>
<th>Education Attainment</th>
<th>Unemployment Rate (%)</th>
<th>Median Usual Weekly Earnings ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctoral degree</td>
<td>1.5</td>
<td>1,743</td>
</tr>
<tr>
<td>Professional degree</td>
<td>1.5</td>
<td>1,836</td>
</tr>
<tr>
<td>Master's degree</td>
<td>2.2</td>
<td>1,401</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>2.5</td>
<td>1,173</td>
</tr>
<tr>
<td>Associate's degree</td>
<td>3.4</td>
<td>836</td>
</tr>
<tr>
<td>Some college, no degree</td>
<td>4.0</td>
<td>774</td>
</tr>
<tr>
<td>High school diploma</td>
<td>4.6</td>
<td>712</td>
</tr>
<tr>
<td>Less than a high school diploma</td>
<td>6.5</td>
<td>520</td>
</tr>
</tbody>
</table>

Total: 3.6%  All workers: $907

Note: Data are for persons age 25 and over. Earnings are for full-time wage and salary workers.
Education is essential in today’s economy

California College Pathways is Born

1998
- First campus-based support program launched at Cal State University Fullerton with support from Stuart Foundation

1998 – 2008
- Campus support model expanded to 31 community colleges and 4-year universities with combined $4.7 million private investment
CCP Evolution

2006 - 2009
Public college and university systems begin to invest in supporting this population

2012
CCP Funder’s Alliance established with 8 foundations and collective impact model adopted
CCP Funders Alliance

Angell Foundation

California Wellness Foundation

Conrad N. Hilton Foundation

Foster Care Counts

Johnny Carson Foundation

May & Stanley Smith Charitable Trust

Power to Soar Foundation

Pritzker Foster Care Initiative

Ralph M. Parsons Foundation

Reissa Foundation

Stuart Foundation

Ticket to Dream Foundation

Tipping Point Community

Walter S. Johnson Foundation
Alliance members meet quarterly to:

• **Share knowledge and information** regarding new developments in the field, best practice models, and investment opportunities.

• **Identify opportunities for coordinated funding strategies** that leverage individual investments to maximize impact.

• **Drive a research agenda** that expands the knowledge base and pinpoints new ways to measure impact and inform policy conversations.
The Framework

Yali Lincroft, Walter S. Johnson Foundation
Leverage to Date

CCP has leveraged $83.3 million in public funding to date to support initiative goals
Collective Impact Approach
Collective Impact: Common Agenda

Funders jointly developed a theory of change identifying strategies, activities, objectives and outcomes.
Collective Impact: Shared Measurement

Collective development of momentum and milestone metrics that were reinforced in grant agreements

Foster Youth Community College Data Dashboard

Two research projects published with a third in progress
Collective Impact: Mutually Reinforcing Activities

Activities are leveraged for maximum impact with practice, data research and policy reinforcing one another.

1. Invest in college preparation programs for foster youth
2. Invest in campus based programs for foster youth
3. Provide support to child welfare systems to support the creation of a college-going culture.
4. Develop data systems and generate research to support the practice and policy agenda
5. Advocate for statewide policy changes
Engage in frequent and structured open communication to build trust, assure mutual objectives, and create common motivation

- Initiative website
- Monthly stakeholder newsletter distributed to 7,000 stakeholders
- Regional consortiums
Collective Impact: Backbone Organization

An independent, funded staff dedicated to the initiative provides ongoing support by guiding the initiative’s vision and strategy.

John Burton Advocates for Youth identified to manage initiative and engage in policy advocacy.
The Role of Data

Debbie Raucher, John Burton Advocates for Youth
The Role of Data

Better understand foster youth experience to and through college

Identify systemic barriers and best practices to support this population

Develop policy agenda to remove barriers or address needs of foster youth students

Track outcomes and progress of changes implemented
Cal-PASS Plus

A shared measurement system for college readiness and success

Explore Data and Collaborate

Pre K-12 Schools  Community Colleges  Universities  Regional Learning Collaboratives

Education-to-Workforce Pipeline

Select Your Economic Region  OR  Select Your County
Select region
Select county

Early Childhood Education  Elementary School  Middle School  High School  Community College  University  Labor Market

School Readiness  Elementary Education  High School Readiness  College Readiness and Access  Certificates AA Degrees Transfers  Baccalaureate Completion  Employment Living Wage Jobs
Cohort tool functionality allows colleges to track effectiveness of funded programs.
### Distinct Count

#### Grades

<table>
<thead>
<tr>
<th></th>
<th>All Foster Youth</th>
<th>% Foster Youth</th>
<th>All Non Foster</th>
<th>% Non Foster</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieved a GPA of 2.0 or higher</td>
<td>16,341</td>
<td>53 %</td>
<td>1,220,898</td>
<td>67 %</td>
</tr>
<tr>
<td>Achieved a GPA of 3.0 or higher</td>
<td>9,563</td>
<td>31 %</td>
<td>834,433</td>
<td>46 %</td>
</tr>
</tbody>
</table>

#### Persistence, Completion, and Success

<table>
<thead>
<tr>
<th></th>
<th>All Foster Youth</th>
<th>% Foster Youth</th>
<th>All Non Foster</th>
<th>% Non Foster</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolled for three consecutive terms starting in the selected</td>
<td>10,432</td>
<td>34 %</td>
<td>676,492</td>
<td>37 %</td>
</tr>
<tr>
<td>academic year</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Successfully completed 30 or more units in the same school</td>
<td>10,609</td>
<td>34 %</td>
<td>746,083</td>
<td>41 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>All Foster Youth</th>
<th>All Non Foster</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successful course completion</td>
<td>52.6 %</td>
<td>67.8 %</td>
</tr>
<tr>
<td>rate for students: A, B, C,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>pass, or credit</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
What it Took

- Collaboration with public systems to identify foster youth
- Funding for data partner to create dashboard
- Widespread stakeholder engagement to develop data indicators
- Partnership with backbone organization to bring content knowledge to research
- Engagement of stakeholders to ensure data quality
- Research partners to analyze data and produce actionable research
- Advocacy partner to turn research into concrete policy ideas
Advocacy and Lobbying

Strategic Grantmaking
Commissioning Research

Coalition Building
Building Awareness

Education for Policymakers

Grassroots Lobbying
Direct Lobbying
Permissible Advocacy Activities

- Educate legislators about foundations/issues
- Communications with regulatory agencies
- Participation in litigation
- Nonpartisan research and analysis
- Providing technical advice
- Nonpartisan civic participation

Direct Lobbying

1. Direct Communication

2. With a legislator
   - Federal, state, and local level representatives and their staff
   - Executive officials when participating in formulation of legislation
   - The public, if it is a ballot measure
   - NOT members of special purpose boards (planning commissions, zoning commissions, school board)

3. Expressing a view about specific legislation
   - EXCLUDES:
     - Regulations
     - Litigation
     - Executive Orders
     - Enforcement or Implementation of Laws
Grassroots Lobbying

1. Communication
2. With the general Public
3. Expressing a view about specific legislation
4. Includes a “call to action”
   • Urging recipient to contact legislator(s)
   • Providing address, telephone number, and/or other contact information of legislator(s)
   • Providing mechanism to ensure communication with legislator(s)
   • Identifying legislator(s)
Can Private Foundations Fund Lobbying?

• Private foundations can make two types of grants to avoid a taxable expenditure under IRC Sec. 4945:
  
  • **General Support**
    o Permissible, even if grantee has lobbying activities
    o No written or oral agreement that it will be used for lobbying (earmarking)
  
  • **Project-Specific**
    o May fund up to the *non-lobbying amount* 
    o May rely on grantee budget if reasonable
    o No earmarking

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**Project Budget Example**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Anti-hunger project:</td>
<td>$100,000</td>
</tr>
<tr>
<td>Lobbying component:</td>
<td>$10,000</td>
</tr>
<tr>
<td>Grant Request:</td>
<td>$50,000</td>
</tr>
</tbody>
</table>

*Can fund up to $90,000, so a $50,000 grant for the non-lobbying activity is permissible*
Engaging with the Public Sector: Taking Good Ideas to Scale

Rhonda Mohr, California Community College Chancellor’s Office
California Community College System

Largest college system in the country

- 115 colleges
- Open access

85% of foster youth who attend college in California are at a community college

- System serves over 30,000 foster youth annually
Continuous Feedback Loop

- Policy change
- Research
- Funding of Programs
- Feedback from the field
Example: NextUp

- Private Investment in foster youth support programs across California colleges built the case.
- Data pointed to the positive impact that individually tailored, campus-based support programs can have on student outcomes.
- Resulted in creation of state-funded campus support program for foster youth at community colleges (NextUp) with a $15 million annual budget allocation.
- CCCCQO collaborated with CCP partners to set up learning communities to help campuses establish and improve on their programs.
- Today, program is at 41 college campuses with an annual budget of $20 million and is expected to serve 2500 students.
More examples of public sector improvements

Better preparation
- Case plan requirement to provide assistance to foster youth age 16+ applying for college and financial aid
- Expanded timeline to apply for the Cal Grant

Increased financial support
- Expansion of Chafee ETV budget
- Improved administrative processes to receive the Pell Grant

College Success
- Expanded Cal Grant eligibility from 4 years to 8 years; expanded Chafee ETV to age 26
- Priority registration
Total State Funding Leveraged to Date

Funding Leverage:
$32.3 million annually;
$83.3 million total

<table>
<thead>
<tr>
<th>Year</th>
<th>Funding</th>
<th>Description</th>
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<tbody>
<tr>
<td>2015</td>
<td>$15 Million</td>
<td>Chafee NextUp Expansion</td>
</tr>
<tr>
<td>2016</td>
<td>$3 Million</td>
<td>NextUp Expansion</td>
</tr>
<tr>
<td>2018</td>
<td>$5 Million</td>
<td>NextUp Expansion</td>
</tr>
<tr>
<td>2018</td>
<td>$5.3 Million</td>
<td>CalGrant Expansion</td>
</tr>
<tr>
<td>2018</td>
<td>$4 Million</td>
<td>Chafee Expansion</td>
</tr>
</tbody>
</table>
Lessons Learned and Next Steps

Alexia Everett, Stuart Foundation
Collective Impact

Before

• Individual programs
• Limited sharing of knowledge between programs
• Fragmented grantmaking
• Different outcome measures
• Limited capacity to measure population-level impact
• Limited knowledge base
• Limited public investment
• Limited public sector accountability

After

• Strong state-wide programs
• Active learning community
• Coordinated, well-informed grantmaking
• Shared outcome measures
• Established capacity to measure population-level impact
• Well-developed knowledge base
• Extensive public investment
• Strong public sector accountability
Lessons Learned

1. The whole is greater than the sum of its parts.
   • Can different types of funders identify opportunities to contribute?
   • Do partners in the field understand how their work is connected to the broader effort?

2. Consensus on consistency versus flexibility is key.
   • Customer service to grantees becomes more complex when multiple funders are involved, so having clarity on shared expectations, messaging, and processes is essential.
3. Most important decision - backbone selection.
   • A robust grantmaking strategy requires at least one partner in the field to understand all of the moving parts, and to be proactive about providing support to partners in the field and funders.

4. Prioritize relationships.
   • Consider the long-term consequences of decisions.
   • Create opportunities to celebrate each other and partners in the field. A little genuine recognition goes a long way.
Next Steps – Pooled Funding

Funders alliance exploring the creation of a pooled fund to streamline grant administration for college campus programs.

To learn more about joining this effort, contact Debbie Raucher at debbie@jbay.org.
Enter your questions on your control panel by clicking the “questions” arrow, typing your question, and clicking “send.”

For more info:
Debbie Raucher
John Burton Advocates for Youth
debbie@jbay.org
(415) 348-0011

www.jbay.org
www.cacollegepathways.org