COLLEGE FOR SOCIAL INNOVATION
Pilot Results and Plans for Future Growth

August 2020
EXECUTIVE SUMMARY
Strategy and Business Plan

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

A new generation of problem-solvers

Life-changing fellowships* for diverse cohorts of students

Social Impact Organizations

Colleges/Universities

*SITC provides a 15-week, immersive learning experience in Boston and a full semester of academic credit at no extra cost to the student
**PROGRAM MODEL**

*Semester in the City*

<table>
<thead>
<tr>
<th>Time</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
<th>Thu</th>
<th>Fri</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00-10:00</td>
<td>Internship</td>
<td>Internship</td>
<td></td>
<td>Internship</td>
<td>Becoming a Problem Solver – Workshops and Reflection⁰²</td>
</tr>
<tr>
<td>10:00-12:00</td>
<td>Internship</td>
<td>Internship</td>
<td>Internship</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12:00-1:00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Travel</td>
</tr>
<tr>
<td>1:00-5:00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Social Innovator’s Tool Box – Seminar¹</td>
</tr>
<tr>
<td>5:00-7:00</td>
<td>Community Building</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

> **LEARNING IS REFLECTION UPON EXPERIENCE.**

John Dewey

1. Wednesday course mainly online.
2. Friday course and reflections mainly in person with small group sizes.
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
Rigorous evaluation shows strong results

Over the last four years, we’ve demonstrated substantial impact on our 237 fellows and 112 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.
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.

100% Of alumni report becoming a more valuable employee.

#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*

<table>
<thead>
<tr>
<th></th>
<th>VERY TRUE</th>
<th>TRUE</th>
<th>SOMewhat TRUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I HAVE A LARGER NETWORK</td>
<td>71%</td>
<td>17%</td>
<td>12%</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.
PILOT RESULTS
Semester in the City builds networks (cont.)

"Fellow made an effort to build and sustain their network by initiating conversations with staff and/or community members and following up appropriately."

Mentor Assessment Data

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

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.

<table>
<thead>
<tr>
<th></th>
<th>Start of Semester</th>
<th>End of Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.

Exit Perception Survey

94% of fellows reported growing their networks during the program.
PILOT RESULTS
Semester in the City graduates get jobs

- Full-Time Employment
- Graduate School
- Part-Time Employment
- Seeking Employment

SITC
- 77% Full-Time Employment
- 17% Graduate School
- 4% Part-Time Employment
- 1% Seeking Employment

UNH
- 69% Full-Time Employment
- 21% Graduate School
- 6% Part-Time Employment
- 5% Seeking Employment

National*
- 60% Full-Time Employment
- 18% Graduate School
- 6% Part-Time Employment
- 17% Seeking Employment

*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 83 alums who graduated college in 2017-2019.

"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

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

Jobs in the Social Sector*

- Semester in the City graduates (in the workforce): 63%
- All workers in the United States: 27%
- All job applications submitted on Handshake** platform: 12%

*“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.

"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
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.

“WOULD HIRE THEIR FELLOW IN A HEARTBEAT OR AT LEAST INTERVIEW THEM FOR AN ENTRY LEVEL POSITION”

88%
PILOT RESULTS
Building a More Diverse Talent Pipeline

Students of Color: 35%
First Generation: 29%
Pell Eligible: 53%

Compared to 22.5% of students (weighted average) at partner colleges.

65 percent of Social Innovation Fellows come from one or more of the above underrepresented groups.
PILOT RESULTS
Closing the Skills Gap

The data from our suite of evaluation tools results than their more privileged peers. *n=168 students from fall 2017-spring 2020 semesters. Pre/post self-assessment of 34 skills and habits across 8 categories.*
We have partnered with:

112 Social Impact Organizations

18 New Social Impact Organizations in Spring 2020

We have placed 3+ fellows at:

- 826 Boston
- All in Energy
- Big Sister Association of Greater Boston
- Boston Area Health Education Center
- Cambridge Women’s Center
- Celebrity Series Boston
- Center to Support Immigrant Organizing
- Citizen Schools
- Cradles to Crayons
- Empowering People for Inclusive Communities
- Family Aid Boston
- Freedom House
- Friends of the Hernandez School
- Governor’s Office of Constituent Services
- Green City Growers
- Hyde Square Task Force
- Jamaica Plain Neighborhood Development Corporation
- Lena Park Development Corporation
- Let’s Get Ready
- Phillips Brooks House Association (PBHA)
- Pine Street Inn
- Playworks
- Project Hope
- Second Nature, Inc.
- 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>
<tbody>
<tr>
<td>• Established CFSI as new non-profit</td>
<td>• Scale Boston from 53 students in FY19 to 300+ yearly by FY25</td>
<td>• Continue running and modestly expanding best in class experiential learning programs;</td>
</tr>
<tr>
<td>• Built partnerships with 13 colleges that grant full academic credit to students doing CFSI</td>
<td>• Pilot Semester in the City internships in additional New England sites</td>
<td>• Convene college leaders to broadly spread CFSI model</td>
</tr>
<tr>
<td>• Delivered strong results to diverse cohorts of students over 4 years</td>
<td>• Research and develop tools needed to spread ideas in phase 3 (internship sourcing, matching, support, reflection, and evaluation)</td>
<td>• Accelerate research and share results to build field of fully-credited, work-based learning in the social impact sector</td>
</tr>
</tbody>
</table>
FUTURE PLANS

Enrollment by Semester

- Projected Enrollment (Boston)*
- Projected Enrollment (Expansion Sites)

*includes small number of students who complete internship in remote locations
Our plan is to continue focusing on growth in Boston through FY23. In FY24, we will open a replication site, likely in New England, with dedicated staffing. As part of the growth of our Boston hub, however, we will pilot 2-3 small remote internship “pods” of students starting in 2021. Students in these pods will complete their social impact internship near or at their home campus while participating in the Boston SITC classes remotely (and with occasional travel to Boston). We believe these pods will promote growth of SITC and also allow us to learn about scale and replication of our model.

Starting in spring 2021, UNH (our oldest partner) is eager to pilot a pod of 8-10 students who would do internships related to sustainability at UNH and participate in Boston SITC classes and training. UMASS Dartmouth is interested in offering their students the option of doing SITC internships in Boston or on the Southcoast (New Bedford and Fall River), near their campus, starting in fall 2021. Our plan makes the following assumptions:

- Demand-driven. We only open remote pods where college partners and CFSI are confident there is sufficient student demand, supply of quality internships, and synergy between piloting a remote pod and continued growth in Boston. Remote pods operate on the same credit and financial model as for students who complete internships in Boston;
- Student housing, recruiting support, money for travel to Boston, and space and support for occasional “community life” or other gatherings of students in the remote pod are provided by the lead partner college (i.e. students can stay in their current on-campus or off-campus housing and maintain other work or family responsibilities, increasing accessibility of SITC);
- All internships are approved by CFSI (and mentors trained by CFSI) and include the core SITC components: ~30 hours a week of meaningful work; a special project; and a dedicated mentor/supervisor;
- Participation in Boston SITC remains 80+ percent Boston-based internships while we pilot internships in remote pods.
## 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 ~100 beds (some students live at home in Boston and some will be at remote pods [see slide 24])  
  • Initial replication pilots with remote pods reduces housing challenge because students remain at home campus |
| **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

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>15,207</td>
</tr>
<tr>
<td>FY17</td>
<td>18,628</td>
</tr>
<tr>
<td>FY18</td>
<td>29,917</td>
</tr>
<tr>
<td>FY19</td>
<td>78,657</td>
</tr>
</tbody>
</table>

FY16:
- UNH
- Clark

FY17:
- Becker
- Marlboro
- Wheaton

FY18:
- Bridgewater State
- Lasell

FY19:
- UMass Amherst
- UMass Dartmouth
- Colby College
- Skidmore
- SNHU
- UVM
# FUTURE PLANS

## Enrollment & Operating Budget, FY19-25

<table>
<thead>
<tr>
<th></th>
<th>FY19 Actual</th>
<th>FY20 Actual</th>
<th>FY21 Budgeted</th>
<th>FY22 Projected</th>
<th>FY23 Projected</th>
<th>FY24 Projected</th>
<th>FY25 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong># Students - Boston</strong></td>
<td>53</td>
<td>96</td>
<td>100</td>
<td>150</td>
<td>210</td>
<td>250</td>
<td>300</td>
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<tr>
<td><strong># Students - Replication Sites</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td><strong>Projected Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Philanthropy [SITC]</td>
<td>$1,102,212</td>
<td>$1,071,931</td>
<td>$925,000</td>
<td>$925,000</td>
<td>$850,000</td>
<td>$550,000</td>
<td>$250,000</td>
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<tr>
<td>Field Building Revenue</td>
<td>-</td>
<td>-</td>
<td>$125,000</td>
<td>$125,000</td>
<td>$225,000</td>
<td>$400,000</td>
<td>$550,000</td>
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<tr>
<td>In-Kind Contributions</td>
<td>$20,652</td>
<td>-</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
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<tr>
<td>SITC Earned Revenue</td>
<td>$782,198</td>
<td>$1,128,563</td>
<td>$1,147,555</td>
<td>$1,724,500</td>
<td>$2,413,300</td>
<td>$3,277,500</td>
<td>$4,226,500</td>
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<tr>
<td>Total Revenue</td>
<td>$1,905,062</td>
<td>$2,200,494</td>
<td>$2,200,055</td>
<td>$2,777,000</td>
<td>$3,490,800</td>
<td>$4,230,000</td>
<td>$5,029,000</td>
</tr>
<tr>
<td><strong>Projected Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel, Taxes, &amp; Benefits</td>
<td>$1,132,661</td>
<td>$1,294,297</td>
<td>$1,068,510</td>
<td>$1,293,690</td>
<td>$1,556,485</td>
<td>$1,769,335</td>
<td>$1,866,330</td>
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<tr>
<td>Facilities</td>
<td>$500,664</td>
<td>$547,948</td>
<td>$574,683</td>
<td>$657,000</td>
<td>$900,800</td>
<td>$1,065,000</td>
<td>$1,269,000</td>
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<tr>
<td>Program Cost</td>
<td>$90,040</td>
<td>$151,739</td>
<td>$183,250</td>
<td>$268,750</td>
<td>$358,450</td>
<td>$518,000</td>
<td>$667,500</td>
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<tr>
<td>Consulting/Professional Services</td>
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<td>$69,602</td>
<td>$77,800</td>
<td>$112,500</td>
<td>$143,000</td>
<td>$171,000</td>
<td>$174,000</td>
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<tr>
<td>General &amp; Administrative</td>
<td>$109,250</td>
<td>$108,578</td>
<td>$137,910</td>
<td>$153,500</td>
<td>$176,000</td>
<td>$194,500</td>
<td>$205,000</td>
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<tr>
<td>Fieldbuilding Initiatives</td>
<td>-</td>
<td>-</td>
<td>$108,933</td>
<td>$113,987</td>
<td>$221,207</td>
<td>$378,493</td>
<td>$530,848</td>
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<tr>
<td>Total Expenses</td>
<td>$1,899,359</td>
<td>$2,172,165</td>
<td>$2,151,086</td>
<td>$2,599,427</td>
<td>$3,355,943</td>
<td>$4,096,328</td>
<td>$4,712,678</td>
</tr>
<tr>
<td>Net Income</td>
<td>$5,703</td>
<td>$28,329</td>
<td>$48,969</td>
<td>$177,573</td>
<td>$134,857</td>
<td>$133,672</td>
<td>$316,322</td>
</tr>
<tr>
<td><strong>% Program Costs Covered by Earned Revenue</strong></td>
<td>41%</td>
<td>52%</td>
<td>56%</td>
<td>69%</td>
<td>77%</td>
<td>88%</td>
<td>101%</td>
</tr>
</tbody>
</table>

100% of SITC costs covered by earned revenue by FY25
PATHWAY TO SUSTAINABILITY
From Philanthropy to Earned Revenue

**PHASE I.**
$5.9M
Donated in FY16-20

$3.2M
In earned revenue

**PHASE II.**
$3M
Donated in FY21-25

$12.8M
In earned revenue

100% SUSTAINABLE BY FY25
PATHWAY TO SUSTAINABILITY

100% SUSTAINABLE BY FY25

Pathway to Sustainability

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Earned Revenue</th>
<th>Total Philanthropy</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$0</td>
</tr>
<tr>
<td>FY17</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
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</tr>
<tr>
<td>FY18</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td>$0</td>
</tr>
<tr>
<td>FY19</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$0</td>
</tr>
<tr>
<td>FY20</td>
<td>$2,500,000</td>
<td>$2,500,000</td>
<td>$0</td>
</tr>
<tr>
<td>FY21</td>
<td>$3,000,000</td>
<td>$3,000,000</td>
<td>$0</td>
</tr>
<tr>
<td>FY22</td>
<td>$3,500,000</td>
<td>$3,500,000</td>
<td>$0</td>
</tr>
<tr>
<td>FY23</td>
<td>$4,000,000</td>
<td>$4,000,000</td>
<td>$0</td>
</tr>
<tr>
<td>FY24</td>
<td>$4,500,000</td>
<td>$4,500,000</td>
<td>$0</td>
</tr>
<tr>
<td>FY25</td>
<td>$5,000,000</td>
<td>$5,000,000</td>
<td>$0</td>
</tr>
</tbody>
</table>
CFSI seeks to raise $3 million in new multi-year investments of $50,000 to $1+ million. These investments will build the essential bridge to sustainability. By FY25, earned revenue will cover 100% of Semester in the City’s costs.
Since our launch in summer 2015 we have raised $5.9 million, primarily from leadership donors, as well as an additional ~$3.2 million in earned revenue.

COMMITTED FUNDING TO DATE

$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+
- Atwood Family
- Becky and Mark Levin
- Bilger Family Foundation
- Charina Foundation (Richard and Ronay Menschel)
- Charlotte Foundation (Kath Gross and Peter Thorne)
- Cummings Foundation
- Fritz Schwarz
- Len Schlesinger
- Marian Cross
- Samuel Freeman Charitable Trust

$50,000+
- AlGar Foundation
- Deshpande Family Foundation
- Goodwin Procter [in-kind]
- Lovett-Woodsum Foundation
- Rick and Nonnie Burnes/Butler’s Hole Fund
- Riley Foundation
- Ron O’Hanley

$20,000+
- Anonymous
- Mark Nunnelly and Denise Dupree
- Tom Craig
- Tristin and Marty Mannion
- Vila B. Webber 1985 Charitable Trust
- Wellington Management Foundation
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
Director, Global Fellowship Program Ford Foundation

Tulaine Montgomery
Managing Director New Profit

Len Schlesinger (non-voting)
Professor, Harvard Business School President Emeritus, Babson College

Eric Schwarz
Co-Founder and CEO College for Social Innovation