

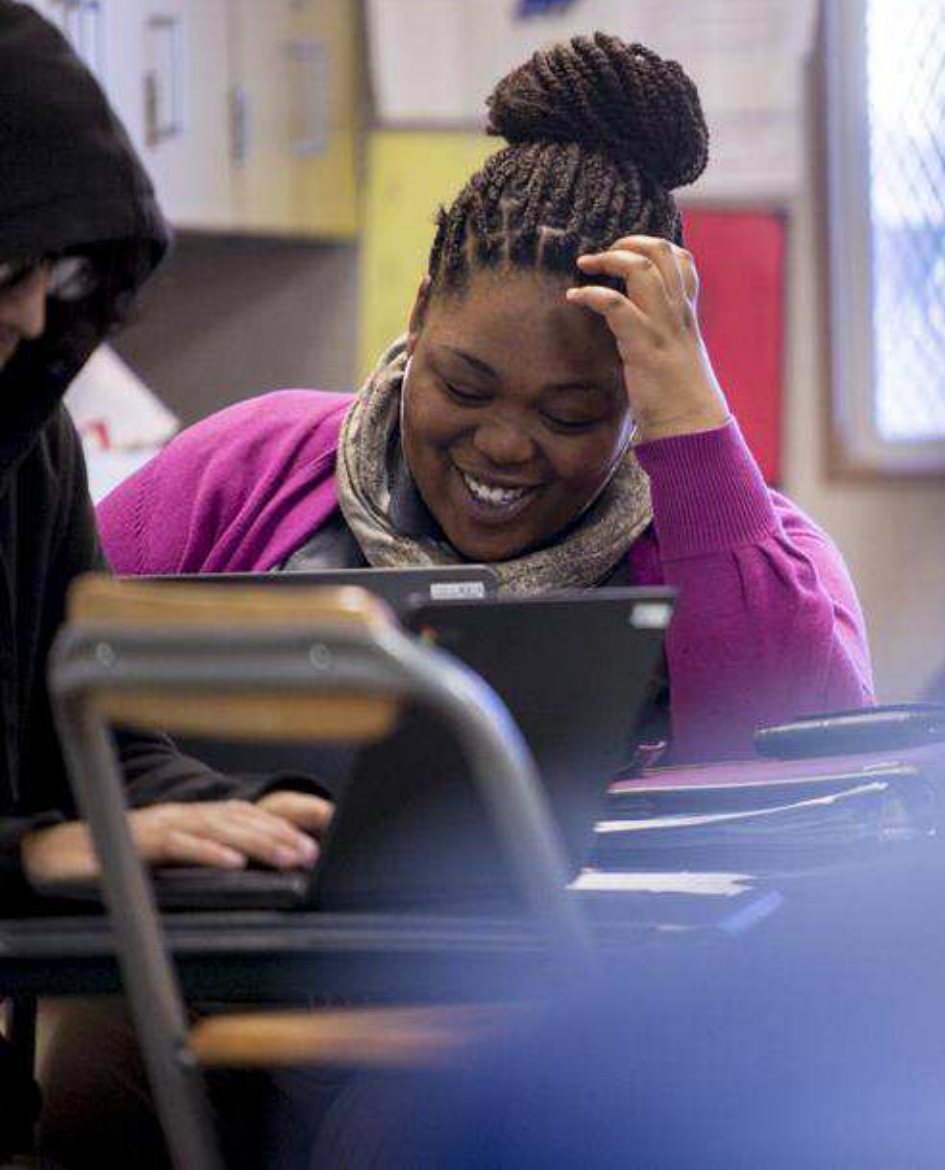


Sparkling High School, College and Career Success Through Entrepreneurship



FALL 2017

BUILD Vision and Mission



Our Vision

BUILD envisions an educational system in which all students, regardless of background, are engaged and prepared for their personal and professional success.

Our Mission

To use entrepreneurship to ignite the potential of youth from under-resourced communities and propel them to high school, college and career success.

Our History



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

2001 BUILD receives 501(c)3 status and switches to a youth-oriented program

2004 BUILD expands to 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 New York City-based staff

2016 BUILD launches in New York City

2017 BUILD pilots new program model in Los Angeles

BUILD by the Numbers

BUILD launched in East Palo Alto, CA in 1999 and expanded to:

- * Oakland, CA in 2004
- * Washington, DC in 2007
- * Boston, MA in 2011
- * New York, NY in 2016
- * Los Angeles, CA in 2017

Since its inception, BUILD has

- * Created more than 1,100 youth businesses for students
- * Partnered with over 50 schools
- * Trained more than 150 teachers
- * Grown the budget from \$37,000 to \$12M
- * Grown staff from 1 to over 80
- * Served more than 5,500 students
- * Partnered with more than 5,000 volunteers



BUILD's Student Demographics



Gender

Female	51%
Male	49%

Disadvantaged Criteria

Low-income	87%
Ethnically under-represented in higher education	94%
First generation college student	83%
All three criteria	71%

Race/Ethnicity

Hispanic/Latino	47%
Black/African American	34%
Asian	3%
White	3%
Native Hawaiian/Other Pacific Islander	1%
Two or more races	5%
Undisclosed	7%

BUILD's Program Model



YEAR 1: BUILD ENTREPRENEURSHIP

Skill Acquisition

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

Teacher taught; in school; for-credit



YEAR 2: BUILD EXPLORATION

Skill Development

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

Teacher facilitated; after school



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

BUILD's Spark Skills



Through entrepreneurship, BUILD provides intentional instruction to develop **six social and emotional skills** that have been identified by research as essential for success in school and the workforce.

BUILD's 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.

BUILD's Impact: Student Outcomes

What are BUILD's Outcomes?



96% of BUILD seniors graduate from high school on time, compared to 73% of low income high school seniors nationwide and 82% of all students nationwide.

In other words, BUILD seniors graduate from high school on time at a rate 32% higher than their peer group.



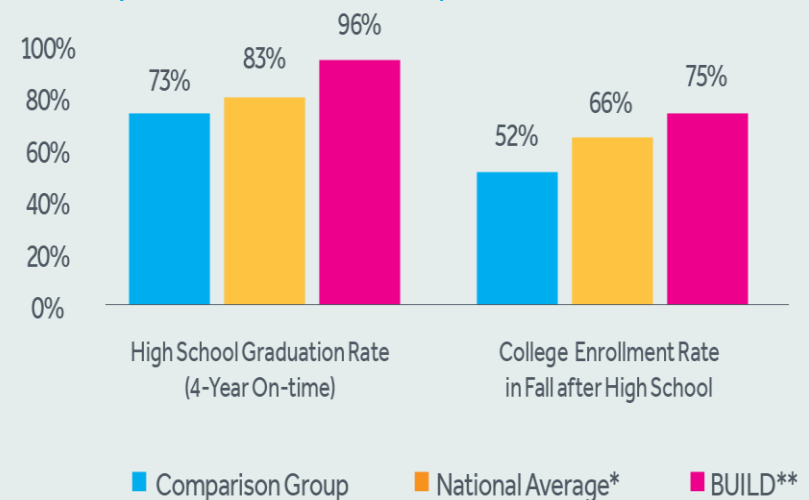
76% of BUILD high school graduates enroll in college in the Fall immediately after graduation, compared to 52% of students who graduate from low-income, high minority urban high schools and 66% of all high school graduates nationwide.

In other words, BUILD high school graduates enroll in college immediately after graduation at a rate 46% higher than their peer group.

Sources:

*National High School (HS) Graduation Rates based Adjusted Cohort Graduate Rate (ACGR) for Low-Income HS Students (Department of Education National Center for Education Statistics, 2013). **National HS graduation rates based on ACGR for all HS students (Department of Education National Center for Education Statistics, 2013*)

Four years of the BUILD experience



BUILD Program Throughput

70% of BUILD students who enter the youth business incubator in 10th grade remain with BUILD through high school graduation.

BUILD's Impact: Alumni Outcomes

What are BUILD's Outcomes for Alumni?



of BUILD alumni who enrolled in college did so at four-year colleges, compared to the national average for low-income students of 58%.

In other words, BUILD alumni enroll in four-year colleges at a rate 22% higher than their peer group.



of BUILD alumni who enrolled in college have persisted to their second year of college, compared to the national average of 82%.

In other words, BUILD alumni persist to their second year of college at a rate approximately on par to that of all college students.

BUILD's Impact: One Year of BUILD



One Year of BUILD: Leveling the Playing Field with an Introduction to Entrepreneurship



81% of students who participate in only one year of BUILD graduate from high school at a rate nearly equal to the national average of 82%, compared to 73% of low-income high school students.

BUILD is helping to increase graduation rates at some of the lowest-performing schools in Boston.

Students who participate in only one year of BUILD graduate at rates up to 56% higher than the school's average. Some of the schools BUILD serves in Boston have overall graduation rates as low as 51%.

In higher-performing high schools, students with one year of BUILD graduate at a rate **5-10%** above their schools' overall averages and **12-15%** above the averages for their low-income school peers.

Sources: National High School (HS) Graduation Rates based Adjusted Cohort Graduate Rate (ACGR) for Low-Income HS Students (Department of Education National Center for Education Statistics, 2013). National HS graduation rates based on ACGR for all HS students (Department of Education National Center for Education Statistics, 2013)

BUILD's Impact: High School Graduation



High School Graduation Rates (across all BUILD regions)

High School Graduating Class

% of BUILD Seniors who graduated on time*

Class of 2012	99%
Class of 2013	98%
Class of 2014	96%
Class of 2015	92%
Class of 2016	97%
Class of 2017	98%

*BUILD seniors who have completed all four years of the BUILD program and graduated from high school on time (in the spring or summer of the fourth year in high school).

BUILD's Impact: College Enrollment



High School Graduating Class	College Enrollment Rate	% enrolled in four-year colleges
Class of 2012	67%	70%
Class of 2013	85%	74%
Class of 2014	79%	74%
Class of 2015	69%	66%
Class of 2016	76%	77%
Class of 2017	coming soon	coming soon
Average of of Classes	75%	72%

BUILD's Impact: College Persistence



High School Graduating Class	% of who persisted to second year of college	% of who persisted to third year of college	% of who persisted to fourth year of college
Class of 2011	90%	78%	69%
Class of 2012	77%	72%	62%
Class of 2013	80%	70%	69%
Class of 2014	78%	63%	<i>available fall 2018</i>
Average of Classes	81%	71%	67%

*Persistence data is intended to show how many students, of those who enrolled immediately following high school graduation, complete each year of college and enroll the following year. Includes students who enrolled in college in the fall immediately following their high school graduation year and persisted to the **beginning** of each subsequent year. Numbers based exclusively on National Student Clearinghouse data.

Realizing Our Theory



Phase One:

BUILDING FOR THE FUTURE 2014-2019

- * Increase organizational capacity to support national expansion
- * Refine and launch enhanced programmatic model
- * Expand to five cities serving students
- * Serve over 3,000 students annually
- * Complete \$10M National Growth Campaign
- * Increase annual budget to \$12M

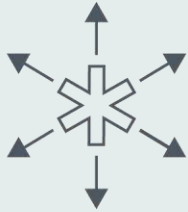


Phase Two:

BUILDING A MOVEMENT 2020-2025

- * Grow all regions to serve more than 5,000 students annually with the direct service model
- * Expand licensed partnerships to serve at least 15,000 students annually
- * 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 \$20M+ at scale

Building for the Future: 2014 – 2019



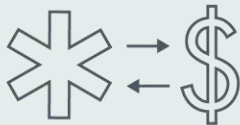
Increase Organizational Capacity

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



Expand Widespread Impact

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

2014 – 2019

Phase One Outcomes

OUTCOME ONE:

Increase Organizational Capacity

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

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 **ONGOING**
- * Articulate the impact points we hold ourselves accountable for **COMPLETE**
- * Strengthen our curriculum to ensure it aligns with partner schools' academic goals **COMPLETE**
- * Pilot and study this redesign's impact **ONGOING**
- * Begin exploration of digital learning enhancements **ONGOING**

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 **COMPLETE**
- * Position all regions to be fully self-sustaining and paying a national service fee **ONGOING**
- * Begin raising an organizational reserve **COMPLETE**
- * Design a national and pilot a regional fee-for-service model with partner schools **COMPLETE**

OUTCOME FOUR:

Expand 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 **COMPLETE**
- * Identify five additional regions for Phase II growth **COMPLETE**
- * Design licensed partnership and teacher training initiatives **COMPLETE**

2014 – 2019

Phase One, Year 5 Goals

OUTCOME ONE:

Increase Organizational Capacity

- Build out organizational infrastructure to increase efficiency & collaboration.
- Modify employee evaluation tools to better support ongoing professional development.
- Pilot & evaluate alternative staffing structures for continued sustainability and greater efficiency & impact.
- Develop & launch Innovation Protocol to capture learnings & establish a consistent method of innovation across the organization.

OUTCOME TWO:

Refine Program for Scale & Impact

- Pilot the revised E3 curriculum.
- Pilot multiple Spark Skills assessments.
- Pilot technological enhancements to improve program delivery & management

OUTCOME THREE:

Outcome 3 – Achieve Fiscal Sustainability

- Meet our \$10.56M expense budget.
- Total revenue exceeds expense budget, adding to our reserve.
- Continue Fee-For-Service collection efforts and explore additional earned income models.
- Develop the Licensed Partnership business model.

OUTCOME FOUR:

Expand Widespread Impact

- Design regional strategic plans for achieving maximum local impact.
- Pilot Licensed Partnership model in at least one city.
- Complete the organization's next strategic plan.



Join Us

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