

MARSHALING ENCORE TALENT:

MATCHING ENCORE OPPORTUNITIES WITH EXPERIENCED ADULTS

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Introduction

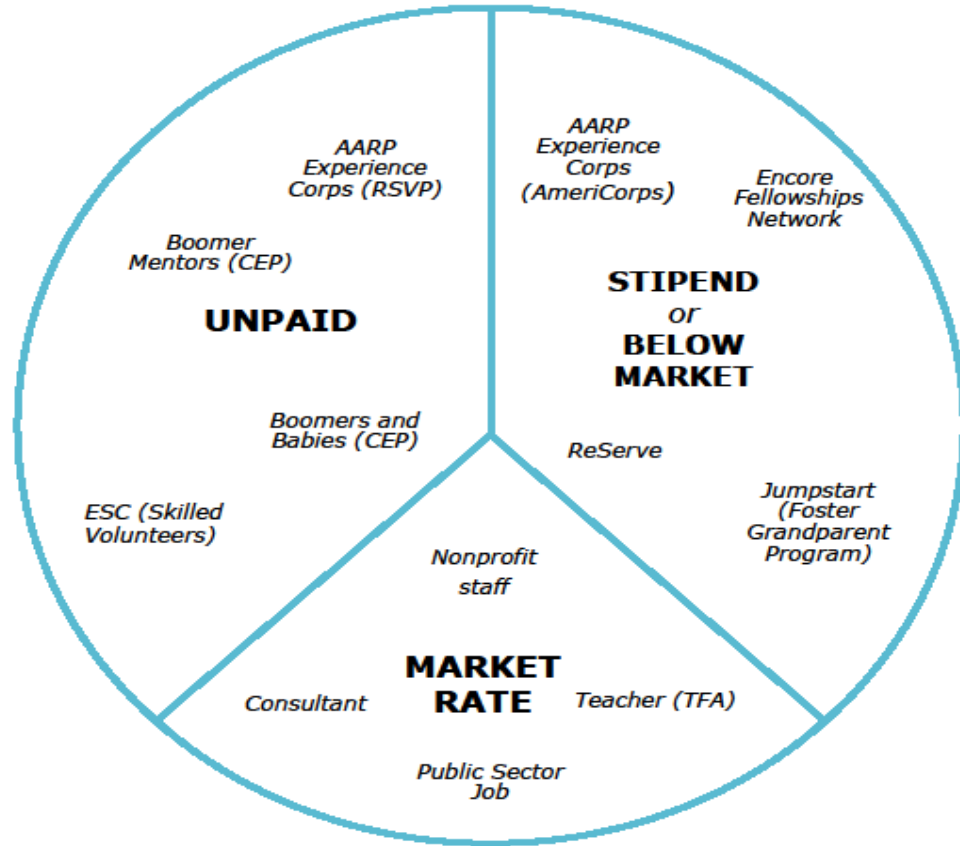
The 50-year old Foster Grandparents Program (FGP) described in [Erwin Tan's paper](#) is a reminder that engaging older adults to serve the needs of vulnerable children and youth is not a new idea. Long before the encore label was introduced in 2007, this cross-generational work was being done through FGP, as well as in programs like RSVP, Experience Corps (described in [Lincoln Caplan's paper](#)), and in community initiatives throughout the country.¹ In addition, individuals were finding their own way, without organized programs helping them, into roles as volunteers and staff in organizations serving younger generations.

Looking back a half-century to the founding of FGP also reminds us that the idea of older adults serving as a source of human capital to meet children's needs faced obstacles then too. When FGP was first introduced, as Marc Freedman recounts in his book *Prime Time*, "the 100 most forward-thinking institutions working with children ... tore into the proposed project ... Some suggested that the older adults would bring diseases into their agencies and spread it among the children ... Others contended that the seniors would molest the children."ⁱⁱ Other concerns raised included how the Foster Grandparents would get to and from the institutions, given that most didn't drive. Some groups responded that they wouldn't take the government's money to engage Foster Grandparents.

Fortunately, there are organizations that seized the opportunity to expand their human capital with the support of FGP funding. In the late 1990s Marc interviewed two women, Aggie Bennett and Louise Casey, who by then had served for well over a decade as Foster Grandparents in the Maine Medical Center's pediatrics ward. Both were in their 80s and they came to the ward virtually every day, week in and week out, to work one-on-one with children in dire shape. More than a casual volunteer role, this became, in effect, their second careers. Their stories plus others like it were the foundation for what, seven years ago, was defined as an "encore career."ⁱⁱⁱ And the type of work Aggie and Louise did for vulnerable children emerged as a leading example of what encore means.

Encore opportunities to improve prospects for vulnerable children come in different shapes and sizes -- in terms of variables like the number of hours worked each day or week, the duration of the commitment in months or years, and whether the roles are paid or unpaid. As revealed in the confidential preview of new Encore.org research, nearly 33 percent of future encore seekers interested in making a difference for younger generations see themselves in working 30 or more hours each week, and 21 percent anticipate working less than 20 hours a week. The vast majority - 93 percent - see themselves working in these encores five years or more, with an average expected duration of nearly 11 years. Forty percent expect their work to be paid, and 23 percent see doing this as unpaid volunteers (with an additional 16 percent unsure about compensation.)

On this last point, it is clear that in order to fully leverage encore talent – especially in an era when financial security is a growing and pressing concern for older adults -- encore opportunities need to include paid as well as unpaid roles. Here are a few examples of roles along the compensation spectrum:



Matching Encore Opportunities with Experienced Adults

Most encore opportunities to help vulnerable youth and children will be generated by programs recruiting the staff and volunteer workforce they need to do this work. While human capital management typically doesn’t get the attention it merits from non-profits, few question Jim Collin’s axiom that “getting the right people on the bus” is fundamental to great social sector performance.^{iv} The generic steps and sources for effective human capital management apply to encore talent as well. At the same time, lack of experience with engaging this demographic, together with cultural skepticism about the capabilities of older adults, are challenges that need to be overcome. As seen from the FGP experience described above, employers won’t engage a workforce that they believe won’t be effective and reliable or (worse) that they fear.

The scale of the encore talent opportunity, and experience confirming its value for improving the prospects of children and youth, makes it compelling to find and invest in

ways to overcome these challenges. Different types of resources are emerging to make it easier for programs that are seeking encore talent to find it. Some are in an early stage – like on-line platforms to bring together encore talent and opportunities for staff.^v

Evidence-based hands-on programs bringing encore talent into preschool and elementary school in volunteer and stipend-supported roles, including AARP’s Experience Corps and Jumpstart, are ripe to expand. Programs like FGP and the Executive Service Corps have been leveraging experienced adults for decades in important volunteer and stipend-supported roles helping younger generations. And there is a smattering of hands-on programs connecting encore talent with market-rate positions.^{vi}

Two programs with demonstrated effectiveness and strong potential to expand have been created recently to bring encore talent into social sector roles. The Encore Fellowship Network and ReServe offer models that are growing and capable of spreading more broadly, to match encore talent in stipend-supported roles with organizations that seek to engage their experience. Many of the placements being made through these programs are serving the needs of youth and children.

➤ **The Encore Fellowships Network®**

Launched as a small pilot of 10 Encore Fellows in the Silicon Valley in 2009 with support from the David and Lucile Packard Foundation and Hewlett-Packard, the [Encore Fellowships Network](#) currently has 250 fellows working in 35 metropolitan areas across the United States. Encore Fellowships match skilled experienced professionals (primarily but not exclusively from the business sector) at the end of their midlife careers with social purpose organizations, where they help build capacity and advance strategic growth. During the fellowship term, fellows are embedded as part of the nonprofit staff and paid a stipend (typically \$20,000 - \$35,000 for 1,000 hours (typically half-time for a year.) This model enables the fellows to deliver greater impact than they could as volunteers, board members or consultants and has been remarkably effective. The costs of the fellowships are supported by a range of corporate, foundation and individual supporters as well as by the participating nonprofits.

How Encore Fellowships Work:

The Encore Fellowship Program operates through a network of local affiliates and a national program “hub” that manages the matching process and cohort experience. At the front end the program operators develop fellowship opportunities, recruit and screen future fellows. Fellows and Work Host candidates are carefully “matched” on a specific assignment that leverages the fellow’s skills. During the fellowship period, in addition to receiving a stipend, fellows receive structured support and networking opportunities through participation in a peer cohort of other Encore Fellows. Beyond the substance of their specific assignment, many Encore Fellows become role models and mentors to the leadership team and staff at their work hosts.

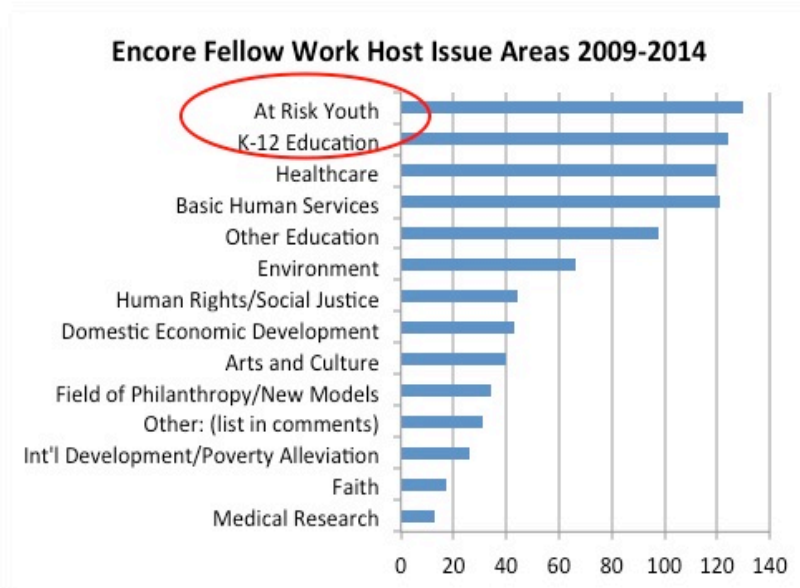
Profile of Encore Fellows:

The Encore Fellowship Program targets skilled private-sector veterans at the end of their mid-life career who are interested in transitioning and contributing to the social purpose sector. Most fellows are in their 50s and 60s; the average age is 59 years. They typically

bring 20 plus years of private sector career experience and expertise to their fellowships. The pipeline of individuals seeking fellowships is built through recruitment, applications resulting from networking, corporate referrals, and widespread media coverage. In addition, corporations that value such programs for their retiring workforce are distributing information and, in the case of one multinational corporation, offering to fund Encore Fellowships for any retiring employees interested in becoming an Encore Fellow as part of their retirement benefits.

Work Hosts and Fellowship Projects:

The Encore Fellows Program works with nonprofits and public agencies across the United States to identify high-impact roles and projects that are well suited for Encore Fellows. These projects are varied, but most are in financial and data management, human resources, operational improvement, information technology, strategic planning or communications. The most common issue areas that Work Hosts address have been At-Risk Youth and K-12 Education: vii



Business Model:

Fellow stipends and program costs associated with an Encore Fellowship vary by geography, and range from \$25,000 to \$45,000 per fellow. These costs are typically covered through the combination of commitment from the Work Host and funding from the corporate employer or a foundation.

The engagement of corporate and foundation sponsors is structured in scalable and flexible ways. For instance, in the past five years the Hewlett Packard corporate foundation has sponsored several dozen Encore Fellowships for its retirees and alumni by contributing 50 percent of the cost. Intel Corporation contributes 100 percent of the cost for hundreds of its retiring employees. Corporate sponsorship for employees recognizes their value, offers a smooth and supported transition from the company, and engages retirees and alumni as

community ambassadors. Sponsoring Encore Fellows also delivers a corporate social responsibility program and generates significant positive public goodwill.

Private charitable foundations have supported the development of the Encore Fellows Program and sponsored fellowships at their grantee organizations. For example, the California HealthCare Foundation created a program to place Encore Fellows in community health clinics throughout California. Robin Hood Foundation has supported nearly 20 Encore Fellows in New York through their technical assistance program.

Nonprofits that host fellows are also making financial commitments. Aspiranet, a large California youth-serving agency, participated in the pilot program and quickly established its own Encore Fellowship program to embed more encore talent throughout its organization. Aspiranet has hosted more than 15 Encore Fellows in the first five years of the program.

Expansion:

The Encore Fellows Program has grown rapidly through a scaling strategy that was featured in a “What Works” Case Study published in the [Stanford Social Innovation Review](#). Following the small 2009 pilot Encore Fellowships matching fellows with nine Silicon Valley nonprofits, Encore.org decided to expand the program through a network approach that makes it as easy as possible for organizations to start, sponsor and operate effective Encore Fellowships Programs of their own. The Encore Fellowships Network provides extensive on-line information, tools and communities that enable the efficient and effective design, launch and operation of an Encore Fellows Program. In five years the number of Encore Fellows has increased from 10 to 250 annually, and the number of communities where they serve has increased from one to 35 metropolitan areas.

Indicators of Impact on Work Hosts and Fellows:

An independent evaluation gave the pilot high praise as “remarkably successful,” bringing top-level talent and significant value to nonprofits and creating a bridge for individuals interested in exploring encore careers. Ongoing evaluation surveys and reports show continued strong results as the program has grown and expanded geographically.

Cumulative results for the first four years show that:

- Over 80 percent of the nonprofits (at the end of the fellowship year) expect sustained impact from the fellowship project.
- Before the fellowship less than half of the nonprofit hosts said they were likely to hire encore talent from the private sector; after the fellowship that expectation rises to 80 percent.
- Most Encore Fellows continue to work in the nonprofit sector after their fellowships; many stay on with their hosts.

➤ **ReServe®**

[ReServe](#) is a national nonprofit organization founded in New York City in 2005 to match experienced adults age 55 plus (ReServists) with part-time service assignments in nonprofits and public institutions. ReServe operates as an intermediary that carries out all

of the human capital functions ordinarily performed by an employer, except for managing ReServists in their work. In addition to helping employers define staffing needs and positions, ReServe helps match them with ReServist candidates. ReServe pays a \$10 per hour stipend to everyone who is placed in a position. The employer pays ReServe an hourly amount to cover that stipend plus ReServe operating costs.

Starting with seven placements in its first year, ReServe has grown significantly, and in the past nine years made more than 3,500 placements in 350 local organizations, providing more than one million hours of direct service and capacity building assistance in New York City alone. In 2011, ReServe opened affiliate programs in Miami, Baltimore, and Westchester. Three more affiliates were opened in 2012 in Milwaukee, Newark and Boston.

How ReServe works:

ReServe staff conducts outreach to nonprofit and public agencies that have human capital needs and works with these prospective employers (called “Partners”) to develop job opportunities. Assignments can be time-limited or ongoing but they involve at least 10 hours of work per week and last a minimum of three months. In addition to being an intermediary to help nonprofits and city agencies fill defined staffing gaps, ReServe has developed what it calls “impact projects,” to place ReServists in particular roles addressing identified community needs. For example, ReServe READY, described in Attachment B, places ReServists in under resourced schools to help low-income students apply to college.

ReServe staff also continually recruits a diverse pool of age 55 plus adults through the organization’s extensive community outreach program including presentations to local aging networks, business retirees, community groups and churches. In addition, extensive media coverage has led interested applicants to ReServe’s door. When specific assignments or projects require a specialized talent pool, ReServe conducts targeted recruitment.

Opportunities are promoted through community presentations, an online Opportunity Board and a “Hot Jobs” newsletter. Those who apply and complete the screening process are added to a customized Talent Database that allows searching by skills, interests, and schedule preferences. ReServe uses technology to facilitate matches and to enable efficient operations. While the partner organization interviews and selects its ReServist(s), ReServe program staff facilitates the match and offer.

Profile of ReServists:

While the minimum age for ReServe is 55, more than half (52 percent) are 66 or older and 21 percent are in their 70’s or older. ReServists are predominantly female (70 percent) and educated -- more than 50 percent have a Master’s degree. Most had professional careers, working as social workers, teachers, lawyers, writers, accountants, human resource executives, etc. The range of hours worked in their ReServist positions is 10-20 hours with most working 15 hours per week.

Partner Organizations (where ReServists work):

Partner Organization are non-profit organizations, government agencies, and public institutions (i.e. libraries, hospitals, institutions of higher education.) In 2010 there were close to 400 Partner Organizations hiring ReServists in New York. Through its REACY program (see Attachment B) ReServe worked last year in high-needs schools across New York City and Washington D.C.

Business Model:

The full hourly cost of ReServists' stipend and program operation varies, with a range of \$15 – \$18 per hour. Typically, these hourly costs are paid by the Partner Organization where the ReServist works (sometimes through designated foundation funding.) Some ReServists serve as AmeriCorps members, and for these public funds cover a portion of the costs. In addition, foundations support the operations of ReServe and strategic impact projects using ReServists. Historically foundation dollars covered at least 75% of the revenue in New York City—but in the past eighteen months revenues are more balanced between partner payments (40%) and grants (60%).

Expansion:

Starting with seven placements in 2005, ReServe has grown to 741 active placements (as of May 2014) in New York. The ReServe affiliates that have opened since 2011 have increased their numbers each month and in May 2014 they had over 200 active placements. Since 2005, ReServe has placed more than 3,500 adults 55 plus with more than 350 partner organizations. ReServe is working to add additional affiliates and/or develop new models with national network.

Indicators of Impact on Partner Organizations and ReServists:

In a 2013 partner satisfaction survey, 96% of respondents said they would recommend ReServe to other nonprofits. More than 400 nonprofits have hired more than one ReServist, another indicator of program satisfaction. Close to 90% of program partners report that ReServists did an "excellent" or "good" job. As one employer described: *"The ReServists we have worked with were top notch individuals and became wholly integrated in our agency. The previous two eventually were hired after a year and were a tremendous asset. I'm very grateful for ReServe."*

ReServists are similarly positive about the impact that the program has made in their lives: "I think of retirement as a new reality that opens up huge opportunities for personal growth. ReServe has given me a different way to manage my time and use my professional and life skills."

Conclusion

The number of people who have been helped by intermediary organizations like The Encore Fellowships Network and ReServe is so far quite small as a share of the millions of adults already in encore roles. In addition, compared with the diverse talent pool of experienced adults interested in encore opportunities, these programs are currently matching a narrow subset – primarily those with professional and/or business experience.

Nevertheless, these programs are noteworthy for several reasons. They are showing the value that encore talent brings to social purpose organizations and the missions they serve, as well as making differences in the lives of the adults who serve. And they are intermediary models with the potential to expand significantly and rapidly. The effectiveness of well-shaped intermediaries like these is clear. As they scale, the number of people in encores will also scale.

ⁱ See, for example, Marc Freedman, *Prime Time: How Baby Boomers Will Revolutionize Retirement and Transform America* (Public Affairs 1999). Another program described in *Prime Time* matched retired Teamsters, police officers, electrical workers and firemen as mentors to young people growing up on the wrong side of the tracks. The creation of the International Union of Electrical Workers, this assignment helped kids “break into the job market, and in the process [gave] the retirees themselves a new lease on life.”

ⁱⁱ *Prime Time* at p. 87.

ⁱⁱⁱ Marc Freedman, *Encore* (Public Affairs 2007).

^{iv} Jim Collins, *Good to Great and the Social Sectors* (2005).

^v Retirementjobs.com is increasing its listings of paid and volunteer opportunities at nonprofits. The Franklin Project and the National Conference on Citizenship are developing a service year technology platform designed initially for young people but capable of supporting an encore service micro site that would be a place for anyone seeing encore service to find opportunities.

^{vi} Examples include: The National Older Workers Career Center (intermediary that operates similarly to ReServe) places workers 55 plus in market-rate hourly positions at the U.S. Environmental Protection Agency and the Department of Agriculture. The Executive Service Corps of Chicago trains, coaches and helps place encore seekers in interim director roles at nonprofits.

^{vii} Data Source: Encore Fellow Work Host applications from organizations with at least one active fellowship, 2009 – 2014. Work Hosts can choose more than one issue area.

ATTACHMENT A

ENCORE FELLOWS MAKING A DIFFERENCE AT NONPROFITS SERVING CHILDREN

FRIENDS OF THE CHILDREN IN PORTLAND, OREGON: Renee Rhiner, Portland, Facilities Project Management: A good example of how an Encore Fellow brings tangible and intangible benefits is Renee Rhiner, whose Encore Fellowship is managing a major new building project for Friends of the Children in Portland, Oregon. Mark Young, Chief Operating Officer, says, "Renee is playing a key role in a series of projects. Some of her tools are now being used by others. Her impact is felt just by how she does her job." For her part, Renee says, "I have a lot of time left and there's a whole other world out there that I want to explore... I kind of think of my Encore Fellowship as graduating from high school or leaving home for the first time."

ASPIRANET, CALIFORNIA

Sollee Hermoso, Stockton, Marketing and Communications: Sollee Hermoso has over 30 years of experience in engineering/construction, retail and high-tech industries. She is leveraging her program and project management skills with her 2014 Encore Fellowship at Aspiranet's Communications group, managing the fiscal year's campaign and planning with core program directors. Aspiranet is a statewide network of family, adoption, foster care, after school and education programs in California. Sollee's manager says Sollee has "developed a system for taking communications initiatives from early planning phase to implementation – a greater number of priority initiatives completed instead of losing ground to lower priority projects." Aspiranet has hosted over 15 Encore Fellows in the past five years, many still working with the organization.

MISSION: GRADUATE, NEW MEXICO

Pauline Barnes, Albuquerque, Network Facilitation and Collective Action: According to her manager, Angelo Gonzales, Pauline is a "force multiplier for Mission: Graduate. Together, we have launched three Collaborative Action Networks focused on improving early childhood education, graduating more students from high school, and keeping more of our high school graduates and college graduates in central New Mexico." During her fellowship, Pauline is working with the Mission: Graduate team as a Collective Action Network Facilitator, where she provides facilitation and organizational effectiveness skills to help build the internal capacity of Mission: Graduate's Collaborative Action Networks. Mission: Graduate is a cradle-to-career education partnership in Central New Mexico with the vision of a world-class, seamless, and coordinated education system that provides equitable opportunities for all children and youth to excel and succeed in school, graduate with a postsecondary degree, and enter a career of their choosing in Central New Mexico.

ATTACHMENT B

RESErVE CASE STUDY – READY IN THE COMMUNITY

INTRODUCTION

ReServe® is a national nonprofit organization that leverages the talent, experience and commitment of older adults to strengthen their communities. It was founded in New York City in 2005 by three social entrepreneurs who recognized that many adults 55+ did not want to retire from the workforce altogether. Instead, they were looking for ways to apply their skills and energy to impact the daunting social problems facing our society. ReServe matches these experienced professionals age 55+ (ReServists) with part-time service assignments in nonprofits and public institutions. ReServe provides a \$10/hour stipend to every continuing professional who is placed in a position. The stipend is not meant to be a market value wage, rather, it acknowledges *the value and contributions* of older adults in the workplace.

Since 2005, ReServe has made more than 3,500 placements in 350 local organizations, providing more than one million hours of direct service and capacity building assistance in New York City. In 2011, with support from Atlantic Philanthropies, ReServe opened affiliates programs in Miami, Baltimore, Milwaukee, Newark and Boston. ReServe’s vision is that one day all age 55+ professionals will elect to continue using their skills to contribute to their community and that nonprofits, city agencies, and public institutions will seize the opportunity to tap into the social capital that continuing professionals can offer to help them address our communities’ most pressing needs.

READY (RESERVE’S EDUCATION ADVANCEMENT AND DEVELOPMENT FOR YOUTH)

In 2009, ReServe created READY to marshal the power of ReServists from varied professional backgrounds to help increase high school graduation and college acceptance rates for disadvantaged youth attending under-resourced secondary schools, and help them stay in college. A college degree is the key to full participation in American society. Yet across the country, poor children and families face enormous barriers to educational attainment, as the systems that serve them are severely under-resourced. Although high school-to-college rates are improving, socio-economic gaps persist, especially for African Americans and Hispanics, who are less likely than whites or Asians to graduate from high school and attend and graduate from college. Research demonstrates a strong correlation between education and income, and concludes that those with higher education are more likely to have higher incomes than those individuals who are brought up in a low-income setting and therefore are less likely to complete their education and break the cycle of poverty.

Backed by national studies demonstrating the decisive impact of “college mentors” who supplement the work of high school guidance counselors, ReServe launched READY (ReServe’s Education, Advancement and Development for Youth) in October 2009. ReServe

recruited and trained 18 READY ReServists to work in 18 high-needs high schools. They helped students research colleges and scholarships, held college awareness workshops and organized college fairs. They coached students through the college-essay writing process, and assisted them and their families in filling out college applications and financial aid forms. In 2010, ReServe was awarded a three-year AmeriCorps® grant, and since then READY services have been expanded to more than 50 underserved high schools in New York City, Newark, District of Columbia and Miami.

READY PROGRAM DESIGN

To "level the playing field" for disadvantaged students, ReServe recruits experienced professionals who are college educated and committed to serving youth in disadvantaged school settings. All ReServists receive three half days and one full day of training that includes: completing college applications, accessing financial aid, how to submit the FAFSA, Tuition Assistance Program (TAP) and college board profile. ReServists are also trained on Fedcap's interactive web-based curriculum Get Ready!™, which supports the college access work by introducing critical elements of work readiness training to prepare students for the world of work and to focus on the skills needed/gained in college to become self-sufficient adults. ReServists also attend information sessions on the following:

- New York City Department of Education's changes in graduation requirements & instructional shifts to the core curriculum;
- OPTIONS Institute training regarding college access for students with disabilities and serving immigrant students;
- Workshops at CUNY regarding the accelerated study in associates program and updates with the application process and financial aid.

ReServists are then matched with schools based on students' service needs, location and schedules. ReServists typically work 15 to 20 hours with multiple students at each location, and are paid a stipend of \$10 per hour. READY is funded by contributions from participating schools, AmeriCorps® funding and matching grants from foundations and private donors.

IMPACT

ReServe utilizes America Learns, a web based information management tool, as an evaluation tool to collect data to demonstrate program impact, improve programming, and create a culture of intentional reflection, planning and goal setting among mentors. READY ReServists are required to document and reflect on the service activities they perform in the America Learns database weekly through online surveys to communicate their outcomes with students throughout the year, document all applications, and learn strategies for obtaining and documenting outcome data from students, schools and colleges even after the school term. Much of the data collected pertains to numbers of students and schools served, and tasks completed. Specifically, during the 2012/2013 academic year, ReServists:

- Provided episodic and ongoing support to 3,400 high need students;
- Assisted 925 seniors in completing a City University of New York application;

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- Assisted 1,330 students with FAFSA and Tuition Assistance Program applications, which include registering for a pin, gathering appropriate documents, and then interpreting award packages.

In Washington DC, READY was launched in fall of 2013. ReServists have already impacted youth in significant ways:

- Provided episodic and ongoing support to over 700 middle and high school age students;
- Assisted 450 students in completing their college financial aid applications;
- Helped 120 students successfully enroll in college;
- Provided 568 youth with college awareness activities.

While the numbers are impressive, they don't tell the most important story.

ReServists build relationships with students and their families that are life-changing. ReServists help under-served youth and immigrant families dream big; connect youth and their families to resources in the community; boost the capacity of school guidance departments and help staff work more effectively; build expectations around college attendance in the schools and communities; and importantly, help youth graduate and prepare for their next step. These stories illustrate the impact of READY ReServists:

- At Curtis High School, Vivian Lee has assisted in recruiting 90 college representatives to visit the school and talk to juniors and underclassmen about the value of a college education and the application process. She has also helped seniors apply for national, regional and local scholarships (e.g., Gates Millennium scholarship, Albert Shanker scholarship, and Ron Brown scholarship) and sought out prospective sophomores and juniors to apply for summer enrichment programs (e.g., Cooper Union Summer Engineering Program, the Summer Arts Institute sponsored by the DOE, etc.)
- At FDR High School, ReServist Irene Diamond has been especially successful in helping several first-generation and undocumented students explore free summer educational opportunities at colleges. She utilized connections at Vassar College and distributed information about a transfer program that the school runs with community colleges for undocumented students. She also informed several other students about summer programs at Questbridge, Barnard, Cornell and NYU Tisch. After realizing that the deadline for the Tisch program had passed, she called the school and was able to get the deadline for their summer theater program extended for one of her students.
- Phyllis Harlem worked with juniors at Bronx Engineering and Technology Academy (BETA) to help them formulate ideas for their college essays. One student who had only been in the county for three years shared his insecurities around his English-speaking ability. He also shared his frustration about failing the English Regents and his desire to do better. After carefully researching resources, Phyllis discovered a discussion group for students to discuss acclimation to life and education in NYC. The student joined the group and found it very helpful.
- Barry Sommers contacted and scheduled admission representatives from 15+ colleges to come and talk with students at Gaynor McCown as part of the college

information sessions he ran. As part of the school's new college readiness program, Barry also designed and presented a workshop called "College Speak" to all 9th and 10th grade classes. "College Speak" included information on the language of college websites, financial aid understanding and the various degrees and programs offered. On the evaluation forms that Barry handed out at the end of each workshop, 75% to 90% of students in each class indicated that they found the lesson "informative" and that they learned "many things."

The impact of READY also extends to the lives of ReServists. A growing body of evidence shows that remaining productive and engaged in community life has a tremendous benefit to the health and well-being of older adults. One ReServist noted recently that READY offered him "the kind of work that I have been waiting to do my entire career...the most meaningful way I have been able to apply my skills."

IMPACT EXPANSION

ReServe's experience operating READY in the schools led to expansion of the program during the 2013/2014 academic school year. ReServe expanded services to students from five high-need high schools through an innovative "looping strategy," which extends the relationship between ReServists and students through their freshman year in college. Once youth graduate from high school, these READY ReServists change their role to one of a College Success Mentor, where they support youth to ensure they matriculate and complete their freshman year of college. Building on the mentor's existing relationship with the students and in some cases the colleges, they help students complete enrollment forms and submit deposits; enroll in needed summer remediation courses; develop strategies to manage jobs and work-study schedules, family responsibilities and housing arrangements; and connect students to college transition programs and resources available at the college. Most important, READY College Success Mentors make themselves available to meet with students individually and in groups on a regular basis, and maintain contact with them through phone calls, email and text messages.

READY also informed the development of a new impact initiative, PrepNOW!™, which creates a college-going culture in foster care families. Intergenerational mentoring and elements of the web-based Get Ready!™ curriculum are core components of PrepNOW!. A PrepNOW! pilot is underway in New York City with 16 ReServists serving as Success Mentors to over 200 foster parents, providing them with tools and motivation to inspire youth in their care to attend and graduate from college. Upon completion of the pilot phase, PrepNOW! will be rolled out nationally.