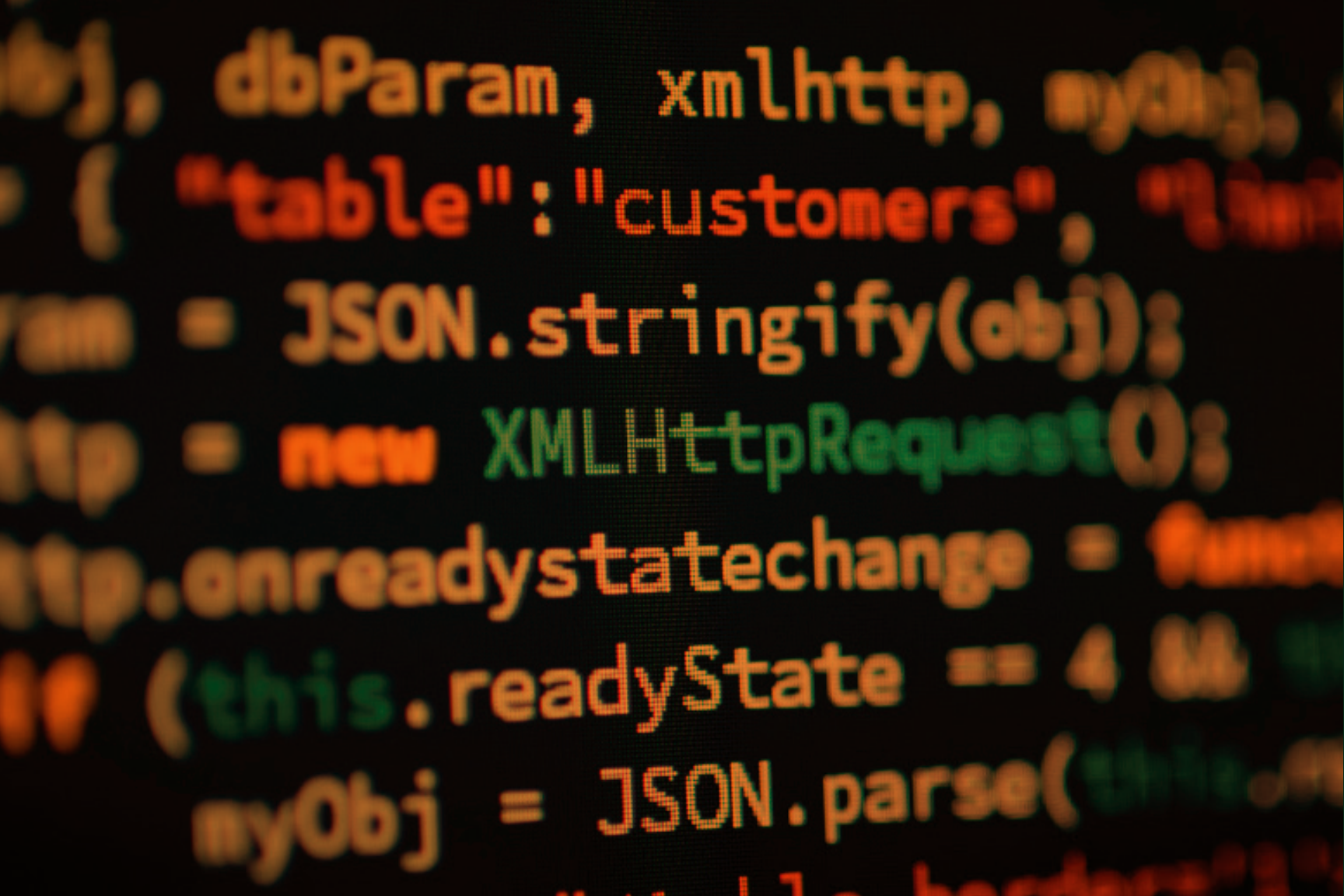

















**PER**  
**SCHOLAS**



At Per Scholas, we believe that much of our nation’s talent is hidden in plain sight: people in overlooked communities who may lack the opportunities—but not the motivation or intellectual curiosity—to join the ranks of our nation’s growing tech sector.

**We’re not just training people for jobs. We’re arming people with transformative business and life skills that result in long-term success.**

**CONTENTS**

	A Good Job Changes Everything	4
	Impact	6
	Job Training Works	7
	Competitive and Qualified	8
	Courses and Locations	10
	Expansion: Atlanta	12
	Expansion: Brooklyn	14
	Diverse By Design	16
	Train Local. Hire Local.	18
	Platform By Per Scholas	20
	Pillars of Engagement	22
	Partners & Supporters	24
	Financials & Board Members	26



# A GOOD JOB CHANGES EVERYTHING

Dear Friends,

2016 was an amazing year for Per Scholas. We opened in our newest city, Atlanta, and expanded in our oldest, New York. We piloted new and more diverse tech trainings, and began offering courses leading to jobs with specific employers. We launched Diverse by Design, a national conversation series about achieving diversity in the tech workforce. And we proved once again that our comprehensive career training approach works, in the largest randomized and controlled study that has ever examined our outcomes.

We enrolled 839 new Per Scholas students throughout the year: motivated and curious individuals ready to make the most of the opportunities we could give them. 87% graduated, and we have already placed two-thirds in tech jobs. Further, we finished placing more than 83% of 2015-enrolled grads, and these alumni make an average of \$19.45/hour today.

Per Scholas will soon accomplish much more. For the first time, we will enroll more than 1,000 new students in a single year. We will also begin working more powerfully to foster beneficial changes throughout the tech talent ecosystem.

These changes will include helping more employers hire qualified local talent, so that we can increase the nearshoring of technology jobs; creating new ways to grow and sustain our services, so that we are not always reliant on philanthropic and public support; and promoting workable strategies for diversifying the tech sector, so that we can help make its opportunities fairly accessible to all. Our students and graduates know better than anyone: Good jobs change everything. They transform lives, build families and strengthen neighborhoods and communities. Ultimately, they help foster a society in which everyone can thrive.

Thank you for being part of this movement.

Plinio Ayala  
*Plinio Ayala*  
CEO & President

Lewis Miller  
*Lewis Miller*  
Board Chair

839 ▲

new Per Scholas students throughout the year:  
motivated and curious individuals ready to make the  
most of the opportunities we could give them.

87% ▲

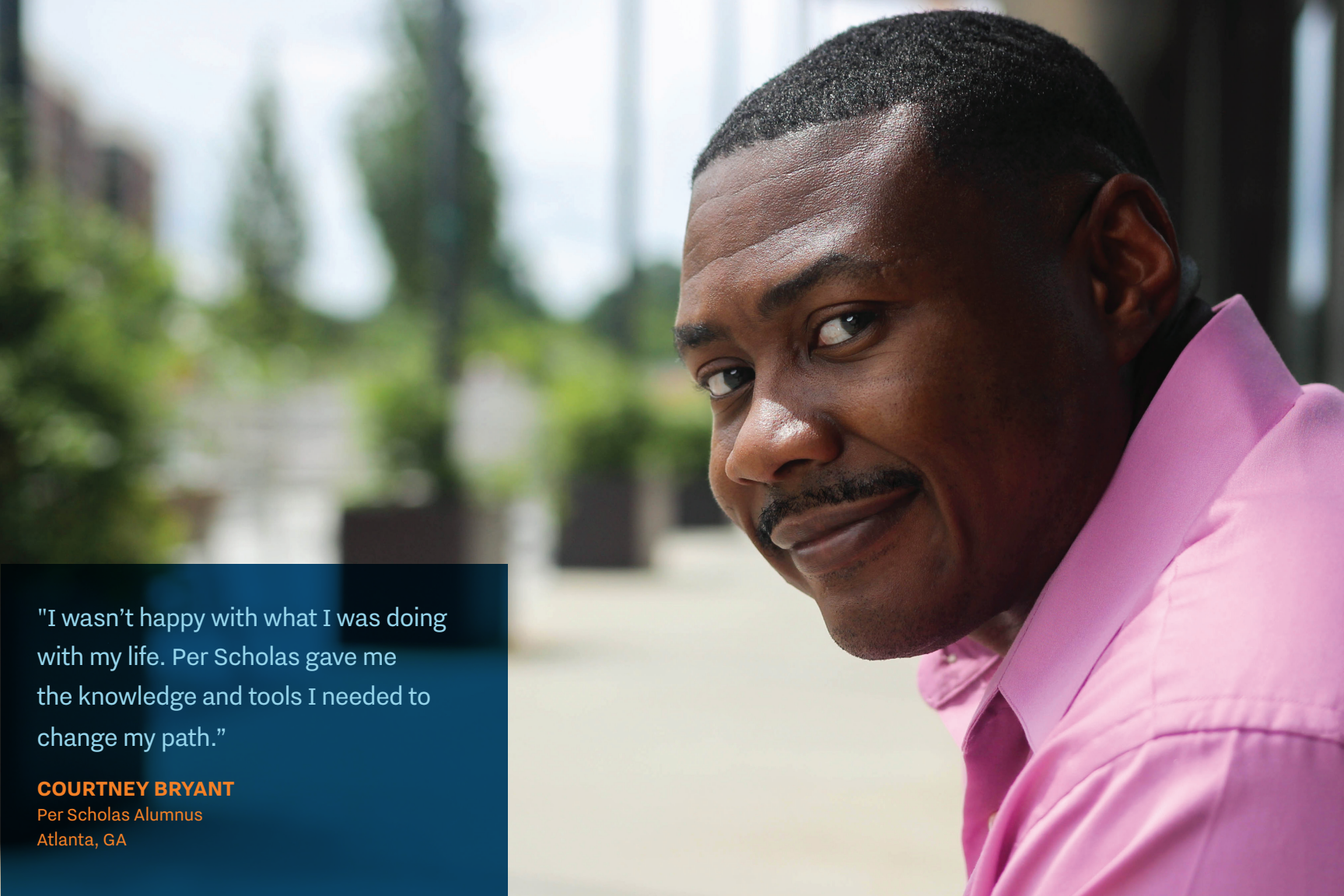
graduated and we have already placed  
nearly two-thirds in tech jobs.

83% ▲

of grads enrolled in 2015 have been placed,  
and these alumni make an average of  
\$19.45/hour today.

"I wasn't happy with what I was doing with my life. Per Scholas gave me the knowledge and tools I needed to change my path."

**COURTNEY BRYANT**  
Per Scholas Alumnus  
Atlanta, GA



# IMPACT

## INCOME

**2X**  
DOUBLE THE SALARY

Per Scholas grads who were working before enrollment doubled their annual earnings to an average of \$32,581.



## ENROLLMENT

**1,000**  
ENROLLED

Across all sites, Per Scholas will enroll more than 1,000 new students in 2017.



## GRADUATION RATE

**85%**  
GRADUATION  
RATE

None of our courses are easy, and all our students must work very hard. But with our constant encouragement and support, 85% graduate.



## EMPLOYMENT RATE

**80%**  
EMPLOYMENT  
RATE

The combination of intensive and employer-focused job training and high quality professional development vaults 80% of Per Scholas graduates into jobs.



# ACCELERATED JOB TRAINING THAT WORKS

In July 2016, **Per Scholas** was recognized as a **top-performing nonprofit** in **WorkAdvance**, a multi-year federal study of workforce development programs.

Our trainings generated significant beneficial impacts including strong improvements in income, overall well-being, and in overcoming material hardship. In October 2016, the White House's My Brother's Keeper initiative featured Per Scholas as one of the most effective employer-driven, sectoral approaches to workforce training in its national "What Works" Showcase.



**94.5 % of Per Scholas WorkAdvance Program participants have been employed since the Random Assignment survey began.**

## WorkAdvance Participants:

- Earned significantly more than control group participants
- Showed a decreased reliance on public assistance programs
- Were 3X more likely to enter the IT field

"The Per Scholas program increased income, reduced material hardship, reduced public assistance usage, and increased overall life satisfaction. It is unusual to see such a consistent pattern of impacts across so many domains."

Hendra, Richard, David H. Greenberg, Gayle Hamilton, Ari Oppenheim, Alexandra Pennington, Kelsey Schaberg, and Betsy L. Tessler. "Encouraging Evidence on a Sector-Focused Advancement Strategy Two-Year Impacts from the WorkAdvance Demonstration." August 2016. New York, NY: MDRC.





"Per Scholas has made me a stronger, more independent woman. I have more confidence now. I like to break stereotypes. I like to be the one that says 'there can be a woman in IT.'"

**SASHA CASTRO**  
Per Scholas Alumnus  
Bronx, NY

## COMPETITIVE AND QUALIFIED

At Per Scholas, we pride ourselves on producing a high-quality talent pipeline. Students are ready to work and are supported every step of the way with comprehensive employment services, individualized career coaching, advanced training offerings and more.

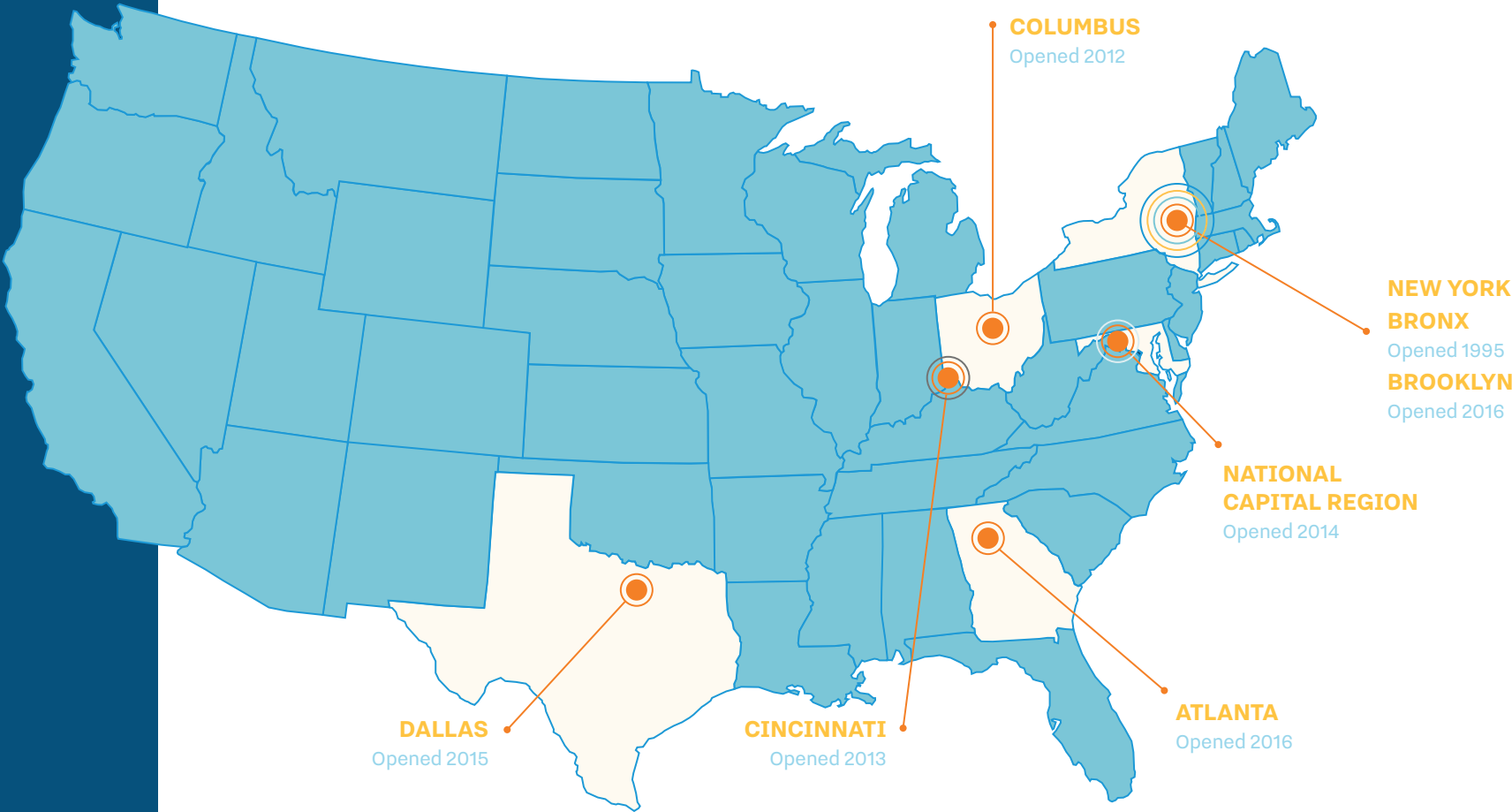
More than 300 employers hire Per Scholas graduates and the number is growing. No wonder a 2014 White House report lauded Per Scholas for "exciting advances in accelerated training" and "providing entry-level skills that put people on the first rung of the career ladder."



# COURSES AND LOCATIONS

Per Scholas' national expansion began in 2012. Today, we operate in Atlanta, Cincinnati, Columbus, Dallas, the National Capital Region and New York City. Our goal is to help thousands more diverse, talented individuals gain skills to join the tech workforce and earn a living wage.

- IT SUPPORT**  
Our flagship course, leading to CompTIA certification and placement in entry-level IT infrastructure jobs, including Help Desk Analyst, Desktop Support Technician, Field Technician and many more.
- SOFTWARE TESTING/QUALITY ASSURANCE**  
Prepares students for entry into software testing/quality assurance roles in close partnership with sector employers such as Thrive Impact Sourcing.
- CYBERSECURITY**  
Our newest course created in collaboration with Barclays offers students the skills needed to fill in-demand cybersecurity jobs.
- NETWORK ENGINEERING**  
Teaches advanced networking skills. Students graduate with CCNA credentials and are placed in mid-wage jobs.
- IT SECURITY**  
Teaches cybersecurity skills to minimally experienced IT professionals with an emphasis on U.S. veterans as part of Symantec's Cyber Career Connection (SC3).
- CODEBRIDGE**  
In collaboration with General Assembly, graduates of the 17-week web development training are prepared for entry to mid-level jobs as web developers.

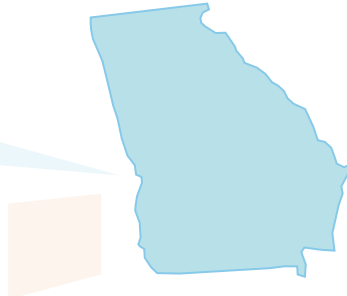




# EXPANSION: ATLANTA

In 2016, Per Scholas opened in Atlanta, our sixth city. The new site was made possible by generous contributions from the W.K. Kellogg Foundation, The Arthur M. Blank Family Foundation, Workday Foundation, and TEKsystems.

Like many other cities, Atlanta has seen rapid growth in well-paying technology jobs, lifting economic opportunity throughout the region. Yet, wage earners in more than a third of Georgia families continue to work in low-paying jobs that barely help them make ends meet. Per Scholas is excited to bring its training and career opportunities to a city where they have the potential to transform so many lives.



“Not going to Per Scholas would have been one of my biggest regrets. Per Scholas is so much more than getting a certification. It makes your life better.”

**Tye Battle**, Per Scholas Alumnus, Atlanta, GA  
Retail Sales Consultant, AT&T



“I feel a certain sense of self-worth I didn't have before. Getting this job, seeing how everyone else works every day, I don't have those performance fears anymore.”

**AQUILA JIMENEZ**  
Per Scholas Alumnus  
Atlanta, GA

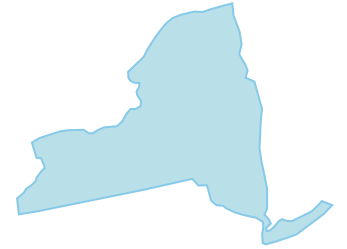




“Barclays is proud to partner with Per Scholas and play a part in driving economic growth and social progress overall. This is not just about ensuring we’re operating with transparency and integrity, but also highlighting the humanity that sits behind finance, and the ability of financial services, and banks like Barclays, to support people in achieving their career ambitions. We are proud of the Per Scholas colleagues who have worked with Barclays and we know that together we can make an even deeper impact in our communities.”

**JES STALEY**  
Group Chief Executive Officer  
Barclays

## EXPANSION: BROOKLYN



Last September, Per Scholas gathered hundreds of community members, nonprofit and business leaders, students and alumni to celebrate the opening of our second New York City training site, in the Bedford-Stuyvesant neighborhood of Brooklyn. Building on our long-time presence in the South Bronx, the expansion of Per Scholas New York will enable us to train an additional 140 city residents every year, bringing the total enrolling in 2017 to 550.

The state-of-the-art, 3,000-square-foot space features two classrooms, each with 20 student workstations. In addition, the new location features open work space, a testing center, meeting and conference rooms, and a wellness room for students.

Along with the new Brooklyn site, Per Scholas New York launched a new 16-week cybersecurity training track, created in close partnership with Barclays. Barclays has also pledged to hire dozens of the new training’s graduates in coming years.





"JPMorgan Chase is very proud of our twenty year partnership with Per Scholas. Together we have impacted the lives of thousands of diverse technologists in the finance and technology sector. Through investments and partnership we will continue to change the way companies hire, promote and build diverse teams for the future workforce."

**TOACCA RUTHERFORD**

Managing Director  
JPMorgan Chase

## DIVERSE BY DESIGN®

### JPMORGAN CHASE & CO.

Per Scholas and the Information Technology Senior Management Forum (ITSMF), the only national organization dedicated exclusively to cultivating executive talent among African-American IT professionals, have partnered with global financial leader JPMorgan Chase to pioneer an innovative approach to building diversity and inclusion in the workplace - **Diverse by Design**. Additional supporters have included CompTIA, the National Society of Black Engineers, Google, The Black Googler Network, Verizon, and PIMCO.

**Diverse by Design** is a national conversation series that brings together executive-level thought leaders to discuss best practices and actionable solutions for businesses to attract, develop and retain a diverse and inclusive workforce. The series has so far included three events across the country in 2016 and early 2017, at which more than 200 private companies, elected officials and community partners were represented. In October 2016, with JPMorgan Chase's support, **Diverse by Design** announced the formation of a new National Working Group responsible for coordinating the campaign's ongoing efforts to make workplaces more inclusive, equitable and diverse.

In addition to its leadership support for **Diverse by Design**, Per Scholas is grateful to JPMorgan Chase for more than twenty years of partnership and capital investment in multiple Per Scholas locations. The partnership has supported the training and hiring of thousands of graduates underway in tech diversity, inclusion and retention and driven workforce leadership across the United States.



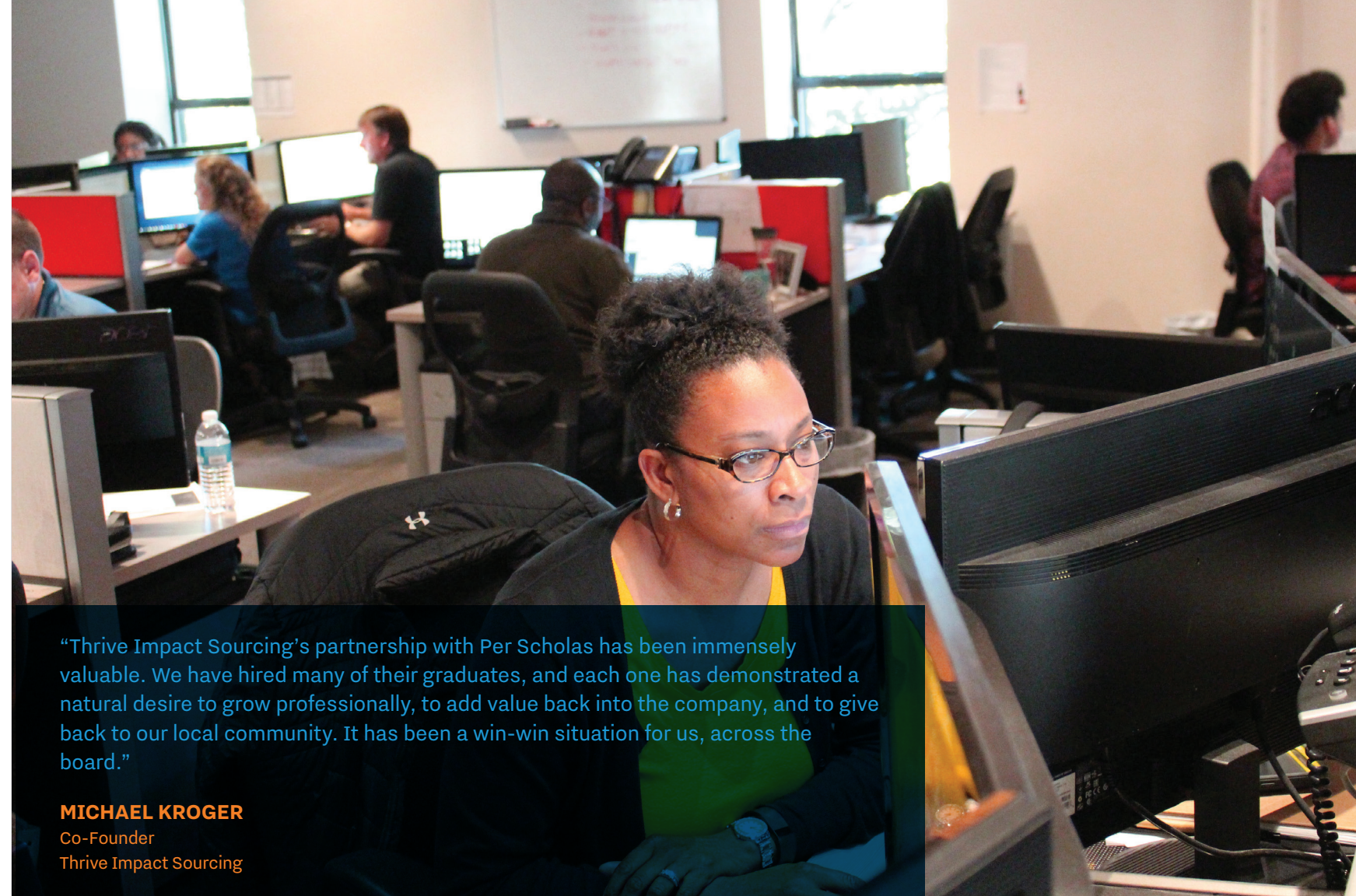
## TRAIN LOCAL. HIRE LOCAL.

Per Scholas is redefining sustainable hiring for employers to repatriate the American technology workforce. Direct industry partnerships, using customized training curricula, provide a training and placement model that can scale to meet business demand for local talent.



In April of 2016, Per Scholas launched a new Software Testing training course in Cincinnati in partnership with Ingage Partners and Thrive Impact Sourcing. The collaboration has succeeded by preparing individuals from the Greater Cincinnati Region for open positions as quality assurance software testers.

Thrive Impact Sourcing committed to hiring at least half of the graduates immediately upon course completion. After three courses, however, Thrive has hired over 80% of the graduates, demonstrating the quality of candidates and the training the students receive at Per Scholas. Graduates placed at Thrive earn starting wages of \$36,000/year with benefits.



"Thrive Impact Sourcing's partnership with Per Scholas has been immensely valuable. We have hired many of their graduates, and each one has demonstrated a natural desire to grow professionally, to add value back into the company, and to give back to our local community. It has been a win-win situation for us, across the board."

**MICHAEL KROGER**  
Co-Founder  
Thrive Impact Sourcing





“Cognizant’s partnership with Per Scholas provides us with access to the type of specialized skills and deep industry and community knowledge critical to training and expanding the base of American workers ready to take on next generation digital opportunities. With Per Scholas’ support, we are expanding our hiring networks in often overlooked and otherwise under-utilized talent pools. Working with Per Scholas is a win for Cognizant, our clients, and the communities in which we work.”

**JAMES LENNOX**  
Chief People Officer  
Cognizant Technology Solutions

## PLATFORM BY PER SCHOLAS

Platform by Per Scholas is the newly launched line of job-specific, customized training courses to meet real-time hiring needs. Matching local community talent to American businesses, Platform by Per Scholas supports public and private partnerships linking individuals with successful careers.



Cognizant

Per Scholas and Cognizant, a Fortune 500 global provider of business and technology services, have announced a new training and hiring partnership designed to equip New Yorkers with in-demand skills and provide access to job opportunities. The training tracks have been developed in collaboration with Cognizant’s recruitment and technology teams to ensure students receive instruction on nuanced technical job specifications even as they enrich their general business acumen.

Over the course of eighteen months, Per Scholas will train as many as 650 New Yorkers at no cost, providing students with both career development resources and technical training. Cognizant intends to hire as many as 350 of the training program’s initial graduates to fill positions based in its local operations in New York State.

# FOUR PILLARS OF ENGAGEMENT

Our work is made possible by many partners, and socially responsible companies play the starring roles. They contribute in all the ways that add up to our success: with volunteers, leadership, jobs and generous financial support.



## LEAD

### WALK THE WALK.

Help us improve services for students and graduates by enlisting top executives to serve on our national and local boards. Assign experts to share insights about IT trends and future workforce needs, and introduce Per Scholas to new partners and stakeholders.

## HIRE

### CAPABLE. COMMITTED. DIVERSE.

Per Scholas can help your company achieve talent and diversity goals while saving thousands of dollars in up-front recruiting and other HR costs. We can even develop trainings customized to your particular job specifications.

## INVEST

### INVESTMENTS THAT GROW.

Corporate partner contributions enlarge the pipeline of Per Scholas talent and fuel our growth to new markets. They also help us develop powerful ways to achieve shared goals.

## VOLUNTEER

### PER SCHOLAS STUDENTS LEARN FROM THE BEST.

Our students learn from the best when corporate volunteers participate in guest lectures, presentations, and panel discussions. Volunteer opportunities also include corporate site visits, professional mentoring, mock job interviews, professional networking events and hosting alumni gatherings.

“Per Scholas drives much-needed impact to businesses and the community by equipping talented local individuals with employer-requested skills, creating a new generation of diverse technology professionals. As part of our Future Edge initiative to help people succeed in the digital economy, Capital One is proud to partner with Per Scholas through both financial investment and our associate volunteers—they coach students in interview workshops, develop curriculum and offer on-site support.”

**CATHERINE FOCA**, Senior Director, Community Affairs and President, Capital One Foundation, Signature Partner

“To say that Per Scholas was a positive force in my life would be a huge understatement. I've only begun my IT career and the difference is unmistakable. What can you say about a service that not only changes a person's life, but directly affects the trajectory of their entire family for generations? All I can say is: Thank you.”

**WILL CLINEBELL**  
Per Scholas Alumnus  
Cincinnati, OH





## PARTNERS

Our corporate partner levels—Champion, Signature, Major, and Partner—reflect the breadth and depth of engagement with Per Scholas and the recognition we offer in return. We are proud of all our 2016 corporate partners and incredibly grateful for their support.

### CHAMPION



JPMORGAN CHASE & CO.



### SIGNATURE



Bloomberg



PIMCO



### MAJOR

AIG • Alvarez and Marsal • Bank of America • BNY Mellon • Chubb Charitable Foundation • Con Edison • designDATA • Duke Energy Foundation • First Financial Bank • Goldman Sachs • PIMCO • Ingage Partners • Interbrand • Intersection • Kate Spade & Company • KMS Technology • Kroger • News Corp • Neuberger Berman • Ohio National Foundation • Pomeroy • SAP • Scripps Howard Foundation • Social Ventures Partner • Symantec • USAA • US Bank

### PARTNER

Alphaserve Technologies • Akimeka • Career Group • CA Technologies • Centric Consulting • CDK Global • Cisco • ComResource • Creating IT Futures Foundation • Dell • Discovery • Dynamic Network Solutions • EY • Federal Reserve Bank of New York • HMB • Huge • Improving • Indeed • Leading EDJE • LRN • MetLife Foundation • Motorists Insurance • Morgan Stanley • Oppenheimer • PNC Charitable Trusts • PNC Community Development Group • Premier Logitech • Promark • QA Consultants • Reeher • Rent the Runway • Robert Walters • Solaris Technologies • Spectrum • WNET

## FOUNDATIONS

Ashoka • The Arthur M. Blank Foundation • The Boone Family Foundation • Richard and Susan Braddock Foundation • The Clark Foundation • COFRA Foundation • The Columbus Foundation • Community Foundation for the National Capital Region • Community Service Society • The James and Judith K. Dimon Foundation • Eleanor Schwartz Charitable Foundation • Bernard F. and Alva B. Gimbel Foundation • The Greater Cincinnati Foundation • The Greater Washington Community Foundation • Hagedorn Fund • The Hyde and Watson Foundation • W. K. Kellogg Foundation • The Meyer Foundation

The New York Community Trust • The New York Women's Foundation • The Carroll and Milton Petrie Foundation • The Pinkerton Foundation • Robin Hood • Sunny and Abe Rosenberg Foundation • The Rudin Foundation • Sasco Foundation • Sosnow Foundation • Stainman Family Foundation • Thomson Family Foundation • Tiger Foundation • United Way of Central Ohio • United Way of Greater Cincinnati • United Way of Metropolitan Dallas • The Harry and Jeanette Weinberg Foundation

## GOVERNMENT

City of Columbus • Franklin County, Ohio • New York City Council • New York City Department of Youth and Community Development • Consortium for Worker Education • The Mayor's Fund to Advance New York City • New York City Department of Small Business Services • New York State Office of Temporary and Disability Assistance • New York State Department of State • New York State Department of Labor • Empire State Development • Office of the Brooklyn Borough President • United States Department of Labor • Corporation for National and Community Service/Social Innovation Fund



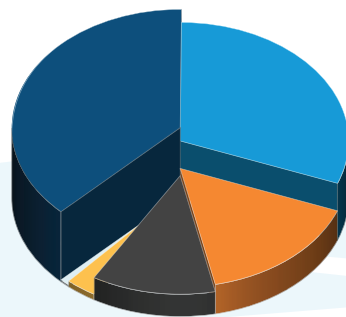
"I couldn't be more appreciative of what Per Scholas has done for me. I hope this helps pave the way for others."

DE'AISHA KAISER, Per Scholas Alumnus and Supporter, Cincinnati

# FINANCIALS

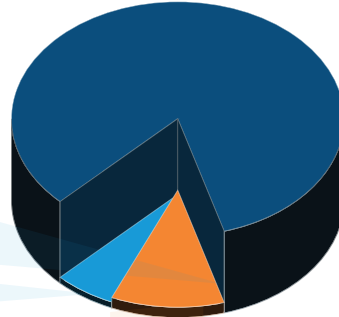
In 2016, Per Scholas raised \$10,782,162 and spent \$10,370,768. 81% of that expense was for direct program costs.

We received four stars, the highest rating, from Charity Navigator for our financial stability, accountability and transparency.



REVENUE - \$10.78M

- 38% Corporation
- 31% Foundation
- 16% Government
- 12% Other
- 3% Individual
- <1% Board



EXPENSES - \$10.37M

- 81% Training
- 13% Administration
- 6% Fundraising

# BOARD & ADVISORY BOARDS



## NATIONAL BOARD

**Lewis E. Miller**, Qvidian, **Chair** • Plinio Ayala, Per Scholas • Ami Ariel, G-Way Management, LLC • Derek Braddock, Braddock Matthews, LLC • Manny Cancel, Con Edison • Ken Cooper, Bloomberg LP • Charles Eaton, Creating IT Futures Foundation • John Fox, Fox Consulting Management Group • Blair Greenberg, Bregal Sagemount • Jean Hill, Alvarez & Marsal • Wayne Kunow, Barclays • Carolyn Landis, Catalyst Partners, LLC • Josh Lieberman, KMS Technology • Jan Lodol, Lodol and Company • Mary Beth Molloy, MBM Elevate LLC • Damien Rivera, Accenture • Ian Schaad, Jane Street • Ian Shrank, MCIC Vermont • Greg Sills • Montreece Smith, Vyair Medical • Tony Spinelli, Fractal Industries • Joe Squeri • John Hoyt Stookey

## ADVISORY BOARD

**ATLANTA:** Josh Lieberman, **Chair** • **CINCINNATI:** Mary Beth Molloy, **Chair** • Joe Abbott • Bob Carson • Leslie Courtney • Kelly Dolan • Jose F. Guerra • Michael Kroeger • Wally Lovejoy • William McCaster • Phil Reifenberg • Timothy Schoonover • Dani Watkins • **COLUMBUS:** Harold Bennett, **Chair** • Will Burris • Doug Donovan • Alonzo Edmundo • Louise A. Elliott • Cassandra Faris • Dr. Andy Igonor • Jason Skidmore • **DALLAS:** Montreece Smith, **Chair** • Alvin Abrams • Brian Bernknopf • Creig Christman • Mike Courtney • Anjali Datta • Jyoti Lynch • Scott Lutz • Tino Matthew • Shawn Wills • **NATIONAL CAPITAL REGION:** Jason Green, **Chair** • **NEW YORK:** Wayne Kunow, **Chair** • Andi Azzolina • Sagar Bhatt • Susannah Gillette • Alex Goetze • Will Harbaugh • Eamon Harkin • Khushpreet Kaur • Stephanie LeBlanc • Annie Papp • Carl Salz • Amber Shapiro • Joyce Shen • Kimberly Thomas





[perscholas.org](https://perscholas.org)

Per Scholas All Staff Retreat  
November 2016