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BUILDing for the Future:
A Strategic Vision

BUILD
In Business to Learn

Building for the Future:
2013-2018
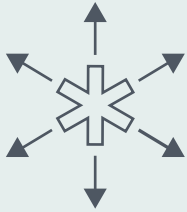
Expand Organizational Capacity

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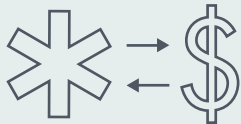
Refine Program for Scale and Impact

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, diversify funding sources, and design fee-for-service and curriculum sales plans

Begin Widespread Impact

Grow existing regions to scale, serve students in five regions, identify at least 10 regions total and expand curriculum and pedagogical partnerships

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 1,600 this year; from partnering with one school to partnering with 23; and from working in one city to now working in five cities. Since 2012, 98% of students who complete the BUILD program graduate high school on time, and 98% of those are accepted to at least one postsecondary opportunity

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

2015 BUILD hires first NYC-based staff

2015 BUILD announces expansion plans for Los Angeles

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 $12M

* Grew staff from 1 to over 100

* Since 2012, 98% of students completing the BUILD program graduate from high school on time, and 98% of those are accepted to at least one postsecondary opportunity

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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

* 75% of incarcerated persons are high school drop-outs

The Solution (Now)

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

The Solution (Later)

While BUILD scales its direct service model, we will use our programmatic success to partner with like-minded organizations, school districts and schools of education to adopt our pedagogical approach on a widespread scale in order to improve the engagement and education of hundreds of thousands of students across the country.

Realizing Our Theory

Phase One:
BUILDING FOR THE FUTURE

* Increase organizational capacity to support national expansion

* Refine and launch enhanced programmatic model

* Expand to five regions serving students

* Serve over 4,000 students annually

* Complete $10M National Growth Campaign

* Increase annual budget to $20M

Phase Two:
BUILDING A MOVEMENT

* Expand to 10 regions serving students

* Grow all 10 direct service regions to scale, serving nearly 15,000 students annually

* Expand licensed partnerships and curriculum sales plans

* Publish findings of programmatic impact in order to inform the discussion of experiential education

* Partner with school districts and schools of education to facilitate wider adoption of our pedagogical approach in order to improve the education of students all across the country

* Grow annual budget to $50M+

2013–2018:
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 and a curricular sales plan for off-mission schools.

OUTCOME FOUR:
BEGIN WIDESPREAD IMPACT

In addition to growing our existing regions toward scale,

* begin programs in New York City and Los Angeles (serving students in five regions)

* identify five additional regions for Phase II growth

* design licensed partnership and teacher training initiatives.

Outcome One:
Expand Organizational Capacity

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

OVERALL INVESTMENT INCREASE*

🟠 Organizational Growth and Programs	55%
🔵 National Operations	24%
🔴 Development	21%

* Over FY14 spending levels
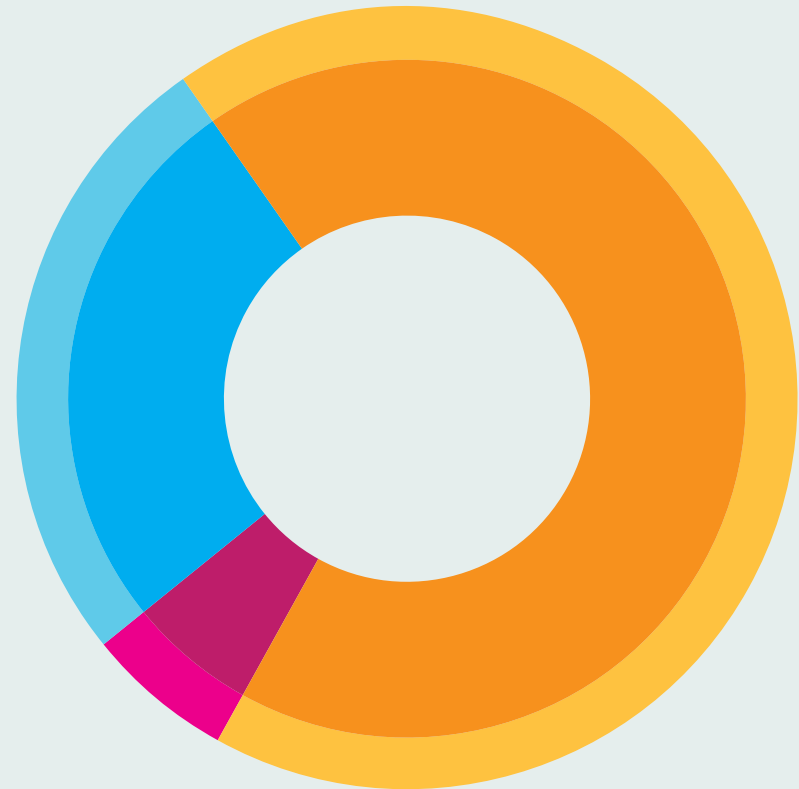
Outcome Two:
Refine Program for Scale and Impact

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 40%.

E1

YEAR 1: BUILD ENTREPRENEURSHIP

Skill Acquisition

* Plan & launch a small business
* Discover personal strengths & passions

Teacher taught; in school; for-credit

E2

YEAR 2: BUILD EXPLORATION

Skill Development

* Grow a business or start a new one
* Explore college & career options

Teacher facilitated; after school

E3 | E4

YEAR 3 & 4: BUILD EXPERIENCE

Skill Application

* Participate in expanded business &/or community internship
* Experience career options & navigate college application process

BUILD facilitated; after school

Outcome Three:
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.
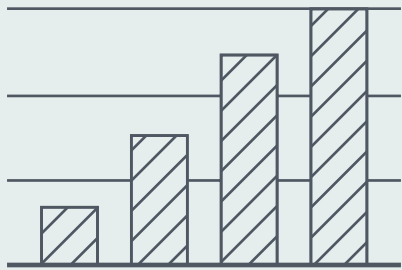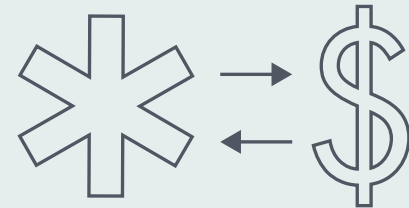
NATIONAL GROWTH CAMPAIGN

* 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

REVENUE GENERATION MODELS

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

* Design a platform to support curricular sales to "off-mission" schools.

Outcome Four:
Begin Widespread Impact

During Phase One, BUILD will serve 4,000 students in five regions.
Expansion to 10 regions will continue through Phase Two.

Seattle

Chicago

Detroit

Boston

NYC

Denver

Metro DC

San Francisco Bay Area

St. Louis

Greater Los Angeles

Atlanta

Dallas

Miami

Current Regions

Opening 2016

Potential Expansion Cities Phase One and Phase Two

Phase One, Year Three Goals

OUTCOME ONE GOALS:
INCREASE ORGANIZATIONAL CAPACITY

* Complete unified/upgraded database platform

* Upgrade enterprise operating software

* Continue strategic hires per growth plan

OUTCOME TWO GOALS:
REFINE PROGRAM FOR SCALE AND IMPACT

* Roll out E1 to all Regions

* Pilot E2 in Bay Area and Boston

* Design E3-E4 Program Model

* Design E1 Curriculum for Sale

OUTCOME THREE GOALS:
ACHIEVE FISCAL SUSTAINABILITY

* Meet $11.9M annual expenses (including 5% to Regional and Organizational Reserves)

* Raise additional $2.5M in Growth Campaign Commitments

* Design Fee-for-Service Model

* Explore local Government funding

OUTCOME FOUR GOALS:
EXPAND WIDESPREAD IMPACT

* Support Regional growth in Boston and DC

* Achieve Year One Benchmarks in NYC (per Opening Protocol)

* Achieve Year Zero benchmarks in Los Angeles (per Opening Protocol)

* Pilot Curriculum for sale to Off-Mission Schools

* Formalize Licensed Partnership definition

* Pilot Curricular Sales in LA

Join Us

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Appendix

Building Futures:
Spark Skills

COLLABORATION
To work in a team to achieve a common goal.

COMMUNICATION
To express and clarify ideas orally and in writing.

GRIT
To demonstrate perseverance and passion for short and long term goals.

INNOVATION
To think creatively and take positive risks to develop new ideas or improve on existing ideas.

PROBLEM SOLVING
To define and analyze problems; identify and execute solutions; and evaluate and improve based on experience.

SELF-MANAGEMENT
To act in their own best interest by regulating emotions and identifying their strengths, weaknesses and growth.

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(As of October 29, 2015)

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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 and CEO of Twitter & Square