COLLEGE FOR SOCIAL INNOVATION

Pilot Results and Plans for Future Growth

November, 2019
CFSI has demonstrated powerful initial results. We are now preparing to scale our response to three urgent and interrelated challenges:

1. Rising costs and unclear value in higher education.

2. The talent gap in the social impact sector.

3. Unequal access to life-changing internships and mentors.
PROGRAM MODEL
**PROGRAM MODEL**

*Semester in the City*

- College Students
- Social Impact Organizations
- Colleges/Universities

A new generation of problem-solvers

Life-changing fellowships* for diverse cohorts of students

*SITC provides a 15-week, immersive learning experience in Boston and a full semester of academic credit at no extra cost to the student*
LEARNING IS REFLECTION UPON EXPERIENCE.

John Dewey
PROGRAM MODEL

Core Skills

STUDENTS LEARN:

- Connect Passion & Purpose
- Professional Readiness
- Reflection & Self-Care
- Build Your Brand & Network

- Self-Knowledge & Cultural Competence
- Empathy & Inclusion
- Balance Inquiry & Advocacy
- Collaborate Across Different Work Styles

- Global Solutions Mindset
- Understand Social Systems
- Design Thinking for Social Justice
- Manage and Measure Impact

- Communication for Impact
- Present with Confidence
- Effective Use of Data and Details
- Give and Receive Feedback

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PILOT RESULTS
PILOT RESULTS
Rigorous evaluation shows strong results

Our three-year pilot demonstrated substantial impact on our fellows and host organization partners, as measured by a suite of nine evaluation tools.

We’ve identified four key impact areas for our fellows:
Confidence and Purpose
Fellows increase professional confidence, direction, and purpose.

Skills Employers Want
Fellows gain deep professional work experience and in-demand skills, as assessed by their supervisors.

Networks
Fellows build deep and broad networks—100% of alumni report growing their network.

Post-College Job Attainment
Fellows meaningfully outperform their peers in attaining full-time employment after college.
PILOT RESULTS
Semester in the City builds confidence and purpose

94% of alumni report meaningful gains in self confidence;

92% of alumni report increased clarity about goals and plans for the future.

“Semester in the City allowed me to connect the dots between my passions and skills so that I can design a career that will make me happy.”
-Crystal Napoli, UNH

“Semester in the City helped me gain a better perspective of how I can be a better me and a better employee in solving social problems in our society.”
-Rishil Sheth, Wheaton

*Survey conducted 6 months after program completion. n=51 SITC alumni.
PILOT RESULTS
Semester in the City builds confidence and purpose (cont.)

Over the last four semesters, students showed statistically significant* improvement in the below measures of self-confidence and direction.

- I overcome challenges and roadblocks through continued effort, creative use of resources, and identification of alternatives.
- I have clear goals for positive impact in the world. I know what steps I need to take in order to accomplish those goals.
- I believe in my own capacity for contributing to positive change. I contribute through words (speaking up when something is wrong or unjust) and/or actions (volunteering, working in the social sector, etc.)

*95 percent confidence level, 1 sided paired t-test. Data from fall 2017-spring 2019 semesters.
PILOT RESULTS

Semester in the City builds skills employers want

88% of mentors would hire or at least interview their fellow for an entry-level position.

“Semester in the City has taught me real world skills like networking, team building and managing, and the importance of making a difference in the lives of the people in your community.”
- Rebecca Jerome, UNH

“I feel like I can break down tasks and understand not only what needs to be done to accomplish them but their importance to the success of the organization.”
- Leah Kuppermann, UNH

*Anonymous survey completed after the semester. n=34 SITC mentors.
PILOT RESULTS
Semester in the City builds skills employers want (cont.)

97% Of fellows report meaningful growth in skills employers want as well as professional work experience.

#1 Skill-building is the #1 most valuable benefit of SITC reported by alumni.

19/20 Mentor-assessed skills showed improvement from the midpoint to the end of the semester.

100% Of alumni report becoming a more valuable employee.
PILOT RESULTS

Semester in the City builds networks

100% of alumni report growing their network at Semester in the City*

“I HAVE A LARGER NETWORK”

<table>
<thead>
<tr>
<th>Somewhat True</th>
<th>True</th>
<th>Very True</th>
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</thead>
<tbody>
<tr>
<td>12%</td>
<td>17%</td>
<td>71%</td>
</tr>
</tbody>
</table>

“Semester in the City gave me invaluable opportunities to network both with my fellow peers and with the professional community in Boston through my internship placement.”

-Lucy Zachau, Clark

“Semester in the City has taught me about myself and introduced me to forever friends and networks that are filled with endless opportunities.”

-Desiree Oquendo, Becker

*Survey conducted 6 months after program completion. No students selected “Not at all true”. n=51 SITC alumni.
"Fellow made an effort to build and sustain their network by initiating conversations with staff and/or community members and following up appropriately."

Average midterm score (89.6%)
Average final score (93.2%)

Exit Perception Survey
94% of fellows reported growing their networks during the program.

Pre/Post Self-Assessment

I understand how to use connections to help myself and others as we seek to reach personal and professional goals, and share ideas and best practices.

Start of Semester
End of Semester

I know how to monitor relationships over time, using LinkedIn and other tools. I can list tools to use to actively reach out to network members in order to maintain relationships.

Strongly Disagree
Strongly Agree
PILOT RESULTS

Semester in the City graduates get jobs

"Semester in the City taught me what kind of work I want to do and how to get there successfully. It taught me many skills that I have brought with me through school and my internships."

- Anna Bannon, UNH

"Semester in the City helped me find my voice. When I was applying to jobs, I felt that I was prepared to tell my story and how I was beneficial to the organization."

- Eriberto Mora, Clark

<table>
<thead>
<tr>
<th></th>
<th>Full-Time Employment</th>
<th>Graduate School</th>
<th>Part-Time Employment</th>
<th>Seeking Employment</th>
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<tbody>
<tr>
<td>SITC</td>
<td>81%</td>
<td>16%</td>
<td>3%</td>
<td></td>
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<tr>
<td>UNH</td>
<td>69%</td>
<td>21%</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>National*</td>
<td>60%</td>
<td>18%</td>
<td>6%</td>
<td>17%</td>
</tr>
</tbody>
</table>

*National Association of Colleges and Employers (NACE) data set includes 550,000 2018 grads from 360 colleges and universities. All three data sets are from the NACE “First Destination” survey format, which examines career outcomes 6 months after college graduation. UNH data from 2018 graduates; SITC data from 39 alums who graduated college in 2017 or 2018.
PILOT RESULTS

Semester in the City grads enter the social impact sector at high rates

Jobs in the Social Sector*

- 67% Semester in the City graduates (in the workforce)
- 27% All workers in the United States
- 12% All job applications submitted on Handshake** platform

“Ever since I left SITC, my mind has been constantly thinking of ways I can make the world a better place by doing the things I love.”

- Markiesha Duverneau, Clark

“I learned how important the work is in the nonprofit world as well as the direct impact I am able to make.”

- Colette Cogan, UNH

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*“Social sector” includes nonprofits, government agencies, and social mission businesses (26.5% of all US jobs according to Bureau of Labor Statistics data. **Handshake is the largest career community for students and recent grads, used by 9 million+ students and young alumni.
PILOT RESULTS
Building a Better Talent Pipeline

It was so fantastic to have a future leader in our midst, sharing her energy and passion for this work. She added great capacity to our program and has become a key member of the team.

88% WOULD HIRE THEIR FELLOW IN A HEARTBEAT OR AT LEAST INTERVIEW THEM FOR AN ENTRY LEVEL POSITION
65 percent of Social Innovation Fellows come from one or more of the above underrepresented groups.
PILOT RESULTS
Closing the Skills Gap

LOW-INCOME STUDENTS CUT SKILLS GAP IN HALF DURING SITC

* n=95 students from fall 2017-spring 2019 semesters. Pre/post self-assessment of 34 skills and habits across 8 categories.

NON-PELL ELIGIBLE

PELL ELIGIBLE
PILOT RESULTS
Where are fellows placed?

We have partnered with:

94 Social Impact Organizations

21 New Social Impact Organizations this Fall

We have placed 3+ fellows at:

- 826 Boston
- Big Sister Association of Greater Boston
- Celebrity Series Boston
- Center to Support Immigrant Organizing
- Citizen Schools
- Cradles to Crayons
- Empowering People for Inclusive Communities
- Family Aid Boston
- Freedom House
- Governor’s Office of Constituent Services
- Green City Growers
- Hyde Square Task Force
- Jamaica Plain Neighborhood Development Corporation
- Lena Park Development Corporation
- Phillips Brooks House Association (PBHA)
- Pine Street Inn
- Playworks
- St. Stephen’s Youth Program
- The Ground Truth Project
- Union Capital Boston
FUTURE PLANS
# FUTURE PLANS
Three Phases of Growth

<table>
<thead>
<tr>
<th>Phase I (FY16-19)</th>
<th>Phase II (FY20-25)</th>
<th>Phase III (FY26+)</th>
</tr>
</thead>
</table>
| • Established CFSI as new non-profit  
  • Built partnerships with 13 colleges that grant full academic credit to students doing CFSI  
  • Delivered strong results to diverse cohorts of students over 3 years | • Scale in Boston from 53 students in FY19 to 300+ annually by FY25  
  • Pilot Semester in the City in 2-3 additional New England sites  
  • Continue robust evaluation and share results | • Continue running and modestly expanding best in class experiential learning programs;  
  • Convene college leaders to broadly spread CFSI model  
  •Accelerate research and share results to build field |
FUTURE PLANS

Enrollment by Semester

Projected Enrollment (Boston)
Projected Enrollment (Expansion Sites)
Our growth plan is to continue focusing exclusively on growth in Boston through FY21. **Starting in FY22 we will test the idea of also running a small number of modest-sized expansion sites in the Northeast.** We will not finalize expansion plans until summer 2020. For purposes of this plan, expansion sites are modeled to start at 25 students per semester and grow to 50-75 per semester depending on demand. Our plan makes the following assumptions:

- **Demand-driven.** We only grow to communities/colleges that demonstrate significant demand and hunger to deliver our model in their community.
- **Student housing, recruiting support, and classroom space are provided by a lead partner college (i.e. UNH recruits/houses 25 UNH students to do “Semester in NH,” which we run).**
- **4 full-time CFSI staff hired to run each program (classes, internships, and general support); more staff added if we grow beyond 25 students per semester; goal is to pilot one site in FY22, and add 2 in FY24.**
- **Only grow if we believe there are sufficient social impact internships in the surrounding area of the partner college.**
- **Allocation of 10% to 30% time from seven Boston-based staff provide oversight and support.**
- **4-6 new Boston staff added (over next three years) to build capacity; Boston CAGR (combined annual growth rate) reduced from ~48% actual over the last 3 years to 33% projected over the next 3 years.**
### FUTURE PLANS

**Challenges to Scale and Plans to Address**

<table>
<thead>
<tr>
<th>Not enough:</th>
<th>Plan to address:</th>
</tr>
</thead>
</table>
| **STUDENT HOUSING** | • In Boston we need to scale from ~60 beds to ~120 beds (some students live at home)  
• Choice to add apartments in Allston or to add a campus at Mt. Ida in Newton (offered by UMass)  
• Initial replication model eliminates housing challenge at replication sites because students remain at home campus in a “Living/Learning” community |
| **STUDENTS** | • Build “Prime Partner” model to incentivize campuses to “go deep” and to create a cross-campus learning community focused on how to scale the Semester in the City model  
• Replication model with proven and committed partners who have faculty and departmental buy-in to drive growth |
| **HOSTS + MENTORS** | • Host organizations with a proven track record will be invited to host multiple interns per semester  
• Currently we have excess supply of host organizations with little effort  
• Pricing for host orgs is low on purpose ($700 per semester for a 400-hour intern) |
FUTURE PLANS

New College Partnerships

We have built the partnerships needed for significant growth in Boston and the NE region and we will add more colleges as needed.

Total Number of Students Enrolled at Partner Institutions
# FUTURE PLANS

## Enrollment & Operating Budget, FY19-25

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<tr>
<th>Planned Revenue</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
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<tbody>
<tr>
<td>Total Enrollment</td>
<td>53</td>
<td>106</td>
<td>160</td>
<td>260</td>
<td>360</td>
<td>480</td>
<td>600</td>
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<tr>
<td>Enrollment - Boston</td>
<td>53</td>
<td>106</td>
<td>160</td>
<td>210</td>
<td>260</td>
<td>280</td>
<td>300</td>
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<tr>
<td>Enrollment - Expansion Site(s)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>50</td>
<td>100</td>
<td>200</td>
<td>300</td>
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<td>$1,152,500</td>
<td>$1,052,500</td>
<td>$852,500</td>
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<td>Tuition and Fees</td>
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<td>$1,032,000</td>
<td>$1,728,000</td>
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<td>Fellowship Site Placement Fee</td>
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<td>$86,100</td>
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<td>$306,000</td>
<td>$432,000</td>
<td>$540,000</td>
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<td>Residency Revenue</td>
<td>$410,761</td>
<td>$502,952</td>
<td>$672,061</td>
<td>$905,300</td>
<td>$1,115,210</td>
<td>$1,192,505</td>
<td>$1,254,800</td>
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<tr>
<td>Other Earned Revenue</td>
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<td>$1,000</td>
<td>$1,000</td>
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<td>$1,000</td>
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<td>Earned Revenue Subtotal</td>
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<td>$1,387,302</td>
<td>$1,825,061</td>
<td>$2,842,300</td>
<td>$3,810,210</td>
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<td>Total Revenue</td>
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<td>$2,977,561</td>
<td>$3,894,800</td>
<td>$4,662,710</td>
<td>$5,518,005</td>
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<table>
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<th>Planned Expenses</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
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<th>FY25</th>
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<td>Salary</td>
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<td>$1,179,176</td>
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<td>$1,601,422</td>
<td>$1,887,764</td>
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<td>Benefits</td>
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<td>$235,377</td>
<td>$288,256</td>
<td>$339,798</td>
<td>$402,493</td>
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<td>Facilities - HQ</td>
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<td>$48,000</td>
<td>$95,000</td>
<td>$100,000</td>
<td>$105,000</td>
<td>$110,000</td>
<td>$115,000</td>
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<tr>
<td>Facilities - Student Apartments</td>
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<td>$502,952</td>
<td>$672,061</td>
<td>$905,300</td>
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<td>$1,254,800</td>
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<td>Consulting</td>
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<td>$208,895</td>
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<td>$87,000</td>
<td>$100,500</td>
<td>$106,000</td>
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<tr>
<td>Food &amp; Hospitality</td>
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<td>$25,000</td>
<td>$30,000</td>
<td>$35,000</td>
<td>$35,000</td>
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<td>Travel</td>
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<td>$45,000</td>
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<tr>
<td>Marketing</td>
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<tr>
<td>Other</td>
<td>$11,977</td>
<td>$18,000</td>
<td>$27,000</td>
<td>$52,000</td>
<td>$77,000</td>
<td>$102,000</td>
<td>$102,000</td>
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<td>$4,487,347</td>
<td>$5,202,796</td>
<td>$5,658,622</td>
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</table>
PATHWAY TO SUSTAINABILITY
PATHWAY TO SUSTAINABILITY
From Philanthropy to Earned Revenue

**PHASE I.**

$5M Donated in FY16-19 ➡️ $2.6M In earned revenue

**PHASE II.**

$4M Donated in FY20-25 ➡️ $20.5M In earned revenue

100% SUSTAINABLE BY FY25
PATHWAY TO SUSTAINABILITY

Pathway to Sustainability

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Earned Revenue</th>
<th>Total Philanthropy</th>
<th>Total Cost</th>
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<tbody>
<tr>
<td>FY16</td>
<td>$1,000,000</td>
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</tr>
<tr>
<td>FY17</td>
<td>$2,000,000</td>
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<td>FY18</td>
<td>$3,000,000</td>
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<td>FY19</td>
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<td>FY20</td>
<td>$5,000,000</td>
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<td>FY21</td>
<td>$6,000,000</td>
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<td>FY22</td>
<td>$7,000,000</td>
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<td>FY23</td>
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<td>FY24</td>
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<td>FY25</td>
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</table>
CFSI seeks to raise $4+ million in new multi-year investments of $50,000 to $1+ million. These investments will build the essential bridge to a future in which earned revenue covers 100% of our operating costs.

Building on the $5 million in philanthropy raised since our launch in 2015 (including 10 leadership investments of $100,000+ and three of $500,000+), we seek to secure $4 million in new multi-year investments, roughly in accordance with the “giving triangle” shown to the right.
PATHWAY TO SUSTAINABILITY
$5 Million Raised, $4 Million Needed to Reach Sustainability

COMMITTED FUNDING TO DATE
Since our launch in summer 2015 we have raised $5 million, primarily from leadership donors, as well as an additional ~$2.55 million in earned revenue.

$1,000,000+
• Dorot Foundation

$500,000+
• Germeshausen Foundation
• Devonshire Foundation

$200,000+
• Anonymous
• The Boston Foundation
• Canaday Family Charitable Trust
• Highland Street Foundation

$100,000+
• Becky and Mark Levin
• Bilger Family Foundation
• Charina Foundation (Richard and Ronay Menschel)
• Charlotte Foundation (Kath Gross and Peter Thorne)
• Cummings Foundation
• Samuel Freeman Charitable Trust

$50,000+
• AlGar Foundation
• Deshpande Family Foundation
• Fritz Schwarz
• Goodwin Procter (in-kind)
• Len Schlesinger
• Lovett-Woodsum Foundation
• Marian Cross
• Riley Foundation
• Ron O’Hanley

$20,000+
• Anonymous
• Mark Nunnelly and Denise Dupree
• Rick and Nonnie Burnes/Butler’s Hole Fund
• Tristin and Marty Mannion
• Vila B. Webber 1985 Charitable Trust
• Wellington Management Foundation
TEAM
TEAM

Board of Directors

Jim Atwood
Senior Managing Director, First Republic

Lisa Butler
Lisa Butler Product and Market Development Services

Tom Craig
Co-Founder, Monitor Consulting; CEO, Shockwave Consulting

Adria Goodson
Chief Program Officer, Aspen-Pahara Institute

Tulaine Montgomery
Managing Director, New Profit

Len Schlesinger
Professor, Harvard Business School
President Emeritus, Babson College

Eric Schwarz
Co-Founder and CEO, College for Social Innovation