



National Guard Youth Challenge **NGE** Program



2012 Performance and Accountability Highlights

Mission and Vision of the National Guard Youth ChallengeNGe Program

Mission

The mission of the National Guard Youth ChallengeNGe Program is to intervene in and reclaim the lives of at-risk youth and produce program graduates with the values, skills, education, and self-discipline necessary to succeed as adults.

Vision

The National Guard Youth ChallengeNGe Program will be recognized as America's premier voluntary program for 16-18 year old high school dropouts, serving all 54 states and territories.



Message from the Chief



I am proud to present the 2012 review of the National Guard Youth ChalleNGe Program.

As we approach the end of the second decade of the Youth ChalleNGe Program, we find ourselves decisively engaged in an ongoing battle for the welfare of our Nation's youth. Each day in America, over 7,000 young people drop out of high school. If only half of the nation's 1.3 million dropouts from the class of 2010 had stayed in school and earned a high school diploma \$499 million in state tax revenue would have been realized. In 1993 Congress authorized Youth ChalleNGe as a pilot program and now, 19 years later, more than 113,000 Cadets have graduated and been given a second chance to pursue their dreams.

Each year, the Youth ChalleNGe program provides a unique opportunity for thousands of at-risk youth to experience a military-inspired program that not only assists them in achieving academic accomplishments, but also inculcates the skills and values necessary for them to become productive members of society. The Eight Core Components that form the foundational basis of the Youth ChalleNGe experience enrich the lives of these young Americans and support each Cadet's educational, emotional, moral, and physical development. For the majority of our Cadets, the National Guard Youth ChalleNGe Program is their last, best chance for a successful future.

In the past year, 8,703 former high school dropouts took the "ChalleNGe" and graduated. I congratulate each graduating Cadet on this important individual achievement.

None of this would be possible were it not for the support of members of Congress, the Governors, National Guardsmen, businesses, parents and family members, private organizations, and individual volunteers. To you we owe a debt of gratitude and commend you for joining us in this most worthwhile fight to reclaim the lives of our nation's struggling youth.

As Chief of the National Guard Bureau, it gives me a great sense of pride to be associated so closely with a program whose purpose is so noble. In advancing the goals and objectives of the Youth ChalleNGe program, I pledge my active and unwavering support.

A handwritten signature in black ink that reads "Frank J. Grass".

Frank J. Grass
General, US Army
Chief, National Guard Bureau

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Fast Facts

The National Guard Youth ChalleNGe Program

- Consists of a multi-phased intervention program
- Targets high school dropouts between the ages of 16 and 18
- Comprised of a structured, disciplined 5 1/2-month Residential Phase focusing on education and practical life skills followed by a 12-month Post-Residential Phase involving skilled and trained Mentors supporting Graduates engaged in positive, durable placement
- Graduated over 113,000 participants since its inception in 1993

The ChalleNGe Model

- Administered by the Department of Defense (DoD) and implemented by the National Guard Bureau (NGB)
- Funded by Federal and State entities with the Federal government contributing 75% and each state contributing 25%
- Formed around military-based discipline and training combined with educational instruction, experiential learning, and mentoring
- Focused on improving education, life skills, and employment potential of participants
- Based on eight core components that include Academic Excellence, Life Coping Skills, Job Skills, Health and Hygiene, Responsible Citizenship, Service to the Community, Leadership/Followership, and Physical Fitness

ChalleNGe Eligibility Criteria

- Economically and educationally disadvantaged youth from within each state, commonwealth, or territory hosting a program
- High school dropouts between 16 and 18 years of age
- Voluntary enrollment
- Unemployed or underemployed
- Drug free
- Not on parole or probation for other than juvenile status offenses, not indicted or charged, and free of felony convictions or capital offenses
- Physically and mentally capable to participate in the program with reasonable accommodations for physical and other disabilities

ChalleNGe Statistics 1993 - 2012

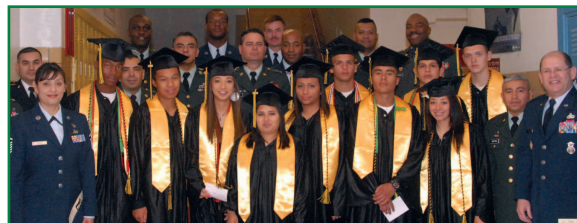
- 279,563 Applicants
- 150,454 Enrollees
- 113,145 Graduates
- 69,491 Academic Credentials Awarded
(GED, High School Diploma, High School or College Credit)
- 7,916,039 Hours of Service to Communities valued at \$152,102,175.00

Program Design

The following pages present the design of the National Guard Youth Challenge Program.



Executive Summary



Introduction to the National Guard Youth ChalleNGe Program

The National Guard Youth ChalleNGe Program (NGYCP) is a Federal and State funded youth intervention program that targets high school dropouts between the ages of 16 and 18. Program staff members intervene in the lives of program participants to develop skills that will produce program graduates with the values, education, and self-discipline necessary to succeed as adults.

Program Authorization

In the early 1990s, Congress recognized the inherent community strengths of the National Guard as well as its ability to train, lead, and mentor young people in a caring yet disciplined environment. The ChalleNGe model grew out of a project by the Center for Strategic and International Studies (CSIS) in the late 1980s and early 1990s that sought to develop new approaches for out-of-school youth. Authorized as a pilot program in 1993 and funded to start 10 programs, the NGYCP was then reauthorized as a permanent program under 32 U.S.C. 509. The NGYCP operates under the authority and oversight of the Assistant Secretary of Defense for Reserve Affairs, administered through the Chief, National Guard Bureau, and executed by the Adjutants General of the States and Territories. The program maintains 34 sites in 27 states, the District of Columbia, and Puerto Rico. In 2009, ChalleNGe legislation was amended, raising the maximum share of federal funding from 60% to 75%.

Program Description

The goal of the NGYCP is to improve the education, life skills, and employment potential of America's high school dropouts. This is accomplished by providing military based training, supervised work experience, and by advancing the program core components. The core components include assisting participants to obtain a high school diploma or equivalent, developing leadership qualities, promoting fellowship and service to community, developing citizenship, life-coping and job skills, and improving physical fitness, health, and hygiene. The program consists of a 2-week Acclimation Period, a 20-week Residential Phase, and a 12-month Post-Residential mentoring phase.

Summary

Since 1993, over 113,000 students have successfully completed the program. A longitudinal study conducted by MDRC reported that Youth ChalleNGe graduates are better positioned to move forward in their transition to adulthood. A cost-benefit analysis conducted by RAND Corporation determined the NGYCP to be cost effective, with a return on investment of \$2.66 for every dollar spent.

Core Component Model

Academic Excellence

All ChalleNGe participants attend daily academic classes that increase math and reading comprehension and prepare them for General Education Development (GED) credential testing, credit recovery, or a high school diploma. Evaluation of a cadet's grade level progress during the Residential Phase is measured using the Tests of Adult Basic Education (TABE) testing process. Cadets also explore the knowledge and skills required to pursue future educational opportunities.

Life Coping Skills

Cadets learn skills designed to last a lifetime. Increased self-esteem and self-discipline are gained through a combination of classroom activities, group discussions, and a structured living environment. Cadets learn how to identify and self-regulate emotions, such as anger, grief, frustration, and stress and how to utilize conflict resolution strategies. ChalleNGe provides the educational resources necessary to foster fiscal responsibility, helping cadets understand personal finance, basic banking, obtaining and managing good credit, and how to prepare and manage a personal budget.

Job Skills

Cadets prepare for long-term, gainful employment. 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.

Health and Hygiene

Cadets learn the value of a healthy, well-balanced lifestyle. ChalleNGe offers a holistic approach that combines physical and mental well-being as cadets explore the effects of substance abuse and sexually transmitted diseases on their physical health and well-being. Cadets learn the physical and emotional benefits of proper nutrition through participation in classes and structured group discussions.

Responsible Citizenship

Cadets discover their role in the democratic process and learn their rights, privileges, and obligations as United States citizens. 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. Those who are eligible register for selective service and to vote.

Service to the Community

Cadets realize the value and importance of giving back to the community while performing a minimum of 40 hours of service to the community and/or conservation project activities in groups and on an individual basis. These activities provide additional opportunities for career exploration as well as enhancing community-needs awareness in cadets.

Leadership/Followership

Cadets develop strong character while identifying and applying individual moral and ethical standards to perform various roles and responsibilities in a structured group environment. They learn to willingly comply with established rules, regulations, and procedures; perform basic military customs and courtesies; define and recognize leadership skills, traits, dimensions, and components; employ leadership skills while performing in a leadership position; maintain a personal living area; and function as an effective team member.

Physical Fitness

Physical fitness becomes an integral part of cadet daily life. Cadets perform physical training based on 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.

Addressing the Need: America's "Dropout Crisis"

Last Year in the United States:¹

- Over 1 million 16 to 19 year olds have dropped out of high school
- Over 31 million children are in the School Lunch Program
- 68% of eighth graders cannot read at grade level
- 67% of eighth graders cannot do math at grade level
- 26% of 16 to 19 year olds are unemployed
- Over 1.3 million juveniles have been arrested
- For every \$1 spent on a public school pupil, \$2.35 is spent on a prisoner.

A Nation in Crisis: The High School Dropout Dilemma

In 2011, an estimated 1.2 million American high school students dropped out of high school. This equates to approximately 857 students dropping out every hour or 1 student every 26 seconds of a school day. Students leave high school without earning a high school diploma for a multitude, and often times, a combination of reasons. Low expectations from parents and family members, bullying, becoming a teen parent, and family responsibilities such as work or caring for siblings are some of the top reasons students choose to leave high school. Regardless of the specific reason, failing to obtain a high school diploma has severe long-term implications. High school dropouts are far more likely to experience reduced job and income opportunities, chronic unemployment, incarceration, or require government assistance than the rest of the population.²

The Impact: On Our Society

In 2010, the median income of persons ages 25 and older who had not completed high school was roughly \$21,950.00. By comparison, the median income of persons ages 25 and older who completed their education with at least a high school credential, including a General Education Development (GED) certificate, was approximately \$32,501.00.³ Over a person's lifetime, this translates into a loss of approximately \$674,000.00 in income for a person who did not complete high school compared to high school graduates.⁴

The risk of incarceration (jails, prisons, juvenile detention centers) for male dropouts is significant. According to the Center for Labor Market Studies, in 2007, male dropouts aged 16-24 were 6.3 times more likely to be institutionalized than high school graduates, and when compared with those with a bachelor degree or higher, their risk skyrocketed to 63 times more likely.⁵

High school graduates are also more likely to participate in our electoral process, volunteer, and experience greater levels of satisfaction with life.

1. Children's Defense Fund, *Children in the United States*, January 2012

2. Alliance for Excellent Education, "The High Cost of High School Dropouts," 2011.

3. US Census Bureau, *Current Population Reports, P60-239, "Income, Poverty, and Health Insurance Coverage in the United States: 2010,"* US Government Printing Office, Washington, D.C., 2011.

4. *Trends in High School Dropout and Completion Rates in the United States: 1972-2009 (NCES 2012-006)*. US Department of Education, October 2011. Rouse estimates a lifetime loss of \$550,000 using 2004 March CPS data. The estimate here is adjusted for inflation between March 2004 and July 2012 using consumer price index adjustments.

5. Center for Labor Market Studies, "The Consequences of Dropping Out of High School," October, 2009.

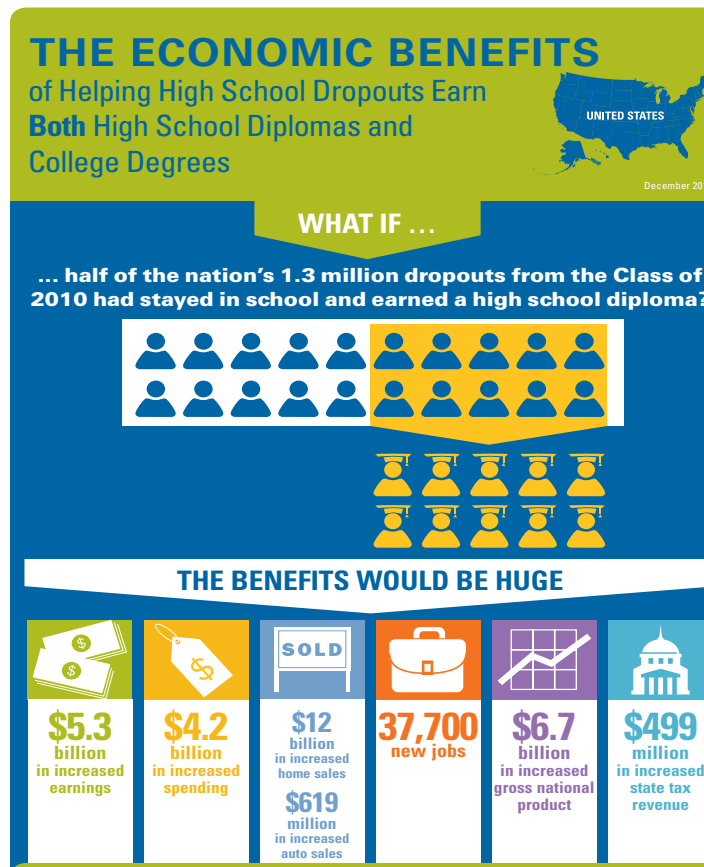
The Impact: On Our Economy

The ongoing recession has impacted the employability of high school dropouts more than the rest of the population. While the national unemployment rate as of June 2012 is 8.2 percent, for individuals without a high school diploma it is 12.6 percent compared to 8.4 percent for those with a high school diploma and 4.1 percent for college graduates.¹ For the first quarter of 2012, full-time workers age 25 and over without a high school diploma had median weekly earnings of \$450.00, compared with \$653.00 for high school graduates with no college, and \$1,158.00 for those holding at least a bachelor's degree.²

Comparing those who drop out of high school with those who complete high school, the average high school dropout costs the economy approximately \$257,000.00 over his or her lifetime in terms of lower tax contributions, higher reliance on Medicaid and Medicare, higher rates of criminal activity, and higher reliance on welfare.³

The Impact: On Our Nation Globally

From a global perspective, there are tremendous economic costs of a high dropout rate for the United States. It is estimated that approximately 12 million students will dropout over the next decade or so, costing the U.S. about \$1.5 trillion.⁴ High dropout rates impact our Nation's economy and competitive standing on a global scale. Among developed countries, the United States ranks twenty-first in high school graduation rates and fifteenth in college attainment rates among twenty-five to thirty-four year olds.⁵ Dropouts represent a tremendous loss of human potential and productivity, and they significantly reduce the nation's ability to compete in an increasingly global economy.



1. US Bureau of Labor Statistics, Current Population Survey, Economic News Release, July 6, 2012.

2. US Bureau of Labor Statistics, Current Population Survey, Usual Weekly Earnings Summary, April 17, 2012.

3. Trends in High School Dropout and Completion Rates in the United States: 1972-2009 (NCES 2012-006). US Department of Education, October 2011. Levin and Belfield estimate costs at \$209,000 as of 2004. The estimate here is adjusted for inflation between 2004 and 2012 using March 2004 and July 2012 consumer price indexes.

4. Alliance for Excellent Education, "The High Cost of High School Dropout: What the Nation Pays for Inadequate High Schools," November 2011.

5. Organization for Economic Cooperation and Development (2011), Education at a Glance 2011: OECD Indicators, OECD Publishing.

Profile of a ChalleNGe Cadet: Gender, Age, and Ethnicity Demographics

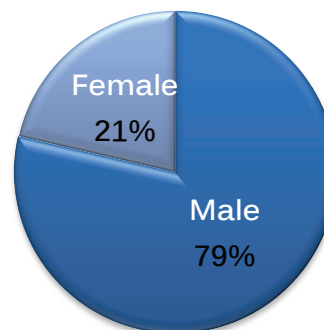
ChalleNGe is open to youth between the ages of 16 and 18 who have left school without earning a high school diploma, are unemployed or underemployed, drug-free, and not involved with the juvenile justice system. Participation in ChalleNGe is voluntary; a youth cannot be court-ordered to attend the program.

ChalleNGe Cadets come from harsh environments ranging from problematic socio-economic status, violence, and social dysfunction to unhealthy habits and a failing relationship with education. ChalleNGe Cadets are frequently characterized as having a disconnected experience in the traditional education system. Often times, Cadets follow a dropout path due to reasons in their lives other than academics. Such reasons include low expectations from parents or family members, becoming a teen parent, or family commitments such as work or caring for siblings. Few adolescents are able to maintain academic performance while coping with such significant barriers outside the classroom.

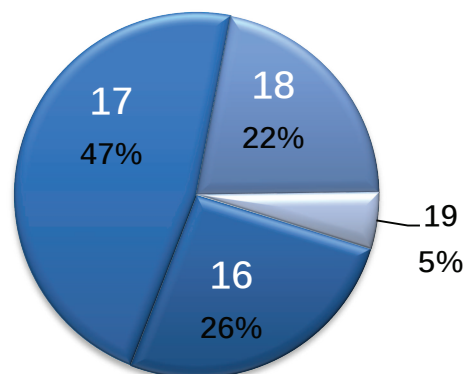
ChalleNGe programs are charged with ensuring application and selection procedures, to the fullest extent possible, attempt to reach and include economically and educationally disadvantaged groups. In recruiting qualified applicants, programs consider many factors including geography, state population and dropout rate, economy, and state laws.

ChalleNGe Cadets experience socio-economic statuses that vary greatly from physical hardships suffered under poverty to the comforts afforded by wealth. Family income level does not impact eligibility criteria; participation in ChalleNGe is free to eligible youth and his/her family.

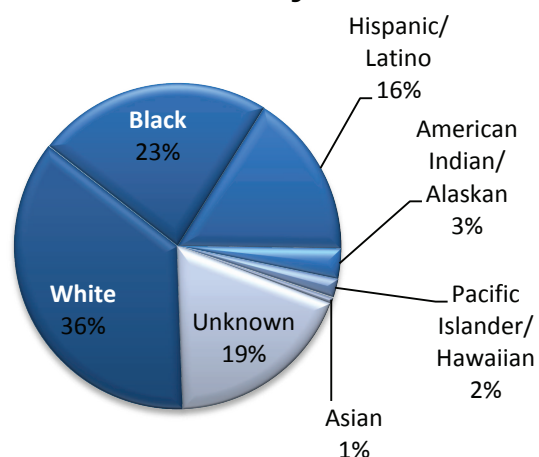
Gender



Age at Graduation



Ethnicity



Program Conduct

The following pages describe the Conduct of the National Guard Youth ChallengeNGe Program.



Building the Groundwork for Change: The Acclimation Period

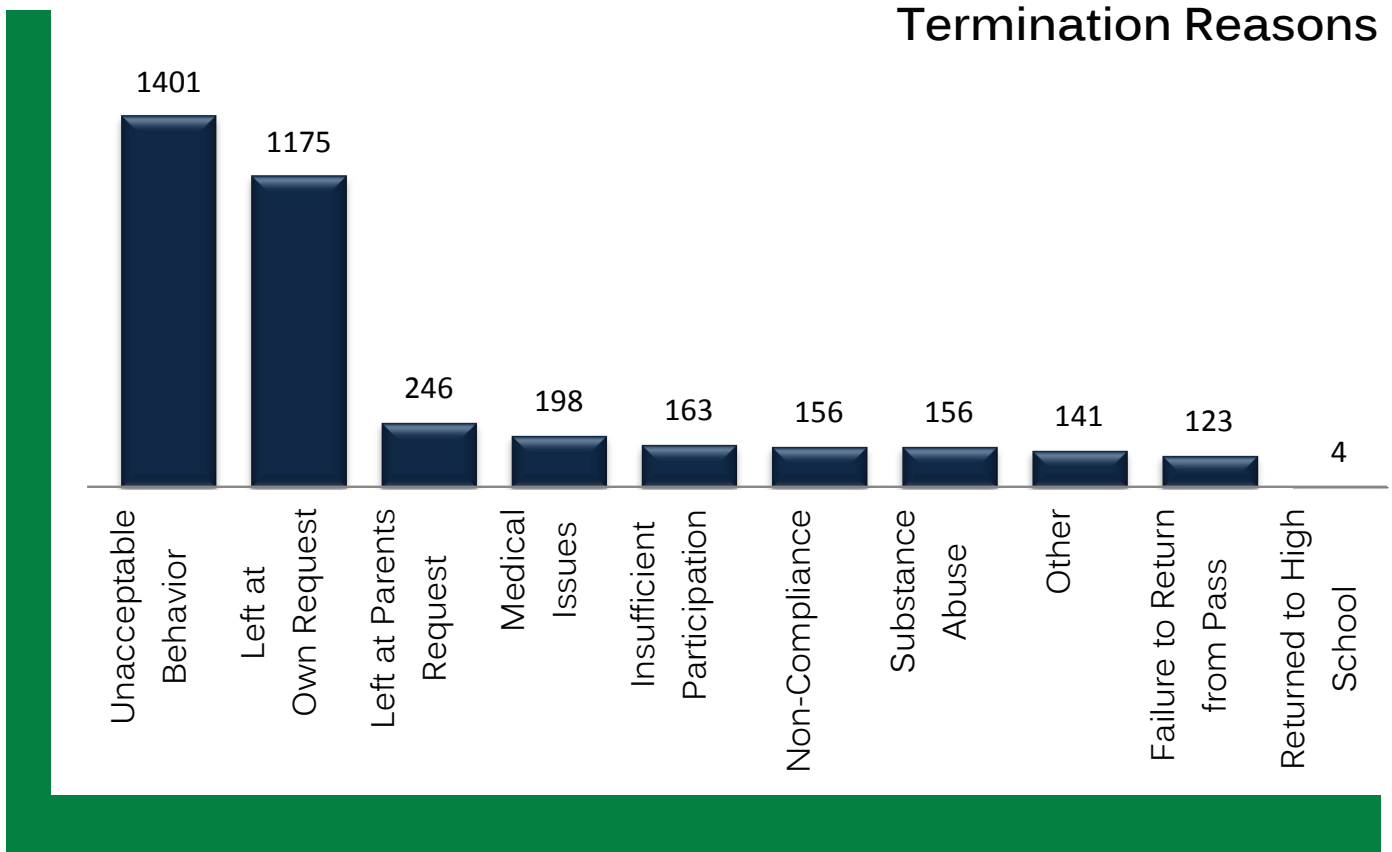
The two-week Acclimation Period precedes the Residential Phase and orients Candidates to the ChalleNGe program environment by allowing them to adjust to the physical, mental, and social discipline required to successfully complete the program. The focus is on teamwork, close-quarter drill, code of conduct, leadership and followership, and physical fitness training.

Candidates relinquish personal items, receive haircuts, and exchange their street clothes for uniforms, placing them all on a level playing field. During the Acclimation Period, staff members continually assess each Candidate's potential for success in the Residential Phase. Candidates learn to replace negative behaviors with healthy behaviors, attitudes, and skills, and are introduced to daily experiences of healthy routines and

a structured and disciplined environment. At the end of the Acclimation Period motivated Candidates are selected to enroll in ChalleNGe and become Cadets. Historically, the majority of the selected Cadets will go on to successfully complete the Residential Phase.

As high school dropouts, Candidates have a pattern of running away from their problems and may not complete ChalleNGe. Given this assumption, NGB has directed that each program will register enough Candidates into the Acclimation Period to equal the graduation target number plus the historical attrition rate over the 22-week Residential Phase. During this reporting period, 86% of the Candidates transitioned into the Residential Phase.

Termination Reasons



Taking the ChalleNGe: Developing a New Life Pattern in the Residential Phase

Successful completion of the Acclimation Period officially ends the applicant screening process. Qualified Candidates are enrolled in the Residential Phase, the true Core of the ChalleNGe model. During this five-month phase, Cadets are fully immersed in a residential environment with constant contact and reinforcement that reestablishes the youth's sense of belonging and adherence to societal norms. During the Residential Phase, Cadets experience a structured and disciplined schedule that focuses on developing their social, emotional, academic, and basic life skills. This is accomplished through the implementation of the Eight Core Components, the foundation of the ChalleNGe program intervention model. Cadets complete the Residential Phase with the skills and values necessary for their successful transition and integration into adult society.

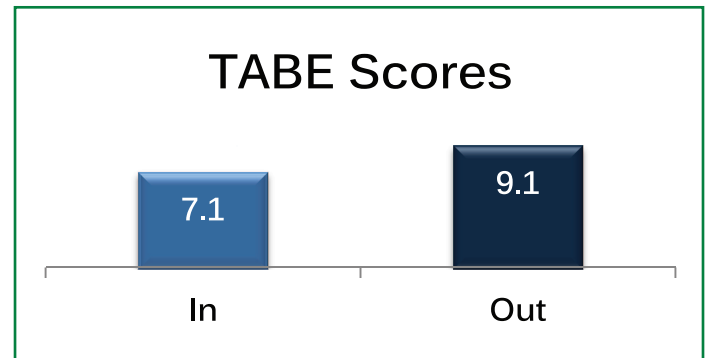


EIGHT CORE COMPONENTS

Academic Excellence: Many Cadets come to ChalleNGe with a history of academic struggles. This component addresses the academic needs of each youth and provides Cadets with structured courses and individualized remedial help and tutoring to help them stay on-track. All ChalleNGe participants attend daily academic classes that increase math and reading

comprehension and prepare them for General Education Development (GED) credential testing or a high school diploma. Evaluation of a cadet's grade level progress during the Residential Phase is measured using the Tests of Adult Basic Education (TABE) testing process. During their time at ChalleNGe, cadets also explore the knowledge and skills required to pursue future educational opportunities.

Successful Cadets will earn a GED, a high school diploma, or high school credit recovery. By including credit recovery as a program standard, Youth ChalleNGe can help more cadets, and their local school districts, in a positive way by giving the youth a chance to return to school, ultimately enhancing employability in the long term and improving the number of successful graduates nationally. Cadets interviewed consistently stated that if not for the ChalleNGe program, they would not have finished high school or even considered higher education. On average, the 2012 ChalleNGe graduates improved their overall TABE score by 2.1 grade levels. 5,098 or 60% of 2012 ChalleNGe graduates received some form of academic credential.



Life Coping Skills: Broadly defined, adolescence is a period of transition from childhood to adulthood. Cadets learn skills designed to last a lifetime. Classes in anger management, stress reduction, and character building supplement the academic curriculum. Increased self-esteem and self-discipline are gained through a combination

of classroom activities, group discussions, and a structured living environment. Counselors and guest instructors who are professionals in psychology, education, and sociology work with the Cadets to achieve these goals. Cadets learn how to identify and self-regulate emotions, such as anger, grief, frustration, and stress and how to utilize conflict resolution strategies. Additionally, ChalleNGe provides the educational resources necessary to foster fiscal responsibility, helping cadets understand personal finance, basic banking, obtaining and managing good credit, and how to prepare and manage a personal budget.



Job Skills: Choosing a realistic and rewarding career path is essential to becoming a contributing member of society. The aim of this component is to give Cadets the knowledge and abilities to achieve that goal and prepare them for a lifetime of gainful employment. As part of the Job Skills core component, Cadets receive hands-on experience and develop an understanding of their unique interests and abilities. ChalleNGe Cadets write resumes and many have opportunities to earn vocational certifications and job shadow with local employers. Cadets must take the Armed Services Vocational Aptitude Battery (ASVAB) test and participate in a vocation interpretation

of test results. They must also demonstrate an understanding of the knowledge and skills required to seek and obtain employment. All Cadets who graduated from ChalleNGe in 2012 acquired job search skills, completed a job application, constructed a resume, demonstrated an understanding of the importance of work ethics, completed a mock job interview, and explored the knowledge and skills required to pursue future educational opportunities.



Health and Hygiene: Leading a healthy lifestyle and developing good hygiene habits are important in today's society. Curricula encompassing these two related topics highlight the health and hygiene core component. For many youth in ChalleNGe, this is the first time they have attended school rested and well fed. A strict schedule ensures Cadets get uninterrupted sleep and nutritious meals, along with psychological support. ChalleNGe offers a holistic approach that combines physical and mental well-being as cadets explore the effects of substance abuse and sexually transmitted diseases on their physical health and well-being. Cadets learn the value of a healthy, well-balanced lifestyle and the physical and emotional benefits of proper nutrition through participation in classes and structured group discussions. A review of the records for the past three years

indicate 100% of all graduates successfully completed all aspects of this core component and demonstrated the awareness of the physical and emotional benefit of maintaining a healthy lifestyle.



Responsible Citizenship: The aim of ChalleNGe is to help at-risk youth evolve into gainfully employed, law-abiding, taxpaying, productive citizens. The Responsible Citizenship component helps young people realize their personal responsibilities, their role in the democratic process, and learn their rights, privileges, and obligations as United States citizens. 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. Those who are eligible register for selective service and to vote. Responsible citizenship ensures each Cadet acquires the knowledge to appreciate and participate in the political and governmental systems of the United States.

Service to the Community: This core component exposes Cadets to the value of volunteerism and allows them to experience the impact of their efforts on their communities. Programs work with non-profit organizations, Federal and State agencies, and other civic organizations, as well as conservation groups, to identify opportunities for volunteer service. Participants realize the value and importance of giving back to the community

while performing a minimum of 40 hours of service to the community and/or conservation project activities in groups and on an individual basis. Some examples of community service activities include working in local food banks, assisting handicapped children at the Special Olympics, and helping to restore fragile habitats. These activities provide additional opportunities for career exploration as well as enhancing community-needs awareness in cadets. For many at-risk youth, this experience builds compassion, self-esteem, and an understanding of their unique place in their community. Cadets learn the value of their labor and the impact they can have on the lives of those around them. In 2012, all ChalleNGe graduates completed this core component, contributing a total of 565,164 hours of community service.

Service to Communities
Minimum required: 40 hours per Graduate
Average performed: 69 hours per Graduate
Total hours performed: 565,164
Value to the communities: \$11,011,472.93*

Leadership/Followership: The ChalleNGe program is designed on a military model, devoid of the distractions common in everyday teenage life. Cadets live and learn in a highly structured environment which fosters the development of leadership skills, ethical values, and the strict discipline synonymous with military culture. Cadets develop strong character while identifying and applying individual moral and ethical standards to perform various roles and responsibilities in a structured group environment. Through the Leadership/Followership component, Cadets learn to willingly comply with established rules, regulations, and procedures; perform basic military customs and courtesies; define and recognize leadership skills, traits, dimensions, and components; employ leadership skills while performing in a leadership position; maintain a personal living area; and function as an effective team member.

* Estimated value of community service as per Independent Sector: http://www.independentsector.org/volunteer_time.

Physical Fitness: Numerous studies have shown that exercise, even in moderate amounts, results in more flexible and stronger bodies, reduces the risk of heart disease, stroke, and diabetes, and minimizes the symptoms of other diseases such as arthritis. Physical fitness becomes an integral part of Cadet daily life. Increasing self-confidence with regular exercise can help lower the symptoms of mild depression and anxiety, reduce stress and tension, and result in increased energy and optimism, making it easier to remain clear and calm through life's challenges.

While programs offer a variety of physical fitness opportunities, such as team sports, running clubs, and endurance activities, the basis for physical fitness lies in the conduct of daily physical fitness exercises. Cadets must participate in physical fitness training and testing. An initial diagnostic fitness test is conducted within the first weeks of the program to develop the baseline for physical fitness growth. Progressive physical fitness tests are conducted by many programs to provide Cadets with regular feedback. Near the end of the 22-week Residential Phase, Cadets are given a final test to gauge their progress. This test is based

on the President's Council in Physical Fitness and Sports National School Population Fitness Survey and includes event scores in running, curl-ups, and push-ups or pull-ups.

For the graduating classes in 2012, data indicate that Cadets showed marked improvement in all tested events. On average, Cadets shaved 1 minute and 51 seconds from their 1 mile run/walk time and improved their curl-up scores by 12 repetitions. Those programs that test push-ups increased their push-up scores by 19, and those programs who test pull-ups increased their pull-up score by 5 repetitions.



POST-RESIDENTIAL ACTION PLAN (P-RAP)

Early in the Residential Phase, Cadets learn the value of goal setting and planning. By the end of week 3, each Cadet will begin the process of developing and maintaining a Post-Residential Action Plan (P-RAP). With support from the program staff, Cadets will identify short, intermediate, and long-term realistic goals and the resources required to achieve these goals. The P-RAP is a dynamic process that will reflect a series of planned objectives throughout the Residential and Post-Residential Phases to achieve long-term success. The Cadet's placement activity following graduation will reflect or support his or her long-term goals.

Meeting the ChalleNGe:

Performing in the Post-Residential Phase

The ChalleNGe model includes a 12-month Post-Residential phase intended to carefully guide and support the Graduate upon completion of the Residential Phase. During this period of time, Graduates meet with their Mentor for a minimum of four hours each month.

Cadet Mentors

Mentoring is a critical aspect of ChalleNGe's Post-Residential Phase. At-risk youth require assistance in translating program success to their environment back home; a trained Mentor is the most likely candidate to help facilitate a young person's emotional and psychological needs to sustain their hard-won behavioral change.

ChalleNGe uses a "friendly" Mentor match; when applicants apply to the program they identify potential Mentors from their local community. Mentors are formally screened and trained prior to ceremonial matching with their Mentees to begin fostering their newly defined relationship and communication about the Cadet's future plans. Once formally matched, the Cadet and Mentor are allowed to spend off-site time together, often performing service to the community or exploring job and school options. The mentoring relationship forms the core of a youth's Post-Residential ChalleNGe experience. It is within the safety of this relationship that a young person can evaluate what was learned in ChalleNGe and apply it to real life. Mentors help Graduates create productive lives in which a troubled past is no longer relevant and the future holds great promise.

Contact between Graduate and Mentor directly after graduation is frequent and reports are regular. Mentors are required to report to the program on the contact and include confirmation of the Graduate's placement status.



Cadet Placements

Each Graduate identifies the equivalent of at least one full-time activity to become engaged in during the Post-Residential Phase. This activity supports achievement of the goals identified in the Graduate's P-RAP. A full-time activity involves a minimum of 30 hours per week. A part-time activity requires a minimum of 20 hours per week. Multiple part-time activities totaling a minimum of 30 hours per week are considered the equivalent of a full-time activity.

As in years past, education and employment rank as the primary placement activities throughout the entire Post-Residential Phase. This is a significant factor since every youth entered ChalleNGe as a dropout who was either unemployed or under-employed.

Placement Categories

Education: high school, adult education, Job Corps, vocational education, college

Employment: paid job, internship, or apprenticeship

Military: active duty in any branch of the military, including the National Guard and the Reserves

Miscellaneous: caregiver, disabled/hospitalized, or volunteer

Program Support at the National Level

The following pages describe
the support of the National
Guard Youth Challenge
Program at the national level.





Office of Athletics and Youth Development, Youth ChalleNGe Program Office

The Office of Athletics and Youth Development (NGB-ZC-AY) is the Program Office for the National Guard Youth ChalleNGe Program. In the fall of 2011, retired Army National Guard Lieutenant Colonel Chad Vogelsang assumed leadership as Chief, Office of Athletics and Youth Development with the assistance from a new Deputy, Mr. Greg Thomas. Mr. Vogelsang is a former Youth ChalleNGe Program Director from the State of California.

The arrival of Mr. Vogelsang marked a major transition point in the national-level management of the Youth ChalleNGe program. The heady days of rapid program growth and bountiful funding have begun to give way to deliberate, well-thought out, and sustainable growth. This is especially important in this era of increasingly limited federal funding and evermore reliance on alternate sources of funding.

The two words that best characterize the emphasis of the Program Office under Mr. Vogelsang's leadership are *change* and *accountability*.

What produced results ten or twenty years ago may not necessarily do so today. The Youth ChalleNGe Program recognized the need to adapt to today's dynamic and ever-changing environment. The first Cadets of ChalleNGe were raised in a mostly analog environment. The youth who enter ChalleNGe today are products of the information age. Methods of teaching and instruction that were once considered flights of fancy are now a reality in some ChalleNGe classrooms. Rather than be left in the wake of the changing times, the Youth ChalleNGe Programs must accept and embrace change.

The Program Office goal is to develop the organizational agility that will enable ChalleNGe Programs to continue to successfully perform their mission in an ever changing world.

Inefficiency, wasteful spending, and mission shortfalls require identification and immediate remediation. The emphasis on accountability reflects the fiscal realities of dealing with ever increasing needs in the face of diminishing resources. ChalleNGe Programs are faced with the task of making the best use of limited resources to maximize mission accomplishment.

One of the first Program Office initiatives in this regard was to hire a new firm to execute the contractor conducted evaluations of the 34 Youth ChalleNGe programs. The second major accountability initiative undertaken by the Program Office was the development of financial and operational performance metrics to clearly define what constitutes success for a Youth ChalleNGe Program. The development of these metrics, coupled with the revamped evaluation capability, will help identify programs with lagging performance. Evaluation results will allow the Program Office to make critical management decisions in how best to allocate resources when dealing with substandard performance. As the Youth ChalleNGe program moves forward, the emphasis on change and accountability will continue. The desired end-state is a program that is better able to undertake deliberate growth and increase the number of Cadet graduates.

ChalleNGe Operational and Resource Evaluation (CORE) Program

Since inception, the Program Office has conducted some form of an evaluation process to ensure that the state-run Youth ChalleNGe Programs operate in accordance with the guidelines and intent of the national-level program. In the fall of 2011, the Program Office elected to completely revamp the entire evaluation process. A three-month development process was undertaken to develop, test, and field a compliance oriented evaluation component for the Operational and Resource Management functional areas of the program. The evaluation program was developed as a Program Office capability rather than a contractor owned asset as was done in the past. In January 2012, commenced formal compliance evaluations and the evaluation program capability received its new name – the ChalleNGe Operational and Resource Evaluation (CORE) Program.



In developing the CORE program, the team paid particular attention to the program deficiencies identified in the 2006 U.S. Government Accountability Office (GAO) audit. One of the key findings, the absence of a complete oversight framework, became a guiding principle in the establishment of the CORE evaluation methodology, its reporting systems, and corrective action processes.

The CORE evaluation foundational basis includes processes from generally accepted government auditing standards and Air Force and Army service policies. The GAO Yellow Book; the guide for performing financial and performance audits, Army Regulation 1-201, Army Inspection Policy, and Air Force Instruction 90-201, Inspector General Activities, form the basis for the CORE evaluation program. By using these source publications, the CORE evaluation program relies on proven and time tested evaluation and audit processes. In the event of an external audit or inspection, the CORE program evaluation results will easily translate and be recognizable by external audit and evaluation agencies.

CORE Program Mission
Conduct field evaluations to:
Enable the Program Office (NGB-ZC-AY) to provide Congress and the DoD assurance of program oversight
Provide the Program Office with a comprehensive assessment of the health of each Youth ChalleNGe Program
Assist the Program Office and Program Directors in developing processes to ensure compliance, overcome noncompliance, and adequately prepare the program for external audit
Provide the Program Office with detailed information for use in management decisions and the development of the Annual Report to Congress

Over the past year, all 34 Youth Challenge programs have received either a Resource Management evaluation or a combined Resource Management and Operational evaluation. A key element, if not *the* key element, in every evaluation is the assistance portion of the visit. When noncompliance with law, policy, doctrine or directives is identified, the CORE team remains on site to assist the program in completing corrective action to remedy the deficiency, or in the case of more complicated systemic or programmatic non-compliance, to assist in the development of systems and processes to ensure long term compliance can be achieved and sustained.

In parallel with the execution of the compliance components of the CORE evaluation program, the team has also been a key contributor in the development of financial and operational performance metrics. The Operational Performance component will assess the achievement of goals and objectives. The Financial Performance component will assess economies and efficiencies. These components will determine the degree of mission accomplishment and evaluate the stewardship of funds based on clearly defined performance standards. Once fielded, these two components, in addition to the compliance components, will readily identify program weaknesses and better enable the Program Office to identify strategies to correct, mitigate, or eliminate those weaknesses. The end result is accountability, ensuring that Youth Challenge programs can accomplish their missions to the maximum extent possible with optimal use of the limited resources available to the program.

National Guard Youth Foundation

The National Guard Youth Foundation, a non-profit 501(c)3 founded in 1999, supports the work of the National Guard Youth Challenge Program. The Foundation is organized and operated for the purpose of supporting youth who participate in the program.

Since 2006, the Foundation has organized several national and regional galas to promote the success of the Youth Challenge Program. Through these events, the Foundation has been able to award hundreds of thousands of dollars in scholarships to graduates of the Youth Challenge Program.

The Foundation has also created a Career Development Program to assist graduates in the Post-Residential Phase with resume writing, interview skills and to inform graduates of internships and job opportunities available in their area.



In 2011, the Foundation was awarded a \$2 million grant by the Edna McConnell Clark Foundation to scale the Youth Challenge Program to serve additional at-risk youth. The Foundation has entered into a formal agreement with the National Guard Bureau to provide funding to local Challenge Program sites for the purpose of expanding capacity.

Currently, those sites include the Sunburst Academy in California, Michigan, New Jersey, Oklahoma, South Carolina and Texas. The Edna McConnell Clark Foundation will provide additional funding if goals of the grant are met.

About the Foundation

Educates the public, media, Congress and elected officials at the state and national level about the positive impact the Youth ChalleNGe Program is having on the lives of at-risk youth

Provides scholarships and higher education assistance to Youth ChalleNGe Program graduates

Encourages local officials, civic groups, and individuals to volunteer to serve as mentors for ChalleNGe Cadets

Acquaints industry officials with the employment potential of Youth ChalleNGe Program graduates, facilitating internships and encouraging industry to hire them

Training and Technical Assistance, National ChalleNGe Institute The Schoolhouse for NGYCP

The National Guard Youth ChalleNGe Program (NGYCP) is the premier organization serving America's high school dropouts. The National Challenge Institute (NCI) is the recognized brand for providing training and technical assistance solutions specifically tailored to meet the identified needs of NGYCP. Fueled by cutting-edge research in the field of positive youth development, nonprofit management, and mentoring, NCI delivers training and technical assistance on site at their training facility in Portsmouth, NH, regionally throughout the nation, and indirectly through the use of e-learning communities, NCI online, and web-based meeting tools. NCI's curriculum is accredited by the International Association of Continuing Education and Training (IACET). Since 2004, NCI has been NGYCP's center of

excellence, fostering thought leadership in the program community and providing integrated support for staff functional performance. Since that time, the program has won national mentoring awards, added benchmarking of best practices, staff leadership workshops, a national program web site (www.ngycp.org), and individual state websites as well.

By increasing staff performance, the NCI solution has helped the NGYCP optimize the Federal government's investment in the program. Meanwhile, at the program site level, 85% of supervisors report excellent performance by staff following NCI training, which further improves program achievement and minimizes risk. Further analysis of NCI training data reveals that programs achieving target training readiness levels established by NGB are more likely to achieve program graduation targets.

The ongoing goal of NCI is to increase the performance, capacity, and outcomes of NGYCP in keeping with its objectives in the categories of cadet recruitment, retention, graduation, and placement. NCI remains committed to ensuring complete compatibility and integration with NGYCP goals, strategies and emerging requirements to achieve the highest return on government investment in support of our nation's most valuable commodity: youth and families.



Program Effectiveness

The following pages describe the Effectiveness of the National Guard Youth ChalleNGe Program.



Cost-Benefit Analysis

The National Guard Youth ChalleNGe Program yields \$2.66 in benefits for every dollar in costs.

In 2012, RAND Corporation published the results of a three year cost-benefit study of the National Guard Youth ChalleNGe Program.¹ The cost-benefit analysis is based on the results of a rigorous program evaluation conducted between 2005 and 2007. The research was sponsored by the National Guard Youth Foundation.

The research described in the report estimates the social return on investment in the ChalleNGe program through a rigorous quantitative assessment of the monetary costs of operating the program and the benefits it generates by altering the life course of its participants. It concludes that the estimated return on investment in the ChalleNGe program supports ongoing public investment in it.

According to RAND Corporation, the best available evidence indicates that admission to the ChalleNGe program has substantial positive effects on educational attainment. The analyses described in the report suggests that the social benefits of this increase in educational attainment in terms of higher lifetime labor market earnings (as well as smaller benefits associated with a decrease in criminal activity and social welfare dependency and an increase in service to the community) outweigh the costs of operating the ChalleNGe program. Under RAND Corporation's baseline modeling assumptions, benefits outweigh costs by a factor of 2.66 to 1, implying that the program yields \$2.66 in benefits for every dollar in costs.

RAND Corporation reports that the cost-benefit comparisons suggest that continued operation of existing ChalleNGe sites will yield substantial net benefits, albeit largely in the form of private benefits to the program participants from higher earnings rather than benefits to the public sector and other members of society.

Finally, RAND Corporation reports that the estimated return on investment in the ChalleNGe program is considerably higher than that estimated for other rigorously evaluated social programs that seek to alter the life-course of disadvantaged youth and young adults.

1. A Cost-Benefit Analysis of the National Guard Youth ChalleNGe Program, Perez-Arce, Francisco; Constant, Louay, Loughran, David; Karoly, Lynn, February, 2012.

MDRC Study

In June 2011, MDRC published the results¹ of a three-year rigorous evaluation of the National Guard Youth ChalleNGe Program. MDRC, a nonprofit, nonpartisan research organization, conducted the evaluation in collaboration with the MacArthur Foundation Research Network on Transitions to Adulthood.

In 2005, 12 ChalleNGe programs agreed to participate in the evaluation. The evaluation used a random assignment research design in which a group of young people who applied to ChalleNGe and were invited to participate (the program group) were compared over time with a second group (the control group) who also applied to ChalleNGe and were deemed acceptable, but were not invited to participate. Ultimately, random assignment was conducted for 18 class cycles across 10 programs in 2005 and 2006. About 3,000 young people entered the study.

Results

A comprehensive survey was administered to about 1,200 young people in the program and control groups an average of three years after they entered the study, when they were about 20 years old, on average. Key findings from the survey include:

- Members of the program group were much more likely than those in the control group to have obtained a General Educational Development (GED) certificate or a high school diploma and to have earned college credits.
- Members of the program group were more likely to be employed at the time of the survey, and they earned about 20 percent more than their control group counterparts in the year before the survey.
- There were few statistically significant differences between groups on measures of crime, delinquency, health, or lifestyle outcomes.

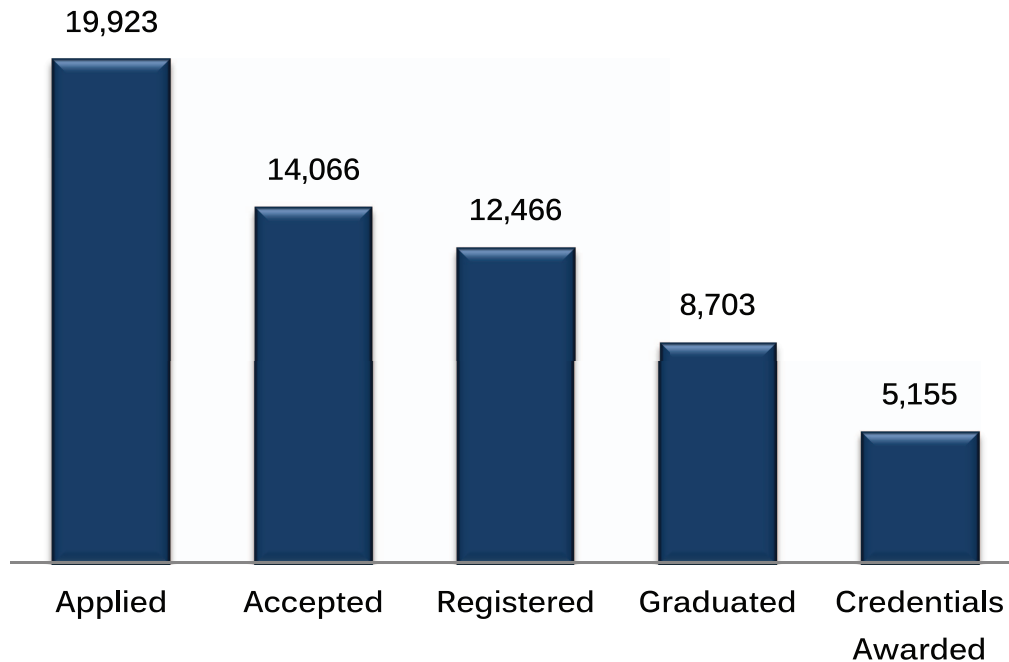
These results are impressive; few programs for dropouts have produced sustained positive impacts. And yet, both the survey and a series of in-depth telephone interviews with ChalleNGe graduates suggest that many young people struggled to maintain momentum after leaving the residential program and returning home, where they had relatively few supports and also faced unusually challenging labor market conditions.

1. *Staying on Course: Three-year Results of the National Guard Youth ChalleNGe Evaluation*, Millenky, Megan; Bloom, Dan; Mulle-Ravett, Sara; Broadus, Joseph, June 2011.

2012 Performance Results

Residential Performance - NGB Classes 37 & 38

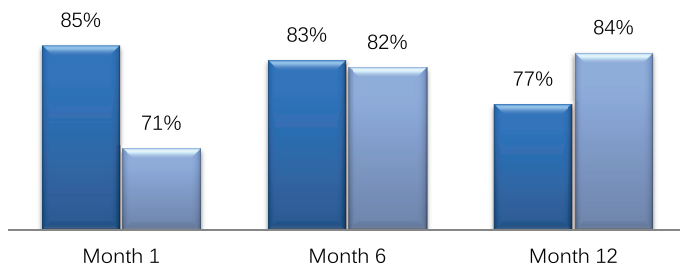
2012 Enrollment Data



Post-Residential Performance - NGB Classes 34 & 35

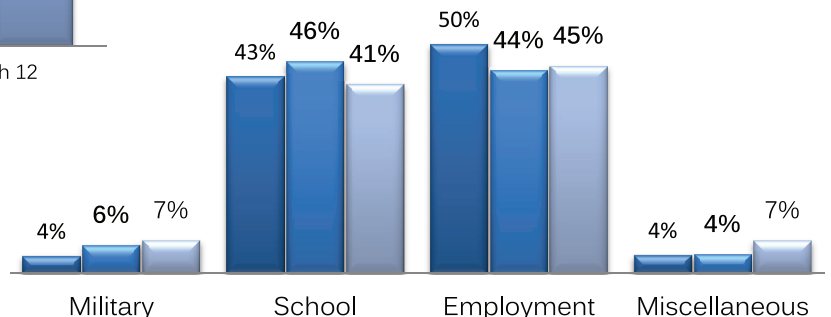
2012 Post-Residential Phase

■ Reported ■ Placed



Placement Categories

■ Month 1 ■ Month 6 ■ Month 12



Performance Trends

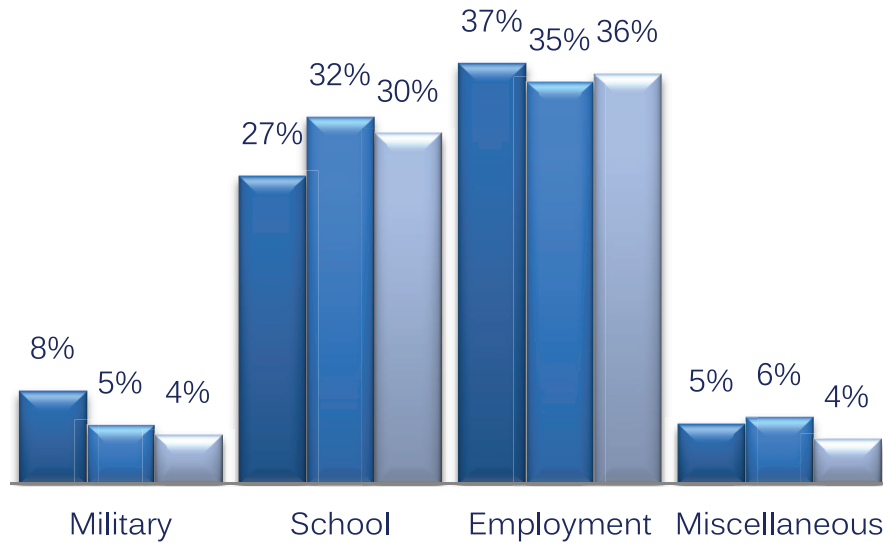


3-Year Residential Data



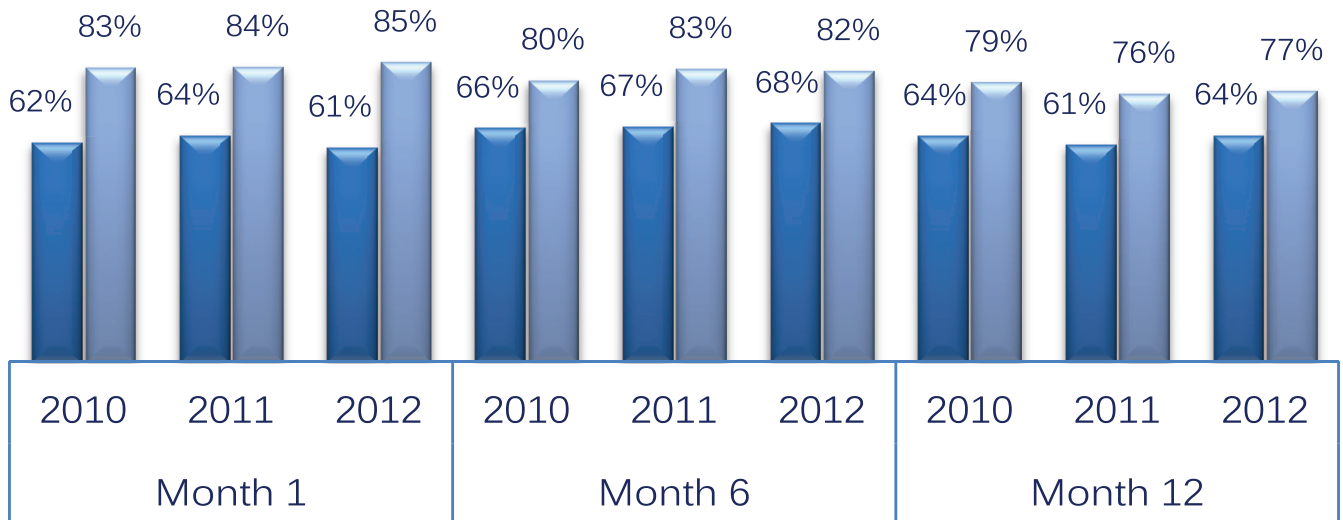
3-year Placement Trend

■ 2010 ■ 2011 ■ 2012



3-year Reporting/Placement Trend

■ Reported ■ Placed



Program Functional Area	Annual Performance Goal	Performance Measure	Goal Achievement Level
Improved Financial Performance	Identify issues related to non-execution of funds and adjust program levels based on actual expenditure	Close out reports will be used to identify non execution of funds	Met. Programs are required to submit their most recent close out report with their budget request. Adjustments will be based on actual expenditures.
Competitive Sourcing	By June 2012, identify 5-6 ChalleNGe programs to pilot test new initiatives as part of increasing yield efforts to 75th percentile of overall program performance.	Identify the programs testing new initiatives; identify current yield efforts for overall program performance	Met. Six programs were identified to be pilots: AR, CA, MI, NJ, SC, TX,
Strategic Management of Human Capital	<ol style="list-style-type: none"> 1. During FY12, provide staff training opportunities addressing identified need. 2. Sustain 100% funding level for training to meet program growth and staff training requirements during program year. 	Number of training opportunities presented; Number of participants attending each training event; Reported training level for each program. Improved training efficiencies and cost saving measures were implemented in FY12.	Met. Utilized staff management and training plan as well as new database to compare and prioritize training need. Provided additional onsite training Met. 100% Federal funding was provided to all program sites to attend training.
Expanded Electronic Government	During FY12, implement budget module of new National database (ChalleNGe Activity and Information Reporting System) supporting Youth ChalleNGe. Staff training module to track training requirements	100% of resource managers trained on budget module. Future trainings for Lead positions in FY12.	Met. Budget module and staff training status fully implemented into CAIRS and is being utilized effectively.
Budget and Performance Integration	<ol style="list-style-type: none"> 1. During FY12, select three states for new and/or second-site ChalleNGe programs to increase graduation rates. 2. Identify trends by comparing funding performance to graduation rates. 	<ol style="list-style-type: none"> 1. Use the CSSRA to identify appropriate States that can start or add a ChalleNGe site. 2. Use the past three years funding and graduation target rates to identify performance. 	Met. Kentucky's second site started July 2012. Three states for new and/or second-sites are: District of Columbia (pending site remediation/remodeling), Idaho (pending state match), North Carolina (pending state match). The CAIRS database is being used to track program performance.



Improved Financial Performance

The improved financial performance goal seeks to make the best and most efficient use of funds. Execution rates are tracked through the submission of quarterly budget reports and, whenever possible, funds are reprogrammed to identified areas of need and where execution is most likely to meet the 99.9% execution goal articulated in National Guard Pamphlet, Army Regulation 37-1. Close out documentation is scrutinized by the Program Office staff and the Program Office's CORE evaluation team and is reported in Trend Analysis briefings provide by the CORE evaluation team.

Competitive Sourcing

The competitive sourcing goal seeks to optimize the performance of each state program. Through the many initiatives undertaken in this area, new processes and procedures are identified that show promising potential to increase the number of graduates, decrease the cost per cadet, increase post-residential effectiveness through robust mentor-mentee contacts and increasing the availability of opportunities for more youth through regionalization of programs.

Strategic Management of Human Capital

The strategic management of human capital goal advances the accomplishment of overall program level goals by ensuring that all employees have the training needed to perform their work. Only a well-trained work force can reasonably be expected to produce results when the recipients of the work-force's efforts are at-risk youth seeking a second chance at a productive life. Training levels are tracked by the Program Office and verified thorough on-site evaluation. Training metrics include results by individual program and by individual position.

Expanded Electronic Government

The expanded electronic government goal necessitates a relentless search for opportunities to create efficiencies through the use of electronic data management processes and systems. The rapid exchange of information, use of shared data bases and cross pollination of best business practices are key performance enhancing measures that benefit from expanded electronic government. The ChalleNGe Activity Information Reporting System (CAIRS) is the primary interactive data base for the Youth ChalleNGe program. The Operations module of CAIRS is fully operational. The financial module of CAIRS recently completed its development and fielding. Initial training of budget officers in the use of the CAIRS financial module has been completed.

Budget and Performance Integration

The budget and performance integration goal assesses the correlation of funding levels and graduation rates. Using three-year data, and doctrinal site selection criteria, various sites were selected for expansion and/or remediation/remodeling. The CAIRS financial module is being used as the repository of data accumulated over the assessment phase of these initiatives. Trends are being identified and analyzed to determine the return on the investment.

Program Design, Conduct, and Effectiveness



The design of the Youth ChalleNGe Program is sound. The ChalleNGe Model, described earlier in this report, was the focus of a multi-year study conducted by MDRC; an independent, non-profit, social research organization. The MDRC study released in June 2011 clearly and convincingly demonstrates that the ChalleNGe Model works. A second study, undertaken by the RAND Corporation and published in 2012, arrived at similar conclusions.

The Youth ChalleNGe program is effective. It produces graduates who fare significantly better than their peers who remain high school drop-outs. The multi-year MDRC study provides conclusive proof of this effectiveness through intensive research and tracking of Youth ChalleNGe graduates several years after their graduation dates. The RAND Corporation's extensive Cost-Benefit Analysis provides quantitative support documenting the cost effectiveness of the Youth ChalleNGe Program.

Both the MDRC study, and internal evaluations conducted by the Program Office's new ChalleNGe Operational and Resource Evaluation (CORE) program team, identified Post-Residential operations as one area of effectiveness that can be improved upon. The MDRC study results and CORE team findings indicate uneven implementation across the states and significant difficulty on the part of the program post-residential staff in sustaining the mentor-mentee contacts. While the Post-Residential Phase is an aspect of the ChalleNGe Model that truly distinguishes it from other similar programs, additional emphasis in this area will be required in order for the Youth ChalleNGe program to achieve its optimal level of effectiveness.

The conduct, or execution, of the Youth ChalleNGe Model, and the success achieved by the Youth ChalleNGe program in rehabilitating troubled youth, cannot be overemphasized. As with any program of this magnitude and complexity, there is always room for improvement. The 2006 U.S. Government Accountability Office (USGAO) audit identified several findings concerning the overall administration and management of the Youth ChalleNGe program. These findings and the initiatives underway to address them are outlined on the following page.

By all measures the National Guard Bureau Youth ChalleNGe Program is of sound design, well executed, and a results producing program. Continued fine tuning in the conduct of the program will lead to greater efficiencies and economies which, in turn, will afford opportunities for additional expansion within existing resource constraints. This is the real challenge of "ChalleNGe" –to find ways of continually reaching even greater numbers of our troubled youth and affording them a second chance at the American Dream.

Recommendations for Improvement

GAO Findings:	
Oversight Framework	A complete oversight framework is required to properly track the findings and results of audits and evaluations and to follow through on the corrective action process to completion.
Cost Determination	The actual costs of the ChalleNGe Program must be determined, including states' ability to fund their share of the program. This information must be used to support funding requests or a request to change the cost-share ratio.
Program Goals	Establish program goals, at all levels, to measure the effectiveness of the ChalleNGe Program.

There are several initiatives underway to address these findings:

DoDI 1025.8 Revision

The Office of the Assistant Secretary of Defense for Reserve Affairs OASD(RA) is undertaking a major revision of Department of Defense Instruction (DoDI) 1025.8, which is the implementation document that translates the legal authority for the Youth ChalleNGe program into executable policy at the national level. This revision will provide more detailed and definitive guidance with respect to the overall administration and management of the Youth ChalleNGe program.

Performance Metrics

The National Guard Bureau Youth ChalleNGe Program Office is on track to complete, within the year, a major initiative to establish nation-wide program performance metrics. This will enable the results of internal evaluations to be quantified and provide a common basis of comparison for all programs against an established standard.

Youth ChalleNGe Regulation

The publication of the revised DoDI will enable the National Guard Bureau Youth ChalleNGe Program Office to proceed with its efforts to develop a Youth ChalleNGe specific regulation to standardize common administrative and management tasks as well as provide clear guidance on the establishment of performance goals, state plan goals, and cost development, execution, and reporting requirements.

CORE Program Evaluations

The Program Office continues to revamp their internal evaluation capability. The new CORE program fulfills the final remaining requirements for establishing a complete oversight framework enabling the Program Office to “close the loop” on the identification, tracking and remediation of deficiencies identified on all audits and evaluations.

Individual Program Highlights

The following pages present the individual ChalleNGe Program's performance data for the reporting period.



Alaska

Alaska Military Youth Academy



Program Information

Graduates for reporting period: 298

Joint base Elmendorf-Richardson, AK

3,600 Alaska students dropped out of High School in 2011

Established: 1994

Residential Performance

	Class 37	Class 38
Target Graduates	125	144
Number Applied	268	209
Cadets Registered	252	198
Cadets Graduated	168	130
Retention	67%	66%
Total Cost Per Cadet	\$17,857.14	\$19,051.28

Core Component Completion

	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	8.2	8.9	
Post-TABE (grade equivalent)	9.5	10.3	
Growth (grade equivalent)	1.3	1.4	
Responsible Citizenship			
Eligible to vote	39	23	
Registered to vote	39	23	
Eligible to register for Selective Service	27	21	
Registered for Selective Service	27	21	
Service to the Community			
Average hours per Cadet	56.6	47.1	
Total hours served	9,513	6,128	
Value of Contribution*	\$206,336.97	\$132,916.32	
Total Contribution		\$339,253.29	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB – 37	10:02	7:52	2:10
NGB – 38	09:39	08:00	1:39
Curl-Ups			
	Initial	Final	Change
NGB – 37	36	49	13
NGB – 38	37	52	15
Pull-Ups			
	Initial	Final	Change
NGB – 37	3	6	3
NGB – 38	4	9	5

Post Residential Performance

NGB Class 34			Total Graduates: 136
Reporting	Month 1	Month 6	Month 12
Reported (%)	102 (75%)	125 (92%)	71 (52%)
Placed (%)	93 (68%)	114 (84%)	54 (40%)
Placement Category			
	Month 1	Month 6	Month 12
Military	6	21	15
School	35	48	21
Employment	69	89	37
Miscellaneous	3	3	3

Post Residential Performance

NGB Class 35			Total Graduates: 156
Reporting	Month 1	Month 6	Month 12
Reported (%)	139 (89%)	121 (78%)	133 (85%)
Placed (%)	130 (83%)	107 (69%)	118 (76%)
Placement Category			
	Month 1	Month 6	Month 12
Military	6	11	15
School	84	69	67
Employment	69	69	133
Miscellaneous	3	6	23

2012 Highlights

- Improved recruiting processes led to the highest rate (94.7%) of Candidates to register for a class (Class 37).
- Improvements in Academics resulted in the highest TABE score increases since 2006/7. One Cadet returned to high school and graduated in the top 10% of her class.
- Class 37 graduated the largest number of Cadets and the largest number of females (55) in the history of the Alaska Military Youth Academy.

2013 Goals

- Implement Master Planning Group suggestions as feasible.
- Ensure non-standard factors (Staff Quality of Life, Campus Safety & Security) are included in planning efforts.
- Improve staff training and communication to improve Cadet retention and increase Post-Residential participation.

* Value of Community Service in Alaska is \$21.69 per hour according to http://www.independentsector.org/volunteer_time



Arkansas

National Guard Youth Challenge Program

Program Information

Graduates for reporting period: 150
 11,400 Arkansas students dropped out of High School in 2011

North Little Rock, AR
 Established: 1993

Residential Performance

	Class 37	Class 38
Target Graduates	75	75
Number Applied	203	197
Cadets Registered	143	145
Cadets Graduated	93	88
Retention	65%	61%
Total Cost Per Cadet	\$13,722.83	\$14,346.00

Core Component Completion

	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	7.2	7.7	
Post-TABE (grade equivalent)	8.2	8.8	
Growth (grade equivalent)	1	1.1	
Responsible Citizenship			
Eligible to vote	19	22	
Registered to vote	19	19	
Eligible to register for Selective Service	15	22	
Registered for Selective Service	15	22	
Service to the Community			
Average hours per Cadet	57.8	55.9	
Total hours served	5,314	4,917	
Value of Contribution*	\$87,574.72	\$81,032.16	
Total Contribution		\$168,606.88	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	9:39	10:57	+1:18
NGB - 38	7:22	9:31	+2:09
Curl-Ups			
	Initial	Final	Change
NGB - 37	33	44	11
NGB - 38	38	44	6
Push-Ups			
	Initial	Final	Change
NGB - 37	25	45	20
NGB - 38	26	44	18

Post Residential Performance

NGB Class 34			Total Graduates: 30
Reporting	Month 1	Month 6	Month 12
Reported (%)	30 (100%)	28 (93%)	24 (80%)
Placed (%)	23 (77%)	22 (73%)	20 (67%)
Placement Category	Month 1	Month 6	Month 12
Military	2	1	2
School	4	9	10
Employment	23	14	11
Miscellaneous	0	0	1

Post Residential Performance

NGB Class 35			Total Graduates: 66
Reporting	Month 1	Month 6	Month 12
Reported (%)	66 (99%)	65 (97%)	62 (93%)
Placed (%)	41 (61%)	58 (87%)	61 (91%)
Placement Category	Month 1	Month 6	Month 12
Military	5	12	11
School	28	23	32
Employment	11	35	47
Miscellaneous	0	2	11

2012 Highlights

The Program did not provide 2012 Highlights

2013 Goals

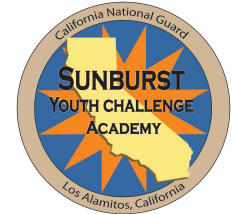
This Program did not provide 2013 Goals

* Value of Community Service in State is \$16.48 per hour according to http://www.independentsector.org/volunteer_time



California

Sunburst Youth Challenge Academy



Program Information

Graduates for reporting period: 307

Los Alamitos, CA

139,400 California students dropped out of High School in 2011

Established: 2008

Residential Performance

	Class 37	Class 38
Target Graduates	135	135
Number Applied	299	277
Cadets Registered	173	173
Cadets Graduated	156	151
Retention	90%	87%
Total Cost Per Cadet	\$22,714.77	\$23,466.92

Post Residential Performance

NGB Class 34			Total Graduates: 131
Reporting	Month 1	Month 6	Month 12
Reported (%)	63 (48%)	61 (47%)	93 (71%)
Placed (%)	53 (40%)	57 (44%)	83 (63%)
Placement Category	Month 1	Month 6	Month 12
Military	0	0	2
School	50	57	74
Employment	7	6	30
Miscellaneous	0	0	0

Core Component Completion

Academic Achievements	Class 37	Class 38	
Pre-TABE (grade equivalent)	6.7	6.4	
Post-TABE (grade equivalent)	7.9	8	
Growth (grade equivalent)	1.2	1.6	
Responsible Citizenship			
Eligible to vote	31	25	
Registered to vote	31	25	
Eligible to register for Selective Service	25	22	
Registered for Selective Service	25	22	
Service to the Community			
Average hours per Cadet	41	46.8	
Total hours served	6,403	7,060	
Value of Contribution*	\$154,824.54	\$170,710.80	
Total Contribution	\$325,535.34		
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	8:53	7:35	1:18
NGB - 38	8:58	7:46	1:12
Curl-Ups			
	Initial	Final	Change
NGB - 37	29	49	20
NGB - 38	33	50	17
Push-Ups			
	Initial	Final	Change
NGB - 37	27	52	25
NGB - 38	30	53	23

Post Residential Performance

NGB Class 35			Total Graduates: 145
Reporting	Month 1	Month 6	Month 12
Reported (%)	138 (95%)	123 (85%)	136 (94%)
Placed (%)	131 (90%)	118 (81%)	131 (90%)
Placement Category	Month 1	Month 6	Month 12
Military	0	1	3
School	128	107	100
Employment	16	20	53
Miscellaneous	3	5	9

2012 Highlights

- Highest Cadet retention for NGYCP nationwide!
- Implemented Parenting Classes for Parents of Cadets in the Residential Phase. 95% of Parents graduated from Sunburst Youth Academy or an accredited program for their Cadet.
- Routinely graduated 10-12% of Cadets with High School diplomas. Remaining Cadets returned to their district high school, transitioned to community college, received Job Corps referrals, or remained in SYA's 'outreach' alternative education program.

2013 Goals

- Continue to focus on Cadet retention.
- Maintain or exceed 85% positive placement of Sunburst Graduates.
- Continue to emphasize fiscal management and internal controls.

* Value of Community Service in California is \$24.18 per hour according to http://www.independentsector.org/volunteer_time



California

Grizzly Youth Academy



Program Information

Graduates for reporting period: 348

San Luis Obispo, CA

139,400 California students dropped out of High School in 2011

Established: 1998

Residential Performance

	Class 37	Class 38
Target Graduates	175	175
Number Applied	402	316
Cadets Registered	231	227
Cadets Graduated	179	169
Retention	77%	74%
Total Cost Per Cadet	\$23,256.04	\$24,632.14

Core Component Completion

Academic Achievements	Class 37	Class 38	
Pre-TABE (grade equivalent)	8	7.9	
Post-TABE (grade equivalent)	9.5	9.4	
Growth (grade equivalent)	1.5	1.5	
Responsible Citizenship			
Eligible to vote	42	32	
Registered to vote	42	32	
Eligible to register for Selective Service	34	27	
Registered for Selective Service	34	27	
Service to the Community			
Average hours per Cadet	80.6	64.8	
Total hours served	14,427	10,954	
Value of Contribution*	\$348,844.86	\$264,867.72	
Total Contribution	\$613,712.58		
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	9:32	7:56	1:36
NGB - 38	9:22	7:34	1:48
Curl-Ups			
	Initial	Final	Change
NGB - 37	32	47	15
NGB - 38	33	48	15
Push-Ups			
	Initial	Final	Change
NGB - 37	18	40	22
NGB - 38	19	40	21

Post Residential Performance

NGB Class 34			Total Graduates: 158
Reporting	Month 1	Month 6	Month 12
Reported (%)	158 (100%)	157 (99%)	153 (97%)
Placed (%)	144 (91%)	149 (94%)	146 (92%)
Placement Category	Month 1	Month 6	Month 12
Military	3	4	7
School	120	137	130
Employment	53	50	57
Miscellaneous	4	3	15

Post Residential Performance

NGB Class 35			Total Graduates: 188
Reporting	Month 1	Month 6	Month 12
Reported (%)	188 (100%)	187 (99%)	183 (97%)
Placed (%)	172 (91%)	178 (95%)	173 (92%)
Placement Category	Month 1	Month 6	Month 12
Military	3	3	7
School	153	161	141
Employment	40	69	93
Miscellaneous	2	7	9

2012 Highlights

- The Grizzly ChallengeNGe Charter High School received a 6 year reaccreditation, the maximum allowed, from the California Department of Education.
- Reinstated participation in the Liberty Tattoo Removal program for Cadets to remove unwanted tattoos through a reestablished partnership with a local social service agency.
- 90+% Cadet placement rate at month 12 of the Post-Residential Phase.

2013 Goals

- Significantly increase Cadet retention during the Pre-ChallengeNGe and Residential Phases.
- Continue to meet or exceed a 90% placement rate in the Post-Residential Phase.
- Increase marketing efforts and utilize targeted marketing strategies to increase applicant pool to 500 applicants per class.

* Value of Community Service in State is \$24.18 per hour according to http://www.independentsector.org/volunteer_time



District of Columbia

Capital Guardian Youth Challenge Program



Program Information

Graduates for reporting period: 39 District of Columbia
 2,400 D.C. students dropped out of High School in 2011 Established: 2007

Residential Performance		
	Class 37	Class 38
Target Graduates	28	28
Number Applied	105	96
Cadets Registered	44	33
Cadets Graduated	27	12
Retention	61%	36%
Total Cost Per Cadet	\$15,555.56	\$38,888.89

Post Residential Performance			
NGB Class 34			Total Graduates: 13
Reporting	Month 1	Month 6	Month 12
Reported (%)	6 (46%)	2 (15%)	9 (69%)
Placed (%)	4 (31%)	2 (15%)	8 (62%)
Placement Category	Month 1	Month 6	Month 12
Military	0	0	0
School	1	1	7
Employment	3	1	2
Miscellaneous	0	0	0

Core Component Completion			
	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	7	5.9	
Post-TABE (grade equivalent)	10.3	8.2	
Growth (grade equivalent)	3.3	2.3	
Responsible Citizenship			
Eligible to vote	11	1	
Registered to vote	11	1	
Eligible to register for Selective Service	3	1	
Registered for Selective Service	3	1	
Service to the Community			
Average hours per Cadet	60	62.8	
Total hours served	1,620	753	
Value of Contribution*	\$54,448.20	\$25,308.33	
Total Contribution	\$79,756.53		
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB – 37	11:17	10:36	0:41
NGB – 38	14:48	8:41	6:07
Curl-Ups			
	Initial	Final	Change
NGB – 37	26	35	9
NGB – 38	26	38	12
Pull-Ups			
	Initial	Final	Change
NGB – 37	7	10	3
NGB – 38	4	18	14

Post Residential Performance			
NGB Class 35			Total Graduates: 28
Reporting	Month 1	Month 6	Month 12
Reported (%)	15 (54%)	0 (0%)	23 (82%)
Placed (%)	2 (7%)	0 (0%)	23 (82%)
Placement Category	Month 1	Month 6	Month 12
Military	0	1	1
School	1	0	15
Employment	2	0	7
Miscellaneous	0	0	0

2012 Highlights

- 100% Placement for Class 38 in District of Columbia Agencies!
- Improved orientation process has helped to identify more qualified Candidates for the Program.
- Ongoing planning and local support for our new facility to host the Residential Phase of the program has significantly raised the level of awareness and need for a D.C. based program for the District of Columbia community and their families.

2013 Goals

- Secure the Permanent Residential Facility for the establishment of an independent Program
 (The District of Columbia currently sends Cadets to the Maryland program for the Residential Phase)
- Decrease attrition by 50%
- Ensure that 100% of staff are trained in their program areas

* Value of Community Service in D.C. is \$33.61 per hour according to http://www.independentsector.org/volunteer_time





Program Information

Graduates for reporting period: 326

Camp Blanding, FL

83,500 Florida students dropped out of High School in 2011

Established: 2001

Residential Performance

	Class 37	Class 38
Target Graduates	150	150
Number Applied	417	397
Cadets Registered	202	196
Cadets Graduated	173	153
Retention	86%	78%
Total Cost Per Cadet	\$13,827.53	\$15,635.06

Core Component Completion

	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	8.4	8.3	
Post-TABE (grade equivalent)	9.6	9.5	
Growth (grade equivalent)	1.2	1.2	
Responsible Citizenship			
Eligible to vote	83	45	
Registered to vote	83	45	
Eligible to register for Selective Service	70	36	
Registered for Selective Service	70	36	
Service to the Community			
Average hours per Cadet	52.9	62.2	
Total hours served	9,156	9,514	
Value of Contribution*	\$170,850.96	\$177,531.24	
Total Contribution		\$348,382.20	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB – 37	9:29	8:42	0:47
NGB – 38	9:44	8:57	0:47
Curl-Ups			
	Initial	Final	Change
NGB – 37	36	52	16
NGB – 38	42	52	10
Push-Ups			
	Initial	Final	Change
NGB – 37	28	59	31
NGB – 38	29	50	21

Post Residential Performance

NGB Class 34			Total Graduates: 114
Reporting	Month 1	Month 6	Month 12
Reported (%)	106 (93%)	103 (90%)	103 (90%)
Placed (%)	63 (55%)	62 (54%)	71 (62%)
Placement Category			
Placement Category	Month 1	Month 6	Month 12
Military	1	4	7
School	7	22	19
Employment	60	47	50
Miscellaneous	0	0	5

Post Residential Performance

NGB Class 35			Total Graduates: 158
Reporting	Month 1	Month 6	Month 12
Reported (%)	153 (97%)	126 (80%)	129 (82%)
Placed (%)	91 (58%)	91 (58%)	71 (45%)
Placement Category			
Placement Category	Month 1	Month 6	Month 12
Military	1	11	10
School	25	27	18
Employment	73	63	51
Miscellaneous	5	3	11

2012 Highlights

- Cadet of the Month and Cadet of the Class program established to provide increased incentive for exceptional performance.
- Expanded agricultural program to focus on sustainability and conservation ideas that Cadets are able to take back to their communities.
- Service to the Community activities included supporting The Muscular Dystrophy Association, The Cystic Fibrosis Foundation, and the Special Olympics.

2013 Goals

- Continue to exceed target graduation.
- Use virtual education opportunities for credit recovery.
- Use social media and other avenues to increase reporting during the Post-Residential Phase.

* Value of Community Service in Florida is \$18.66 per hour according to http://www.independentsector.org/volunteer_time



Georgia

Fort Gordon Youth Challenge Academy



Program Information

Graduates for reporting period: 458

Fort Gordon, GA

60,600 Georgia students dropped out of High School in 2011

Established: 2000

Residential Performance

	Class 37	Class 38
Target Graduates	200	225
Number Applied	318	507
Cadets Registered	295	335
Cadets Graduated	219	239
Retention	74%	71%
Total Cost Per Cadet	\$13,616.44	\$12,476.99

Post Residential Performance

NGB Class 34			Total Graduates: 214
Reporting	Month 1	Month 6	Month 12
Reported (%)	209 (98%)	202 (94%)	173 (81%)
Placed (%)	194 (91%)	163 (76%)	115 (54%)
Placement Category	Month 1	Month 6	Month 12
Military	6	12	9
School	57	67	59
Employment	145	107	53
Miscellaneous	5	6	6

Core Component Completion

	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	6.2	6.2	
Post-TABE (grade equivalent)	9.1	8.7	
Growth (grade equivalent)	2.9	2.5	
Responsible Citizenship			
Eligible to vote	96	99	
Registered to vote	96	99	
Eligible to register for Selective Service	81	87	
Registered for Selective Service	81	87	
Service to the Community			
Average hours per Cadet	66.5	59.7	
Total hours served	14,556	14,269	
Value of Contribution*	\$296,651.28	\$290,802.22	
Total Contribution	\$587,453.50		
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	8:37	7:12	1:25
NGB - 38	8:18	7:31	0:47
Curl-Ups			
	Initial	Final	Change
NGB - 37	44	52	8
NGB - 38	46	50	4
Push-Ups			
	Initial	Final	Change
NGB - 37	36	50	14
NGB - 38	33	53	20

Post Residential Performance

NGB Class 35			Total Graduates: 211
Reporting	Month 1	Month 6	Month 12
Reported (%)	195 (92%)	196 (93%)	128 (61%)
Placed (%)	176 (83%)	131 (62%)	82 (39%)
Placement Category	Month 1	Month 6	Month 12
Military	4	7	5
School	40	58	42
Employment	141	70	44
Miscellaneous	7	6	5

2012 Highlights

- Expanded credit recovery/high school graduation program.
- Increased cadet employability by offering Cadets work experience within the Program.
- Increased training for all staff.

2013 Goals

- Improve facilities at Fort Gordon.
- Increase retention rate during the Acclimation Period.
- Continue to exceed target graduation rate.

* Value of Community Service in Georgia is \$20.38 per hour according to http://www.independentsector.org/volunteer_time



Georgia

Fort Stewart Youth Challenge Academy



Program Information

Graduates for reporting period: 417

Fort Stewart, GA

60,600 Georgia students dropped out of High School in 2011

Established: 1993

Residential Performance

	Class 37	Class 38
Target Graduates	212	212
Number Applied	1,209	424
Cadets Registered	305	306
Cadets Graduated	218	199
Retention	71%	65%
Total Cost Per Cadet	\$13,678.90	\$14,984.92

Post Residential Performance

NGB Class 34			Total Graduates: 205
Reporting	Month 1	Month 6	Month 12
Reported (%)	194 (95%)	187 (91%)	199 (97%)
Placed (%)	146 (71%)	158 (77%)	187 (91%)
Placement Category	Month 1	Month 6	Month 12
Military	8	14	16
School	70	83	83
Employment	44	63	72
Miscellaneous	38	34	37

Core Component Completion

Academic Achievements	Class 37	Class 38	
Pre-TABE (grade equivalent)	7.4	6.9	
Post-TABE (grade equivalent)	10.6	10.2	
Growth (grade equivalent)	3.2	3.3	
Responsible Citizenship			
Eligible to vote	75	79	
Registered to vote	75	79	
Eligible to register for Selective Service	66	67	
Registered for Selective Service	66	67	
Service to the Community			
Average hours per Cadet	56.6	83.5	
Total hours served	12,330	16,615	
Value of Contribution*	\$251,285.40	\$338,613.70	
Total Contribution		\$589,899.10	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	8:47	8:42	0:05
NGB - 38	9:14	8:17	0:57
Curl-Ups			
	Initial	Final	Change
NGB - 37	42	50	8
NGB - 38	41	50	9
Pull-Ups			
	Initial	Final	Change
NGB - 37	11	10	-1
NGB - 38	8	11	3

Post Residential Performance

NGB Class 35			Total Graduates: 212
Reporting	Month 1	Month 6	Month 12
Reported (%)	210 (99%)	208 (98%)	210 (99%)
Placed (%)	175 (83%)	189 (89%)	203 (96%)
Placement Category	Month 1	Month 6	Month 12
Military	9	10	11
School	90	105	99
Employment	48	94	106
Miscellaneous	43	20	25

2012 Highlights

- Added a program in Forklift Certification.
- Fifty Cadets graduated with 3 semester hours of college credit.
- Exposed selected Cadets to the "Tied to Greatness" program, an effort to improve the self-image and esteem of at-risk, inner-city young males.

2013 Goals

- Increase total Graduates by 5%.
- Increase total Graduates with Job Corps credentials by 50%, from 88 to 132.
- Initiate three new Cadet clubs, including a journalism club that will produce an Academy Newsletter.

* Value of Community Service in Georgia is \$20.38 per hour according to http://www.independentsector.org/volunteer_time



Hawaii

Barber's Point - Youth ChalleNGe Academy



Program Information

Graduates for reporting period: 192 Kapolei, HI
 5,500 Hawaii students dropped out of High School in 2011 Established: 1994

Residential Performance		
	Class 37	Class 38
Target Graduates	100	100
Number Applied	263	205
Cadets Registered	131	117
Cadets Graduated	101	91
Retention	77%	78%
Total Cost Per Cadet	\$15,841.58	\$17,582.42

Post Residential Performance			
NGB Class 34			Total Graduates: 88
Reporting	Month 1	Month 6	Month 12
Reported (%)	48 (55%)	34 (39%)	22 (25%)
Placed (%)	24 (27%)	27 (31%)	18 (20%)
Placement Category	Month 1	Month 6	Month 12
Military	2	4	2
School	9	5	2
Employment	17	24	11
Miscellaneous	2	1	8

Core Component Completion			
	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	6.9	6.4	
Post-TABE (grade equivalent)	8.9	8.4	
Growth (grade equivalent)	2	2	
Responsible Citizenship			
Eligible to vote	18	27	
Registered to vote	18	27	
Eligible to register for Selective Service	14	22	
Registered for Selective Service	14	22	
Service to the Community			
Average hours per Cadet	50.1	42.8	
Total hours served	5,063	3,895	
Value of Contribution*	\$91,539.04	\$70,421.60	
Total Contribution	\$161,960.64		
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	9:42	10:25	+0:42
NGB - 38	10:24	8:05	2:19
Curl-Ups			
	Initial	Final	Change
NGB - 37	45	48	3
NGB - 38	40	54	14
Push-Ups			
	Initial	Final	Change
NGB - 37	32	57	25
NGB - 38	38	56	18

Post Residential Performance			
NGB Class 35			Total Graduates: 120
Reporting	Month 1	Month 6	Month 12
Reported (%)	87 (73%)	39 (33%)	28 (23%)
Placed (%)	58 (48%)	25 (21%)	24 (20%)
Placement Category	Month 1	Month 6	Month 12
Military	1	2	1
School	24	8	7
Employment	48	20	21
Miscellaneous	0	0	0

- ### 2012 Highlights
- Created the E Kau Pe (which means "Outreach") Initiative to reinforce Career Connections Development during the Post-Residential Phase in areas such as budgeting and interviewing.
 - Developed a partnership with the Urban Corps, also known as KUPU (Hawaiian for sprout, grow, or germinate) to empower Cadets to serve their communities through stewardships.
 - Developed a Career Readiness Training Program for Cadets resulting in the receipt of the American Red Cross 3-year National Lifeguard and Water Safety Instructor certification, along with certifications in first aid, CPR, and use of the AED for the professional rescuer.

- ### 2013 Goals
- Stabilize recruiting and improve enrollment numbers to achieve target graduation goal.
 - Ensure that all staff members receive mission essential training.
 - Improve placement and Post-Residential activities to ensure Cadets meet their goals.

* Value of Community Service in Hawaii is \$18.08 per hour according to http://www.independentsector.org/volunteer_time



Hawaii

Kulani - Youth ChalleNGe Academy



Program Information

Graduates for reporting period: 126 Hilo, HI
 5,500 Hawaii students dropped out of High School in 2011 Established: 2011

Residential Performance		
	Class 37	Class 38
Target Graduates	100	100
Number Applied	99	75
Cadets Registered	83	59
Cadets Graduated	72	54
Retention	87%	92%
Total Cost Per Cadet	\$17,777.78	\$29,629.63

Post Residential Performance			
NGB Class 34		Total Graduates: N/A	
Reporting	Month 1	Month 6	Month 12
Reported (%)	N/A	N/A	N/A
Placed (%)	N/A	N/A	N/A
* Hawaii Kulani is a new Program and does not have any completed Post-Residential Classes			
Placement Category	Month 1	Month 6	Month 12
Military	N/A	N/A	N/A
School	N/A	N/A	N/A
Employment	N/A	N/A	N/A
Miscellaneous	N/A	N/A	N/A

Core Component Completion		
	Class 37	Class 38
Academic Achievements		
Pre-TABE (grade equivalent)	5.6	4.3
Post-TABE (grade equivalent)	6.2	6.9
Growth (grade equivalent)	0.6	2.6
Responsible Citizenship		
Eligible to vote	21	15
Registered to vote	21	15
Eligible to register for Selective Service	14	21
Registered for Selective Service	14	21
Service to the Community		
Average hours per Cadet	52	45
Total hours served	3,745	2,428
Value of Contribution*	\$67,709.60	\$43,898.24
Total Contribution		\$111,607.84

Post Residential Performance			
NGB Class 35		Total Graduates: N/A	
Reporting	Month 1	Month 6	Month 12
Reported (%)	N/A	N/A	N/A
Placed (%)	N/A	N/A	N/A
* Hawaii Kulani is a new Program and does not have any completed Post-Residential Classes			
Placement Category	Month 1	Month 6	Month 12
Military	N/A	N/A	N/A
School	N/A	N/A	N/A
Employment	N/A	N/A	N/A
Miscellaneous	N/A	N/A	N/A

Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	9:09	8:08	1:01
NGB - 38	11:03	8:13	2:50
Curl-Ups			
	Initial	Final	Change
NGB - 37	38	52	14
NGB - 38	39	52	13
Push-Ups			
	Initial	Final	Change
NGB - 37	40	53	13
NGB - 38	33	56	23

2012 Highlights
<ul style="list-style-type: none"> Visited U.S. Army Garrison Pōhākuloa where Cadets met with soldiers from 1st Battalion, 14th Infantry, 2nd Stryker Brigade Combat Team, and 25th Infantry Division (Tropic Thunder). Developed a new relationship with the local veterans group by being the first class to march alongside them in the annual Veterans Day parade. Cadets attended Na Leo O Na 'Opio (Hawaiian for "Voices of the children"), the 11th Annual Youth Action Summit hosted by the Office of the Prosecuting Attorney where they were awarded a \$5000 grant to begin construction of their confidence course design.

2013 Goals
<ul style="list-style-type: none"> Establish and develop the new permanent location at Keaukaha Military Reservation (KMR) Increase registration and enrollment numbers to reach target graduation goal Improve placement and Post-Residential activities to ensure Graduates reach their goals

* Value of Community Service in Hawaii is \$18.08 per hour according to http://www.independentsector.org/volunteer_time





Program Information

Graduates for reporting period: 661

Rantoul, IL

37,500 Illinois students dropped out of High School in 2011

Established: 1993

Residential Performance

	Class 37	Class 38
Target Graduates	315	315
Number Applied	672	611
Cadets Registered	585	535
Cadets Graduated	348	313
Retention	59%	59%
Total Cost Per Cadet	\$12,643.68	\$14,057.51

Post Residential Performance

NGB Class 34			Total Graduates: 244
Reporting	Month 1	Month 6	Month 12
Reported (%)	121 (50%)	160 (66%)	122 (50%)
Placed (%)	42 (17%)	122 (50%)	76 (31%)
Placement Category	Month 1	Month 6	Month 12
Military	3	8	8
School	13	70	36
Employment	28	53	39
Miscellaneous	0	3	2

Core Component Completion

Academic Achievements	Class 37	Class 38	
Pre-TABE (grade equivalent)	6.8	7.3	
Post-TABE (grade equivalent)	9.4	9.2	
Growth (grade equivalent)	2.6	1.9	
Responsible Citizenship			
Eligible to vote	57	51	
Registered to vote	57	51	
Eligible to register for Selective Service	88	65	
Registered for Selective Service	88	65	
Service to the Community			
Average hours per Cadet	56.8	47.5	
Total hours served	19,757	14,861	
Value of Contribution*	\$449,866.89	\$338,384.97	
Total Contribution		\$788,251.86	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	10:50	8:55	1:55
NGB - 38	10:35	8:24	2:11
Curl-Ups			
	Initial	Final	Change
NGB - 37	35	50	15
NGB - 38	19	49	30
Pull-Ups			
	Initial	Final	Change
NGB - 37	6	12	6
NGB - 38	4	13	9

Post Residential Performance

NGB Class 35			Total Graduates: 340
Reporting	Month 1	Month 6	Month 12
Reported (%)	219 (64%)	193 (57%)	149 (44%)
Placed (%)	115 (34%)	139 (41%)	99 (29%)
Placement Category	Month 1	Month 6	Month 12
Military	1	6	8
School	87	94	51
Employment	28	61	49
Miscellaneous	3	5	6

2012 Highlights

- Exceeded Target Graduation rate!
- Graduate GED achievement rate of 73.98% - the highest since 1997.
- Lincoln's ChalleNGe Academy has produced 12,837 Graduates since inception!

2013 Goals

- Increase placement by working with the Illinois Department of Employment Security IDES.
- Increase program awareness in the state of Illinois.
- Increase grant funding for additional athletic equipment and college funding for graduating Cadets.

* Value of Community Service in Illinois is \$22.77 per hour according to http://www.independentsector.org/volunteer_time



Indiana

Hoosier Youth ChalleNGe Academy



Program Information

Graduates for reporting period: 163

Knightstown, IN

22,700 Indiana students dropped out of High School in 2011

Established: 2007

Residential Performance

	Class 37	Class 38
Target Graduates	100	100
Number Applied	216	209
Cadets Registered	147	134
Cadets Graduated	78	85
Retention	53%	63%
Total Cost Per Cadet	\$22,435.90	\$20,588.24

Core Component Completion

Academic Achievements	Class 37	Class 38	
Pre-TABE (grade equivalent)	6.8	7.6	
Post-TABE (grade equivalent)	8.6	9.2	
Growth (grade equivalent)	1.8	1.6	
Responsible Citizenship			
Eligible to vote	26	23	
Registered to vote	26	23	
Eligible to register for Selective Service	25	19	
Registered for Selective Service	25	19	
Service to the Community			
Average hours per Cadet	49.6	53.7	
Total hours served	3,872	4,563	
Value of Contribution*	\$69,850.88	\$82,316.52	
Total Contribution		\$152,167.40	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB – 37	10:16	8:40	1:36
NGB – 38	12:42	7:44	4:58
Curl-Ups			
	Initial	Final	Change
NGB – 37	32	47	15
NGB – 38	23	52	29
Pull-Ups			
	Initial	Final	Change
NGB – 37	3	8	5
NGB – 38	3	10	7

Post Residential Performance

NGB Class 34			Total Graduates: 77
Reporting	Month 1	Month 6	Month 12
Reported (%)	27 (35%)	60 (78%)	48 (62%)
Placed (%)	9 (12%)	25 (32%)	12 (16%)
Placement Category			
	Month 1	Month 6	Month 12
Military	1	3	2
School	4	16	6
Employment	5	10	6
Miscellaneous	0	1	0

Post Residential Performance

NGB Class 35			Total Graduates: 94
Reporting	Month 1	Month 6	Month 12
Reported (%)	85 (90%)	91 (97%)	82 (87%)
Placed (%)	36 (38%)	56 (60%)	59 (63%)
Placement Category			
	Month 1	Month 6	Month 12
Military	1	3	4
School	24	38	32
Employment	10	18	21
Miscellaneous	2	4	6

2012 Highlights

- Fifty Cadets earned college credits and 95 Cadets earned Academic GED Credentials during the Residential Phase.
- Provided \$155,000 in scholarships to Graduates.
- Cadet Government planned and executed a fundraising car wash for a non-profit organization to assist young mothers complete high school.

2013 Goals

- Meet or exceed target graduation goal by increasing pool of applicants.
- Increase Post-Residential placement rate at month 12 by 5%.
- Increase Academic Credentials awarded in the Residential Phase by 5%.

* Value of Community Service in Indiana is \$18.04 per hour according to http://www.independentsector.org/volunteer_time



Kentucky

Bluegrass ChalleNGe Academy



Program Information

Graduates for reporting period: 156

Fort Knox, KY

15,500 Kentucky students dropped out of High School in 2011

Established: 1999

Residential Performance

	Class 37	Class 38
Target Graduates	100	100
Number Applied	158	158
Cadets Registered	135	135
Cadets Graduated	77	79
Retention	57%	59%
Total Cost Per Cadet	\$20,779.22	\$20,253.16

Post Residential Performance

NGB Class 34			Total Graduates: 79
Reporting	Month 1	Month 6	Month 12
Reported (%)	70 (89%)	76 (96%)	75 (95%)
Placed (%)	36 (46%)	58 (73%)	65 (82%)
Placement Category	Month 1	Month 6	Month 12
Military	2	3	5
School	24	38	38
Employment	14	22	25
Miscellaneous	1	3	7

Core Component Completion

Academic Achievements	Class 37	Class 38	
Pre-TABE (grade equivalent)	6.2	5.9	
Post-TABE (grade equivalent)	7.4	7.8	
Growth (grade equivalent)	1.2	1.9	
Responsible Citizenship			
Eligible to vote	13	16	
Registered to vote	13	16	
Eligible to register for Selective Service	12	15	
Registered for Selective Service	12	15	
Service to the Community			
Average hours per Cadet	82.2	70.1	
Total hours served	6,332	5,540	
Value of Contribution*	\$111,759.80	\$97,781.00	
Total Contribution	\$209,540.80		
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	10:12	8:15	1:57
NGB - 38	10:39	7:58	2:41
Curl-Ups			
	Initial	Final	Change
NGB - 37	36	47	11
NGB - 38	35	43	8
Push-Ups			
	Initial	Final	Change
NGB - 37	36	64	28
NGB - 38	28	43	15

Post Residential Performance

NGB Class 35			Total Graduates: 117
Reporting	Month 1	Month 6	Month 12
Reported (%)	111 (95%)	114 (97%)	70 (60%)
Placed (%)	46 (39%)	89 (76%)	69 (59%)
Placement Category	Month 1	Month 6	Month 12
Military	0	3	4
School	43	60	38
Employment	5	42	27
Miscellaneous	0	5	8

2012 Highlights

- Bluegrass ChalleNGe Academy made the transition to a primary high school credit recovery program, with options remaining for GED attainment.
- The Kentucky General Assembly recognized Kentucky Youth ChalleNGe as a primary program for at-risk youth, including the program for Support Education Excellence in Kentucky (SEEK) funding.
- Kentucky Youth ChalleNGe completed efforts to establish a second program in Harlan County. Appalachian ChalleNGe Academy opened for operations in July 2012.

2013 Goals

- Fully support the first year operations of Appalachian ChalleNGe Academy in Harlan, KY.
- Increase retention during the Residential Phase.
- Develop the legislative initiative with the Kentucky Department of Education to demonstrate both academic and behavioral success of Youth ChalleNGe.

* Value of Community Service in Kentucky is \$17.65 per hour according to http://www.independentsector.org/volunteer_time



Louisiana

Camp Beauregard - Youth ChalleNGe Program



Program Information

Graduates for reporting period: 561

Pineville, Louisiana

21,700 Louisiana students dropped out of High School in 2011

Established: 1993

Residential Performance

	Class 37	Class 38
Target Graduates	250	250
Number Applied	529	497
Cadets Registered	354	356
Cadets Graduated	281	280
Retention	79%	79%
Total Cost Per Cadet	\$13,345.20	\$13,392.86

Post Residential Performance

NGB Class 34			Total Graduates: 237
Reporting	Month 1	Month 6	Month 12
Reported (%)	236 (99.5%)	228 (96%)	222 (94%)
Placed (%)	210 (89%)	183 (77%)	197 (83%)
Placement Category	Month 1	Month 6	Month 12
Military	4	11	21
School	36	74	63
Employment	171	120	129
Miscellaneous	9	6	17

Core Component Completion

Academic Achievements	Class 37	Class 38	
Pre-TABE (grade equivalent)	6.8	7.3	
Post-TABE (grade equivalent)	9.8	10.2	
Growth (grade equivalent)	3	2.9	
Responsible Citizenship			
Eligible to vote	61	51	
Registered to vote	61	51	
Eligible to register for Selective Service	48	46	
Registered for Selective Service	48	46	
Service to the Community			
Average hours per Cadet	50	48.1	
Total hours served	14,052	13,454	
Value of Contribution*	\$267,831.12	\$256,433.24	
Total Contribution	\$524,264.36		
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	9:39	8:23	1:16
NGB - 38	10:22	8:08	2:14
Curl-Ups			
	Initial	Final	Change
NGB - 37	33	45	12
NGB - 38	33	50	17
Pull-Ups			
	Initial	Final	Change
NGB - 37	8	8	0
NGB - 38	6	9	3

Post Residential Performance

NGB Class 35			Total Graduates: 253
Reporting	Month 1	Month 6	Month 12
Reported (%)	246 (97%)	241 (95%)	228 (90%)
Placed (%)	211 (83%)	215 (85%)	207 (82%)
Placement Category	Month 1	Month 6	Month 12
Military	13	22	27
School	76	64	73
Employment	156	169	134
Miscellaneous	24	23	12

2012 Highlights

- 51% of Graduates received their GED.
- Cadets visited Louisiana State Capitol while in session to learn about the political process.
- Lowered Cost per Cadet by 11% while exceeding target graduation rate by 12%.

2013 Goals

- Continue to exceed target graduation goal.
- Increase technology in classrooms.
- Increase staff training.

* Value of Community Service in Louisiana is \$19.06 per hour according to http://www.independentsector.org/volunteer_time



Louisiana

Camp Minden - Youth Challenge Program



Program Information

Graduates for reporting period: 404

Camp Minden, Louisiana

21,700 Louisiana students dropped out of High School in 2011

Established: 2002

Residential Performance		
	Class 37	Class 38
Target Graduates	200	200
Number Applied	406	425
Cadets Registered	295	321
Cadets Graduated	192	212
Retention	65%	66%
Total Cost Per Cadet	\$15,625.00	\$14,150.94

Post Residential Performance			
NGB Class 34			Total Graduates: 118
Reporting	Month 1	Month 6	Month 12
Reported (%)	114 (97%)	109 (92%)	105 (89%)
Placed (%)	70 (59%)	87 (74%)	96 (81%)
Placement Category	Month 1	Month 6	Month 12
Military	9	14	17
School	32	31	24
Employment	38	55	57
Miscellaneous	0	5	9

Core Component Completion			
	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	6.7	6.9	
Post-TABE (grade equivalent)	9.5	9.7	
Growth (grade equivalent)	2.8	2.8	
Responsible Citizenship			
Eligible to vote	42	45	
Registered to vote	42	45	
Eligible to register for Selective Service	76	62	
Registered for Selective Service	76	62	
Service to the Community			
Average hours per Cadet	48.1	48	
Total hours served	9,236	10,166	
Value of Contribution*	\$176,038.16	\$193,763.96	
Total Contribution		\$369,802.12	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	10:43	9:39	1:04
NGB - 38	11:30	9:31	1:59
Curl-Ups			
	Initial	Final	Change
NGB - 37	31	47	16
NGB - 38	38	45	7
Push-Ups			
	Initial	Final	Change
NGB - 37	23	49	26
NGB - 38	27	41	14

Post Residential Performance			
NGB Class 35			Total Graduates: 197
Reporting	Month 1	Month 6	Month 12
Reported (%)	193 (98%)	187 (95%)	182 (92%)
Placed (%)	116 (59%)	155 (79%)	158 (80%)
Placement Category	Month 1	Month 6	Month 12
Military	3	6	6
School	51	54	62
Employment	65	84	82
Miscellaneous	4	43	37

2012 Highlights
<ul style="list-style-type: none"> Exceeded Target Graduation Goal by 9%. Increased Cadet military service eligibility by offering 15 college hours during the Residential Phase. Established relationships with local Governments to offer services to the community.

2013 Goals
<ul style="list-style-type: none"> Improve facilities Continue to exceed Target Graduation Increase reporting and placement by improving mentor-mentee relationships

* Value of Community Service in Louisiana is \$19.06 per hour according to http://www.independentsector.org/volunteer_time



Louisiana

Gillis Long - Youth ChalleNGe Program



Program Information

Graduates for reporting period: 529

Carville, Louisiana

21,700 Louisiana students dropped out of High School in 2011

Established: 1999

Residential Performance

	Class 37	Class 38
Target Graduates	250	250
Number Applied	541	492
Cadets Registered	360	351
Cadets Graduated	279	250
Retention	78%	71%
Total Cost Per Cadet	\$13,440.86	\$15,000.00

Post Residential Performance

NGB Class 34			Total Graduates: 213
Reporting	Month 1	Month 6	Month 12
Reported (%)	210 (99%)	212 (100%)	204 (96%)
Placed (%)	193 (91%)	179 (84%)	180 (85%)
Placement Category	Month 1	Month 6	Month 12
Military	15	19	20
School	87	67	58
Employment	110	119	115
Miscellaneous	4	10	15

Core Component Completion

Academic Achievements	Class 37	Class 38	
Pre-TABE (grade equivalent)	7	7.3	
Post-TABE (grade equivalent)	9.5	9.3	
Growth (grade equivalent)	2.5	2	
Responsible Citizenship			
Eligible to vote	46	54	
Registered to vote	46	54	
Eligible to register for Selective Service	31	44	
Registered for Selective Service	31	44	
Service to the Community			
Average hours per Cadet	68.6	55.8	
Total hours served	19,140	13,946	
Value of Contribution*	\$364,808.40	\$265,810.76	
Total Contribution		\$630,619.16	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	10:29	9:39	0:50
NGB - 38	10:57	8:57	2:00
Curl-Ups			
	Initial	Final	Change
NGB - 37	36	47	11
NGB - 38	31	47	16
Push-Ups			
	Initial	Final	Change
NGB - 37	26	38	12
NGB - 38	21	44	23

Post Residential Performance

NGB Class 35			Total Graduates: 226
Reporting	Month 1	Month 6	Month 12
Reported (%)	220 (97%)	204 (90%)	199 (88%)
Placed (%)	204 (90%)	184 (81%)	186 (82%)
Placement Category	Month 1	Month 6	Month 12
Military	2	9	12
School	73	91	78
Employment	157	120	139
Miscellaneous	3	5	15

2012 Highlights

- Achieved 80% placement at the conclusion of the Post-Residential Phase for both classes in the reporting period.
- Exceeded Target Graduation rate by an average of 21 Cadets in each of the last 5 cycles.
- Exceeded the Service to the Community requirement by 50% in both Classes 37 & 38.

2013 Goals

- Exceed graduation target of 250 by 10%.
- Consistently maintain a placement rate of 85% after twelve months in the Post-Residential Phase.
- Increase Staff training level.

* Value of Community Service in Louisiana is \$19.06 per hour according to http://www.independentsector.org/volunteer_time



Maryland

Freestate Challenge Academy



Program Information

Graduates for reporting period: 175 Aberdeen Proving Grounds, Maryland
 17,700 Maryland students dropped out of High School in 2011 Established: 1993

Residential Performance		
	Class 37	Class 38
Target Graduates	100	100
Number Applied	494	369
Cadets Registered	127	136
Cadets Graduated	88	87
Retention	69%	64%
Total Cost Per Cadet	\$19,232.56	\$19,453.62

Post Residential Performance			
NGB Class 34			Total Graduates: 73
Reporting	Month 1	Month 6	Month 12
Reported (%)	72 (99%)	72 (99%)	32 (44%)
Placed (%)	25 (34%)	34 (40%)	60 (70%)
Placement Category	Month 1	Month 6	Month 12
Military	0	0	1
School	11	15	6
Employment	15	22	21
Miscellaneous	0	2	1

Core Component Completion			
	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	6.9	7	
Post-TABE (grade equivalent)	10.3	10	
Growth (grade equivalent)	3.4	3	
Responsible Citizenship			
Eligible to vote	27	21	
Registered to vote	27	21	
Eligible to register for Selective Service	21	14	
Registered for Selective Service	21	14	
Service to the Community			
Average hours per Cadet	59.8	64.5	
Total hours served	5,258	5,608	
Value of Contribution*	\$119,724.66	\$127,694.16	
Total Contribution		\$247,418.82	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB – 37	9:51	9:21	0:30
NGB – 38	12:23	8:34	3:49
Curl-Ups			
	Initial	Final	Change
NGB – 37	30	42	12
NGB – 38	33	48	15
Push-Ups			
	Initial	Final	Change
NGB – 37	5	9	4
NGB – 38	6	11	5

Post Residential Performance			
NGB Class 35			Total Graduates: 86
Reporting	Month 1	Month 6	Month 12
Reported (%)	86 (100%)	62 (72%)	77 (90%)
Placed (%)	14 (16%)	34 (40%)	60 (70%)
Placement Category	Month 1	Month 6	Month 12
Military	0	1	6
School	6	10	23
Employment	7	26	32
Miscellaneous	2	1	3

- ### 2012 Highlights
- Sponsored 4th Annual Lifetime Achievement Award from the Adjutant General of Maryland.
 - Supported National Guard recognition of the Tuskegee Airmen Convention, Gaylord National Harbor, MD.
 - Supported National Guard and National Guard Youth Foundation at the inaugural Baltimore Grand Prix Race, Baltimore, MD.

- ### 2013 Goals
- Relocate to a larger facility in the Edgewood area of Aberdeen Proving Ground.
 - Increase the number of placements for Graduates.
 - Celebrate the 20th Anniversary in September 2013.

* Value of Community Service in Maryland is \$22.77 per hour according to http://www.independentsector.org/volunteer_time



Michigan

Michigan Youth ChalleNGe Academy



Program Information

Graduates for reporting period: 184

Battle Creek, Michigan

37,700 Michigan students dropped out of High School in 2011

Established: 1999

Residential Performance

	Class 37	Class 38
Target Graduates	114	114
Number Applied	298	216
Cadets Registered	136	106
Cadets Graduated	103	81
Retention	76%	76%
Total Cost Per Cadet	\$15,245.15	\$19,382.72

Core Component Completion

Academic Achievements	Class 37	Class 38	
Pre-TABE (grade equivalent)	6.3	6.6	
Post-TABE (grade equivalent)	9.5	8.9	
Growth (grade equivalent)	3.2	2.3	
Responsible Citizenship			
Eligible to vote	28	17	
Registered to vote	28	17	
Eligible to register for Selective Service	24	15	
Registered for Selective Service	24	15	
Service to the Community			
Average hours per Cadet	51.9	47.3	
Total hours served	5,348	3,828	
Value of Contribution*	\$107,334.36	\$76,827.96	
Total Contribution		\$184,162.32	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB – 37	8:36	7:19	1:17
NGB – 38	9:26	7:19	2:07
Curl-Ups			
	Initial	Final	Change
NGB – 37	41	55	14
NGB – 38	34	56	22
Push-Ups			
	Initial	Final	Change
NGB – 37	27	58	31
NGB – 38	29	53	24

Post Residential Performance

NGB Class 34			Total Graduates: 78
Reporting	Month 1	Month 6	Month 12
Reported (%)	69 (88%)	74 (95%)	73 (94%)
Placed (%)	48 (62%)	51 (65%)	49 (63%)
Placement Category			
	Month 1	Month 6	Month 12
Military	9	13	14
School	8	17	11
Employment	41	28	28
Miscellaneous	0	0	3

Post Residential Performance

NGB Class 35			Total Graduates: 89
Reporting	Month 1	Month 6	Month 12
Reported (%)	84 (94%)	87 (98%)	80 (90%)
Placed (%)	69 (78%)	76 (85%)	65 (73%)
Placement Category			
	Month 1	Month 6	Month 12
Military	8	15	14
School	19	31	21
Employment	61	59	41
Miscellaneous	1	3	4

2012 Highlights

- Through negotiations with State government and public awareness, Michigan's ChalleNGe Academy succeeded in leveraging an excess of full state funding for the FY-13 budget.
- As a designated State Project, Michigan's Lion's Club can support the Academy's mission.
- Secured private funding through two philanthropic foundations, enabling the Academy to complete building renovations to allow for increased Cadet capacity and enhanced infrastructure.

2013 Goals

- Complete building renovation
- Rebuild staffing levels to support increased program capacity
- Meet and/or exceed target graduation

* Value of Community Service in Michigan is \$20.07 per hour according to http://www.independentsector.org/volunteer_time



Mississippi

Mississippi ChalleNGe Academy



Program Information

Graduates for reporting period: 414

Camp Shelby, Mississippi

16,100 Mississippi students dropped out of High School in 2011

Established: 1994

Residential Performance		
	Class 37	Class 38
Target Graduates	200	200
Number Applied	457	358
Cadets Registered	267	253
Cadets Graduated	220	194
Retention	82%	77%
Total Cost Per Cadet	\$10,947.14	\$12,414.28

Post Residential Performance			
NGB Class 34		Total Graduates: 201	
Reporting	Month 1	Month 6	Month 12
Reported (%)	201 (100%)	201 (100%)	171 (85%)
Placed (%)	172 (86%)	186 (93%)	165 (82%)
Placement Category	Month 1	Month 6	Month 12
Military	8	11	9
School	63	83	46
Employment	127	133	132
Miscellaneous	6	11	14

Core Component Completion			
	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	6.2	7.1	
Post-TABE (grade equivalent)	10.2	11	
Growth (grade equivalent)	4	3.9	
Responsible Citizenship			
Eligible to vote	66	53	
Registered to vote	66	53	
Eligible to register for Selective Service	57	45	
Registered for Selective Service	57	45	
Service to the Community			
Average hours per Cadet	98	91	
Total hours served	21,570	17,652	
Value of Contribution*	\$332,825.10	\$272,370.36	
Total Contribution		\$605,195.46	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB – 37	10:44	7:56	2:48
NGB – 38	10:41	8:05	2:36
Curl-Ups			
	Initial	Final	Change
NGB – 37	34	49	15
NGB – 38	33	48	15
Push-Ups			
	Initial	Final	Change
NGB – 37	20	37	17
NGB – 38	21	37	16

Post Residential Performance			
NGB Class 35		Total Graduates: 211	
Reporting	Month 1	Month 6	Month 12
Reported (%)	211 (100%)	206 (98%)	202 (96%)
Placed (%)	191 (91%)	197 (93%)	196 (93%)
Placement Category	Month 1	Month 6	Month 12
Military	5	10	11
School	77	70	66
Employment	117	147	116
Miscellaneous	7	10	26

2012 Highlights
<ul style="list-style-type: none"> Sixty-nine Cadets earned up to 15 semester hours each of college credit. Graduated more than 7,000 Cadets and awarded 5,500th GED credential since inception. 414 Graduates earned their GED and/or Adult High School Diploma.

2013 Goals
<ul style="list-style-type: none"> Continue to exceed target enrollment, while reducing attrition, leading to higher graduation rate. Maintain at least a 70% GED pass rate during the Residential Phase. Re-establish the baseline applicant pool of 500+ for each upcoming class.

* Value of Community Service in Mississippi is \$15.43 per hour according to http://www.independentsector.org/volunteer_time



Program Information

Graduates for reporting period: 131

Dillon, MT

2,900 Montana students dropped out of High School in 2011

Established: 1999

Residential Performance

	Class 37	Class 38
Target Graduates	100	100
Number Applied	142	144
Cadets Registered	115	105
Cadets Graduated	79	52
Retention	69%	50%
Total Cost Per Cadet	\$22,784.81	\$34,615.38

Post Residential Performance

NGB Class 34			Total Graduates: 89
Reporting	Month 1	Month 6	Month 12
Reported (%)	88 (99%)	86 (97%)	83 (93%)
Placed (%)	67 (75%)	58 (65%)	58 (65%)
Placement Category	Month 1	Month 6	Month 12
Military	7	8	10
School	10	27	12
Employment	71	36	36
Miscellaneous	1	3	5

Core Component Completion

	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	8.5	7.4	
Post-TABE (grade equivalent)	10	9.6	
Growth (grade equivalent)	1.5	2.2	
Responsible Citizenship			
Eligible to vote	15	13	
Registered to vote	15	13	
Eligible to register for Selective Service	29	23	
Registered for Selective Service	29	23	
Service to the Community			
Average hours per Cadet	49.1	72.4	
Total hours served	3,875	3,767	
Value of Contribution*	\$59,210.00	\$57,559.76	
Total Contribution		\$116,769.76	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB – 37	9:42	7:26	2:16
NGB – 38	10:32	8:26	2:06
Curl-Ups			
	Initial	Final	Change
NGB – 37	40	44	4
NGB – 38	36	47	11
Pull-Ups			
	Initial	Final	Change
NGB – 37	8	8	0
NGB – 38	6	8	2

Post Residential Performance

NGB Class 35			Total Graduates: 80
Reporting	Month 1	Month 6	Month 12
Reported (%)	78 (98%)	76 (95%)	75 (94%)
Placed (%)	59 (74%)	55 (69%)	56 (70%)
Placement Category	Month 1	Month 6	Month 12
Military	3	10	11
School	27	13	20
Employment	34	41	38
Miscellaneous	2	1	3

2012 Highlights

- MYCA developed and implemented high school level courses that allow students to transfer up to two credits toward their high school graduation requirements.
- MYCA partnered with the Forest Service and Bureau of Land Management to educate youth on land management activities and to assist with efforts to improve and protect federal lands.
- Partnered with local organizations to provide additional training to prepare Cadets for the State Certified Nursing Assistant Examination. During the pilot phase, three Cadets received the state certification and two Graduates secured employment as CNAs.

2013 Goals

- Improve effectiveness of recruitment efforts.
- Assist the NGYCP on a national level by joining the Post-Residential Advisory Group.
- Reduce attrition by at least 10%.

* Value of Community Service in Montana is \$15.28 per hour according to http://www.independentsector.org/volunteer_time

New Jersey

New Jersey Youth ChalleNGe Academy



Program Information

Graduates for reporting period: 200

Fort Dix, NJ

14,000 New Jersey students dropped out of High School in 2011

Established: 1994

Residential Performance

	Class 37	Class 38
Target Graduates	100	100
Number Applied	226	222
Cadets Registered	165	182
Cadets Graduated	100	100
Retention	61%	55%
Total Cost Per Cadet	\$19,150.00	\$19,150.00

Post Residential Performance

NGB Class 34			Total Graduates: 112
Reporting	Month 1	Month 6	Month 12
Reported (%)	110 (98%)	3 (3%)	10 (9%)
Placed (%)	4 (4%)	2 (2%)	0 (0%)
Placement Category	Month 1	Month 6	Month 12
Military	1	1	0
School	2	1	0
Employment	2	1	0
Miscellaneous	0	0	0

Core Component Completion

	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	6	6.9	
Post-TABE (grade equivalent)	8.6	9.4	
Growth (grade equivalent)	2.6	2.5	
Responsible Citizenship			
Eligible to vote	33	31	
Registered to vote	33	31	
Eligible to register for Selective Service	25	26	
Registered for Selective Service	25	26	
Service to the Community			
Average hours per Cadet	75.9	71.6	
Total hours served	7,590	7,160	
Value of Contribution*	\$194,607.60	\$183,582.40	
Total Contribution		\$378,190.00	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	11:34	9:45	1:49
NGB - 38	11:01	10:29	0:32
Curl-Ups			
	Initial	Final	Change
NGB - 37	36	41	5
NGB - 38	36	42	6
Push-Ups			
	Initial	Final	Change
NGB - 37	29	40	11
NGB - 38	31	44	13

Post Residential Performance

NGB Class 35			Total Graduates: 85
Reporting	Month 1	Month 6	Month 12
Reported (%)	1 (1%)	15 (18%)	0 (0%)
Placed (%)	1(1%)	3 (4%)	0 (0%)
Placement Category	Month 1	Month 6	Month 12
Military	0	0	0
School	2	1	0
Employment	0	2	0
Miscellaneous	0	0	0

2012 Highlights

- Additional staff hired in RPM Department to improve Post-Residential support and performance.
- Completed major facility renovation to improve living conditions for Cadets.
- Supported the Dan Finn Classic, a yearly basketball fundraiser event to help those less fortunate and received five \$500 Cadet scholarships. Supported a Wreaths Across America (WAA) fundraising event aboard the Battleship New Jersey to honor those who have served our country.

2013 Goals

- Expand target graduation goal from 200 to 250 graduates per year.
- Increase Post-Residential Placement utilizing additional staff in RPM department.
- Increase the number of partnerships with national organizations.

* Value of Community Service in New Jersey is \$25.64 per hour according to http://www.independentsector.org/volunteer_time



New Mexico

New Mexico Youth Challenge Academy



New Mexico Youth Challenge Academy

Graduates for reporting period: 70

Roswell, NM

12,800 New Mexico students dropped out of High School in 2011

Established: 2001

Residential Performance

	Class 37	Class 38
Target Graduates	40	35
Number Applied	81	65
Cadets Registered	56	40
Cadets Graduated	43	27
Retention	77%	68%
Total Cost Per Cadet	\$13,953.49	\$22,222.22

Core Component Completion

	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	6.2	6.2	
Post-TABE (grade equivalent)	8.5	7.9	
Growth (grade equivalent)	2.3	1.7	
Responsible Citizenship			
Eligible to vote	17	9	
Registered to vote	17	9	
Eligible to register for Selective Service	14	7	
Registered for Selective Service	14	7	
Service to the Community			
Average hours per Cadet	51.1	119.7	
Total hours served	2,198	3,231	
Value of Contribution*	\$38,333.12	\$56,348.64	
Total Contribution		\$94,681.76	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	8:59	6:42	2:17
NGB - 38	10:58	6:32	4:26
Curl-Ups			
	Initial	Final	Change
NGB - 37	34	41	7
NGB - 38	24	47	23
Push-Ups			
	Initial	Final	Change
NGB - 37	27	44	17
NGB - 38	20	53	33

Post Residential Performance

NGB Class 34			Total Graduates: 36
Reporting	Month 1	Month 6	Month 12
Reported (%)	26 (72%)	23 (64%)	0 (0%)
Placed (%)	19 (53%)	23 (64%)	0 (0%)
Placement Category	Month 1	Month 6	Month 12
Military	2	4	0
School	12	14	0
Employment	5	5	0
Miscellaneous	0	0	0

Post Residential Performance

NGB Class 35			Total Graduates: 33
Reporting	Month 1	Month 6	Month 12
Reported (%)	33 (100%)	33 (100%)	33 (100%)
Placed (%)	33 (100%)	33 (100%)	33 (100%)
Placement Category	Month 1	Month 6	Month 12
Military	0	0	0
School	33	35	35
Employment	10	10	10
Miscellaneous	0	0	0

2012 Highlights

- Awarded over \$14,000 in scholarships for Post-Residential training.
- 24 Graduates received a Certificate of Occupational Training in Nursing Assisting from Eastern New Mexico University - Roswell.
- Received \$2 million dollars to construct a new facility.

2013 Goals

- Complete construction of new facility.
- Increase graduation target.
- Expand current vocational training programs from three to five options.

* Value of Community Service in New Mexico is \$17.44 per hour according to http://www.independentsector.org/volunteer_time



North Carolina

Tarheel Challenge Academy



Program Information

Graduates for reporting period: 224

Salemberg, NC

34,200 North Carolina students dropped out of High School in 2011

Established: 1994

Residential Performance

	Class 37	Class 38
Target Graduates	125	125
Number Applied	304	247
Cadets Registered	187	158
Cadets Graduated	120	104
Retention	64%	66%
Total Cost Per Cadet	\$14,583.33	\$16,826.92

Post Residential Performance

NGB Class 34			Total Graduates: 108
Reporting	Month 1	Month 6	Month 12
Reported (%)	77 (71%)	78 (72%)	85 (79%)
Placed (%)	43 (40%)	62 (57%)	52 (48%)
Placement Category	Month 1	Month 6	Month 12
Military	7	8	6
School	28	37	35
Employment	17	30	27
Miscellaneous	1	1	1

Core Component Completion

	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	5.9	6.1	
Post-TABE (grade equivalent)	9.1	9.2	
Growth (grade equivalent)	3.2	3.1	
Responsible Citizenship			
Eligible to vote	41	31	
Registered to vote	41	31	
Eligible to register for Selective Service	30	27	
Registered for Selective Service	30	27	
Service to the Community			
Average hours per Cadet	101.7	94.7	
Total hours served	12,208	9,853	
Value of Contribution*	\$229,510.40	\$185,236.40	
Total Contribution		\$414,746.80	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB – 37	11:53	7:58	3:55
NGB – 38	11:42	7:27	4:15
Curl-Ups			
	Initial	Final	Change
NGB – 37	23	43	20
NGB – 38	26	47	21
Push-Ups			
	Initial	Final	Change
NGB – 37	19	38	19
NGB – 38	18	36	18

Post Residential Performance

NGB Class 35			Total Graduates: 111
Reporting	Month 1	Month 6	Month 12
Reported (%)	95 (86%)	94 (85%)	56 (50%)
Placed (%)	59 (53%)	70 (63%)	50 (45%)
Placement Category	Month 1	Month 6	Month 12
Military	3	5	3
School	45	46	30
Employment	22	38	27
Miscellaneous	5	0	3

2012 Highlights

- Received the Governor's Award for Excellence.
- The Tarheel Challenge Academy Color Guard presented the Colors for the opening ceremony of the North Carolina State Fair.
- Forty-two Cadets took their SAT exam during the Residential Phase.

2013 Goals

- Increase Cadet retention
- Increase staff training
- Improve budget process

* Value of Community Service in North Carolina is \$18.80 per hour according to http://www.independentsector.org/volunteer_time





Program Information

Graduates for reporting period: 190

Pryor, OK

14,700 Oklahoma students dropped out of High School in 2011

Established: 1993

Residential Performance

	Class 37	Class 38
Target Graduates	110	110
Number Applied	343	306
Cadets Registered	174	173
Cadets Graduated	98	92
Retention	56%	53%
Total Cost Per Cadet	\$19,081.63	\$20,326.09

Core Component Completion

	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	7.7	8.1	
Post-TABE (grade equivalent)	8.9	9.3	
Growth (grade equivalent)	1.2	1.2	
Responsible Citizenship			
Eligible to vote	24	19	
Registered to vote	24	19	
Eligible to register for Selective Service	19	17	
Registered for Selective Service	19	17	
Service to the Community			
Average hours per Cadet	102.4	78.2	
Total hours served	10,034	7,198	
Value of Contribution*	\$175,494.66	\$125,893.02	
Total Contribution		\$301,387.68	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	9:11	8:20	0:51
NGB - 38	8:21	7:50	0:31
Curl-Ups			
	Initial	Final	Change
NGB - 37	44	51	7
NGB - 38	41	46	5
Push-Ups			
	Initial	Final	Change
NGB - 37	26	54	28
NGB - 38	24	39	15

Post Residential Performance

NGB Class 34			Total Graduates: 102
Reporting	Month 1	Month 6	Month 12
Reported (%)	102 (100%)	99 (97%)	86 (84%)
Placed (%)	27 (26%)	77 (75%)	55 (54%)
Placement Category	Month 1	Month 6	Month 12
Military	9	14	12
School	1	44	24
Employment	20	35	31
Miscellaneous	0	0	1

Post Residential Performance

NGB Class 35			Total Graduates: 92
Reporting	Month 1	Month 6	Month 12
Reported (%)	92 (100%)	86 (93%)	87 (95%)
Placed (%)	43 (47%)	72 (78%)	67 (73%)
Placement Category	Month 1	Month 6	Month 12
Military	2	3	3
School	31	38	35
Employment	16	60	51
Miscellaneous	0	0	1

2012 Highlights

- TYA revamped its 501(c)3 into a state-wide board of volunteers with a focus on fundraising for scholarships and capital improvements.
- Reorganization and review of the program staffing and curriculum has resulted in a more streamlined and cost effective program.
- A Tribal caucus has been set up with the assistance of the Cherokee Nation with the goal to reach more dropouts within the Native American population.
- TYA now offers vocational continuing education credit.

2013 Goals

- Update all policies and procedures to accurately reflect program elements.
- Create a comprehensive staff training model with approved lesson plans.
- Improve marketing and recruitment program to reach more female and minority dropouts.

* Value of Community Service in Oklahoma is \$17.49 per hour according to http://www.independentsector.org/volunteer_time



Oregon

Oregon Youth ChalleNGe Program



Program Information

Graduates for reporting period: 258

Bend, OR

12,200 Oregon students dropped out of High School in 2011

Established: 1999

Residential Performance		
	Class 37	Class 38
Target Graduates	120	120
Number Applied	244	197
Cadets Registered	156	158
Cadets Graduated	132	126
Retention	85%	80%
Total Cost Per Cadet	\$16,515.15	\$17,301.59

Post Residential Performance			
NGB Class 34		Total Graduates: 128	
Reporting	Month 1	Month 6	Month 12
Reported (%)	113 (88%)	104 (81%)	101 (79%)
Placed (%)	99 (77%)	99 (77%)	101 (79%)
Placement Category	Month 1	Month 6	Month 12
Military	9	6	14
School	25	70	57
Employment	87	58	47
Miscellaneous	0	0	14

Core Component Completion			
	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	6.9	7.2	
Post-TABE (grade equivalent)	8.3	9	
Growth (grade equivalent)	1.4	1.8	
Responsible Citizenship			
Eligible to vote	37	45	
Registered to vote	37	45	
Eligible to register for Selective Service	79	68	
Registered for Selective Service	79	68	
Service to the Community			
Average hours per Cadet	101.3	91.4	
Total hours served	13,374	11,514	
Value of Contribution*	\$252,099.90	\$217,038.90	
Total Contribution	\$469,138.80		
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB – 37	9:09	7:17	1:52
NGB – 38	8:47	7:12	1:35
Curl-Ups			
	Initial	Final	Change
NGB – 37	38	57	19
NGB – 38	39	53	14
Push-Ups			
	Initial	Final	Change
NGB – 37	18	42	24
NGB – 38	19	31	12

Post Residential Performance			
NGB Class 35		Total Graduates: 125	
Reporting	Month 1	Month 6	Month 12
Reported (%)	107 (86%)	102 (82%)	93 (74%)
Placed (%)	95 (76%)	99 (79%)	93 (74%)
Placement Category	Month 1	Month 6	Month 12
Military	1	6	10
School	89	89	61
Employment	23	36	39
Miscellaneous	4	7	7

2012 Highlights
• Each class has been filled to capacity for the past 14 classes.
• Exceeded Target Graduation Goal for the past 18 Classes!
• Completed building renovations to improve quality of life for Cadets.
• Cadets received more than \$30,000 in scholarships.

2013 Goals
• Serve a minimum of 300 Cadets per year that have previously been unsuccessful with traditional school.
• 100% of all Graduates shall at a minimum, earn either a High School diploma, GED, or 8-10 high school credits and return to high school after graduation from the Residential Phase.
• 100% of Cadets will have a qualified, trained, adult mentor prior to graduation.

* Value of Community Service in Oregon is \$18.85 per hour according to http://www.independentsector.org/volunteer_time



Puerto Rico

National Guard Youth Challenge Academy



Program Information

Graduates for reporting period: 392

Juana Diaz, PR
Established: 1999

Residential Performance

	Class 37	Class 38
Target Graduates	144	144
Number Applied	296	364
Cadets Registered	254	261
Cadets Graduated	181	211
Retention	71%	81%
Total Cost Per Cadet	\$11,138.12	\$9,554.50

Core Component Completion

Academic Achievements	Class 37	Class 38
Pre-TABE (grade equivalent)	unknown	unknown
Post-TABE (grade equivalent)	unknown	unknown
Growth (grade equivalent)	N/A	N/A

Responsible Citizenship

Eligible to vote	62	82
Registered to vote	62	82
Eligible to register for Selective Service	53	71
Registered for Selective Service	53	71

Service to the Community

Average hours per Cadet	55.6	71.6
Total hours served	10,072	15,112
Value of Contribution*	\$114,921.52	\$172,427.92
Total Contribution		\$287,349.44

Physical Fitness

One Mile Run

	Initial	Final	Change
NGB - 37	8:24	7:23	1:01
NGB - 38	11:07	7:29	3:38

Curl-Ups

	Initial	Final	Change
NGB - 37	36	45	9
NGB - 38	38	43	5

Push-Ups

	Initial	Final	Change
NGB - 37	31	44	13
NGB - 38	32	41	9

Post Residential Performance

NGB Class 34			Total Graduates: 166
Reporting	Month 1	Month 6	Month 12
Reported (%)	97 (58%)	145 (87%)	142 (86%)
Placed (%)	97 (58%)	145 (87%)	142 (86%)
Placement Category	Month 1	Month 6	Month 12
Military	0	0	0
School	35	124	117
Employment	70	51	50
Miscellaneous	3	2	9

Post Residential Performance

NGB Class 35			Total Graduates: 167
Reporting	Month 1	Month 6	Month 12
Reported (%)	72 (43%)	143 (86%)	166 (99%)
Placed (%)	72 (43%)	143 (86%)	159 (95%)
Placement Category	Month 1	Month 6	Month 12
Military	0	2	2
School	51	115	128
Employment	33	45	65
Miscellaneous	0	15	3

2012 Highlights

- Established a partnership with a local college to provide Cadets an opportunity to take advantage of the Federal Ability to Benefit Program (ATB). Six cadets qualified for the ATB and started a technical certification course in electronics.
- Exceeded Target Graduation goal by 35%!
- Achieved a 90% placement rate one year after graduation.
- Eighty Cadets received athletic assistant trainer certifications that will provide them with more employment opportunities during the Post-Residential Phase.

2013 Goals

- Improve facilities to accommodate more beds and classrooms.
- Continue to exceed graduation target.
- Establish a second ChalleNGe site.

* Value of Community Service in Puerto Rico is \$11.41 per hour according to http://www.independentsector.org/volunteer_time



South Carolina

South Carolina Youth ChalleNGe Academy



Program Information

Graduates for reporting period: 138

Eastover, SC

27,200 South Carolina students dropped out of High School in 2011

Established: 1998

Residential Performance

	Class 37	Class 38
Target Graduates	50	80
Number Applied	200	237
Cadets Registered	89	120
Cadets Graduated	63	75
Retention	71%	63%
Total Cost Per Cadet	\$13,333.33	\$26,666.67

Post Residential Performance

NGB Class 34			Total Graduates: 76
Reporting	Month 1	Month 6	Month 12
Reported (%)	61 (80%)	68 (89%)	71 (93%)
Placed (%)	35 (46%)	35 (46%)	48 (63%)
Placement Category	Month 1	Month 6	Month 12
Military	6	6	6
School	18	22	21
Employment	17	16	26
Miscellaneous	0	0	0

Core Component Completion

	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	6.6	6.9	
Post-TABE (grade equivalent)	8.1	8.1	
Growth (grade equivalent)	1.5	1.2	
Responsible Citizenship			
Eligible to vote	22	15	
Registered to vote	22	15	
Eligible to register for Selective Service	17	13	
Registered for Selective Service	17	13	
Service to the Community			
Average hours per Cadet	42.1	50.8	
Total hours served	2,650	3,808	
Value of Contribution*	\$44,811.50	\$64,393.28	
Total Contribution		\$109,204.78	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	9:14	8:26	0:48
NGB - 38	10:18	8:35	1:43
Curl-Ups			
	Initial	Final	Change
NGB - 37	39	45	6
NGB - 38	46	50	4
Pull-Ups			
	Initial	Final	Change
NGB - 37	10	7	-3
NGB - 38	5	9	4

Post Residential Performance

NGB Class 35			Total Graduates: 82
Reporting	Month 1	Month 6	Month 12
Reported (%)	77 (94%)	79 (96%)	72 (88%)
Placed (%)	38 (46%)	50 (61%)	71 (87%)
Placement Category	Month 1	Month 6	Month 12
Military	3	5	3
School	28	36	29
Employment	12	16	20
Miscellaneous	0	2	29

2012 Highlights

- Implemented Driver's Education - Awarded 9 Cadets a Driver's License while enrolled.
- Cadets were able to earn high school credits for their time in the Program - 1st High School Diploma awarded on June 13, 2012!
- Five Cadets scored over 3000 on the GED - The highest scoring 3410!

2013 Goals

- Major renovation project to upgrade and add to classroom, barracks, and administrative buildings.
- Fully staff the RPM Department.
- Exceed Target Graduation.

* Value of Community Service in South Carolina is \$16.91 per hour according to http://www.independentsector.org/volunteer_time



Texas

Texas ChalleNGe Academy



Program Information

Graduates for reporting period: 138

Sheffield, TX

129,300 Texas students dropped out of High School in 2011

Established: 1999

Residential Performance

	Class 37	Class 38
Target Graduates	100	100
Number Applied	156	146
Cadets Registered	103	108
Cadets Graduated	64	74
Retention	62%	69%
Total Cost Per Cadet	\$23,046.88	\$19,932.43

Core Component Completion

	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	5.8	6.8	
Post-TABE (grade equivalent)	10	9.6	
Growth (grade equivalent)	4.2	2.8	
Responsible Citizenship			
Eligible to vote	17	17	
Registered to vote	17	17	
Eligible to register for Selective Service	17	12	
Registered for Selective Service	17	12	
Service to the Community			
Average hours per Cadet	45.1	45.2	
Total hours served	2,889	3,345	
Value of Contribution*	\$63,297.99	\$73,288.95	
Total Contribution		\$136,586.94	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	9:03	8:16	0:47
NGB - 38	9:19	9:16	0:03
Curl-Ups			
	Initial	Final	Change
NGB - 37	39	44	5
NGB - 38	36	43	7
Push-Ups			
	Initial	Final	Change
NGB - 37	34	55	21
NGB - 38	32	52	20

Post Residential Performance

NGB Class 34			Total Graduates: 80
Reporting	Month 1	Month 6	Month 12
Reported (%)	31 (39%)	48 (60%)	32 (40%)
Placed (%)	7 (9%)	37 (46%)	27 (34%)
Placement Category	Month 1	Month 6	Month 12
Military	0	1	1
School	6	24	14
Employment	2	19	13
Miscellaneous	1	3	3

Post Residential Performance

NGB Class 35			Total Graduates: 70
Reporting	Month 1	Month 6	Month 12
Reported (%)	57 (81%)	37 (53%)	54 (77%)
Placed (%)	14 (20%)	29 (41%)	48 (69%)
Placement Category	Month 1	Month 6	Month 12
Military	1	1	3
School	7	13	23
Employment	8	19	38
Miscellaneous	0	1	2

2012 Highlights

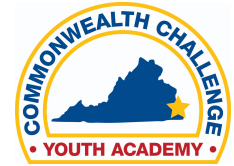
- Established a close-order drill platoon that provided drill demonstrations at local community events and at Camp Mabry, Austin TX, Headquarters of the Texas National Guard.
- The TCA Roadrunners participated in regional track meets.
- 87% High School Completion Rate!
- 25 Cadets received their driver's license.

2013 Goals

- Modify facility to accept more qualified applicants.
- Install Obstacle and Low Rope Courses.
- Meet Graduation Target of 200 Cadets.

* Value of Community Service in Texas is \$21.91 per hour according to http://www.independentsector.org/volunteer_time





Program Information

Graduates for reporting period: 229

Virginia Beach, VA

29,300 Virginia students dropped out of High School in 2011

Established: 1994

Residential Performance

	Class 37	Class 38
Target Graduates	135	135
Number Applied	205	210
Cadets Registered	150	170
Cadets Graduated	116	113
Retention	77%	66%
Total Cost Per Cadet	\$14,599.93	\$14,987.54

Post Residential Performance

NGB Class 34			Total Graduates: 128
Reporting	Month 1	Month 6	Month 12
Reported (%)	127 (99%)	80 (63%)	45 (35%)
Placed (%)	127 (99%)	71 (55%)	43 (34%)
Placement Category	Month 1	Month 6	Month 12
Military	2	2	1
School	30	27	21
Employment	104	50	28
Miscellaneous	0	0	0

Core Component Completion

Academic Achievements	Class 37	Class 38	
Pre-TABE (grade equivalent)	7	7.1	
Post-TABE (grade equivalent)	8.4	8.5	
Growth (grade equivalent)	1.4	1.4	
Responsible Citizenship			
Eligible to vote	20	26	
Registered to vote	20	26	
Eligible to register for Selective Service	16	22	
Registered for Selective Service	16	22	
Service to the Community			
Average hours per Cadet	114.8	98	
Total hours served	13,320	11,070	
Value of Contribution*	\$301,032.00	\$250,182.00	
Total Contribution		\$551,214.00	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	9:13	8:00	1:13
NGB - 38	9:18	7:59	1:19
Curl-Ups			
	Initial	Final	Change
NGB - 37	48	53	5
NGB - 38	44	47	3
Push-Ups			
	Initial	Final	Change
NGB - 37	29	62	33
NGB - 38	32	55	23

Post Residential Performance

NGB Class 35			Total Graduates: 134
Reporting	Month 1	Month 6	Month 12
Reported (%)	119 (89%)	82 (61%)	49 (37%)
Placed (%)	114 (85%)	77 (57%)	48 (36%)
Placement Category	Month 1	Month 6	Month 12
Military	0	4	1
School	74	48	27
Employment	47	35	28
Miscellaneous	0	0	0

2012 Highlights

- Cadet soccer team participated in the annual Virginia Beach International Sand Soccer Tournament.
- Awarded more than 120 academic credentials during the Residential Phase.
- 96% of Graduates obtained placement one month after graduation.
- Over 70% GED pass rate!

2013 Goals

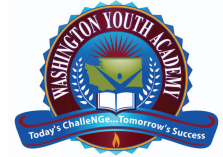
- Continue to improve facilities
- Exceed Target Graduation
- Increase Post-Residential performance above 75%

* Value of Community Service in Virginia is \$22.60 per hour according to http://www.independentsector.org/volunteer_time



Washington

Washington Youth Academy



Program Information

Graduates for reporting period: 259

Bremerton, WA

30,600 Washington students dropped out of High School in 2011

Established: 2009

Residential Performance

	Class 37	Class 38
Target Graduates	120	120
Number Applied	404	301
Cadets Registered	159	158
Cadets Graduated	127	132
Retention	80%	84%
Total Cost Per Cadet	\$14,698.16	\$14,141.48

Core Component Completion

	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	7.8	8.1	
Post-TABE (grade equivalent)	10.0	9.9	
Growth (grade equivalent)	2.2	1.8	
Responsible Citizenship			
Eligible to vote	46	42	
Registered to vote	46	42	
Eligible to register for Selective Service	33	34	
Registered for Selective Service	33	34	
Service to the Community			
Average hours per Cadet	50.6	59.6	
Total hours served	6,428	7,861	
Value of Contribution*	\$135,052.28	\$165,159.61	
Total Contribution		\$300,211.89	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	10:30	7:18	3:12
NGB - 38	9:11	6:34	2:37
Curl-Ups			
	Initial	Final	Change
NGB - 37	33	53	20
NGB - 38	39	46	7
Push-Ups			
	Initial	Final	Change
NGB - 37	31	63	32
NGB - 38	31	45	14

Post Residential Performance

NGB Class 34			Total Graduates: 116
Reporting	Month 1	Month 6	Month 12
Reported (%)	100 (86%)	104 (90%)	98 (84%)
Placed (%)	52 (45%)	98 (84%)	90 (78%)
Placement Category			
Placement Category	Month 1	Month 6	Month 12
Military	2	3	8
School	31	87	81
Employment	30	20	12
Miscellaneous	5	0	1

Post Residential Performance

NGB Class 35			Total Graduates: 118
Reporting	Month 1	Month 6	Month 12
Reported (%)	113 (96%)	115 (97%)	106 (90%)
Placed (%)	92 (78%)	106 (90%)	86 (73%)
Placement Category			
Placement Category	Month 1	Month 6	Month 12
Military	0	1	3
School	87	101	61
Employment	27	21	29
Miscellaneous	4	0	0

2012 Highlights

- Washington's Governor requested the WYA Color Guard present the Colors at the Western Governor's Conference.
- An average of 7.9 academic credits out of 8 possible were earned. Eight credits equal one and one-thirds years of high school credits.
- Innovative use of technology to provide math instruction resulted in increased Cadet interest in math.

2013 Goals

- Increase target graduation goal.
- Improve facilities for Cadet fitness.
- Implement a new technology pilot program integrating the Khan Academy into the academic curriculum.

* Value of Community Service in Washington is \$21.01 per hour according to http://www.independentsector.org/volunteer_time



West Virginia

Mountaineer ChalleNGe Academy



Program Information

Graduates for reporting period: 202

Kingwood, WV

6,700 West Virginia students dropped out of High School in 2011

Established: 1993

Residential Performance

	Class 37	Class 38
Target Graduates	100	100
Number Applied	354	271
Cadets Registered	172	138
Cadets Graduated	114	88
Retention	66%	64%
Total Cost Per Cadet	\$15,789.47	\$20,454.55

Post Residential Performance

NGB Class 34			Total Graduates: 59
Reporting	Month 1	Month 6	Month 12
Reported (%)	59 (100%)	58 (98%)	56 (95%)
Placed (%)	21 (36%)	48 (81%)	35 (59%)
Placement Category	Month 1	Month 6	Month 12
Military	5	6	7
School	5	26	14
Employment	14	23	21
Miscellaneous	1	0	0

Core Component Completion

Academic Achievements	Class 37	Class 38	
Pre-TABE (grade equivalent)	6.9	7.1	
Post-TABE (grade equivalent)	9.5	9.4	
Growth (grade equivalent)	2.6	2.3	
Responsible Citizenship			
Eligible to vote	24	12	
Registered to vote	24	12	
Eligible to register for Selective Service	22	11	
Registered for Selective Service	22	11	
Service to the Community			
Average hours per Cadet	44.7	47.5	
Total hours served	5,095	4,177	
Value of Contribution*	\$86,665.95	\$71,050.77	
Total Contribution		\$157,716.72	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB – 37	9:43	7:36	2:07
NGB – 38	9:47	7:08	2:39
Curl-Ups			
	Initial	Final	Change
NGB – 37	34	56	22
NGB – 38	37	62	25
Pull-Ups			
	Initial	Final	Change
NGB – 37	4	7	3
NGB – 38	4	8	4

Post Residential Performance

NGB Class 35			Total Graduates: 75
Reporting	Month 1	Month 6	Month 12
Reported (%)	73 (97%)	68 (91%)	71 (95%)
Placed (%)	20 (27%)	47 (63%)	55 (73%)
Placement Category	Month 1	Month 6	Month 12
Military	0	2	3
School	10	27	20
Employment	9	22	38
Miscellaneous	1	1	5

2012 Highlights

- Received the West Virginia America's Promise-Governor's Red Wing award from the First Lady of West Virginia in recognition of the Program's devotion to improving the lives of young people.
- Exceeded the annual graduation target for the first time in the Program's history.
- Through a partnership with Pierpont Community College, introduced the Oil and Gas Safety Certification training program to Cadets.

2013 Goals

- Increase the number of cadets graduating from the Program.
- Expand Career Exploration and Job Shadowing opportunities in Child Care.
- Finalize the GED Option 1 High School Credential pathway through ChalleNGe in WV.

* Value of Community Service in West Virginia is \$17.01 per hour according to http://www.independentsector.org/volunteer_time





Program Information

Graduates for reporting period: 208

Fort McCoy, WI

13,700 Wisconsin students dropped out of High School in 2011

Established: 1998

Residential Performance

	Class 37	Class 38
Target Graduates	100	100
Number Applied	267	216
Cadets Registered	171	146
Cadets Graduated	102	106
Retention	60%	73%
Total Cost Per Cadet	\$20,134.31	\$19,374.53

Core Component Completion

Academic Achievements	Class 37	Class 38	
Pre-TABE (grade equivalent)	8.6	8.0	
Post-TABE (grade equivalent)	9.5	9.4	
Growth (grade equivalent)	0.9	1.4	
Responsible Citizenship			
Eligible to vote	29	25	
Registered to vote	29	25	
Eligible to register for Selective Service	24	23	
Registered for Selective Service	24	23	
Service to the Community			
Average hours per Cadet	70.6	65.6	
Total hours served	7,203	6,957	
Value of Contribution*	\$131,094.60	\$126,617.40	
Total Contribution		\$257,712.00	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB - 37	8:55	8:07	0:48
NGB - 38	9:14	7:29	1:45
Curl-Ups			
	Initial	Final	Change
NGB - 37	32	45	13
NGB - 38	39	44	5
Push-Ups			
	Initial	Final	Change
NGB - 37	21	34	13
NGB - 38	21	41	20

Post Residential Performance

NGB Class 34			Total Graduates: 106
Reporting	Month 1	Month 6	Month 12
Reported (%)	106 (100%)	102 (96%)	105 (99%)
Placed (%)	49 (46%)	71 (67%)	77 (73%)
Placement Category			
	Month 1	Month 6	Month 12
Military	1	8	15
School	12	25	16
Employment	37	52	55
Miscellaneous	2	1	0

Post Residential Performance

NGB Class 35			Total Graduates: 108
Reporting	Month 1	Month 6	Month 12
Reported (%)	108 (100%)	108 (100%)	108 (100%)
Placed (%)	47 (44%)	75 (69%)	72 (67%)
Placement Category			
	Month 1	Month 6	Month 12
Military	1	2	3
School	15	17	20
Employment	29	62	61
Miscellaneous	1	2	5

2012 Highlights

- 88.5% of graduated Cadets earned their HSED.
- As part of Post-Residential Action Planning, Cadets experienced positive recreational activities including camping, fly fishing, and biking to replace risky behaviors.
- Increased Program awareness through educator and civic leader visits.
- Established a strong working relationship with Milwaukee Public Schools, the largest school district in Wisconsin!

2013 Goals

- Broaden and enhance relationships with school districts throughout Wisconsin.
- Heighten community awareness of societal pressures which negatively influence teenagers.
- Increase qualified applicants by 20%.

* Value of Community Service in Wisconsin is \$18.20 per hour according to http://www.independentsector.org/volunteer_time



Wyoming

National Guard Youth Challenge Program



Program Information

Graduates for reporting period: 36

Guernsey, WY

2,000 Wyoming students dropped out of High School in 2011

Established: 2006

Residential Performance

	Class 37	Class 38
Target Graduates	50	50
Number Applied	68	61
Cadets Registered	40	31
Cadets Graduated	22	14
Retention	55%	45%
Total Cost Per Cadet	\$45,454.55	\$71,428.57

Post Residential Performance

NGB Class 34			Total Graduates: 26
Reporting	Month 1	Month 6	Month 12
Reported (%)	13 (50%)	11 (42%)	25 (96%)
Placed (%)	10 (38%)	10 (38%)	20 (77%)
Placement Category	Month 1	Month 6	Month 12
Military	0	1	3
School	3	2	9
Employment	9	10	11
Miscellaneous	0	0	3

Core Component Completion

	Class 37	Class 38	
Academic Achievements			
Pre-TABE (grade equivalent)	7.4	7.8	
Post-TABE (grade equivalent)	9.2	9.8	
Growth (grade equivalent)	1.8	2	
Responsible Citizenship			
Eligible to vote	3	3	
Registered to vote	3	3	
Eligible to register for Selective Service	3	3	
Registered for Selective Service	3	3	
Service to the Community			
Average hours per Cadet	61.3	74.6	
Total hours served	1,349	1,045	
Value of Contribution*	\$25,590.53	\$19,823.65	
Total Contribution		\$45,414.18	
Physical Fitness			
One Mile Run			
	Initial	Final	Change
NGB – 37	9:48	10:18	+0:28
NGB – 38	8:09	7:07	1:02
Curl-Ups			
	Initial	Final	Change
NGB – 37	37	47	10
NGB – 38	48	52	4
Push-Ups			
	Initial	Final	Change
NGB – 37	33	34	1
NGB – 38	46	65	19

Post Residential Performance

NGB Class 35			Total Graduates: 23
Reporting	Month 1	Month 6	Month 12
Reported (%)	12 (52%)	9 (39%)	7 (30%)
Placed (%)	8 (35%)	8 (35%)	6 (26%)
Placement Category	Month 1	Month 6	Month 12
Military	0	1	0
School	6	2	2
Employment	3	6	6
Miscellaneous	0	0	0

2012 Highlights

- WY decided to initiate a pilot program testing 4-class starts per year; out-of-cycle classes to begin Oct 12 and Apr 13.
- WY approved increased funding and manpower authorizations to meet requirements for 4-class starts per year.
- Achieved 100% Enrollment on Reception Day of 32 Accepted Candidates for NGB Class 39, a WCCA program first!

2013 Goals

- Enroll 40 Cadets per class for the next four classes (all within one year).
- Graduate 30 Cadets per class for the next four classes (all within one year).
- 100% GED completion for the Cadets who desire to earn a GED.

* Value of Community Service in Wyoming is \$18.97 per hour according to http://www.independentsector.org/volunteer_time



Arizona

Arizona Project ChalleNGe

* This program has closed



Arizona Project ChalleNGe				
Graduates for reporting period: 90			Queen Creek, AZ	
25,600 Arizona students dropped out of High School in 2011.			Established: 1993	
Residential Performance			Core Component Completion	
	Class 37	Class 38	Academic Achievements	
Target Graduates	75	75	Pre-TABE (grade equivalent)	7.7 8.7
Number Applied	165	85	Post-TABE (grade equivalent)	8.7 9.5
Cadets Registered	98	37	Growth (grade equivalent)	1 0.8
Cadets Graduated	57	33	Responsible Citizenship	
Retention	58%	89%	Eligible to vote	18 4
Total Cost Per Cadet	\$19,035.09	\$32,878.79	Registered to vote	18 4
Post Residential Performance			Eligible to register for Selective Service	17 5
NGB Class 34		Total Graduates: 30		
Reporting	Month 1	Month 6	Month 12	Registered for Selective Service
Reported (%)	12 (18%)	3 (5%)	66 (100%)	17 5
Placed (%)	10 (15%)	2 (3%)	22 (33%)	Service to the Community
Placement Category	Month 1	Month 6	Month 12	Average hours per Cadet
Military	1	0	0	223.5 157.5
School	6	1	19	Total hours served
Employment	5	1	10	12,742 5,196
Miscellaneous	1	0	0	Value of Contribution*
				\$251,144.82 \$102,413.16
				Total Contribution
				\$353,557.98
				Physical Fitness
				One Mile Run
				Initial Final Change
				NGB - 37 8:42 6:46 1:56
				NGB - 38 8:16 6:35 1:41
				Curl-Ups
				Initial Final Change
				NGB - 37 30 51 21
				NGB - 38 30 43 13
				Push-Ups
				Initial Final Change
				NGB - 37 29 42 13
				NGB - 38 30 43 13
Post Residential Performance			* Value of Community Service in State is \$19.71 per hour according to http://www.independentsector.org/volunteer_time	
NGB Class 35		Total Graduates: 67		
Reporting	Month 1	Month 6	Month 12	
Reported (%)	8 (15%)	54 (100%)	29 (54%)	
Placed (%)	5 (9%)	24 (44%)	25 (46%)	
Placement Category	Month 1	Month 6	Month 12	
Military	0	0	2	
School	3	19	17	
Employment	1	10	9	
Miscellaneous	1	0	1	

Kentucky

Appalachian ChalleNGe Academy

* This program commenced its inaugural class in July, 2012



Program Information

Graduates for reporting period: 0

Harlan, KY

15,500 Kentucky students dropped out of High School in 2011

Established: 2012

2012 Highlights

- Completed facility renovations in preparation for inaugural class - July 22, 2012!
- Hosted a Job Fair in Harlan County where over 100 job applications were received and public awareness was increased.
- Coordinated job shadowing/training with all staff hires through the Bluegrass ChalleNGe Academy.

2013 Goals

- Exceed target graduation of 100 Cadets per cycle.
- Provide a safe and nurturing environment for at-risk youth.
- Increase public knowledge of the Appalachian ChalleNGe Academy across southeast Kentucky and the surrounding areas.



Appendices



Appendix 1: 2012 ChalleNGe Budget

2012 Funding Table				
Program	Target Graduates	Federal	State Match @ 25%	Total Federal and State
AK	269	\$ 3,715,000.00	\$ 1,238,333.33	\$ 4,953,333.33
AR	150	\$ 1,900,000.00	\$ 633,333.33	\$ 2,533,333.33
AZ	150	\$ -	\$ -	\$ -
CA-LA	270	\$ 5,100,000.00	\$ 1,700,000.00	\$ 6,800,000.00
CA-SL	350	\$ 4,700,000.00	\$ 1,566,666.67	\$ 6,266,666.67
DC	56	\$ 700,000.00	\$ 233,333.33	\$ 933,333.33
FL	300	\$ 3,200,000.00	\$ 1,066,666.67	\$ 4,266,666.67
GA-FG	425	\$ 4,837,500.00	\$ 1,612,500.00	\$ 6,450,000.00
GA-FS	424	\$ 4,837,500.00	\$ 1,612,500.00	\$ 6,450,000.00
HI-BP	200	\$ 2,400,000.00	\$ 800,000.00	\$ 3,200,000.00
HI-KU	200	\$ 2,400,000.00	\$ 800,000.00	\$ 3,200,000.00
IL	630	\$ 6,600,000.00	\$ 2,200,000.00	\$ 8,800,000.00
IN	200	\$ 2,625,000.00	\$ 875,000.00	\$ 3,500,000.00
KY-FK	200	\$ 2,400,000.00	\$ 800,000.00	\$ 3,200,000.00
KY-HA	0	\$ 2,400,000.00	\$ 800,000.00	\$ 3,200,000.00
LA-CB	500	\$ 5,769,000.00	\$ 1,923,000.00	\$ 7,692,000.00
LA-CM	400	\$ 4,500,000.00	\$ 1,500,000.00	\$ 6,000,000.00
LA-GL	500	\$ 5,625,000.00	\$ 1,875,000.00	\$ 7,500,000.00
MD	200	\$ 2,313,000.00	\$ 771,000.00	\$ 3,084,000.00
MI	228	\$ 2,355,000.00	\$ 785,000.00	\$ 3,140,000.00
MS	400	\$ 3,780,000.00	\$ 1,260,000.00	\$ 5,040,000.00
MT	200	\$ 2,700,000.00	\$ 900,000.00	\$ 3,600,000.00
NC	250	\$ 2,625,000.00	\$ 875,000.00	\$ 3,500,000.00
NJ	200	\$ 3,452,000.00	\$ 1,150,666.67	\$ 4,602,666.67
NM	75	\$ 1,005,000.00	\$ 335,000.00	\$ 1,340,000.00
OK	220	\$ 2,805,000.00	\$ 935,000.00	\$ 3,740,000.00
OR	240	\$ 3,270,000.00	\$ 1,090,000.00	\$ 4,360,000.00
PR	288	\$ 3,000,000.00	\$ 1,000,000.00	\$ 4,000,000.00
SC	160	\$ 3,000,000.00	\$ 1,000,000.00	\$ 4,000,000.00
TX	200	\$ 2,400,000.00	\$ 800,000.00	\$ 3,200,000.00
VA	270	\$ 3,700,000.00	\$ 1,233,333.33	\$ 4,933,333.33
WA	240	\$ 2,800,000.00	\$ 933,333.33	\$ 3,733,333.33
WI	200	\$ 3,200,000.00	\$ 1,066,666.67	\$ 4,266,666.67
WV	200	\$ 2,700,000.00	\$ 900,000.00	\$ 3,600,000.00
WY	100	\$ 1,500,000.00	\$ 500,000.00	\$ 2,000,000.00
Total	8,895	\$ 110,314,000.00	\$ 36,771,333.33	\$ 147,085,333.33

Appendix 2: Data Tables

Test of Adult Basic Education						
PROGRAM	Class 37			Class 38		
	PRE-TABE	POST-TABE	GROWTH	PRE-TABE	POST-TABE	GROWTH
AK	8.2	9.5	1.3	8.9	10.3	1.4
AZ	7.2	8.2	1.0	7.7	8.8	1.1
AR	7.7	8.7	1.0	8.7	9.5	0.8
CA-LA	6.7	7.9	1.2	6.4	8.0	1.6
CA-SL	8.0	9.5	1.5	7.9	9.4	1.5
DC	7.0	10.3	3.3	5.9	8.2	2.3
FL	8.4	9.6	1.2	8.3	9.5	1.2
GA-FG	6.2	9.1	2.9	6.2	8.7	2.5
GA-FS	7.4	10.6	3.2	6.9	10.2	3.3
HI-BP	6.9	8.9	2.0	6.4	8.4	2.0
HI-KU	5.6	6.2	0.6	4.3	6.9	2.6
IL	6.8	9.4	2.6	7.3	9.2	1.9
IN	6.8	8.6	1.8	7.6	9.2	1.6
KY	6.2	7.4	1.2	5.9	7.8	1.9
LA-CB	6.8	9.8	3.0	7.3	10.2	2.9
LA-CM	6.7	9.5	2.8	6.9	9.7	2.8
LA-GL	7.0	9.5	2.5	7.3	9.3	2.0
MD	6.9	10.3	3.4	7.0	10.0	3.0
MI	6.3	9.5	3.2	6.6	8.9	2.3
MS	6.2	10.2	4.0	7.1	11.0	3.9
MT	8.5	10.0	1.5	7.4	9.6	2.2
NJ	5.9	9.1	3.2	6.1	9.2	3.1
NM	6.0	8.6	2.6	6.9	9.4	2.5
NC	6.2	8.5	2.3	6.2	7.9	1.7
OK	7.7	8.9	1.2	8.1	9.3	1.2
OR	6.9	8.3	1.4	7.2	9.0	1.8
PR	N/A	N/A	N/A	N/A	N/A	N/A
SC	6.6	8.1	1.5	6.9	8.1	1.2
TX	5.8	10.0	4.2	6.8	9.6	2.8
VA	7.0	8.4	1.4	7.1	8.5	1.4
WA	7.8	10.0	2.2	8.1	9.9	1.8
WV	8.6	9.5	0.9	8.0	9.4	1.4
WI	6.9	9.5	2.6	7.1	9.4	2.3
WY	7.4	9.2	1.8	7.8	9.8	2.0
Totals	7.0	9.1	2.1	7.1	9.2	2.1



Residential Performance NGB CLASS 37

Program	Target	Applied	Accepted	Registered	Graduates	Service Hours	Hours Per Cadet	Value of Service to the Community	Matched with Mentors at Week 13	Total Academic Credentials
AK	125	268	268	252	168	9513	56.6	\$206,337	164	87
AR	75	203	157	143	92	5314	57.8	\$87,575	76	44
AZ	75	165	115	98	57	12742	223.5	\$251,145	61	12
CA-LA	135	299	173	173	156	6403	41.0	\$154,825	157	31
CA-SL	175	402	234	231	179	14427	80.6	\$348,845	185	78
DC	28	105	75	44	27	1620	60.0	\$54,448	26	15
FL	150	417	218	202	173	9156	52.9	\$170,851	184	111
GA-FG	200	318	317	295	219	14556	66.5	\$296,651	226	150
GA-FS	212	1209	336	305	218	12330	56.6	\$251,285	214	155
HI-BP	100	263	140	131	101	5063	50.1	\$91,539	90	83
HI-KU	100	99	92	83	72	3745	52.0	\$67,710	64	61
IL	315	672	669	585	348	19757	56.8	\$449,867	358	262
IN	100	216	160	147	78	3872	49.6	\$69,851	68	51
KY	100	158	150	135	77	6332	82.2	\$111,760	84	46
LA-CB	250	529	454	354	281	14052	50.0	\$267,831	285	147
LA-CM	200	406	385	295	192	9236	48.1	\$176,038	202	115
LA-GL	250	541	459	360	279	19140	68.6	\$364,808	281	156
MD	100	494	201	127	88	5258	59.8	\$119,725	94	52
MI	114	298	142	136	103	5348	51.9	\$107,334	103	68
MS	200	457	278	267	220	21570	98.0	\$332,825	225	158
MT	100	142	138	115	79	3875	49.1	\$59,210	81	51
NC	125	304	205	187	120	12208	101.7	\$229,510	124	84
NJ	100	226	180	165	100	7590	75.9	\$194,608	102	72
NM	40	81	61	56	43	2198	51.1	\$38,333	40	24
OK	110	343	211	174	98	10034	102.4	\$175,495	98	47
OR	120	244	156	156	132	13374	101.3	\$252,100	132	37
PR	144	296	264	254	181	10072	55.6	\$114,922	182	181
SC	50	200	122	89	63	2650	42.1	\$44,812	72	27
TX	100	156	105	103	64	2889	45.1	\$63,298	57	49
VA	135	205	150	150	116	13320	114.8	\$301,032	103	78
WA	120	404	164	159	127	6428	50.6	\$135,052	137	22
WI	100	267	181	171	102	7203	70.6	\$131,095	102	88
WV	100	354	208	172	114	5095	44.7	\$86,666	121	89
WY	50	68	49	40	22	1349	61.3	\$25,591	7	15
Totals	4,398	10,809	7,217	6,354	4,489	297,719	2,329	\$5,832,972	4,505	2,746

Residential Performance NGB CLASS 38

Program	Target	Applied	Accepted	Registered	Graduates	Service Hours	Hours Per Cadet	Value of Service to the Community	Matched with Mentors at Week 13	Total Academic Credentials
AK	144	210	209	198	130	6128	47.1	\$132,916	132	85
AR	75	197	161	145	88	4917	55.9	\$81,032	56	49
AZ	75	85	41	37	33	5196	157.5	\$102,413	34	9
CA-LA	135	277	173	173	151	7060	46.8	\$170,711	155	24
CA-SL	175	316	227	227	169	10954	64.8	\$264,868	179	50
DC	28	96	58	33	12	753	62.8	\$25,308	16	0
FL	150	397	226	196	153	9514	62.2	\$177,531	162	93
GA-FG	225	507	346	335	239	14269	59.7	\$290,802	259	154
GA-FS	212	424	323	306	199	16615	83.5	\$338,614	215	117
HI-BP	100	205	117	117	91	3895	42.8	\$70,422	82	58
HI-KU	100	75	66	59	54	2428	45.0	\$43,898	55	44
IL	315	611	607	535	313	14861	47.5	\$338,385	328	225
IN	100	212	147	134	85	4563	53.7	\$82,317	81	42
KY	100	158	147	135	79	5540	70.1	\$97,781	89	27
LA-CB	250	497	442	356	280	13454	48.1	\$256,433	289	144
LA-CM	200	425	391	321	212	10166	48.0	\$193,764	232	104
LA-GL	250	492	450	351	250	13946	55.8	\$265,811	254	130
MD	100	369	191	136	87	5608	64.5	\$127,694	98	0
MI	114	216	126	106	81	3828	47.3	\$76,828	82	53
MS	200	358	258	253	194	17652	91.0	\$272,370	205	134
MT	100	144	133	105	52	3767	72.4	\$57,560	57	34
NC	125	247	182	158	104	9853	94.7	\$185,236	109	59
NJ	100	222	192	182	100	7160	71.6	\$183,582	105	78
NM	35	65	52	40	27	3231	119.7	\$56,349	30	17
OK	110	306	200	173	92	7198	78.2	\$125,893	89	39
OR	120	197	163	158	126	11514	91.4	\$217,039	128	31
PR	144	364	274	261	211	15112	71.6	\$172,428	214	211
SC	80	237	146	120	75	3808	50.8	\$64,393	84	28
TX	100	146	123	108	74	3345	45.2	\$73,289	43	56
VA	135	210	170	170	113	11070	98.0	\$250,182	129	83
WA	120	236	165	158	132	7861	59.6	\$165,160	133	1
WI	100	216	164	146	106	6957	65.6	\$126,617	106	96
WV	100	271	157	138	88	4177	47.5	\$71,051	92	64
WY	50	61	40	31	14	1045	74.6	\$19,824	14	13
Totals	4,467	9,049	6,867	6,101	4,214	267,445	2,295	\$5,178,501	4,336	2,352



**POST-RESIDENTIAL PHASE
NGB CLASS 34**

Program	Graduation Target	Graduates	Graduates Reporting Month 1	Graduates Placed Month 1	Graduates Reporting Month 6	Graduates Placed Month 6	Graduates Reporting Month 12	Graduates Placed Month 12	Post-Residential Academic Credentials
AK	125	136	102	93	125	114	71	54	7
AR	75	30	30	23	28	22	24	20	2
AZ	80	66	12	10	3	2	66	22	2
CA-LA	110	131	63	53	61	57	93	83	4
CA-SL	155	158	158	144	157	149	153	146	11
DC	28	13	6	4	2	2	9	8	0
FL	125	114	106	63	103	62	103	71	0
GA-FG	200	214	209	194	202	163	173	115	0
GA-FS	200	205	194	146	187	158	199	187	0
HI-BP	100	88	48	24	34	27	22	18	0
IL	315	244	121	42	160	122	122	76	3
IN	100	77	27	9	60	25	48	12	4
KY	100	79	70	36	76	58	75	65	3
LA-CB	200	237	236	210	228	183	222	197	13
LA-CM	125	118	114	70	109	87	105	96	2
LA-GL	200	213	210	193	212	179	204	180	4
MD	100	73	72	25	72	34	32	27	4
MI	114	78	69	48	74	51	73	49	0
MS	200	201	201	172	201	186	171	165	2
MT	85	89	88	67	86	58	83	58	3
NC	125	108	77	43	78	62	85	52	3
NJ	100	112	110	4	3	2	10	0	0
NM	75	36	26	19	23	23	0	0	0
NV	12	9	4	4	0	0	0	0	0
OK	100	102	102	27	99	77	86	55	2
OR	112	128	113	99	104	99	101	101	9
PR	100	166	97	97	145	145	142	142	0
SC	75	76	61	35	68	35	71	48	3
TX	100	80	31	7	48	37	32	27	4
VA	135	128	127	127	80	71	45	43	1
WA	120	116	100	52	104	98	98	90	24
WI	100	106	106	49	102	71	105	77	0
WV	90	59	59	21	58	48	56	35	1
WY	65	26	13	10	11	10	25	20	0
Totals	4,046	3,816	3,162	2,220	3,103	2,517	2,904	2,339	111



**POST-RESIDENTIAL PHASE
NGB CLASS 35**

Program	Graduation Target	Graduates	Graduates Reporting Month 1	Graduates Placed Month 1	Graduates Reporting Month 6	Graduates Placed Month 6	Graduates Reporting Month 12	Graduates Placed Month 12	Post-Residential Academic Credentials
AK	125	156	139	130	121	107	133	118	6
AR	75	67	66	41	65	58	62	61	4
AZ	75	54	8	5	54	24	29	25	2
CA-LA	135	145	138	131	123	118	136	131	2
CA-SL	165	188	188	172	187	178	183	173	5
DC	34	28	15	2	0	0	23	23	1
FL	135	158	153	91	126	91	129	71	0
GA-FG	200	211	195	176	196	131	128	82	0
GA-FS	212	212	210	175	208	189	210	203	2
HI-BP	100	120	87	58	39	25	28	24	0
IL	315	340	219	115	193	139	149	99	0
IN	100	94	85	36	91	56	82	59	2
KY	100	117	111	46	114	89	70	69	6
LA-CB	240	253	246	211	241	215	228	207	17
LA-CM	200	197	193	116	187	155	182	158	1
LA-GL	200	226	220	204	204	184	199	186	2
MD	100	86	86	14	62	34	77	60	4
MI	114	89	84	69	87	76	80	65	1
MS	200	211	211	191	206	197	202	196	8
MT	90	80	78	59	76	55	75	56	0
NC	125	111	95	59	94	70	56	50	1
NJ	100	85	1	1	15	3	0	0	1
NM	35	33	33	33	33	33	33	33	1
OK	110	92	92	43	86	72	87	67	3
OR	112	125	107	95	102	99	93	93	9
PR	100	167	72	72	143	143	166	159	0
SC	75	82	77	38	79	50	72	71	3
TX	100	70	57	14	37	29	54	48	0
VA	135	134	119	114	82	77	49	48	0
WA	120	118	113	92	115	106	106	86	41
WI	100	108	108	47	108	75	108	72	1
WV	100	75	73	20	68	47	71	55	2
WY	50	23	12	8	9	8	7	6	0
Totals	4,177	4,255	3,691	2,678	3,551	2,933	3,307	2,854	125



PHYSICAL FITNESS NGB CLASS 37

Program	One Mile Run			Curl-Ups			Pull-Ups			Push-Ups		
	Initial	Final	Change	Initial	Final	Change	Initial	Final	Change	Initial	Final	Change
AK	10:02	07:52	-2:10	36	49	13	3	6	3	N/A	N/A	N/A
AR	09:39	10:57	+1:18	33	44	11	N/A	N/A	N/A	25	45	20
AZ	08:42	06:46	-1:56	30	51	21	N/A	N/A	N/A	29	42	13
CA-LA	08:53	07:35	-1:18	29	49	20	N/A	N/A	N/A	27	52	25
CA-SL	09:32	07:56	-1:36	32	47	15	N/A	N/A	N/A	18	40	22
DC	11:17	10:36	-0:41	26	35	9	7	10	3	N/A	N/A	N/A
FL	09:29	08:42	-0:47	36	52	16	N/A	N/A	N/A	28	59	31
GA-FG	08:37	07:12	-1:25	44	52	8	N/A	N/A	N/A	36	50	14
GA-FS	08:47	08:42	-0:05	42	50	8	11	10	-1	N/A	N/A	N/A
HI-BP	09:42	10:25	+0:42	45	48	3	N/A	N/A	N/A	32	57	25
HI-KU	09:09	08:08	-1:01	38	52	14	N/A	N/A	N/A	40	53	13
IL	10:50	08:55	-1:55	35	50	15	6	12	6	N/A	N/A	N/A
IN	10:16	08:40	-1:36	32	47	15	3	8	5	N/A	N/A	N/A
KY	10:12	08:15	-1:57	36	47	11	N/A	N/A	N/A	36	64	28
LA-CB	09:39	08:23	-1:16	33	45	12	8	8	0	N/A	N/A	N/A
LA-CM	10:43	09:39	-1:04	31	47	16	N/A	N/A	N/A	23	49	26
LA-GL	10:29	09:39	-0:50	36	47	11	N/A	N/A	N/A	26	38	12
MD	09:51	09:21	-0:30	30	42	12	5	9	4	N/A	N/A	N/A
MI	08:36	07:19	-1:17	41	55	14	N/A	N/A	N/A	27	58	31
MS	10:44	07:56	-2:48	34	49	15	5	11	6	20	37	17
MT	09:42	07:26	-2:16	40	44	4	8	8	0	N/A	N/A	N/A
NC	11:53	07:58	-3:55	23	43	20	4	16	12	19	38	19
NJ	11:34	09:45	-1:49	36	41	5	N/A	N/A	N/A	29	40	11
NM	08:59	06:42	-2:17	34	41	7	N/A	N/A	N/A	27	44	17
OK	09:11	08:20	-0:51	44	51	7	N/A	N/A	N/A	26	54	28
OR	09:09	07:17	-1:52	38	57	19	4	6	2	18	42	24
PR	08:24	07:23	-1:01	36	45	9	N/A	N/A	N/A	31	44	13
SC	09:14	08:26	-0:48	39	45	6	10	7	-3	N/A	N/A	N/A
TX	09:03	08:16	-0:47	39	44	5	15	36	21	34	55	21
VA	09:13	08:00	-1:13	48	53	5	N/A	N/A	N/A	29	62	33
WA	10:30	07:18	-3:12	33	53	20	N/A	N/A	N/A	31	63	32
WI	08:55	08:07	-0:48	32	45	13	N/A	N/A	N/A	21	34	13
WV	09:43	07:36	-2:07	34	56	22	4	7	3	N/A	N/A	N/A
WY	09:48	10:16	+0:28	37	47	10	N/A	N/A	N/A	33	34	1
Average	9:33	8:31	-0:58	36	48	12	7	11	4	28	48	20



PHYSICAL FITNESS NGB CLASS 38

Program	One Mile Run			Curl-Ups			Pull-Ups			Push-Ups		
	Initial	Final	Change	Initial	Final	Change	Initial	Final	Change	Initial	Final	Change
AK	09:39	08:00	-1:39	37	52	15	4	9	5	N/A	N/A	N/A
AR	07:22	09:31	+2:09	38	44	6	N/A	N/A	N/A	26	44	18
AZ	08:16	06:35	-1:41	30	43	13	N/A	N/A	N/A	30	43	13
CA-LA	08:58	07:46	-1:12	33	50	17	N/A	N/A	N/A	30	53	23
CA-SL	09:22	07:34	-1:48	33	48	15	N/A	N/A	N/A	19	40	21
DC	14:48	08:41	-6:07	26	38	12	4	18	14	N/A	N/A	N/A
FL	09:44	08:57	-0:47	42	52	10	N/A	N/A	N/A	29	50	21
GA-FG	08:18	07:31	-0:47	46	50	4	N/A	N/A	N/A	33	53	20
GA-FS	09:14	08:17	-0:57	41	50	9	8	11	3	N/A	N/A	N/A
HI-BP	10:24	08:05	-2:19	40	54	14	N/A	N/A	N/A	38	56	18
HI-KU	11:03	08:13	-2:50	39	52	13	N/A	N/A	N/A	33	56	23
IL	10:35	08:24	-2:11	19	49	30	4	13	9	N/A	N/A	N/A
IN	12:42	07:44	-4:58	23	52	29	3	10	7	N/A	N/A	N/A
KY	10:39	07:58	-2:41	35	43	8	N/A	N/A	N/A	28	43	15
LA-CB	10:22	08:08	-2:14	33	50	17	6	9	3	N/A	N/A	N/A
LA-CM	11:22	10:26	-0:56	38	37	-1	N/A	N/A	N/A	27	16	-11
LA-GL	10:57	08:57	-2:00	31	47	16	N/A	N/A	N/A	21	44	23
MD	12:23	08:34	-3:49	33	48	15	6	11	5	N/A	N/A	N/A
MI	09:26	07:19	-2:07	34	56	22	N/A	N/A	N/A	29	53	24
MS	10:41	08:05	-2:36	33	48	15	7	11	4	21	37	16
MT	10:32	08:26	-2:06	36	47	11	6	8	2	N/A	N/A	N/A
NC	11:42	07:27	-4:15	26	47	21	2	16	14	18	36	18
NJ	11:01	10:29	-0:32	36	42	6	N/A	N/A	N/A	31	44	13
NM	10:58	06:32	-4:26	24	47	23	N/A	N/A	N/A	20	53	33
OK	08:21	07:50	-0:31	41	46	5	N/A	N/A	N/A	24	39	15
OR	08:47	07:12	-1:35	39	53	14	4	7	3	19	31	12
PR	11:07	07:29	-3:38	38	43	5	N/A	N/A	N/A	32	41	9
SC	10:18	08:35	-1:43	46	50	4	5	9	4	N/A	N/A	N/A
TX	09:19	09:16	-0:03	36	43	7	N/A	N/A	N/A	32	52	20
VA	09:18	07:59	-1:19	44	47	3	N/A	n/A	N/A	32	55	23
WA	09:11	06:34	-2:37	39	46	7	N/A	N/A	N/A	31	45	14
WI	09:14	07:29	-1:45	39	44	5	N/A	N/A	N/A	21	41	20
WV	09:47	07:08	-2:39	37	62	25	4	8	4	N/A	N/A	N/A
WY	08:09	07:07	-1:02	48	52	4	N/A	N/A	N/A	46	65	19
Average	10:28	8:29	-1:59	36	48	12	5	11	6	28	45	18

Appendix 3:

Definition of Terms

Academic Excellence: One of the eight core components of the ChalleNGe program. All ChalleNGe participants attend daily academic classes, increasing their academic levels of performance and preparing them for testing for the General Education Development credential or a high school diploma. Evaluation of Cadet progress during the Residential Phase is measured using the Survey or the Complete Battery of TABE scale scores.

Acclimation Period: The first two weeks of a Residential Phase; structured to identify those applicants who are capable and motivated to successfully complete the ChalleNGe program.

Active Mentor Match: A match between a Cadet and his/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.

The Adjutant General (TAG): The senior member of the National Guard organization in each state and territory. In the District of Columbia this individual is referred to as the Commanding General.

Adult High School Diploma (AHSD): Based on an approved curriculum, cadets earn a High School Diploma specifically awarded to adults who failed to complete high school.

Annual Report: The Congressionally mandated annual report for the National Guard Youth ChalleNGe Program. This report documents what degree goal achievement has been met for the reporting year.

Applied: The number of youth submitting completed applications for acceptance into a ChalleNGe program.

Armed Services Vocational Aptitude Battery (ASVAB) Tests: The most widely used multiple-aptitude test battery in the world. As an aptitude test, the ASVAB measures strengths, weaknesses, and potential for future success. The ASVAB also provides career information for various civilian and military occupations and is an indicator for success in future endeavors whether they be college, vocational school, or a military career.

At-Risk Youth: An individual under the age of 18 years who: is absent from home for more than 72 consecutive hours without parental consent; is beyond the control of his/her parent such that the child’s behavior substantially endangers the health, safety, or welfare of the child or any other person; has a serious substance abuse problem for which there are no pending charges related to the substance abuse.

Best Practice: The successful innovation or technique that reduces the gap between current program performance and a desired benchmark.

Cadets: Young men and women accepted into, and participating in, the National Guard Youth ChalleNGe Program. This title is most frequently assigned to ChalleNGe Candidates after successful completion of the Acclimation Period.

Cadre: Members of the ChalleNGe staff responsible for providing primary supervision of Cadets and administering the quasi-military model of structure and discipline.

Candidate: Young men and women accepted into, and participating in, the Acclimation Period of the Residential Phase.

Case Manager: ChalleNGe staff members who monitor the mentoring relationships and activities of Cadets and their Mentors.

ChalleNGe Activity Information Reporting System (CAIRS): A secure web-based system that provides the ChalleNGe program with a robust data management and reporting system.

ChalleNGe Counselor: ChalleNGe program staff responsible for providing guidance counseling services to ChalleNGe participants. Counselors are one component of the ChalleNGe Quad.

ChalleNGe Instructor: ChalleNGe staff members or contracted individuals who provide Cadets with academic instruction in support of their successful completion of required subjects within the core components.

ChalleNGe Operational and Resource Evaluation (CORE) Program: The evaluation program developed by the prime contractor, Alutiiq LLC. The evaluation process is conducted by the CORE Team of Operational and Resource Management evaluators. The purpose of the evaluation process is to ensure that the state-run Youth ChalleNGe Programs operate in accordance with the guidelines and intent of the national-level program, and to enable the Program Office to provide Congress and the DoD assurance of program oversight.

Class: The 17-month period involving a 22-week ChalleNGe Residential Phase and a 12-month Post-Residential Phase.

Core Component: The eight critical areas identified in the intervention model defining the curriculum for the ChalleNGe program: Leadership/Followership; Job Skills; Citizenship; Service to the Community; Life Coping Skills; Academic Excellence; Health and Hygiene; and Physical Fitness.

Core Component Performance Measurement Guide (CCPMG): A section of the National Guard Youth ChalleNGe Program Cooperative Agreement, the CCPMG is the tool providing tasks, conditions and standards which assess

participant performance in each of the eight core components.

Department of Defense (DoD): The Department of Defense is responsible for defending the United States of America while helping to promote American interests globally. The ChalleNGe program is funded through the Department's budget.

Department of Defense Instruction (DoDI): Guidance, orders, or directions published by DoD for subordinate organizations and units within the DoD.

Director's Program Self-Assessment: Biannually each program director whose program does not receive an Operational Evaluation visit is required to provide NGB-AY with an assessment of their program performance for the current year.

Discipline: An enforced, fair, and consistent system of rules governing conduct.

Dropout: A youth no longer attending school and has not received a secondary school diploma or certificate from a program of equivalency for such diploma.

Drug Free Policy: ChalleNGe is a drug free program. All youth are required to submit to and pass a drug test. Random tests may be administered throughout the duration of the Residential Phase.

Enrolled: The status of cadets participating in the ChalleNGe Residential Phase following successful completion of the Acclimation Period.

Equivalency High School Diploma (EHSD): Cadets are eligible to earn the Equivalency High School Diploma based on credits, test scores, and State and school requirements.

Evaluation: Evaluation assesses the effectiveness of an ongoing program in achieving its objectives, relies on the standards of project design to distinguish a program's effects from those of other forces, and aims at program improvement through a modification of current program practices.

Evaluation Plan: A written document describing the overall approach or design that will be used to guide an evaluation. It includes what will be done, how it will be done, who will do it, when it will be done, and why the evaluation is being conducted.

Friendly Match: The process by which the youth select a mentor based upon individuals in their life who have positive and caring influences.

Funding Level: The dollar amount obligated to the ChalleNGe program based on a target graduation number for a given fiscal year.

General Educational Development (GED) Test: Tests developed by the American Council on Education enabling persons who have not graduated from high school to demonstrate the attainment of developed abilities normally acquired through high school completion.

Goals: (See Long Term Career Goals; Intermediate Support Goals; Short Term Residential Goals)

Graduate (ChalleNGe): ChalleNGe Cadets who successfully complete the 22-week Residential Phase by meeting the standards for the eight core components.

Graduation Allowance: An amount up to \$2,200.00 that may be paid to graduates of the Residential Phase. The amount and method of distribution varies with each state.

Health and Hygiene: One of the eight core components of the ChalleNGe intervention model. A structured holistic approach combining physical and mental well-being as cadets explore the effects of substance abuse and sexually

transmitted diseases on their lives. Cadets learn the physical and emotional benefits of proper nutrition through participation in classes and structured group discussions.

High School Diploma: A credential awarded by a High School to ChalleNGe graduates earning enough credits to meet the school requirements. This diploma is awarded either in lieu of a GED or in conjunction with the GED and satisfactory completion of a State's standards of learning test.

Initial Enrollment: The number of Cadets entering the first day of the ChalleNGe Residential Phase following successful completion of the Acclimation Period.

Intermediate Support Goals: Within the parameters of the ChalleNGe program, the Intermediate Support goals support a Cadet's Long Term Career Goal.

Intervention Model: The integrative and holistic model that matrixes individual actions and behavior against eight core competencies required to be a successful adult.

Job Skills: One of the eight core components of the ChalleNGe program. 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 conducting, job interviews.

Leadership/Followership: One of the eight core components of the ChalleNGe program. Identification and application of individual moral and ethical standards is the focus of the various roles and responsibilities as the Cadets live and learn in a structured group environment.

Life Coping Skills: One of the eight core components of the ChalleNGe program. 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 group discussions and in the classroom environment.

Living Allowance: This is an amount up to \$15.00 per week for expenses that may be provided to ChalleNGe participants during the Residential Phase.

Long Term Career Goals: Within the parameters of ChalleNGe, the Long Term Career goals identify the ultimate career goal of the Graduate.

National Guard Youth ChalleNGe Program Cooperative Agreement (NGYCP-CA): The formal agreement between the Chief, National Guard Bureau, and the Governor of a State authorizing the ChalleNGe program in that state.

Matched: The status of a mentor and a Cadet after the mentor has completed screening and mentor training and the Cadet has completed mentee training.

Matching Ceremony: A planned activity where a mentor and a Cadet officially commit to establishing and maintaining contact throughout the Post-Residential Phase.

Mentor: A positive, caring adult who works with the Cadet to achieve their P-RAP goals and Post-Residential Phase completion.

Mentor Report: Standardized monthly report submitted by mentors to the ChalleNGe staff. The report identifies the activities of the ChalleNGe Graduate in the Post-Residential Phase.

National Guard Bureau (NGB): A joint activity of the Department of Defense.

National Guard Bureau – Office of Athletics and Youth Development (NGB-AY): The division within NGB responsible for day-to-day management of the National Guard Youth ChalleNGe Program.

Office of the Secretary of Defense, Reserve Affairs (OSD-RA): The Principal Staff Assistant and advisor to the Secretary of Defense with responsibility for overall supervision of matters involving the Reserve components, including the Army National Guard of the United States, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard of the United States and the Air Force Reserve.

Operational Evaluation (OE): A structured visit by a team of evaluators assessing the implementation of a ChalleNGe program in accordance with stipulated guidelines.

Physical Fitness: One of the eight core components of the ChalleNGe program. Programs conduct a physical fitness program based on 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.

Placement: Placement is the equivalent of at least one full-time positive activity that a ChalleNGe graduate becomes engaged in during the Post-Residential Phase. This activity is identified as an intermediate and/or transitional goal in a Cadet's Post-Residential Action Plan.

Policy Letters: A series of memoranda published by NGB providing guidance and direction in the conduct of the ChalleNGe program.

Post-Residential Action Plan (P-RAP): The contract and road map cadets establish with assistance from program staff and mentors to structure their success in the Post-Residential Phase.

Post-Residential Phase: The 12-month period, following graduation, where Cadets are actively engaged with their mentors and reporting on progress to the local program sites.

Program: Refers to the National Guard Youth ChalleNGe program.

Quasi-Military Environment: The structured environment established in the ChalleNGe program; built upon the tenets of developing self-responsibility in a structured environment where actions and consequences are linked.

Registered: The number of youth who apply, are accepted, and report to the Residential Phase.

Residential Phase: The 22-week period of structured and experiential learning within the quasi-military environment.

Resource Management (RM): The control and management of ChalleNGe program staff, assets, and funds.

Resource Management Evaluation: A structured visit by an evaluator to the entities having oversight and management authority of program resources.

Responsible Citizenship: One of the eight core components of the ChalleNGe program. The U.S. Government structure and processes, along with individual rights and responsibilities at the local, state, and national levels are addressed in the classroom environment, in the student government process, and through practical experiences within local communities.

Service to the Community: One of the eight core components of the ChalleNGe program. A minimum of 40 hours of service to the community and/or conservation project activities are performed by each Cadet in groups and on an individual basis.

Short-Term Residential Goals: Within the parameters of ChalleNGe, the Short-Term Residential Goals identify Cadet objectives related to the eight core components during the Residential Phase.

Staffing Model: The organizational staffing design developed for a ChalleNGe program. This model is based on the targeted number of graduates per class.

State: This term includes the Commonwealth of Puerto Rico, the territories, and the District of Columbia.

State High School Diploma: A high school diploma awarded by the State in conjunction with successful completion of the GED.

State Plan: A goal-focused implementation plan developed by each state and approved by the National Guard Bureau.

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, and language. The results of a TABE test indicate the grade level equivalent that the test taker has achieved. A reading TABE score of 7.4 indicates that the test taker is reading at the 7th grade 4th month level and so on.

Target Graduates: The maximum number of students per class identified in a Program's budget for participation in, and graduation from, the ChalleNGe program; this number varies in each state.

Terminated/Termination: Those Cadets who separate from the ChalleNGe program, either voluntarily or involuntarily, prior to graduation from the Residential Phase.

Termination Reason: Information on why cadets have separated from the ChalleNGe program.

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

Unemployed: Not regularly employed in full-time or part-time work.

Appendix 4: Program Listing

Alaska:

Alaska Military Youth Academy
Building 60702, Camp Carroll
P.O. Box 5727
JBER, AK 99505
(907) 384-6017

Arizona:

Arizona Project Challenge
20395 E. Rittenhouse Road
Queen Creek, AZ 85142
*This Program has closed
(480) 988-4100
(800) 296-8110

Arkansas:

**Arkansas National Guard
Youth Challenge Academy**
Bldg. 16414, Box 41
Camp J. T. Robinson
N. Little Rock, AR 72199-9600
(501) 212-5344
(501) 212-5565

California:

California Grizzly Youth Academy
Camp San Luis Obispo
10 Sonoma Ave., Bldg 721
P.O. Box 3209
San Luis Obispo, CA 93405-7605
(805) 782-6891
(800) 926-0643

California Sunburst Youth Academy
Joint Forces Training Base
4022 Saratoga Ave, Bldg 21
P.O. Box 2980
Los Alamitos, CA 90720
(562) 936-1744

District of Columbia:

Capital Guardian Youth Challenge Program
2001 East Capitol Street SE
Washington, DC 20003-1719
(202) 685-8896

Florida:

Florida Youth Challenge Academy
5629 State Road 16 West
Building 3800, Camp Blanding
Starke, FL 32091
(904) 682-4000
(866) 276-9304

Georgia:

Fort Gordon Youth Challenge Academy
574 40th Street
P.O. Box 7620
Fort Gordon, GA 30905
(706) 823-8000

Fort Stewart Youth Challenge Academy
16th Street and Niles Avenue
Bldg. 13536-A
P.O. Box 3610
Fort Stewart, GA 31314
(912) 876-1718

Hawaii:

**Hawaii National Guard Youth Challenge Academy-
Barber's Point**
P.O. Box 75348
Bldg 1786 Shangrila Road
Kapolei, HI 96707
(808) 673-7530
(808) 733-4346

**Hawaii National Guard Youth Challenge Academy-
Kulani**
HC-01 Stainback Highway
P.O. Box 5210
Hilo, HI 96720
(808) 933-1922
(808) 685- 7125

Illinois:

Lincoln's ChalleNGe Academy

205 Dodge Avenue
Rantoul, IL 61866
(217) 892-1315
(800) 851-2166

Indiana:

Hoosier Youth ChalleNGe Academy

10892 North State Road 140
Knightstown, IN 46148-9718
(765) 345-1013
(877) 869-0003

Kentucky:

Bluegrass ChalleNGe Academy

714 Dixie Street
Bldg 296
Fort Knox, KY 40121
(502) 607-5906
(877) 599-6884

Appalachian ChalleNGe Academy

465 Gray's Branch Road
Gray's Knob, KY 40829
(606) 574-0303

Louisiana:

Camp Beauregard Youth ChalleNGe Program

505 F Street
Camp Beauregard
Pineville, LA 71360-3737
(318) 641-5800
(888) 588-9311

Camp Minden Youth ChalleNGe Program

200 Louisiana Blvd, Camp Minden
Minden, LA 71055
(318) 382-4101

Gillis Long Youth ChalleNGe Program

5445 Point Clair, Bldg 20
Carville, LA 70721
(225) 319-4626
(800) 243-0911

Maryland:

Freestate ChalleNGe Academy

Bldg 4220
Aberdeen Proving Grounds, MD 21005-5001
(410) 306-1802
(800) 820-6692

Michigan:

Michigan Youth ChalleNGe Academy

5500 Armstrong Road, Bldg 13
Battle Creek, MI 46016-1099
(269) 964-7193
(800) 372-0523

Mississippi:

Mississippi National Guard Youth ChalleNGe Academy

Building 80 West Jackson Ave
Camp Shelby, MS 39407-5500
(601) 558-2474
(800) 507-6253

Montana:

Montana Youth ChalleNGe Academy

790 East Cornell Street
Dillon, MT 59725
(406) 683-7556
(877) 367-6927

New Jersey:

New Jersey Youth ChalleNGe Academy

Building 5910, West 16th Street
Fort Dix, NJ 08640-5225
(800) 997-5587

New Mexico:

New Mexico Youth ChalleNGe Academy

131 Earl Cummings Loop
Roswell, NM 88203
(575) 347-7600

North Carolina:

Tarheel ChalleNGe Academy
P.O. Box 39
600 N. Main Street
Salemberg, NC 28385
(910) 525-5520
(800) 573-9966

Oklahoma:

Thunderbird Youth Academy
417 S. Elliot
Pryor, OK 74361-4398
(877) 295-0932

Oregon:

Oregon National Guard Youth ChalleNGe Program
23861 Dodds Road
Bend, OR 97701
(541) 317-9623
(541) 330-3232

Puerto Rico:

Puerto Rico Youth ChalleNGe Program
P.O. Box 1411
Juana Diaz, PR 00795
(787) 260-1737

South Carolina:

South Carolina Youth ChalleNGe Academy
Bldg 3981
5401 Leesburg Road
Eastover, SC 29044
(803) 920-6396

Texas:

Texas ChalleNGe Academy
P.O. Box 510
Sheffield, TX. 79781
(432) 836-1516

Virginia:

Commonwealth ChalleNGe Youth Academy
P.O. Box 539
C Street Bldg 253
Camp Pendleton/SMR
Virginia Beach, VA 23451
(757) 491-5932

Washington:

Washington Youth Academy
1207 Carver St NW
Bremerton, WA 98312
(360) 473-2621

West Virginia:

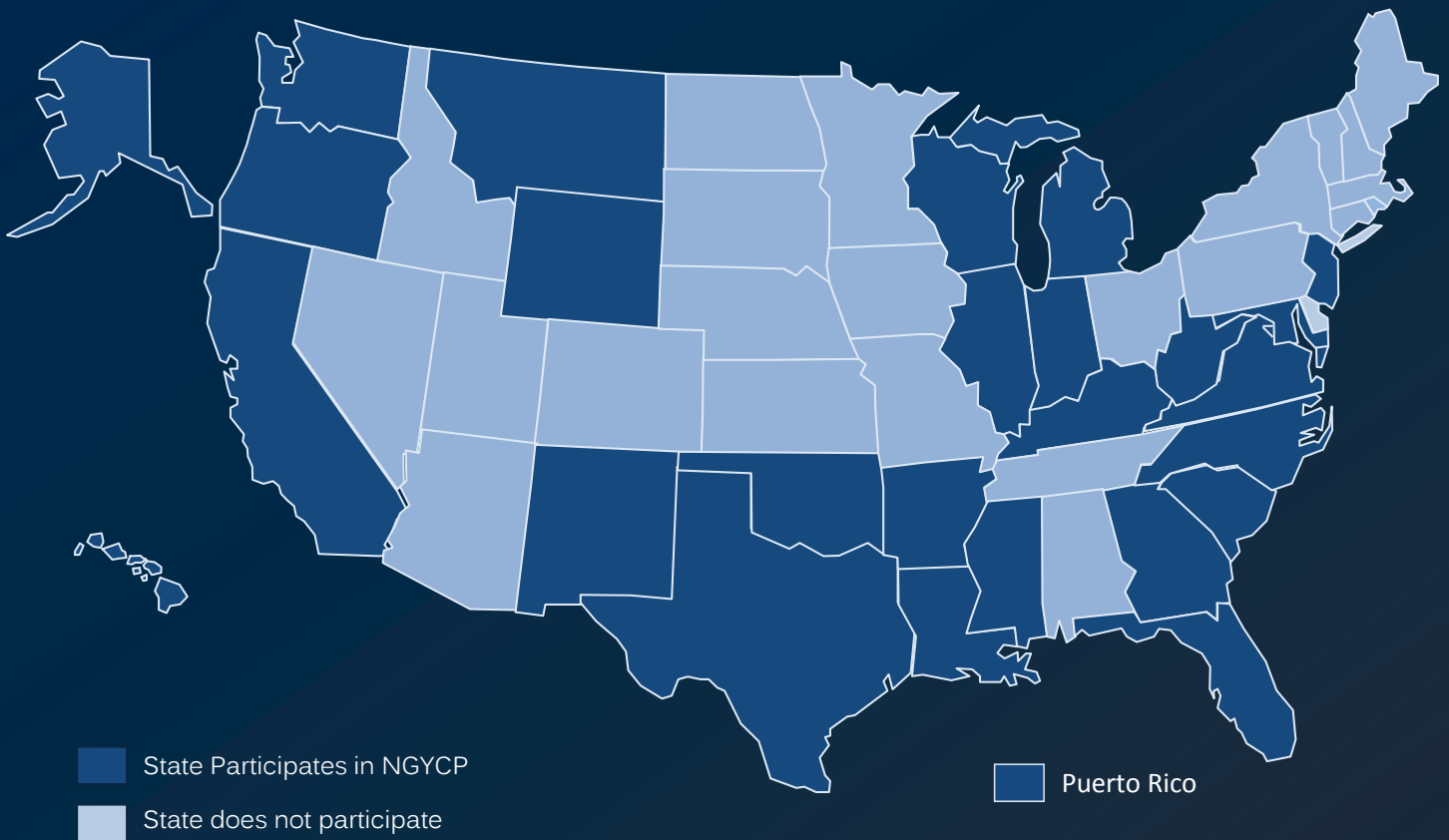
Mountaineer ChalleNGe Academy
P.O. Box 586
1001 Army Road, Camp Dawson
Kingwood, WV 26537-1077
(304) 791-7901
(800) 529-7700

Wisconsin:

Wisconsin National Guard ChalleNGe Academy
749 E. 12th Ave.
Fort McCoy, WI 54656
(608) 269-2105

Wyoming:

Wyoming Youth ChalleNGe Program
P.O. Box 697
Bldg 505, Portugee Phillips Road
Camp Guernsey, WY 82214
(307) 836-7500



2013 Graduation Target

Alaska	250	Michigan	228
Arkansas	150	Mississippi	400
California-Grizzly	330	Montana	185
California-Sunburst	270	New Jersey	200
Florida	270	New Mexico	75
Georgia-FG	425	North Carolina	250
Georgia-FS	425	Oklahoma	220
Hawaii-BP	200	Oregon	224
Hawaii-KU	80	Puerto Rico	200
Illinois	630	South Carolina	160
Indiana	200	Texas	200
Kentucky-FK	200	Virginia	270
Kentucky-HN	100	Washington	240
Louisiana-CB	480	Washington, DC	62
Louisiana-CM	400	West Virginia	200
Louisiana-GL	400	Wisconsin	200
Maryland	200	Wyoming	130

