

10TH ANNIVERSARY



NATIONAL GUARD

ChalleNge Program



A better America one youth at a time

2003 PERFORMANCE AND ACCOUNTABILITY

H I G H L I G H T S

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EXCELLENCE IN



MENTORING AWARD

*The National Mentoring Partnership has awarded the
National Guard ChalleNGe Program with the prestigious
Excellence in Mentoring Award for Program Leadership.*

MESSAGE FROM THE CHIEF, NATIONAL GUARD BUREAU
LIEUTENANT GENERAL H. STEVEN BLUM



When you call out the Guard, you call out America." This is an important, recurring theme within the National Guard and the citizen soldiers and airmen that help keep America safe and secure. National Guard men and women from every state, every socio-economic background and ethnic heritage respond to the call to serve their country. The Guard reflects America, and one of the great characteristics of Americans is their capacity to help individuals attain the potential this great country offers. Another characteristic of Americans is their strong sense of supporting efforts based on the simple fact that it is the right thing to do. It is entirely within the character and mission of the Guard to support, encourage, and make available the opportunity to acquire the tools necessary to participate in the American Dream.

While the National Guard ChalleNGe Program is focused on at-risk youth, it is not a mandatory rehabilitation program using a strict military model. It is not a boot camp, and it is not a boarding school for disaffected young people. Participation is 100% volunteer with strict eligibility criteria. Our Corpsmembers must make the specific and unambiguous affirmation that they want their lives to improve. They are clear in their request for guidance, structure, achievement and access to the American Dream. The program is designed to assist in removing barriers between these young people and their desire for a brighter future.

For many Corpsmembers, the National Guard ChalleNGe Program is perceived as their last, best chance. These 16- to 18-year-olds are old enough to have made mistakes and mature enough to perceive the consequences of life's choices, both good and bad. The model is not complicated. Participants are provided access to a path that will carry them toward the positive influences they seek and, equally significant, away from the bad.

All participants have dropped out of the educational system, yet approximately 70% achieve their GED while in ChalleNGe. The program, however, is about more than textbooks. It is about opening doors and providing a roadmap for achievement and a taste of accomplishment that is retained long after Corpsmembers graduate the program. The carefully planned curriculum creates confidence along with an ambition for accomplishment that becomes the basis for success as they re-enter their communities with the desire to be responsible, productive members of those communities.

Since 1993, ChalleNGe has made a significant, positive impact on the lives of over 46,000 Corpsmembers, their families, and their communities. As Americans, this program allows us to exercise the classic American desire to assist those needing but, most especially, wanting help. It also has a desirable corresponding benefit of strengthening our communities and the relationship of the National Guard to these communities and their citizens.

A handwritten signature in black ink that reads "H. Steven Blum".

H. STEVEN BLUM
Lieutenant General, US Army
Chief, National Guard Bureau





Introduction

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THE CHALLENGE PROGRAM MISSION

The mission of the National Guard ChalleNGe program (ChalleNGe) is to intervene in the life of at-risk youth by providing the values, skills, education, and self-discipline needed to produce responsible, productive citizens.

THE EIGHT CORE COMPONENTS OF CHALLENGE

Leadership/Followership. Identification and application of individual moral and ethical standards is the focus of the various roles and responsibilities as the Corpsmembers live and learn in a structured group environment.

Responsible Citizenship. The U.S. Government structure and processes, along with individual rights and responsibilities at the local, state and national level are addressed in the classroom environment, in the student government process, and through practical experiences within local communities.



Community Service. A minimum of 40 hours of community service and/or conservation project activities are performed by each Corpsmember in groups and on an individual basis. These activities provide additional opportunities for career exploration as well as enhancing community-needs awareness in Corpsmembers.

Life-Coping Skills. Increased self-esteem and self-discipline are gained through a combination of classroom activities and a structured living environment. The development of individual strategies and coping mechanisms for managing personal finance and dealing with such emotions as anger, grief, frustration and stress are developed through structured group discussion and in the classroom environment.



Physical Fitness. All sites conduct a physical fitness program using the *President's Challenge*, a test battery based on data collected from a variety of sources including the 1985 President's Council on Physical Fitness and Sports National School Population Fitness Survey, the Amateur Athletic Union Physical Fitness Program and the Canada Fitness Award Program.

Health and Hygiene. A holistic approach that combines physical and mental well-being as Corpsmembers explore the effects of substance abuse and sexually transmitted diseases on their physical health and well-being. Corpsmembers learn the physical and emotional benefits of proper nutrition through participation in classes and structured group discussions.

Job Skills. Career exploration is accomplished through career assessment and interest inventories, job-specific skills orientation and awareness, and training in area vocational centers. Specific classroom activities focus on development of individual resumes, completing job applications and preparation for, and conduct of job interviews.

Academic Excellence. All ChalleNGe participants attend daily academic classes preparing them for testing for the General Education Development (GED) credential, a high school diploma, or increased math and reading comprehension. Evaluation of Corpsmembers' grade level progress during the Residential Phase is measured using the Tests of Adult Basic Education (TABE) testing process.



AN OVERVIEW OF YOUTH-AT-RISK

Growing up today presents the same challenges and obstacles familiar to previous generations, however, the intensity of the constant barrage of influences, both good and bad, are significantly more concentrated than in years past. The inevitable outcome is that opportunities to make wrong choices are more numerous and more available today. This is exacerbated by the amplified exposure to negative influences through various media and peer groups. Also significant is a trend toward diminished adult supervision.

The following data reflects events reported from January 1, 2003 to October 1, 2003¹:

403,010	<i>Babies born to unwed teenage girls.</i>
381,799	<i>18-year-olds and under arrested for drug abuse violations.</i>
141,407	<i>18-year-olds and under arrested as runaways.</i>
84,844	<i>18-year-olds and under arrested for violent crimes.</i>
60,603	<i>Students assaulted at school.</i>
9,427	<i>18-year-olds and under wounded by guns.</i>
9,026	<i>Acts of violence seen on TV by the average 18-year-old.</i>
3,928	<i>Suicides among 15-24-year-olds.</i>
3,535	<i>18-year-olds and under killed by handguns.</i>

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For many young people, this stressful environment is often compounded by a lack of responsible direction, structure and guidance in normal day-to-day activities. This is further evidenced by a U.S. Department of Education report that indicates 6,700² students drop out of school every day. Unfortunately today many young people often find themselves beyond accountable parental or adult control. This is a key characteristic of youth between the ages of 15 and 21 who have made bad choices in

their lives. The unfortunate outcome of these choices usually results in long-term health, legal, and economic disadvantages with no near term opportunities to recover.

Youth continue to express a need for exposure to choices that include an opportunity to seek positive influences. Young people have proven they will seek out responsibility, challenges, and opportunities to exercise initiative if an appropriate path is provided. The sense of dignity provided by successfully accomplishing meaningful tasks has proven to be one of the most powerful motivators to American youth. For 16-18 year-olds who have made questionable choices in their lives, the contrast to prior negative experiences provides a basis for appreciating achievement and a taste for accomplishment and improved self-esteem.

¹ *The Bureau for At-Risk Youth, 2003.*

² *National Center for Education Statistics, "Dropout Rates in the United States: 2000," Calculation by Every Kid Counts, www.goodcommunity.net/everykidcounts/drop_out.htm.*





The simple provision of positive choices has individual benefit as well as an economic benefit to the community. High school graduates earn more per year on average than those without a diploma. The impacts to a family are meaningful, both from a financial perspective and from the correlation between parents who left school early and the increased potential for their offspring to do the same. As more than 69% of inmates in state prisons are high school dropouts, there would appear to be a strong motivation for families and communities to act to change this circumstance.

AVERAGE "PER DAY" PROGRAM COSTS ³	
Adjudicated Residential Programs	\$ 130.00
Incarceration	\$ 126.00
National Guard ChalleNGe Program	\$ 27.45

CHALLENGE PARTICIPANTS

The Corpsmember population of the National Guard ChalleNGe Program is comprised of males and females, aged 16 to 18, with the common characteristic of having previously withdrawn from the educational system. Some, but not all, may have had involvement with the judicial system and all are residents of the states where they attended the program.

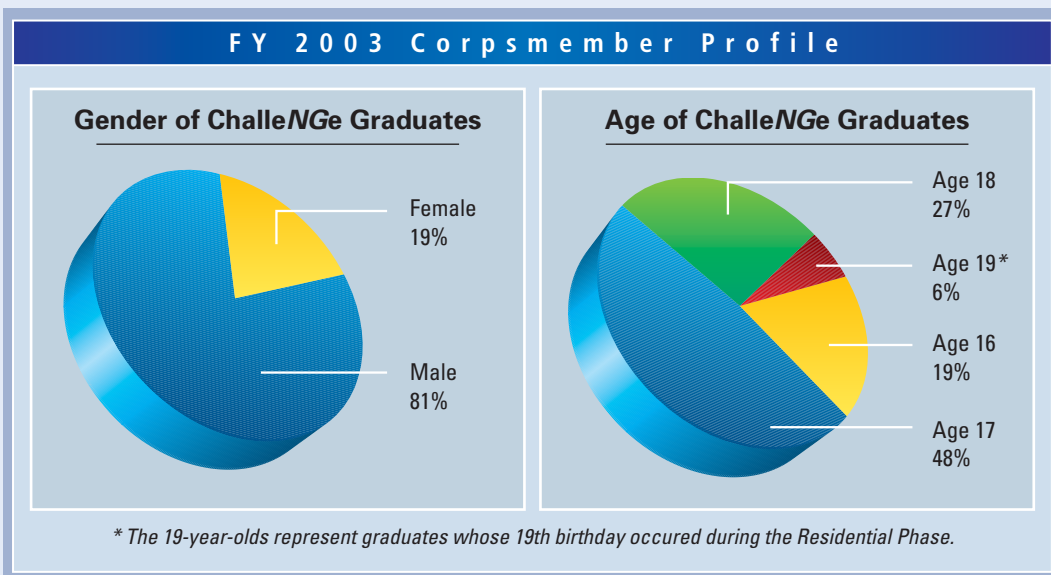
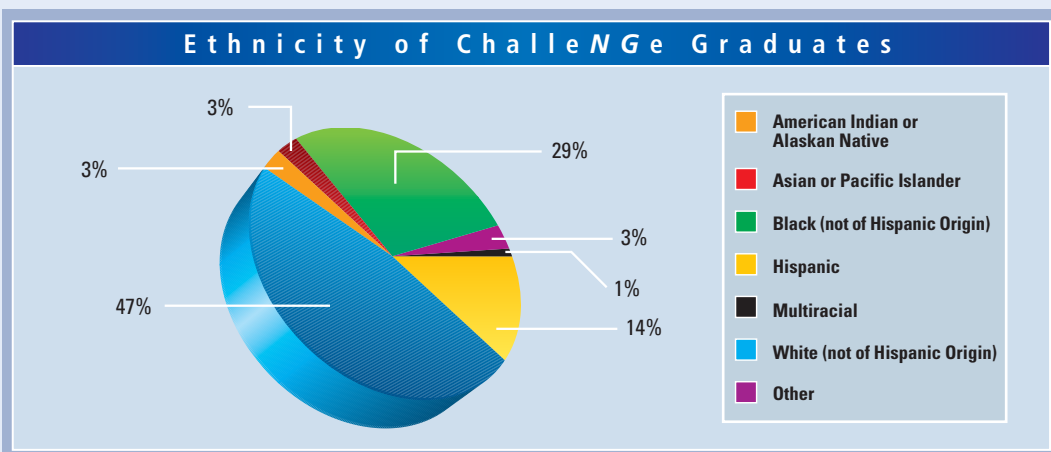
These young people are of every ethnic heritage and socio-economic group. Some have been abused, while others come from loving homes. Some are good athletes, and some are not. Despite being dropouts, some are quite accomplished scholastically while others are significantly

³ Koch Crime Institute White Paper Report *Juvenile Boot Camps: Cost and Effectiveness Vs. Residential Facilities*, http://www.kci.org/publication/white_paper/boot_camp/overview.htm



challenged by academics. They are male, female, artistic, outgoing, reckless, introspective, cocky, lonely, timid, cautious, clumsy, and scared. They look like America, but they feel disconnected from the American Dream. What they have in common is a deeply felt need to recalibrate their lives. All have made mistakes, and all have affirmed their desire to make better choices by participating in ChalleNGe.

Their accomplishments while in the program are often the first meaningful achievements in their lives. Having the neatest locker or getting an "A" on the science test takes on a significance of greater proportion than the less admirable activities that led them to seek the assistance of ChalleNGe. They develop a taste for accomplishment and the confidence to set aside their perceived limitations based upon their own poor choices in the past, or limitations forced upon them by circumstances beyond their control. From the obstacle course to the classroom, ChalleNGe participants adopt an outlook of attainable possibilities and learn to identify and take advantage of the opportunities before them.





CHALLENGE GRADUATES, HIGH SCHOOL DROPOUTS, AND CRIMINAL BEHAVIOR

According to the U.S. Department of Education⁴, 5 out of 100 American students drop out of school. During this reporting period, 18,806 high school dropouts between the ages of 16 and 18 submitted applications to ChalleNGe programs nation-wide. More than 50% of the applicants report at least one incident of involvement with the legal system prior to applying for the program, and studies indicate that youth aged 16 to 18 represent 13%⁵ of the total population of individuals charged with an offense in 2001.

Of equal importance to the academic knowledge and life skills acquired while enrolled in the ChalleNGe program is the feeling of accomplishment, satisfaction, and pride that comes from overcoming adversity, accepting challenges, working hard, and achieving success. Completing the ChalleNGe program and the attainment of a GED, a high school diploma, or improved math and reading comprehension provide these youth with what is often the first significant accomplishment of their lives. The evolution of Corpsmembers from the feelings of anxiety and disorientation during the first day of Pre-ChalleNGe to the confident and accomplished Corpsmember upon graduation provides a psychological boost that lasts the student well beyond the completion of the 17-month program.

The decision of these young people to ask for order and direction in their lives provides advantages that are staggering in their implications. The exact numbers vary according to the study, but all agree that high school dropouts have significant social, emotional, and economic disadvantages. High school dropouts, on the average, earn \$9,245⁶ less per year than high school graduates.

The publishers of *The Three State Recidivism Study*⁷ argue, "education programs can reduce the likelihood of repeat offending..." This study, as many preceding it, "highlight the positive impact that education programs can have on reducing criminal behavior and improving the chances for successful employment..."

⁴ *Dropout Rates in the United States: 2000*, http://nces.ed.gov/pubs2002/droppub_2001/.

⁵ *Source Book of Criminal Justice Statistics Online*, <http://www.albany.edu/sourcebook>, October 21, 2003.

⁶ *Employment Policy Foundation*, 2002.

⁷ *The Three State Recidivism Study*, September 2001, <http://ceanational.org>.





ChalleNGe Corpsmembers learn that being respectful is not the same as being weak and that self-respect comes from within. While some move on to careers in the military, most who successfully complete the Residential Phase re-enter their communities with academic accomplishment and a new sense of confidence and dignity. Data indicate three quarters of FY 2003 graduates are working full time or attending school full time, in the military, or combining work and school in order to meet their new life goals. They have recovered faith in themselves and the optimism that life took from them at much too early an age. It is important to note the average cost for caring for an incarcerated juvenile is approximately five times the cost for a youth to participate in a ChalleNGe program.



2003 Program Highlights

The National Guard ChalleNGe program motto, "A Better America – One Youth at a Time," reflects the American ideal that the character of our country is a function of the character of its citizens. Both the provision of this program and participation of its Corpsmembers support this concept, as both are ennobled by the effort. The National Guard's obliging infrastructure and its highly translatable experience to a quasi-military model with a "tough love" environment, are well suited for this mission. By helping those willing to reach for and grasp the opportunities offered, the program is fostering responsible, productive citizens and stronger communities.



The 17-Month Program. The National Guard ChalleNGe Program is a state level 17-month intervention opportunity for 16- to 18-year-old at-risk youth addressing the enhancement of the whole person. This 17-month program consists of a 22-week Residential Phase, the first two weeks of which are referred to as Pre-ChalleNGe, and a 12-month Post-Residential Phase. The program is designed to provide high school dropouts with new or redefined values, skills, education and the self-discipline needed to succeed as adults. In the Residential Phase's co-educational environment, this comprehensive program uses a quasi-military structure to focus on developing social, educational, job, and life-coping skills in adolescent boys and girls who have failed to complete their secondary education. In the process of helping young people refocus their lives, the ChalleNGe program offers opportunities for all participants to mature and to learn



and develop skills in a highly structured and caring environment. The heart of the five-month Residential Phase is the methodical integration of the program's Eight Core Components curriculum. Success in the core components is recorded and reported on a weekly basis to the National Guard Bureau.

The strategic concept of the ChalleNGe program identifies the need for continuing support to these young men and women as they begin their transition from a well-defined structured environment to an environment where the structure is self-defined. To this end, the ChalleNGe program matches each participant with a screened and trained caring adult mentor during the Residential Phase. The mentor provides encouragement and support to the Corpsmember for the duration of the Residential Phase and throughout the following 12-month Post-Residential Phase.



During the Post-Residential Phase Corpsmembers are involved in placement activities (fulltime school, work, or volunteer service, or a combination to these equating to fulltime activity, or entering the military). Each Mentor provides guidance and support throughout this phase during a minimum of two contacts with his or her Corpsmember per month. These interactions are reported to, and tracked by, the program's mentoring staff. The staff, in turn, reports monthly contact to the National Guard Bureau for each class in the Post-Residential Phase.

Drug-Free Program Policy. Many studies⁸ detail how illegal drug use is individually harmful and culturally debilitating to public safety, health and welfare, and normative social order. In short, illegal drug use is counter to good health, intellectual growth, positive life coping skills, and responsible citizenship.⁹ Accordingly, key to successful ChalleNGe program participation is for Corpsmembers to remain drug-free. All incoming Corpsmembers are screened for drug possession and drug use. In the true spirit of character development, those found to possess or use drugs during the Residential Phase of the program are dismissed.

Mentor-Based Model. The National Guard ChalleNGe Program stands apart from other youth-at-risk programs because of its multi-dimensional mentoring model.¹⁰ Evidence is clear that

the positive aspects of youth participating in short-term, high-impact residential programs decline rapidly after completion when structured, effective follow-through is absent.¹¹ These youth require assistance in translating program successes to their back home environment by someone trained to help manage their emotional and psychological needs to sustain behavioral change.

The ChalleNGe program utilizes a "friendly" mentor match, in that applicants for the program identify potential mentors with their application. Potential mentors are screened and trained prior to formal matching with their mentees mid-way through the Residential Phase. This allows mentors and mentees to



⁸ Executive Office of the President – Office of National Drug Control Policy (ONDCP) Drug Policy Information Clearinghouse Fact Sheet, Drug Data Summary, March 2003 http://www.whitehousedrugpolicy.gov/pdf/drug_datasum.pdf.

⁹ Schaffer Library of Drug Policy, The Report of the National Commission on Marijuana and Drug Abuse, Drug Use in America: Problem in Perspective, March 1972. <http://www.druglibrary.org/schaffer/Library/studies/duapip/pip1.htm>.

¹⁰ Data Trends: Summaries of Research on mental health services for children and Adolescents and their families, Sep 2002. <http://rtckids.fmhi.usf.edu>.

¹¹ Making a Difference: An Impact Study of Big Brothers Big Sisters, Sep. 2000. <http://www.ppv.org/pdf/files/mad.pdf>.



communicate about the Corpsmember's future plans and authorizes them to spend off-site time together, often performing community service or exploring job and school options.

Program Status. Twenty classes conducted over ten years while growing to 31 programs in 26 states and the territory of Puerto Rico, has yielded 46,071 youth seeking a solid chance for a better life. This year 6,843 Corpsmembers successfully completed the Residential Phase of the program. Unfortunately this year also saw the first program closures in Missouri and New York due to funding issues at the State level. These two programs graduated an additional 235 Corpsmembers from their respective Residential Phases prior to closing.

For the graduates of the remaining 29 programs, an entire universe of achievable objectives that did not exist prior to enrollment has opened for these young people. The direct correlation of dedication and hard work to success became evident in the preparation of Post-Residential Action Plans. Graduates are now moving forward in their lives with incontrovertible evidence that they are capable of achieving beyond what they formerly perceived to be barriers and limitations.

Academic Achievements. Attaining a GED or improving reading and math comprehension are the heart of the ChalleNGe program's academic excellence core component. Some programs test all eligible youth, while others screen those eligible using success on a Pre-GED test or similar instrument before they allow testing. A few programs GED test only those Corpsmembers who do not earn a high school diploma. It is important to note that some programs are restricted in that they cannot administer the GED test to 16-year-olds, and in some states this restriction applies to 17-year-olds. Many programs have received a waiver from their State Department of Education to test their Corpsmembers who would otherwise be ineligible due to the age restriction. These differences are all noted in the Individual Program Performance Highlights section of this report.





During this evaluation period, 73% of the Corpsmembers who tested and completed the Residential Phase successfully completed requirements for a GED credential and 9% of this group also earned a high school diploma. An additional 3% of those Corpsmembers who completed the Post-Residential Phase were awarded high school diplomas.

Community Benefits. Giving back to the community is a lesson learned by all ChalleNGe participants as they each perform a minimum of 40 hours of combined community service and work on conservation projects as a requirement for successful completion of the Residential Phase. During this evaluation period ChalleNGe graduates performed 632,965 hours of conservation projects and community service activities. These services, valued at \$3,358,240¹², benefited communities local to the ChalleNGe program sites. This figure is considered low as it is calculated on minimum federal wage, and some services would have cost considerably more if paid employees or contractors had provided them.

A wide range of conservation projects were conducted this year, from prairie land restoration to protecting endangered species by removing slash piling as part of a ladder fuel reduction program. Community service projects included direct community support; work with children, work with disabled veterans, fund-raising support and activities to help the less fortunate.



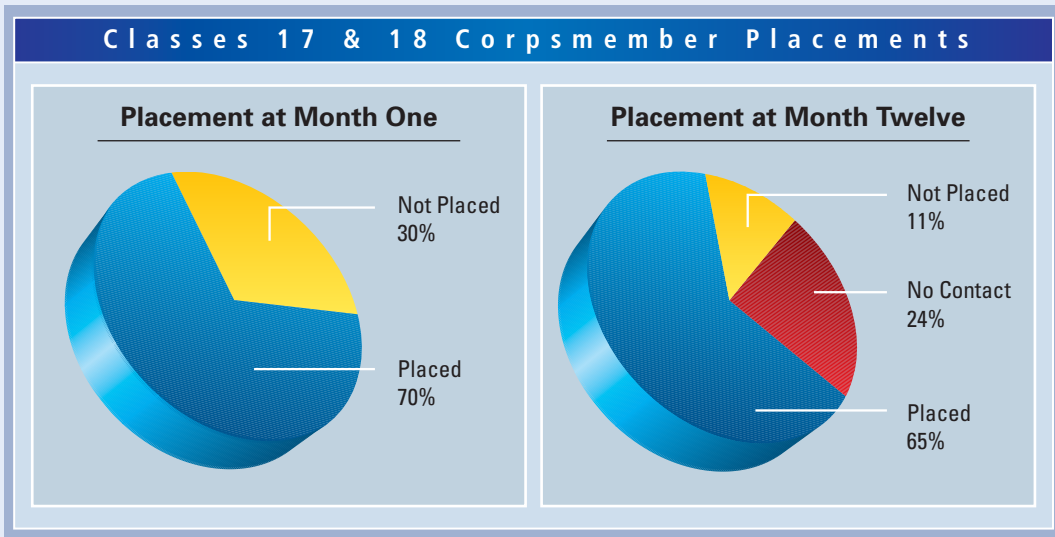
Placement. The National Guard ChalleNGe program defines placement as Corpsmembers placed in either a job, in school or college, in a training program, in military service, or participating in full-time volunteer service such as caring for an elderly or incapacitated family member. Key to program success is suitable, stable placement compatible with each Corpsmember's attributes and goals. For reporting purposes, placement is measured at the end of the first month of the Post-Residential Phase, and again at program completion of this phase.

An important requirement in the Residential Phase is one that stipulates that all Corpsmembers identify both short-term and long-term goals for themselves. The short-term goals identify what they want to do immediately following successful completion of the Residential Phase, and the long-term goals identify what they want to be doing at the conclusion of the Post-Residential Phase. During this evaluation period, nearly three fourths of the Corpsmembers who successfully completed the Residential Phase were identified in positive placement activities within thirty days. Many of those not placed were waiting for training programs or classes for continuing education to begin.

¹² The value by site is noted in the Program Highlights section of this report.



Corpsmember Placements at Month One and Month Twelve of the Post-Residential Phase by Class:



At the conclusion of the Post-Residential Phases for these classes, 65% of the Corpsmembers continued to report positive placement activities, while 11% reported not being placed. Another 24% of the graduates were no longer in contact with either his or her mentor or the program and their placement activities are unknown.





INDIVIDUAL PROGRAM PERFORMANCE HIGHLIGHTS

Alaska

The Alaska Military Youth Academy is accredited by the Northwest Association of Schools, Colleges, and Universities as a Special Purpose School, and has graduated 1,483 Corpsmembers since its inception in 1994. Known for its academic excellence, this site offers college preparatory classes including Algebra, Geometry, and Trigonometry, as well as a "How to Succeed in College" course taught through the University of Alaska at Anchorage. The skills training program offers classes for certification in culinary arts, carpentry, private pilot ground school and a system network specialty resulting in an A+ Certification. Corpsmembers have been known to travel over two days by helicopter in order to avail themselves of the hope and academic excellence this program has to offer.

This program was awarded the coveted 2002 USO¹³ award for Excellence in the area of Community Service.

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ALASKA					
PLACEMENT	GRADUATES	# PLACED MONTH 1		# PLACED MONTH 12	
CLASS 17	96	75		83	
CLASS 18	94	88		88	
GED	GRADUATES	# HSD*	# NO HSD	# TESTED	# GEDs AWARDED
CLASS 19	107	1	106	85	62
CLASS 20	97	1	96	85	66
GED TESTING POOL	Corpsmembers must pass a pre-GED to test.				
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE		C/S VALUE**	
CLASS 19	21,966	205		\$157,057	
CLASS 20	27,269	281		\$194,973	

* HSD = high school diploma.
 ** The value of community service is based on \$7.15, which is the minimum wage in AK.

¹³ USO Metropolitan Washington presents awards for outstanding ChalleNGe program performance in a variety of categories on an annual basis.



Arkansas

The Arkansas Youth Challenge Program was established as a pilot program in 1993 and has graduated 1,633 Corpsmembers since its inception. Giving back to the community is a major focus of this program. Of particular note is the preservation and beautification of Burns, Maumelle, and Pinnacle Mountain parks and volunteer work at the Redman Animal Shelter and several local nursing homes.

This program was awarded the coveted 2002 USO award for Excellence in the area of Health and Hygiene.

A R K A N S A S			
PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	75	55	62
CLASS 18	88	80	80
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	99	63	60
CLASS 20	91	74	67
GED TESTING POOL	Corpsmembers must pass a pre-GED to test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	6,353	64	\$32,718
CLASS 20	10,629	117	\$54,739



Arizona

The Arizona Project ChalleNGe program is one of the original pilot sites that began in 1993. Since its inception, the program has graduated 1,654 Corpsmembers. Through the program's independent foundation utilizing a 501(c)(3), the program provides more than \$66,000.00 each year in scholarships to graduates wishing to continue their education at an institution of higher learning. The program enjoys an excellent relationship with its state legislators and Congressmen. The program has also been successful in instituting an active, involved ChalleNGe Parent Association.

A R I Z O N A			
PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	68	24	67
CLASS 18	69	44	54
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	94	94	79
CLASS 20	81	80	69
GED TESTING POOL	Corpsmembers must pass a pre-GED to test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	10,860	116	\$55,929
CLASS 20	11,148	138	\$57,412

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California

The California ChalleNGe Grizzly Academy is a state public charter high school, Grizzly ChalleNGe Charter School, which has graduated 1,047 Corpsmembers since it started in 1998. The program was recently recognized by the State Department of Education for its job shadowing program which allows 40-50 Corpsmembers each cycle to gain valuable work experience while job shadowing at law enforcement agencies, dental offices, and other public and private entities. The program is also known for its dual enrollment collaboration with San Luis Obispo's Cuesta Community College.



CALIFORNIA

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	113	104	105
CLASS 18	119	100	49
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	109	59	31
CLASS 20	119	59	38
GED TESTING POOL	16-year-old Corpsmembers are not tested; Corpsmembers must pass a pre-GED to test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	5,960	55	\$30,694
CLASS 20	5,894	50	\$30,354

Florida

The Florida Youth Challenge Academy has graduated 456 Corpsmembers since inception in 2001. Although it is a newer program, it has already been showcased by the United States Department of Education as a premier GED completion program because of its 94% GED attainment rate. The program also places 100% of its Corpsmembers in the military, the workforce, continuing or higher education before they graduate the program. Placement is enhanced through their vocational/technical orientation in which Corpsmembers are exposed to such career fields as horticulture, and landscaping design and beautification. The program also maintains a certified Nurses Assistant Program and provides Certified First Aid and Cardiopulmonary Resuscitation (CPR) instruction.

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FLORIDA

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12	
CLASS 17	112	19	56	
CLASS 18	103	89	80	
GED	GRADUATES	# HSD	# TESTED	# GEDs AWARDED
CLASS 19	131	38	113	95
CLASS 20	111	62	95	84
GED TESTING POOL	Corpsmembers must pass a pre-GED to test.			
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE	
CLASS 19	9,251	71	\$47,643	
CLASS 20	7,434	67	\$38,285	



Georgia - Fort Gordon

The Georgia Fort Gordon Youth ChalleNGe Academy conducted its first class in 2000 and has graduated 782 Corpsmembers to date. It is designated as an Adult Education program by the Georgia Department of Education, and has been twice recognized by award of the *Georgia Department of Adult and Technical Education Youth Challenge Academy Cadet of the Year*. Collocated on an active army installation, the program enjoys outstanding support from the post and surrounding communities, who provide tutors, mentors, youth ministry, volunteers, and community service opportunities. Successful graduates receive their GED and the Richard Arnold Adult High School Diploma. The diploma is also awarded to Corpsmembers who earn the GED in the Post-Residential Phase. All Corpsmembers who earn a GED receive a \$500 HOPE voucher they may immediately apply toward transferable college or technical school classes, or it may be retained for future use.

This program was awarded the coveted 2002 USO award for Excellence in the area of Responsible Citizenship.

G E O R G I A - F O R T G O R D O N			
PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	151	55	75
CLASS 18	122	71	73
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	146	121	98
CLASS 20	139	118	104
GED TESTING POOL	16- and 17-year-olds must have a waiver to test; Corpsmembers must pass a pre-GED to test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	8,723	60	\$44,923
CLASS 20	7,994	58	\$41,169

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Georgia - Fort Stewart

The Georgia Fort Stewart Youth ChalleNGe Academy, one of the ten pilot programs, conducted its first class in 1993 and has graduated 3,653 Corpsmembers since its inception. It is designated as an Adult Education program by the Georgia Department of Education. Upon earning a GED and completing the Residential Phase, the Richard Arnold Adult Education Center of the Savannah-Chatham County Public School System awards an Adult High School Diploma to its Corpsmembers. This site has partnered with Job Corps to provide their students with access to vocational courses including culinary arts, security guard training, facilities maintenance, and construction. Corpsmembers participating in the construction program built a Habitat for Humanity house from the ground up.

This program was awarded the coveted USO 2002 LTG Emmett H. Walker Academic Award.



G E O R G I A - F O R T S T E W A R T

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	230	158	211
CLASS 18	228	141	194
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	237	237	180
CLASS 20	201	201	127
GED TESTING POOL	16- and 17-year-olds must have a waiver to test; Corpsmembers must pass pre-GED to test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	8,537	36	\$43,966
CLASS 20	4,206	21	\$21,661

H a w a i i

The Hawaii National Guard Youth ChalleNGe Academy conducted its first class in 1994 and has graduated 1,428 since its inception. The program has awarded close to 85% of its graduates a GED or competency-based high school diploma. In partnership with Leeward Community College and the University of Hawaii, Corpsmembers attend a 40-hour "Self Development Course" to help them complete prerequisites for their high school diploma awarded through the Waipahu Community Schools for Adults. Students participate in an array of classroom activities tailored to facilitate the transition from the program to a lower key, yet still demanding, educational setting. The program has initiated a comprehensive Parent-to-Parent peer-counseling program to help parents and guardians learn to cope with their children and deal with the aspects of drug abuse. Graduation is a grand celebration, always attended by the Governor or Lieutenant Governor.

H A W A I I

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12		
CLASS 17	91	16	15		
CLASS 18	78	28	4		
GED	GRADUATES	# HSD	# NO HSD	# TESTED	# GEDs AWARDED
CLASS 19	93	61	32	0	0
CLASS 20	78	40	38	10	10
GED TESTING POOL	Corpsmembers must have a qualifying score on the TABE and the California Aptitude Test (CAT) to test.				
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE		
CLASS 19	6,558	71	\$33,774		
CLASS 20	3,978	51	\$20,487		



Illinois

The Illinois Lincoln Challenge Academy, one of the ten pilot programs, has graduated more than 6,900 Corpsmembers since its inception in August 1993. This program consistently graduates more than its target enrollment, enjoys an exceptional GED pass rate, and increased the TABE scores of Corpsmembers an average of two grade levels. The Academy has developed a partnership with the Illinois Community College Board, which awards scholarships for selected Corpsmembers. To date, the Academy has been able to offer 1,866 scholarships to Corpsmembers totaling nearly \$1.1 million, allowing them to continue their education at one of the 48 community colleges in the State. The Academy has trained over 4,000 mentors, making it one of the largest mentoring programs within the State. The program's core component curriculum, combined with extra curricular activities, creates a holistic environment designed to foster Corpsmember success. The Academy has been recognized throughout the State for its commitment to various community service projects and its continuous participation in several ceremonial events.

ILLINOIS			
PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	449	275	133
CLASS 18	351	199	134
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	361	361	266
CLASS 20	335	329	211
GED TESTING POOL	All Corpsmembers test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	21,641	60	\$111,451
CLASS 20	19,487	58	\$100,358

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Kentucky

The Kentucky Bluegrass Challenge Academy has graduated 561 Corpsmembers since its inception in 1999. The program is growing steadily each year and hopes to move above the 200 graduates per year threshold by 2004. The Residential Phase focuses on the eight core components as well as a mandatory vocational training component providing a rotation for all Corpsmembers through introductory courses in plumbing, masonry, heating ventilation and air conditioning (HVAC), carpentry and electrical wiring. Kentucky also has a dedicated reading instructor and has adopted a COHORT model for the delivery of basic courseware. In this model, designated cadre help with classes and teachers accompany Corpsmembers to trades training to better bond the staff and facilitate the connection with Corpsmembers.

This program was awarded the coveted 2002 USO award for Excellence in the area of Life Skills.



K E N T U C K Y

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	85	44	77
CLASS 18	73	62	68
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	83	57	57
CLASS 20	72	40	39
GED TESTING POOL	Corpsmembers must pass a pre-GED to test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	15,714	189	\$80,927
CLASS 20	7,739	107	\$39,856

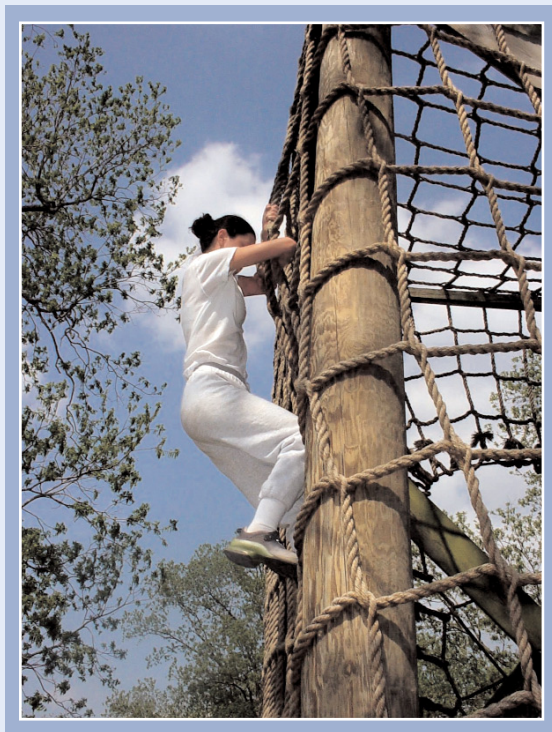
Louisiana – Camp Beauregard, Camp Minden, and Gillis Long

The Louisiana Youth ChalleNGe Program is a senior program and has the distinction of being the only program to have three sites located in the State. Since its inception in 1993, the program has graduated 5,232 Corpsmembers from its three sites. The program enjoys great bipartisan support from the Louisiana State Legislature and from its Congressional representatives in Washington D.C. Louisiana opened its first ChalleNGe Program in 1993 at Camp Beauregard located in Pineville, LA, and is one of the original ten pilot programs.

The second ChalleNGe Program in Louisiana opened in 1999 at the Gillis W. Long Facility located in Carville, LA. This site received the coveted 2002 USO award as the "Best All Around Youth ChalleNGe Program" and did so after being in operation for only four years.

The third site is located at Camp Minden in north Louisiana and opened in 2002. This program graduated 82 Corpsmembers in its first cycle in operation and is now into its third cycle and continues grow in knowledge and experience.

In addition to having three program sites in the State, Louisiana also has the distinction of having the only Job ChalleNGe Program in the nation. This program is a state/federal funded program sponsored by the Louisiana National Guard that trains some ChalleNGe





Program graduates in skilled trades that allow them placement opportunities after graduation from the Job ChalleNGe Program. Corpsmembers receive training in commercial painting, turf management, welding, culinary arts, clerical skills, fire fighting, carpentry, and masonry, to name a few. The Job ChalleNGe Program is a ninety-day program that prepares graduates for entry-level jobs in the fields taught. This program, like the Youth ChalleNGe Program, is free to the participants and demonstrates the dedication that Louisiana has to truly changing the future of the young men and women who attend these programs.

Any Corpsmember graduating from the Louisiana Youth ChalleNGe Program is eligible for free tuition at any of Louisiana's technical schools and colleges offering skill and technical training.

The Camp Beauregard program was awarded the coveted 2002 USO award for Best Post-Residential Program.

LOUISIANA - CAMP BEAUREGARD

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	222	153	172
CLASS 18	191	155	143
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	206	123	98
CLASS 20	183	103	85
GED TESTING POOL	16- and 17-year-olds must have a waiver to test; Corpsmembers must pass a pre-GED to test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	19,362	94	\$99,714
CLASS 20	18,565	101	\$95,610

LOUISIANA - CAMP MINDEN

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	<i>Note: Camp Minden started its program with class 19.</i>		
CLASS 18			
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	93	55	45
CLASS 20	99	60	52
GED TESTING POOL	16- and 17-year-olds must have a waiver to test; Corpsmembers must pass a pre-GED to test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	4,905	53	\$25,261
CLASS 20	5,490	55	\$28,274



The Gillis Long program was awarded the coveted 2002 USO award for Best All Around Youth ChalleNGe Program.

LOUISIANA - GILLIS LONG			
PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	205	186	182
CLASS 18	192	179	171
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	199	106	88
CLASS 20	202	107	88
GED TESTING POOL	16- and 17-year-olds must have a waiver to test; Corpsmembers must pass a pre-GED to test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	14,652	74	\$75,458
CLASS 20	11,180	55	\$57,577

Maryland

The Maryland Freestate ChalleNGe Academy has graduated 1,608 Corpsmembers since its inception in 1993 as a pilot program. The alliance developed with the Harford Community College provides quality teachers, resulting in a strong academic program. The program has also partnered with the elite "Silver Wings Program," an aviation and flight education program initially begun by retired WWII and WWII fighter pilots. At the end of the course each Corpsmember makes an assisted flight in a Cessna 172 aircraft. As a community service initiative, Corpsmembers have committed themselves to maintaining the Mount Auburn Cemetery in Baltimore, the oldest black cemetery in the State.

MARYLAND			
PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	100	64	50
CLASS 18	63	41	33
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	82	82	58
CLASS 20	95	95	65
GED TESTING POOL	All Corpsmembers test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	4,238	52	\$21,826
CLASS 20	4,484	47	\$23,093



Michigan

The Michigan Youth ChalleNGe Academy has graduated 624 Corpsmembers since its inception in August 1999. The program is an alternative school accredited by the North Central Association, Commission on Accreditation and School Improvement and offers its Corpsmembers four high school credits if they wish to transfer back to high school after graduating from ChalleNGe. The program has taken advantage of partnerships with a variety of public and private agencies in establishing a well-rounded program. Corpsmembers have the opportunity to receive up to 15 college credits hours through Kalamazoo Community College.

M I C H I G A N			
PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	66	55	59
CLASS 18	88	88	74
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	72	72	51
CLASS 20	91	86	52
GED TESTING POOL	Corpsmembers must pass a pre-GED to test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	4,207	58	\$21,666
CLASS 20	5,637	62	\$29,031

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Mississippi

The Mississippi Youth ChalleNGe Program and ChalleNGe Academy has graduated 3,531 Corpsmembers since its inception in 1994. The program continues to be an effective program for at-risk youth, consistently graduating more than its target enrollment per cycle. Here Dr. William Glasser's Choice Theory encases a very tight integration of the eight core components, resulting in Corpsmembers who have developed solid decision-making skills that will enhance their chances of success after graduation. The Academy provides a strong academic program with credentialed instructors, combined with a well-trained staff of cadre and credentialed counselors. Graduates can earn both a GED certificate and a high school diploma, and up to nine semester hours of credit at William Carey College. The Academy also offers an excellent apprenticeship program focusing on building trades for those Corpsmembers not enrolling in college after graduation.

This program was awarded the coveted 2002 USO award for Excellence in the area of Job Skills.



M I S S I S S I P P I

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12	
CLASS 17	206	193	188	
CLASS 18	197	192	179	
GED	GRADUATES	# HSD	# TESTED	# GEDs AWARDED
CLASS 19	206	168	206	177
CLASS 20	207	173	207	180
GED TESTING POOL	All Corpsmembers test.			
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE	
CLASS 19	33,942	165	\$174,801	
CLASS 20	21,273	103	\$109,556	

Montana

The Montana ChalleNGe Program conducted its first class in 1999 and has since graduated 812 Corpsmembers. A local community volunteer board screens applications for admission and helps to further tie the program to the small community of Dillon, Montana. The staff is proactive in improving educational opportunities for Corpsmembers at every point throughout the ChalleNGe cycle. The program is constantly evolving to continue to meet the needs of the youth in the State. A recent innovation is the ChalleNGe College Program in which ChalleNGe graduates enroll in college while still living in a structured environment.

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M O N T A N A

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	69	44	48
CLASS 18	90	37	70
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	76	76	60
CLASS 20	80	80	79
GED TESTING POOL	16-year-olds must have a waiver to test; All Corpsmembers test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	4,491	59	\$23,129
CLASS 20	6,013	75	\$30,967



New Jersey

The New Jersey Youth ChalleNGe Program has graduated 1,312 Corpsmembers since it was initiated in 1994. All Corpsmembers earning a GED through the New Jersey ChalleNGe Program are awarded a state high school diploma. The program has utilized an innovative method to prepare its Corpsmembers for re-entry into their communities by providing them with a high-tech computer laboratory that assists the Corpsmembers with life coping skills, financial management and cognitive development. As part of the program's community service efforts, Corpsmembers have reconditioned 50 computers given to them by the Library of Congress and presented them to The Lighthouse Foundation, a local fire department, and The New Jersey Prevention Network (focuses on prevention of alcohol, tobacco, drug abuse and related issues). Corpsmembers are also responsible for placing flags on the graves of New Jersey's War Veterans on Memorial Day.

NEW JERSEY			
PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	85	21	39
CLASS 18	85	39	79
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	79	79	33
CLASS 20	62	62	35
GED TESTING POOL	All Corpsmembers test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	3,500	44	\$18,025
CLASS 20	4,000	65	\$20,600

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New Mexico

The New Mexico Youth ChalleNGe Academy has graduated over 290 Corpsmembers since its inception in 2001. Corpsmembers in this program have the opportunity to take advantage of earning 15 college credit hours through Eastern New Mexico University at Roswell. At the university Corpsmembers learn such trades as welding, culinary arts, auto body mechanics and certified nursing assistant. All Corpsmembers participate in a Wildland Firefighting Certification program in the Capitan Mountains. They also earn one college credit for participating in an urban forestation project in the Roswell community. The motto of the program, "You can be anything you are capable of," supports the program philosophy that Corpsmembers can realize truly obtainable goals.

This program was awarded the coveted 2002 USO Progressive Program Award.



NEW MEXICO

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	40	35	22
CLASS 18	61	59	44
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	100	100	61
CLASS 20	86	86	48
GED TESTING POOL	All Corpsmembers test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	4,269	43	\$21,985
CLASS 20	5,563	65	\$28,649

North Carolina

The North Carolina Tarheel ChalleNGe Academy has graduated over 1,500 Corpsmembers since its inception in 1994. It is also the first ChalleNGe Program to have its own Civil Air Patrol unit. Each Corpsmember gains experience by riding in a Black Hawk helicopter and a C-130 aircraft. Also unique to this program is the Governor's Page Program in which selected Corpsmembers serve a week in the State House and Senate. Academic high achievers are offered the College Level Examination Program, where they can earn up to six college credit hours.

NORTH CAROLINA

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	107	63	28
CLASS 18	98	62	35
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	104	92	66
CLASS 20	89	72	57
GED TESTING POOL	16- and 17-year-olds must have a waiver to test; All Corpsmembers must pass a pre-GED to test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	12,401	119	\$63,865
CLASS 20	15,125	170	\$77,894





Oklahoma

The Oklahoma Thunderbird Youth [ChalleNGe] Academy, one of the pilot programs, has graduated 1,718 Corpsmembers since 1993. A major focus of the program is community service, evidenced by the more than 34,000 hours the program committed to this core component during the year. For its dedicated service to the Northeast Oklahoma area, the Academy has received The Oklahoma State Department of Parks and Recreation Service Award and the National Parks and Recreation Association Service Award.

This program was awarded the coveted 2002 USO award for Excellence in the area of Physical Fitness.

OKLAHOMA			
PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	85	73	49
CLASS 18	96	78	49
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	86	86	63
CLASS 20	102	94	79
GED TESTING POOL	A 10th grade equivalent on the TABE is required; All Corpsmembers must pass a pre-GED to test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	14,969	174	\$77,090
CLASS 20	19,468	191	\$100,260

Oregon

The Oregon National Guard Youth ChalleNGe Program, an accredited high school, has graduated in excess of 3,500 Corpsmembers since its inception in 1999. This program offers Corpsmembers a strong character development curriculum and a values course that stresses the importance of

making life changes from the inside out. The program has built homes through Habitat for Humanity and participated in fire prevention activities such as removing noxious bushes and shrubs and other items that fuel fires from the landscape to help prevent forest fires.



O R E G O N

PLACEMENT	GRADUATES	# PLACED MONTH 1		# PLACED MONTH 12	
CLASS 17	113	77		107	
CLASS 18	107	87		106	
GED	GRADUATES	# HSD	# NO HSD	# TESTED	# GEDs AWARDED
CLASS 19	83	43	40	23	21
CLASS 20	94	47	47	13	11
GED TESTING POOL	Corpsmembers who receive a high school diploma do not take the GED. 16-year-olds must have a waiver to test; All Corpsmembers must pass a pre-GED to test.				
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE		C/S VALUE	
CLASS 19	12,234	147		\$63,005	
CLASS 20	9,593	102		\$49,404	

P u e r t o R i c o

The Puerto Rico ChalleNGe Program has graduated 976 Corpsmembers since its inception in 1999. The program is well known throughout the island and attracts several hundred applicants each cycle. Corpsmembers at this site have provided many hours of companionship to the residents of Centro Geriatrico de la Playa de Ponce, a local nursing home. Corpsmembers also get the opportunity help with Puerto Rico's Junior Olympics program.

P U E R T O R I C O

PLACEMENT	GRADUATES	# PLACED MONTH 1		# PLACED MONTH 12	
CLASS 17	126	111		74	
CLASS 18	157	148		103	
GED	GRADUATES	# HSD	# NO HSD	# TESTED	# GEDs AWARDED
CLASS 19	128	55	73	128	55
CLASS 20	127	-	-	126	-*
GED TESTING POOL	16- and 17-year-olds not tested.				
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE		C/S VALUE	
CLASS 19	7,729	60		\$39,804	
CLASS 20	8,408	66		\$43,301	

* No test results available at this time.



South Carolina – Allendale

The South Carolina Salkehatchie Youth ChalleNGe Program, located in Allendale, South Carolina, has graduated 189 Corpsmembers since its inception in 2000. It serves a rural, economically depressed area. In order to strengthen the program and better meet the needs of the area, the program has partnered with Clemson University's Youth Learning Institute. The new facility will be located near Aiken, SC, and will enable the program to offer greater opportunities to Corpsmembers while increasing enrollment. In addition to increased educational benefits, hiking, swimming, horseback riding, archery and canoeing can be added to Corpsmember physical fitness activities.

SOUTH CAROLINA – ALLENDALE			
PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 18 ¹	42	3	0
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	46	23	6
CLASS 20	52	28	12
GED TESTING POOL	All Corpsmembers must pass a pre-GED to test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	1,910	42	\$9,837
CLASS 20	2,140	41	\$11,021

¹ This was the initial class conducted at this site.

South Carolina - Columbia

The South Carolina Youth ChalleNGe Academy, located in Columbia, SC, has graduated 922 Corpsmembers since its inception in July 1998. The program is affiliated with the Wil Lou Gray Opportunity School, whose teaching and support staff serve the ChalleNGe program. Although successful awarding of the GED certificate is a goal of all Corpsmembers, the program works to create a balanced focus for participants. Corpsmembers are taught life-skills, moral and ethical values, and a belief that successful completion of ChalleNGe is only the beginning of many opportunities for achievement in their lives. Every Corpsmembers participates in community service such as mentoring young students and assisting elementary school teachers in nearby schools. Interested Corpsmembers can receive certification in technical skills courses, and all participate in numerous job orientation programs. Rarely a day passes without a former Corpsmember returning to campus looking for cadre and teachers to thank them for having helped to change the pattern of their lives.



S O U T H C A R O L I N A - C O L U M B I A

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	100	62	46
CLASS 18	94	64	20
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	137	97	71
CLASS 20	118	102	64
GED TESTING POOL	All Corpsmembers must pass a pre-GED to test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	9,861	72	\$50,784
CLASS 20	6,892	58	\$35,494

T e x a s

The Texas Seaborn Challenge Corps has graduated 801 Corpsmembers since its first class in 1999. Verified placement for this year's two graduating classes includes 38 graduates choosing post secondary education, 77 working in full or part time jobs and 39 selecting military service to start their professional lives. The program's fifteen top academic students in each class are enrolled at Galveston Community College and complete a three-semester hour course in history or government during the Residential Phase. Corpsmembers have supported environmental programs including creation of a prairie preserve and building the Challenger and Schreiber parks. Weekly service project sponsors, including the University of Texas Medical Center, the Galveston County Court House, American Red Cross and the Bolivar Peninsula Elementary School, also provide relevant work assignments in professional settings. All graduates earn a \$1,000 educational stipend as Americorps Volunteers through the National Service Trust because of their volunteer service.

T E X A S

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	103	64	72
CLASS 18	105	51	62
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	102	98	64
CLASS 20	107	95	64
GED TESTING POOL	All Corpsmembers test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	32,204	316	\$165,851
CLASS 20	27,131	254	\$139,725



Virginia

The Virginia Commonwealth ChalleNGe Program has graduated 1,602 Corpsmembers since its inception in 1994. Corpsmembers call on their Senators and Congress members and have the opportunity to visit the Naval Academy, the Virginia Military Institute, 2- and 4-year colleges and a vocational training facility. Corpsmembers support such community service activities as the Miss Wheelchair Virginia Pageant, the NCAA Basketball Tournament at ODU, the VA Attorney General's Victims Rights three-mile walk, and the inland waterway cleanup. The Mayor of Virginia Beach recently presented the program with the "Partners in Clean, Targeted Cleanup Achievement Award."

This program was awarded the coveted 2002 USO LTG Herbert R. Temple Leadership award.

VIRGINIA			
PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	122	120	90
CLASS 18	101	88	89
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	97	97	80
CLASS 20	75	75	50
GED TESTING POOL	All Corpsmembers test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	17,729	183	\$91,304
CLASS 20	11,472	153	\$59,081

West Virginia

The West Virginia Mountaineer ChalleNGe Academy has graduated 1,138 Corpsmembers since its inception in 1993 as a pilot program. This program's community service reflects true service learning. Celebrating a decade of service with the Academy are the American Red Cross Blood Services, Habitat for Humanity, the McGrew Society, the Preston County Animal Shelter, Arthurdale Heritage, and Heartland of Preston County. The concept of whole person development is reflected in this program. Corpsmembers open and maintain an actual checking account through a local bank while in the Residential Phase. To prepare them for Post-Residential Phase opportunities, all Corpsmembers are given instruction and certified in CPR-First Aid and hunter safety, and they earn a food handlers permit.



W E S T V I R G I N I A

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	66	45	40
CLASS 18	63	46	21
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	74	74	58
CLASS 20	75	66	41
GED TESTING POOL	All Corpsmembers test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	4,613	62	\$23,757
CLASS 20	5,596	75	\$28,819

W i s c o n s i n

The Wisconsin ChalleNGe Academy program began in 1998, and has graduated 755 Corpsmembers since its inception. Of the 755 graduates, the program has issued 622 GEDs. The program focuses on making intrinsic changes through its character development program and its unique Senior Cadet Program. Corpsmembers make application, and are carefully screened, in order to join this elite group of students. Blending community service with character development, the program recently instituted a Corpsmember's Speakers Bureau. Corpsmembers visit nearby 4th grade classes and talk with youngsters about smart decision-making. Corpsmembers also assist WWII, Korean War, and Vietnam War veterans at the local VA Hospital by reading letters, playing games, and simply by listening to their lives' stories.

W I S C O N S I N

PLACEMENT	GRADUATES	# PLACED MONTH 1	# PLACED MONTH 12
CLASS 17	74	54	54
CLASS 18	80	42	57
GED	GRADUATES	# TESTED	# GEDs AWARDED
CLASS 19	68	68	65
CLASS 20	77	77	71
GED TESTING POOL	All Corpsmembers test.		
COMMUNITY SERVICE	C/S HOURS	AVERAGE PER GRADUATE	C/S VALUE
CLASS 19	5,930	87	\$30,540
CLASS 20	10,448	136	\$53,807





2003 Financial Highlights



FY 2003 CHALLENGE FUNDING

STATE	ANNUAL TARGET ENROLLMENT	ANNUAL BUDGET		
		FEDERAL	STATE	TOTAL
AK	250	\$2,363,000	\$1,575,333	\$3,938,333
AR	200	\$1,680,000	\$1,120,000	\$2,800,000
AZ	200	\$1,680,000	\$1,120,000	\$2,800,000
CA	200	\$1,680,000	\$1,120,000	\$2,800,000
DC*	60	\$880,000	\$0	\$880,000
FL	200	\$1,680,000	\$1,120,000	\$2,800,000
GA - FG	200	\$1,680,000	\$1,120,000	\$2,800,000
GA - FS	400	\$3,360,000	\$2,240,000	\$5,600,000
HI	200	\$1,680,000	\$1,120,000	\$2,800,000
IL	732	\$6,146,000	\$4,097,333	\$10,243,333
KY	200	\$1,680,000	\$1,120,000	\$2,800,000
LA - CB	350	\$2,940,000	\$1,960,000	\$4,900,000
LA - CM	200	\$1,680,000	\$1,120,000	\$2,800,000
LA - GL	300	\$2,520,000	\$1,680,000	\$4,200,000
MD	140	\$1,176,000	\$784,000	\$1,960,000
MI	200	\$1,680,000	\$1,120,000	\$2,800,000
MS	400	\$3,360,000	\$2,240,000	\$5,600,000
MT	200	\$1,680,000	\$1,120,000	\$2,800,000
NV**	24	\$202,000	\$134,667	\$336,667
NJ	200	\$1,680,000	\$1,120,000	\$2,800,000
NM	200	\$1,680,000	\$1,120,000	\$2,800,000
NC	202	\$1,694,000	\$1,129,333	\$2,823,333
OK	250	\$2,100,000	\$1,400,000	\$3,500,000
OR	200	\$1,680,000	\$1,120,000	\$2,800,000
PR	200	\$1,680,000	\$1,120,000	\$2,800,000
SC - AD	133	\$1,117,000	\$744,667	\$1,861,667
SC - CO	219	\$1,840,000	\$1,226,667	\$3,066,667
TX	200	\$1,680,000	\$1,120,000	\$2,800,000
VA	178	\$1,496,000	\$997,333	\$2,493,333
WV	200	\$1,680,000	\$1,120,000	\$2,800,000
WI	219	\$1,840,000	\$1,226,667	\$3,066,667
Totals	7057	\$59,914,000	\$39,356,000	\$99,270,000
National Guard Bureau		\$3,915,000		
Totals		\$63,829,000		

* DC does not have a ChalleNGe program site. DC youth attend the MD ChalleNGe program.

** NV does not have a ChalleNGe program site. NV youth attend the AZ ChalleNGe program.



COST PER CORPSMEMBER (CM)			PERCENT OF COSTS	
COST/CM	FEDERAL COST CM	STATE COST CM	FEDERAL	STATE
\$15,753	\$9,452	\$6,301	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,667	\$14,667	\$0	100%	0%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$13,994	\$8,396	\$5,597	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,028	\$8,417	\$5,611	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$13,977	\$8,386	\$5,591	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$13,997	\$8,398	\$5,599	60%	40%
\$14,003	\$8,402	\$5,601	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,007	\$8,404	\$5,603	60%	40%
\$14,000	\$8,400	\$5,600	60%	40%
\$14,003	\$8,402	\$5,601	60%	40%
\$14,067	\$8,440	\$5,627	60%	40%



Benefit Analysis

Assessment of program benefits is an important part of evaluating the National Guard ChalleNGe program. However, the typical Cost-Benefit Analysis¹⁴ is not feasible for ChalleNGe, as comparable programs lack key ChalleNGe program attributes and assigning monetary values brings an unacceptable subjectivity to the analysis process. Cost effectiveness of comparable programs allows for assessment of a range of funded options.

Without assigning monetary values, the following benefits are identified as accruing from the ChalleNGe Program:

Higher Lifetime Earnings - Individuals having attained a GED credential have earnings 27% higher than those without.¹⁵

Lower Rate of Encounters with the Judicial System – Fifty percent of incarcerated adults do not have a high school diploma or a GED.¹⁶ The Eight Core components of the ChalleNGe Program, including academic excellence and the pursuit of a GED or increased math and reading comprehension, provide the groundwork for responsible citizenship and social responsibility, which infer a lower incarceration rate for ChalleNGe graduates reaching adulthood than their non-high school graduate cohorts.

Benefits Accruing from Community Service - Communities in the areas surrounding ChalleNGe sites received \$3,358,240 worth of volunteer services from ChalleNGe program participants. This figure is considered low as it is calculated on minimum wage, and some services would have cost considerably more if paid employees or contractors provided them.

Cost-Effectiveness Analysis. A program is cost-effective if, on the basis of analysis of competing alternatives, it is determined to have the lowest costs for a given amount of benefits. Cost effectiveness analysis is appropriate whenever it is unnecessary or impractical to consider the dollar value of the benefits provided by the alternatives under consideration. This is the case whenever each alternative has the same annual benefits expressed in monetary terms; or each alternative has the same annual affects, but dollar values cannot be assigned to their benefits.

Data is not available to support comparative benefits of youth programs, and while program content and lengths may vary, cost-per-day can be used as common unit of measurement.

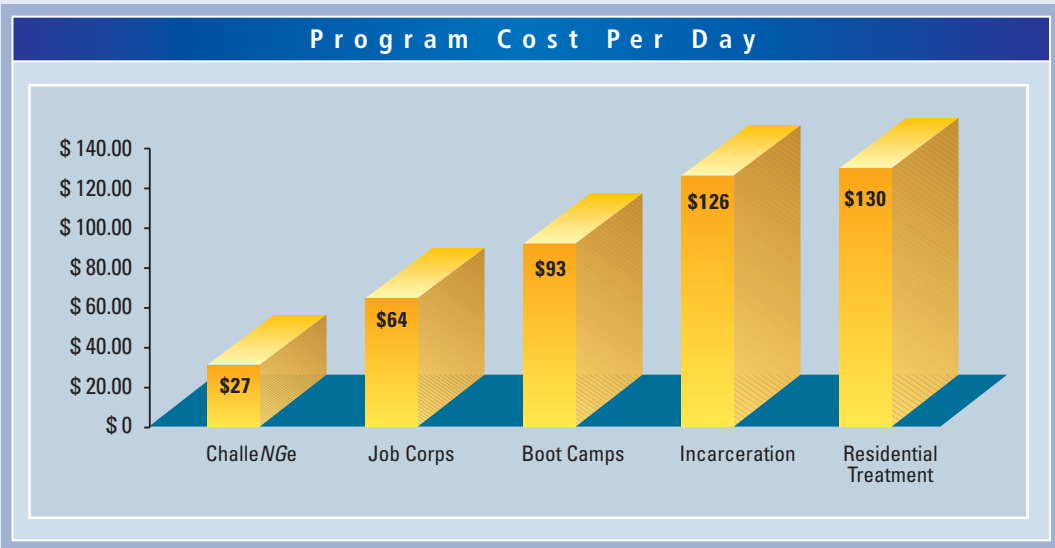
¹⁴ Circular No. A-94 Revised (Transmittal Memo No. 64) October 29, 1992, Memorandum for Heads of Executive Departments and Establishments, SUBJECT: Guidelines and Discount Rates for Benefit-Cost Analysis of Federal Programs.

¹⁵ Department of Labor, <http://www.dol.gov/asp/fibre/dropout.htm>.

¹⁶ System for Adult Basic Education Support (SABES) "State of the State – Behind Bars: ABE for the incarcerated," Winter, 2003. <http://www.sabes.org/resources/fieldnotes/vol12/f23bickerton.htm>



As the following graph indicates, on a cost-per-day basis the National Guard ChalleNGe Program compares favorably against common alternatives for the ChalleNGe effort. The ChalleNGe Program costs \$14,000 per Corpsmember over 17 months, equating to \$27.45 per day. Job Corps¹⁷, with an average program length of 13 months, and a total average cost of \$25,000, is \$64.40 per day. Boot camps¹⁸ vary in length, and cost, on average, \$93.00 per day. Note the significantly higher cost per day for incarceration¹⁹ and adjudicated residential programs²⁰, which are \$126.03 and \$130 respectively.



¹⁷ [Legis.state.sd.us/sessions/1999/cmminute/SAP02110800.htm](http://legis.state.sd.us/sessions/1999/cmminute/SAP02110800.htm).

¹⁸ National Institute of Justice. (1994). *Boot Camps for Adult and Juvenile Offenders: An Overview and Update*. Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice, 49. Search Engine: Metacrawler.com.

¹⁹ *Juvenile Bootcamps: Cost and Effectiveness v.s. Residential Facilities*. <http://www.kci.org/publication>.

²⁰ *Juvenile Bootcamps: Cost and Effectiveness v.s. Residential Facilities*. <http://www.kci.org/publication>.



Appendix 1 – Data Tables and Charts

CHALLENGE GRADUATES

	CLASS 19 RESIDENTIAL		CLASS 20 RESIDENTIAL	
	Initial Enrollment (Day 1 Week 3)	Graduates	Initial Enrollment (Day 1 Week 3)	Graduates
AK	142	107	135	97
AZ	122	94	104	81
AR	112	99	121	91
CA	131	109	137	119
FL	155	131	130	111
GA-FG	171	146	159	139
GA-FS	302	237	267	201
HI	106	93	90	78
IL	472	361	408	335
KY	133	83	103	72
LA-CB	238	206	233	183
LA-CM	113	93	123	99
LA-GL	270	199	241	202
MD	124	82	136	95
MI	98	72	96	91
MS	234	206	238	207
MT	99	76	103	80
NJ	110	79	87	62
NM	103	100	109	86
NC	126	104	132	89
OK	124	86	124	102
OR	100	83	102	94
PR	153	128	152	127
SC-AD	81	46	64	52
SC-CO	173	137	164	118
TX	120	102	124	107
VA	136	97	97	75
WV	94	74	89	75
WI	96	68	101	77
Totals	4,438	3,498	4,169	3,345



CHALLENGE GEDS AND HIGH SCHOOL DIPLOMAS AWARDED

	CLASS 19 RESIDENTIAL					CLASS 20 RESIDENTIAL				
	Initial Enrollment (Day 1 Week 3)	# Grads	# of Grads Tested for GED	# of Grads Passed GED	# HSDs*	Initial Enrollment (Day 1 Week 3)	# Grads	# of Grads Tested for GED	# of Grads Passed GED	# HSDs*
AK	142	107	85	62	1	135	97	85	66	1
AZ	122	94	94	79		104	81	80	69	
AR	112	99	63	60		121	91	74	67	
CA	131	109	59	31	6	137	119	59	38	8
FL	155	131	113	95	38	130	111	95	84	62
GA-FG	171	146	121	98		159	139	118	104	
GA-FS	302	237	237	180		267	201	201	127	
HI	106	93	0	0	61	90	78	10	10	40
IL	472	361	361	266		408	335	329	211	
KY	133	83	57	57		103	72	40	39	
LA-CB	238	206	123	98	0	233	183	103	85	0
LA-CM	113	93	55	45		123	99	60	52	
LA-GL	270	199	106	88	0	241	202	107	88	0
MD	124	82	82	58		136	95	95	65	
MI	98	72	72	51	0	96	91	86	52	
MS	234	206	206	177	168	238	207	207	180	173
MT	99	76	76	60	0	103	80	80	79	0
NJ	110	79	79	33		87	62	62	35	
NM	103	100	100	61	0	109	86	86	48	0
NC	126	104	92	66		132	89	72	57	
OK	124	86	86	63		124	102	94	79	
OR	100	83	23	21	43	102	94	13	11	47
PR	153	128	128	55	55	152	127	126	-**	-
SC-AD	81	46	23	6		64	52	28	12	
SC-CO	173	137	97	71	0	164	118	102	64	
TX	120	102	98	64		124	107	95	64	
VA	136	97	97	80		97	75	75	50	
WV	94	74	74	58	0	89	75	66	41	
WI	96	68	68	65		101	77	77	71	
Totals	4,438	3,498	2,875	2,148	372	4,169	3,345	2,724	1,948	331

* HSD = high school diploma.

** No test results available at this time.



COMMUNITY SERVICE

	CLASS 19 RESIDENTIAL				CLASS 20 RESIDENTIAL			
	Initial Enrollment (Day 1 Week 3)	# Grads	Community Service Hours	Community Service Value	Initial Enrollment (Day 1 Week 3)	# Grads	Community Service Hours	Community Service Value
AK	142	107	21,966	157,057	135	97	27,269	194,973
AZ	122	94	10,860	55,929	104	81	11,148	57,412
AR	112	99	6,353	32,718	121	91	10,629	54,739
CA	131	109	5,960	30,694	137	119	5,894	30,354
FL	155	131	9,251	47,643	130	111	7,434	38,285
GA-FG	171	146	8,723	44,923	159	139	7,994	41,169
GA-FS	302	237	8,537	43,966	267	201	4,206	21,661
HI	106	93	6,558	33,774	90	78	3,978	20,487
IL	472	361	21,641	111,451	408	335	19,487	100,358
KY	133	83	15,714	80,927	103	72	7,739	39,856
LA-CB	238	206	19,362	99,714	233	183	18,565	95,610
LA-CM	113	93	4,905	25,261	123	99	5,490	28,274
LA-GL	270	199	14,652	75,458	241	202	11,180	57,577
MD	124	82	4,238	21,826	136	95	4,484	23,093
MI	98	72	4,207	21,666	96	91	5,637	29,031
MS	234	206	33,942	174,801	238	207	21,273	109,556
MT	99	76	4,491	23,129	103	80	6,013	30,967
NJ	110	79	3,500	18,025	87	62	4,000	20,600
NM	103	100	4,269	21,985	109	86	5,563	28,649
NC	126	104	12,401	63,865	132	89	15,125	77,894
OK	124	86	14,969	77,090	124	102	19,468	100,260
OR	100	83	12,234	63,005	102	94	9,593	49,404
PR	153	128	7,729	39,804	152	127	8,408	43,301
SC-AD	81	46	1,910	9,837	64	52	2,140	11,021
SC-CO	173	137	9,861	50,784	164	118	6,892	35,494
TX	120	102	32,204	165,851	124	107	27,131	139,725
VA	136	97	17,729	91,304	97	75	11,472	59,081
WV	94	74	4,613	23,757	89	75	5,596	28,819
WI	96	68	5,930	30,540	101	77	10,448	53,807
Totals	4,438	3,498	328,709	\$ 1,736,783	4,169	3,345	304,256	\$ 1,621,456



CORPSMEMBER-MENTOR MATCHES

	CLASS 17 POST-RESIDENTIAL			CLASS 18 POST-RESIDENTIAL		
	Graduates	Matches Month 1	Matches Month 12	Graduates	Matches Month 1	Matches Month 12
AK	96	96	96	94	94	94
AZ	68	68	34	69	48	37
AR	75	69	67	88	88	81
CA	113	99	100	119	99	100
FL	112	67	42	103	67	16
GA-FG	151	142	142	122	119	119
GA-FS	230	211	128	228	90	148
HI	91	74	89	78	78	78
IL	449	360	298	351	218	220
KY	85	84	80	73	73	71
LA-CB	222	222	221	191	190	190
LA-CM*						
LA-GL	205	205	205	192	192	192
MD	100	94	91	63	59	52
MI	66	66	66	88	88	86
MS	206	201	201	197	195	195
MT	69	64	64	90	86	84
NJ	85	84	85	85	84	85
NM	40	24	21	61	51	48
NC	107	60	60	98	74	74
OK	85	85	85	96	96	46
OR	113	59	91	107	78	98
PR	126	57	95	157	134	73
SC-AD**				42	16	28
SC-CO	100	83	83	94	71	71
TX	103	62	58	105	67	59
VA	122	120	108	101	92	94
WV	66	44	44	63	46	46
WI	74	61	24	80	59	30

* LA-CM did not have classes in the Post-Residential Phase during this reporting period.

** SC-AD did not have a class in the Post-Residential Phase for Class 17.



CORPSMEMBER PLACEMENT

	CLASS 17 POST-RESIDENTIAL					CLASS 18 POST-RESIDENTIAL				
	Grads	Placed Month 1	Placed Month 12	Not Placed Month 12	# No Contact at 12 Months	Grads	Placed Month 1	Placed Month 12	Not Placed Month 12	# No Contact at 12 Months
AK	96	75	83	0	13	94	88	88	0	6
AZ	68	24	67	0	1	69	44	54	0	15
AR	75	55	62	10	3	88	80	80	1	7
CA	113	104	105	0	8	119	100	29	1	89
FL	112	19	56	2	54	103	89	80	10	13
GA-FG	151	55	75	45	31	122	71	73	12	37
GA-FS	230	158	211	9	10	228	141	194	15	19
HI	91	16	15	68	8	78	28	4	70	4
IL	449	275	133	27	289	351	199	134	28	189
KY	85	44	77	0	8	73	62	68	0	5
LA-CB	222	153	172	43	7	191	155	143	45	3
LA-CM*										
LA-GL	205	186	182	22	1	192	179	171	13	8
MD	100	64	50	45	5	63	41	33	23	7
MI	66	55	59	0	7	88	88	74	18	12
MS	206	193	188	0	18	197	192	179	0	18
MT	69	44	48	5	16	90	37	70	6	14
NJ	85	21	39	46	0	85	39	79	6	0
NM	40	35	22	1	17	61	59	44	4	13
NC	107	63	28	7	72	98	62	35	2	61
OK	85	73	49	0	36	96	78	49	0	47
OR	113	77	107	5	1	107	87	106	0	1
PR	126	111	74	21	31	157	148	103	0	54
SC-AD**						42	3	0	0	42
SC-CO	100	62	46	42	12	94	64	20	52	22
TX	103	64	72	0	31	105	51	62	0	43
VA	122	120	90	0	32	101	88	89	0	12
WV	66	45	40	0	26	63	46	21	31	11
WI	74	54	54	10	10	80	42	57	20	3

* LA-CM and did not have classes in the Post-Residential Phase during this reporting period.

** SC-AD did not have a class in the Post-Residential Phase for Class 17.



Appendix 2- Definition of Terms

Active Mentor Match

A match between a Corpsmember and his or her mentor is described as "active" if they have a minimum of two contacts during each reporting period (30 days). Recording of the contacts begins immediately following the match in the Residential Phase and continues through the Post-Residential Phase.

Adjutant General

The senior officer of the National Guard organization in each state and territory.

Applied

Youth that have submitted completed applications for acceptance into a ChalleNGe Program.

Budgeted Cost

The dollar amount obligated to the ChalleNGe Program based on the target enrollment for a given fiscal year.

ChalleNGe Cadre

Members of the staff who provide primary supervision of ChalleNGe Corpsmembers and are responsible for administering quasi-military-based training and discipline at the ChalleNGe sites.

Case Manager

Staff members either paid or in volunteer status, who monitor the Post-Residential activities of Corpsmembers and their mentors.

ChalleNGe Counselor

Staff member responsible for providing guidance counseling services to ChalleNGe Corpsmembers. ChalleNGe counselors must have attained the same credentials required of high school guidance counselors in their state.

ChalleNGe Instructor

Staff member or contracted individual who provides the academic instruction necessary to prepare the ChalleNGe Corpsmembers for successful completion of the Academic Excellence core component. Instructors must have attained the same credentials required of high school teachers in their state.

Class

The 17-month program consisting of a 22-week Residential Phase, the first two weeks of which are referred to as Pre-ChalleNGe, and a 12-month Post-Residential Phase.

ChalleNGe Core Components

The eight areas in the intervention model that define the curriculum for the ChalleNGe Program: Leadership/Followership; Job Skills; Responsible Citizenship; Community Service; Health and Hygiene; Life Coping Skills; Academic Excellence; and Physical Fitness.





Corpsmembers

Young men and women accepted into, and participating in, the National Guard ChalleNGe Program. This title is most frequently assigned after successful completion of the Pre-ChalleNGe Phase.

Data Management and Reporting System (DMARS)

The data management system created for the ChalleNGe program. Each site uses DMARS to collect Corpsmember data and to report on individual progress and program activities.

Discipline

An enforced, fair, and consistent system of training, rewards, and punishment that molds moral character and develops self-control.

Drug Free Policy

ChalleNGe policy on substance abuse: ChalleNGe is a drug free program. All youth are required to submit to a drug screening with negative results as a condition for admission to ChalleNGe. Once admitted they are subject to periodic testing throughout the Residential Phase. Corpsmembers testing positive for drugs are released from the program.

Enrolled

Corpsmembers participating in the ChalleNGe Residential Phase following successful completion of the Pre-ChalleNGe Phase.

General Educational Development (GED) Test

A series of tests developed by the American Council on Education that enable persons who have not graduated from high school to demonstrate the attainment of developed abilities normally acquired through high school completion.

Graduate

A ChalleNGe Corpsmember who meets the standards for the eight core components and successfully completes the 22-week Residential Phase.

High School Dropout

A youth who is not attending or enrolled in, and has not graduated from a secondary school and does not have a GED or other alternative high school equivalency recognition approved by the state.

Initial Enrollment

The number of Corpsmembers who enter the first day of the ChalleNGe Residential Phase following successful completion of a Pre-ChalleNGe Phase.

Intervention Model

The structure, standards and content design for holistic growth and development for the participants in the ChalleNGe Program. The eight core components make up this model.

Job Book

The tool used to document participant performance in each of the eight core components. Performance is documented in DMARS and may also be maintained in hard copy.



Living Allowance

An amount up to \$15 per week that may be provided to Corpsmembers during the Residential Phase for personal expenses.

Manning Model

The organizational staffing design for a ChalleNGe program. This model is based on the number of participants per class.

Mentors

Volunteers who have passed a background screening and have completed the National Guard Bureau approved mentor-training program.

Outcome-Based Evaluation

Assessment methodology used by management to identify the results of a program's effort. For ChalleNGe it is consistent with guidance and requirements as stipulated in the Government Performance and Results Act. ChalleNGe program performance is measured by assessing compliance with the Master Cooperative Agreement and the implementation of the state plan at each ChalleNGe site.

Placement

An activity the Corpsmember engages in upon graduation that supports his or her Post-Residential Action Plan. Options include full-time school attendance, full-time work, full-time volunteer work, or a full-time equivalent combination of these activities.

Post-Residential Action Plan

The template used by ChalleNGe staff to assist Corpsmembers as they develop their short- and long-term goals. This document provides the structure for defining tasks and objectives that support goal achievement. Previously referred to as the Life Plan.

Post-Residential Phase

The 12-month period following graduation from the Residential Phase during which Corpsmembers are engaged in placement activities. Mentors provide guidance and support during regular interaction with Corpsmembers. The ChalleNGe staff, through a formal reporting process, monitor Post-Residential activities.

Pre-ChalleNGe

The first two weeks of the Residential Phase designed to identify those applicants who are capable and motivated to successfully complete the ChalleNGe program.

QUAD

ChalleNGe staff group consisting of the Cadre, Instructor, Counselor and Mentoring sections that regularly reviews the status of Corpsmembers. Expanded from the TRIAD concept to include the Mentoring section.

Quasi-Military Environment

Selected military and non-military cultural attributes combined to provide the structure, education, training and discipline that characterize activities of the ChalleNGe Program.



**Registered**

The youth who apply, are accepted, and report to the Pre-ChalleNGe Phase.

Re-Enrolled

The status of a ChalleNGe participant who terminated from a class and re-entered the same class within one week of termination.

State Plan

An implementation plan developed by each state and approved by the National Guard Bureau that identifies operational goals, objectives and tasks for the state's ChalleNGe Program.

Stipend

An amount up to \$2,200 that may be paid to successful graduates of the Residential Phase. The amount and method of distribution varies for each state.

TABE (Tests of Adult Basic Education)

A series of testing instruments used to identify individual educational levels in various academic subject areas such as Mathematics, Reading, Language, Comprehension and Science. The results of a TABE test indicate the grade level equivalent that the test taker has achieved. For example, a reading TABE score of 7.4 indicates that the test taker is reading at the 7th grade 4th month level.

Target Enrollment

The maximum number of Corpsmembers per class identified in a Program's budget for participation in, and graduation from, the ChalleNGe Program. The target enrollment varies in each program.

48

Terminated/Termination

Those Corpsmembers who separate from the ChalleNGe Program, either voluntarily or involuntarily.

Unemployed

Not regularly employed.

Under employed

Working either part-time or full-time for less than minimum wage.



Appendix 3- Program Support

Two contractors provide essential infrastructure support to the National Guard Bureau and the program sites. Dare Mighty Things, Inc. prepares ChalleNGe leaders and staff to achieve the desired outcomes for the program. This is accomplished through an integrated framework incorporating research, training and sustained learning. Research initiatives culminated in four benchmarking events in FY 2003: Application and Selection, Pre-ChalleNGe, Corpsmember Management, and GED Preparation and Testing. Training initiatives includes five national leadership-training workshops, four regional workshops for frontline staff, two program director workshops and an annual workshop for senior staff. Sustained learning was provided through direct and indirect technical assistance.

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AOC Solutions, Inc. (AOC) provides a full range of outcome-based operational evaluation and resource management review services for the ChalleNGe program. Thirty operational evaluations were conducted in FY 2003, along with support for benchmarking summits and Director's conferences and workshops. At the request of the National Guard Bureau, AOC is providing services to bring programs into alignment with the Government Performance and Results Act (GPRA) of 1993. Planning initiatives at the end of FY 2003 focused on providing each program the necessary guidance and support to prepare GPRA-compliant State Plans to be utilized for FY 2005 operations. During FY 2004, programs will be transitioning operations and revising support documentation to provide greater program accountability. NGB efforts include implementing a revised Job Book designed to more clearly define standards and more precisely evaluate Corpsmember performance throughout the Residential Phase. The FY 2004 program evaluation will be based on the five components of the President's Management Agenda in preparation for the GPRA-based evaluations being developed for FY 2005.

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