

**CHANGING**

**THE**

**PICTURE**

**2013 ANNUAL REPORT**







**TURNING**

**CHALLENGES**

**INTO**

**OPPORTUNITIES**





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# LETTER FROM THE CHAIRMAN & PRESIDENT

The past year has seen many important developments, both for Communities In Schools and for public education more broadly. As you'll learn throughout this report, it's been a wonderful year for growth, fundraising and the internal metrics that define our success.



Photo by Eric Politzer Photography

We're proud to be part of a network that's making such a profound difference in millions of young lives, but we recognize there are limits to what any one organization can do. That's why we're encouraged to see more and more leaders taking a holistic view of the community's responsibility for ushering young people into adulthood.

For too long, schools have been seen as bearing full responsibility in this area. When students don't learn—when they drop out, go on welfare, turn to crime or otherwise fail to become productive members of society—this is often seen as a symptom of our “failing schools.”

We certainly agree that schools must be held accountable for their results, but accountability doesn't begin and end at the classroom door. Even the best teacher can only do so much for a child who arrives at school sick, hungry, abused or otherwise unavailable for learning.

For more than 30 years, Communities In Schools has been identifying those kids, finding the supports they need to stay in school, and giving them a real chance at breaking the cycle of poverty. We see ourselves as signatories to America's social contract, helping to fulfill the promise of a brighter future for any young person who's willing to work hard and stay out of trouble.

“When entire communities take ownership of the dropout crisis—when it becomes about *our* kids rather than *those* kids—that’s when we know the tide is turning.”

Of all the developments over the past year, we’re most encouraged to report that the Communities In Schools approach is gaining more and more traction. Elected officials, philanthropists, academics, school administrators, journalists—in every corner of society, we’re seeing a greater recognition of the need to address education and poverty at the same time, in the same place. When entire communities take ownership of the dropout crisis—when it becomes about *our* kids rather than *those* kids—that’s when we know the tide is turning.

What is driving this fundamental shift? People change their minds based on evidence, and Communities In Schools is providing that evidence every day, all across our network. When 1,700 site coordinators and 42,000 volunteers can leverage \$191.3 million in community supports for 1.3 million at-risk kids, those are the numbers that get noticed. When 96 percent of

our case-managed seniors graduate from high school despite all the obstacles and hopelessness in their environment, that’s the kind of success that changes hearts and minds.

Through the collective efforts of our network, Communities In Schools is driving a change that’s much bigger than we are. We believe that every child in America deserves an equal chance—even the ones we can’t reach directly. That’s why we’ll continue to grow from within while simultaneously seeking ways to share our model more broadly.

The future of public education is literally developing before our eyes. The general outlines are recognizable, but the details are still coming into focus. We’re excited to see what the future holds, and we’re grateful to you for taking the journey with us.



**ELAINE WYNN**

National Board Chairman

Photo by Barbara Kraft



**DANIEL J. CARDINALI**

National President

Photo by William Waybourn





**MAKING**

**A DIFFERENCE**



# HIGHLIGHTS & ACCOMPLISHMENTS

At Communities In Schools, we're acutely aware of the trust our stakeholders have placed in us. Every day of the year, we strive to prove ourselves to donors, educators, parents and especially to the students we serve. We're a national leader in quantitative evaluation, but it takes more than statistics to judge the health of an organization.

## Consider:

### OUR NETWORK

- **Expansion** – Network growth continued in the 2012–2013 school year as Communities In Schools of **New Mexico** opened its state office in **Santa Fe**. Our newest office was born when two local champions of public education, Bill and Georgia Carson, reached out to bring the Communities In Schools model to their existing nonprofit, Santa Fe for Students. With a firm foothold in Santa Fe public schools, state leaders are looking to expand in the coming months and years. In addition to New Mexico, Communities In Schools opened new affiliates in North Carolina and Virginia, where the organization is already deeply embedded.
- **Policy Partnership** – A combined \$2.5 million in state grants over the next budget cycle proved the value of a **Kansas pilot project** designed to better integrate Communities In Schools' policy efforts at the state and national levels. With nearly 15,000

new students receiving services as a result of the Kansas grants, the policy partnership initiative is slated for expansion in two additional states in 2014.

- **Total Quality System** – During fiscal year 2013, 26 additional affiliates earned their TQS accreditation, bringing the total to 104. The Total Quality System is a set of program, business and site operation standards designed to establish a consistent baseline for organizational and operational quality throughout the network. The results of a five-year independent research study conducted by ICF International and a review of best practices in nonprofit management were used to inform the development of the standards. Accreditation provides further assurance that affiliates are following effective business practices and are serving students through fidelity to the comprehensive integrated student supports model. By July 2015, every Communities In Schools affiliate will be TQS accredited.

“The most important thing that Communities In Schools provides the community is that it brings us together around our young people.”

-Bobby Hopewell, Mayor, Kalamazoo, Mich.

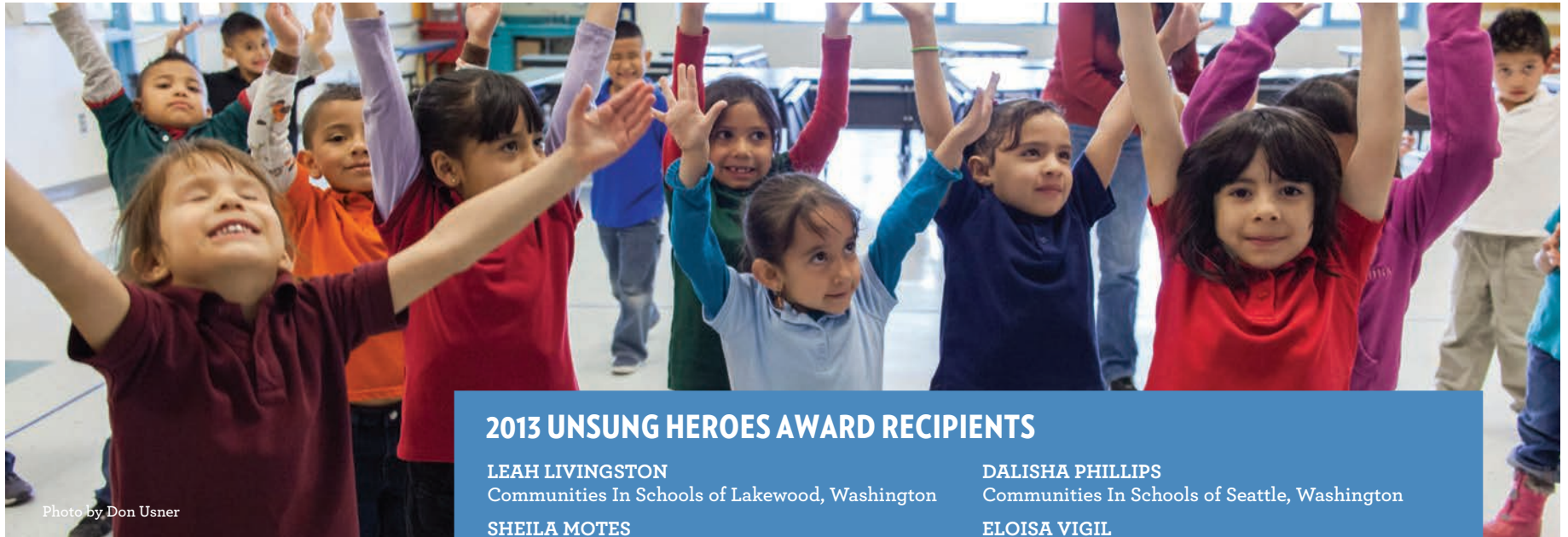


Photo by Don Usner

## 2013 UNSUNG HEROES AWARD RECIPIENTS

**LEAH LIVINGSTON**

Communities In Schools of Lakewood, Washington

**SHEILA MOTES**

Communities In Schools of Greenville, South Carolina

**RONNELL PAGE**

Communities In Schools of Wilmington, Delaware

**DALISHA PHILLIPS**

Communities In Schools of Seattle, Washington

**ELOISA VIGIL**

Communities In Schools of the South Plains, Texas

## OUR PEOPLE

• **Summer Institute** – In August 2013, the Communities In Schools national office, in partnership with Communities In Schools of Texas, convened nearly 600 site coordinators, program directors and other site-level professionals in Dallas to engage in peer-to-peer conversations about a variety of topics including prevention and intervention services; evaluation of impact; partnership development and management; talent management; affiliate leadership; and technology use in the network. At the Summer Institute, site-level staff also received a preview of CIS University, a one-stop shop for all learning needs. In an effort to broaden learning initiatives, we created CIS University as a stand-alone department focused

entirely on talent development for employees and volunteers. Developing a best-in-class training program and a pipeline of future leaders will help position Communities In Schools as a premier learning organization.

• **Certification** – In 2013, 399 site coordinators finished the rigorous, 12-month Site Coordinator Certification Program, while another 150 continued working toward their certification credential. The program gives site-level staff the knowledge and skills to work even more effectively, and recognizes their professionalism. To date, there are nearly 900 graduates of the program including site coordinators, program directors and other Communities In Schools staff.

• **Unsung Heroes Awards** – This year saw the naming of **five Unsung Heroes**, our annual recognition for site coordinators who display an unwavering commitment to the students they serve while demonstrating core values of relationship building, coordination, accountability, persistence and equality. Additionally, Communities In Schools expanded the awards in 2013 to recognize local affiliates and individual schools for their exemplary work in making a difference each day. Together with the five Unsung Heroes, recipients of the **Communities of Excellence Award and Schools of Excellence Award** were invited to a recognition ceremony in Charlotte, N.C.



“Communities In Schools combines the best of what we know works—a caring adult and the effective use of metrics and evidence-based strategies—to drive positive, measurable outcomes for the students they serve.”

-Beth Shiroishi, Vice President, Sustainability and Philanthropy, AT&T

## OUR OUTREACH

• **Media Notes** – An article on Communities In Schools’ integrated student supports model was published in the summer 2013 issue of the *Stanford Social Innovation Review*. “**Keeping Kids in School**,” appeared in the publication’s “What Works” column. The award-winning magazine, published by the Stanford Center on Philanthropy and Civil Society at Stanford University, covers academic theory and practical ideas for achieving social change. Throughout the year, Communities In Schools President Dan Cardinali generated frequent buzz and intelligent debate with his **Huffington Post** blog offering commentary and fresh insights on social justice, education reform, the effects of poverty, the achievement gap and school partnerships.

• **Spreading the Word** – Communities In Schools released a video, “**Making a Difference**,” illustrating how we are changing the lives of at-risk kids by breaking down barriers that inhibit them from staying in school and achieving in life. Urging others to make a difference, we launched our **Pledge to End the Dropout Crisis**, a campaign that aims to educate more people about the dropout problem, while building a broader base of support for students and mobilizing pledge takers through calls to action as well as advocacy and volunteer opportunities. Soon after the Pledge was launched, we put the final touches on the pilot of **Change the Picture**, a major new branding campaign that will further our engagement efforts and is set to roll out nationally following an initial launch in three test markets.



Photo by David Harriman



- **Advocacy** – Reauthorization of the Elementary and Secondary Education Act (ESEA) continued to be our top federal legislative priority, and 2013 saw more progress on this front than any of the previous six years. The House passed a version of ESEA requiring “evidence-based” programs for school reform, while the Senate bill encourages—and in some cases requires—student support services in the nation’s lowest-performing schools. The Senate bill also funds competitive grants for schools and nonprofits to work together in providing a “continuum of supports,” including integrated student supports and site coordinators. We believe the language in both bills vindicates the Communities In Schools model and reinforces our role as a national leader in dropout prevention.

- **Grassroots** – In an effort to generate political pressure at the local level, Communities In Schools has made a concerted effort to energize a grassroots network that complements our state-level lobbying strategy. With a major online campaign and other recruiting efforts, we saw a 25 percent increase in grassroots support for 2013, as we close in on our goal of 4,000 activists.

## OUR RESULTS

- **Student Achievement** – Nothing else matters if we are not fulfilling our mission of empowering students to stay in school and achieve in life. During the past school year, Communities In Schools provided support to 1.3 million students across 2,200 sites.



# A HEALTHY START

Of the 134,000 case-managed students receiving our most intensive, targeted interventions, 99 percent remained in school; 97 percent in K-11 were promoted; and 96 percent of eligible seniors graduated.

- **Rigorous Research** – Knowing that good results must be backed by good data, in 2013 Communities In Schools launched one of the largest studies of dropout prevention ever fielded in the United States. The study, conducted by MDRC, a nonprofit education and social policy research organization, includes two complementary evaluations. First, more than 2,000 students in three states are participating in a randomized controlled trial—the gold standard in social science research—to assess the impact of our case management services on the attendance,

behavior, course performance, promotion, dropout rates and graduation rates of individual students. At the same time, a cost study will examine resource allocation across our school sites to help establish the relationship between cost and outcomes.

- **Organizational Excellence** – Communities In Schools was recognized for sound business practices and financial transparency, earning a fourth consecutive 4-star rating from Charity Navigator as well as the Better Business Bureau’s Wise Giving Alliance National Charity Seal. We continue to be recommended by Philanthropedia, a nonprofit that helps donors give more strategically, and recognized by the Social Impact 100 Index as a top-performing, evidence-based nonprofit.

“Communities In Schools makes a difference for our entire community.”

-Monica Koechlein, President, Stamm Koechlein Family Foundation





**OPENING**

**THE DOOR**

**TO SUCCESS**



# KEY PARTNERSHIPS

In the business world, loyal customers are an indication that you're doing something right. At Communities In Schools, we're proud to have loyal partners who know our programs, see our results, and renew their support again and again. We take that as the ultimate compliment—and 2013 has been a very complimentary year, indeed:

- Five years after helping to establish and fund a \$25 million endowment for Communities In Schools, **Elaine Wynn** contributed another \$5 million for initiatives designed to take our proven model to scale. Her gift will allow significant investments in human capital through training and development; public engagement campaigns to increase awareness and knowledge of our successful model; and strategies for securing public and private resources to deliver high-quality support to every child in need in America. Mrs. Wynn has served as chair of Communities In Schools' national board of directors since 2007.
- In 2013, **AT&T** contributed \$5 million to support delivery of the Communities In Schools model to students across the nation. This support will help us accredit another 50 Communities In Schools affiliates, serving approximately 700,000 students; provide services to 25,000 students at risk of dropping out through Diplomas Now, a pioneering collaborative

with City Year and Johns Hopkins University Talent Development; and connect more than 4,500 students in 30+ affiliates with AT&T employees through career exploration mentoring activities.

- **The Edna McConnell Clark Foundation (EMCF) and the Social Innovation Fund**, together with co-investors in the **True North Fund**, invested up to \$4.5 million in additional funds in Communities In Schools to support network growth, extend a randomized controlled trial study of the



Photo by Scott Henrichsen

Communities In Schools model for another year and help complete our \$75 million growth capital campaign. EMCF and the The Wallace Foundation were also joined by the **Charles and Lynn Schusterman Family Foundation**, which committed \$3 million over three years.

“The difference in a person’s life is because of one special, caring adult. And ours have several with Communities In Schools.”

-Susan Miles, Principal, Jane Edwards Elementary, Charleston, S.C.



- The **Robertson Foundation**, another longtime Communities In Schools funder, once again showed its commitment with a two-year, \$3 million grant in general support of our efforts to strengthen the network, engage in policy and communications efforts, and develop a path toward sustainable funding.
- **Altria Group** invests in leading nonprofit organizations that serve middle school kids and their families, helping these groups effectively support kids' academic achievement and healthy development. It is this commitment that motivates Altria's partnerships with Communities In Schools, both nationally and locally. Recent investments of \$3.3 million from Altria's Success 360° program have enabled Communities In Schools to expand its network in key regions and to reach more students.

Photo by David Harriman



# COMMUNITIES IN SCHOOLS

## BY THE NUMBERS

During the 2012–2013 school year, Communities In Schools local affiliates delivered human, financial and community resources that helped young people stay in school and on track to brighter futures.



97%

of students were eligible for free or reduced-price lunch



80%

of students served were racial minorities



11,000

community partner organizations benefited at-risk students



1.3 MILLION

students and their families were directly connected to essential resources



134,000

students received targeted case-management services



\$170.63

was the annual cost per student served



42,000

community volunteers donated their time



\$31 MILLION

worth of volunteer time was accrued



245,000

parents, families and guardians participated in their children's education through opportunities provided by Communities In Schools



2,200

schools and community-based sites partnered with Communities In Schools



4,092

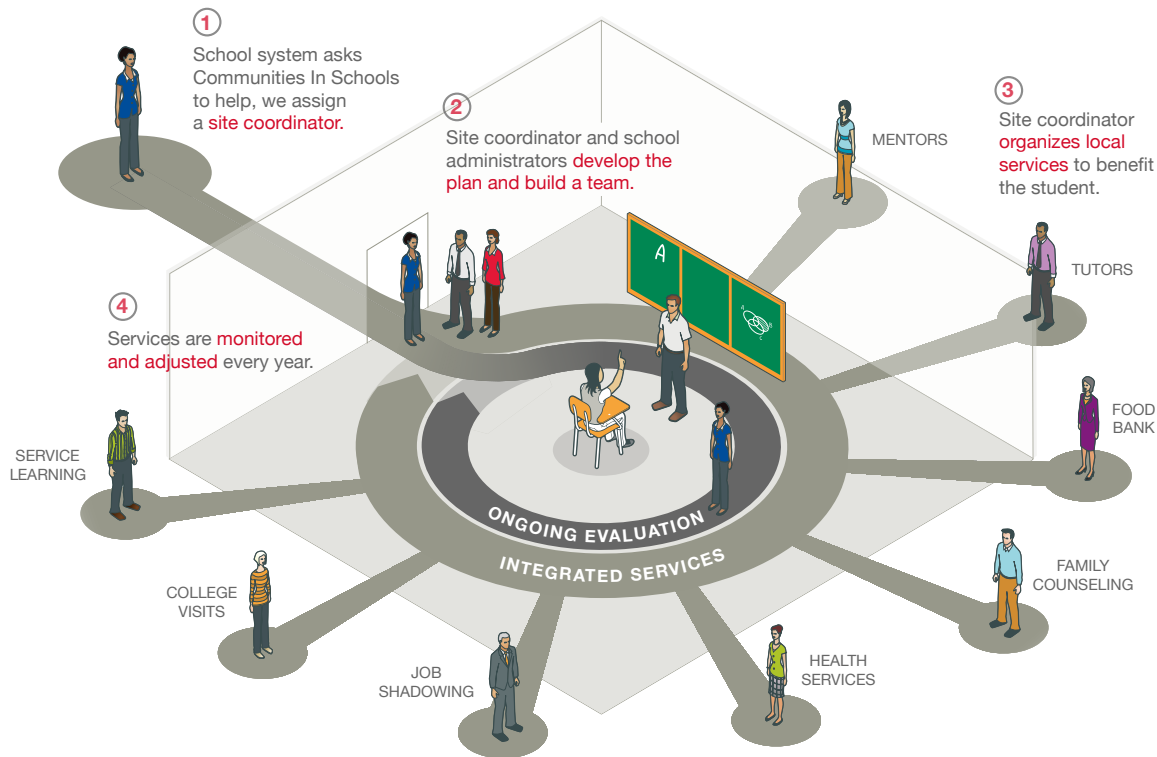
nonprofit and youth development professionals carried out the Communities In Schools mission



NEARLY 200

local affiliates operated in 26 states and the District of Columbia

## CREATING A COMMUNITY OF SUPPORT: TAKE THE TOUR



Our case-managed students—those at greatest risk of dropping out—showed their will to succeed.

80%

met their suspension reduction goals

86%

met their behavior improvement goals

70%

of graduates went on to some form of postsecondary education

75%

met their attendance improvement goals

84%

met their academic improvement goals

97%

of students in K-11 were promoted to the next grade

99%

of monitored students receiving targeted interventions remained in school at the end of the 2012–2013 school year

96%

of eligible seniors graduated



# FUNDING SOURCES

Public agencies on the federal, state and local levels invested substantial resources in Communities In Schools' evidence-based model of integrated student supports. Private sector donors and partners joined them with both cash contributions and in-kind donations of goods and services.

## TYPES OF FUNDING

Dollar amounts for grants, cash donations, in-kind donations



Photo by Don Usner



## SOURCES OF FUNDING

Dollar amounts for public sector, private sector

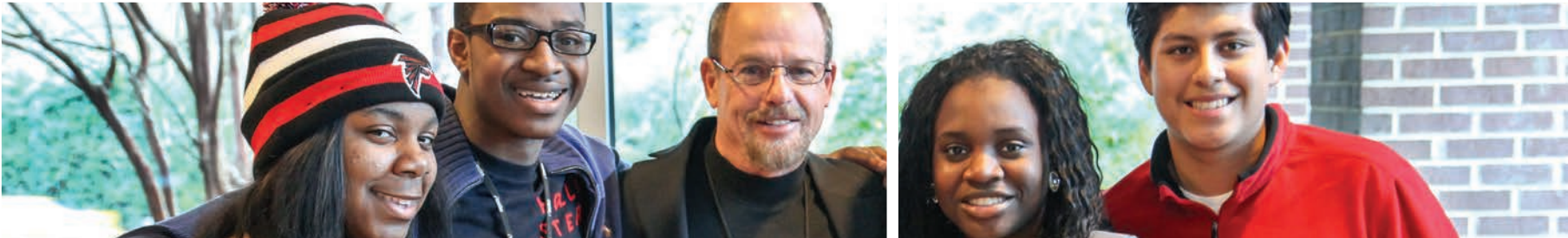
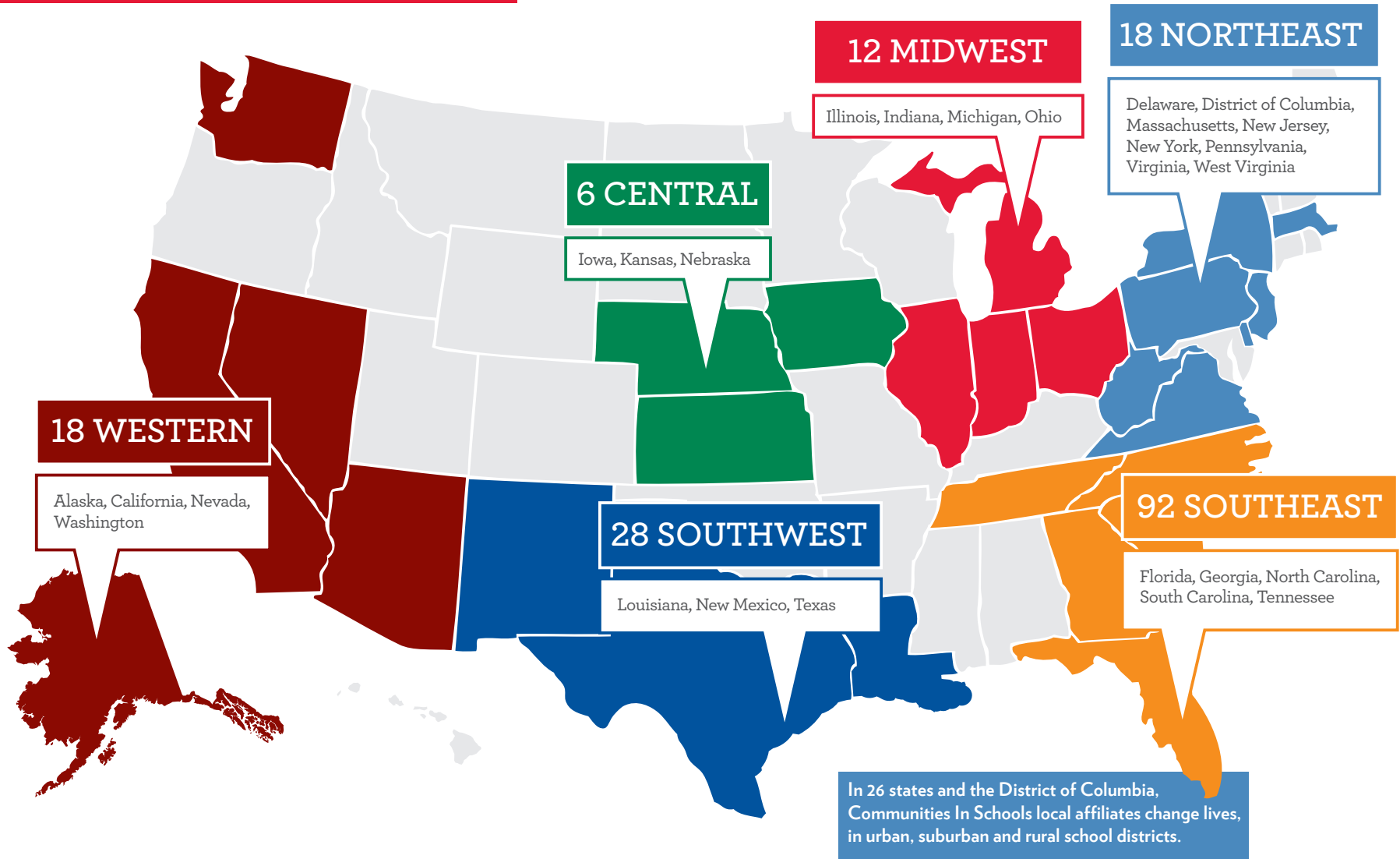


Photo by Claudia Faccione



# AFFILIATES MAP



For a complete list of Communities In Schools affiliates, please visit [www.communitiesinschools.org/about/where](http://www.communitiesinschools.org/about/where)



# FISCAL YEAR 2013 FINANCIAL SNAPSHOT

In 2013, the Communities In Schools national office generated \$33.2 million in operating revenue and \$23.5 million in operating expenses. Approximately 90 percent of Communities In Schools' expenses went directly to program work supporting students, including our single largest expense of \$9.8 million invested back in the Communities In Schools network through grant-making to state offices and local affiliates.

## SUPPORT & REVENUE

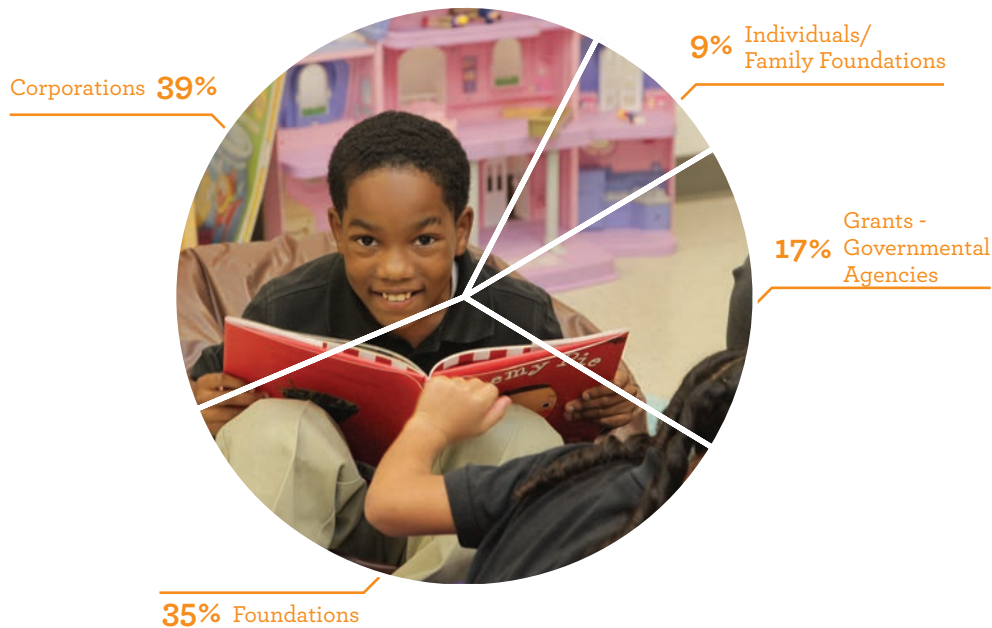


Photo by Scott Henrichsen

## EXPENSES

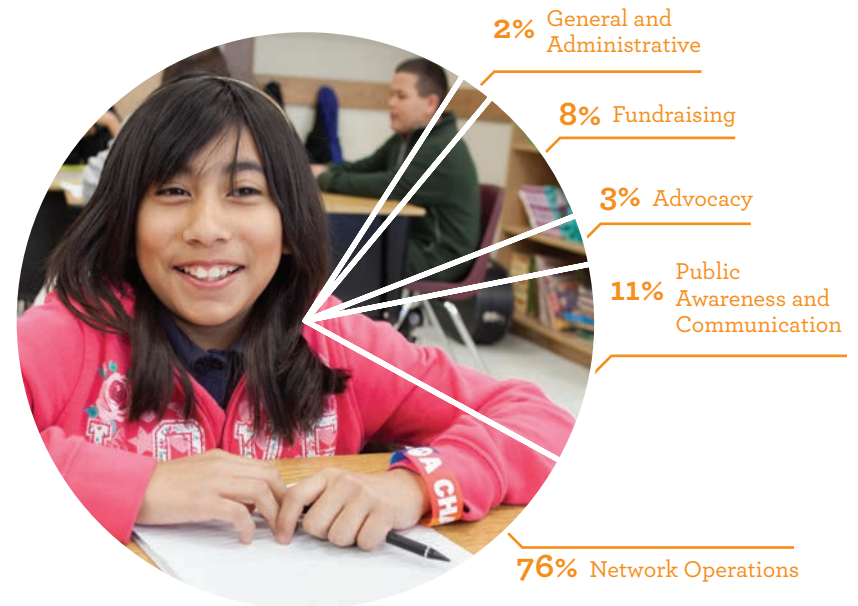


Photo by Don Usner



Photo by David Harriman

## Statement of Activities & Changes in Net Assets Year Ended September 30, 2013<sup>^</sup>

### SUPPORT & REVENUE

Contributions	
Foundations*	\$11,698,691
Corporations	12,821,494
Individuals/Family Foundations	3,001,652
Grants-Governmental Agencies	5,673,486
Other Revenue	73,743
<b>Total Support and Revenue</b>	<b>\$33,269,066</b>

### EXPENSES

Program Services	
Advocacy	\$854,928
Public Awareness and Communication	2,532,297
Network Operations	17,945,175
<b>Total Program Services</b>	<b>21,332,400</b>
Supporting Services	
General and Administrative	400,186
Fundraising	1,833,127
<b>Total Supporting Services</b>	<b>2,233,313</b>
<b>Total Expenses</b>	<b>\$23,565,713</b>

<b>Change in Net Assets from Operations</b>	<b>9,703,353</b>
Investment Income (Loss), net	3,866,763
Contributions to Endowment	5,177,944
<b>Change in Net Assets</b>	<b>18,748,060</b>
<b>Beginning Net Assets</b>	<b>35,786,163</b>
<b>Ending Net Assets</b>	<b>\$54,534,223</b>

## Statement of Financial Position Year Ended September 30, 2013<sup>^</sup>

### ASSETS

Cash and Cash Equivalents	\$8,393,036
Cash Held for Restricted Purposes	128,123
Investments	31,028,901
Pledges Receivable, net	13,043,967
Government Grants Receivable	674,857
Other Assets	1,878,364
Fixed Assets, net	1,001,138
<b>Total Assets</b>	<b>\$56,148,386</b>

### LIABILITIES & NET ASSETS

Liabilities	
Accounts Payable and Accrued Liabilities	\$1,244,139
Deferred Rent	370,024
<b>Total Liabilities</b>	<b>1,614,163</b>
Net Assets	
Unrestricted	11,388,699
Temporarily Restricted	18,135,444
Permanently Restricted	25,010,080
<b>Total Net Assets</b>	<b>54,534,223</b>
<b>Total Liabilities and Net Assets</b>	<b>\$56,148,386</b>

<sup>^</sup>Communities In Schools fiscal year 2013 began October 1, 2012 and ended September 30, 2013.

\*Does not include family foundations.



# FISCAL YEAR 2013 CONTRIBUTORS

## HONOR SOCIETY

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 The Allwin Family  
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 The Wallace Foundation  
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Join us in giving young people the supports they need to stay in school. **Your tax deductible donation** will help create bright futures for the kids we serve.

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## CARING

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\*Current as of publication date.



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The National Leadership Council is a select group of prominent leaders who endorse the vision and goals of Communities In Schools; who make an annual donation to the national office; who are willing to help open doors to other sources of support; and who at times are asked to offer their guidance and counsel.

**Daniel H. Adler**

*Founder and Principal  
Media Eagles*

**Andre Agassi**

*Founder  
Andre Agassi Foundation  
for Education*

**Shaun Alexander**

*NFL Football Player,  
Author & Owner  
Shaun Alexander Enterprises*

**Dean Allen**

*Managing Director  
Riverside Capital*

**Dr. Paula Allen-Mears**

*Chancellor  
University of Illinois at Chicago*

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**Lance Freed**  
*President  
Rondor Music International*

**Ann Gardner**

*Director  
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Long Live the Kings

\*Current as of publication date.



# STATE OFFICES AND LOCAL AFFILIATES

State*	Total Students Served	Number of Students Receiving Level 1 Services	Number of Students Receiving Level 2 Services	Number of Schools Served	Total Number of Local Affiliates	Accredited Affiliates	Developing and Operational Affiliates/ Strategic Initiatives**
ALASKA	1,998	1,871	127	5	1	-	CIS of Juneau
CALIFORNIA	15,179	12,743	2,436	13	3	CIS of Los Angeles	CIS of the Peninsula CIS of the San Fernando Valley and Greater Los Angeles
D.C.	1,712	1,479	233	5	1	CIS of the Nation's Capital	-
CIS OF DELAWARE*	3,808	3,185	623	11	1	CIS of Wilmington	-
CIS OF FLORIDA*	48,173	42,288	5,885	77	11	CIS of Jacksonville CIS of Miami CIS of Nassau County CIS of Northeast Florida CIS of Okeechobee CIS of Palm Beach County	CIS of Hernando County CIS of Bradford County CIS of Gadsden County CIS of Leon County CIS of St. Johns County
CIS GEORGIA*	122,277	112,576	9,701	198	40	CIS of Athens (Family Connection Partnership) CIS of Burke County (Community Partnership) CIS of Candler County CIS of Catoosa County CIS of Dodge County (Dodge Connection) CS of Fitzgerald/Ben Hill County CIS of Glynn County CIS of Hart County CIS of Laurens County CIS of Marietta/Cobb County CIS of Milledgeville/Baldwin County CIS of Turner County CIS of Walton County	CIS of Albany/Dougherty County CIS of Atlanta CIS of Augusta-Richmond County CIS of Barrow County (Family Connection) CIS of Berrien County (Berrien County Collaborative) CIS of Bulloch County CIS of Carrollton City and Carroll County CIS of Central Georgia CIS of Cochran & Bleckley County & Family Connection Community Partnership CIS of Douglas County CIS of Effingham County CIS of Glascock County (Glascock Action Partners) CIS of Hancock County CIS of Harris County CIS of Henry County CIS of Jefferson County (SHIPS for YOUTH) CIS of Jenkins County (Family Enrichment Center) CIS of McDuffie County (Partners for Success, Inc.) CIS of Rome-Floyd County CIS of Savannah/Chatham County CIS of Screven County (Community Collaborative)

\*State office present \*\*Site operated out of the national office or state office NR—Operating but no data reported

Level 1 Services—Widely accessible services offered to any student at a Communities In Schools partner school. Level 2 Services—Targeted and sustained interventions for students with specific needs.

State*	Total Students Served	Number of Students Receiving Level 1 Services	Number of Students Receiving Level 2 Services	Number of Schools Served	Total Number of Local Affiliates	Accredited Affiliates	Developing and Operational Affiliates/ Strategic Initiatives**
							CIS of Stephens County (Partners for Success, Inc.) CIS of Sumter County CIS of Troup County CIS of Warren County (Family Connection) CIS of Washington County CIS of Wilkes County
ILLINOIS	77,281	76,584	697	207	2	-	CIS of Aurora CIS of Chicago
INDIANA*	15,767	13,986	1,781	40	3	CIS of Clark County CIS of Lake County CIS of Wayne County	-
CIS OF IOWA*	NR	NR	NR	NR	0	-	-
CIS OF KANSAS*	27,493	24,916	2,577	37	5	CIS of Grant County CIS of Ottawa CIS of Wichita/Sedgwick County	CIS of Northeast Kansas CIS of Southwest Kansas
LOUISIANA	4,871	3,448	1,423	14	1	CIS of Greater New Orleans	East Baton Rouge-Diplomas Now
MASSACHUSETTS	1,758	1,662	96	3	0	-	Boston-Diplomas Now
CIS OF MICHIGAN*	22,616	20,284	2,332	58	6	CIS of Kalamazoo CIS of Lenawee County CIS of Mancelona CIS of the Tecumseh Area	CIS of Detroit CIS of Ottawa County
NEBRASKA	2,915	2,691	224	10	1	-	CIS of Omaha
CIS OF NEVADA*	23,261	21,555	1,706	25	2	CIS of Northeastern Nevada CIS of Southern Nevada	-
CIS OF NEW JERSEY*	NR	NR	NR	NR	3	-	CIS of Cumberland County CIS of Newark CIS of Passaic
CIS OF NEW MEXICO*	906	906	0	2	0	-	-
NEW YORK	1,195	966	229	3	0	-	New York City-Diplomas Now
CIS OF NORTH CAROLINA*	215,697	196,558	19,139	441	37	CIS of Brunswick County CIS of Buncombe County (Children First) CIS of Caldwell County CIS of Cape Fear CIS of Carteret County CIS of Charlotte-Mecklenburg CIS of Clay County CIS of Cleveland County CIS of Cumberland County CIS of Durham CIS of Gaston County CIS of High Point CIS of Lee County CIS of Lexington/Davidson County CIS of Lincoln County CIS of Madison County	CIS of Cabarrus County CIS of Forsyth County CIS of Greater Greensboro CIS of Hertford CIS of Mitchell County CIS of Orange County CIS of Richmond County CIS of Rutherford County CIS of Scotland County CIS of the Great Smoky Mountains CIS of Wilson County

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State*	Total Students Served	Number of Students Receiving Level 1 Services	Number of Students Receiving Level 2 Services	Number of Schools Served	Total Number of Local Affiliates	Accredited Affiliates	Developing and Operational Affiliates/ Strategic Initiatives**
CIS OF NORTH CAROLINA*	215,697	196,558	19,139	441	37	CIS of Montgomery County CIS of Moore County CIS of Randolph County CIS of Robeson County CIS of Rocky Mount Region CIS of Rowan County CIS of Thomasville CIS of Wake County CIS of Wayne County CIS of Wilkes County	
OHIO	8,279	7,537	742	24	1	CIS of Central Ohio	-
CIS OF PENNSYLVANIA*	19,241	15,299	3,942	78	6	CIS of Philadelphia CIS of Pittsburgh-Allegheny County CIS of the Laurel Highlands CIS of the Lehigh Valley	CIS of Southwest Pennsylvania CIS of the Capital Region
CIS OF SOUTH CAROLINA*	24,307	21,597	2,710	48	4	CIS of Greenville County CIS of the Charleston Area CIS of the Midlands	CIS of Chester County
CIS OF TENNESSEE*	663	536	127	3	0	-	-
TEXAS EDUCATION AGENCY*	595,744	527,151	68,593	733	27	CIS of Baytown CIS of Cameron County CIS of Central Texas CIS of El Paso CIS of Galveston CIS of Greater Central Texas CIS of Houston CIS of Laredo CIS of North Texas CIS of San Antonio CIS of South Central Texas CIS of the Bay Area CIS of the Coastal Bend CIS of the Heart of Texas CIS of the South Plains	CIS of Brazoria County CIS of Dallas Region CIS of East Texas and Deep East Texas, Inc. CIS of Greater Tarrant County CIS of Hidalgo County CIS of Northeast Texas CIS of Southeast Harris County CIS of Southeast Texas CIS of the Big Country CIS of the Golden Crescent CIS of the Greater Wichita Falls Area CIS of the Permian Basin
CIS OF VIRGINIA*	17,392	13,553	3,839	37	5	CIS of Chesterfield CIS of Richmond	CIS of Hampton Roads CIS of Northern Virginia CIS of Southwest Virginia
CIS OF WASHINGTON*	58,155	54,067	4,088	158	12	CIS of Auburn CIS of Lakewood CIS of Peninsula CIS of Renton CIS of Seattle CIS of Spokane County CIS of Tacoma	CIS of Federal Way CIS of Kent CIS of Orting CIS of Puyallup CIS of Whatcom County
WEST VIRGINIA	3,075	2,542	533	11	2	-	CIS of Cabell County CIS of Greenbrier County

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# A MESSAGE FROM THE FOUNDER, BILL MILLIKEN

At Communities In Schools, our annual report is a little different than the number-crunching reports demanded by Wall Street. Instead of shareholders looking for a profit, we have stakeholders who are fully invested in our mission of helping young people succeed in school and in life. Thanks to those stakeholders, we have had a great year, but we still have a long way to go before resting on our laurels.

Back in the 1970s, when my friends and I began establishing our street academies in Harlem, we had a vision of something bigger. We saw that kids had lost their traditional safety net because their communities had been slowly pulled apart by bad policies and bad choices that accumulated over the years. The problems hadn't developed overnight, and neither would the solutions, we realized. Instead of starting just another program, we had a long-term vision of breaking down silos and using schools as a hub for bringing people together.

Nearly four decades later, we still haven't fully realized that goal. We're getting closer, as you can see from the preceding pages, but there are millions of kids still beyond our reach, still without the safety net that a strong community can provide.

Do I find that discouraging? Not at all. When I first testified on Capitol Hill 40 years ago, at a time when riots were tearing our cities apart, a lawmaker asked me what needed to change. My reply: "I would change our constant hunger for change." Whether it's consumers or crusaders, too many Americans demand change every two, three or four years. But I've always believed that true, lasting change doesn't happen in such a short timeframe. Five-year plans are absolutely necessary, but I'm more concerned with our 100-year vision, ensuring that we're building something we can hand off to the next generation.

Communities In Schools is an organization built on relationships—with kids, communities, policymakers, board members, etc.—and these relationships take time to develop. Too often we view relationships as a kind of transaction, but those relationships never last. Instead, the most successful relationships are the ones built over time through effort, intention, goodwill, forgiveness and hope.

As I look over the accomplishments of the past year, I see a series of developing relationships that will set us up for even greater success in the future. With these relationships as our foundation, I believe the next 10 years could be our most exciting yet.



**BILL MILLIKEN**  
National Board Vice Chairman

Photo by William Waybourn

Because more and more Americans are waking up to the dangers of the expanding gap between rich and poor, I anticipate a growing demand for proven solutions—and Communities In Schools has been proving its model for decades.

So, how are we doing with that 100-year vision? Under the leadership of Dan Cardinali and our outstanding board, I believe we will continue to effectively move the needle on the dropout problem. We're closer than we've ever been to reaching our twin goals of institutionalizing a site coordinator in every school and incentivizing people to work together rather than working in silos.


In other words, even though this has been an excellent year for Communities In Schools, I believe the biggest developments are yet to come.





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All of the young people  
pictured in this publication  
are students served by  
Communities In Schools.

# LEVELING THE PLAYING FIELD

“Communities In Schools makes sure children who come to school with less don’t get less out of school. They’re an amazing partner.”

-Dr. Heath Morrison, Superintendent, Charlotte-Mecklenburg Schools, N.C.

