Be Great, then Grow

What?
- Financial Sustainability
- Organizational Design
- Growth Concerns

How?
- Define Values and Mission
- Prioritize Programs
- Realign Organization
- Customize Funding
- Implement Growth Plans

Be Great, then Grow
Define core values in order to drive decisions

To ensure programmatic and organizational alignment from top to bottom, NFTE needs to develop core values that serve as a North Star for all staffing, funding, and strategic decision making.

1. Empower Youth
   - Unwavering focus on serving urban, minority, underserved youth

2. Financial Stewardship
   - Efficiently manage funding and resources to drive student impact

3. Students over spreadsheets
   - Allocate 75% of resources to programs, thus maintaining low administrative overhead

4. Be great, then grow
   - Become great at what we do, then scale that model
Focus on B&G Clubs, Teacher Program, and Summer Programs

<table>
<thead>
<tr>
<th>B&amp;G Clubs</th>
<th>Teacher Program</th>
<th>Summer Programs</th>
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<tr>
<td>Boys &amp; Girls Club (Newark)</td>
<td>Boys &amp; Girls Club (MS)</td>
<td>Master / Junior Teacher</td>
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<tr>
<td>Governor Kean’s Ed Program</td>
<td>Wharton Business School</td>
<td>Ogden Youth / Riker’s</td>
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<td>Physical Challenged</td>
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- **Empower Youth**: ✔ ✔ ✔ ✔ ✔ ✔ ✔
- **Be great, grow**: ✔ ✔ ✔ ✔ ✔ ✔ ✔
- **Financial stewardship**: ✔ ✔ ✔ ✔ ✔ ✔ ✔
- **Students over Spreadsheets**: ✔ ✔ ✔ ✔ ✔ ✔ ✔
- **# of Lives Reached**: 900 70 300 40 40 75 50
- **Cost per Program**: $383,000 $40,000 $170,000 $25,000 $25,000 $38,000 $250,000
- **Cost / Life Reached**: $426 $571 $567 $625 $625 $507 $5,000
- **Continue?**: ✔ ✔ ✔ ✔ ✔ ✔ ✗ ✗

- Focus on 3 program types that **best** align with mission and reach the most students, most cost effectively
- Estimated savings of **$362,000 in year 1**
Restructure program types to ensure accountability

- **B&G Clubs**
  - Ensure students get attention needed for success

- **Teacher Programs**
  - Knowledge creation and curriculum development focus

- **Summer Programs**
  - Train staff to be able to lead
  - Continue to develop relationships with educational institutions

- Utilize data to evaluate the progress and efficacy of programs

**Output metrics:**
- # of students reached
- Cost / student reached
- Companies created

**Outcome Metrics:**
- # students that graduate
- Benchmark costs vs. similar programs
- Viable companies after 12 months
Align org structure with core values and program needs

- Define Values and Mission
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Build an organization grounded in our Core Values that efficiently delivers on our programmatic priorities.
Cultivate people

- Retain high performing existing staff members
- Cultivate a people culture rooted in maximizing student impact through efficient work production
- Hire at the nexus of ambition and altruism
- Differentiate between central office and program staff when hiring
Streamline architecture

- Define Values and Mission
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- Board of Directors
- CEO
- Development
- Programs
- Operations
- Strategic Initiatives

- Evaluation
- Curriculum Development team
- Finance and Accounting
- Staffing
- Boys and Girls Clubs – Program Manager
- Teacher Training Program Manager
- Summer Programs

Create Development role to centralize fundraising responsibility
Create Evaluation role to quantify impact and help make case for funding
Increase capacity in operations in order to support breadth of programs
Create Strategic Initiatives role to identify growth opportunities and plan pilot projects
Systematize routines and embed culture

Routines

- Cultivate a culture of continuous improvement and development
- Cultivate a culture of feedback and collective accountability

Culture

- Root culture in the core values of Empowering Youth, ‘Be Great, then Grow’, Financial Stewardship, Students over Spreadsheets
- Build humor and comradery among central office versus program staff.
- Cultivate connection to core values.
Long term plan for financial stability

Define Values and Mission

Prioritize Programs

Realign Organization

Sustain Funding

Implement Growth Plans

Master Teacher Program

- Develop a NFTE curriculum to market and sell to school districts, programs, and organizations

Boys and Girls Club

- Solicit large organizations and foundations as donors
- Solicit local organizations as donors

Summer Programs

- Culminating summer fundraising event: “Pitch” Night
- Creates partnerships with entrepreneurs at business schools
- Potential to attract high impact donors and advocates

Wharton
University of Pennsylvania

Harvard Business School
Challenges and alternative revenue streams

Current Challenges

- Difficult payment collection from large organizations
- Limited and inconsistent cash flows
- Lack long term financial partnerships
- Compete internally for the same funding

Alternative Revenue Streams

- **Master Teacher Program**
  - NFTE CURRICULUM
- **Boys and Girls Club**
  - Organizational Partnerships
- **Summer Programs**
  - “Pitch Nights” at Business Schools
From great to growth

Now that we’re great. How do we grow?

1. Pilot Programs in New Cities
   - Target new cities
   - Pilot existing programs

2. Innovate Existing Programs
   - Devote resources to innovating on all 3 program models
   - Increase program efficacy and scalability

3. Build Partnerships
   - Develop a partnerships team
   - With other direct service providers and new funding sources like major corporations and foundations

Why?

Increase number of students reached and build new funding opportunities

Expand students reached in current markets and increase program efficacy

Magnify impact through multiple service model and expand funding base

Long-term: think about new program development and international impact
Impact of growth on programs, org, and funding

1. New City Pilot Expansion
   - Strive for replicability
   - Build pilot tool kit
   - Build team on ground
   - Add central office support
   - Identify new funding streams in new geographies
   - Focus on local impact

2. Existing Program Innovation
   - Work to cut costs and increase efficacy
   - Increase impact on a per dollar and per student basis
   - Data-centered accountability to inform change
   - Central office positions to deliver scale
   - Increased efficiency leads to better stewardship of funds
   - More data means more proof

3. Partnerships
   - Partner with other service providers to drive added impact to existing programs
   - Build a central office partnerships team
   - Increases brand recognition
   - Expands funding opportunities

Programs

NFTE

Funding

Implement Growth Plans

Define Values and Mission

Prioritize Programs

Realign Organization

Sustain Funding
Be great, then grow
<table>
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<tr>
<th>Strategy</th>
<th>Short-term</th>
<th>Long-term</th>
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<tbody>
<tr>
<td>Define Values and Mission</td>
<td>Work with employees to develop shared mission and values</td>
<td>Do a few things exceptionally well</td>
</tr>
<tr>
<td>Prioritize Programs</td>
<td>Cut programs misaligned with mission</td>
<td>Focus on programs central to mission and efficiency</td>
</tr>
<tr>
<td>Realign Organization</td>
<td>Job descriptions and roles</td>
<td>Redesign structure and employees by program</td>
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<td>Customize Funding</td>
<td>Channel funds into core programs</td>
<td>Explore alternative funding streams</td>
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<tr>
<td>Implement Growth Plans</td>
<td>Begin exploring future options, consider pace</td>
<td>Expand geographically via pilots</td>
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