



CASE STUDIES

Moneyball Leaders – Appendix I

All around the country, leaders have been leveraging data, evidence, and evaluation to do their jobs better and to make sure the missions of the organizations they lead are met. Moneyball for Government includes interviews of six of these leaders in a range of fields, with each asked the same five questions. About the particular challenges they faced. About the obstacles they overcame. And about advice they could give others who are ready to embark on a Moneyball mission of their own. The leaders interviewed include:

- Rajiv Shah, Administrator of the U.S. Agency for International Development
- Linda Gibbs, former Deputy Mayor of New York City for Health and Human Services
- Tiffany Cooper Gueye, CEO of Building Educated Leaders for Life (BELL)
- Dan Cardinali, President of Communities in Schools
- Yvette Sanchez Fuentes, former Director of the Office of Head Start at the U.S. Department of Health and Human Services
- Jim Shelton, Deputy Secretary of the U.S. Department of Education.

Examples of Moneyball at Work – Appendix II

Want to see Moneyball in action? Moneyball for Government includes profiles of more than twenty of America's most-innovative and highest-impact social programs and initiatives from around the country.

These profiles demonstrate how organizations are using different types of evidence on the spectrum of rigor, and the choices they have made based on the organization's life cycle and the questions that are most valuable to answer. They may take different approaches, but each profiled organization is committed to leveraging data, evaluation, and evidence of impact to make decisions and ultimately achieve its mission. Each organization is also committed to continuous learning, and many have already invested in rigorous evaluations of their work.

There are currently several efforts under way to understand which factors determine success throughout the stages of life. One such effort, the Social Genome Project, aims to build a data-rich model to allow policy makers to understand both the most fruitful pathways to success and the best strategies to get there.

In recent years, the Obama administration has taken a related approach, with initiatives like My Brother's Keeper, with the goal of targeting policies to these key moments in children's lives.

Because this has become an increasingly common way for policy makers to consider social interventions, the profiles included in the book are categorized in a roughly similar way. These are the essential moments on the path toward middle class success. The categories and profiled organizations include:

1. Supporting development in the earliest years

- [Nurse-Family Partnership](#)

2. Entering school ready to learn

- [Appletree](#)
- [Tulsa Educare](#)

3. Developing grade-level reading, math, and other critical skills in elementary school

- [Building Educated Leaders for Life \(BELL\)](#)
- [Knowledge is Power Program \(KIPP\)](#)
- [Reading Partners](#)
- [Strive Together Cradle to Career Network](#)
- [Success for All](#)
- [Teach for America](#)

4. Graduating from high school ready for college and career

- [Citizen Schools](#)
- [City Year](#)
- [Communities in Schools](#)
- [Diplomas Now](#)
- [Gateway to College National Network](#)
- [Small Schools of Choice](#)

5. Entering and then completing postsecondary education or training

- [City University of New York \(CUNY\) Accelerated Study in Associate Programs \(ASAP\)](#)

6. Entering the workforce

- [The Center for Employment Opportunities](#)
- [Urban Alliance](#)
- [Year Up](#)
- [YouthBuild USA](#)

7. Giving a second chance to young adults who did not meet these milestones

- [Becoming a Man](#)
- [First Place for Youth](#)
- [National Guard Youth ChalleNge Program](#)
- [Teen Pregnancy Prevention Initiative](#)
- [Youth Villages](#)

The profiles, based on publicly available information, internal analysis, and organization interviews, illustrate that the type of change described throughout the book is indeed possible and already making a difference in the lives of young people, their families, and their communities today. We hope the book will help encourage others to follow and to both replicate and scale similar efforts, as well as inspire action at all levels of government that will help ensure the growth and sustainability of such efforts over time. These profiles are cursory by design, but we hope they will pique your curiosity and encourage you to learn more about the extraordinary progress we see today.