

Mika Clark

Senior Associate

M.P.P., Public Policy, University of California at Berkeley

B.A., Development Studies, University of California at Berkeley

- 2019 – Present **Senior Associate**
Social Policy Research Associates
- 2012 – 2018 **Associate**
Social Policy Research Associates
- 2010 – 2012 Senior Early Childhood Policy Associate
Safe Passages, Oakland CA
- 2009 – 2010 **Consultant**
Department of Human Services, City of Oakland, CA
- 2005 – 2008 **Elementary English Teacher**
Primaria Pablo L. Sidar, Tlahuitoltepec, Oaxaca, MX
Colegio Mexico-Americano, Puerto Vallarta, Jalisco, MX
- 2005 **AmeriCorps* VISTA YouthCorps Leader**
San Jose Conservation Corps, San Jose, CA

SKILLS AND EXPERTISE

Research Skills + Methods:

- Mixed Method Research
- Social Network Analysis
- Data Collection, Cleaning, and Analysis
- Program Evaluation and Implementation

Areas of Expertise:

- Youth Development
- Social Emotional Learning
- Educational Equity
- Workforce Development

REPRESENTATIVE PROFESSIONAL EXPERIENCE

Youth Development

Program Assessment for the City of Berkeley's YouthWorks Program (2024-2025). SPR was contracted by the City of Berkeley to conduct a program needs assessment to inform its youth development and youth employment programming. Drawing on a literature review, surveys, interviews, and focus groups, SPR worked closely with YouthWorks staff to develop a logic model, a memo of recommendations for future program development, evaluation tools for future use, and training modules for city staff, partners, and youth participants.

Project Director: Oversee data collection and reporting, develop data collection tools, and provide technical assistance to client.

Evaluation of West Contra Costa Unified School District's Expanded Learning Programs (2021-2024).

SPR provides technical assistance to West Contra Costa Unified School District to help strengthen the district's evaluation and Continuous Quality Improvement process, including structured site visit

observation tools, survey tools, and quarterly reporting. SPR also completes required reporting for state and federal grants and produces annual reports for expanded learning stakeholders.

Project Director: Oversee data collection and reporting, develop data collection tools, and provide technical assistance to client.

Evaluation of the Oakland Fund for Children and Youth (2014-2022). Since 2014, SPR has led a mixed-methods evaluation that examines the quality and outcomes of school-based and community-based programs funded by Oakland’s Fund for Children and Youth (OFCY) and Oakland Unified School District’s Expanded Learning Department, ranging from parent support and education programs for families with young children to youth workforce initiatives. The evaluation includes an analysis of parent and youth surveys, structured site visit data, interview and focus group data, and administrative program data on an annual basis.

Project Manager: Oversee quantitative and qualitative data collection, including collection of school district data; Develop data collection tools; conduct site visits, interviews, and quantitative data analysis; and report writing.

Evaluation of Oakland Unified School District Expanded Learning Programs (2019-2022). SPR partnered with OUSD to evaluate school-based after school programs. This evaluation included 59 youth school-based programs funded by OUSD and the Oakland’s Fund for Children and Youth (OFCY).

Tasks and methods: Youth surveys, phone interviews with agency directors, and administrative program data on an annual basis. Preparation of annual report.

Evaluation of San Francisco Department of Children, Youth, and their Families (DCYF)’s Justice Assistance Grant (2017-2018). This three-year project is focusing on the implementation and outcomes of San Francisco’s Young Adult Court (YAC), a collaborative court model for transitional age youth. The evaluation has both implementation and outcome study components, assessing the early planning and implementation stages of the YAC, as well as key outcomes of interest at both the participant- and system-level, such as reduced recidivism and improved partner coordination.

Task Lead: Lead administrative data collection, analysis of outcomes data, and reporting.

Evaluation Capacity Building for the Hidden Genius Project (2016-2017). The Hidden Genius Project is a non-profit organization that runs an immersion program for young black men in high school, in which they learn skills in computer programming and entrepreneurship and receive intensive mentoring and supportive services. This project offers capacity building assistance to the Hidden Genius Project in order to prepare the organization for future evaluation work. Assistance includes development of an evaluation toolkit that includes a comprehensive logic model and theory of change, an evaluation timeline, and an inventory of available tools and resources for evaluation.

Advisor: Provide guidance on logic model development and tool creation to support evaluation plan development.

Evaluation of YouthBuild (2012-2014). This seven-year project examines the effects of the YouthBuild program on disadvantaged youths’ educational attainment, employment and earnings, and other outcomes. The project includes a large-scale random assignment study to measure impacts, a process study to understand program implementation and participants, a cost-effectiveness study, and survey of

participants who will be tracked for up to four years after random assignment. The study sample for the random assignment component includes more than 3,000 youth in over 75 YouthBuild programs throughout the U.S.

Site Recruiter and Key Analyst: Recruit sites for random assignment, conduct site visits, data collection, quantitative and qualitative data analysis, and report writing.

Evaluation of San Francisco’s Department of Children, Youth and Families’ Youth Workforce Development Programs (2012-2013). This two-year mixed methods evaluation will examine the effectiveness of youth workforce development programs funded by the City and County of San Francisco for at-risk youth, ages 14-17. The evaluation will include an analysis of youth survey data, program administrative data, and program officer assessments. Eight half-day site visits will also be conducted.

Analyst: Analyze administrative and survey data; conduct site visits, qualitative data collection and analysis, and contribute to report writing.

Evaluation of San Francisco’s Department of Children Youth and Family’s (DCYF) Specialized Teen, Youth Led Philanthropy (YLPhil), and Youth Organizing (YLOrg) programming (2012-2013). This project is evaluating educational and youth development outcomes for youth participating in 67 after school programs in San Francisco. Data sources include phone interviews at 17 “case study” programs, site visits to 10 “best practice” programs, analysis of youth surveys and CMS data for each of the programs, and an examination of administrative data from SFUSD.

Analyst: Conduct site visits, qualitative data collection, and analysis.

Workforce Development

Evaluation of the Michigan Coalition for Advanced Manufacturing (M-CAM) (2014-2018). SPR serves as the third-party evaluator for the Evaluation of the Michigan Coalition for Advanced Manufacturing (M-CAM) \$24.9 million TAACCCT Grant. Under this grant, a consortium of eight community colleges is expanding and improving training to individuals in four strong career pathways in Advanced Manufacturing: CNC Machining, Welding/Fabrication, Multi-Skilled Technician and Production Operations. TAA eligible workers, displaced workers, workers who need skills upgrading and veterans will be targeted for training. The evaluation includes two components: 1) an implementation study, based on multiple site visits to each participating college to assess project success, describe challenges, and identify lessons learned at the system level; and 2) a quasi-experimental outcomes study that will document the outputs of the initiative, as well as the academic and employment outcomes of the participating students.

Key Analyst: Maintain program database, create reports from database, analyze quantitative data, and report writing.

Evaluation of Linking to Employment Activities Pre-release (LEAP) Specialized American Job Centers (2015-2016). Working with SPR’s partner, Mathematica Policy Institute, SPR conducted a formative of 20 programs that had received LEAP grants from the US Department of Labor. The formative phase of the project included interviews and site visits to 20 programs, preparation of five issue briefs, and three webinars that engaged grantee partners.

Site Visitor and Report Writer: Collect qualitative data through site visits and Synthesize findings from numerous visits in issue briefs.

Evaluation of the Southwest Michigan Employer Resource Network Expansion (SWMERN-E) (2015-2016). Conduct the evaluation of the Workforce Innovation Fund grant awarded to the Upjohn Institute/Michigan Works! Agency to expand its Employer Resource Network (ERN), aimed at filling employer vacancies and supporting job seekers and incumbent workers to increase their skills, advancement, and retention via the services of an on-site success coach placed with member employers. The evaluation includes two components: (1) an implementation study to understand the original ERN model, and the fidelity of the expanded network to that model, and to document the process of implementing the expansion, and (2) an outcomes analysis to assess the association between the expanded ERN and the subsequent experiences of its participants. *Project sponsor:* U.S. Department of Labor, Employment and Training Administration.

Task Leader: Design and administer survey, analyze survey results, and contribute to report writing.

The Gold Standard Evaluation of the WIA Adult and Dislocated Worker Programs (2013-2014). This random assignment evaluation will estimate the impact of the Title I WIA Adult and Dislocated Worker Programs. As part of the study, 30 local workforce investment areas are being randomly selected to participate, and, within these areas, applicants for program services are being randomly assigned to receive access to One-Stop core services, core and intensive services, or all WIA services (including training services). The study is collecting Unemployment Insurance wage data to measure employment outcomes, and also entails an implementation study as well as technical assistance designed to teach participating LWIAs the mechanics of random assignment.

Analyst: Coordinate qualitative data collection and analysis. Conduct site visits and collect qualitative data.

Workforce System Strategies (WSS) (2013-2014). Social Policy Research Associates (SPR), in partnership with Mathematica Policy Research (Mathematica) is populating and building the readership of the ETA-sponsored website, Workforce System Strategies, with the ultimate goal of improving program performance and increasing customer satisfaction in workforce system programs. SPR scans the field for relevant research and implementation tools, develops profiles from among the scanned research, facilitates review panels of ETA staff, conducts outreach to the system to build site use, manages user inquiries and nominations, and regularly posts new content to the website.

Task Leader: Coordinate the development of research profiles for the website.

Workforce Data Quality Initiative (WDQI) Technical Assistance Project (2012-2014). This project provides technical assistance to the thirteen states that received WDQI funding from the Department of Labor to support states in developing and improving longitudinal workforce databases, including aiding them in fostering the partnerships and developing the technological capacity necessary to link labor, education, and other state data systems in a way that will make it possible to track individuals from Pre-K through their engagement in the workforce system.

Coach: Assist grantees in identifying and overcoming challenges related to developing longitudinal databases across multiple agencies.

Education

Evaluation Support for Oakland Promise (2023-present). Oakland Promise, a non-profit organization that offers financial resources, educational programming and mentorship to prepare children and youth to thrive in higher education, contracted with SPR to support the development of its evaluation plan. Through this work, SPR is documenting the organization's evaluation and data needs, crafting an evaluation framework in collaboration with OP leadership and staff, and developing an evaluation plan

to guide future evaluation activities and offer recommendations around how to meet data and evaluation needs.

Project Manager: Oversee data collection activities and the production of deliverables, lead client communication, and manage the budget and contractual tasks.

Evaluation of San Jose Learns (2018-present). Since 2018, SPR has led the evaluation of San Jose Learns, examining after-school learning programs funded by the City of San Jose that provide educational enrichment and a supportive, safe place for K-3 students across six school districts. The evaluation has included an analysis of student outcomes, parent and staff interviews and focus groups, a formative assessment of the development of the initiative, and technical assistance to prepare the program for future evaluation efforts.

Project Director: Oversee data collection and reporting, develop data collection tools, and provide technical assistance to client.

Evaluation of San Francisco's Beacon Community School Program (2019-2023). In summer of 2019, Social Policy Research Associates (SPR) was hired by the Department of Children Youth and Families (DCYF) in San Francisco to conduct a five-year evaluation of the expansion of the Beacon Community Schools model. Findings from the first year focused on the early implementation of the Beacon expansion. In summer of 2020, SPR pivoted to conduct a developmental evaluation of the Community Hub Initiative (CHI), which sought to meet the needs of students most negatively impacted by the transition to distance learning in the wake of the COVID-19 pandemic. Drawing on student records, administrative data, focus groups, and interviews, subsequent years of the evaluation have focused on efforts by Beacons to support the transition back to fully in-person school, address student "learning loss," and continue to develop community school programming.

Project Manager: Oversee quantitative and qualitative data collection, analysis, and reporting. Facilitate client meetings.

Evaluation of Departmentalized Instruction in Elementary Schools (2019-2022). On subcontract with Mathematica Policy Research, this multi-year project assesses the impact of departmentalized instruction in math and English language arts in 4th and 5th grade classrooms. Using a quasiexperimental design, this evaluation uses administrative data from school districts, surveys from teachers, and video-observations of classroom instruction to assess teacher- and student-level outcomes of departmentalized instruction.

Recruiter and Administrative Data Collector: Recruit school districts for study participation and collect administrative data, including student- and teacher-level data.

Evaluation of the Bill & Melinda Gates Foundation's Washington State Strategy. The Washington State Strategy is a collective impact effort comprised of networks of schools/school districts, pre-kindergarten providers, and expanded learning opportunity providers working together to design and implement integrated whole-child models to improve early math and social emotional outcomes. For this evaluation, SPR serves as a learning partner to strengthen the development and implementation of these local networks.

Task Lead: Lead social network analysis, conduct interviews, and contribute to report writing.

Evaluation of the Assessment for Learning Project for the Center for Innovation in Education (2017-2020). Supported by a national group of partner organizations, the Assessment for Learning Project is a multi-year grant program and field-building initiative inviting educators to fundamentally rethink the roles that assessment should play to advance student learning and to improve the K-12 education system. SPR is conducting a formative evaluation as a learning partner to help strengthen the development and implementation of the initiative.

Task Lead: Leading tasks involving quantitative data collection and analysis, participating in qualitative analysis, and contributing to report writing.

Impact Evaluation of Support for School Principals (2016-2017). On subcontract with Mathematica Policy Research, this multi-year project examines the impact of professional development for elementary school principals at 100 schools at 10 school districts. Using a large-scale random assignment design, this evaluation collects administrative data from school districts nationwide to gauge the impact of enhanced principal professional development on achievement and instruction outcomes of interest.

District Liaison: Work with recruited school districts and coordinate to collect administrative data on student achievement and teacher effectiveness.

Community Needs Assessment: Monterey County Office of Education's Migrant Education Program (2015-2016). The needs assessment is examining the educational needs and, achievements of migrant students in Monterey County, CA. Key project activities include surveys to district-level staff at 13 school districts, migrant resource teachers, service providers, and parents; site visits to selected school-based programs for migrant students, interviews with students, parents, and community leaders; and analysis of administrative data to prepare a summary report of community needs and student outcomes.

Task Leader: Design data collection tools, oversee survey administration and administrative data collection, and analyze quantitative data.

Impact Evaluation of the Pell Grant Experiments (2014-2015). This five-year project examines the impact of expanding Pell grant eligibility in two separate ways: (1) to allow those with Bachelor's degrees to receive a Pell; and (2) to allow those interested in short-term training (i.e., at least 8 weeks, but fewer than fifteen weeks) to receive a Pell. The project includes a large-scale random assignment study (with sample size of 10,800) to measure impacts, a survey of a sample of participants twelve months after random assignment, and the collection and analysis of administrative data on educational enrollment and completion, employment and earnings for up to three years after random assignment.

Random Assignment Task Lead: Implement random assignment training and monitor the random assignment process.

Early Childhood

Low Income Investment Fund (2024-2025). This evaluation focuses on telling the story of LIIF's flagship program in San Francisco: the Child Care Facilities Fund, which has aimed to increase the quantity of licensed care options and to enhance the quality of child care for families and children, especially in settings serving low income families and children. In particular, SPR's efforts document CCFF's history; implementation; perceived impact on children, families, child care quality and providers; and implications for the field. Data collection activities include a document review; focus groups with

families in multiple languages, child care providers, and stakeholders; a grantee survey; and an analysis of administrative data.

Quantitative Task Lead: Oversee survey design, administration, and analysis. Oversee the collection and analysis of administrative data collection. Contribute to development of deliverables including power point presentations and final report.

First 5 California Kit for New Parents Evaluation (2022-2024). SPR is partnering with the American Institutes for Research on an evaluation of a free parenting resource provided by First 5 California (F5CA). The evaluation seeks to understand the effectiveness of Kit distribution methods for reaching the intended populations, including ease of access by F5CA priority populations; parent/caregiver experiences with the Kit, including the materials that families find most useful; and the Kit's impact on parent/caregiver knowledge and behaviors.

Project Director: Oversee SPR's role on the project, including the design, administration, and analysis of a survey sent to over 400 Kit distributors across the state and interviews with F5 county commission staff and community-based distributors; lead reporting writing; and conduct interviews with parents.

First 5 Monterey County Outcome Evaluation (2021-2022). This project is an outcome evaluation of three programs funded by First 5 Monterey County. The programs aim to better connect families with community resources, support the development and training of early childhood educators, and provide information about the importance of early childhood to the general public in Monterey County.

Task Leader: Develop data collection instruments; conduct focus groups with parents, early childhood educators, and service providers; lead quantitative data collection and analysis; and contribute to final reporting.

Evaluation of First 5 Ventura County (2014-2020). Over several years, SPR worked closely with First 5 Ventura County (F5VC) to strengthen its data collection instruments and evaluation processes, assess progress towards key family outcomes, and shed light on how F5VC meets the needs of Ventura County's young children and families. Over numerous contracts, the evaluation included focus groups with parents, analysis of parent surveys, administrative and developmental assessment data, and interviews with First5 funded partners.

Project Director: Develop data collection instruments, oversee quantitative and qualitative data collection and analysis; lead report writing; engage clients and partners.

REPRESENTATIVE RESEARCH REPORTS

Clark, M., Lin, C. (2023). First 5 California Kit for New Parents Study. Interim Findings #2: Kit Distribution Survey Results.

https://www.cfc.ca.gov/pdf/commission/meetings/handouts/Commission_Handouts_2023_08_17/Item%206%20-%20Attachment%20A%20-%20AIR%20Interim%20Findings%20%20-%20Kit%20Distribution%20Survey%20Results.pdf

Clark, M., Forte Frudden, J., Chen Cuellar, M., Lin, C. (2022). Oakland Fund for Children and Youth FY 2021-2022 Final Evaluation Report. <https://www.ofcy.org/evaluation/2021-2022-evaluation-report/>

- Clark, M.,** Romero, E., Gonzalez, R. (2022). First 5 Monterey County's Care Coordination Strategy: Connecting Families Across Services. <https://spra.com/wp-content/uploads/2022/09/First-Five-Monterey-EVA.pdf>
- Estrella, R., Lewis-Charp, H., **Clark, M.,** Ramos, A. (2021) San Francisco Community Hubs Initiative Final Report. https://spra.com/wp-content/uploads/2022/09/CHIFinalReport_11.15.211.pdf
- Clark, M.,** McCaffrey E, Rodriguez, V. (2020). San Jose Learns FY2019-2020 Final Report. <https://www.sjplf.org/reports/>
- Clark, M.** Lewis-Charp, H., Estrella, R., Chavoya-Perez, V., Chen Cuellar, M. McCaffrey, E., Rae, S. Oakland Fund for Children and Youth FY 2019-2020 Final Evaluation Report. <https://www.ofcy.org/assets/Uploads/OFCY-Final-Evaluation-Report-FY2019-2020-Full-Report.pdf>
- Clark, M.,** Chavoya-Perez, V., Estrella, R., Lewis-Charp, H. (2019). Final Report for Oakland Fund for Children and Youth, FY2018-2019. <https://www.ofcy.org/assets/Uploads/Section-A-FY1819-OFCY-Final-Report-12.20.19.pdf>
- Clark, M.,** Hogg, J. (2018). First 5 Ventura County Evaluation Report. http://www.first5ventura.org/wp-content/uploads/2019/01/8-2017-2018-F5VC-Evaluation-Report_revised.pdf
- Wiegand, A., Manno, M.S., Leshnick, S., Treskon, L., Geckler, C., Lewis-Charp, H., Sinicrope, C., **Clark, M.,** Nicholson, B. 2015. Adapting to Local Context: Findings from the YouthBuild Evaluation Implementation Study. Report prepared for the US Department of Labor. MDRC, New York, New York. https://www.mdrc.org/sites/default/files/Adapting_to_Local_Context.pdf
- Sinicrope, C., **Clark, M.,** Thomason, S., Lewis-Charp, H. 2015. Data Report for Our Children, Our Families Council. Report prepared for the San Francisco Mayor's Office. Social Policy Research Associates, Oakland, CA. https://static1.squarespace.com/static/55b29790e4b0b85c405b2af2/t/55ddec36e4b01e5c160671c5/1440607306063/OCOF_Data+Report+Aug+2015.pdf