



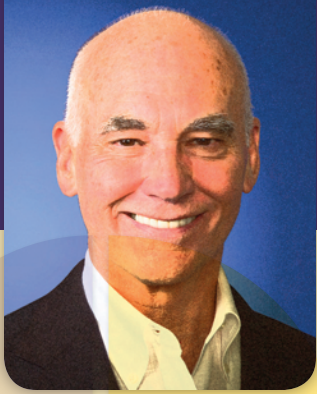
Shifting Gears Moving into the New Paradigm



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Advancing Science
Reducing Risk
Improving Lives



FROM OUR CEO

Shifting Gears

Moving Into the New Paradigm

Over the past 2 years, ETR has changed in a big way as an organization. We've restructured our operations, adjusted our priorities, addressed new realities of the business and service-delivery environment, and reinvigorated the vision and determination of our staff.

We've also watched the universe around us change substantially. What clients want, what communities need, where we find revenue, and how we can best deliver meaningful services and products—these things are different now. We've built new partnerships and revitalized existing ones. We're spending less time at our desks and more time out in the community, building real-world solutions with our clients and partners.

Of course, you're probably doing many of these sorts of things as well. In today's world of "hyper change," everyone must discover new ways to adapt and stay agile. One of the processes that can support you and your organization in this effort is something called *Decision Acceleration*.

The old processes of organizational decision making no longer serve us well. Time is short. The world changes quickly. We need precise, critical thinking that leads us to planned, effective action, and we need it now. Traditional bureaucracies are simply unable to support this style of fast, purposeful decision making. Consider the U.S. Congress—a longstanding, highly traditional, carefully codified bureaucracy that has preserved our nation's democratic process for more than two centuries, but has become so ponderous and unwieldy that today it better serves its own politicians than its citizens.

This model may work for government. It cannot work for business. And all of us today, whatever our settings—nonprofits, educational institutions, entrepreneurial enterprises, government health services, private medical groups and more—are working in a business environment.

So how can we use Decision Acceleration? First, understand that one of an effective organization's responsibilities is to get good ideas up to the forefront quickly and support them wholeheartedly. Second, recognize that the way to find the best ideas is not to convene meeting

after meeting, but to get prototypes up and tested. The best decisions in today's world are usually not singular but iterative. We decide, learn, decide again, learn more, and keep that process moving until we can make a well-informed determination about the value of that idea. Is there a need? Will it work? Can we carry it off? Will our clients and partners respond?

Our traditional notion of prudent business management was "one foot on the brake." Sure, those in startups might work fast and take risks, but established businesses needed to move deliberately and with consideration to protect the assets they'd built. Today, we all need to think like startups. The established business that keeps a heavy foot on the brake is more likely to roll to a complete stop than move forward and build on its success. Instead, we need to downshift and upshift in response to market forces.

So join with us in finding our accelerators. Let's pick up the pace in making decisions and taking action. The road is uncertain, true, but the need for measured speed is a simple reality of our complex times. We must be vigilant, adaptive and responsive if we are going to move forward and do our best work. Get those ideas out there and get them tested. If you'd like guidance about how to do this, there's a good chance the talented and visionary people here at ETR can help.

ETR continues to actively seek new partnerships and opportunities through which our combined capabilities create more value for those we serve. Please keep us in mind as you navigate the course of your own organization's future.

Sincerely,
Daniel McCormick, CEO

We need to **DOWNSHIFT** and **UPSHIFT** in response to market forces



Decision Acceleration

We decide, learn, decide again, learn more, and keep that process moving until we can make a well-informed determination about the value of that idea.



Left to right: Jacob Martinez, TEC Project Manager at ETR; Rafael Lopez, Senior Policy Advisor at the White House; students Morelia Lopez and Marcus Cisneros; Rosa Hernandez, representative of Pajaro Valley School District



Left to right: Marcus Cisneros, California Congressman Sam Farr and Morelia Lopez in the Congressman's office

TEC (Technology-Education-Community) is an award-winning program that builds interest and skills in technology for under-represented youth. Their goal is to bring more women, Latino/as and youth from rural communities into technology careers and build a more diverse and effective workforce for the future.

TO LEARN MORE, CONTACT:

Jacob Martinez, MIST
Project Manager
jacobm@etr.org



Pictured: TEC Student working on project

ETR'S TEC GOES TO THE WHITE HOUSE!

National Recognition for Our Award-Winning Program

Last summer, a student team from Watsonville High in Watsonville, California, participated in a special TEC summer program. They built a mobile app to help other students in their school navigate the path to college. Their work was recognized in a national competition sponsored by the Entertainment Software Association and the Hispanic Heritage Foundation.

In December, two of the students were invited to travel to Washington, D.C., with other national winners. The TEC students networked with peers and met with members of Congress and the White House Office of Science and Technology. Their team was selected to demonstrate their project during the official briefing to White House staff.

The experience was inspiring and transformative for the students. They did a tremendous job representing TEC, the Pajaro Valley Unified School District and Watsonville High School. Their success and poise affirm how important it is to provide opportunity and inspiration to under-represented youth.

TEC's goal for next summer is to identify youth at all three high schools in the district to participate in the program and create a custom app for each school.

“*The girl who came with us had never even been on a plane before. During the flight to D.C., she talked about her plans to attend a local community college. After all of these fantastic experiences in Washington, she spent the flight back talking about planning to attend someplace like MIT, Stanford or the University of California.*”

Jacob Martinez, MIST
TEC Project Manager

“*[At the White House briefing] we talked about the importance of our game and how it was going to benefit our community. We also mentioned how the TEC program was going to help students from elementary school get involved with computers.... I was able to meet very important people to us, because they will now be able to help our program and help us later in our lives when it comes to our education and future careers.*”

Morelia Lopez
TEC student



SCIENCE DEEP & WIDE

New Grants & Projects

ETR's research, evaluation and implementation projects span a dynamic range of populations and issues.

This quarter, we've begun a number of exciting new projects and partnerships. While distinct, each addresses the recent evolution of ideas in education and health promotion.

National Science Foundation

Math & Family

ETR has won a 3-year grant from the National Science Foundation to study how parent-child relationships influence, and are influenced by, Latino/a students' beliefs about and performance in math studies. Latino/a students tend to underperform in mathematics. This research may help identify elements of student, parent or teacher attitudes and behaviors that can support more successful learning. This "math pathways" project, a collaboration with Florida Atlantic University, will focus on students' attitudes and achievements during the crucial developmental transition between elementary and middle school.

The Benefits of Game Programming

ETR has won a 2-year grant from the National Science Foundation to gather, analyze and synthesize current research on the ways children benefit from computer game programming. The project will examine how "benefit" is conceptualized in the research, and identify common and generalizable findings across the literature. Findings will be shared with academic researchers, educators and program developers and funders.

TO LEARN MORE, CONTACT:

Jill Denner, PhD
Senior Research Scientist
jilld@etr.org

MOVING INTO THE FUTURE WITH EXCITING NEW IDEAS

CDC-DASH

Joining CDC-DASH to Prevent HIV/STD and Pregnancy in Teens

ETR has been awarded a 5-year contract from the Centers for Disease Control and Prevention, Division of Adolescent and School Health (CDC-DASH) for a project focused on adolescent HIV/STD and pregnancy prevention. This collaboration will build capacity in selected schools and school districts around the nation to promote greater sexual health among young people.

Our Professional Development team will provide ongoing technical assistance and tailored web-based professional development to 19 state education agencies (SEAs) and 17 large local education agencies (LEAs). Each of these agencies has been funded by DASH to provide exemplary sexual health education (ESHE), increase teen access to key sexual health services, and establish safe and supportive environments in school settings.

ETR's team will also serve as convener and coordinator for nine national non-governmental organizations funded by DASH to provide support and capacity building for the SEAs and LEAs in this project.

The award serves to recognize ETR's longstanding experience and expertise providing research-based professional development services, networking with sexual and reproductive health providers nationwide, and working effectively with diverse groups.

Science to Solutions for Local and State Educators

As part of the CDC-DASH initiative described at left, ETR is also funded for one year to work collaboratively with other non-governmental organizations to provide capacity-building assistance to local and state level educators. Goals include strengthening efforts in establishing and sustaining exemplary sexual health education (ESHE) and reducing HIV and other STDs in youth. There is a particular emphasis on reducing disparities experienced by youth populations at greatest risk for HIV/STD, including young men who have sex with men.

TO LEARN MORE, CONTACT:

Debra Christopher, MS
Director of Professional Development
debra.christopher@etr.org

ETR's multidisciplinary research staff is nationally recognized for its significant contributions to education and public health.

The World Bank (through UCSF)

Adolescent Sexual and Reproductive Health in Africa and East Asia

At the invitation of The World Bank, researchers from the University of California, San Francisco (UCSF) and ETR are participating in a comprehensive review of social, economic and policy determinants of adolescent sexual and reproductive health in Ethiopia and another country yet to be identified. The project is a partnership with the [UCSF Bixby Center for Global Reproductive Health](#).

UCSF's Claire Brindis, DrPH, is the principal investigator.

The review and a set of recommendations builds on existing literature (peer and non-peer reviewed), a review of recently funded programs, and interviews with key

researchers, professionals and organizations working on issues of adolescent sexual and reproductive health in the selected countries. The findings will be summarized and reported to The World Bank.

TO LEARN MORE, CONTACT:

BA Laris, MPH Research Associate bal@etr.org	Karin Coyle, PhD Senior Research Scientist karinc@etr.org
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CONTRIBUTIONS TO THE FIELD

Human Trafficking, Math Learning, Sexual & Reproductive Health

ETR researchers continue to make important contributions across the range of our organization's primary focus areas. We appreciate the dedication and integrity of our researchers and partners, whose deep commitment to rigorous studies builds meaningful, substantive knowledge and understanding in this time of dynamic change.

Some of the key contributions of ETR staff in our second quarter include:

Pam Anderson, PhD

Anderson, P.M., Coyle, K., Johnson, A., Denner, J. (In press, *Journal of Primary Prevention*). An exploratory study of adolescent pimping relationships.

Erin Cassidy-Eagle, PhD

Cassidy-Eagle, E. (2013, November). *Alternative Career Paths in Psychology*. Invited presentation. Seminar for Clinical Psychology Interns, Veterans Affairs Palo Alto Health Care System.

Cassidy-Eagle, E. (2013, October). *Sleep and Older Adults*. Invited presentation. Geropsychology Trainee Group, Veteran's Affairs Palo Alto Health Care System.

Karin Coyle, PhD

Coyle, K., Glassman, J., Franks, H., Campe, S., Denner, J., Lepore, G. (2013). Interventions to reduce sexual risk behaviors among youth in alternative schools: A randomized controlled trial. *Journal of Adolescent Health*. Online publication: 3-APR-2013 DOI information: 10.1016/j.jadohealth.2012.12.012.

Hillard, P., Love, L., Franks, H., Laris, B. A., Coyle, K. (In press, *Journal of School Health*). "They Were Only Joking": Efforts to Decrease GLBTQ Bullying and Harassment in Seattle Public Schools.

Jill Denner, PhD

Werner, L., Denner, J., Campe, S. (accepted for publication). Children programming games: A strategy for measuring computational learning. *ACM Transactions on Computing Education*.

Denner, J., Werner, L., Campe, S., Ortiz, E. (accepted for publication). Using game mechanics to measure what children learn by programming games. *International Journal of Games-Based Learning*.

Denner, J., Werner, L., O'Connor, L. (accepted for publication). Women in community college: Factors related to intentions to pursue computer science. *NASPA Journal About Women in Higher Education*.

Denner, J., Werner, L., Campe, S., Ortiz, E. (accepted for publication). Pair programming: Under what conditions is it advantageous for middle school students? *Journal of Research on Technology in Education*.

Denner, J., Werner, L. (2013). Increasing diversity in computing: Results of a study of community colleges. *Computer Science Teachers Association Voice*, 9 (5), 4-5.

Denner, J., Werner, L., Campe, S., Ortiz, E. (2013, October). *Using Game Mechanics to Measure What Students Learn*. Invited presentation. European Conference on Games-Based Learning, Porto, Portugal.

Denner, J. (2014, January). *Community College Students and Computer Science: A Call for Research on Enrollment and Persistence among Underrepresented Groups*. Invited presentation. Future Directions for Computer Science Education Research, Orlando, Florida.

Jill Glassman, PhD

Glassman, J. R., Unti, L., Abidi, N. (2013). *Patient-Reported Functional Outcomes: How to Collect and Report Risk-Adjusted Musculoskeletal Patient-Reported Functional Outcome Data in an Orthopaedic Practice in California*. Scotts Valley, CA: ETR.



HUMAN TRAFFICKING

Adolescent Sexual Exploitation

ETR's Exploratory Study on Peer-to-Peer Sexual Exploitation

Public recognition of the problem of human trafficking and commercial sexual exploitation has grown in recent years. In September 2012, President Barack Obama delivered a speech on his administration's commitment to combat human trafficking at home and abroad. Children and youth are especially vulnerable. Each year, approximately 244,000 to 325,000 youth are at risk of becoming victims of sexual exploitation in the United States. The true scope of the issue is not easily understood, given the challenges associated with identifying victims and collecting valid data.

In 2006, while working on a large HIV/STI intervention study in urban alternative schools, ETR researchers, led by Karin Coyle, PhD, learned about an issue school-based personnel called "tennis shoe pimping." This relatively under-the-radar form of human trafficking involves peer-to-peer exploitation. Young women become romantically involved with young men they view as their boyfriends. Over the course of the relationship, the women are asked to provide sexual favors to other males as a way to help their boyfriends get money.

ETR secured a supplemental grant to explore this phenomenon. Senior Research Associate Pamela Anderson, PhD, notes that, in recent years, she and her colleagues have focused more on "the context in which sexual risk behaviors may occur among youth, particularly with respect to the importance of romantic relationships." Using a relationship-based framework within HIV/STI and pregnancy prevention programs supports a broader range of content and skills, such as negotiating boundaries within a relationship, exploring intimacy without having sex and resolving conflict peacefully.

TO LEARN MORE, CONTACT:

Pamela Anderson, PhD
Senior Research Associate
pamelaa@etr.org

Karin Coyle, PhD
Senior Research Scientist
karinc@etr.org

Dr. Anderson's exploratory, qualitative study gathered data from interviews with young adults with firsthand knowledge of adolescent pimping, as well as discussions from focus groups. Findings suggest the phenomenon may be more common than many people realize, that those who are exploited usually don't self-identify as victims, and that younger pimps are more likely than older pimps to use violence to manipulate the girls they exploit. These young females frequently encounter escalating violence or intimidation if they try to end the relationships.

Noting that school-based prevention efforts focused on the commercial sexual exploitation of children are rare, Dr. Anderson contends that this study highlights a need to expand these existing programs to include information on healthy and unhealthy relationships, how to identify signs of coercion and exploitation, and resources for seeking support.

The results of this study will be published in an upcoming issue of *The Journal of Primary Prevention*.



Women are asked to provide sexual favors to other males as a way to help their boyfriends get money.

BUILDING A BETTER PREVENTION RESOURCE HUB

Adolescent Pregnancy, HIV and STD Prevention Resources

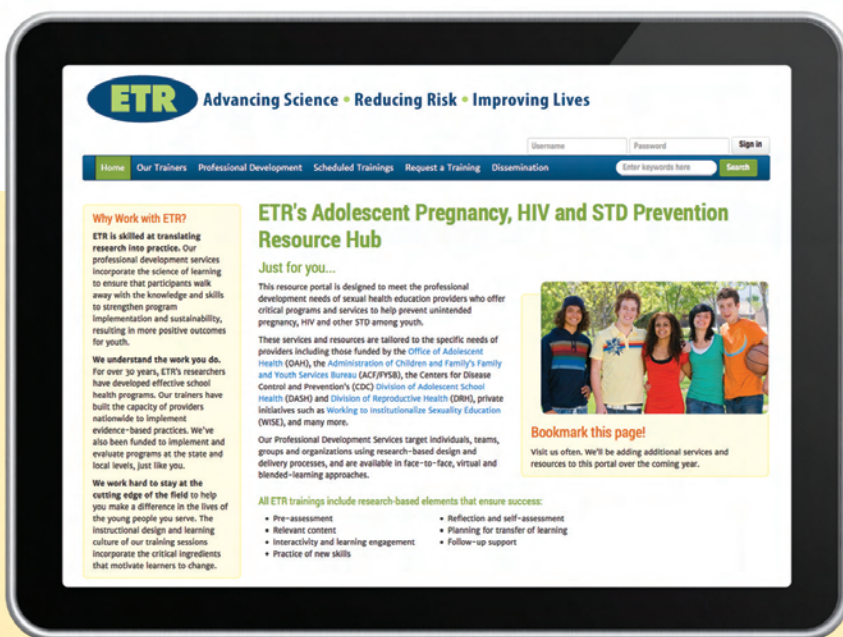
This quarter saw the launch of a new web portal designed to meet the professional development needs of sexual health education providers and school health educators.

These ETR services and resources are tailored for individuals, teams, groups and organizations using research-based design and delivery processes to help prevent unintended pregnancy, HIV and other STD among youth. ETR offers face-to-face, virtual and blended learning approaches.

Now grantees in the Office of Adolescent Health (OAH) Teen Pregnancy Prevention Initiative (TPPI) and the Administration on Children, Youth and Families (ACYF) Personal Responsibility Education Program (PREP) can arrange customizable trainings that match their programs' needs. Sales Development Specialist Nancy Gonzalez-Caro says, "The new portal provides easy access to trainings intended to support program sustainability and help grantees in their transition as the first round of PREP funding is set to end in September 2014."

In December 2013, the Senate Finance Committee approved a 5-year extension of PREP for fiscal years 2015-2019. The reauthorization bill not only extends PREP as it already exists, but also expands the PREP target populations to include youth at risk for being victims of sex trafficking. As the bill progresses out of Committee, congressional negotiations in early 2014 will be crucial for the extension of PREP funding.

Our TPPI and PREP trainings can be adapted for other programs and non-grantees as well. The resource hub is designed to meet the needs of health education providers funded by the Centers for Disease Control and Prevention's Division of Adolescent School Health (DASH) and Division of Reproductive Health (DRH), private initiatives such as Working to Institutionalize Sexuality Education (WISE) and many more. All our trainings include research-based elements that ensure success.



TO LEARN MORE, CONTACT:

Nancy Gonzalez-Caro, MPH
Sales Development Specialist
gonn@etr.org

[Visit the Website](#)

First workshop offerings
available February, 2014

Our TPPI and PREP trainings can
be adapted for other programs
and non-grantees as well.

All our trainings include
research-based elements
that ensure success.

GROWING ETR UNIVERSITY & CONTINUING EDUCATION OFFERINGS

More Services for More Providers

For over 30 years, ETR has offered continuing education (CE) credits to a variety of health and education professionals.

In 2013, Continuing Education Program staff began building capacity to provide CE credits to new disciplines, including nurses and behavioral health professionals. Currently, Certified Health Education Specialists (CHES) and Master Certified Health Education Specialists (MCHES) in 50 states, and California nurses (RNs) and behavioral health professionals (LCSWs, LPCCs, LEPs, LMFTs) can earn CEUs through ETR's CE Program.

The current CE Program provides credits for live training events, live virtual events, and national and state-wide conferences. ETR was the first multi-event provider to offer online CHES continuing education credits, and, in the last quarter, the program significantly increased its online offerings—part of our commitment to providing the innovative solutions our clients need.

Launched in 2013, ETR University makes it especially convenient for busy professionals to increase their knowledge and further their careers by earning credits online with self-study, self-paced courses. We now offer more than 80 courses in over 20 topic areas, including adolescent sexuality, alcohol and drug abuse, community health, HIV/AIDS, mental health, nutrition and physical activity, and more.

TO LEARN MORE, CONTACT:

Regina Firpo-Triplett, MPH, CNC, MCHES
Program Manager
reginaf@etr.org

Don't look back

With more than 80 courses in over 20 topics, it's never been easier to get ahead



ETR's CE Program staff want to **customize solutions to fit the evolving needs of customers and clients.**

We actively seek requests for CE offerings on new topics and serving other professions.



For more than 30 years, ETR's professionals have contributed to national and international initiatives that have changed the world.

However, we believe meaningful transformation occurs on many stages and at many levels. This is why we bring equal dedication and support to organizations in our own communities. We are proud to be playing a part in the evolution of several school districts in the San Francisco Bay Area and Silicon Valley. We expect the models and practices being implemented in these projects to influence schools nationwide.

Selected Projects

San Francisco Unified School District (SFUSD): Strengthening a Partnership

ETR is beginning its third decade of work with SFUSD. Our partnership has become deeper and stronger over time as we've built on a solid foundation of trust, professional performance and demonstrated success.

SFUSD has long been a nationally recognized leader in the development and implementation of health and wellness services. Recent evaluation activities, for example, led to a breakthrough research study published in the October 2013 issue of the *Journal of Adolescent Health*. Based on analyses completed in partnership with the University of California at Berkeley's School of Social Welfare and the School of Social Work at the University of Denver, this study provided some of the first solid evidence that participation in school-based wellness services significantly increased youth-development assets at school—those characteristics of the school environment directly linked to better attendance and academic success.

San Bruno Park School District (SBPSD): Seeing Data Make a Difference

SBPSD is a relatively small district beginning to examine ways rigorous data collection can help support the expansion of their health promotion infrastructure. ETR is partnering with SBPSD to conduct an assessment of student health and wellness. Once the data is gathered, ETR will develop materials that communicate the findings clearly and effectively to a range of audiences, including school and district staff and community stakeholders. Using the data, the partnership will develop, implement and evaluate action plans consistent with state and local priorities.

We look forward to building and growing our partnership with our newest district partner.

TO LEARN MORE, CONTACT:

John Shields, PhD, MSW
Senior Research Associate
johns@etr.org

Through science, we are helping schools draw attention that helps them find resources to establish and sustain more effective solutions.



“ We are excited by the progress we are making in our evaluation partnerships with school districts in our home communities. Our work with school-based health and wellness programs is making significant contributions. Well-designed, professionally implemented evaluations yield actionable information. This helps all stakeholders—students, parents, teachers, service providers, principals, school boards, community members and funders—see the importance and benefit of the services. Through science, we are helping schools draw attention that helps them find resources to establish and sustain more effective solutions.”

John P. Shields, PhD, MSW
Senior Research Associate

A BANNER YEAR FOR ETR

Awards & Recognition

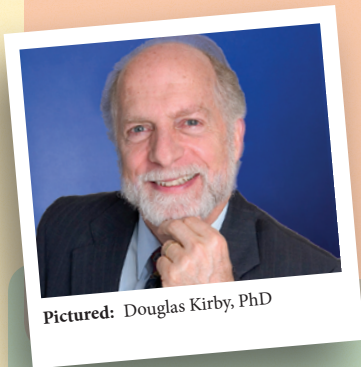
We had an award-winning second quarter here at ETR. ETR and its staff were recognized in many ways—



Douglas Kirby, PhD,

world-renowned researcher and ETR senior research scientist who died suddenly in December 2012, has received many posthumous awards for his important work. Most recently, Dr. Kirby was recognized by TeenNow California through their David S. Crawford Member of the Year Award.

In addition, last November Dr. Kirby's family traveled to the American Public Health Association annual meeting in Boston to receive the Sedgwick Memorial Medal on his behalf. The Sedgwick Medal is the highest honor APHA confers.



Pictured: Douglas Kirby, PhD

[Visit TeenNow California](#)

Laura Norvig, MLIS

won the annual member appreciation engagement award from the Nonprofit Technology Network, in acknowledgement of her helpful posts and community-building efforts in the NTEN community.



Pictured: Laura Norvig, MLIS

Twelve students from Watsonville High

in Watsonville, California, participants in ETR's TEC (Technology-Education-Community) program, were recognized in a national competition sponsored by the Entertainment Software Association and the Hispanic Heritage Foundation. Their winning submission was a mobile app designed to help other students in their high school navigate the path to college. Two of the students travelled to Washington, D.C., and participated in a White House briefing. Read more about their trip on [page 4](#).



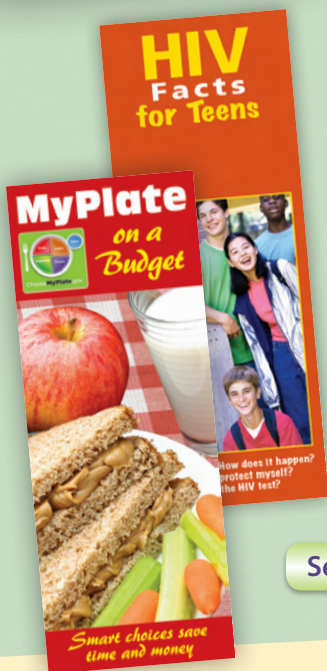
Pictured: Students participating in the nationally-recognized TEC program.

Eleven of ETR's new health education titles

won 2013 National Health Information Awards. These are very competitive submissions, and it's always an honor to be recognized through this program.



[See Our 2013 Award Winners](#)



**WINNING ISN'T JUST ABOUT
RECEIVING THE AWARD.**

**IT'S ALSO THE
VALIDATION
THAT YOU'RE
LEADING
THE PACK.**



ETR gives as well as receives.

California's Clean Air Project (CCAP), a project managed by ETR, awarded its 2013 Public Health Leadership Award to the Redding Rancheria Tribal Government in recognition of the tribe's commitment to public health, and for their outstanding leadership in creating a smoke-free health clinic.

TOGETHER WE MAKE IT HAPPEN

Selected Clients & Funders

ETR seeks and builds partnerships based on authentic relationships, excellence in delivery, innovative designs, and positive, measurable outcomes.

The following list represents selected past and present funders, clients and partnerships.

Government

Administration for Children, Youth and Families

California State Department of Public Health

Office of AIDS

Office of Family Planning

Office of Maternal, Child and Adolescent Health

Tobacco Control Program

Centers for Disease Control and Prevention

Division of Adolescent and School Health

Division of HIV/AIDS Prevention

Division of Reproductive Health

Division of Violence Prevention

Corporation for National and Community Service

Florida State Department of Health

Georgia State Health Department

Los Angeles Unified School District

Michigan Department of Education

Mississippi Department of Health

National Cancer Institute

National Institute of Child Health and Human Development

National Institute on Drug Abuse

National Institute of Mental Health

National Institute of Nursing Research

National Science Foundation

New York City Departments of Health and Education

Office of Adolescent Health

Office of Adolescent Pregnancy Programs

Office of Juvenile Justice and Delinquency Prevention

San Bruno Park School District

San Francisco Department of Children, Youth and Their Families

San Francisco Unified School District

Substance Abuse and Mental Health Services Administration

Tobacco Related Disease Research Program

U.S. Department of Education

World Health Organization

Private

AMD Foundation

Annie E. Casey Foundation

Bristol-Myers Squibb

The California Endowment

California Pacific Medical Center

The California Wellness Foundation

Carnegie Corporation of New York

Children's Hospital of Los Angeles

Child Trends

The David and Lucile Packard Foundation

Driscoll's Charitable Fund

Family Health International

Google

The Grove Foundation

Healthy Teen Network

ICF Macro

Lisa & Douglas Goldman Fund

Lucile Packard Foundation for Children's Health

Mary Wohlford Foundation

Metta Fund

National Campaign to Prevent Teen and Unplanned Pregnancy

National Juvenile Detention Association

National Partnership for Juvenile Services

Pfizer Inc.

Research Triangle Institute

The Retirement Research Foundation

The Santa Cruz Community Foundation

South Carolina Campaign to Prevent Teen Pregnancy

United Nations Educational, Scientific and Cultural Organization (UNESCO)

United Nations Population Fund

United Way of Santa Cruz County

University of California, San Francisco

The University of Texas Health Science Center at Houston

The William and Flora Hewlett Foundation

The World Bank (through UCSF)



We join with others whose goals are to improve health and education in the U.S. and abroad.

