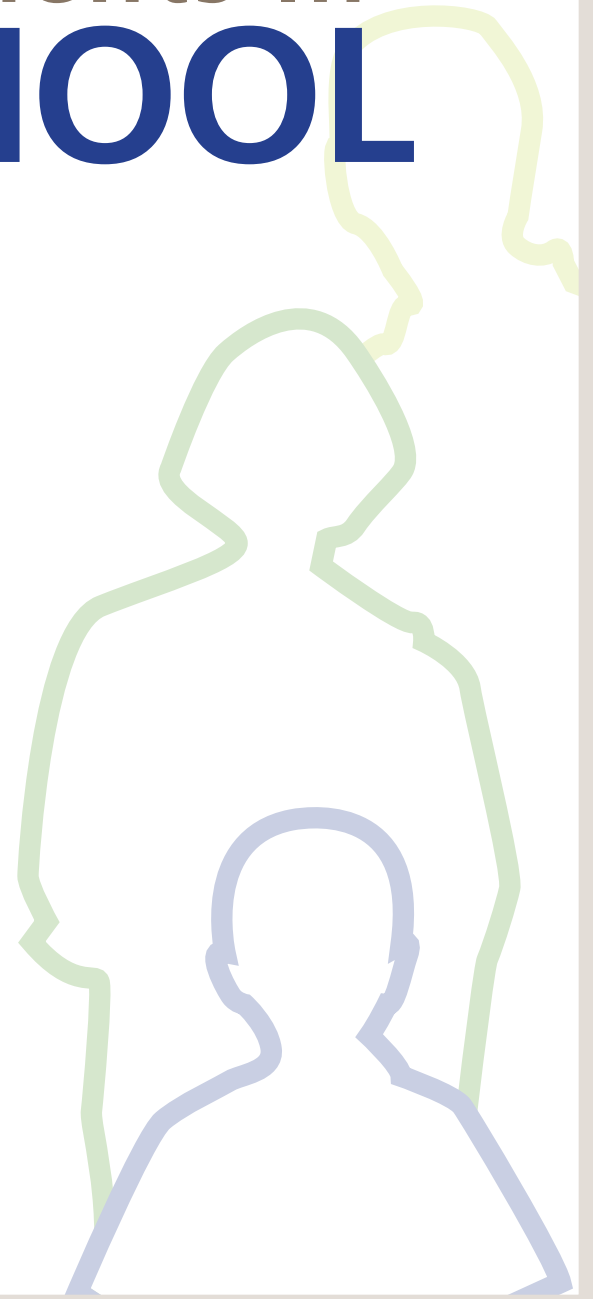




**CORPORATE VOICES**  
*for* WORKING FAMILIES

# Corporate Investments In **AFTER SCHOOL**

Vicky Banach  
April 2006



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# Acknowledgements

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Barbara Anderson	School Partnerships Vice President of Education, Knowledge Learning Corporation
Julie Berkhouse	Afterschool Specialist, JC Penney Company
Mary Bleiberg	Vice President, Policy, Planning & Fund Development, The After-School Corporation
Kathy Bogle-Shields	Vice President, Community Relations, Provident Financial
Rene Deida	Program Officer, The Prudential Foundation, Prudential Financial
Jennetter Dobard	Senior Manager, Diversity, Inclusion & Work Life, Allstate Insurance
Elisa Kirkhorn	Account Manager, LifeCare
Darlene Moehling	Manager, Philip Morris USA Youth Smoking Prevention
Daniel Princiotta	Senior Policy Analyst, National Governors Association Center for Best Practices
Jen Rinehart	Associate Director, Afterschool Alliance
John R. Smith	Director, Corporate Responsibility, Public Service Electric and Gas Company
Mark Valli	President/CEO, New Jersey After 3

## About Corporate Voices

Corporate Voices for Working Families is a non-partisan, non-profit corporate membership organization created to bring the private-sector voice into the public dialogue on issues affecting working families.

Collectively our 52 partner companies employ more than four million individuals throughout all fifty states, with annual net revenues in excess of one trillion dollars. Over 70% of our partner companies are listed in the Fortune 500, and all share leadership positions in developing family support policies for their own workforces.

# Executive Summary

In February, 2006, Corporate Voices for Working Families conducted telephone interviews on corporate investments in after school with a sampling of Corporate Voices' partner companies, other selected companies known for their leadership in investing in after school, and advocacy organizations. In addition to financial investments, participants were asked about in-kind contributions, expertise, leadership, partnerships, board memberships, and employee programs that contributed to and complemented their efforts in after school. They were asked about their investments' yield and to reflect on lessons learned and implications for future funding. These questions were intended to shed light on corporate investment in after school initiatives. The companies interviewed for this report represent the utility, finance, insurance and retail sectors. They have invested in after school at the national, state and local levels. Interviews with advocacy organizations also represented national and state perspectives on corporate partnerships.

## Conclusions

There is and has been a significant interest and investment in after school by corporations for over a decade. The amount spent by companies interviewed totaled **\$136.6M** invested in after school initiatives for 2005. Over the last five years, the total investment reaches over **\$1B** invested in after school and related youth development and parent education programs and

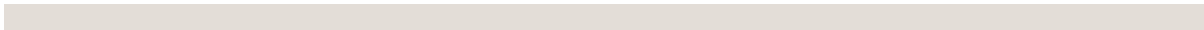
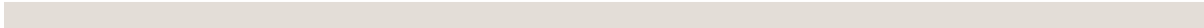
resources. The collective expenditures reported in this study are a broad brush representation of corporate investment across the US. These interviews of leading companies show a growing trend among employers to address the need for after school programs. The recognition of the benefits of investing in after school and extra learning opportunities for the future workforce is a strong driver. Collaboration and public/private partnerships were integral for success. Many companies became involved with local after school partnerships through programs that received government funding. This spurred their interest and involvement and led to subsequent corporate funding. Having the flexibility to align their investments with corporate interests and strengths added to the diversity of responses and programs. The ability to engage and include their employees and customers in their efforts increased visibility and support at all levels.

As the issue of after school continues to grow in importance to communities and families, Corporate Voices hopes this report encourages a dialogue about corporate expenditures and engagement in after school. We believe it will provide a valuable roadmap for increasing interest and effectiveness of corporate investment in this critical area.

*"It's not only about the money but about the dedication of the volunteers and mentors that has the most impact. The 1:1 involvement of employees is the heart of the program; it is priceless and makes the most difference with these kids".*

This report covers:

- Total investment analysis
- Corporate programs
- Lessons learned
- Future implications



# Corporate Investments In **AFTER SCHOOL**

## Scope of the Study

This report summarizes interviews with eight companies and four advocacy organizations on corporate investment in after school. The interviewees' experience took place at the local, state and national levels with diverse industries and advocacy organizations. The companies ranged in size from 165 employees to 150,000. The report analyzes annual as well as multi-year funding and programs. Some companies have been involved with after school for more than a decade and others for the last few years. The report summarizes the varied approaches companies have taken to address the ever-growing needs of their employees for after school programs as well as larger community, state and national needs in this area.

## Total Investment Analysis

The companies interviewed collectively invested **\$136.6M** in after school initiatives for 2005. Over the last five years, they have invested over **\$1B** dollars in after school and related youth development and parent education programs and resources.

While the dollars invested can be easily calculated, the vast amount of additional resources that these companies have invested in after school is less easily assessed. The in-kind contributions, expertise and leadership, and employee

volunteer and mentor programs are critical components of many successful after school programs. The box below summarizes the types of non-financial investments that companies contribute.

### **In-kind Contributions**

- Meeting space
- Refreshments
- Transportation
- Furniture
- Computers, Computer Labs
- Printing

### **Expertise**

- Curricula development
- Finance
- Training
- Technical assistance
- Careers

### **Leadership**

- Governor's Summits on Afterschool
- Executives on Statewide Network Boards
- Media campaigns
- Employees on local boards

### **Partnerships**

- Statewide Afterschool Networks and coalitions
- School districts
- Sports teams
- Museums/libraries
- Community agencies

### **Employee Programs**

- Volunteer tutors and mentors
- Projects with local schools
- Company tours
- Field trips

### **Infrastructure of After School Field**

- Evaluation studies
- Research and database development
- Polling data

### **Company Benefits/programs**

- After school resources and referrals
- Employee discounts
- Parent education/seminars

## Corporate Programs and Approaches

The inherent flexibility of after school programming enables diverse levels of engagement and approaches by corporations and advocacy organizations. All approaches were reflective of their organizational interests and mission. All those interviewed were keenly aware of the long term rewards of investing in developing workforce and life skills training in children and youth. Financial investments ranged from small

“Companies respond to after school with diverse approaches - from technology and science to arts and sports.”

direct grants to local programs to national campaigns. One example is a utilities company with customer service as their mission and key corporate value that they embed in their approach with after school investment and engagement. They have been a champion for over a decade and have contributed in a number of ways. Not only do they invest on a local level in their service areas, but their CEO is an active leader and chair of a statewide after school network and coalition of companies with the goal of expanding after school opportunities, raising awareness and affecting policy. Their employees commit hours to tutor and mentor inner city children at the HQ worksite on a weekly basis. The company transports the children and provides refreshments and space for this program. It provides company tours and career development opportunities for the children. There are assemblies on site and at the schools to celebrate and recognize and reward the employees and students at the end of the school year. The company has also contributed dollars to develop a statewide database

of after school resources for parents, children and communities. Because of the longevity of the program, students have been recruited and have returned as valuable employees.

Other companies have contributed computers, helped set up computer labs and provided technical assistance, training and on-going support to sustain the interest in high tech careers. They apply their knowledge and expertise to increase children's interest in careers in computers and provide them with the necessary tools to help them become more competitive in school and in today's job market. Others have a comparable approach using the arts and sports as a vehicle to engage and strengthen out-of-school learning. Children are exposed to Artists-in-Residence programs, museum field trips, and other activities. Sports teams have adopted after school programs and have sponsored 'take a player' to school contests with proceeds going to after school programs. In addition, they sponsor sports camps, tours and internships. Financial companies have funded Financial Literacy curricula for children as well as parents and staff. Communications companies have developed media campaigns and parent education literature. Retail companies have provided outlets for dissemination of parent and consumer education literature.

Leadership and the visible support of respected elected officials, executives, and company leaders are invaluable contributions to after school programs. Particularly successful examples of collaborations between business leaders

and elected officials are governors' summits on after school, which have been sponsored by the National Governors Association Center for Best Practices in over 20 states. These summits have encouraged participation in building statewide infrastructure for and awareness of after school. Regional meetings following governors' summits sustain engagement and commitment. The best summits have served as springboards for longer-term, comprehensive policy agendas, and many have resulted in worthwhile public-private partnerships. Corporate leaders have spoken about the positive impact after school programs have on the well-being of their current and future workforce, and have encouraged employee involvement in after school programs. These individuals have a tremendous impact and influence as spokespersons for after school. Their involvement speaks to the importance of the issue and can help garner additional corporate and public support and investment.

One company has supported a national media campaign that is the largest national annual after school campaign. Their leadership has led to phenomenal growth of an annual celebration, Lights On Afterschool!, by local after school programs from 1000 events in 2000 to over 8000 celebrations and 1 million participants in 2005. Many programs are recipients of government funding, and subsequent corporate contributions enable them to participate in the Lights On Afterschool! celebration.

National and statewide advocacy organizations continue to grow

in membership and increase in partnerships. Many companies support the development of and provide seed money, expertise, technical assistance and board members for these groups at the state level. They are able to attract a variety of businesses to address a common goal. They are powerful in their combined voice as it relates to public opinion and policy.

Companies partner with local school districts' programs and give grants for youth summer service programs. They also partner with community agencies to provide "summer of service" opportunities for older youth.

Employee commitment is an important component for many companies. They sponsor employee tutors and mentors for after school programs. These can take place on company premises or at the schools. Employees also volunteer at schools, conduct company tours, sponsor interns, chaperone field trips and provide T/A and training on specific skills, i.e. computer technology. All is paid for by the companies in terms of time and salary. Many companies afford flexible schedules to allow for these activities.

As a company's involvement evolves over time, it may begin to not only continue to fund direct service grants but also to contribute to the after school field and infrastructure in more sustainable ways. One company has helped develop quality evaluation criteria for their programs and has set the evaluation criteria as criteria for future funding. Others have supported research and

"Leadership and the visible support of respected elected officials, executives, and company leaders are valuable contributions to after school programs."

database development. A national advocacy organization has funded polling research that has had an impact in sharing public opinion and gleaning public support. Companies have funded professional development of after school leaders and center accreditation. They have also been able to form partnerships with local colleges to add youth development credential courses and associate degrees.

The final area where companies have invested is in employee benefits and programs that directly impact the after school needs of their employees. Child Care Resource and referral programs provide assistance in locating and evaluating quality after school programs for parents. In addition, they supply a variety of parent education materials on related topics via web based access and seminars. Some companies also provide a 5- 10% discount for after school program tuition at selected centers.

“The power of collaboration and public-private partnerships were the keys to success.”

## Lessons Learned

All the companies interviewed have learned that the needs of after school are a societal need. They have valued the power of collaboration and partnerships on all levels. They all look to continue and increase their investments and engagement in after school. They have become more knowledgeable about after school and the infrastructure of the field. They have become local, state and national champions and advocates. The interest in quality, data and research has increased with participation. Many have

enlarged their scope due to company merger and acquisition activities. They have enhanced employee involvement. Some are looking to engage customers in their efforts.

They believe their investments have yielded direct benefits for program recipients in terms of expansion and quality improvement. Employees have learned a great deal about their communities and continue to give back in immeasurable ways. The pride they experience and the enthusiasm of the students is reflected in customer service and company image is strengthened.

Perhaps it was best summed up by one participant, “It’s not only about the money but about the dedication of the volunteers and mentors that has the most impact. The 1:1 involvement of employees is the heart of the program; it is priceless and makes the most difference with these kids”.

## Future Implications

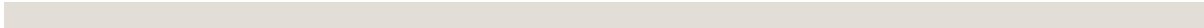
The companies interviewed indicated **that their** interest and investments in after school, youth development and workforce skills would continue in the future. They see a closer link with schools and curricula. They have witnessed the increase in achievement, self-esteem and competencies of students involved in after school and extra learning opportunities. They recognize the need to engage older students in productive activities. Sponsored surveys indicate equal time is spent in productive time (homework & sports) as in video and computer games

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and watching TV. There is a growing interest in providing funding for fitness and nutrition curriculum to battle these sedentary behaviors as well as obesity in children.

The interviews showed many potential areas for future work. All participants had examples of other companies that are doing important and novel work in after school. There are many “quiet champions” in after school. Emerging models were discovered (although some have been quietly emerging for many years). Reports such as this could increase the visibility of these innovative companies and their unique contributions.

“The companies interviewed indicated that their interest and investments in after school, youth development and workforce skills would continue in the future.”



# Publications Catalog

April 2006

## Early Childhood Education and Afterschool Care

- Early Childhood Education: A Call To Action from the Business Community. [Joint statement on early childhood education from The Business Roundtable and Corporate Voices.](#) 9 pgs, March 2003.
- Afterschool for All: A Call To Action from the Business Community. [Consensus statement from Corporate Voices' partner companies on why America needs high-quality afterschool programs.](#) 14 pgs, March 2004.
- Business to Business Afterschool Toolkit. [Booklet and DVD/CD, December 2005.](#)
- Community to Business Afterschool Toolkit. [Booklet and DVD/CD, April 2006.](#)
- Business to Community Afterschool Toolkit. [To be released August 2006.](#)

## Family Economic Stability

- 2004 EITC ToolKit. [Materials and tools designed to help businesses alert their eligible employees about the Earned Income Tax Credit.](#) December 2003.
- 2005 EITC Toolkit. [An updated EITC Toolkit.](#) December 2004.
- Employer Guide: Promoting Tax Credits and Federal Benefit Programs. [2006 EITC Toolkit, expanded to address a wide range of programs and benefits.](#) Booklet and DVD/CD, December 2005.
- Struggling to Make Ends Meet: Low-Wage Work in America. [Report on results of nationwide public polling.](#) 16 pgs, September 2004.
- Struggling to Make Ends Meet Executive Summary. [Summary of report on results of nationwide public polling.](#) 2 pgs, September 2004.
- Model Programs and Policies for Hourly and Lower Wage Employees. [By Corporate Voices and the Boston College Center for Work & Family.](#) 92 pgs, December 2003.
- Model Programs and Policies for Hourly and Lower Wage Employees Executive Summary. 6 pgs, December 2003.
- The Economic Security of Low-Wage Workers: An Analysis of Public Opinion Data. [Meta-analysis of public polling by Ethel Klein & EDK Associates.](#) 16 pgs, September 2003.
- Model Workplace Supports for Lower-Wage Employees. [A toolkit of best practices for lower-wage employees.](#) 60 pgs, December, 2005.

## Flexibility

- Business Impacts of Flexibility: An Imperative for Expansion. [Research by WFD Consulting.](#) 32pgs, November, 2005.
- Statement of Support on Flexibility. [Joint statement on flexibility signed by senior business leaders.](#) 1 pg, November, 2005.
- Flexibility Principles. [Key principles for workplace flexibility.](#) 4 pg, March, 2006.

## Mature Workforce

- Eldercare Practice Survey of Corporate Voices Partner Companies. [Report summarizing survey of current corporate practices on eldercare.](#) 10 pgs, October 2004.

## Other

- 2002 Annual Report. [4 pgs, 2003.](#)
- 2003 Annual Report. [4 pgs, 2004.](#)
- 2004 Annual Report. [4 pgs, 2005.](#)
- Corporate Voices Factsheet. [4 pgs, 2005.](#)

### Ordering Publications

All publications are available on Corporate Voices' web site, at <http://www.cvwf.org>. To order publications by phone, please contact Rebecca Viser at 202-429-0217. Orders may also be faxed to 202-429-0594,

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