



# COLLEGE FOR SOCIAL INNOVATION

*Plans for Future Growth  
and Pilot Results*

# EXECUTIVE SUMMARY

## *Strategy and Business Plan*

**CFSI continues to prove that our innovations in higher education yield powerful results for young people and the social impact sector.** We showed resilience and growth through COVID and are now **preparing to scale and spread** our response to three increasingly urgent, interrelated challenges:

- 1** Rising costs and unclear value in higher education.
- 2** Talent gaps in the social impact sector and a need for better ways to develop future problem solvers
- 3** Unequal access to life-changing internships and mentors in the US.



# PROGRAM MODEL

## *Semester in the City*

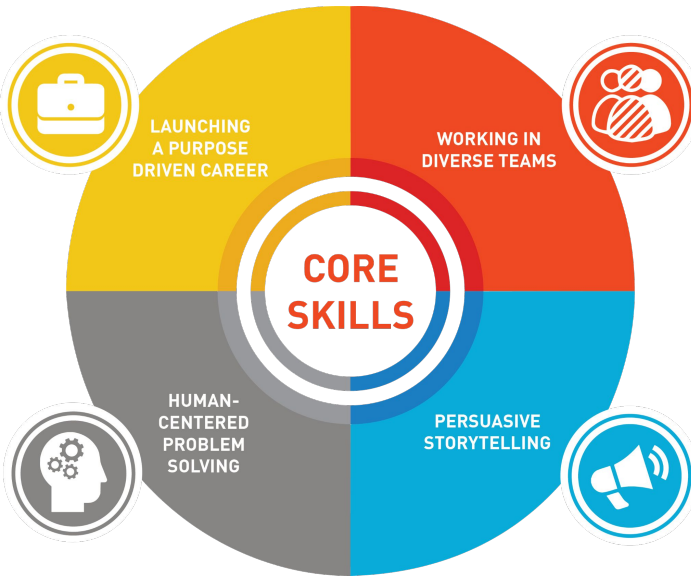
Monday	Tuesday	Wednesday	Thursday	Friday
Internship 9 AM - 5 PM	Internship 9 AM - 5 PM	Internship 9 AM - 3 PM	Internship 9 AM - 5 PM	In Person: Becoming a Problem Solver Course 10 AM - 3 PM
		Travel		
Community Life Activities, Homework, etc. 5 PM - EOD	Community Life Activities, Homework, etc. 5 PM - EOD	In Person: Social Innovator's Toolbox Course 4 PM - 7 PM	Community Life Activities, Homework, etc. 5 PM - EOD	Community Life Activities, Homework, etc. 5 PM - EOD

“  
**LEARNING IS  
REFLECTION  
UPON EXPERIENCE.**”  
- John Dewey

\*Workshops and reflection mainly in-person with small group sizes, but includes some weeks with online synchronous or asynchronous content.

# 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

# PILOT RESULTS

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# PILOT RESULTS

## *Rigorous evaluation shows strong results*

Over the last seven years, we've demonstrated substantial impact on our 535 fellows and 180 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, with most launching high-purpose careers in the social impact sector.

# 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 skills employers want*

100%

Of alumni report **building the skills to becoming a more valuable employee.**

19/20

**Mentor-assessed skills and competencies showed improvement** from the midpoint to the end of the semester.



*“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*



*“My internship experience has given me more confidence with my decision to get my MBA and working to make businesses more socially and environmentally conscious.”*

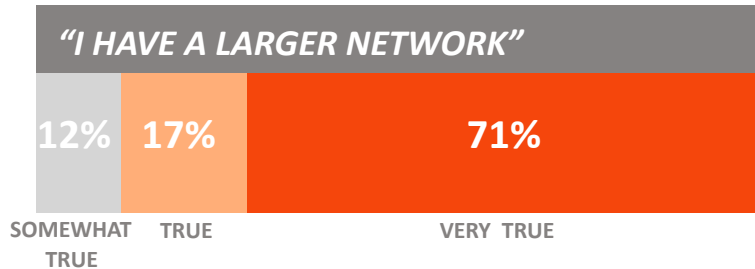
*-Jackie Nutter, UVM*



# PILOT RESULTS

## *Semester in the City builds networks*

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



*\*Survey conducted 6 months after program completion. No students selected "Not at all true." n=51 SITC alumni.*



*"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*



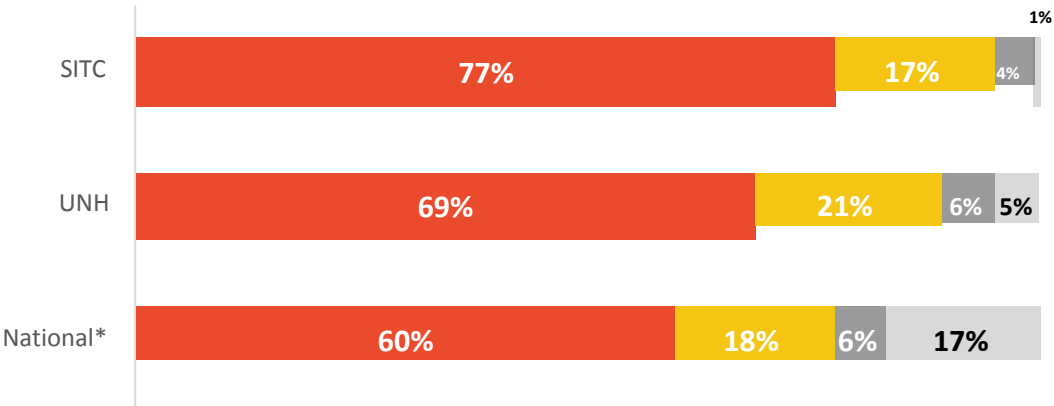
*"Semester in the City has taught me about myself and introduced me to forever friends and networks that are filled with endless opportunities."*

*-Desiree Oquendo, Becker*

# PILOT RESULTS

## *Semester in the City graduates get jobs*

- Full-Time Employment
- Graduate School\*\*
- Part-Time Employment
- 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.

\*\* Includes those already enrolled in graduate school or planning to enroll.



*"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*



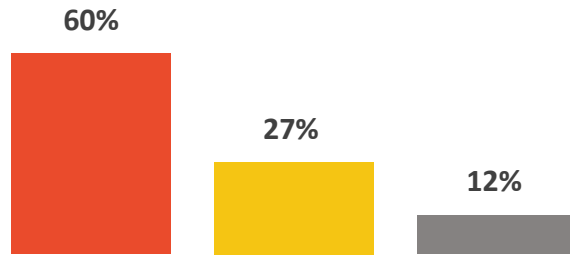
*"At a time when my generation feels like the world is falling apart just as we are coming into it, Semester in the City allows us to roll up our sleeves and make a difference in a supportive community."*

*-Alex Vergara, 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)
- All workers in the United States
- All job applications submitted on Handshake\*\* platform

*\*\*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*

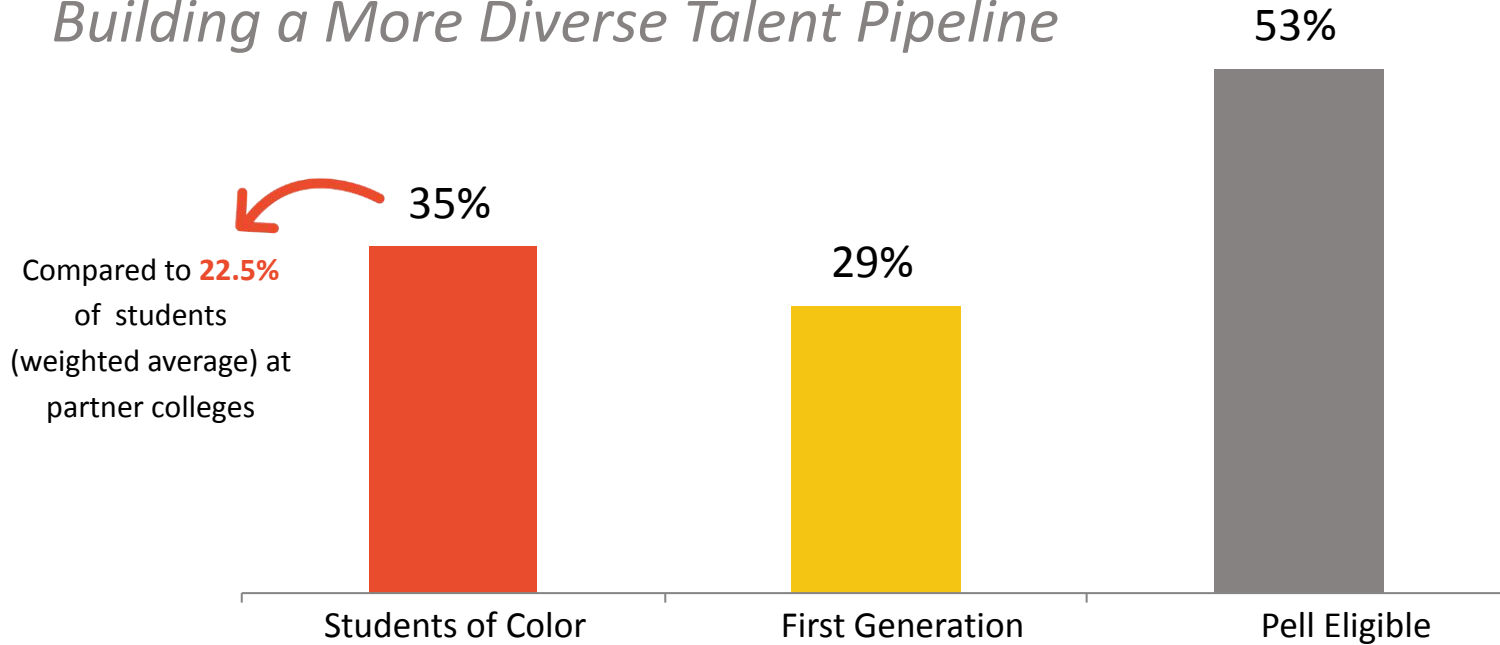


*"SITC taught me how to communicate well with colleagues and supervisors... SITC boosted my confidence and showed me that anything was possible and opportunities are endless. It taught me that hard work will take me anywhere I envision myself going"*

*-Maya Birks, UMass Dartmouth*

# PILOT RESULTS

## *Building a More Diverse Talent Pipeline*



**65 percent** of Social Innovation Fellows come from one or more of the above underrepresented groups.\*

*\*Based on data fall 2016 through spring 2020.*

# PILOT RESULTS

*Where are fellows placed?*

## We have partnered with:

**180** Social Impact  
Organizations

**16** New Social  
Impact  
Organizations  
in Spring 2023

## We have placed 4+ fellows at:

- 826 Boston
- All in Energy
- Berklee Institute for Arts Education and Special Needs
- Boston Area Health Education Center
- Cambridge Women's Center
- Center to Support Immigrant Organizing
- Charles River Watershed Association
- Citizen Schools
- Communities Responding to Extreme Weather (CREW)
- Community Resources for Justice
- Cradles to Crayons
- Dudley Street Neighborhood Initiative
- East Boston Social Centers
- Family Aid Boston
- Freedom House
- Friends of the Hernandez School
- Green City Growers
- The Ground Truth Project
- Hyde Square Task Force
- Immigrant Family Services Institute (IFSI-USA)
- Jamaica Plain Neighborhood Development Corporation
- Leading Cities
- Lena Park Development Corporation
- Louis D. Brown Peace Institute
- Madison Park Development Corporation
- Phillips Brooks House Association (PBHA)
- Pine Street Inn
- Playworks
- Project Hope
- Second Nature, Inc.
- St. Stephen's Youth Program
- Union Capital Boston
- Victory Programs

# COVID LEARNING & A MAJOR AMERICORPS INVESTMENT

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# COVID Adjustments

*The recent pandemic created substantial challenges for us while also accelerating innovation and, ultimately, growth*

The pandemic cost us money, partly through a steep dip in summer subleasing income from our apartments, while also adding covid testing costs and other challenges to an already full plate. \$500,000+ in emergency government support covered most of the financial losses and allowed us to maintain staff and grow enrollment. Enrollment for 2021-22 and 2022-23 averaged 101 (48.5 Fellows in the fall and 52.5 in the spring) up from 53 total in 2018-19 (20 in the fall and 33 in the spring) and 96 in 2019-20 (51 in the fall and 45 in the spring).

## **COVID innovations that helped us continue to grow and learn:**

- Our Wednesday evening class (The Social Innovator's Tool Box) and Friday class (Becoming A Problem Solver) were offered through a mix of synchronous and asynchronous online sessions, along with some in person;
- In spring 2021, we piloted SITC @ UNH and enrolled 12 students who completed our program from the UNH campus and participated in sustainability-focused internships; This format helped us explore a potential model for Semester for Impact (SFI) – a remote option that allows students to do their internships in their home college community;
- During peak covid semesters, most internships were mostly or entirely online, which helped build new skills in remote work (a likely core skill for future professionals) and allowed us to consider engagement and support of remote host organizations from Baltimore, Philadelphia, and New York

# AMERICORPS INVESTMENT

## *The federal AmeriCorps agency recently made a \$2.7 million investment in College for Social Innovation*

The AmeriCorps investment will help fuel our growth in Boston and nationally (through Semester for Impact) and provide additional support to our students. The “national direct” grant provides CFSI with about \$6,000 per student (up to 150 students) with potential to grow to support more students and to be renewed beyond the initial three years. AmeriCorps support provides important national validation for our program, additional support for our students, and an opportunity to build a deeper alliance between higher education and national service/experiential learning.

### **AmeriCorps Support Will Allow Us To:**

- Invest more in each student, including:
  - A post-service award of ~\$2000 that can be used to pay for tuition or to pay off student loans
  - Additional support for food and living expenses while in the program
  - Stepped up support of alumni
- Build capacity for the organization, by adding staff or consulting capacity to help with salesforce/technology, HR operations, evaluation, and finance
- Focus more on capacity building and mission impact for our host organizations. We have strong evidence of our impact on students and now we hope to build equally strong evidence for our impact on host organizations.

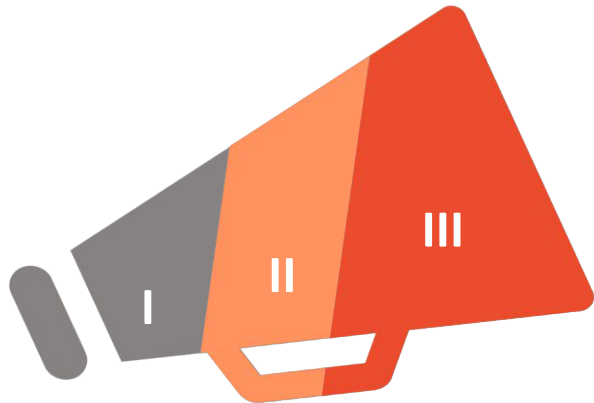


# FUTURE PLANS

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# FUTURE PLANS

## Three Phases of Growth



Phase I (FY16-19)	Phase II (FY20-26)	Phase III (FY26+)
<ul style="list-style-type: none"><li>• Established CFSI as new, growing and in-demand non-profit</li><li>• Built partnerships with 13 colleges that grant full academic credit to students doing CFSI</li><li>• Delivered strong results to diverse cohorts of students</li></ul>	<ul style="list-style-type: none"><li>• Scale Boston from 53 Fellows in FY19 to 150+ annually by FY26</li><li>• Building from the SITC@UNH pilot, launch <b>Semester for Impact</b> with 5+ college partners and growing to 60+ students enrolled annually by FY26</li><li>• Research and develop tools needed to spread ideas in Phase 3. Convene leaders and start influencing policy</li></ul>	<ul style="list-style-type: none"><li>• Continue running best in class experiential learning programs while increasing efforts to drive systemic changes in policy and practice</li><li>• Convene national learning community re experiential education and consider creation of experiential master's degree in nonprofit management and social innovation</li></ul>

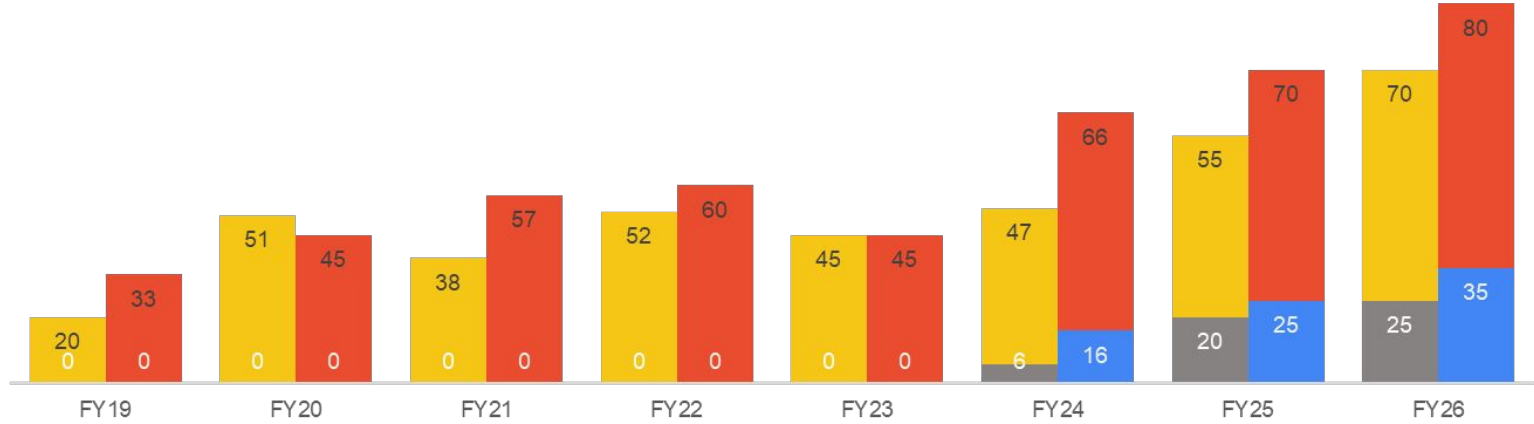
# IMMEDIATE PRIORITIES IN 2023 and 2024

- Continue to grow **Semester in the City in Boston** as our flagship program, growing it from enrolling an average of 101 students in FY22 and FY23 to ~113 in FY24, 125 in FY25, and ~150 in FY26. Deepen work with alumni through a learning community and LinkedIn group.
- Invest in **deep partnerships** with colleges that see the most strategic synergy with our work
  - As an example, University of Vermont, which now send us about 15 students a semester (5x what they send to another domestic study away program in Washington DC) sees CFSI as a centerpiece of their commitment to experiential education and as part of a strategy that has boosted enrollment in the UVM College of Arts and Sciences by 20+ percent in the last four years.
- **Deepen work on systemic change to promote greater and more equal access to “high-impact” learning across higher education.** This work will include strategic research, policy work, including efforts to link national service and AmeriCorps to college credit, and efforts to reform college accreditation to help equalize access to high-impact learning
- Launch **“Semester for Impact”** as a way to replicate the success of SITC Boston but with students completing their internships in their home college communities.

# FUTURE PLANS

## Enrollment by Semester SITC and SFI

■ SITC Fall ■ SITC Spring ■ SFI Fall ■ SFI Spring



	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26							
SITC Enrollment Growth		155%	35%	-25%	27%	37%	12%	-13%	-25%	4%	47%	17%	6%	27%	14%
SFI Enrollment Growth												233%	56%	25%	40%

\*SITC enrollment in FY21/22 includes 10 students who completed internships in remote locations

# PATHWAY TO SUSTAINABILITY

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# Key Background on CFSI's Budget & Sustainability Plan

- Over the last seven years we have grown earned revenue (mostly from college partners) to cover a about half of all organizational expenses
- As we grow, we achieve economies of scale because incremental/variable revenue per student significantly exceeds incremental/variable cost per student (~\$8100 v ~\$3600 for SITC)
- Achieving greater economies of scale plus the addition of AmeriCorps funding will grow these sustainable funding sources (earned revenue + AmeriCorps) to cover 87% of SITC and SFI fully loaded costs by FY26 (see next slide). If AmeriCorps funding grows as we grow (we rate this as a 50% possibility) then sustainable funding from earned revenue sources and AmeriCorps will cover ~97% of SITC/SFI costs by FY26 (see slide 32). SFI will actually run a small positive surplus by FY26 because it is a lower cost delivery model
- In either scenario, there is an important role for philanthropy, as:
  - A bridge to sustainability over the next 3-4 years
  - Ongoing support for new initiatives and policy and research efforts (we call this “field-building”)
  - Scholarships and other efforts to provide extra support to students

# FUTURE PLANS

## Organizational Budget, FY19-FY26, Scenario #1

	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected
# Students - SITC Boston	53	96	95	112	90	113	125	150
# Students - SFI	0	0	0	0	0	22	45	60
<b>Projected Revenue</b>								
Philanthropy + In Kind Contributions	\$1,122,864	\$1,067,277	\$1,282,790	\$1,223,054	\$1,327,000	\$1,052,500	\$1,052,500	\$1,052,500
AmeriCorps/Govt	-	-	-	-	-	\$813,600	\$904,000	\$904,000
SITC Earned Revenue	\$782,198	\$1,128,563	\$1,066,928	\$1,333,277	\$1,205,727	\$1,460,049	\$1,659,730	\$1,979,500
SFI Earned Revenue	-	-	-	-	-	\$125,290	\$256,275	\$341,700
<b>Total Revenue</b>	<b>\$1,905,062</b>	<b>\$2,195,840</b>	<b>\$2,349,718</b>	<b>\$2,556,331</b>	<b>\$2,532,727</b>	<b>\$3,451,439</b>	<b>\$3,872,505</b>	<b>\$4,277,700</b>
<b>Projected Expenses by Category</b>								
Personnel, Taxes & Benefits	\$1,132,661	\$1,296,772	\$1,194,252	\$1,480,144	\$1,543,418	\$1,859,594	\$2,092,611	\$2,289,132
Facilities - HQ					\$49,000	\$55,000	\$57,750	\$60,638
Facilities - Student Apartments	\$500,664	\$547,948	\$553,626	\$562,324	\$504,696	\$607,860	\$656,489	\$754,962
Program Cost (SITC + SFI)	\$90,040	\$151,739	\$163,443	\$222,789	\$209,856	\$306,126	\$387,044	\$485,407
Consulting/Professional Services	\$66,744	\$77,119	\$80,019	\$108,025	\$75,000	\$157,000	\$184,700	\$199,675
General & Administrative	\$109,250	\$107,365	\$92,611	\$110,486	\$137,750	\$152,535	\$159,812	\$167,452
<b>Projected Expenses by Initiative</b>								
Semester in the City (SITC) including overhead	-	-	-	-	-	\$2,518,872	\$2,780,478	\$3,040,560
Semester for Impact (SFI) including overhead	-	-	-	-	-	\$400,284	\$503,531	\$648,029
Fieldbuilding (research, convenings, policy)	-	-	-	-	-	\$218,959	\$254,399	\$268,677
<b>Total Expenses</b>	<b>\$1,899,359</b>	<b>\$2,180,943</b>	<b>\$2,083,951</b>	<b>\$2,483,768</b>	<b>\$2,519,720</b>	<b>\$3,138,115</b>	<b>\$3,538,406</b>	<b>\$3,957,266</b>
<b>Net Income</b>	<b>\$5,703</b>	<b>\$14,897</b>	<b>\$265,767</b>	<b>\$72,563</b>	<b>\$13,007</b>	<b>\$313,324</b>	<b>\$334,099</b>	<b>\$320,434</b>
<b>Accumulated Surplus</b>	-	-	-	-	-	\$885,132	\$1,219,232	\$1,539,666
<b>% SITC/SFI Costs Covered by ER + AmeriCorps</b>						<b>82%</b>	<b>86%</b>	<b>*87%</b>

87% of SITC/SFI costs covered by earned revenue + AmeriCorps by FY26



\*philanthropy will continue to be used for new initiatives, field-building and systemic change initiatives and to provide some scholarship support for high-need enrolled students

# PATHWAY TO SUSTAINABILITY

## Funding by Source, scenario #1

87% OF PROGRAM COSTS COVERED BEFORE PHILANTHROPY BY FY26 (SCENARIO #1)





# PATHWAY TO SUSTAINABILITY

*\$8.5 Million Raised, \$3 Million More Needed to Reach Sustainability*

## COMMITTED FUNDING TO DATE (All-time)

*Since our launch in summer 2015 we have raised \$8.5 million, primarily from leadership donors, as well as an additional ~\$5.5 million in earned revenue.*

### \$1,000,000+

- Dorot Foundation

### \$500,000+

- Anonymous Foundation (2)
- Devonshire Foundation
- Germeshausen Foundation

### \$200,000+

- The Boston Foundation
- Canaday Family Charitable Trust
- Highland Street Foundation
- Schwarz, Fritz
- Skoll Foundation

### \$100,000+

- AlGar Foundation
- Atwood Family
- Bilger Family Foundation
- Burnes Family Foundation
- Charina Foundation (Richard and Ronay Menschel)
- Charlotte Foundation
- Cross, Marian
- Cummings Foundation
- Frieze Family Foundation
- Levin, Becky and Mark
- Lovett-Woodsum Foundation
- Riley Foundation
- Samuel Freeman Charitable Trust
- Schlesinger, Len

### \$50,000+

- Butler, Lisa
- Craig, Tom
- Deshpande Family Foundation
- Goodwin Procter (in-kind)
- O'Hanley, Ron

### \$20,000+

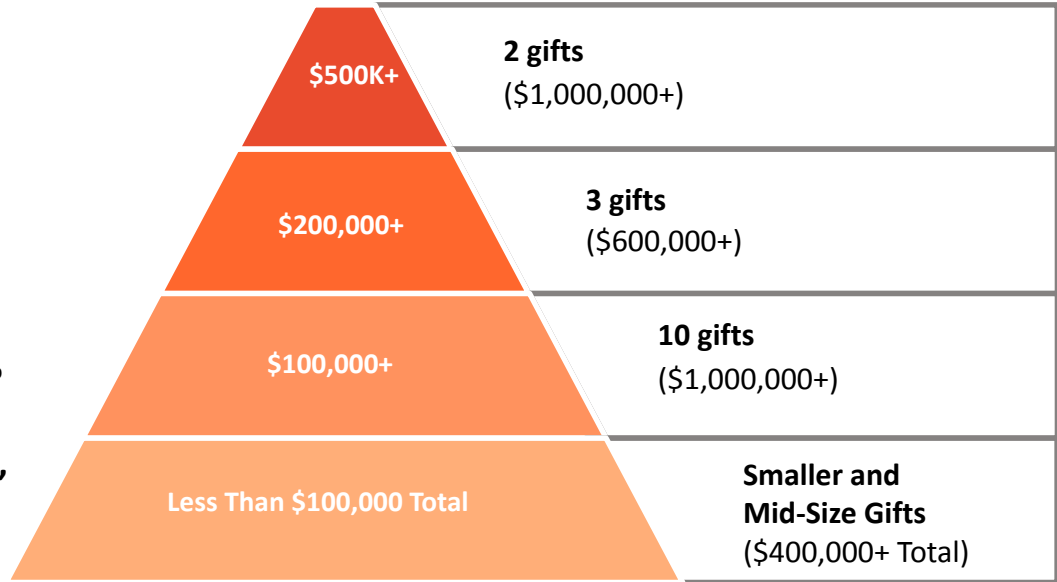
- Anonymous (2)
- Baton Rouge Area Foundation
- Dunn Family Charitable Foundation
- Jenjo Foundation
- Mannion, Tristin and Marty
- Nunnally, Mark and Denise Dupree
- Schrafft Charitable Trust
- Seth Sprague Foundation
- Vila B. Webber 1985 Charitable Trust
- Wellington Management Foundation

# PATHWAY TO SUSTAINABILITY

## *Strategy to Raise \$3.0 Million*

CFSI seeks to raise \$3 million, mostly in new multi-year investments of \$100,000+. These investments plus modest ongoing fundraising from annual giving campaigns and funds already committed will build the essential **bridge to sustainability.**

**By FY26, earned revenue will cover 87% to 97% of Semester in the City and Semester for Impact's fully loaded costs, depending on whether AmeriCorps funding grows as we grow.**



# TEAM

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**Eric Schwarz**  
Founder and CEO



**Dolita Cathcart**  
Chief Program Officer



**Lihuan Lai**  
Chief Operating Officer



**Vicky Ajene**  
Director of Internships



**Alex Johnson**  
Director of Semester for Impact



**Katy Tucker**  
Director of Recruitment, College Partnerships



**Erin Demers**  
Manager of Student Recruitment



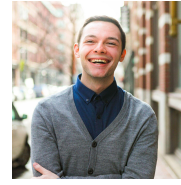
**Hannah Osborn**  
Manager of Development & Special Initiatives



**Kat Jackson**  
Manager of Semester for Impact



**Katie Murray**  
Assoc Director of Talent Development



**Colin Loftus**  
Senior Mgr. of Student Enrollment



**Kimara Merceron**  
Manager of Internships



**Shea Galluzzi**  
Manager of Marketing & Communications



**Jenna Sencabaugh**  
Manager of Internships



**Edith Buhs (PT)**  
Senior Program Advisor



**Jessica Reilly**  
Campus Compact AmeriCorps Data & Analytics VISA



**Valerie Brathwaite (PT)**  
Case Manager/Social Worker



**Rachel Burke**  
Snr. Manager of Student Support & Operations



**Giselle MacNaughton**  
Associate Manager of Student Support & Program Operations

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