

ChangeTheWorld.org Social Venture Consulting Program PT MBA Application Instructions

Thanks for your interest in this semester's Grassroots.org Social Venture Consulting program! The application process is outlined below, and project descriptions for this semester's clients are attached.

Application Process:

1) Read through the attached document. Visit websites, familiarize yourself with the clients and projects, and think about which ones you'd like to work on this semester. Make especially sure to visit ChangeTheWorld.org to view examples of past projects and review resources.

2) E-mail the following to csvc@rhsmith.umd.edu NO LATER than **5:00 p.m. on Wednesday, February 1st**.

- **Cover letter** that describes your interest in the program, what skills/experiences you bring to the table, and what you hope to get out of working with these clients. You should clearly state what your **top three** project choices are and why.

- **Resume**

Please submit both of these as one document (either .doc or .pdf)

3) We will screen resumes/cover letters on a rolling basis and invite applicants to short, 15-minute phone interviews to take place the week of **February 6th**. Look for an email from me with available dates/times after the applications close.

*Suggestion: Do your homework! Spend time exploring the client's website, social media profiles, Google searches, etc. – being able to demonstrate your understanding of who they are and what they do in your cover letter and/or interview is a huge plus.

**Save the Date! Selected consultants are expected to view all workshops that are available online as well as participate in two mandatory workshops on the College Park Campus (Note: If you have class during either of the workshops, we don't expect you to skip for the workshop and this won't affect your eligibility for the program.)

Project Management (**Available Online**)

The Language of Non-Profits (**Available Online**)

Scoping (**Available Online**)

Packaging Your Deliverable with Deloitte (**Tentatively April 19th, 6 PM**)

Final Client Presentations (**Tuesday May 8th, 5 PM-9 PM**)

If you have any questions please email Guillermo Olivos at golivos@rhsmith.umd.edu.

Attachment Parenting International

www.attachmentparenting.org

Location: Bluff City, TN



Service Area: Public/Societal Benefit

Functional Area: Revenue Strategy

Mission: API promotes parenting practices that create strong, healthy emotional bonds between children and their parents. Through education, support, advocacy and research, our principal goal is to heighten global awareness of the profound significance of secure attachment - not only to invest in our children's bright futures, but to reduce and ultimately prevent emotional and physical mistreatment of children, addiction, crime, behavioral disorders, mental illness, and other outcomes of early unhealthy attachment.

Project: API is seeking consultants with an interest in revenue generation opportunities, and is open to creative solutions to increase financial buoyancy. Specifically, discussions have gone through the Board and Executive Staff on a potential Retail Program. Is there demand for promotional products branded with the API logo (e.g., baby-wearing slings, t-shirts, bumper stickers, pieces of jewelry, books)? API needs a high quality revenue analysis on whether such a venture would be profitable or feasible.

Additional advising is welcome on the API Membership Model— for seventeen years API members have paid \$35 per year on average in a tiered model. What is the benefit of membership? Is this an appropriate price point? How can they reduce member turnover? How can API improve its use of data to better make organizational decisions?

Developing Innovations In Navajo Education

<https://sites.google.com/a/dineinc.org/navajofarms/>

Location: Flagstaff, AZ

Service Area: Arts/Culture/Humanity/Recreation

Functional Area: Market and Operational Strategy

Mission: To provide education and economic development services for communities of the Navajo Nation. These services include, cultural preservation, traditional agricultural support, secondary school education, peacemaking training.

Project: Developing Innovations In Navajo Education (DINE) has recently broken ground on its 7,000 square foot Navajo Institute For Cultural Arts (NICA.) NICA will serve Navajo clients of all ages from youth to adult with cultural arts programming and training including film making, video production, visual arts, performing arts, writing, traditional crafts (weaving, jewelry making, beading, pottery), cultural preservation activities, language preservation activities and traditional spiritual awareness. The facility will also serve as a working studio for Navajo and Native American artists and cultural practitioners. The closest competing institute of this kind is the Institute For American Indian Arts in Santa Fe, but there is no institute specifically focused on Navajo arts.

DINE is requesting guidance and support for from a consulting team for creating the programming and operational functions for NICA. This will include strategic advice on potential allies locally and nationally in film, arts, writing, and cultural preservation. Which institutions, universities, arts agencies and other sources of support would be the best partners to access equipment, training, internships and reciprocally beneficial culturally based projects with Native American themes? Similarly, what is the best way to market and brand NICA in a way that gets both supporters and customers interested and involved?



Desert Manna

www.desertmanna.com

Location: Barstow, CA



Service Area: Public/Societal Benefit

Functional Area: Strategic Planning

Mission: To provide services to homeless and low-income men, women, and children in the Barstow, California area. Services include shelter, food, utilities assistance, clothing, Greyhound bus vouchers, job search assistance, and case management.

Project: Desert Manna began in 1988 as a three day per week sack lunch program for homeless individuals. Services have expanded considerably since that point in time and the organization now provides 55,000 services each year to those in need. However, the organization has not done a community needs assessment in some years, and desires a strategic overview of whether or not the services it is providing are the right ones and leading to positive outcomes.

The organization would like additional assistance in process management/analysis issues. Desert Manna has no program outcomes or evaluations systems in place, and lacks a history of services provided over the years. Consultant suggestions on ways to collect and analyze data would be extremely valuable to the organization today and going forward.

EduSerc

www.eduserc.org



Location: Laurel, MD

Service Area: Education/Research

Functional Area: Marketing, Strategic Development

Mission: The mission of EduSerc is to build an infrastructure of resources to strategically and creatively address needs in the community that can be solved through educational and innovative programs and services. Our overall method for our mission is to develop innovative career, professional and workforce development programs in a number of industries and connect youth, parents and schools with corporations, internships and other resources in the community.

Project: The project involves the development of a strategic plan of marketing and execution for building a physical mini-campus to serve as a community business incubator of educational services, training and resources in workforce development for secondary schools, job seekers and internships for youth. This involves a strategy for marketing to investors, philanthropists and businesses to invest, donate, sponsor and contribute to the purchase of land, building of our campus and leasing of the space for their businesses. This also involves the development of an execution plan for businesses to utilize a local site on a smaller scale with the goal of growing out of the facility eventually into the mini-campus.

Drop In The Bucket

www.dropinthebucket.org

Location: Los Angeles, CA

Service Area: International

Functional Area: Strategic Development



Mission: Drop in the Bucket constructs wells and sanitation systems at large rural schools in sub-Saharan Africa. Since forming in 2006, we have completed over 150 projects in six different countries there. Drop In The Bucket was formed by a group of entertainment industry professionals who decided to do something about the fact that every day, children in Africa are dying of preventable water-borne diseases. We believe we can help create a world in which children are safe, healthy, educated and free from fear. And we believe that the key to achieving those ends is clean water and sanitation.

Project: Drop In The Bucket is currently expanding our program in South Sudan to include the region of Bahr al Ghazal. This is an area that is currently being flooded with refugees/returnees from the split between Sudan and the newly created country of South Sudan. The situation is urgent and dire with very little in the way of infrastructure in the area. A good development plan for water and sanitation in this area is critical right now, and Drop in the Bucket has been working to meet the needs of the community there.

Drop In The Bucket is currently running 30+ projects at a time. The organization realizes the need to build brand awareness and increase business partnerships in the United States. They have a number of existing funders in place but would like a strategic eye to see how to hammer down a sustainable strategic development strategy.

Cultural Academy For Excellence (CAFE)

www.cafeyouth.org



Location: Hyattsville, MD

Service Area: Education/Research

Functional Area: Finance/Accounting

Mission: CAFE is a youth-based program which uses the performing arts as the catalyst to develop the passion and discipline for learning, leadership, and academic achievement.

Project: The Cultural Academy for Excellence, is seeking assistance in restructuring and strengthening its finances. CAFE is currently undergoing tremendous growth and development in order to meet the academic needs of its students. CAFE board members recently held a series of workshops and training from the Maryland Non-Profit Association on how to be effective Board members and the role of the board. Additionally, CAFE is partnering with the University of Maryland, College Park and University of Virginia, Charlottesville, on projects that include improvement in P/R, social media, marketing and strategic planning.

However, the critical area of financial planning, growth and management has not been addressed. It is important that as we grow and implement these organizational changes we must also restructure and address the additional financial requirements that is necessary to accommodate the changes. CAFE understands first hand that being a non-profit does not mean that CAFE should not be profitable. CAFE understands fully-especially during this economic crisis-that without proper financial management, reporting, policies and procedures in place the changes will not achieve that success that is planned. 80% of funding comes through grants, and CAFE would like to explore the potential of bringing that number down. Additionally, CAFE would like an analysis of the potential benefits/feasibility of expanding its programs— should they run after school programs in addition to Saturday programs?

Pratham

<http://www.prathamusa.org/>

Location: Reston, VA

Service Area: International

Functional Area: Marketing



Mission: Unlike most other nongovernmental organizations (NGOs), which tend to start small, Pratham began with grand ambitions and has taken off from there. Our work began in the slums of Mumbai in 1994 where we were established as a Public Charitable Trust in 1994 by the Commissioner of the Municipal Corporation of Greater Mumbai, UNICEF and several prominent citizens of the country.

Over the years, the Pratham network has expanded to almost every state in India. Today, our direct programs—including pre-schools, community libraries and remedial learning programs—reach hundreds of thousands of children every year. Central to this success has been a whole new way of approaching the education problem in India and a new way of implementing programs to create a national impact.

Project: Pratham USA is a self-described “primitive” place when it comes to understanding and leveraging social media marketing tools. Currently there are ten to twelve different chapters of Pratham across the country, each with its own Facebook and Twitter account. Is this the appropriate strategy? How can Pratham ensure consistency in messaging? What are best practices in the social media space, and how much time should be devoted to social media? Where is Pratham falling short? Consultants should conduct an extensive analysis of current Pratham web presence, and make recommendations based on best practices and market research.

Evacuteer

<http://www.evacuteer.org/>

Location: New Orleans, LA



Service Area: Public/Societal Benefit

Functional Area: Strategic Development

Mission: The mission of evacuteer.org is to keep New Orleans' highest need residents safe during a hurricane or disaster evacuation. We will accomplish this by recruiting, training, and coordinating a corps of community leaders to assist the City of New Orleans in executing its evacuation plans and by engaging New Orleanians in emergency preparedness activities through the use of new and innovative advocacy strategies.

Project: Evacuteer.org would like to develop a new strategic 5-year plan that outlines key objectives and goals that take into account the last three years of growth (ability to train 500 volunteers annually, partnerships with 20+ organizations/groups, all volunteer-based staff and no consistent funding source) There should be a general focus on future sustainable development and organizational growth to eventually incorporate the greater Gulf Coast Area. Some project components would include:

- Identifying alternative/sustainable revenue sources to obtain financial stability. Assess different revenue options -Independent donor drives, fundraising models, grant possibilities.
- Organization capacity-building- Review internal structure, evaluation of staff/Board/ELC role definitions, formalization of partner group relationships, develop specific performance measures.
- Creating a consistent evaluation method to use in grant-writing/donor drives that shows proven success with hard numbers

Cardborigami

www.carborigami.org



Location: Los Angeles, CA

Service Area: Public/Societal Benefit

Functional Area: Finance/Budgeting

Mission: Cardborigami is an innovative and thoughtful approach to alleviate homelessness due to disaster or poverty. The product is a portable shelter that provides privacy and protection from the elements. The shelters are waterproof, flame-retardant, and can fold open and closed in less than a minute with no assembly required. This provides instant space and shelter for those who have nothing. When not in use or when being transported, each unit can be folded into a size that is easily carried by a single person.

Cardborigami's vision is to bridge the gap between design and humanity by attracting attention to social issues such as homelessness through design.

Project: A fully functional business plan would be the ideal end-product. Our wish is to have in our possession a plan that includes budgeting sheets, accurate production/distribution costs and models by which these can be implemented, organizational costs spreadsheets, start-up costs, management structure, and market research to serve both our disaster relief efforts as well as our homeless aid efforts. Since funding for Cardborigami is designed to be sustainable, ideally, the business plan would accommodate this objective by including a fiscal model by which this can be implemented. In other words, the organization would pull in revenue from the sale of these units to both governmental and non-governmental agencies alike for disaster relief (i.e.: FEMA, Red Cross, etc.). Please note that there are two distinct units that share the same design, but differ drastically in size and scale.

The main focus of this project is to assemble, or create, a functional business plan that will enable Cardborigami to begin production, distribution, and marketing of its homeless shelters. In addition, the business plan would contain means for operating the organization (i.e.: balance sheets, management structure, and strategic planning).

Perhaps the most important components of the business plan--that requires professional assistance--would be the creation of an organizational model and budget for the mass production and distribution of the Cardborigami units. The successful completion of our business plan will enable us to functionalize all our operations, in turn, providing a structure on which the organization can fully operate. The contribution this project will make to our organization will help us launch. It will not only benefit our organization, it will help us aid the disenfranchised population.

Kettle Kinship

www.kettlekinship.org



Location: Sandstone, MN

Service Area: Public/Societal Benefit

Functional Area: Finance/Budgeting

Mission: Kettle Kinship builds brighter futures and stronger communities within Pine County by engaging caring citizens to enrich the lives of local youth through mentoring relationships.

Project: Kettle Kinship would like to explore and possibly develop an earned income stream to add to its revenue mix. Pine County, Minnesota, is a rural, poor county in Minnesota that is not considered metro (for the Twin Cities of St. Paul and Minneapolis), north (the Duluth/Iron Range), or central (Brainerd Lakes region), and therefore is not eligible for United Way funding systems currently in place for the region.

The organization has yet to identify a similar stable funding source for covering general operating costs, especially staffing. Kettle Kinship employs one part-time staff member to manage the program, but the need for mentors is great enough to employ at least a full-time staff person. Fundraising, donations and some project grants are the current sources of income.

Possibilities for earned income include: (1) the creation and sale to other mentoring/after school programs of a customizable reporting tool in which mentors can log on to a program's website and easily document their volunteer hours, activities, etc. (thus, reducing staff time to collect such information and holding mentors accountable to their commitments), (2) marketing/selling items made by inmates on behalf of Kettle Kinship in an online store format (there are four prisons in the area), and/or (3) selling mentoring materials created by staff for use by other programs. The organization would be open to other suggestions as well for generating earned revenue. Consultation and assistance is requested for researching the one or more of the above options for: legal requirements and steps involved, costs for set-up and ongoing operational costs, time line for implementation, time needed for set up, time commitment needed to maintain the funding stream once it is operational, and, of course, potential revenue, so that the board can evaluate the options and determine a course of action related to generating earned income in order to help sustain the nonprofit mentoring program.