BUILDing for the Future:
A Strategic Vision

BUILD

In Business to Learn

BUILDING FOR THE FUTURE:
FY14–FY18
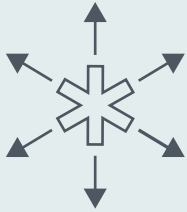
Expand Organizational Capacity

Key investments in program, human capital and infrastructure to support an organization with national impact
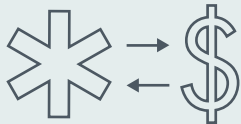
Refine Program for Scale and Impact

Refresh the curriculum to improve academic rigor and relevance and redesign program model for lower cost-per-student

Achieve Fiscal Sustainability

Shift to regional fund-raising strategy and design fee-for-service and curriculum sales plans

Begin Targeted Expansion

Continue growing existing regions to scale and serve students in six additional regions

From Our Founder and CEO

Over fifteen years ago, I had the opportunity to help four young men start a business. But before I agreed to help, I made them commit to stay in high school and graduate. And they did.

It was then I realized the power of entrepreneurship—the skills and confidence the students developed by starting their small business—to engage students, who would otherwise drop out of school and face a life of tragically diminished potential.

Half a million students drop out of high school every year. Since those four young men approached me, BUILD has become a model for the power experiential, entrepreneurship-based education can have on ending our nation's drop-out crisis. BUILD has grown from serving four students annually to serving over 1,425 this year; from partnering with one school to partnering with 23; and from working in one city to now working in five cities. 97% of BUILD seniors graduate from high school, and 98% of them are accepted to college.

But that is just the beginning; if I've learned anything over the past 15 years it is that we can and must do more. This document outlines BUILD's plan to increase the impact we have on our students, expand our direct service model and in the process become a catalyst for wide-spread change in how this country educates all children.

Thank you for your interest in BUILD. I sincerely hope these materials inspire you to join our exciting and important work, and I look forward to partnering with you in the future.

Sincerely,

Suzanne McKechnie Klahr, Esq.

Our vision

BUILD envisions a world where our educational system ensures all students, regardless of background, have the opportunity to develop the skills necessary for personal and professional success.

Our mission

Through entrepreneurship-based, experiential learning, BUILD ignites the potential of youth in under-resourced communities and equips them for high school, college and career success.

Our History

1999 BUILD founded to help low-income entrepreneurs in East Palo Alto, CA

2001 BUILD receives 501c3 status and switches to a youth-oriented program

2004 BUILD expands to serve Oakland, CA

2007 BUILD opens in Washington, DC

2011 BUILD opens in Boston, MA

2013 BUILD adopts strategic plan for ambitious growth and wide-spread impact

2014 BUILD announces plans to open in New York City

Our Results

* Incubated over 750 youth businesses

* Partnered successfully with over 20 schools

* Expanded service from one city to five

* Grew budget from $37,000 to $9.5M

* Grew staff from 1 to over 100

* Since 2012, 97% of students completing BUILD program graduate from high school and 98% are accepted to college
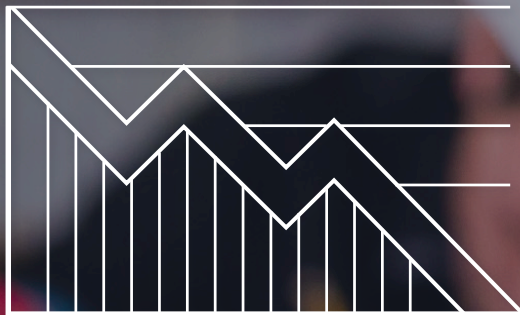
Table of Contents

The Problem

Each year, more than 500,000 students drop out of high school. Countless others remain disengaged in school, leaving too many students unprepared for success in the 21st Century.

The Cost to Society

$145 Billion: Lifetime cost of each year of dropouts.*

UNEMPLOYMENT

* Not qualified for 90% of U.S. jobs

* Have 2X rate of unemployment

POVERTY

* Earn $250K less than a high school graduate

* $1M less than a college graduate

INCARCERATION

* High school dropouts commit 75% of crimes

The Solution (Now)

BUILD will enhance the education of students by leveraging our expertise in entrepreneurship and experiential learning to decrease drop-out rates and increase student engagement and learning, leading more students to finish high school prepared for future success.

The Solution (Later)

Once we have scaled our direct-service model, BUILD will use this programmatic success as a proof point, training community partners and school districts, and engaging schools of education to adopt our pedagogical approach as a permanent feature of their curricular programs, thereby reducing the drop-out rate and improving the educational engagement of one million students each year.
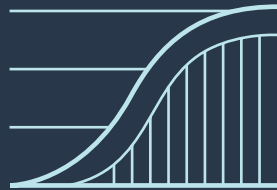
Realizing Our Theory

Phase One:
BUILDING FOR THE FUTURE

* Increase organizational capacity to support national expansion
* Refine and launch enhanced programmatic model
* Expand to six regions serving students
* Serve over 4,500 students annually
* Complete $10M National Growth Campaign
* Increase annual budget to $18M

Phase Two:
BUILDING OUR IMPACT

* Expand to 10 regions serving students
* Grow all regions to scale
* Serve 14,500 students annually
* Launch licensed-partner and revenue-generating programs
* Partner with Schools of Education
* Increase annual budget to $45M
* Publish findings of programmatic impact

Phase Three:
BUILDING A MOVEMENT

* Expand licensed-partner and revenue-generating programs
* Serve as technical advisors and advocates for wider adoption of experiential learning across the country in order to improve the education of 500,000 students each year
* Increase annual budget to $55M

2014–2019:
Phase One Outcomes

OUTCOME ONE:
EXPAND ORGANIZATIONAL CAPACITY

To ensure our goals are reached, we will make key annual investments in human capital, infrastructure and programmatic capacity.

OUTCOME TWO:
REFINE PROGRAM FOR SCALE AND IMPACT

To scale programs, we first need to:

* design a program model that is repeatable and more cost effective;

* articulate the impact points we hold ourselves accountable for;

* strengthen our curriculum to ensure it aligns with partner schools' academic goals;

* pilot and study this redesign's impact;

* and begin process of digitizing our curriculum.

OUTCOME THREE:
ACHIEVE FISCAL SUSTAINABILITY

To ensure the continued viability of the organization, and in support of ambitious plans for growth, we will:

* complete a $10M National Growth Campaign to support immediate capacity building and expansion;

* position all regions to be fully self-sustaining and paying a national service fee;

* begin raising an organizational reserve; and

* design and initiate a fee-for-service model with partner schools.

OUTCOME FOUR:
BEGIN TARGETED EXPANSION

In addition to growing our existing regions toward scale, New York City is the primary expansion target in Phase One. Once established in New York, BUILD will serve students in two additional new regions during Phase One and prepare for additional expansion in Phase Two.

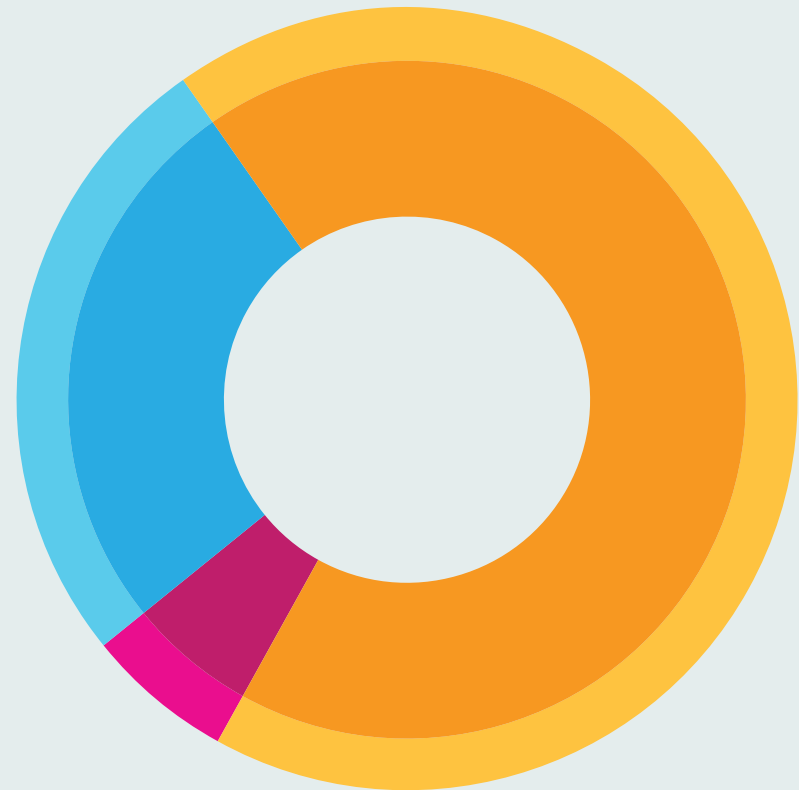# Expand Organizational Capacity

Using a robust cost model, BUILD has projected the increased investment needed to expand organizational capacity with the vast majority going to Organizational Growth and Programs.

OVERALL INVESTMENT INCREASE*

🟠	Organizational Growth and Programs	68%
🔵	National Operations	26%
🔴	Development	6%

* Over FY14 spending levels

Outcome Two:
Refine Program for Scale and Impact

Through a significant refinement of our program curriculum, we will ensure our programs have a stronger academic impact for our students. Through significant structural changes, at scale we will lower our cost-per-student by up to 50%.

BUILD YOUR FUTURE

Students design and launch their own small business in a credit-bearing, entrepreneurship-based experiential learning course during their Freshman Year.

Freshman Year: BUILD Entrepreneurship
21st Century Skills & Academic Success Skills

Success Metrics
9th Grade Course Completion and 10th Grade Eligibility

INCUBATOR PROGRAMS

Students practice and apply skills from the Entrepreneurship Course through a specially-designed experiential program offered after school in the Sophomore, Junior and Senior years.

Sophomore Year: BUILD Exploration
Enhanced Entrepreneurship

Junior and Senior Years: BUILD Experience
College Access Program and Workforce Development Activities

Success Metrics
High School Graduation and College Acceptance

Achieve Fiscal Sustainability

In order to make the significant investments in our human capital and infrastructure, we are executing three initiatives to ensure BUILD's fiscal sustainability lasts beyond Phase One and supports our efforts in future phases.
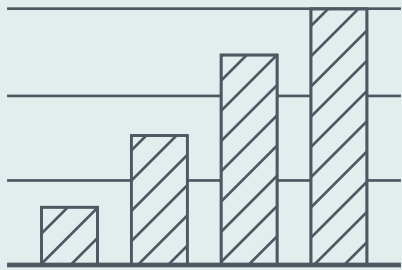
NATIONAL GROWTH CAMPAIGN

* Raise $10M in additional capital by summer of 2018

* Invest $8M immediately during Phase One, leaving $2M to support continued growth to scale in Phase Two

FUNDING SUSTAINABILITY

* Regions will continue to cover 100% of local expenses

* Secure multi-year funding where possible

* Begin raising an organizational reserve
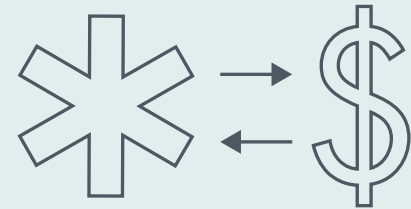
FEE-FOR-SERVICE MODEL

* School partners will contribute a set amount to support programs, reducing the dependency on annual fundraising.

Outcome Four:
Begin Targeted Expansion

During Phase One, BUILD will serve 4,500 students in six regions, including three new regions. Expansion will continue through Phase Two.

Legend:
- ✱ **Current Regions**
- ✱ **Phase One Expansion Priority**
- ✱ **Additional Phase One Expansion Possibilities**

Map labels: Seattle, Chicago, Detroit, Boston, NYC, Denver, Metro DC, San Francisco Bay Area, St. Louis, Greater Los Angeles, Atlanta, Austin, New Orleans, Miami

Phase One, Year Two Goals

OUTCOME ONE GOALS:
EXPAND ORGANIZATIONAL CAPACITY

* Make key hires on all national teams per cost model and expansion plan

* Make continued investment in organizational IT, HC and Finance systems per cost model and expansion plan

* Complete Regional Accountability Metrics and Measuring Protocol

* Develop and execute national communications plan

OUTCOME TWO GOALS:
REFINE PROGRAM FOR SCALE AND IMPACT

* Pilot refreshed E1 curriculum and evaluate effectiveness

* Complete refresh of the E2 curriculum and plan transition support plan for regions

* Complete the E3–E4 program structure to support future regional planning and partnership exploration

OUTCOME THREE GOALS:
ACHIEVE FISCAL SUSTAINABILITY

* Reach $9.5M development goal

* Launch National Growth Campaign and secure at least $2.5M in multi-year commitments

* Regions contribute 9% national service fee and raise 5% toward an organizational reserve

* Obtain two new multi-year grants per region

OUTCOME FOUR GOALS:
BEGIN TARGETED EXPANSION

* Complete feasibility study for at least 10 potential expansion regions

* Finalize Regional Opening Protocol and Regional Expansion Benchmarks

* Complete "Year 0" actions for New York City in preparation for regional opening

Join Us

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The Program: BUILD Your Future

Through a significant refinement of our program curriculum, we will ensure our programs have a stronger academic impact for our students. Through significant structural changes, at scale we will lower our cost-per-student by 50%.

ENTREPRENEURSHIP COURSE

Students design and launch their own small businesses in a credit-bearing entrepreneurship-based experiential learning course.

Freshman Year: BUILD Entrepreneurship

As many freshmen as possible are enrolled in the Entrepreneurship Course, taught by specially-trained school faculty, with a target minimum of two sections per school.

* Integrates early career and college readiness activities

* Equips students to master skills and tools research has shown are key to success in high school, college and career:

  * **SPARK Skills**
    Communicate, Collaborate, Problem Solve, Innovate, Demonstrate Grit, Self-Manage

  * **Academic Success Tools**
    Time Management, Organization, Learning and Memory Strategies, Research

* Pairs student business teams with trained volunteer mentors, fostering personal and academic growth through positive adult relationships

Success Metrics: 9th Grade Course Completion and 10th Grade Eligibility

INCUBATOR PROGRAM

Students practice and apply skills from the Entrepreneurship Course through a specially-designed experiential curriculum offered after school.

Sophomore Year: BUILD Exploration

A percentage of students who complete the first year (primarily students still most at risk for under-performance or dropping out) are enrolled in the Incubator Program.

* Deepens student skills through continued business experience and new opportunities for learning

Junior and Senior Years: BUILD Experience

* **College Access Program**
  Provides high school completion/college admission program from BUILD staff

* **Workforce Development**
  Enhances skills through continued entrepreneurial experiences, career-focused internships or other community-based opportunities

* **Continue Enhanced Entrepreneurship**
  Businesses continue while exploring product diversification and market expansion

Success Metrics: High School Graduation and College Acceptance

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(As of July 1, 2015)

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Sydney Atkins Mason, Investment Advisor, Goldman, Sachs & Co.

The BUILD Family

"We support BUILD because of its focused demographic as well as the skills the students attain. As a consulting business, Avascent values that BUILD is taking business concepts and applying them to life. BUILD is an innovative business approach. The fact that it's a hands-on organization and that it gelled with our area of focus—that made the trifecta."

—Tim Garnett, Avascent Group

"All the most important tools that entrepreneurs use to build companies are learned by BUILD students. It's amazing to see. To have the support, the infrastructure and the mentorship that these kids have to build a business and to really gain the confidence to go out, speak, and create something new, It's something that I wish that I had when I was thirteen and fourteen."

—Jack Dorsey, Founder of Twitter and CEO of Square