Strategic Planning Project Final Report Out

December 12, 2016

MEBANE FOUNDATION
Catalyst for Innovation & Excellence in Education

Agenda

(1) Project Overview

(2) SWOT

(3) Strategy Statements

(4) Implementation Plan: Priorities, Objectives, Initiatives & Metrics
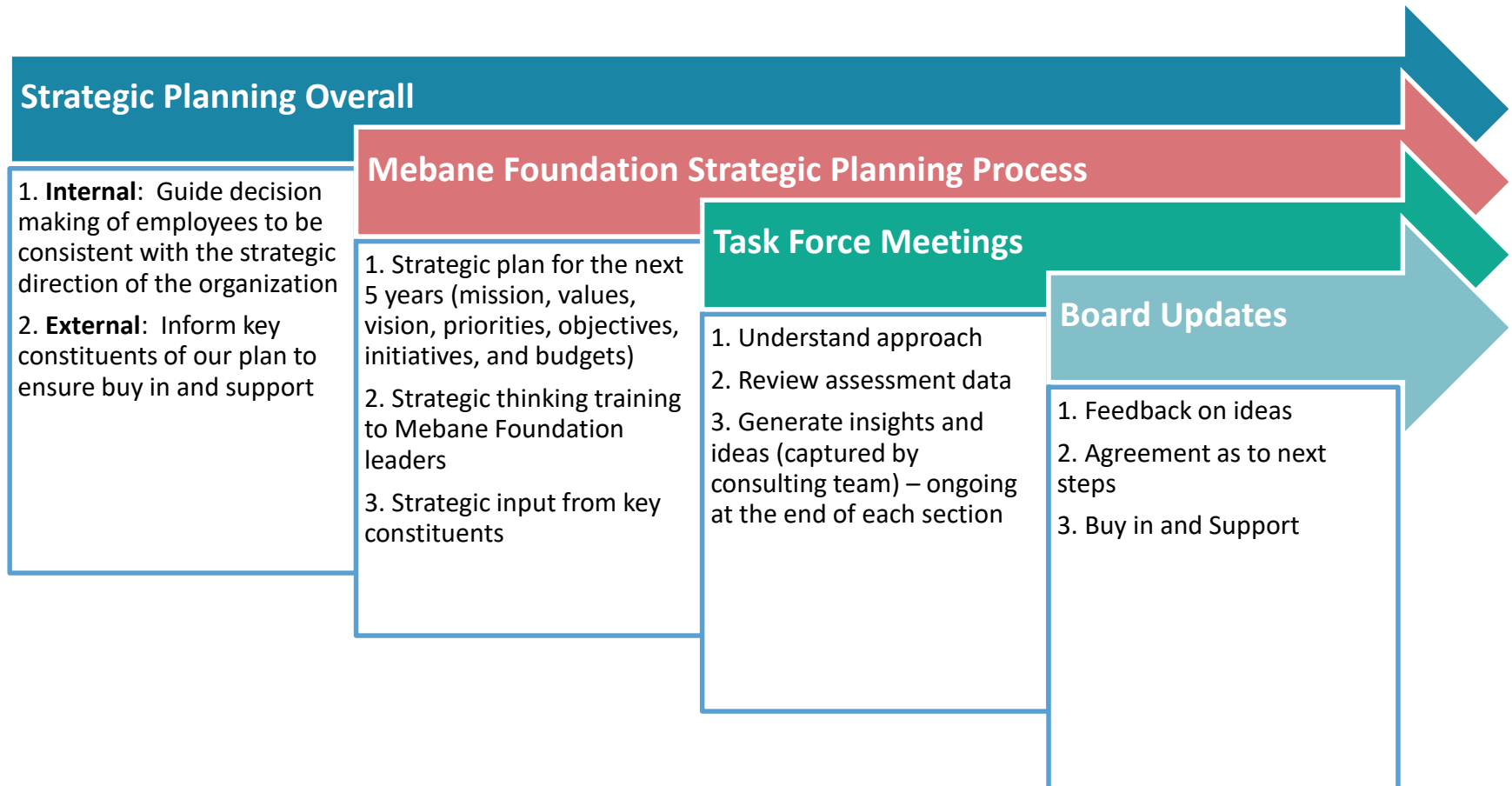
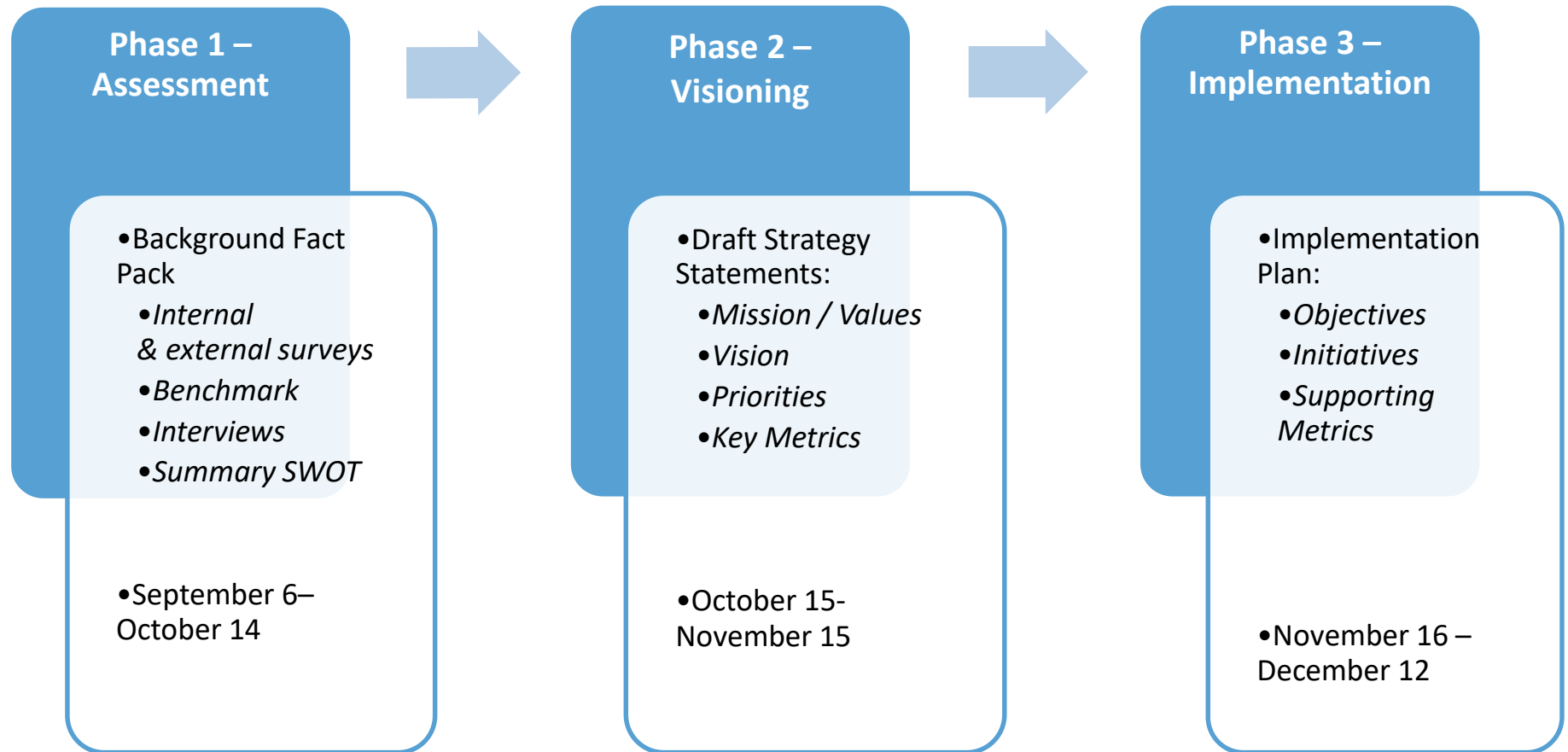**1** **Project Overview**

2 SWOT

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4 Implementation Plan: Priorities, Objectives, Initiatives & Metrics

Our goals and methodology

Strategic Planning Overall

1. **Internal**: Guide decision making of employees to be consistent with the strategic direction of the organization

2. **External**: Inform key constituents of our plan to ensure buy in and support

Mebane Foundation Strategic Planning Process

1. Strategic plan for the next 5 years (mission, values, vision, priorities, objectives, initiatives, and budgets)

2. Strategic thinking training to Mebane Foundation leaders

3. Strategic input from key constituents

Task Force Meetings

1. Understand approach

2. Review assessment data

3. Generate insights and ideas (captured by consulting team) – ongoing at the end of each section

Board Updates

1. Feedback on ideas

2. Agreement as to next steps

3. Buy in and Support

Dr. Paul Friga

The 3 phases of the strategy project

Phase 1 – Assessment

- Background Fact Pack
  - *Internal & external surveys*
  - *Benchmark*
  - *Interviews*
  - *Summary SWOT*

- September 6– October 14

Phase 2 – Visioning

- Draft Strategy Statements:
  - *Mission / Values*
  - *Vision*
  - *Priorities*
  - *Key Metrics*

- October 15- November 15

Phase 3 – Implementation

- Implementation Plan:
  - *Objectives*
  - *Initiatives*
  - *Supporting Metrics*

- November 16 – December 12

Dr. Paul Friga

Master Schedule (updated)

Assessment

Phase I

Week	Date	Time	Meeting
1	9/6	3:15-5	Consulting Team
2	9/14	3:15-5	Consulting Team
3	9/19	9-2	**Retreat & Kickoff**
3	9/21	3:15-5	Consulting Team
4	9/28	3:15-5	Consulting Team
4	9/29	10-11 am	Task Force 1
5	10/3	3:15-5	Consulting Team
5	10/4	4-5 pm	Task Force 2
6	10/12	3:15-5	Consulting Team
6	**10/14**	**9-10 am**	**Board Update 1**

Visioning

Phase II

Week	Date	Time	Meeting
8	10/24	3:15-5	Consulting Team
8	10/25	4-5 pm	Task Force 3
9	11/2	3:15-5	Consulting Team
10	**11/7**	**4-5 pm**	**Task Force 4**
10	11/9	3:15-5	Consulting Team
11	**11/15**	**11 am – 12 pm**	**Board Update 2**

Implementation

Phase III

Week	Date	Time	Meeting
11	11/16	3:15-5	Consulting Team
13	11/28	4-5 pm	Task Force 5
13	11/30	3:15-5	Consulting Team
14	12/7	4-5 pm	Task Force 6
15	**12/12**	**2-3 pm**	**Final Report Out**

Consulting Team

Lead Consultant

Paul Friga

- Director of Student Teams Achieving Results and Global Business Projects
- Previously worked for PwC and McKinsey & Company
- Received his PhD and MBA from UNC Kenan-Flagler

Kimberly Baudhuin

- BSBA '18, PR minor
- Consulting and Marketing emphasis
- Honors College
- Academic Benchmarking Consortium Summer Intern (2016)

Juliana Sirois

- BSBA '18, Neuroscience minor
- Consulting emphasis
- Honors College
- Extended Stay America Real Estate Development Summer Intern (2016)

Key responsibilities include secondary research, primary research, analysis of options, slide deck creation, and updates to key constituents

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Mebane Foundation Task Force

Task Force Leader

Larry Colbourne

- President of The Mebane Foundation
- Board chair for Davie Family YMCA
- Member of the Mocksville Rotary
- 12 years with Wachovia
- Three-year letterman on Demon Deacon baseball team

Marianne Cheek Mebane

- Chairperson, Mebane Foundation Board of Directors
- The North Carolina Museum of Art Trustee
- Member of NYU Medical Center Chairman's Circle Advisory Board

William Mebane

- Financial planning and analysis manager
- B.S in accounting from Elon University, Masters of Science in Accountancy from Wake Forest University

Dr. Mary Rittling

- Davidson County Community College President
- Previous president of Potomac State College
- B.S. & M.S. in Nursing, Doctorate of Education from Columbia

Key responsibilities include bi-weekly meetings to generate draft strategy statements and support research, interactions with key constituents, and reporting to the full board.

Foundation Board

Larry C. Colbourne
*Mebane Foundation
President*

Paul R. Barkus
*Managing Director,
Bessemer Trust*

Paul H. Livingston, JR
*Attorney, Schell Bray Aycock Abel &
Livingston PLC*

Donald C. McMillion
*President, McMillion
Capital Management, Inc*

Marianne Cheek Mebane
*Chairperson, Mebane
Foundation Board of Directors*

William Mebane
*Financial Planning and
Analysis Manager, Unifi, Inc*

Dennis W. Quaintance
*Founder, CEO, Chief Design
Officer, Chief Storytelling
Officer of Quaintance-Weaver*

Dr. Mary E. Rittling
*President, Davidson County
Community College*

1 Project Overview

2 **SWOT**

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SWOT Analysis Content – *What is our starting point?*

Internal Analysis

Strengths	Weaknesses

Traits within our organization that we could leverage in the future or mitigate through strategic actions

External Analysis

Opportunities	Threats

Elements outside of our organization of which we have no control but that could (and should) affect our strategy

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SWOT - as of 2016

Strengths
- Dedicated and talented leadership
- Financial flexibility
- Past experience in this space (Pre-K literacy programming)

Weaknesses
- Lack of clear direction and decision making criteria
- Missing key constituent input, good stakeholder engagement in the community
- Potential for sunk cost fallacy

The Mebane Foundation

Threats
- Wasting limited resources
- Poor economic conditions could lessen returns
- State politics (decrease in literacy funding or restrictive legislation)

Opportunities
- Key strategic partnership (funding, tutoring, and/or technology)
- Become role model for national literacy efforts (start small with segments in NC)
- Tap into creative entrepreneurial community: award or shark tank

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1 Project Overview

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3 **Strategy Statements**

4 Implementation Plan: Priorities, Objectives, Initiatives & Metrics

Strategy statements

Mission Statement

Statement which specifies a firm's purpose or "reason for being" and the primary objective toward which the firm's programs & plans should be aimed. Statement specifying the firm's key constituents and how the organization will serve them. It must be clear and understood.

Vision Statement

Statement describing what the organization strives to be at some future time. It should be specific and motivating.

Values

It is what we believe in, our guiding principles, and how we interact.

Mission

Vision

Values

Priorities

Objectives

Initiatives

Actions

Dr. Paul Friga

Strategy Statements

Mission

Preparing **children** for life through **literacy**

Vision

A catalyst for **literacy innovation** in North Carolina and beyond

Values

Passion – We care about the future of our children
Agility- We operate with flexibility
Impact- We want to have a significant influence

Priorities – 2017-2021

1. **Partner**
   - Foundations
   - Education providers/teachers
   - Technology players
   - Communities
   - Schools

2. **Prioritize Investments**
   - Number of students
   - % improvement

High

Number
of
students
impacted

Low

Low   Level of impact: High
       % improvement
       in literacy

3. **Popularize**
   - Tell the story of our investments and impact
   - Share the success/model/outcomes on a global scale

1 Project Overview

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4 **Implementation Plan: Priorities, Objectives, Initiatives & Metrics**

Our proposed Mebane Foundation decision-making lens (3D)

Mebane Investments Past Year (2015-2016)

The size of the bubble represents amount of money contributed

*Hill Center bubble not to scale for sake of readability

Key:

- Hill Center – Moorseville
- Brookstone School
- Read to Achieve – Davie County
- YMCA
- Summit/Triad Academy

Number of students impacted — High / Low

Level of impact: % Improvement in Literacy — Low / High

$643k
$91K
$25k
$50k
$25k
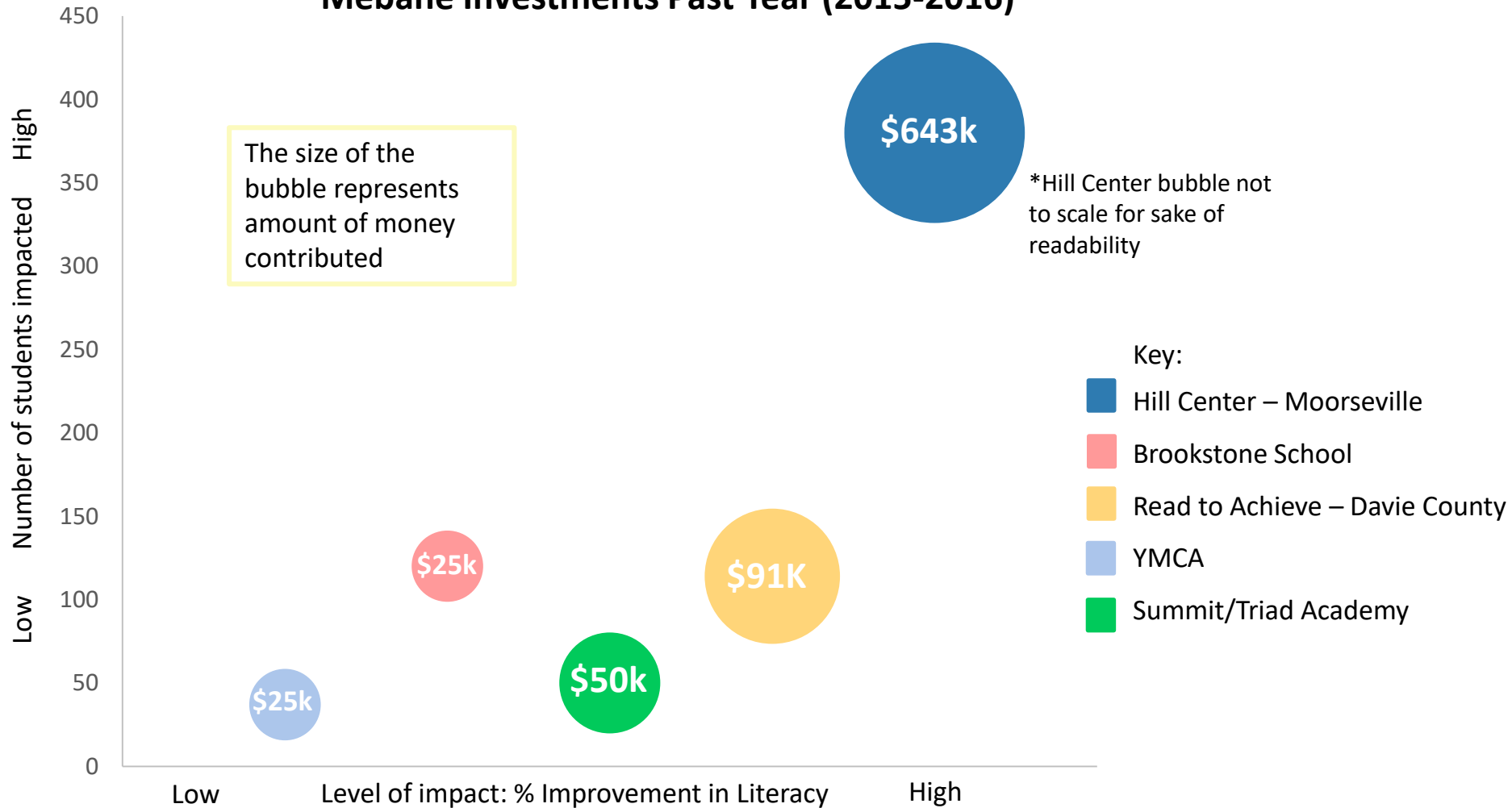
Supporting details for evaluating/tracking investments : 2015-2016

Organization	Description	Program Length (Weeks)	Students Directly Impacted	Level of Impact (ranked)	2016 $ Commitment
Hill Center - Mooresville	School day program	36 (school year)	380	1	$ 643,000 *Roughly half was one-time technology investment*
Reach to Achieve -Davie County	Summer program	4	114	2	$ 90,975
Summit/Triad Academy	Summer program	5	50	3	$ 50,000
Brookstone School	Summer program	6	120	4	$ 25,000
YMCA	Summer program, before/after school program	52	37	5	$ 25,000

Implementation plan nomenclature and context

Priority – thing we do to live our mission and achieve our vision; first of mind; more important than other things; could be noun or verb statement

- **Objective** – A thing aimed for; goal/target that if accomplished would indicate significant progress on the priority

  - **Initiative** – summary statement of actions; usually lead with a verb

- **Priorities are for a 5-year period (2017-2021) – mission, values and vision are intended to last for longer periods of time and only reset as needed**

- **Objectives are intended to be accomplished at some point over the 5-years and are not intended to be completed at once or all within the first year**

- **Some may be completed in one year, some may be multi-year, and some new objectives may surface over time**

- **The same is true for the initiatives and they are even more fluid**

Priority 1: Create and maintain effective partnerships

Objectives and initial initiatives (see additional support in the appendix)

A **Create additional co-funding partnerships with complementary mission driven organizations**

1. Identify and document key potential co-funding organizations
2. Conduct regular meetings to brainstorm partnerships
3. Make investments, track success, communicate results

B **Establish "knowledge sharing" partnerships in North Carolina and beyond**

1. Identify and document key potential knowledge sharing organizations (including both NC and outside of NC)
2. Meet regularly – Regular conference or coalition at Mr. Quaintance's hotel or elsewhere
3. Document & *share* takeaways

C **Initiate and maintain a coalition of NC early literacy players**

1. Identify and document key players
2. Communicate and meet with these players. Create knowledge sharing portals and meetings to facilitate cohesion—this ties to the vision of being a catalyst
3. Lobby for increased government investment

Priority 2: Prioritize investments to maximize impact

Objectives and initial initiatives (see additional support in the appendix)

A **Develop and communicate clear criteria for investment decisions**

1. Number of students
2. % literacy improvement
3. Further explore promising initiatives

B **Create and maintain database of historical and current investments**

1. Name of organization
2. Annual dollars donated
3. Cumulative dollars donated
4. Students impacted (current)
5. Students impacted (future)

6. Mebane cost per student
7. Total program cost per student
8. Program run time
9. Hours spent with student

C **Track and report results from investments**

1. Continue to track results from future investments
2. Report results internally and externally

Priority 3: Popularize the goals, work, and impact of The Mebane Foundation Objectives and initial initiatives (see additional support in the appendix)

A **Increase awareness of the strategy and impact of The Mebane Foundation**

1. Social media campaign
2. Increase internet communication: improve website and introduce video clip testimonials
3. Employ an external marketing strategy firm

B **Create programs that generate excitement and attention for literacy programs in North Carolina**

1. Awards for best practices for literacy development in North Carolina
2. "Major Innovation Search"

C **Develop a reputation as a source of best practice knowledge in literacy improvement**

1. Newsletter: Schedule a regular report out
2. Create and maintain a knowledge portal
3. Hold an annual conference and/or webinar

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3. **Popularize**
- Tell the story of our investments and impact
- Share the success/model/outcomes on a global scale

Summary of Priorities and Objectives – 2017-2021

1 | **Create and maintain effective *partnerships***

1. Create additional co-funding partnerships with complementary mission driven organizations
2. Establish "knowledge sharing" partnerships in North Carolina and beyond
3. Initiate and maintain a coalition of NC early literacy players

2 | ***Prioritize investments* to maximize impact**

1. Develop and communicate clear criteria for investment decisions
2. Create and maintain database of historical and current investments
3. Track and report results from investments

3 | ***Popularize* the goals, work, and impact of The Mebane Foundation**

1. Increase awareness of the strategy and impact of The Mebane Foundation
2. Create programs that generate excitement and attention for literacy programs in North Carolina
3. Develop a reputation as a source of best practice knowledge in literacy improvement

Appendix

Retreat

Hill Center

Market Sizing

North Carolina State Initiatives & Information

Other State Initiatives

Online Delivery

Other Foundations

Partner

Prioritize Investments

Popularize

Retreat

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This is NOT our goal

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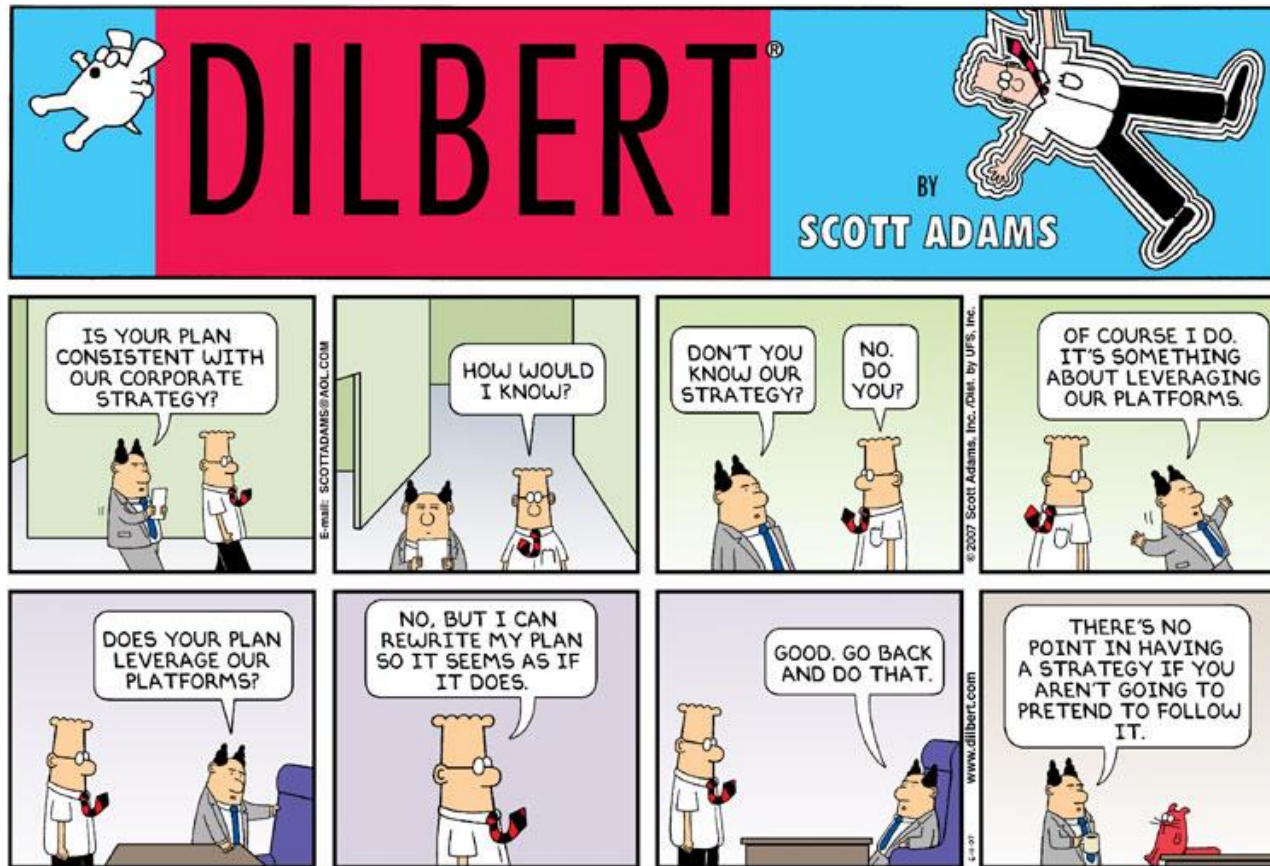
Strategic Planning Overview
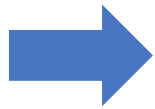
1. The Strategy Process

2. The Role of the Strategist

3. Strategy Examples

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The definition of strategy

Strat ▪ e ▪ gy
/ˈstradəjē/
Noun

An elaborate and systematic plan of action

Dr. Paul Friga

Paul's 4 P's of Strategy

- Who are we?
- What do we offer that is unique?
- Where are we headed, exactly?

- What is critical for success?
- What activities must we do (BHAGs)?
- What should we not do?

Position
Mission and Vision

Priorities
Key Actions

Strategic Leader

Performance
Success Metrics

Payments
Budget

- How do we measure success?
- What controls should we implement?
- How is our return vs. competitors'?

- How much do we have to spend?
- How should we allocate resources?
- What budget process should we use?

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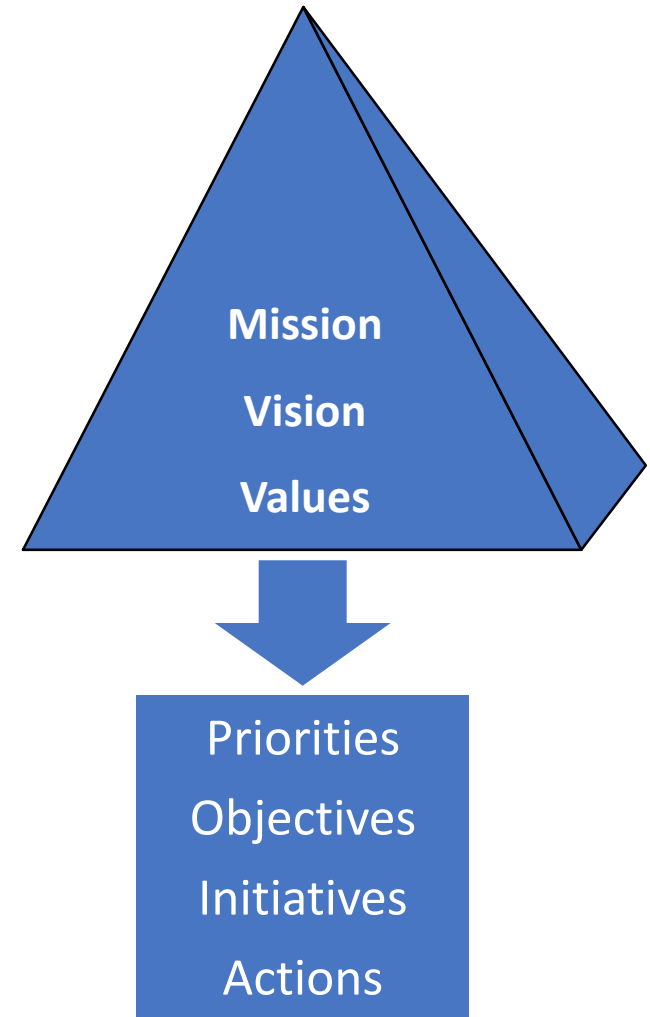
Dr. Paul Friga

A tool for evaluating strategy

1. *Is it concise, clear and communicated?*

2. *Is it aligned with higher level strategies?*

3. *Does it address the 4 Ps?*

   ◻ Positioning (mission and vision)

   ◻ Priorities (no more than 3 for an overall unit)

   ◻ Payments (resource allocations)

   ◻ Performance (clear metrics)

Does it guide daily decision making?

Dr. Paul Friga

Strategic Planning Overview

1.	The Strategy Content

2.	The Strategy Process

3.	Strategy Examples

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Best practices for developing strategy

A simple 3 step process

External Analysis

Internal Analysis

**Craft Strategy
(the Black Box)**

- Positioning
- Priorities   **Paul's 4 Ps**
- Payments
- Performance

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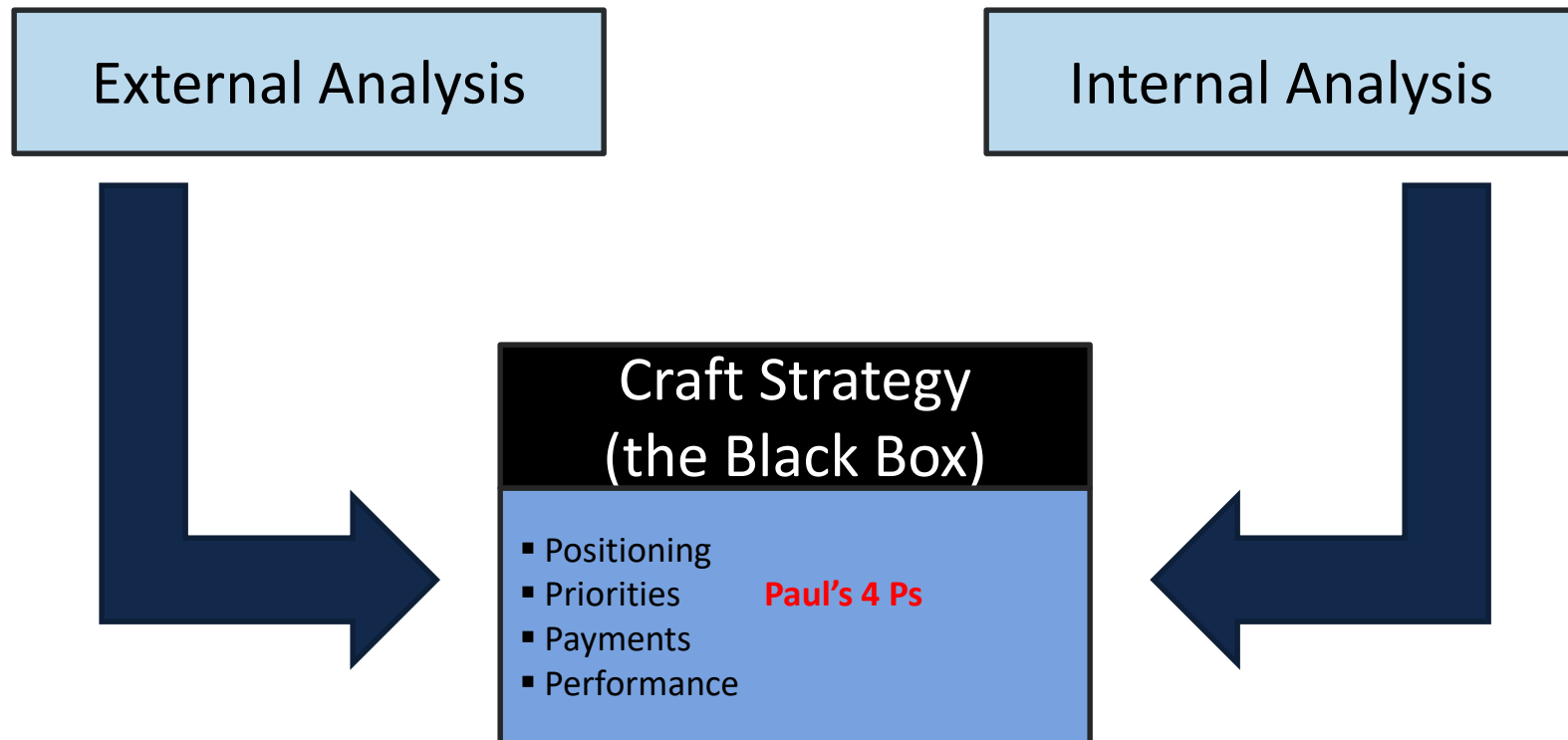
Different applications of strategy

Strategic Planning

Strategic Vision: sustainable competitive advantage

Strategic Tactics

Strategic Thinking

X

Dr. Paul Friga
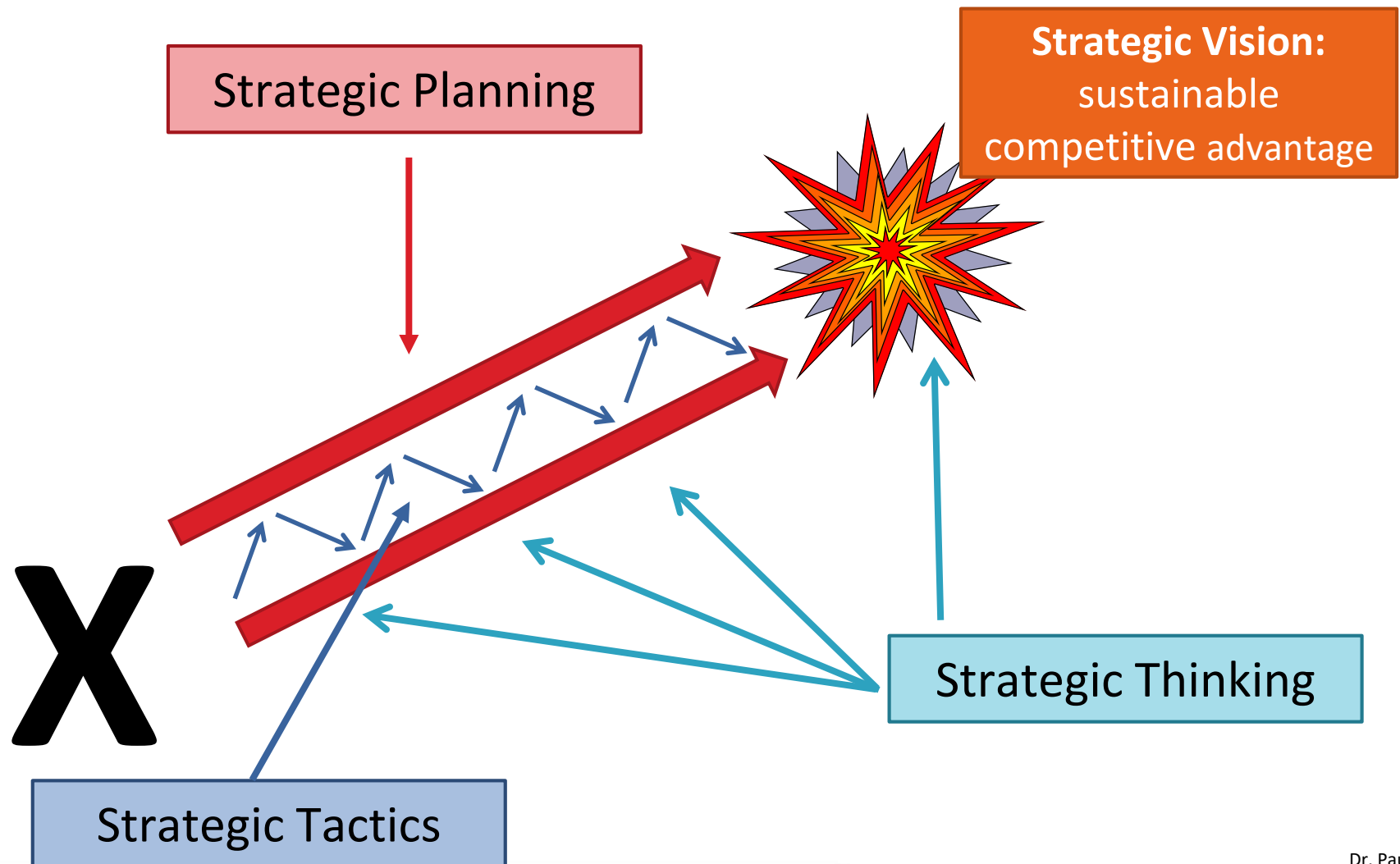
Our starting point is the mission statement

> ### Mission Statement
>
> Statement which specifies a firm's purpose or "reason for being" and the primary objective toward which the firm's programs & plans should be aimed. It must be clear and understood.

We have fun.

We cure cancer.

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Mission Statements define a company's core purpose

3M: To solve unsolved problems innovatively

Cargill: To improve the standard of living around the world

Fannie Mae: To strengthen the social fabric by continually democratizing home ownership

Hewlett-Packard: To make technical contributions for the advancement and welfare of humanity

Lost Arrow Corporation: To be a role model and a tool for social change

Pacific Theatres: To provide a place for people to flourish and to enhance the community

Mary Kay Cosmetics: To give unlimited opportunity to women

McKinsey & Company: To help leading corporations and governments be more successful

Merck: To preserve and improve human life

Nike: To experience the emotion of competition, winning, and crushing competitors

Sony: To experience the joy of advancing and applying technology for the benefit of the public

Telecare Corporation: To help people with mental impairments realize their full potential

Wal-Mart: To give ordinary folk the chance to buy the same things as rich people

Walt Disney: To make people happy

Building Your Company's Vision

Next, we establish core values

<div style="background-color:red; color:white">

<u>Values</u>

It is what we believe in, our guiding principles, and how we interact.

</div>

I CARE

Integrity, Compassion, Accountability, Respect, Excellence

Dr. Paul Friga

Core values are a company's essential tenets

Merck
- Corporate social responsibility
- Unequivocal excellence in all aspects of the company
- Science-based innovation
- Honesty and integrity
- Profit, but profit from work that benefits Humanity

Sony
- Elevation of the Japanese culture and national status
- Being a pioneer - not following others; doing the impossible
- Encouraging individual ability and creativity

Nordstrom
- Service to the customer above all else
- Hard work and individual productivity
- Never being satisfied
- Excellence in reputation; being part of something special

Walt Disney
- No cynicism
- Nurturing and promulgation of "wholesome American values"
- Creativity, dreams, and imagination
- Fanatical attention to consistency and detail
- Preservation and control of the Disney magic

Building Your Company's Vision

We draft a vision to drive us forward

<div style="background-color:orange;">

Vision Statement

Statement describing what the organization strives to be at some future time. It should be specific and motivating.

</div>

To be #1 or #2 in market share in each sector we serve.

Before this decade is out, this nation should land a man on the moon and return him safely to Earth.

Dr. Paul Friga

Example 1: McKinsey

MISSION:

- Help clients make distinctive, lasting, substantial improvements in performance
- Build a great firm that attracts, develops, excites, and retains exceptional people

VALUES:

SERVING CLIENTS:

Adhere to professional standards, Follow the top management approach, Assist the client in implementation and capability building, and Perform consulting in a cost effective manner;

BUILDING THE FIRM:

Operate as One Firm, Maintain a meritocracy, Show a genuine concern for our people, Foster an open and nonhierarchical working atmosphere, and Manage the Firm's resources responsibly;

BEING A MEMBER OF THE PROFESSIONAL STAFF:

Demonstrate commitment to client service, Strive continuously for superior quality, Advance the state of the art of management, Contribute a spirit of partnership through teamwork and collaboration, Profit from the freedom and assume the responsibility associated with self-governance, and Uphold the obligation to dissent

Dr. Paul Friga

Example 2: Four Seasons

MISSION:

▪ Only offer experiences of exceptional quality in hospitality industry and satisfy discriminating customers.

▪ Our objective is to be recognized as the company that manages the finest hotels, resorts and residence clubs wherever we locate.

VALUES:

What We Believe:

Our greatest asset, and the key to our success, is our people.

We believe that each of us needs a sense of dignity, pride and satisfaction in what we do. Because satisfying our guests depends on the united efforts of many, we are most effective when we work together cooperatively, respecting each other's contribution and importance.

How We Behave:

We demonstrate our beliefs most meaningfully in the way we treat each other and by the example we set for one another. In all our interactions with our guests, customers, business associates and colleagues, we seek to deal with others as we would have them deal with us.

How We Succeed:

We succeed when every decision is based on a clear understanding of and belief in what we do and when we couple this conviction with sound financial planning. We expect to achieve a fair and reasonable profit to ensure the prosperity of the company, and to offer long-term benefits to our hotel owners, our shareholders, our customers and our employees.

Dr. Paul Friga

Example 3: American Medical Association

Mission

- To promote the art and science of medicine and the betterment of public health.

Vision

- To be an essential part of the professional life of every physician.

Priorities

- AMA has defined five major strategic priorities to focus on for 2010. They are: access to care, quality of care, prevention & wellness, payment model resources for physicians and health care costs.

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Example 4: American Red Cross

Mission

- The mission of the Red Cross is to provide assistance without discrimination as to nationality, race, religious beliefs, class or political opinions.

Vision

- It is our vision to assist the American Red Cross in becoming a healthy, effective and harmonious organization capable of equitably and justly resolving conflict in which all stakeholders work seamlessly as one entity, and in which the public places high trust, to provide blood services and humanitarian and disaster assistance consistent with the fundamental American Red Cross principles of independence, neutrality, impartiality, universality, voluntary service, unity and humanity.

Priorities

- The Federation's work focuses on four core areas: promoting humanitarian values, disaster response, disaster preparedness, and health and community care.

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Big, Hairy, Audacious Goals (BHAGs) aid long-term vision

Target BHAGs can be quantitative or qualitative

- Become a $125 billion company by the year 2000 [Wal-Mart, 1990)
- Democratize the automobile (Ford Motor Company, early 1900s)
- Become the company most known for changing the worldwide poor-quality image of Japanese products (Sony, early 1950s)
- Become the most powerful, the most serviceable, the most far-reaching world financial institution that has ever seen (City Bank, predecessor to Citicorp, 1915)
- Become the dominant player in commercial aircraft and bring the world into the jet age (Boeing, 1950)

Common-enemy BHAGs involve David-versus-Goliath thinking

- Knock off RJR as the number one tobacco company in the world (Philip Morris, 1950s)
- Crush Adidas (Nike, 1960s)
- *Yamaha wo tsubusu!* We will destroy Yamaha! (Honda, 1970s)

Role-model BHAGs suit up-and-coming organizations

- Become the Nike of the cycling industry [Giro Sport Design, 1986)
- Become as respected in 20 years as Hewlett-Packard is today (Watkins-Johnson, 1996)
- Become the Harvard of the West (Stanford University, 1940s)

Internal-transformation BHAGs suit large, established organizations

- Become number one or number two in every market we serve and revolutionize this company to have the strengths of a big company combined with the leanness and agility of a small company (General Electric Company, 1980s)
- Transform this company from a defense contractor into the best diversified high-technology company in the world (Rockwell, 1995)
- Transform this division from a poorly respected internal products supplier to one of the most respected, exciting, and sought-after divisions in the company (Components Support Division of a computer products company, 1989)

Building Your Company's Vision

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UNC Strategic Planning Final Deliverables Examples
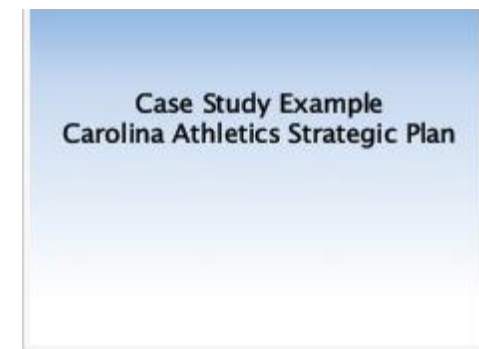
*Full final strategy deliverables are shown
in the Appendix – click on each slide
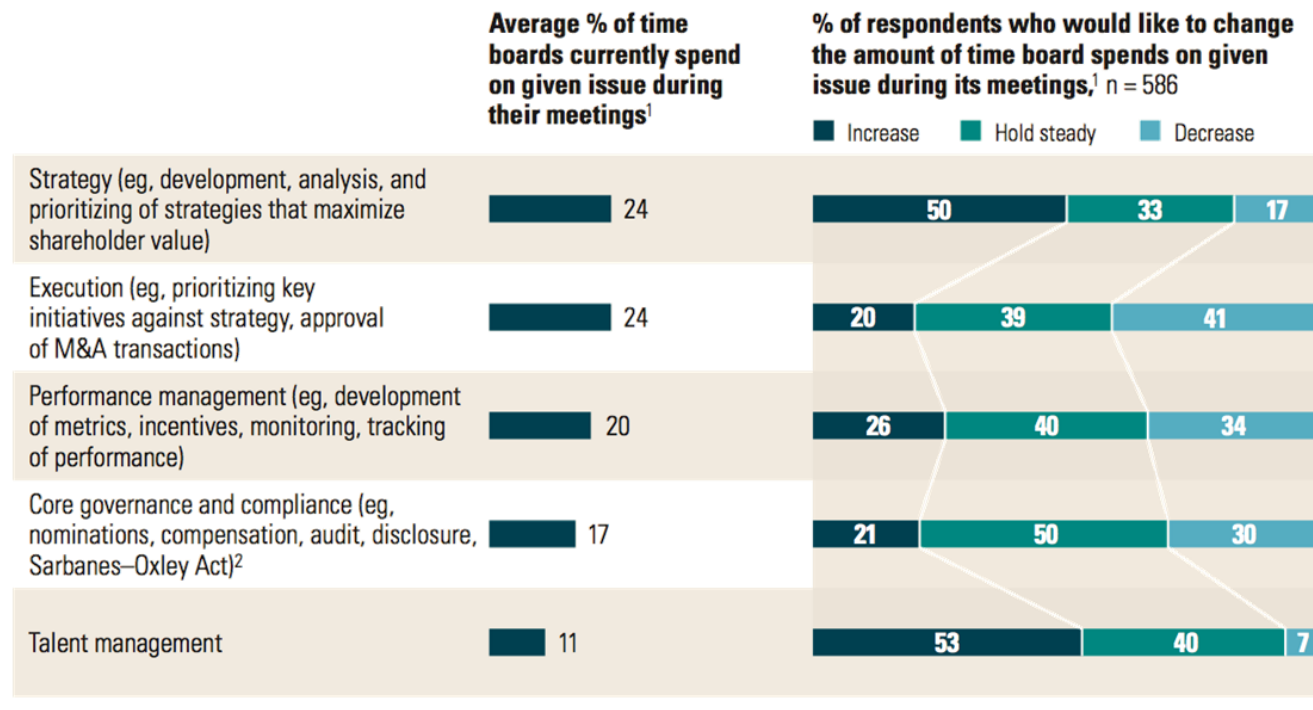above to link to the respective example*

Reading Takeaway: The New Work of the Nonprofit Board

1. Management defines problems, board **listens**

2. Board sets policy, management implements

3. Members occupy functional **niches**

4. Board meetings are **process** driven

5. Recruiting is done with an eye to **expertise and status**

1. Board and management **mutually** determine agenda

2. Board and management **mutually** set and implement policy

3. Structure of board mirrors strategic priorities, members occupy functional **intersections**

4. Board meetings are **goal** driven

5. Board recruits with an eye to **personality and overall chemistry**

Harvard Business Review

Making the Board More Strategic

Exhibit 1

Boards and time

Average % of time boards currently spend on given issue during their meetings[1]

% of respondents who would like to change the amount of time board spends on given issue during its meetings,[1] n = 586

Increase ■ Hold steady ■ Decrease

Issue	Avg % of time	Increase	Hold steady	Decrease
Strategy (eg, development, analysis, and prioritizing of strategies that maximize shareholder value)	24	50	33	17
Execution (eg, prioritizing key initiatives against strategy, approval of M&A transactions)	24	20	39	41
Performance management (eg, development of metrics, incentives, monitoring, tracking of performance)	20	26	40	34
Core governance and compliance (eg, nominations, compensation, audit, disclosure, Sarbanes–Oxley Act)[2]	17	21	50	30
Talent management	11	53	40	7

[1]Respondents who answered "other" are not shown.
[2]Figures do not sum to 100%, because of rounding.

McKinsey Quarterly

Making the Board More Strategic

Exhibit 2

More focus on long-term strategy

McKinsey Quarterly

Making the Board More Strategic

Exhibit 3, part 2

Rethinking priorities

Strategic execution

Ensuring right organizational resources are in place to execute strategy

Prioritizing key programs, initiatives against an agreed-upon strategy

Prioritizing adjustments to strategy, given changing conditions

Evaluating/improving mergers, alliances, joint ventures

Change in relative importance that board should give to each strategic execution issue, % of respondents, n = 572[1]

■ Increase ■ Hold steady ■ Decrease

Issue	Increase	Hold steady	Decrease
Ensuring right organizational resources	41	42	17
Prioritizing key programs, initiatives	27	45	28
Prioritizing adjustments to strategy	27	45	28
Evaluating/improving mergers	15	48	36
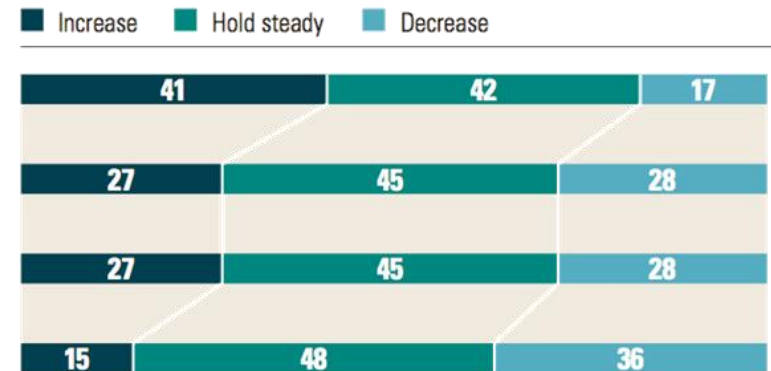
[1]Respondents who answered "other" are not shown.

McKinsey Quarterly

Making the Board More Strategic

Exhibit 5, part 1

Knowledge and resources

% of respondents, n = 586

Industry or sector knowledge relevant to setting strategy (eg, customer drivers, trends, competitive conditions)

Functional knowledge to advise on execution of strategy

Performance management (eg, development of metrics, incentives, monitoring, tracking of performance)

Core governance, compliance (eg, nominations, compensation, audit, disclosure, Sarbanes–Oxley Act)

Talent management (eg, top-team succession, optimal organizational structure for strategy)

Overall level of expertise that board with which you are most familiar has on each issue

■ Significant/distinctive expertise ■ Some expertise ■ Little/no expertise

	Significant/distinctive expertise	Some expertise	Little/no expertise
Industry or sector knowledge	62	28	10
Functional knowledge	56	32	12
Performance management	51	36	13
Core governance, compliance	43	38	19
Talent management	33	41	26
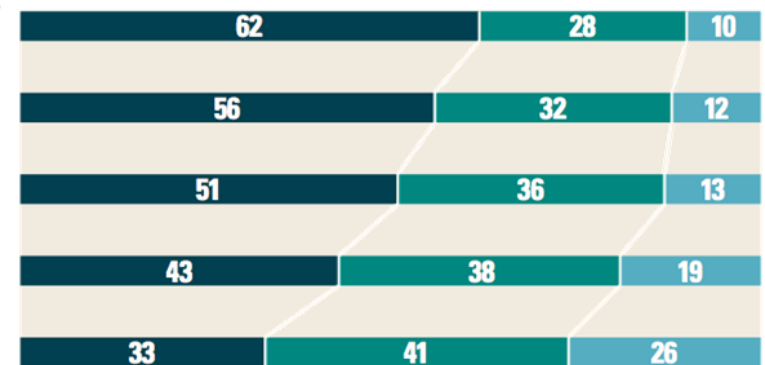
McKinsey Quarterly

TAKEAWAY: the Mebane Foundation needs a clear strategic plan to execute their mission and vision

Mission

- By fifth grade, every child in North Carolina should be proficient in reading and reading comprehension.

Vision

- The Foundation is committed to strengthening early childhood literacy, grades K-5, through collaborative, innovative and quality initiatives.

Discussion: Strategic planning on the Mebane Foundation

Positives?

Areas for improvement?

Macro trends

Other foundations

The Hill Center

3 **External Research**

North Carolina literacy

Macro trends

Other foundations

The Hill Center

27% of fourth graders in NC read below basic level
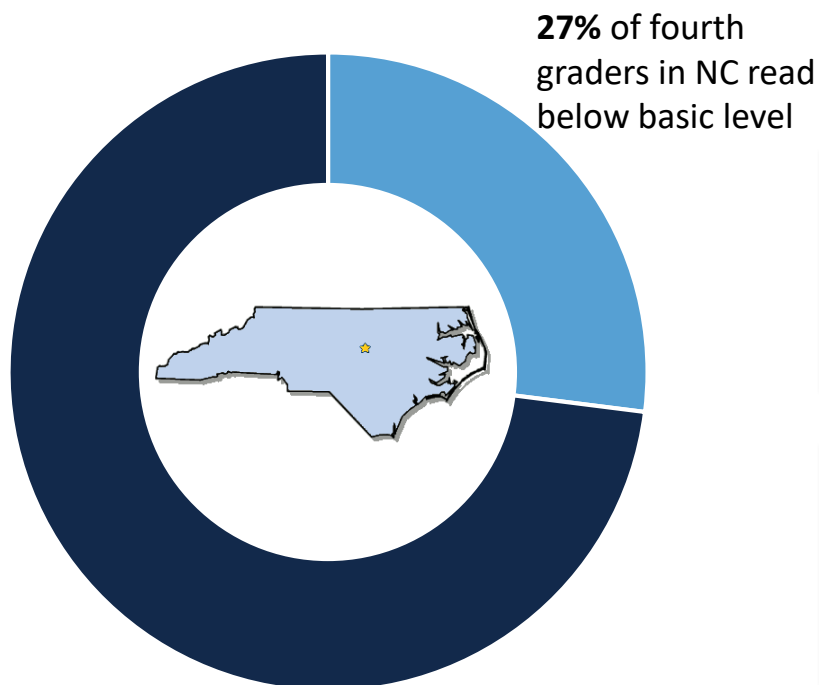
A student not reading at his or her grade level by end of third grade is 4x less likely to graduate high school on time (6x less likely if low income)

High school dropouts are up to 63x more likely to be incarcerated than college grads

Reading Partners

MEBANE FOUNDATION
Catalyst for Innovation & Excellence in Education

Quick facts: North Carolina reading levels

Macro trends

Other foundations

The Hill Center

North Carolina is ranked **14th** for fourth graders who read below basic reading level

In North Carolina **27%** of fourth graders read below the basic reading level

In North Carolina **68%** of fourth graders read below proficient reading level

Rank	Location	Percent ▲
	United States	32%
1	Massachusetts	18%
2	New Hampshire	21%
3	Vermont	24%
4	Indiana	25%
4	Florida	25%
4	Wyoming	25%
4	New Jersey	25%
4	Kentucky	25%
9	Pennsylvania	26%
9	Virginia	26%
9	Nebraska	26%
9	Connecticut	26%
9	Utah	26%
14	North Carolina	27%

Kids Count Data Center

NC reading levels at 4th grade proficiency tests

Macro trends

Other foundations

The Hill Center

Location	Achievement Level	Data Type	2007	2009	2011	2013	2015
North Carolina	Below basic	Percent	36%	35%	32%	31%	27%
	At or above basic	Percent	64%	65%	68%	69%	73%
	Below proficient	Percent	71%	68%	66%	65%	62%
	At or above proficient	Percent	29%	32%	34%	35%	38%

Kids Count Data Center

Best practice methods to facilitate online learning

Macro trends

Other foundations

The Hill Center

Online course readings

Printable worksheets

Web pages

Discussion Boards

Audio

Video

Pictures

Hanover Research Council

Emerging teaching technology

Macro trends

Other foundations

The Hill Center
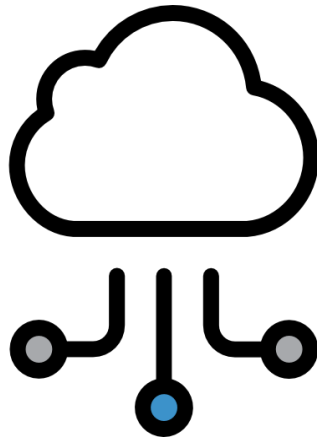
Cloud Computing

Smart Objectives

Horizon Reports

Hanover Research Council

MEBANE FOUNDATION
Catalyst for Innovation & Excellence in Education
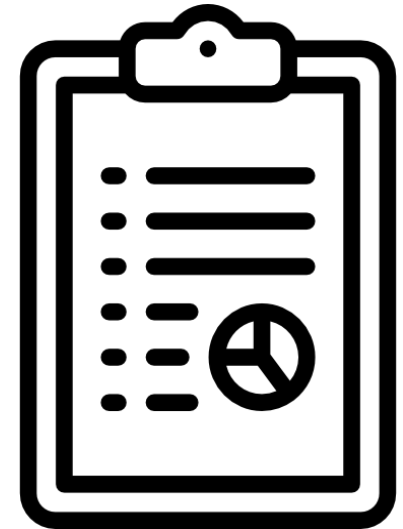
Technology and online delivery are great opportunities for the Mebane Foundation to explore

Macro trends

Other foundations

The Hill Center
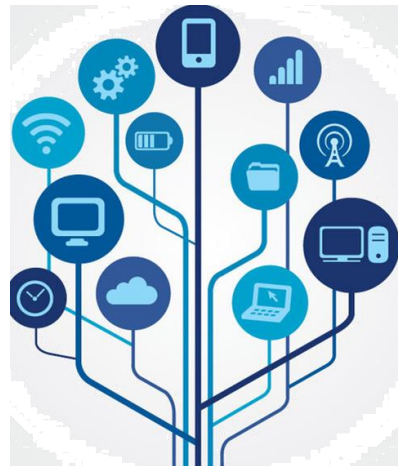
A recent study found that technology was highly beneficial for 3rd and 4th graders in literacy instruction

With the use of technology, students demonstrated an increase in **motivation, attention, and engagement**

Technology use can help children gain skills that are necessary to be successful in modern society

St. John Fisher College

Wiley study: What makes literacy tutoring effective?

Macro trends

Other foundations

The Hill Center

1. Words with common spelling patterns

2. Text with high frequency vocabulary

Wiley
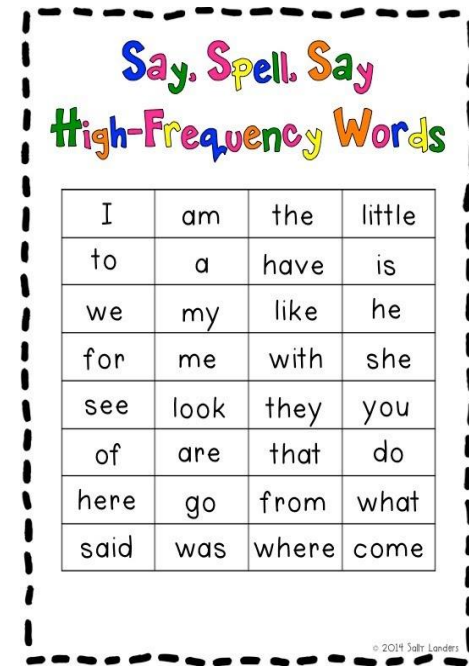
Lowering illiteracy rate: success in Mississippi

Macro trends

Other foundations

The Hill Center

In 2015 Mississippi was the only state in which fourth graders had improved in both reading and math achievements based on the "Nation's Report Card" (NAEP) assessment given around the US

Fourth graders earned a six-point increase in reading scores. Nationally, reading scores were flat.

In 2013, Mississippi adopted "Third Grade Gate" literacy program – provides resources to teachers on literacy instruction and supplemental instruction to struggling students

Governor Phil Bryant

The Mebane Foundation has a more narrow focus on improving literacy while other organizations see literacy as only one goal

Company websites

What are other foundations doing?

Macro trends

Other foundations

The Hill Center

McKnight foundation has multiple goals, one of which is early literacy

Ferst Foundation focuses on preparing kids for preschool by providing books

Annie foundation, focuses on lower income kids and improving their resources for a better quality life, one aspect of which is encouraging a focus on early literacy

World literacy foundation, gives grants to help specific areas foster programs and methods to improve literacy

Company websites

MEBANE FOUNDATION
Catalyst for Innovation & Excellence in Education

Increasing awareness of the Mebane Foundation initiatives: ideas from the NEA Foundation

Macro trends

Other foundations

The Hill Center

1. Social media

Connect with The NEA Foundation

f 🐦 You Tube

2. Awards for best practices

Awards Gala

The NEA Foundation's Salute to Excellence in Education Gala is an annual celebration of the men and women who work in America's public schools and of the unique bonds that educators and students share.

SEE MORE

3. Video testimonials

See what other grantees have been working on
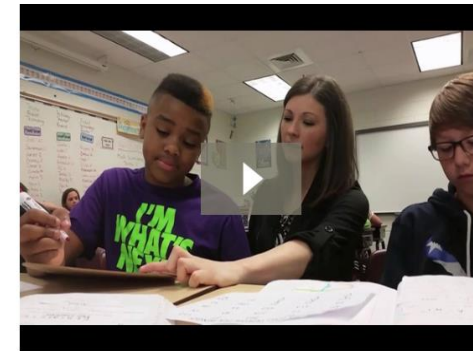
NEA Foundation Grantee Stefanie Root transforms her sixth grade math classroom with blended learning.

The NEA Foundation

The Nea Foundation

The Hill Center

Macro trends

Other foundations

The Hill Center

- One of the Mebane Foundation's key opportunities to drive change is through strategic partnerships such as the partnership with The Hill Center
- The Mebane Foundation has an opportunity to help The Hill Center maximize their impact

The Hill Center

The Hill Center Priorities

Macro trends

Other foundations

The Hill Center

Product Development

- Refine the app and porting to Android
- Continue partnership with 6 pilot districts, East Durham Learning Collaborative

Growth Strategy

- Identify goals and target markets

Business/Delivery Model

- Clarify pricing strategy and staffing model
- Clarify what role The Hill Center and others should play in the value chain

The Hill Center

Hill Center Core Offerings

Macro trends

Other foundations

The Hill Center

Programs

- **School Year Program**
  - Half day program serving over 70 schools
  - 4:1 student-teacher ratio
- **Tutoring Program**
  - Group and individual tutoring
- **Summer Program**
  - Five-week half-day program
- **Teacher Training**
  - Trains teachers to address specific learning gaps

Hill Center Partners

- **Schools**
  - Arrange Hill Tutoring in Triangle-area schools
  - Offer scholarships to educators
- **School Districts**
  - Train and mentor faculty
  - Help secure funding to implement Hill Methodology
- **Youth Serving Organizations**
  - Provide tutors, enrichment, and activities
  - Provide training for educators
- **Parents**
  - Help parents understand child-specific needs

The Hill Center

Hill Center by the numbers

Macro trends

Other foundations

The Hill Center

BY THE NUMBERS

800 | Students directly served annually

1400 | Students served by Hill-certified educators annually

75% | Students served from public schools

1800 | Educators trained annually

277 | Educators certified in Hill Methodology since 2012

18 | NC school districts implementing Hill Methodology

38 | Years Transforming students' lives

"Approximately 20% of students struggle in school due to learning differences and attentional issues. Many more struggle with basic reading, writing and math skills. The Hill Center can help."

The Hill Center

Current HillRAP implementation

Macro trends

Other foundations

The Hill Center

HillRAP Implementation in North Carolina Schools

= District Implementation
= Individual School Site Implementation
◆ = Hill Affiliation Sites

Revised: 9/2/15

The Hill Center

Potential areas to assist the Hill Center

Macro trends

Other foundations

The Hill Center

1 Market sizing and penetration goals

2 Market positioning and analysis

3 Impact/outcomes analysis

The Hill Center

MEBANE FOUNDATION
Catalyst for Innovation & Excellence in Education

Discussion

What should we investigate?

4 Survey Results

Board members feel they can state the mission

From memory, I feel that I could state the mission statement of the Mebane Foundation. (Note: A mission statement describes the primary purpose for an organization, unique nature and key constituents served)

Mebane Foundation Board Survey 2016 n=8

MEBANE FOUNDATION
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74
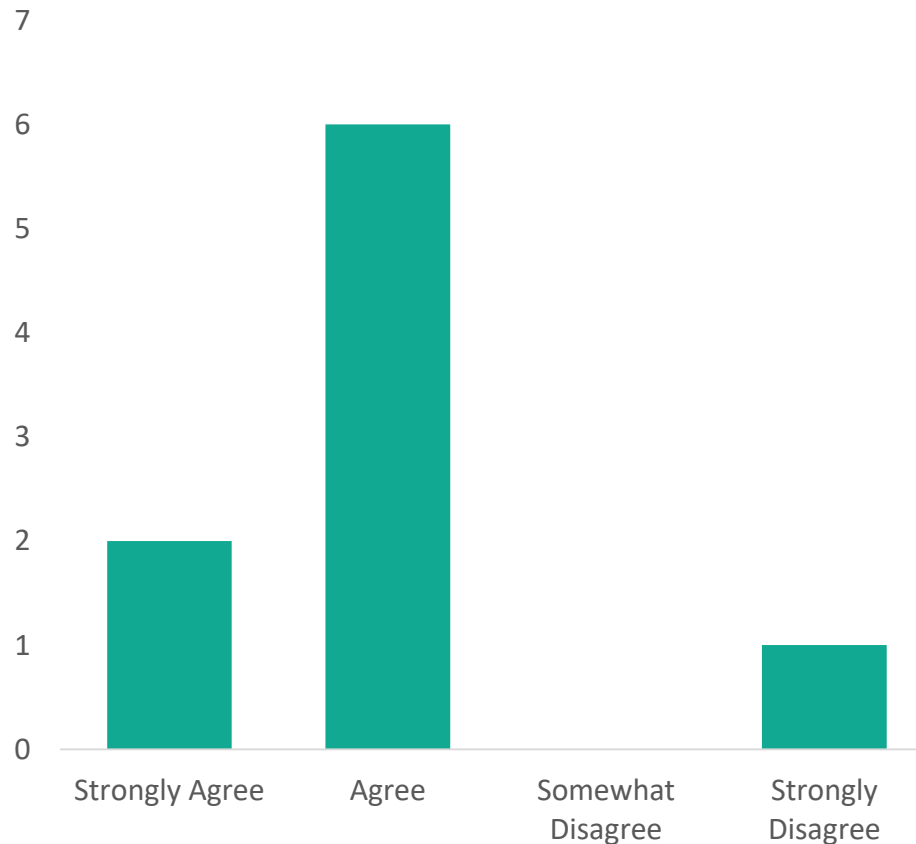
Board members find the mission statement effective

How effective is the Mebane Foundation's current mission statement at guiding the decision making process?
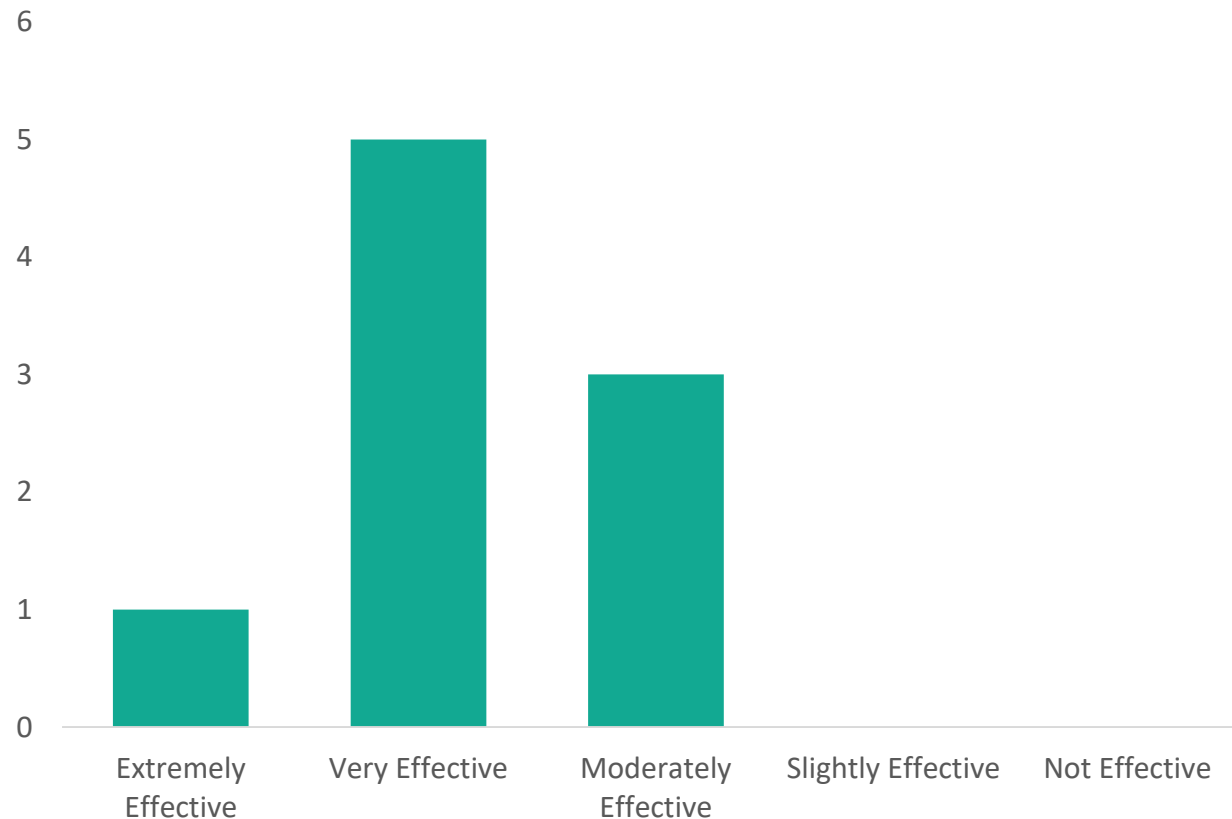
Mebane Foundation Board Survey 2016 n=8

Board members feel they can state the vision

From memory, I feel that I could state the vision statement of the Mebane Foundation.(Note: A vision statement describes what the firm strives to be at some future point. It should be specific and motivating)
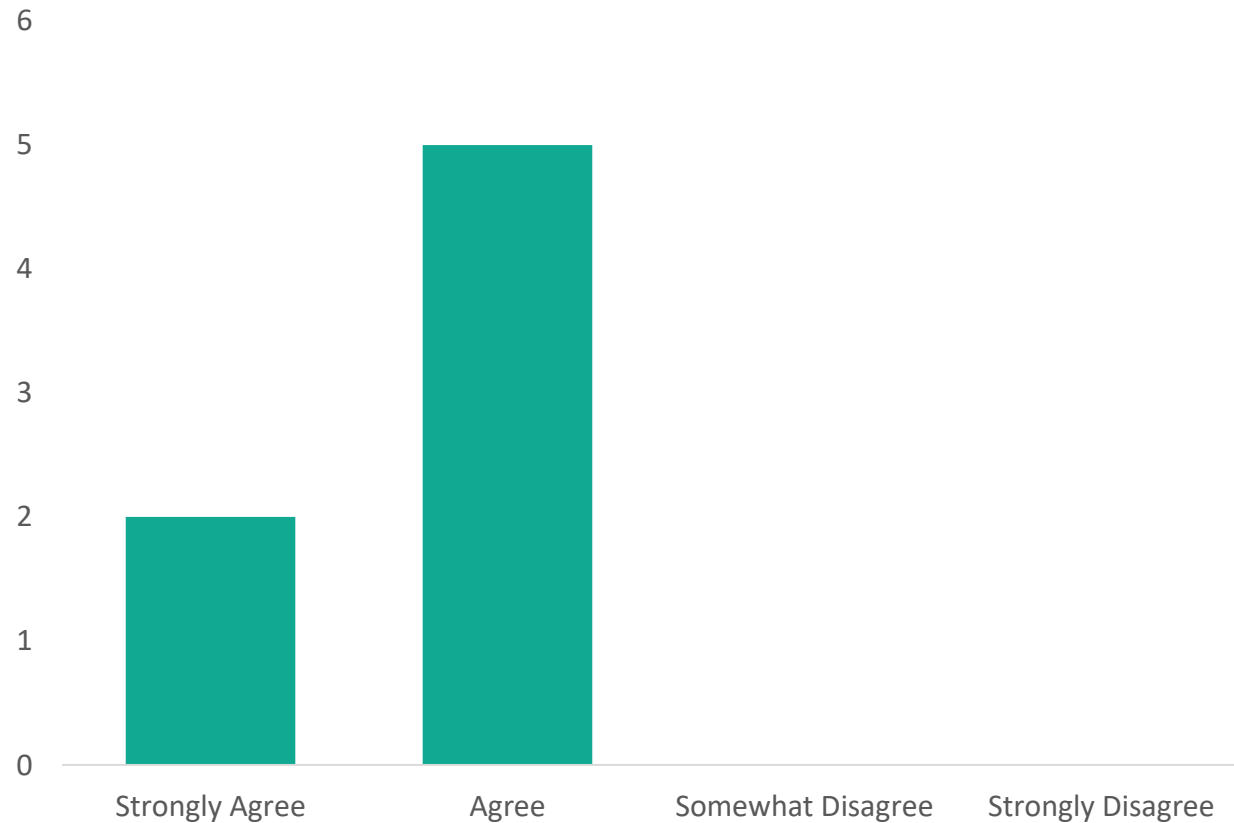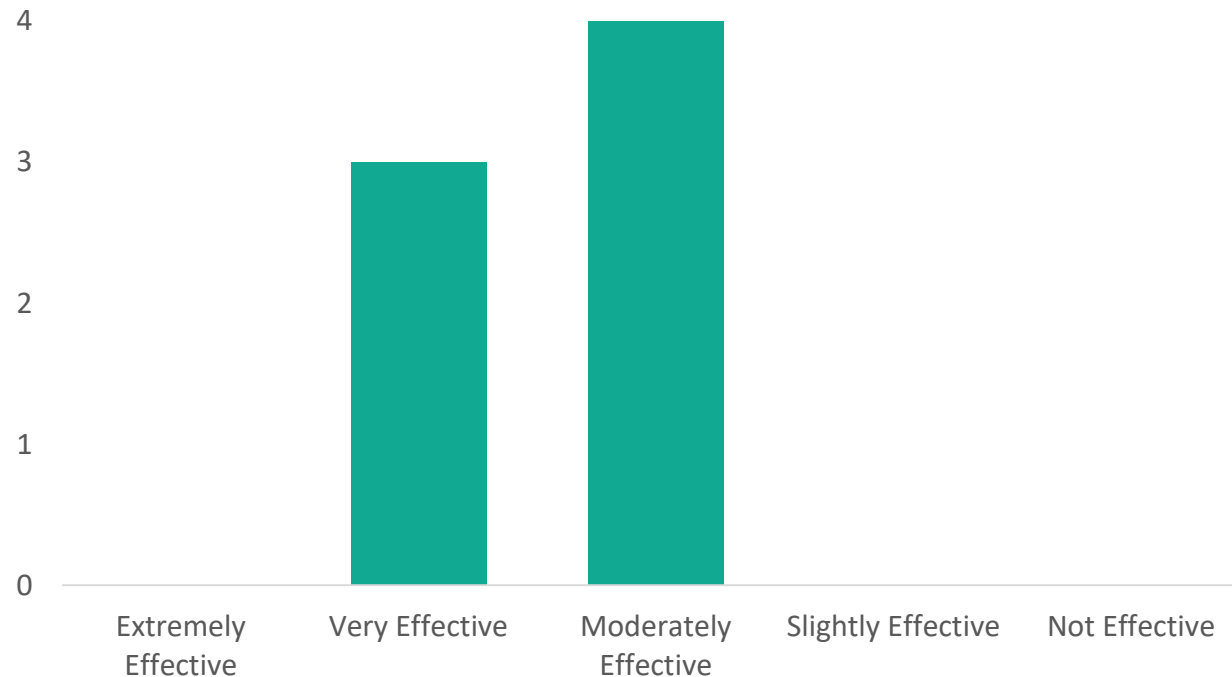

Mebane Foundation Board Survey 2016 n=8

Board members find the vision statement effective

How effective is the Mebane Foundation's current vision statement at guiding the decision making process?
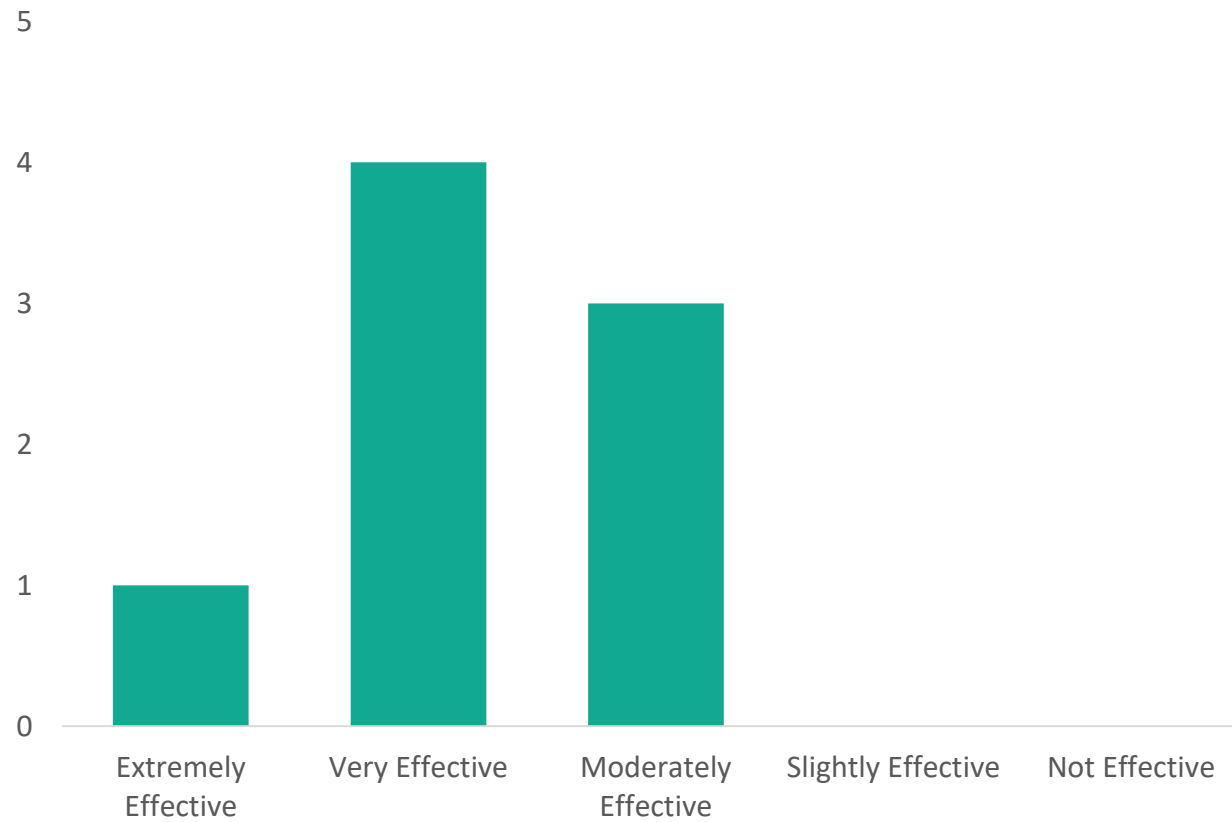
Mebane Foundation Board Survey 2016 n=8

Board members find the foundation's values effective

How effective are the Mebane Foundation's values at guiding the decision making process?
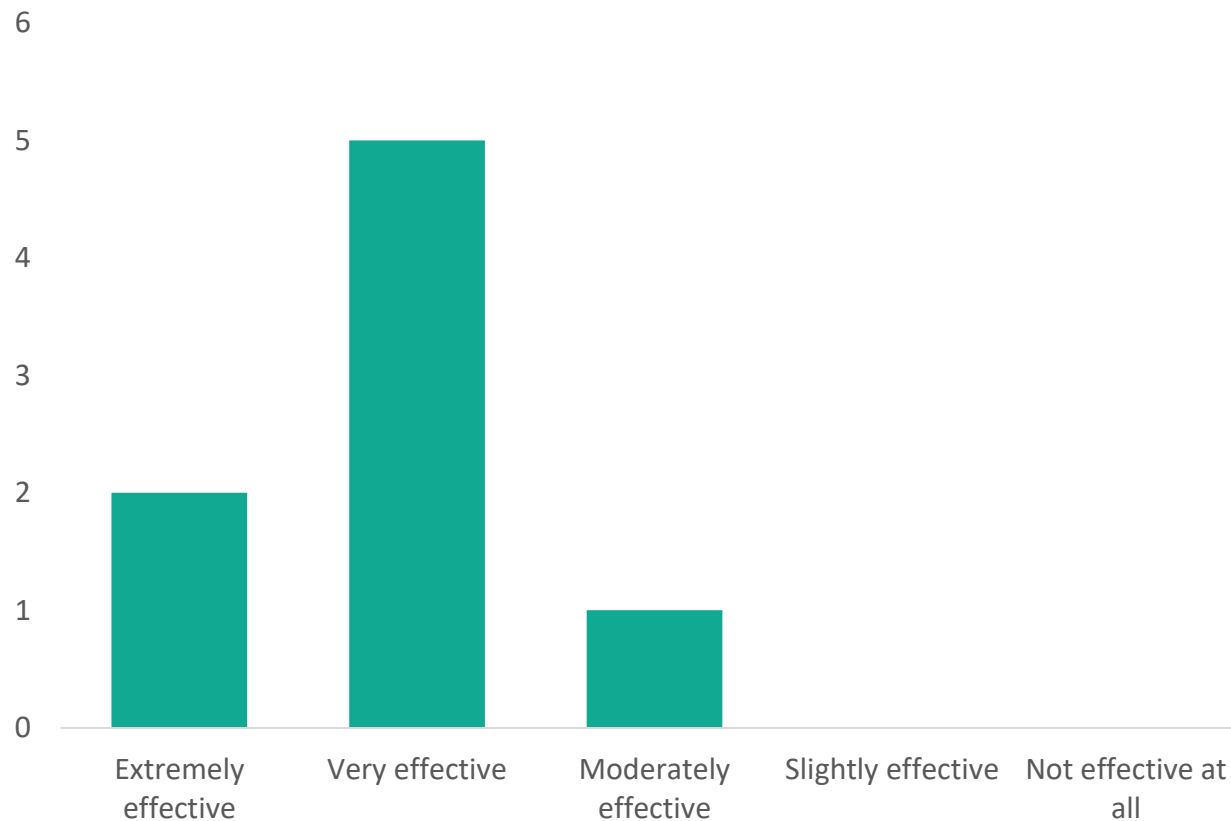
Mebane Foundation Board Survey 2016 n=8

Board members feel they can state the top priorities of the foundation

From memory, I feel that I could state the top priorities of the Mebane Foundation.
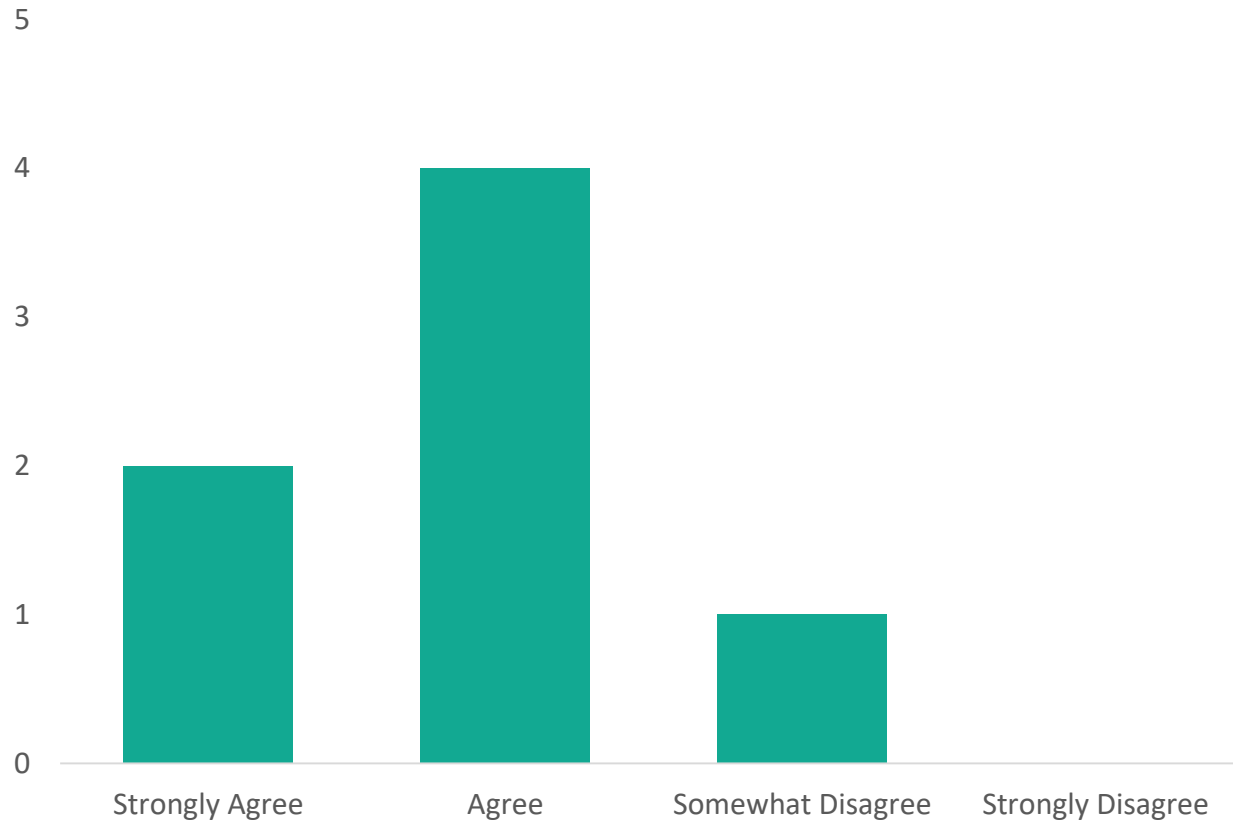
Mebane Foundation Board Survey 2016 n=8

Board members find the foundation's priorities effective

How effective are the Mebane Foundation's current priorities at guiding the decision making process?

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80

SWOT Analysis Content – *What is our starting point?*

	Strengths	Weaknesses
Internal Analysis →		
External Analysis →	Opportunities	Threats

Traits within our organization that we could leverage in the future or mitigate through strategic actions

Elements outside of our organization of which we have no control but that could (and should) affect our strategy

Dr. Paul Friga

Survey Results: SWOT

Strengths

Weaknesses

Opportunities

Threats

Strengths

Commitment to children, education, community

Results oriented

Focused and dedicated leadership

Diversity of director experience

Genuine motives and goals, good intentions

Financial flexibility

Long term track record in supporting educational programs

Bolded phrases indicates more than one mention by Mebane board members

Mebane Foundation Board Survey 2016 n=8

Weaknesses

Lack of decisiveness and focus

Too regional in focus

Finding optimal ideas and champions to support, finding optimal "effective" organizations to support

Not insisting on greater community support

Not been as strict with some grantees regarding follow up and results

Visibility and perception

Bolded phrases indicates more than one mention by Mebane board members

Mebane Foundation Board Survey 2016 n=8

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Opportunities

Working with the Hill Center to define goals and methodologies
Partnerships with others
Development of effective education tools
Ability to pursue real change
Development of relationship with current key partners
Becoming a recognized catalyst for change
Greater recognition at all levels of government and among leaders
Leveraging programs supported for greater reach across the state

Bolded phrases indicates more than one mention by Mebane board members

Mebane Foundation Board Survey 2016 n=8

Threats

Reliance on ineffective schools / government systems / teachers
"Wasting limited resources"
Legislative initiatives within higher education : Common core standards
Supporting programs that fail to deliver what was expected at the outset
Politicization of public education
Losing funding prior to getting to a break through that sets national precedents

Bolded phrases indicates more than one mention by Mebane board members

Mebane Foundation Board Survey 2016 n=8

Discussion

What are your takeaways?

5 **Next Steps**

Discussion

1. *Objectives for the project:*

    - *Review and revise mission, vision, and values (strategy statements)*

    - *Develop new priorities, objectives, and initiatives for improvement*

    - *Prepare for <u>STAR</u> project to further develop implementation plans*

2. *Workstreams*

    - *Administration and scheduling*

    - *External research*

      - *Macro trends*

      - *Other foundations*

      - *Hill Center*

    - *Phase 1: Prepare summarized and prioritized SWOT Analysis*

    - *Phase 2: Prepare strategy statements*

    - *Phase 3: Prepare implementation plan*

Appendix

Survey Results (continued)

What is the STAR Program?

Lessons from STAR Program

Example: Applied Physical Sciences

Example: UNC NCSU Biomedical Engineering

Example: Carolina Athletics

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What is STAR:

STAR

The STAR (Student Teams Achieving Results) program is an experiential learning program that teams UNC Kenan-Flagler Business School undergraduate and MBA students and expert faculty to take on complex business challenges for U.S. companies and not-for-profit organizations. With valuable corporate partner input, the students and faculty advisors develop strategic recommendations that deliver extraordinary value at a significant savings compared to traditional consulting services. Here you'll find a range of success stories from the STAR program.

"We run STAR projects as if they were part of a management consulting firm. Our focus is on impact for our corporate partners and development of our students."

Paul Friga, PhD,
Director of STAR Programs

What you get

The best of the brightest UNC Kenan-Flagler undergraduate and MBA students go through a competitive application process to win a place on a STAR team.

Expert faculty with major consulting and Fortune 50 company experience serve as senior consulting partners to oversee the effort and contribute leadership and insight.

Together, they take on your challenge, develop in-depth, data-driven analyses, and deliver fact-based, actionable recommendations of real value to your organization.

UNC STAR Program

MEBANE FOUNDATION
Catalyst for Innovation & Excellence in Education

What STAR is about:

What we're about

Consistently ranked among the best business schools in the world, UNC Kenan-Flagler is known for a collaborative culture based on our core values — excellence, leadership, integrity, community and teamwork. Our faculty's rigorous research impacts the practice of business around the globe.

150 Students participating on a STAR team each academic year

1,100 Average hours faculty & student teams dedicate to their STAR project

163 Number of corporate partners since STAR launched in 2006

Each year, a select few of the more than 2,400 students at UNC Kenan-Flagler are chosen to participate in our STAR, STAR Global and STAR Virtual programs.

Extensive student preparation includes a broad range of coursework, covering leadership, global business studies, sustainability, marketing, consulting and finance. In addition, STAR participants receive training in the innovative TEAM FOCUS problem solving approach.
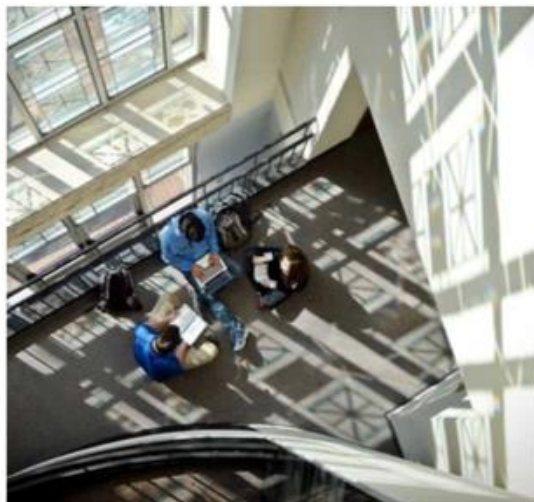
STAR PROJECT CAPABILITIES

* Venture capital strategy
* Strategic business planning
* Alternative paths to profitability
* Branding options evaluation
* Logistics streamlining
* International market opportunities
* Assessment of social media
* Compensation structures
* Product line opportunities

Recent STAR corporate partners include:

|	
Amgen	Lowe's
Bayer CropScience	NC Christmas Tree
Beaufort County, NC	Association
BetterWorldBooks	NC Railroad Company
Boeing	NC Sweet Potato Commission
City of Rocky Mount, NC	Nike
Corning	PNC
Domino's	PPG
ESPN	Procter & Gamble
General Electric	Quintiles
Glen Raven	Red Hat
Google	RENCI
HanesBrands	Ronald McDonald House
Hawkeye Indian	SimplyHome
Cultural Center	Syngenta
IBM	Town of Roper, NC
Johnson & Johnson	UNC Health Care
LabCorp	VF Corp
Lenovo	Virgin Mobile
Lilly	Westinghouse

UNC STAR Program

What to expect from STAR:

What you can expect

During the four-month project, each STAR team of five to seven students works closely with their corporate partner team in the drive toward meaningful recommendations.

STAR TEAMS 2006-2016
Number of Teams by Functional Area

Functional Area	Number of Teams
Strategy	41
Marketing	34
Operations	29
Financial	24
Technology	13
Sustainability	10
Other	10
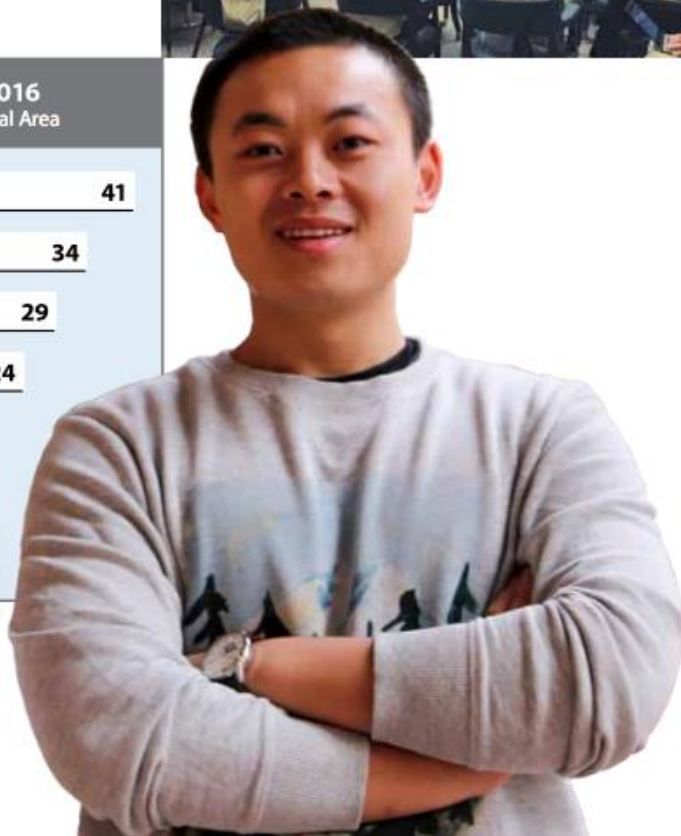
Our process, based on the internationally renowned TEAM FOCUS problem-solving model, developed by our director, Dr. Paul Friga, Ph.D., establishes critical success factors for performance within a team coupled with hypothesis testing and data-driven analyses.

Deliverables include research findings, a narrative to place findings in full context and a final presentation that lays out both achievable recommendations and next steps.

UNC STAR Program

MEBANE FOUNDATION
Catalyst for Innovation & Excellence in Education

STAR Key Dates:

KEY DATES

Early August to mid-October – Corporate partner application period

Mid-October – Undergrad applications due

Early November – MBA student applications due

Mid-to late-November – Selection of corporate partners and student teams

Mid-January – Launch weekend in Chapel Hill

February – May – Project work

Late April to early May – Final presentation

UNC STAR Program

MEBANE FOUNDATION
Catalyst for Innovation & Excellence in Education

Survey Results: Priorities

- **Determine where to invest time and assets for best impact**

- **Support small, focused efforts with quantifiable and tangible results**

- **Fund innovative educational partnerships**

- **Flexibility**

Mebane Foundation Board Survey 2016 n=8

Survey Results: Mebane Foundation Performance

- **Very effective in improving the lives and opportunities for thousands of children**
- **Provided support/insight in the development of learning techniques**
- **Good, but needs to grow**

Mebane Foundation Board Survey 2016 n=8

Survey Results: What should the mission statement be?

- **Provide a broad, solid core of educational building blocks to at risk students in North Carolina, focusing on reading, math, and communication skills**

- **Help provide a solid educational foundation for every student in North Carolina, with a focus on "at risk" children**

- **To invest in literacy programs focused on children grade 5 and below with a goal to replicate successful programs**

- **Broader, to include other areas of education**

Mebane Foundation Board Survey 2016 n=8

Survey Results: Mebane Foundation Values

- **Ambition**
- **Generosity**
- **Compassion**
- **Continuous Improvement**
- **Discipline**
- **Enthusiasm**
- **Collaborative**

- **Focused**
- **Flexible**
- **Strategic**
- **Free Ideation**
- **Innovation**
- **Excellence**

Mebane Foundation Board Survey 2016 n=8

Survey Results: Board Size

- **8 is comfortable**

- **Replace the 2 recently departed board members**

- **8-13 range**

Sample of Course Overview – STAR 2016

STAR Spring 2016 course overview – Corporate Partner meetings / deliverables

	Phase I **FRAME/ ORGANIZE**	Phase II **COLLECT**	Phase III **UNDERSTAND**	Phase IV **SYNTHESIZE**
Objectives	• Understand the business • Understand the key questions • Prepare initial hypotheses • Plan data collection	• Collect primary and secondary research to prove/disprove hypotheses • Confirm direction for final half of project • Receive team feedback	• Gather additional data as needed • Present initial recommendations • Confirm final presentation needs	• Wrap up project open items • Layout next steps for Corporate Partner • Receive final Corporate Partner feedback
Timing	First Month Launch Weekend – Jan. 15-17th Target Completion – by Feb. 1-5th, 2016 ***Kick off meeting with Corporate Partner***	Second Month Target Completion – by Feb. 29th-March 4th, 2016* ***Preliminary Findings meeting***	Third Month Blue Team Review – March 28th – April 1st Target Completion – by March 28th – April 1st, 2016 ***Storyline meeting***	Fourth Month Red Team Review – April 18th – 22nd Target Completion – by April 25th – 29th, 2016 ***Final presentation***
Deliverables	• Kickoff Deck • Team Charter (internal) • Scope of work	• Preliminary Findings Deck • Midpoint feedback (internal)	• Storyline Document (Microsoft Word)	• Final Presentation Deck

Note: we'll use a **hypothesis-driven approach**, in which we will create hypotheses early in the project and then prove/disprove/refine them into findings and recommendations – see overview of model in following slides

Spring 2016 – STAR Syllabus

* MBA Spring Break is March 6-20 and UG Spring Break is March 6-13

STAR★

Detailed Support For Course – STAR 2016 (1/2)

STAR project schedule and overview – spring 2016 (1 of 2)

	Phase I Frame/Organize	**Phase II** Collect	**Phase III** Understand	**Phase IV** Synthesize
Objectives	▪ Receive a company and project overview from Corporate Partner (basic data) ▪ Confirm objectives & approach ▪ Get to know team and Corporate Partner ▪ Establish process for communication between team and Corporate Partner ▪ Set dates or tentative dates for remaining Corporate Partner meetings	▪ Test initial hypotheses by gathering preliminary secondary and primary data ▪ Engage Corporate Partner in vetting the path being suggested by team ▪ Gain interpersonal feedback from team on performance thus far	▪ Present draft recommendations with key support ▪ Secure Corporate Partner's buy-in on project direction ▪ Gather additional data as needed	▪ Present final recommendations with rationale ▪ Discuss implementation and quantify potential impact ▪ Gain feedback from Corporate Partner
Deliverables	▪ Team Charter ▪ Scope of Work Letter ▪ Signed Non-disclosure Agreement ▪ Process & Content Maps ▪ Kick-off meeting Power Point deck ▪ *STAR Kick-Off meeting with Corporate Partner (by February 5th[st])*	▪ Data Collection questions and process for both primary and secondary collection ▪ Fact pack (findings) ▪ Rough draft of Ghost Deck for final presentation; Mid-project team feedback & course evaluation ▪ *Preliminary findings meeting with Corporate Partner (by March 4th)*	▪ Final Draft of Ghost Deck, with clear story line and evidence of support for recommendations ▪ Storyline document (in Word) of preliminary recommendations and support ▪ *Storyline meeting / conversation with Corporate Partner (by April 1st)*	▪ Final presentation and CD to STAR program office ▪ Team-member Assessments (on Canvas) ▪ Corporate Partner Evaluation collected from Corporate Partner by project leader ▪ *Deliver final report to Corporate Partner (by April 29th)*
Tasks	▪ Review STAR syllabus and evaluation material (rubrics) ▪ Prepare Team Charter ▪ Establish Key Questions embedded in Scope of Work ▪ Create Issue Trees and Hypothesis ▪ Create budgets and become familiar with STAR Policies and Procedure	▪ Determine what data are needed to answer key questions and how to collect the answers ▪ Create primary data collection templates ▪ Complete online assessment survey on self and others	▪ Determine the "So What's" that will head each slide on final deck ▪ Be sure that each conclusion (so what) is well founded in data ▪ Conduct a Blue Team Review to be sure team is on track (one outsider reviews storyline prior to Corporate Partner meeting)	▪ Prepare final presentation, consisting of high level story and appendices ▪ Conduct a final Red Team Review before STAR – April 22nd ▪ Prepare two final CDs with all presentations, fact packs, raw data, and models ▪ Make copies of final presentation (color for Corporate Partner and STAR archives)

Spring 2016 – STAR Syllabus

STAR

Detailed Support For Course – STAR 2016 (2/2)

STAR project schedule and overview – spring 2016 (2 of 2)

	Phase I — Frame/Organize	Phase II — Collect	Phase III — Understand	Phase IV — Synthesize
Resources	On Canvas: • STAR Syllabus • Policies and Procedures • Templates for Scope of Work and NDA • Toolkits #1 (Working Effectively in Teams), #2 (Determining Key Questions and Scope), and #3 (Visualizing the Story and Designing the Analysis) Individuals • Past STAR students	On Canvas: • Toolkits #4 (Collecting Primary and Secondary Data) • Free survey tools • Examples of ghost decks and story lines Individuals • A list will be circulated by STAR Professors as it becomes clear what questions need to be answered (list will include KF and UNC faculty, business people, government agents, former STAR participants, etc.)	On Canvas: • Toolkit #5 (Determining the So Whats) Individuals • Subject matter experts	On Canvas: • Toolkit #6 (Telling the Story) Individuals • Subject matter experts for Red Team Review
Meetings	▪ Kick-Off (Phase I) Launch Weekend on January 15-17th (all teams) ▪ At least once per week with STAR professor ▪ Additional, as appropriate, among project leader and team members ▪ At least one social meeting ▪ Kick-off Meeting with Corporate Partner (usually at Corporate Partner site) ▪ One 1-hour call with local consultant *Afternoons preferred for meeting times to allow time for interviewing during the day.*	▪ Primary Research (Phase II) Workshop on February 8th from 5 – 7 p.m. in Koury Auditorium ▪ At least once per week with STAR professor ▪ Additional, as appropriate, among project leader and team members ▪ Celebrate socially ▪ Conduct one meeting with Corporate Partner (usually at Kenan-Flagler)	▪ Attend Storyline/Final Deliverables (Phase III & IV) Workshop on (March 21st from 5 – 7 p.m. in Koury Auditorium) ▪ All teams must arrange for at least one hour special meeting to review mid term feedback and develop individual improvement plans ▪ Conduct **Blue Team Review** ▪ At least once per week with STAR professor ▪ Additional, as appropriate, among project leader and team members ▪ One meeting with Corporate Partner (Storyline) *No full-team meetings during MBA Exams, MBA Break, or BSBA Break**	▪ At least once per week with STAR professor ▪ Additional, as appropriate, among project leader and team members ▪ A 2 hour **Red Team Review** by April 22nd with at least 2 outside experts, 1 former STAR project leader, and 1 STAR professor not your own ▪ Final meeting with Corporate Partner (usually at Corporate Partner site)

* MBA Spring Break is March 6-20 and UG Spring Break is March 6-13

Spring 2016 – STAR Syllabus

STAR ★

The TEAM FOCUS
"Rules of Engagement"

TEAM

Talk
- Communicate constantly
- Listen attentively
- Separate issues from people

Evaluate
- Discuss group dynamics
- Set expectations and monitor results
- Develop and reevaluate a personal plan

Assist
- Leverage expertise
- Keep teammates accountable
- Provide timely feedback

Motivate
- Identify unique motivators
- Positively reinforce teammates
- Celebrate achievements

FOCUS

Frame
- Identify the key question
- Develop the issue tree
- Formulate hypotheses

Organize
- Develop a high-level process map
- Create a content map to test hypotheses
- Design the story line

Collect
- Design "ghost charts" to exhibit necessary data
- Conduct meaningful interviews
- Gather relevant secondary data

Understand
- Identify the "so what(s)"
- Think through the implications for all constituents
- Document the key insight on all charts

Synthesize
- Obtain input and ensure buy-in from client
- Offer specific recommendations for improvement
- Tell a good story

The FOCUS Analytical Process Map
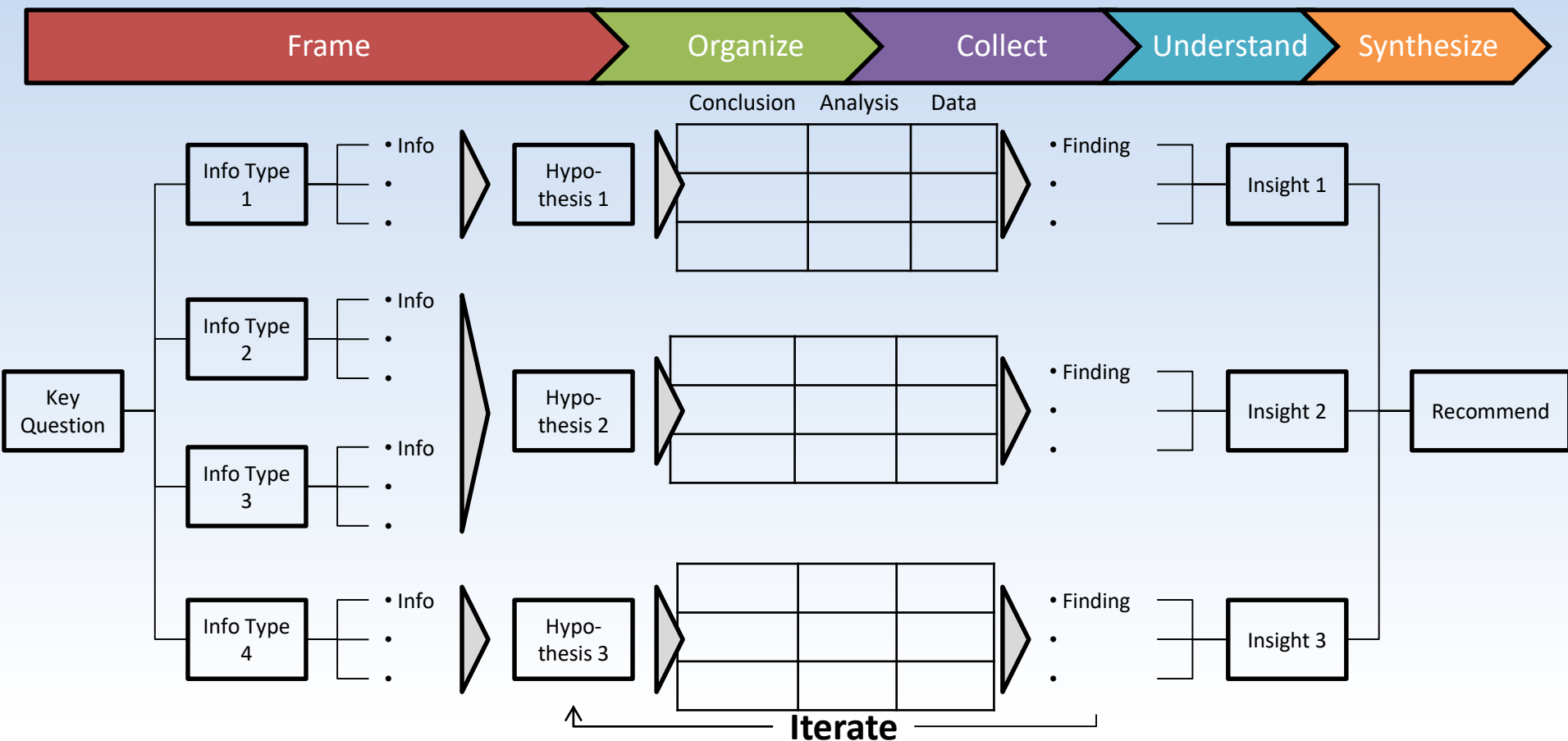
Applied Physical Sciences

Building the College's first new science department in nearly 40 years

Issues, Opportunity, Strategy, Priorities, Impact

September 24, 2013

UNC FRANK HAWKINS KENAN INSTITUTE OF PRIVATE ENTERPRISE
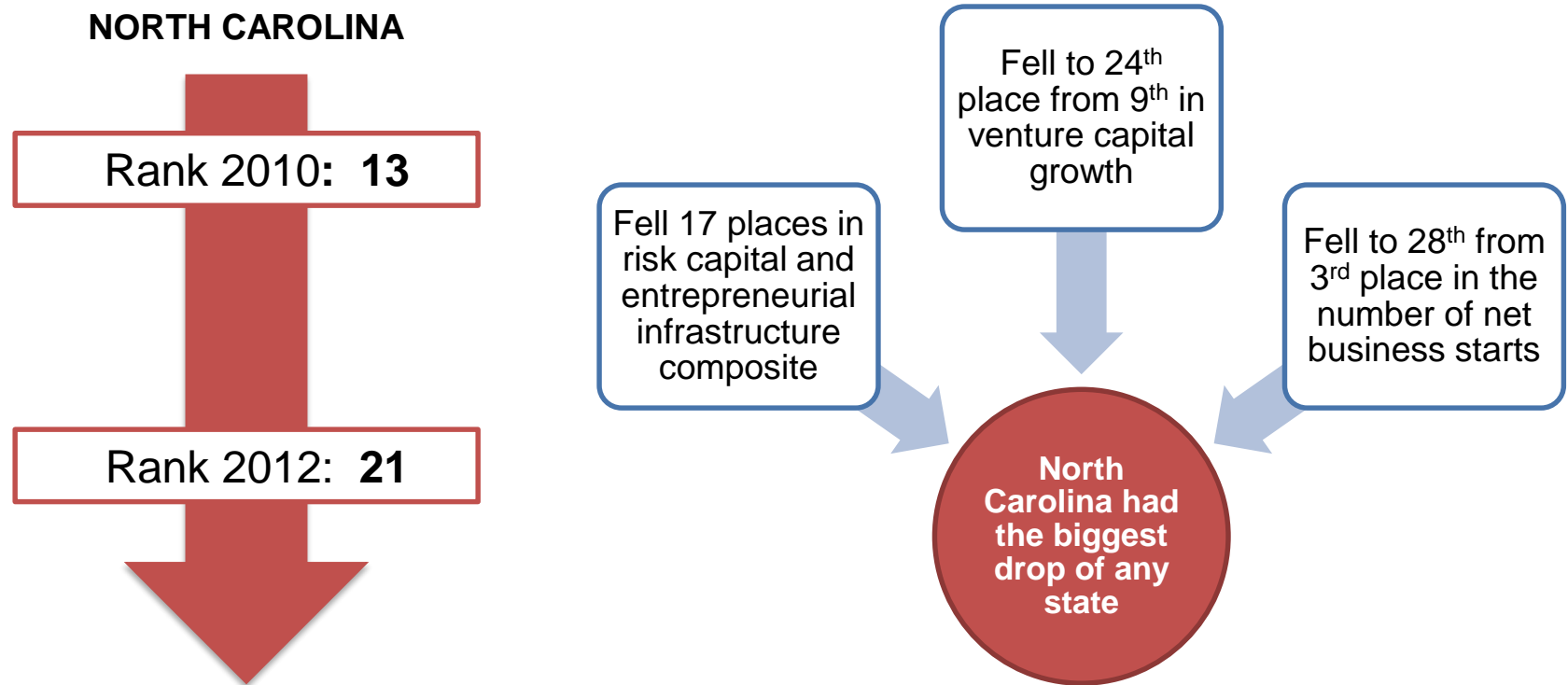
UNC COLLEGE OF ARTS & SCIENCES

The new UNC Department of Applied Physical Sciences

Issues — Current and upcoming challenges for the State of NC and the University

Opportunity

Strategy

Priorities

Impact

Milken Institute's State Technology and Science Index rankings

NORTH CAROLINA

Rank 2010: **13**

Rank 2012: **21**

Fell 17 places in risk capital and entrepreneurial infrastructure composite

Fell to 24th place from 9th in venture capital growth

Fell to 28th from 3rd place in the number of net business starts

North Carolina had the biggest drop of any state

See additional rankings in appendix

Source: Milken Institute: State Technology and Science Index *Enduring Lessons for the Intangible Economy. April 2013.*

The new UNC Department of Applied Physical Sciences

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Opportunity	APSc as a catalyst for translational application of existing UNC strengths to real-world problems, improving economic conditions in NC
Strategy	
Priorities	
Impact	

Emphasis on real-world application is a route to increased funding from industry and mission-driven agencies like DOD and DOE

2011 - 2012 Growth by Source	Performer					
	Federal Gov't	**FFRDC**	**Industry**	**Academia**	**Non-Profit**	**Total**
Federal Gov't	-2.51%*	-3.69%	-2.42%	0.93%	-2.29%	-1.61%
Industry		2.20%	3.37%	26.49%	8.89%	3.75%
Academia				2.85%		2.85%
Other Gov't				2.72%		2.72%
Non-Profit				2.70%	2.70%	2.70%
Total	-2.51%	-2.36%	2.63%	2.85%	1.55%	2.07%

(Source label on left axis: **Source**)

Federal sponsorship of Academic R&D: $36.6B in FY11
Industry sponsorship of Academic R&D: grew from $3.2B in FY11 to $3.8B in FY12

Source: *Battelle, R&D Magazine; Battelle_FY 2012 Global Forecast

UNC FRANK HAWKINS KENAN INSTITUTE OF PRIVATE ENTERPRISE

UNC COLLEGE OF ARTS & SCIENCES

Carolina excellence for creating knowledge & teaching knowledge needs to be unlocked to reach our potential in applying knowledge

Lowest patent efficiency among top 20 sponsored research universities
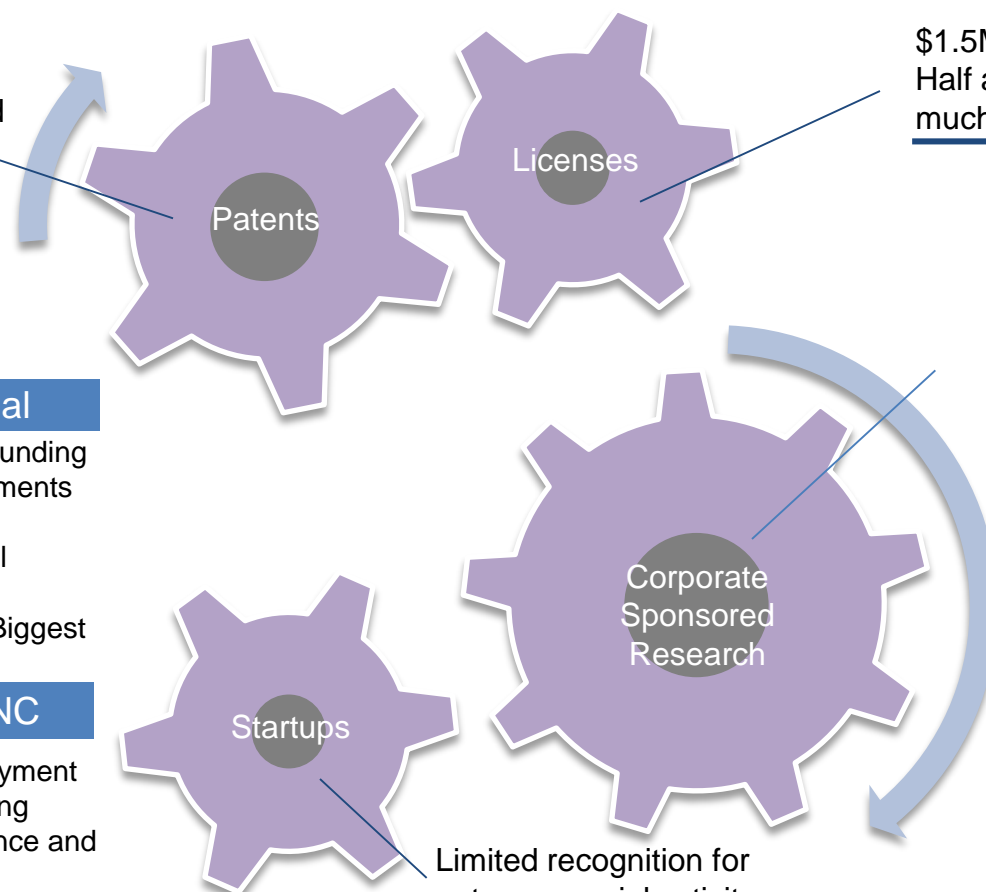
$1.5M in FY2011 license revenue. Half as many licenses and <1/20 as much income as peer average.

Patents

Licenses

Corporate funding that is not federal pass-through is ≈4% of total UNC sponsored research

Corporate Sponsored Research

Unrealized Potential

- Top 10 federal research funding
- Dozens of ranked departments
- First-rate health sciences
- Triangle is top 20 national corporate R&D center
- Raleigh #2 Forbes Next Biggest Boom Towns In the U.S.

Economic Need in NC

- 5th nationally in unemployment
- Below average VC funding
- Dropped 8 spots in Science and Technology ranking

Startups

Limited recognition for entrepreneurial activity

Sponsored Research $*

- Among universities, Carolina is
  - #7 HHS
  - #66 DOD
  - #71 Industry
  - #74 DOE

*FY2010 except Industry (2009)

Source: http://www.forbes.com/pictures/edgl45fkm/no-2-raleigh-n-c-2/

APSc will set a different culture for itself and for others to partner with, unlocking stranded potential across Carolina

What if patent productivity across campus became 3x more efficient?

Doubling the number of licenses would make UNC comparable in number to its peers

What if corporate research sponsorship across campus doubled or tripled?

Become more entrepreneurial
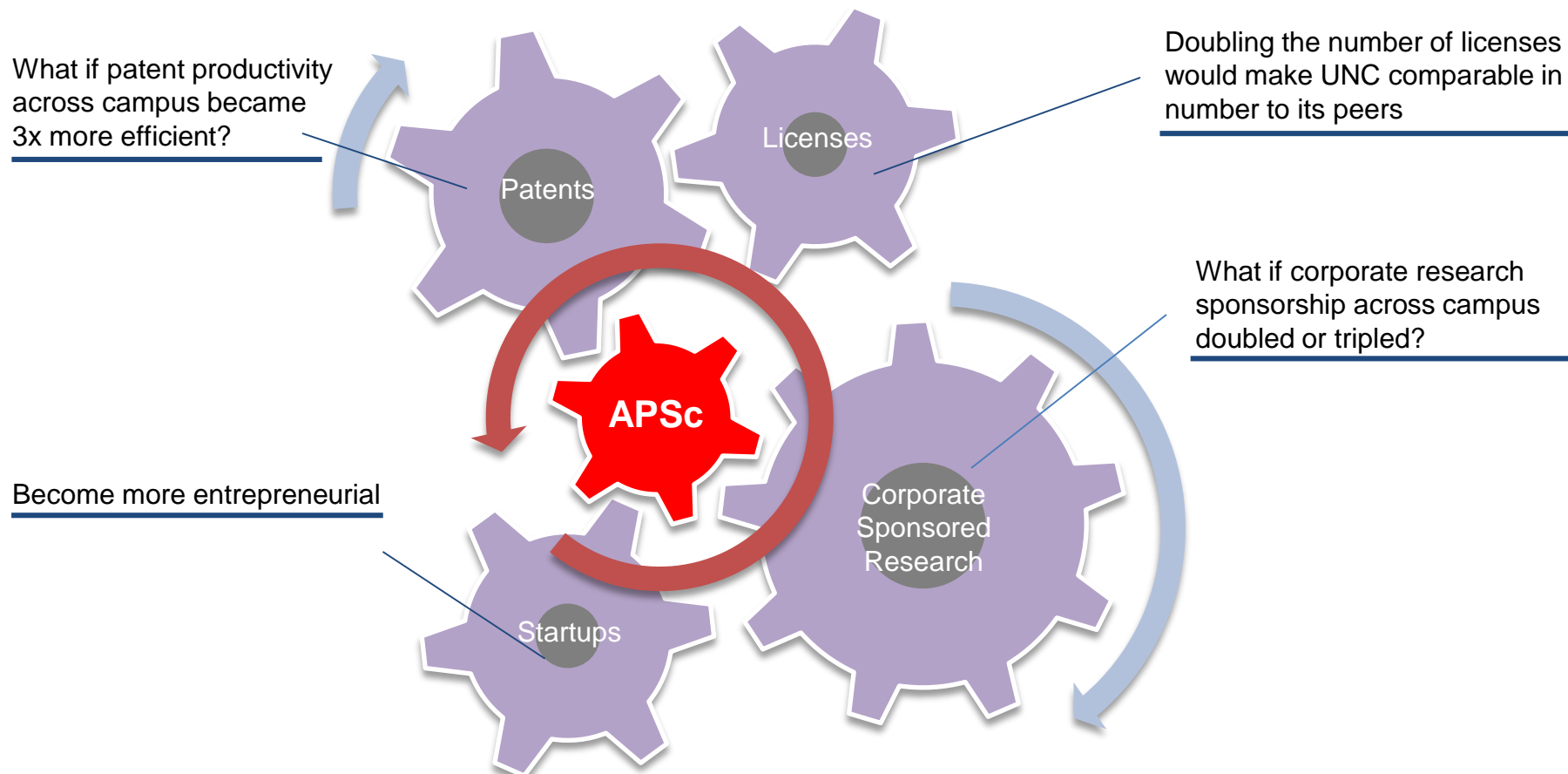
Source: Team analysis, based on economic impact averages

A SWOT analysis provides a broad overview of the current landscape for this new department at UNC

	Strengths	Weaknesses	
Internal Analysis	• High federal funding in sciences • Supportive leadership for new department • Many potential collaborative partners on campus and in the community	• Low patent productivity • Limited startups • Below average corporate sponsorship	Traits within our organization that we could leverage in the future or mitigate through strategic actions
	Opportunities	Threats	
External Analysis	• High concentration of R&D in the Triangle • Science and technology transfer are high priorities for the state • Growth in corporate sponsorship in applied sciences	• Decreased federal funding to universities • Challenging economic conditions • Peer institutions are moving quickly in this space	Elements outside of our organization of which we have no control but that could (and should) affect our strategy

Source: Team analysis

UNC FRANK HAWKINS KENAN INSTITUTE OF PRIVATE ENTERPRISE

UNC COLLEGE OF ARTS & SCIENCES

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Impact	

UNC
FRANK HAWKINS KENAN
INSTITUTE OF
PRIVATE ENTERPRISE

UNC
COLLEGE OF
ARTS & SCIENCES

We have developed strategy statements to provide direction

Mission Statement

Our mission is to solve the world's most challenging problems through applied physical sciences.

Vision Statement

Our vision is to create and translate scientific research into practical application to improve the lives of the people of North Carolina and the nation.

Slogan: "Ideas to Impact"

Values Statement

Our values embrace an interdisciplinary approach, team-based science, and an entrepreneurial mindset.

Source: Team analysis

"Ideas to Impact" motivated by big "What if?" questions, leveraging Carolina knowledge impacting health, energy and sustainability

What if $1 vaccines eliminated influenza and other diseases?

What if wearable biosensors allowed surgical patients to leave the hospital faster to recover at home?
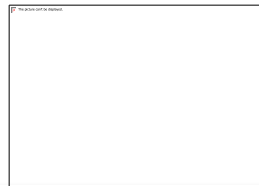
What if solar energy was economically preferable?

What if energy storage was essentially free?

What if lab-on-a-chip technology enabled common handheld units for detection of water-borne toxins?

What if agricultural water runoff was eliminated?

What if we helped seed a culture shift about applying knowledge at Carolina?

Source: Team analysis

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Priorities — Over the next 5 years we need to: hire faculty, develop students, and secure resources

Impact —

5 Year Priorities and Objectives for APSc - Draft

Priorities	2014-2015	2015 - 2016	2016 - 2017	2017 – 2018	2018 - 2019
Hire Faculty Grow a network of full-time, joint, and affiliated faculty dedicated to application-based team science to address and solve real-world problems	**Create** • 1st cluster of 4 materials hires • Identify next cluster areas • Identify affiliates	**Establish** • 2nd cluster of 4 hires aligned to opportunities for UNC and state	**Expand** • 3rd cluster hires • National-level workshop on activities and trends in APSc	**Grow** • 4th cluster hires • Assess faculty impact, direction and remaining impact needs	**Stabilize** • 5th cluster hires • Continuous development of affiliate community
Develop Students Provide innovative graduate and undergraduate curricula in applied sciences with an interdisciplinary approach and liberal arts connection	**Organize** • Stabilize MTSC grad curriculum and resources	**Plan** • Grow MTSC course offerings • Plan new APPL tracks for undergraduates	**Enhance** • Launch new APPL tracks for undergraduates	**Excel** • Emphasis on research experience and entrepreneurship (with metrics)	**Graduate** • Assist APPL students with successful employment
Secure Resources Collaborate through an entrepreneurial mindset for creative and flexible ways to generate funds, facilitate growth, and make impact	**Secure** • Capital campaign • Renovate existing space	**Design** • Plan for new Interdisciplinary Science Building • Seek out new funding sources	**Build** • Develop and market space for collaborative activities	**Partner** • Grow corporate partnerships and on-campus collaborations	**Consolidate** • Centralize unit in Interdisciplinary Science Building

Source: Team analysis

UNC COLLEGE OF ARTS & SCIENCES

We will hire new APSc faculty who demonstrate traits consistent with the values and culture of the department

Do not fit 100% in another existing science department

Diversity in its many forms

Strong emphasis on real-world application through entrepreneurship and/or corporate partnership

Flexible, to nimbly adapt to most pressing applications

Eager to play in team science groups, projects & centers

Source: Team analysis

The IAM hires provide a foundation to build from and demonstrate that we can hire great faculty in these areas.

Institute for Advanced Materials, Nanoscience and Technology (IAM), now part of APSc:

"*a multidisciplinary research institute, coordinating efforts across the internationally recognized strengths of UNC-Chapel Hill in polymer science, nanomaterials, and nanobiosciences*"

IAM HIRES

Mike Ramsey, 2004 (Chemistry/CGSS)

Tom Meyer, 2005 (Chemistry/EFRC)

Peter Mucha, 2005 (Mathematics)

Rene Lopez, 2006 (Physics & Astronomy)

Wei You, 2006 (Chemistry)

Nancy Allbritton, 2007 (Chemistry/BME)

RESEARCH THEMES

"Lab-on-a-chip" micro- & nano-fluidics

Photochemistry and energy technology

Computational mathematics and complex systems

Nanofabrication and optics

Organic electronic materials synthesis

Biomaterials and biotechnology applications

FUNDING (FY10-13)

Sponsored research (as Lead PIs) $42.7M

3 IAM hires in Top 10* of Lead PI $ among CAS Natural Sciences

5 IAM hires in Top 15%** of total affiliated $ (6th is in Top 25%)

INDUSTRIAL IMPACT

6 start-up companies

>100 granted patents

Reports of invention

Consulting activities

Scott Warren (APSc/Chem 2013 asst.prof. hire): supramolecular chemistry for fabrication of devices for energy conversion, electrochemistry, and electronics. Patents: 3. Corporate Partnerships: 2.

Source: http://advancedmaterials.unc.edu/2012/10/19/about-iam-what-we-do/

* Ranking Based on all 265 Lead PI's on grants in the Natural Sciences
**Ranking Based on all 273 participants on grants in the Natural Sciences

There is a previous history of applied science curricula in MTSC and APPL that the new department will enhance and re-launch

Graduate Program (MTSC)

There have been multiple curriculum committees over the past 10 years

Peer programs include core coursework in materials, photonics and interfaces

APSc will use the past curriculum committees and peer programs as guides for course development

Undergraduate Program (APPL)

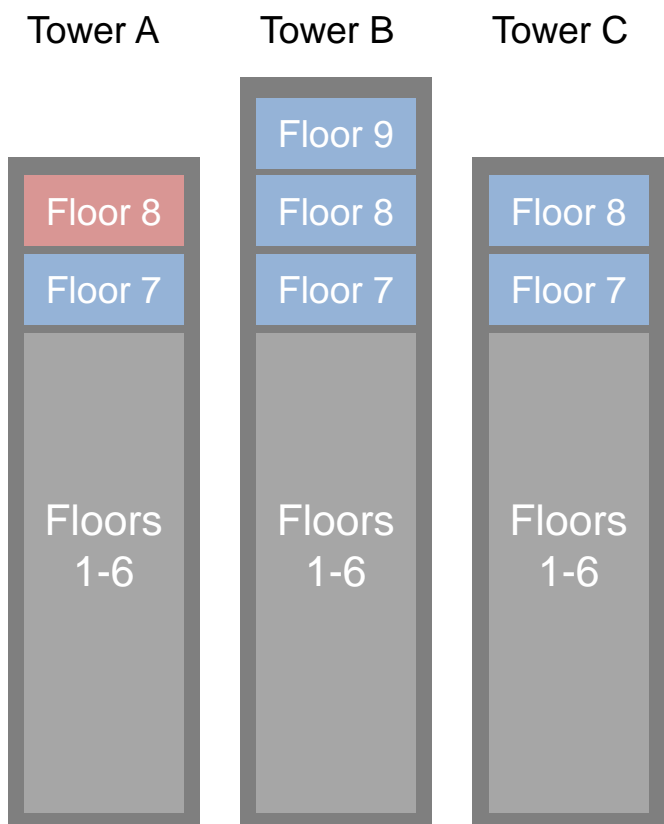Old APPL tracks other than BME currently on hold

A 2008 flyer about possible new APPL tracks attracted ~150 to apply and visit

APSc will create new APPL tracks with new faculty, undergraduate research, making things and entrepreneurship

Source: 2012-2013 UNC Graduate Record; Ed Samulski (response to CASE flyer); team analysis

Existing space allocated to APSc sufficient for at most 6 new hires

Allotted Space (Kenan Labs)

Tower A   Tower B   Tower C

Tower A
- Floor 8
- Floor 7
- Floors 1-6

Tower B
- Floor 9
- Floor 8
- Floor 7
- Floors 1-6

Tower C
- Floor 8
- Floor 7
- Floors 1-6

Legend

- Scott Warren*
- Available
- Chemistry

Floors

Floor 7
- 1 Large Lab per Tower
- 5-6 Smaller Rooms

Floor 8
- 1 Large Lab per Tower
- 5-6 Smaller Rooms

Floor 9
- 1 Large Lab
- A few offices

*Approx. 90% occupied

Current sq.ft. Space Allocation

Total	18,600
Scott Warren	~2,500
Remaining	16,100

Will run out of space during second cluster of four hires (2016)

Need another 80-100K sq.ft.

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Priorities — Over the next 5 years we need to: hire faculty, develop students, and secure resources

Impact — Expand research funding, increase industrial activity, provide a focus point for a cultural shift, and improve economic development

We are setting ambitious goals going forward

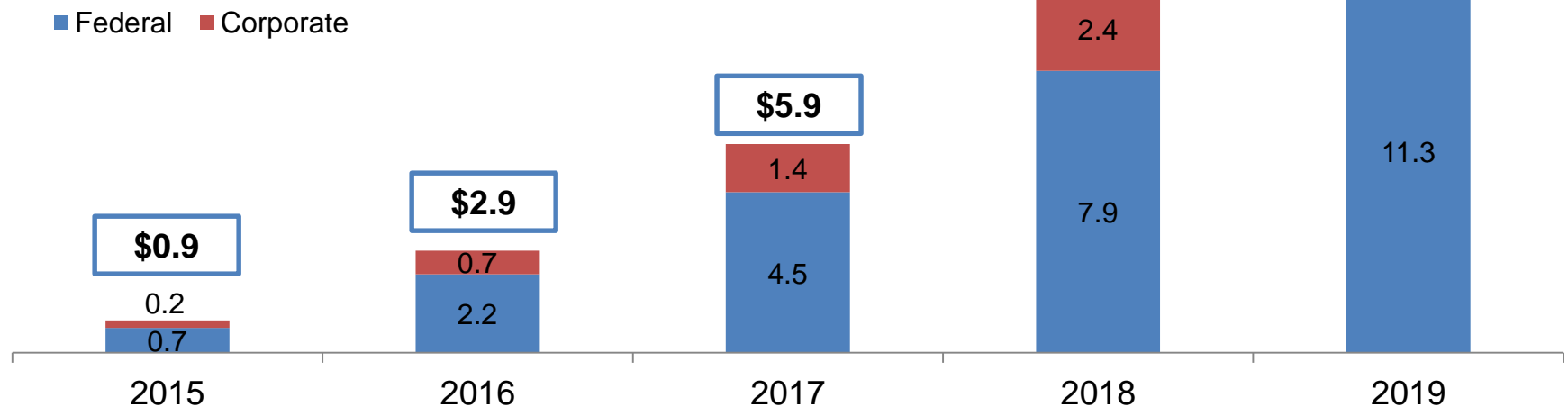| **Priorities**	**2019 Goals**	**Potential Impact**
Hire Faculty Grow a network of full-time, joint, and affiliated faculty dedicated to application-based team science to address and solve real-world problems	• 20 new faculty • 10 existing joint • 100 affiliates with sense of community and partnership	• 15 new patent applications • 2 new licenses • 5 new start ups • $23M brought to the state
Develop Students Provide innovative graduate and undergraduate curricula in applied sciences with an interdisciplinary approach and liberal arts connection	• Top 10 ranked graduate program • 100 majors in APPL undergraduate program	• Increased salaries ~$35K/year for STEM graduates • $15.6M total increase in spending power over 10 years
Secure Resources Collaborate through an entrepreneurial mindset for creative and flexible ways to generate funds, facilitate growth, and make impact	• 5-year investment of $243M • Includes a new building ($150M + design & new facilities) • 10 new industrial partners	• $11M/year in federal funding • $4M/year in corporate funding • ~600-1K new jobs created • $25M/5years direct value to the state from new research funding

Source: Team analysis

Generate ~$15M in new research funding annually within 5 years

Research Funding from new APSc faculty hires
FY2015-2019 ($M)

2019 figures based on:
Senior Professors: 4
Recently Tenured Professors: 4
Junior Professors: 8
(not counting 2019 fifth cluster of 4 hires)

■ Federal ■ Corporate

	2015	2016	2017	2018	2019
Total	$0.9	$2.9	$5.9	$10.3	$14.7
Corporate	0.2	0.7	1.4	2.4	3.4
Federal	0.7	2.2	4.5	7.9	11.3

Source: Team analysis and expert interviews

The new Interdisciplinary Science space will support a culture of collaboration and innovation on campus

Example:
Arizona State University's
Biodesign Institute

- Has met or exceeded all of its business goals and provided *a significant return on TRIF investment*
- Has attracted more than *$300 million in external funding* since inception,
- The Institute won the State's *2009 Excellence in Economic Development Award* in the category of Innovative Economic Development.

The "Make It" Space

Connect   Create   Collaborate

"The Water Cooler for the UNC Sciences"

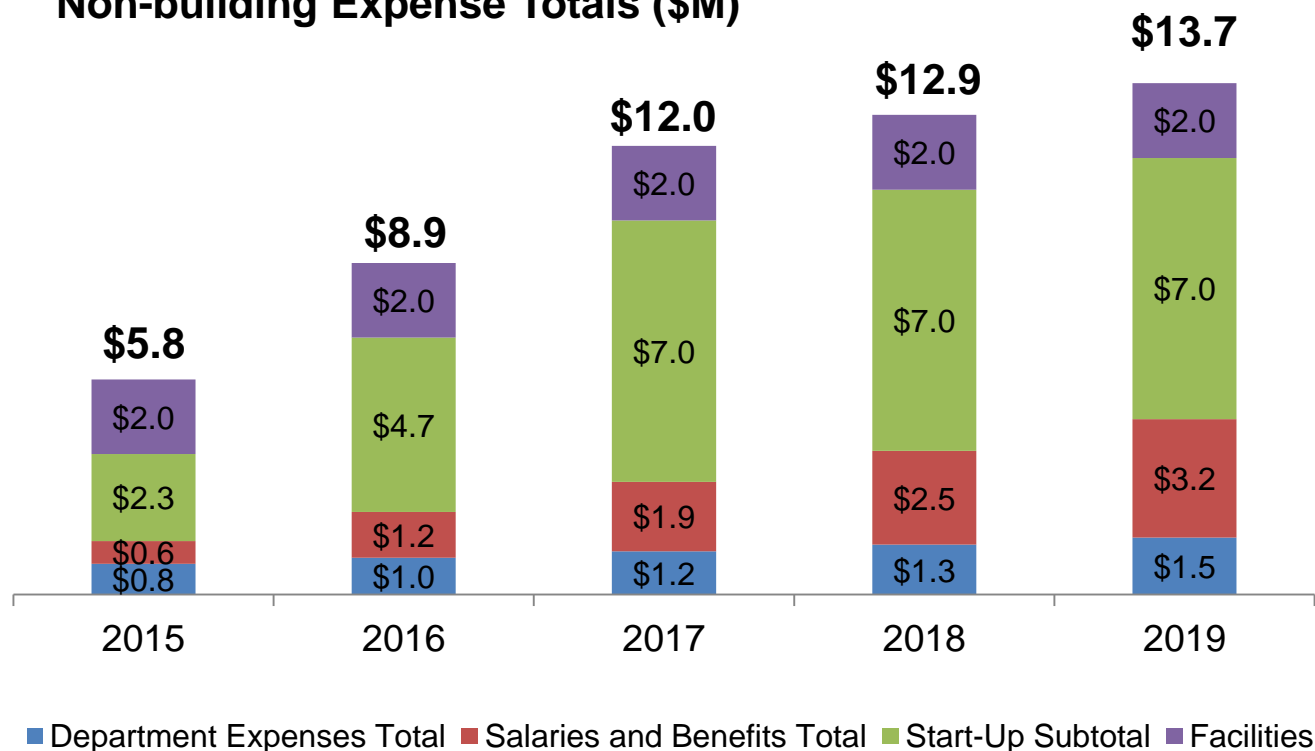A hub for faculty and students to innovate, create, and build things

Example:
Stanford University's
Bio-X Clark Center

- The building acts as a social magnet *encouraging chance encounters and informal meetings* between lecturers, researchers and students from diverse academic backgrounds
- The building has been turned inside out, with 'corridors' replaced by external balconies, enabling *completely flexible lab layouts*

Source: http://www.biodesign.asu.edu/about/accomplishments; http://biox.stanford.edu/clark/bldg2.html

Ramp up requires significant faculty start up and expenses

Non-building Expense Totals ($M)

The 5 year (2015-2019) need for non-building expenses is: $53.2M

The addition of:
- Building (~**$150M**)
- Design (~**$15M**)
- Renovations (~**$3M**)
- Facilities in new building (~**$22M**)

5 year (2015-2019) need: $243.2M

Legend: ■ Department Expenses Total ■ Salaries and Benefits Total ■ Start-Up Subtotal ■ Facilities

Source: Team analysis

*Dept. F&A returns ~$1.0M

The new department can bring $50M in returns to North Carolina economy over the next 5 years and $182M over the next 10 years

Estimated Investment

5 Year (2015-2019) ($M)

Department	5.8
Faculty	37.3
Facilities	10.0
Space	190.0
Total	**243.2**

10 Year (2015-2024) ($M)

Department	14.0
Faculty	60.7
Facilities	20.0
Space	190.0
Total	**284.7**

ROI ➤

Potential Direct Returns

5 Year (2015-2019) ($M)

Students	0.5
Patents	1.7
Startups	23.0
New Research Funding	24.9
Total	**50.1**

10 Year (2015-2024) ($M)

Students	15.6
Patents	6.9
Startups	59.2
New Research Funding	100.6
Total	**182.5**

Not Included in Returns: Startups that are sold or big hits, scientific jobs created, construction jobs during building, unlocking translational capabilities across UNC, companies brought to NC
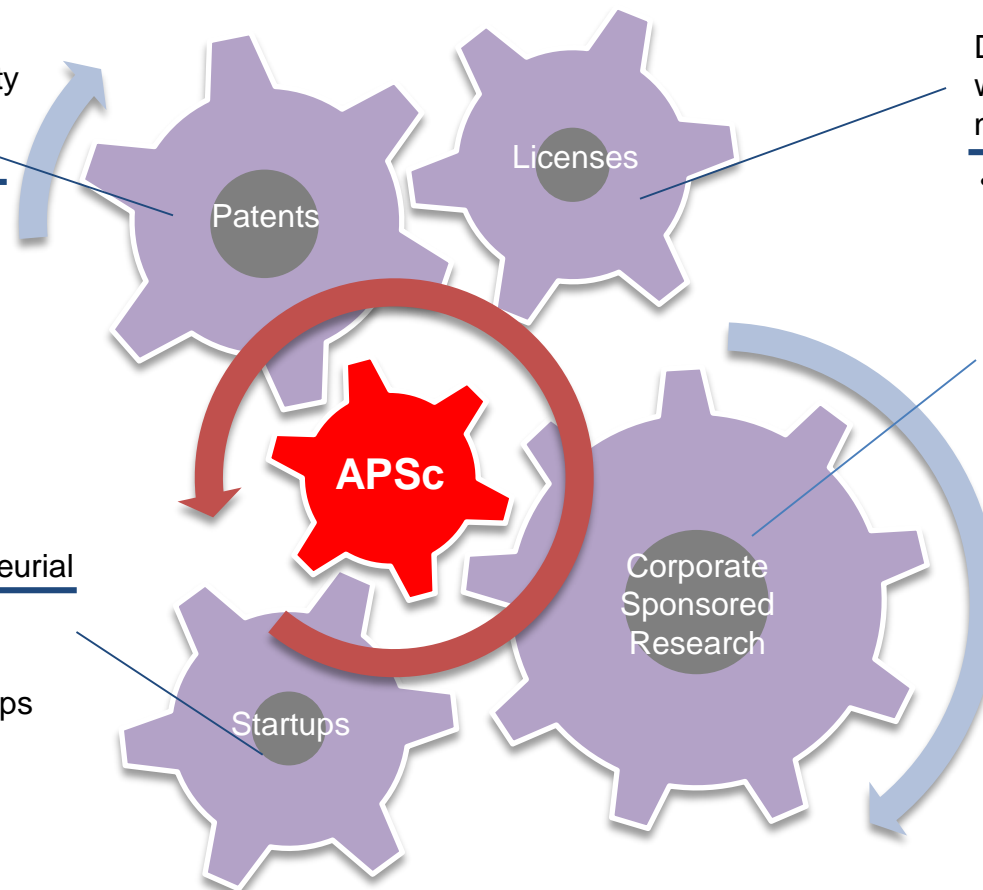
APSc will set a different culture for itself.
How big are the indirect benefits of a wider culture shift?

What if patent productivity across campus became 3x more efficient?

- +135 patents/year

Doubling the number of licenses would make UNC comparable in number to its peers

- Peers average **$34.5M/year** (UNC now $1.5M/year)

What if corporate research sponsorship across campus doubled or tripled?

- New companies brought to the region could generate **taxes and jobs** for NC
- New jobs generated by research dollars potentially worth **>$10M/year** to NC.

Become more entrepreneurial

- Large potential from APSc startups sold
- **New jobs** from startups could add significant value to the state

Source: Team analysis, based on economic impact averages

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Strategic Planning Project
August, 2013 to January, 2014

Advisory Committee

Name	Affiliation
Warwick Arden	NCSU Provost
Martin Baucom	NCSU COE Associate Executive Director of Development
Ruben Carbonell	NCSU Kenan Insitute (KIETS Director)
Lowry Caudill	UNC-CH Board of Trustees
Haywood Cochrane	UNC-CH Board of Trustees
Judith Cone	UNC Special Assistant to the Chancellor
Joe DeSimone	UNC Kenan Institute of Private Enterprise, Director
Charles Duckett	UNC-CH of Trustees
Cam Enarson	Vice Dean for Finance and Administration, UNC SOM
Barbara Entwisle	UNC Vice Chancellor for Research
Kevin M Fitzgerald	Chief of Staff UNC GA
Karen M. Gil	Dean UNC-CH College of Arts and Sciences
John Gilligan	Executive Associate Dean NCSU College of Engineering
Kevin Guskiewicz	Senior Associate Dean Natural Sciences UNC-CH CAS
Michael Jay	Professor and Chair, UNC ESOP Molecular Therapeutics
Lisa B. Johnston	Interim Director UNC-CH Division of Physical Therapy
Myla Lai-Goldman	Managing Partner; Personalized Science, LLC
Ross Lampe	President and CEO SMD Software (SiteLink)

Name	Affiliation
Gayle Lanier	NCSU Board of Trustees
Weili Lin	Director UNC Biomedical Research Imaging Center
Terri Lomax	NCSU Vice Chancellor for Research
Paul Lunn	Dean NCSU College of Veterinary Medicine
Terry Magnuson	Vice Dean for Research UNC School of Medicine
Mark Meares	UNC Director of Corporate and Foundation Relations
Kate Meurs	Associate Dean of Research NCSU CVM
Tom K Miller	Executive Director of the NCSU Entrepreneurship Initiative
Peter Mucha	Chair, Department of Applied Physical Sciences, UNC-CH
David F. Myers	VP, Engineering and Technology, RTI International
Michael Petr	Undergrad NCSU- BME Club President
Shruthi Rajan	Undergrad UNC- BME Club President
Maria Rapoza	VP, Sci. and Tech. Dev. Program NC Biotechnology Center
William Starling	CEO Synecor
Sam Tetlow	CEO, Clear View Limited
Edward White	Chairman of the Board Field2Base, Inc.
Rick Wysk	BME Rehabilitation Engineering Center Director

Key responsibilities include attendance at two advisory committee meetings, feedback on ideas presented, and input on overall strategic planning

1

Overall process

Phase 1 – Assessment

- Background Fact Pack
  - *Internal & external finding*
  - *Benchmark*
  - *Interviews*
  - *Internal & external surveys*
  - *Summary SWOT*

Ending Oct. 21

Phase 2 – Visioning

- Draft Strategy Statements:
  - *Mission / Values*
  - *Vision*
  - *Priorities*
  - *Key Metrics*

Ending Nov. 18

Phase 3 – Implementation

- Implementation Plan:
  - *Objectives*
  - *Initiatives*
  - *Actions*
  - *Supporting metrics*

Ending Jan. 27

We conducted and analyzed an internal survey; interviewed chairs from other BME departments; held weekly task force meetings; and analyzed >20 secondary reports.

We also sought input through extensive interviews with other top BME departments in the US

Features of the ideal BME department– no program has all of these traits

Non-traditional department structure
- Fluid appointments, money transfer, and engineer/clinician engagement, i.e. be seamless

Funding from multiple sources
- NIH, NSF, DOD, industry, endowments, foundations, private donors

Translational culture
- Brings products to market that address global challenges and needs

Provost-Level Reporting
- Support at the provost-level for fluid faculty/student engagement and removing barriers for inter-institutional partnerships

Marketing Resources
- PR / Marketing / Outreach staff and regular PR and student recruiting activities at key events

Additional Features
- A global reputation, students with a strong engineering foundation, facilitated technology transfer, and an active Corporate Advisory Board

Source: Interviews of Chairs of BME Departments

We completed a SWOT analysis to inform our strategy

Internal Analysis

Strengths
- Effective educational experience
- Cutting edge research
- Entrepreneurial initiatives

Weaknesses
- Organizational challenges and inefficiencies
- Budget cuts and lack of endowment
- External awareness

Traits within our organization that we could leverage in the future or mitigate through strategic actions

External Analysis

Opportunities
- Real world problems that need BME solutions
- Proximity to RTP
- Macro-level growth of BME field

Threats
- Decreasing public funding
- Competition from other BME programs
- Inter-institutional rivalry

Elements outside of our organization of which we have no control but that could (and should) affect our strategy

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Weakness 3: Our BME program lacks external awareness and regard and does not promote itself as much as the competition

The BME department's reputation is one of its top 3 weakness

- "Lack of visibility of the program as a whole" –UNC-based, Graduate
- "Recognition among other BME programs in the US" –UNC-based, Graduate
- "PR" –NCSU-based, Graduate

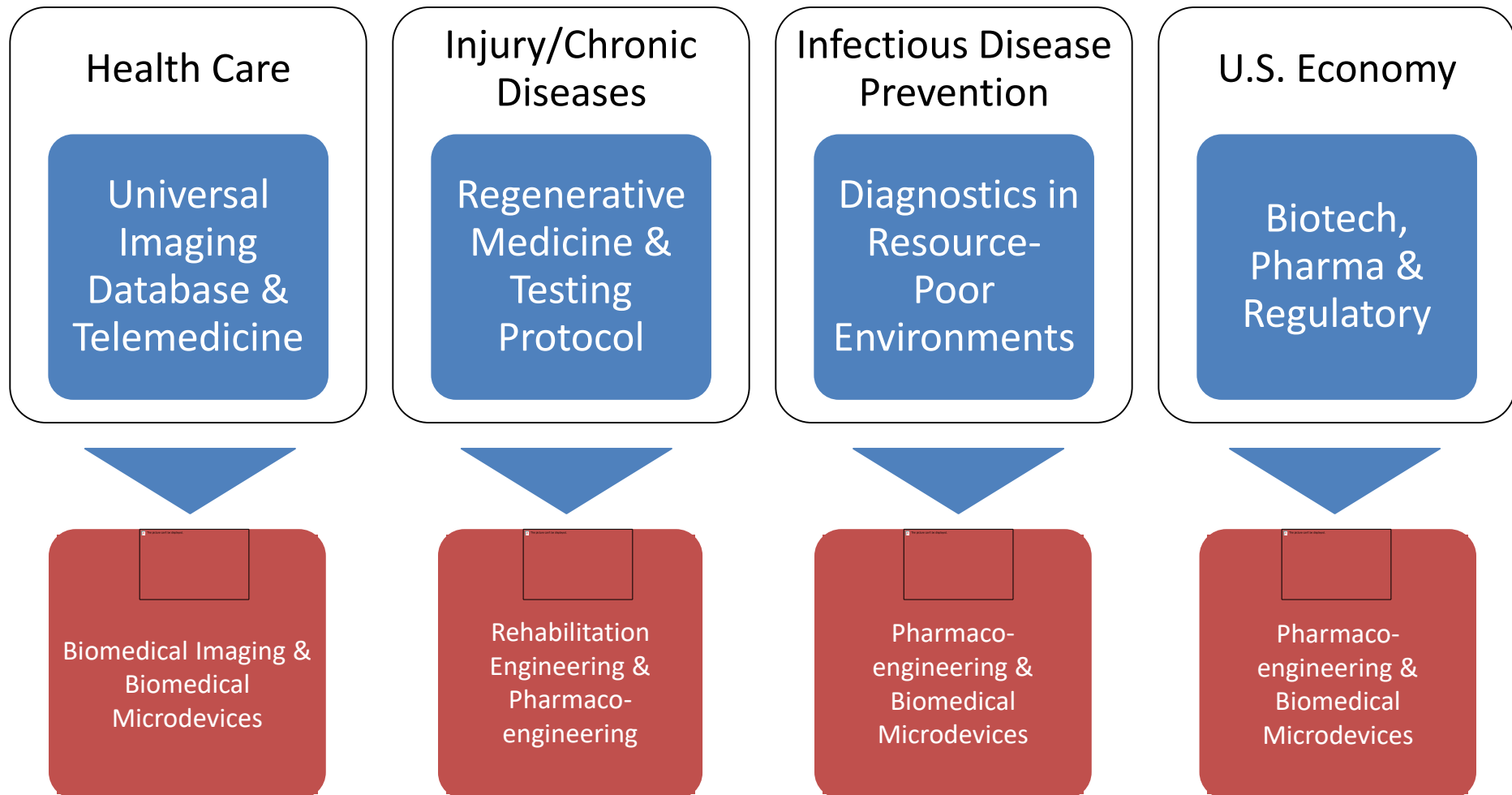## Sponsorship at national conferences influences program recognition

- 77% of top 20 programs sponsored a booth or reception at the 2013 BMES Meeting

Top programs dedicate resources to PR

- $60,000/yr, University of Texas at Austin
- $50,000/yr, University of Washington
- $10,000/yr, University of Virginia
- Georgia Tech/Emory hosted 2012 BMES Conference
- University of Maryland holds the Fischell Festival ($10,000/yr)

Source: BMES website & program, BME Department Chair Interviews, Team Analysis

Opportunity 1: BME can translate market demand into department strengths

Health Care	Injury/Chronic Diseases	Infectious Disease Prevention	U.S. Economy
Universal Imaging Database & Telemedicine	Regenerative Medicine & Testing Protocol	Diagnostics in Resource-Poor Environments	Biotech, Pharma & Regulatory

Biomedical Imaging & Biomedical Microdevices	Rehabilitation Engineering & Pharmaco-engineering	Pharmaco-engineering & Biomedical Microdevices	Pharmaco-engineering & Biomedical Microdevices

Source: "Medical and Biological Engineering in the Next 20 Years: The Promise and the Challenges," AIMBE, 2013.

We have developed strategic priorities and related initiatives

Strategic Priorities

Create a transformative inter-institutional model

Grow global impact

Secure resources to enable strategy

Initiatives (2014-2019)

1. Create a BME charter
2. Reposition the Department externally
3. Enable joint departmental personnel and students

1. Be the world-renowned leader in 3-5 focus areas
2. Educate a high quality workforce
3. Translate and transition technology

1. Establish a BME endowment
2. Grow industrial partnerships
3. Create new revenue-generating programs

Initiative Area	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Create a BME charter	Plan and draft BME charter		Revise agreements as needed		
	Assemble administrative board to help guide BME program				
	Work with provosts to align BME across universities				
	Plan for single budget (faculty, grad, staff)		Implement single budget (faculty, grad, staff)		
	Plan new finances for combined UG degree	Implement combined UG budget			
Reposition the department externally	Negotiate joint external reporting	Implement joint reporting	Sponsor a national meeting		
	Develop unified brand	Build web and social media presence			
	Support BMES receptions and booths				
	Sponsor an international meeting	Sponsor distinguished lecture series			
	Form partnerships with international universities				
Enable joint departmental personnel & students	Joint senior design program	Plan joint UG program	Implement joint UG program		Assess joint UG program
	Prepare for NCSU and UNC ABET	Develop joint registration		Prepare ABET for joint degree	
	Align graduate policies		Assess joint graduate program		
	Plan for joint faculty/staff	Implement joint faculty/staff	Align faculty reward systems		
	Align faculty expectations	Staged alignment of faculty/staff pay scales			

Initiative Area	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Educate a high-quality workforce	Create a Corporate Advisory Board	Continuously improve offerings based upon industry need at graduate and undergraduate level			Launch new programs for next five years
	Expand experiential learning: internships and co-ops				
	Track post-degree activities on annual basis and create networking opportunities with graduates				
	Broaden graduate student recruiting (increased quantity, quality, and diversity)				
Accomplish high-impact research	Focus on team science, obtain collaborative grants over $5M				Conduct research impact assessment
	Expand internal collaborations (CVM, SOP, COT) and external partnerships (military, FDA, RTP, and global universities)				Assess global impact
	Spotlight results through awards and external professional activities				
	Make strategic hires at junior and senior faculty levels				
Translate and transition technology	Hire student/faculty-industrial needs coordinator	Expand intellectual property portfolio			
	Educate faculty in IP process		Market and license patents		Evaluate BME tech transfer process
	Expand clinical and industrial partnerships		Establish clinical/industrial consortium		Roadmap future translational opportunities

Priority 3: Secure resources – Initiatives and actions

Initiative Area	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Grow industrial partnerships	Start Corporate Advisory Board	Expand department and industry interactions (industry coordinator)		Assess success at industry-student interactions	
		Implement best suggestions from annual Corporate Advisory Board meetings			
	Grow industry interactions through universal student partnerships program (internships and co-ops in research, industrial, or clinical areas)				
	Develop industrial consortia and sponsors				
Create new revenue-generating programs	Submit PSM degree requests	Plan Professional Science Masters e.g. Medical Technologies		Enroll initial students	
	Generate F&A via collaborative grants over $5M				
	Plan Med Tech summer course	Advertise summer course	Enroll initial class	Grow class and assess outcomes	
Establish a BME endowment	Hire FT development staff	Create BME foundation	Engage BME Foundation		Generate revenue from endowment
		Participate in cross-university fundraising and capital campaign			
	Facilitate active fundraising by chair				
	Engage alumni and donors				

Source: Team analysis

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An outstanding BME Department will have significant impact

Priorities	2014-2019 Initiatives	Potential Impact
Create a transformative inter-institutional model	1. Create BME charter 2. Enable joint departmental personnel and students 3. Reposition the Department externally	• NC leads in Biomedical Engineering • Global university/industrial collaborations • Integrated roadmap: education, design, discovery development, demonstration, production
Grow global impact	1. Educate a high quality workforce 2. Accomplish high-impact, innovative research 3. Translate and transition technology	• Skilled workforce improves healthcare • Research produces break through health products e.g. targeted cancer and diabetes therapies • Global companies made in NC
Secure resources to enable strategy	1. Establish a BME endowment 2. Grow industrial partnerships 3. Create new revenue-generating programs	• BME faculty with high national/international visibility • Strong interactions with biotechnology companies • New research capabilities • Faculty/students globalized

Most funding is already sourced, new temporary sources are required to invest in BME strategic priorities
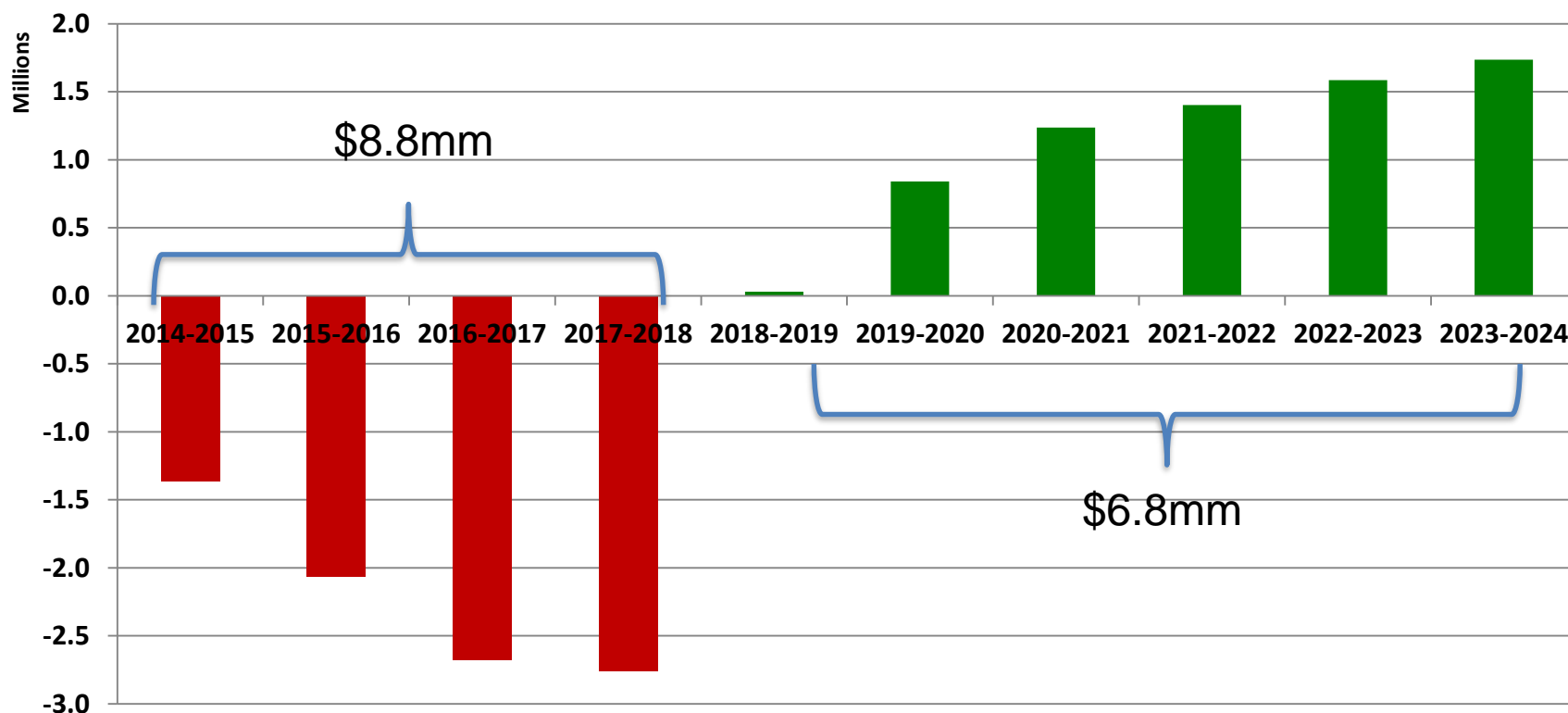
BME 2014-2019 Operating Budget

See detailed assumptions and calculations in appendix

| SITUATION | STRATEGY | IMPLEMENTATION |
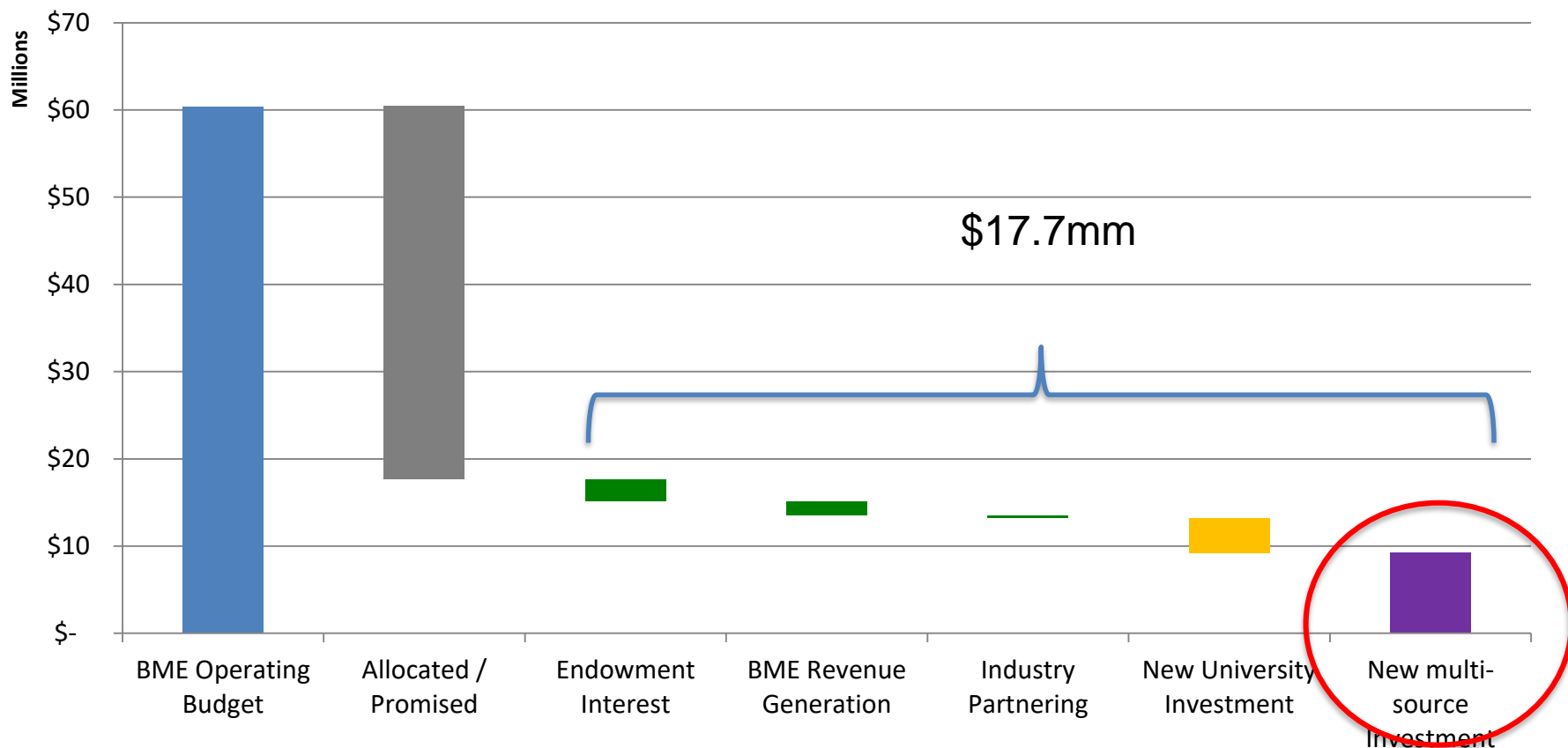
A short term investment of $8.8 million is needed to support BME growth before its endowment and programs allow it to invest in itself

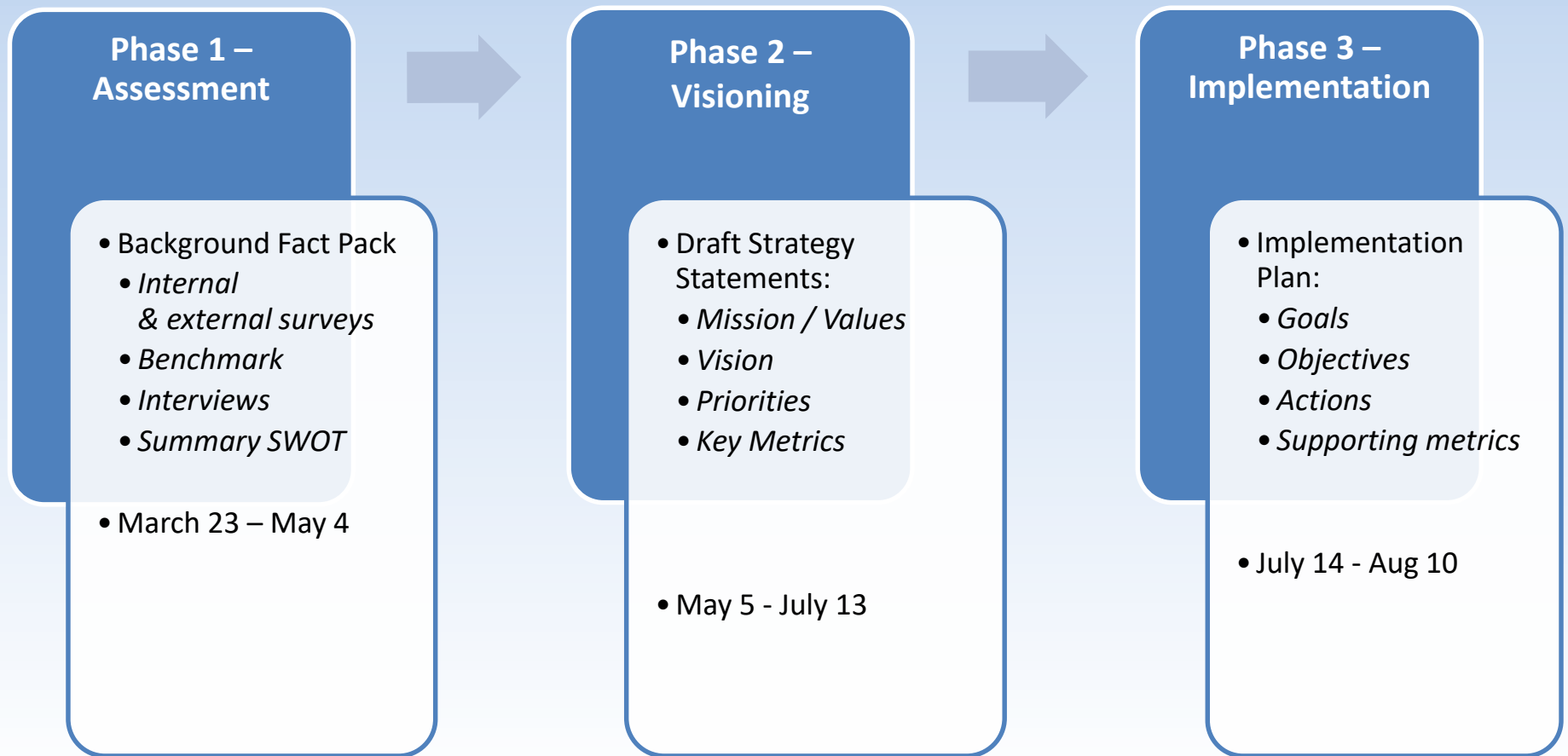**BME Net Operating Cash Flow**

$8.8mm

$6.8mm

Surplus cash flow is re-invested into retaining and attracting talent and initiating new programs

See detailed assumptions and calculations in appendix

| SITUATION | STRATEGY | IMPLEMENTATION |

Case Study Example
Carolina Athletics Strategic Plan

The 3 phases of the strategy project

Phase 1 – Assessment

- Background Fact Pack
  - *Internal & external surveys*
  - *Benchmark*
  - *Interviews*
  - *Summary SWOT*

- March 23 – May 4

Phase 2 – Visioning

- Draft Strategy Statements:
  - *Mission / Values*
  - *Vision*
  - *Priorities*
  - *Key Metrics*

- May 5 - July 13

Phase 3 – Implementation

- Implementation Plan:
  - *Goals*
  - *Objectives*
  - *Actions*
  - *Supporting metrics*

- July 14 - Aug 10

5 Month Project Roadmap

Phase I

Week 1 (3/19-3/23)
Review Strategic Planning Material

Week 2 (3/26-3/30)
•Retreat Prep by Task Force
•AD benchmark targets
•Finalize team charter

Week 3 (4/2-4/6)
•Research
•Internal Employee Survey

Week 4 (4/9-4/13)
•Analysis of survey results

Week 5 (4/16-4/20)
•Task Force Strategic Planning Retreat

Week 6 (4/23-4/27)
•External constituent survey
•Visit/contact ADs
•AD Key Findings

Week 7 (4/30-5/4)
•Findings and Recommendations
•Summarize corporate best practice strategy statements

Phase II

Week 8 (5/7-5/11)
•Break

Week 9 (5/14-5/18)
•Revise documents/conduct additional research

Week 10 (5/21-5/25)
•Craft strategy documents - mission, vision & priorities

Week 11 (5/28-6/1)
•Revise strategy statements based upon input

Week 12 (6/4-6/8)
•Systematically circulate and gain input

Week 13 (6/11-6/15)
•Systematically circulate and gain input

Week 14 (6/18-6/22)
•Develop comprehensive performance metrics & goals

Week 15 (6/25-6/29)
•Revise all documents based upon input

Week 16 (7/2-7/6)
•Break

Week 17 (7/9-7/13)
• Finalize prep for Advisory Committee meeting

Phase III

Week 18 (7/16-7/20)
•Conduct training in balance scorecard principles

Week 19 (7/23-7/27)
•Revise objectives, metrics and actions

Week 20 (7/30-8/3)
•Finalize balance scorecard and implementation plan

Week 21 (8/6-8/10)
•Prepare for final Advisory Committee meeting

Initial Survey led to Summary SWOT

Strengths

- Student-athletes
- Coaching staff
- Focus on facilities

Weaknesses

- Organization
- Bias toward status quo
- Compensation

Strategy

Opportunities

- Foster a service mentality
- Leverage brand
- Increase revenue

Threats

- Conference affiliation
- Financial challenges
- NCAA shifts

Strategy Statement – Mission

> **Mission Statement**
> Statement which specifies a firm's purpose or "reason for being"
> and the primary objective toward which the firm's programs & plans
> should be aimed. It must be clear and understood.

We educate and inspire through athletics.

Strategy Statement – Values

Values
It is what we believe in, our guiding principles,
and how we interact.

Responsibility   *Do what is right.*

Innovation   *Find a better way.*

Service   *Put others first.*

Excellence   *Work hard. Play smart. Win together.*

Strategy Statement – Vision

> **Vision Statement**
> Statement describing what the firm strives to be
> at some future time. It should be specific and motivating.

We will lead in all that we do … Academics, Athletics & Administration.

Strategy Statement – Priorities

	Priorities
	Priorities What we need to do to live our mission and values and to accomplish our vision.

Alignment	Align our operations to fulfill the mission of the university.
Academic Achievement	Achieve a top 3 academic finish in the conference and a top 10 finish nationally in each sport.
Athletic Performance	Perform to a top 3 athletic ranking in the conference and a top 10 ranking nationally in each sport.
Administrative Engagement	Engage internal and external constituents to relentlessly pursue the resources and administrative structures necessary for success.

Carolina Athletics Strategy Statements

Mission

We educate and inspire through athletics.

Values

Responsibility   Do what is right.

Innovation   Find a better way.

Service   Put others first.

Excellence   Work hard. Play smart. Win together.

Vision

We will lead in all that we do …
Academics, Athletics & Administration

Priorities

Alignment

   Align our operations to fulfill the mission of the university.

Academic Achievement

   Achieve a top 3 academic finish in the conference and a top 10 finish nationally in each sport.

Athletic Performance

   Achieve a top 3 athletic ranking in the conference and a top 10 ranking nationally in each sport.

Administrative Engagement

   Engage internal and external constituents to relentlessly pursue the resources and administrative structures necessary for success.

Priority: Alignment

Align our operations to fulfill the mission of the University. – insert legend

Objective 1: Define and respect the importance of athletics within public research universities.
- **A.** Work with university-appointed task forces to develop operational and growth strategies for the athletics program.
- **B.** Develop a culture that values the balance of athletics and academics as a vital part of the student-athlete experience.
- **C.** Develop a compliance culture to serve as a model for responsibility and integrity.
- **D.** Create the first multi-university coalition to monitor impact of athletics on a university.

Objective 2: Build stronger relationships within the university community.
- **A.** Launch campus-wide athletics/community partnership programs.
- **B.** Create a campaign that celebrates athletics contributions to university life.
- **C.** Operate in a transparent manner so that the university community is as informed as possible about decisions that are made within Carolina Athletics.

Objective 3: Actively shape the future of college athletics.
- **A.** Seek leadership roles on collegiate athletics committees (e.g., conference committees, NCAA task forces, NACDA and affiliate leadership organizations).
- **B.** Offer the Carolina perspective in multiple venues on a national basis.

Priority: Academic Achievement

Achieve a top 3 academic finish in the conference and a top 10 finish nationally in each sport.

Objective 4: Improve the academic profile of incoming student-athletes.
- **A.** Track and annually improve the academic profiles of incoming student-athletes.
- **B.** Aggressively recruit prospective student-athletes who exemplify and embrace the core values of Carolina Athletics.
- **C.** Recognize coaches for their recruiting classes that meet high standards for academic profiles.

Objective 5: Support student-athletes' academic goals, performance and their efforts to graduate.
- **A.** Facilitate and support the College of Arts & Sciences' efforts to offer an outstanding academic support system.
- **B.** Develop and implement a comprehensive feedback system for academic support.
- **C.** Monitor regularly the academic progress and graduation rates, giving increased attention to groups, teams and individuals that fall below established goals.
- **D.** Create a program to recruit former student-athletes who have exhausted their eligibility to complete their education.
- **E.** Recognize and celebrate individual and team academic achievement to all constituencies.

Objective 6: Develop student-athletes for a life of success beyond athletics.
- **A.** Enhance life skills programs.
- **B.** Utilize the Baddour Carolina Leadership Academy to identify leaders among student-athletes and to develop their leadership skills.
- **C.** Prepare student-athletes for careers after graduation.
- **D.** Measure impact of athletics in life.

- •Done/fully expected
- •Good progress
- •Some progress
- •No progress

Priority: Athletic Performance

Perform to a top 3 athletic ranking in the conference and a top 10 ranking nationally in each sport.

Objective 7: Attract, develop and retain the best coaches.
- **A.** Seek aggressively the coaches in the hiring process who exemplify and embrace the core values of Carolina Athletics.
- **B.** Embrace diversity in hiring practices.
- **C.** Develop a systematic approach to reward coaches for performance.
- **D.** Emphasize and support the importance of professional development and self-improvement.

Objective 8: Attract, develop and retain the best student-athletes to achieve their maximum potential.
- **A.** Develop the mindset that everything we do should enhance the student-athlete experience.
- **B.** Attract the best student-athletes.
- **C.** Develop a comprehensive student-athlete health and wellness program.
- **D.** Emphasize the importance of living the core values of Carolina Athletics.

Objective 9: Win championships.
- **A.** State an ultimate goal to win championships in every sport.

•Done/fully expected   •Good progress
•Some progress   •No progress

The picture can't be displayed.

Priority: Administrative Engagement

Engage internal and external constituents to relentlessly pursue the resources and administrative structures necessary for success.

Objective 10: Create a culture that emphasizes strategic thinking, effective organizational structure and outstanding communications.

A. Develop a comprehensive campaign to deliver the Strategic Plan, and to establish consistent strategic thinking at all levels.
B. Reinforce the strategic plan through review and renewal.
C. Define staff roles clearly for excellent staff interaction.
D. Encourage open communication between all units and management levels.
E. Encourage innovation by soliciting and celebrating new ideas at all levels and across business units.
F. Establish a coordinated information-gathering effort to track progress.

Objective 11: Attract, develop and retain the best staff.

A. Seek aggressively the staff members who exemplify and embrace the core values of Carolina Athletics.
B. Embrace diversity in hiring practices.
C. Emphasize and support the importance of professional development and self-improvement.
D. Develop a systematic approach to reward staff for performance.

- Done/fully expected
- Good progress
- Some progress
- No progress

Priority: Administrative Engagement

Engage internal and external constituents to relentlessly pursue the resources and administrative structures necessary for success.

Objective 12: Identify, secure and allocate the resources needed to achieve at the highest level.
- **A.** Identify resources needed to achieve our vision through benchmarking analysis.
- **B.** Secure the resources identified to achieve our vision through accelerated fundraising and new revenue generation.
- **C.** Allocate and track the resources to ensure maximum achievement and performance.

Objective 13: Develop an operational approach that emphasizes connections with fans, donors and partners through outreach and collaboration.
- **A.** Provide great customer service based on inventive programming, continuous improvement and systematic feedback.
- **B.** Grow partner relationships to expand the reach and impact of Carolina Athletics.
- **C.** Become a data-based decision-making organization.

Objective 14: Tell the "Carolina Story" through innovative digital communications, aggressive promotions and proactive public relations.
- **A.** Share stories across multiple platforms of the impact Carolina Athletics has on the University and its community.
- **B.** Develop cutting-edge strategies to utilize digital, social and emerging media to inform, educate and engage all constituencies.
- **C.** Develop a common brand positioning platform for all external communications.

•Done/fully expected •Good progress
•Some progress •No progress

Communications Plan

Communication Goal	Constituent Groups	Launch Timing	Media

• Aggressively sell the Strategic Plan to all constituent groups in a very proactive manner	• Coaches
	• Student-Athletes
	• Athletics Staff
	• Faculty
	• University Community
	• Letterwinners
	• Supporters
		• September
		  • Internal Sharing
		• October
		  • Public Launch
		• Oct - Dec
		  • Unit & Program Plans
			• Publications
			• Website
			• Video
			• Signage
			• Support Material
			• Actionable Use

[Carolina Athletics' Strategic Plan](#)

The Hill Center

Assessment of investments

In the Past

- Initiatives ended when Mebane money ended
- Projects were successful, but didn't have huge impact
- Not enough children were reached

Moving Forward

In analyzing future investment opportunities we will look for:

1. **Scalability**: Essential to provide the level of impact we desire
2. **Longitudinal potential**: We don't want to see an end date on the project: the end date is when all children are proficient in reading
3. **Innovative**: If it isn't innovative, it's not going to move the needle

9/19/16 Board Retreat, Consulting Team Analysis

Observations of the Hill Center

Quantity

175 students in school

550 students in outreach

1,500 students outreach

Trained **1,400** teachers

6 master mentors

Teachers can do a maximum of **6** sessions of **4** students a day = **24 students**

Half of revenues come from tutoring/school

9/19/16 Hill Center visit

Observations of the Hill Center

Quality

Significant investment in training program : **90** hours, **$5,000**. Beth's goal is for the cost to be **$1,500**

They have considered competency based certification, but lack data/internal support

9/19/16 Hill Center visit

Observations of the Hill Center

Target market

Teachers

- Pubic school teachers
- Special education teachers
- They are teaching too few teachers: perhaps certification could be competency based

Students

- Learning differences
- ESL
- Lack of exposure to vocabulary and reading

9/19/16 Hill Center visit

Observations of the Hill Center

Differentiation

- Personalized in a group setting
  - Mastery based approach
    - Students "in charge"
      - Multi-sensory
- 5 core requirements all addressed (in a sequenced approach)
  - *Phonics, word attack, fluency text, comprehension, vocabulary*
    - Social element: therapeutic for the children

Competitors

- Orton-Gillingham approach (1:1) (assess content and delivery)
  - Wilson reading (not personalized)

9/19/16 Hill Center visit

Observations of the Hill Center

Opportunities

- Scale current product to tier two, (tier one? If applicable)
- Develop full automated technology option (delivered to iPhone or Android)
  - Gamification or sponsoring application development could be an element of our contest
    - Voice recognition software
  - Partnerships with publishing houses
    - Competency based certification
- The Mebane Foundation could fund a consultant or an entrepreneurial venture to help them

Potential red flags

- Financial troubles
  - Lack of focus
- Business model problems
  - Feasibility of scaling
- They might have "too big of a hammer" for some students

9/19/16 Hill Center visit

The Hill Center

Macro trends

Other foundations

The Hill Center

- One of the Mebane Foundation's key opportunities to drive change is through strategic partnerships such as the partnership with The Hill Center
- The Mebane Foundation has an opportunity to help The Hill Center maximize their impact
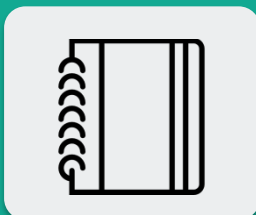
The Hill Center

The Hill Center Priorities

Macro trends

Other foundations

The Hill Center

Product Development

- Refine the app and porting to Android
- Continue partnership with 6 pilot districts, East Durham Learning Collaborative

Growth Strategy

- Identify goals and target markets

Business/Delivery Model

- Clarify pricing strategy and staffing model
- Clarify what role The Hill Center and others should play in the value chain

The Hill Center

Hill Center Core Offerings

Macro trends

Other foundations

The Hill Center

Programs

- **School Year Program**
  - Half day program serving over 70 schools
  - 4:1 student-teacher ratio
- **Tutoring Program**
  - Group and individual tutoring
- **Summer Program**
  - Five-week half-day program
- **Teacher Training**
  - Trains teachers to address specific learning gaps

Hill Center Partners

- **Schools**
  - Arrange Hill Tutoring in Triangle-area schools
  - Offer scholarships to educators
- **School Districts**
  - Train and mentor faculty
  - Help secure funding to implement Hill Methodology
- **Youth Serving Organizations**
  - Provide tutors, enrichment, and activities
  - Provide training for educators
- **Parents**
  - Help parents understand child-specific needs

The Hill Center

Hill Center by the numbers

Macro trends

Other foundations

The Hill Center

BY THE NUMBERS

800 | Students directly served annually

1400 | Students served by Hill-certified educators annually

75% | Students served from public schools

1800 | Educators trained annually

277 | Educators certified in Hill Methodology since 2012

18 | NC school districts implementing Hill Methodology

38 | Years Transforming students' lives

"Approximately 20% of students struggle in school due to learning differences and attentional issues. Many more struggle with basic reading, writing and math skills. The Hill Center can help."

The Hill Center

Current HillRAP implementation

Macro trends

Other foundations

The Hill Center

HillRAP Implementation in North Carolina Schools

= District Implementation

= Individual School Site Implementation

= Hill Affiliation Sites

Revised: 9/2/15

The Hill Center

Potential areas to assist the Hill Center

Macro trends

Other foundations

The Hill Center

1 Market sizing and penetration goals
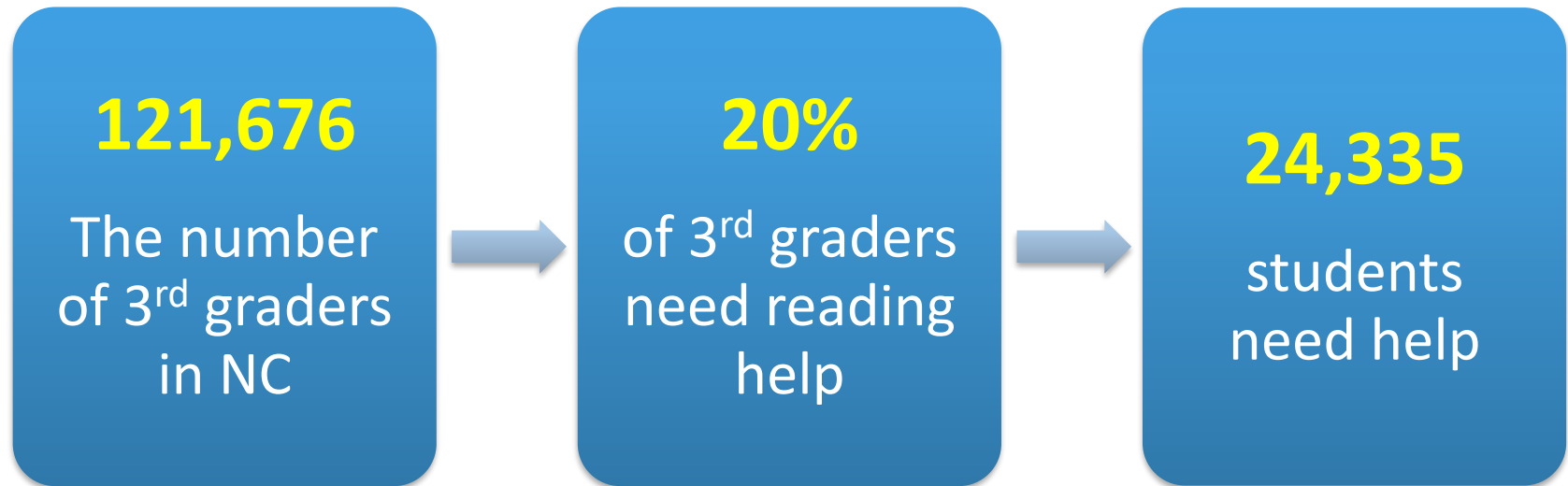
2 Market positioning and analysis

3 Impact/outcomes analysis

The Hill Center

Market Sizing

Market Sizing

121,676

The number of 3rd graders in NC

→

20%

of 3rd graders need reading help

→

24,335

students need help

Since 2014 we have helped **1,591** students

MEBANE FOUNDATION
Catalyst for Innovation & Excellence in Education

Breakdown

47 kids: SMART START – Early Learning Camps – 2015 & 2016

225 kids: HILL CENTER 2014 Read to Achieve Partnerships – 2014 (Davie, Mooresville & Orange Counties)

313 kids: BROOKSTONE SCHOOL Straight to the Top Reading Camps – 2014, 2015, 2016

150 kids: YMCA BEFORE & AFTER SCHOOL Davie County – 2014,2015,2016

80 kids: SUMMIT/TRIAD ACADEMY Camp Pathfinder – 2015,2016

264 kids: READ TO ACHIEVE Davie County – 2014, 2015, 2016

512 kids: HILL CENTER/MOORESVILLE PARTNERSHIP – 2015, 2016

Mebane Board Report

North Carolina State Initiatives and Literacy Information

North Carolina Board of Education Mission

Mission

- The guiding mission of the North Carolina State Board of Education is that every public school student will graduate from high school globally competitive for work and postsecondary education and prepared for life in the 21st century

NC Public Schools

Current State Initiatives: Literacy Scaffold
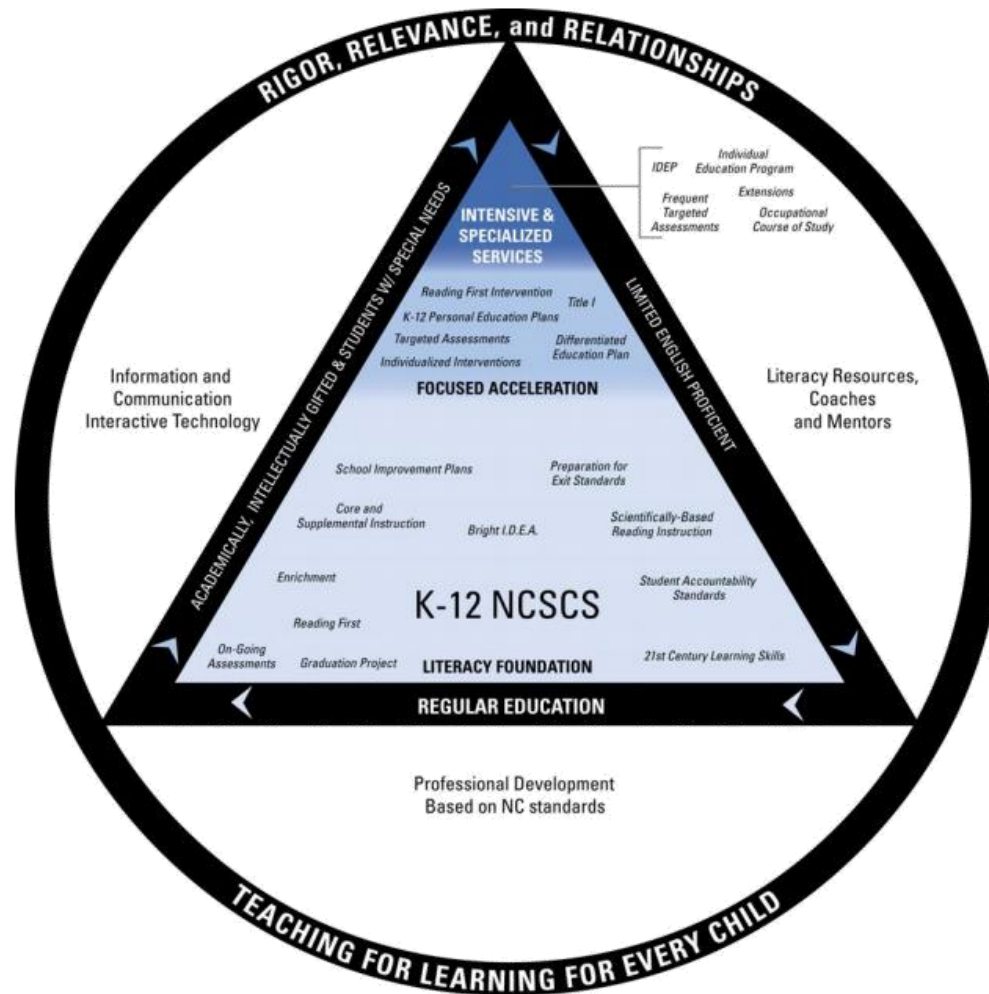
NC Public Schools

North Carolina Reading Percentages Over Time

**End-of-Grade Reading Percentage Proficiency
1996-97 through 2004-05**

Legend:
- White
- Asian
- Multiracial
- All
- Hispanic
- Am. Indian
- Black
- FRL
- LEP
- SWD
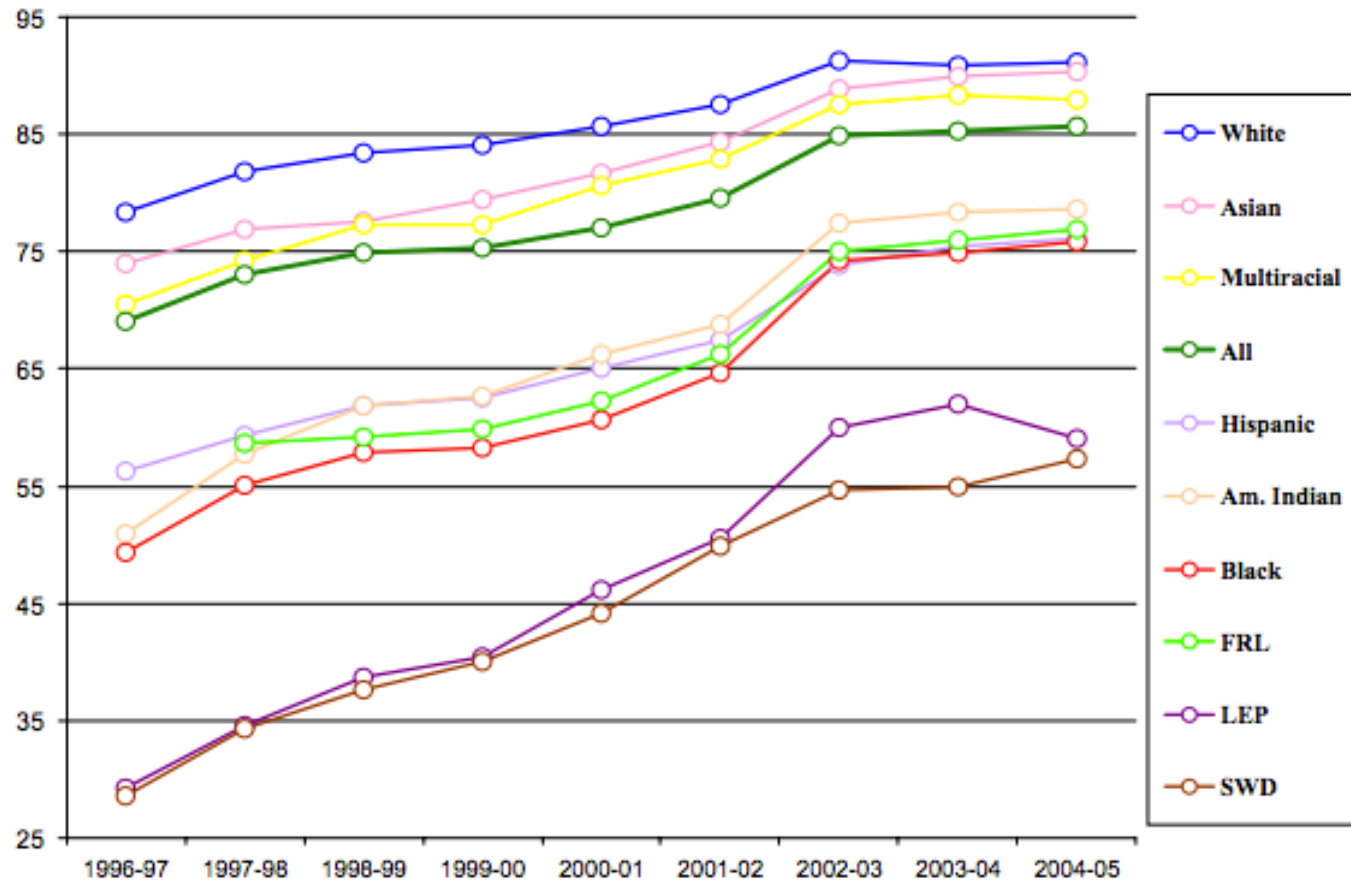
NC Public Schools

NC Education Partners

Major Professional Development Providers of Reading/Literacy Only – 2005

Partners for professional development in North Carolina include, but are not limited to

- North Carolina Department of Public Instruction

- Teacher Academy

- Center for School Leadership Development (including North Carolina Center for the Advancement of Teaching and the Principals' Executive Program) served approximately 550 school leaders with some level of professional development in reading literacy. Literacy is addressed in most CSLD programs.

- Principals' Executive Program

- North Carolina Association of Educators - 202 participants to date in 2005

- North Carolina Reading Association

- RESAs (in collaboration with DPI for Reading First) – contracted to serve 1700 contact days per RESA (7 RESAs) in Reading First during 2005

- LEARNNC – in collaboration with DPI

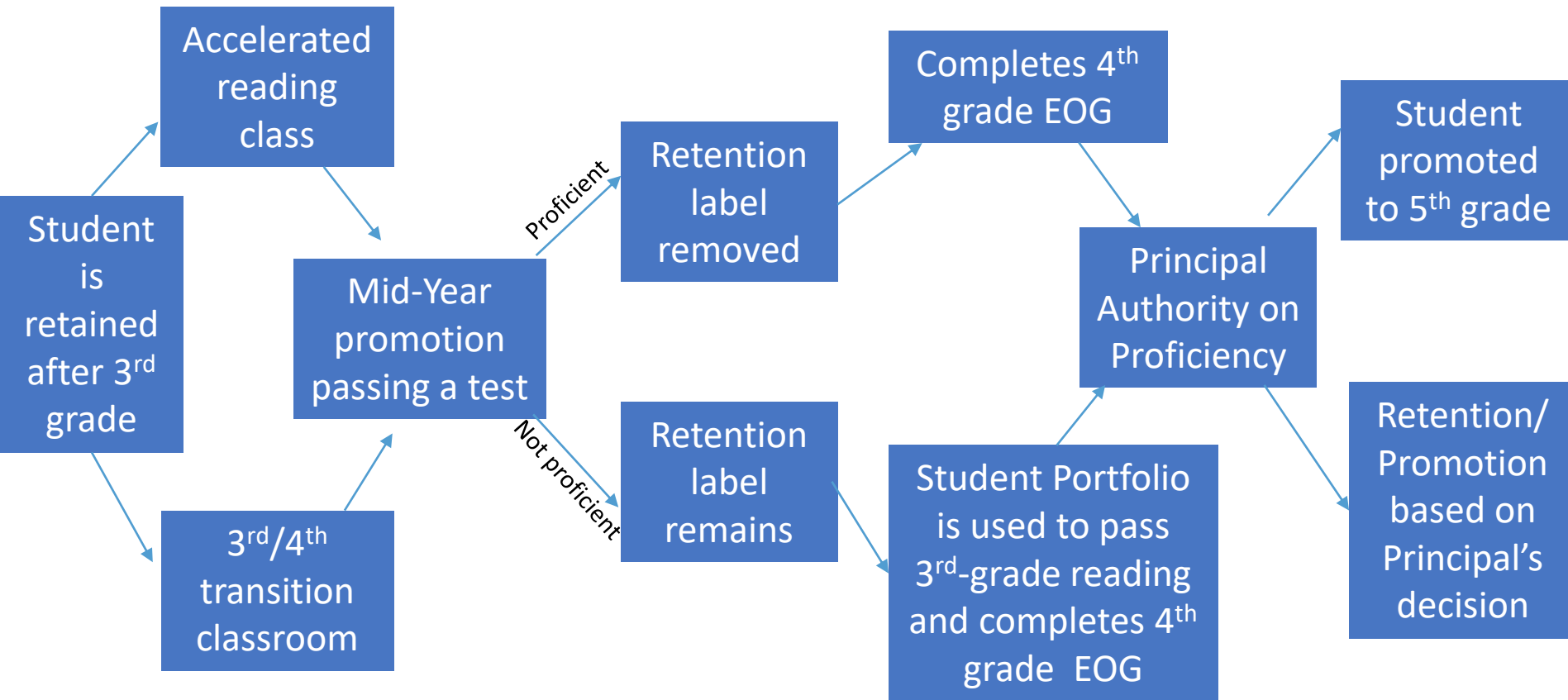NC Public Schools

NC Literacy Assessment Protocol

In order to assess any literacy program, the following questions should be addressed:

1. For what age group is the program designed?

2. For what reading level is the program designed?

3. Is there independent research about the program? If so, what does it say about the program's effectiveness?

4. Has the program been demonstrated to be effective with the age group(s) and reading level(s) of the students in question?

5. What sort of support (such as training) does the program offer the teacher?

6. What is the cost, both direct and indirect, of the program?

7. To what extent does the program require changes in the structure of the school or district?

NC Public Schools

7 Areas to Assess

1. Motivation
2. Fluency
3. Vocabulary
4. Comprehension
5. Phonics and Phonemic Awareness
6. Writing
7. Assessment

NC Public Schools

Read to Achieve Program

Student is retained after 3rd grade → Accelerated reading class → Mid-Year promotion passing a test

Student is retained after 3rd grade → 3rd/4th transition classroom → Mid-Year promotion passing a test

Mid-Year promotion passing a test — Proficient → Retention label removed → Completes 4th grade EOG → Principal Authority on Proficiency

Mid-Year promotion passing a test — Not proficient → Retention label remains → Student Portfolio is used to pass 3rd-grade reading and completes 4th grade EOG → Principal Authority on Proficiency

Principal Authority on Proficiency → Student promoted to 5th grade

Principal Authority on Proficiency → Retention/Promotion based on Principal's decision

Read to Achieve

R2A: Good Cause Exemptions allow students to be pushed through the system

- Limited English Proficient Students

- Students who had reading intervention

- Students with Disabilities

- Reading Portfolio Proficiency

- Students who pass an alternative exam

Read to Achieve

Current Federal Initiatives

LINCS
Literacy Information and Communication System

Of **18** Literacy Initiatives only **1** focused on childhood literacy

You For Youth
is an online professional development service that helps teachers train new techniques

i3 ACHIEVE · SCALE · INNOVATE

Children's **Literacy** Initiative

The Department of Education **I3 Grant** gave $19.5 million to CLI

LINCS, You for Youth, CLI

Other State Initiatives

6 States to Investigate

States Doing Well

States	Budget	Reading Initiatives	Number of 3rd Graders	% Literacy at/ above basic	Partnerships
Massachusetts	$7M (only literacy)	Read First*, MA Family Literacy Consortium*	71,708	82%	Hill Method*, Literacy Volunteers of Massachusetts
New Hampshire	$385M (K-3rd Grade)	NH Literacy Action Plan*	13,450	79%	National Center for Families Learning*
Vermont	$430M (K-3rd Grade)	Vermont Early Literacy Initiative*, Building Brighter Futures	6,324	76%	CLiF*, Mother Goose Programs
North Carolina	$2.5B (K-3rd Grade)	Read to Achieve	121,676	73%	Hill Center

*additional details on following slides

Government Websites

States Showing Improvement- to be investigated this week

States	Budget	Reading Initiatives	Number of 3rd Graders	% Literacy at/ above basic	Partnerships
Louisiana			57,002	63%	
Kentucky			53,071	75%	
Indiana			82,178	75%	
North Carolina		Read to Achieve	121,676	73%	Hill Center

Government Websites

MEBANE FOUNDATION
Catalyst for Innovation & Excellence in Education

Reading First Initiative

Reading First State Profile: MASSACHUSETTS

Comprehension Assessments

Grade	Assessment	Subtest	Benchmark	LEA Gains*
Grade 1	GRADE	Composite	5th Stanine	56.7%
Grade 2	GRADE	Composite	5th Stanine	56.7%
Grade 3	MA Comprehensive Assessment System	Composite	Proficient	23.3%

Fluency Assessments

Grade	Assessment	Subtest	Benchmark	LEA Gains*
Grade 1	DIBELS	Oral Reading Fluency	40 WPM	76.7%
Grade 2	DIBELS	Oral Reading Fluency	90 WPM	80.0%
Grade 3	DIBELS	Oral Reading Fluency	110 WPM	76.7%

* LEA Gains indicates the percentage of LEAs that showed a gain of at least 5 percentage points from the state's first year of implementation to 2007.

Reading First Initiative

Read First: 2 Main Aspects

Science-based research

- 8 Conditions that make a difference in student aspirations Quaglia, 2008
- 7 Steps to building a context for engaged reading Guthrie, 2001 in McClure, 2008
- 6 evidence-based Principles for motivating students to read Brozo & Flynt, 2008
- 5 Specifications for facilitating motivation among all learners Barkley, 2008
- The power of one Barkley, 2004

Effective teaching

Monitor and adjust
- Placement/intensity in programs/intervention
- Instruction and practice (differentiate)

Delivery of instruction
- Attention, pace, opportunities to respond, connection (smile, greet, use names)
- Humor and enthusiasm are infectious

Management
- Communicate expectations, anticipate challenges, teach behaviors, honor effort, provide active, engaging instruction

Reading First Initiative

Massachusetts Family Literacy Consortium

"The MFLC promotes family engagement and family literacy because 40 years of research show that family engagement is a strong predictor of children's reading and academic success"

Massachusetts.gov

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Hill Method

What is the Hill Method: Whole school initiative to improve teacher development

It's Science-Based
Our model is based on years of scientific research and experience in the area of whole-school language and literacy transformation.

It's Proven
We have improved reading scores in high poverty, multilingual, and multicultural schools and districts by 20 – 40%. Strong school leadership helps to bring about literacy improvement.

It's Careful Attention and Time
We implement a phased approach in which knowledge, focus, and commitment are used as building blocks to create long-term sustainable results.

It's a Collaborative Partnership
We work with your data, students, teachers, and materials. We also fill-in content or literacy gaps and give you customized professional development that fits your needs. We meet you where you are.

The Hill Method Increased reading scores by

20-40%

The Hill Method

MEBANE FOUNDATION
Catalyst for Innovation & Excellence in Education

Hill Literacy Change Model

Strategic Planning
Develop and Position Case for Change
Support District and School Leaders

Phase I: Assessment
Plan and Conduct Needs Assessment
Create School Literacy Plan

Literacy Audit - Action Plan

Phase II: Build Capability & Capacity
Teach Core Competencies
Evolve Teacher Skills

Phase III: Design Sustainability
Conduct Early Interventions
Shift Culture and Mindsets

Data Meeting Process

Implement Sustainability
New Capabilities & Processes
Ongoing Assessment Model

Change Navigation
Program Management
Project Management

Leading Literacy Change   The Hill Method

MEBANE FOUNDATION
Catalyst for Innovation & Excellence in Education

National Center for Families Learning

NCFL

New Hampshire

Main tool from NFCL: Wonderopolis

Resource for:
- The classroom K-12
- Family literacy
- Reading growth
- Early childhood development

Inquiry-based learning:
Website that aims to use children's interests in different topics to encourage reading, in order to improve literacy

Aspects:
- Lesson Plans
- Games
- App
- Wonder questions

NCFL

New Hampshire Literacy Action Plan
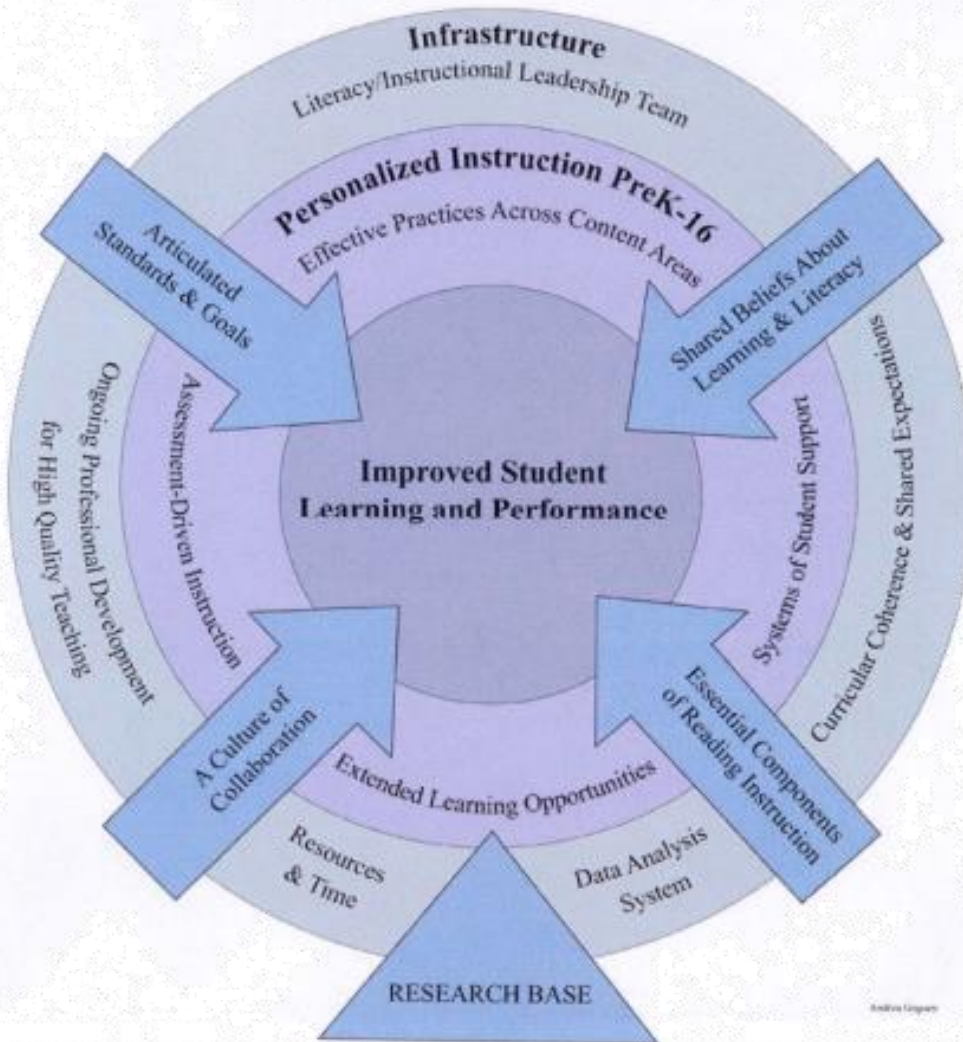
Goals of the Literacy Action Plan

- **Read** fluently and purposefully with understanding and appreciation
- **Write** effectively for a variety of purposes and audiences
- **Speak** purposefully and articulately
- **Listen** and **view** attentively and critically
- **Think** and **respond** critically and creatively
- **Access**, **manage**, **integrate**, **evaluate**, and **create** information using 21st century technology tools responsibly

NewHampshire.gov

Children's Literacy Initiative (CLiF)

Focus on access to books and familial involvement with reading

180,000+ CHILDREN
Reached through CLiF

$4.0 MILLION
In books donated

400+ TOWNS
In NH & VT served

CLiF

Vermont Early Literacy Initiative (VELI)

"**Supports the development of early literacy skills and school readiness by providing training and resources to public librarians working with young children and their parents and caregivers.**"

VELI focuses on:
- **6 pre-reading skills**
- **Language Literacy**
- **Math Literacy**
- **Common Core Standards**

80+ Library Partnerships

VELI

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Louisiana DOE Literacy Plan
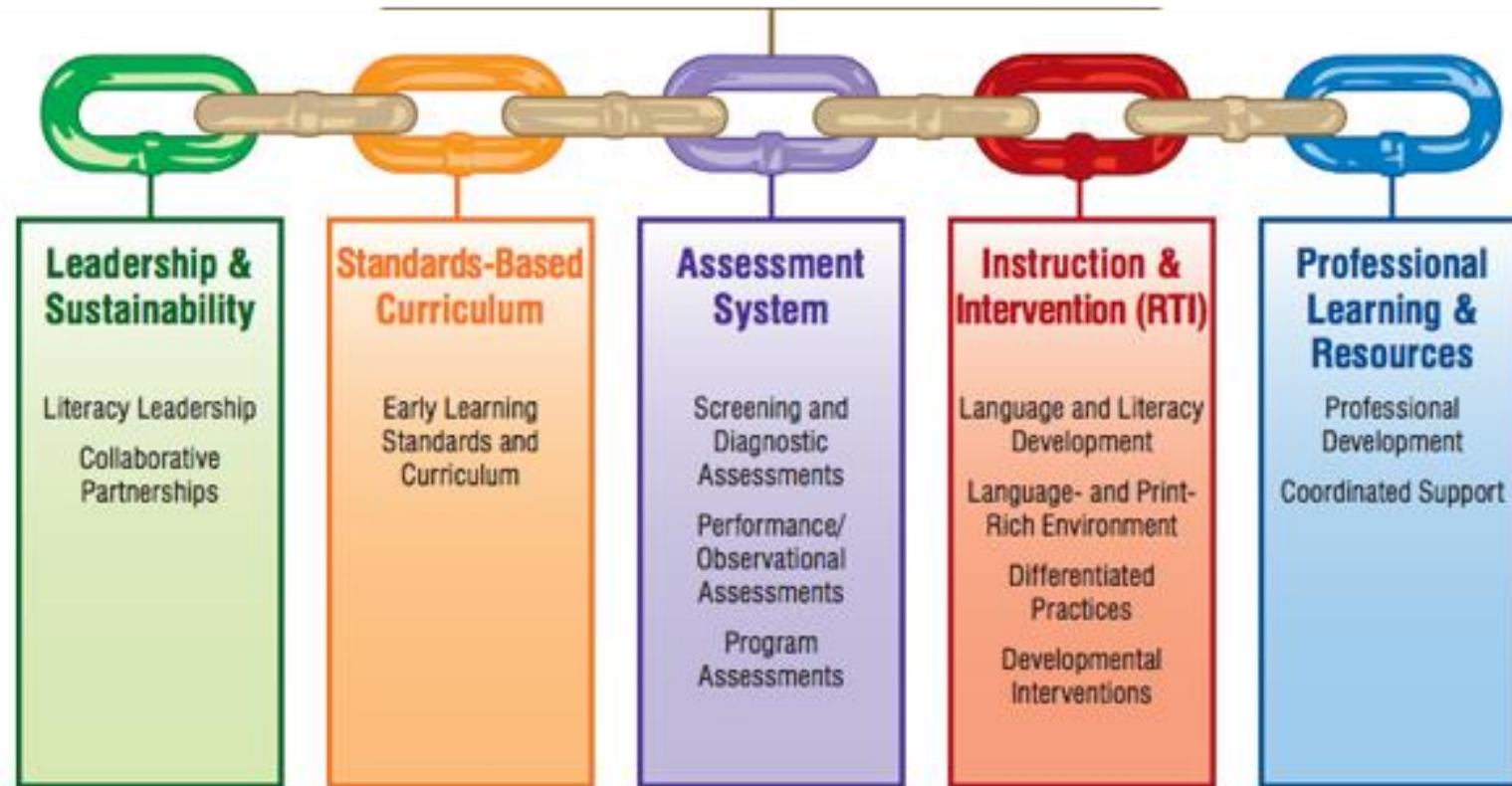
Louisiana DoE

Ensuring Literacy for All

Tier 1
daily instruction on core curriculum

→

Tier 2
additional instruction in groups of <5

→

Tier 3
severely struggling students receive intensive, specialized instruction
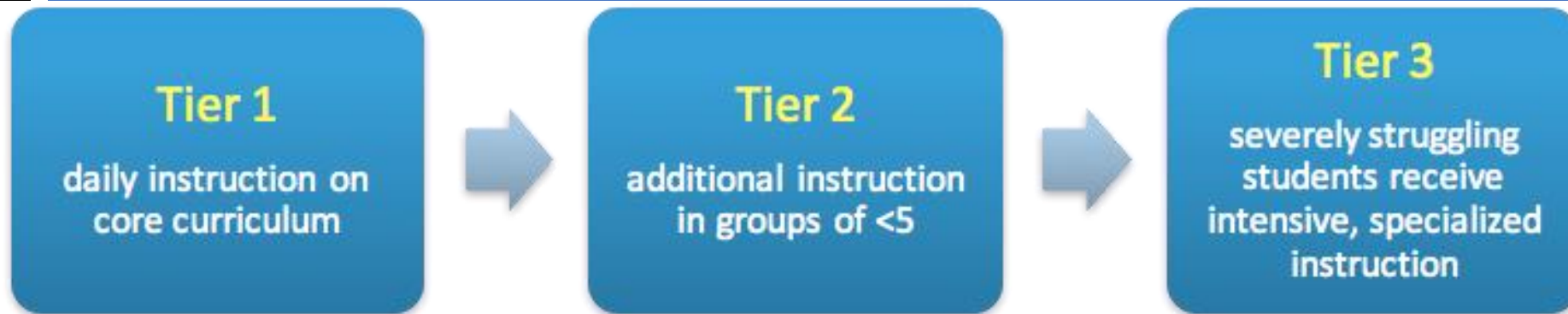
teacher training

in-school Literacy Coaches

In-school Interventionists

Principal engagement

Instruction Strategies

- Systematic, explicit instruction
- Aligned materials
- Coordinated instructional sequences
- Varied grouping strategies
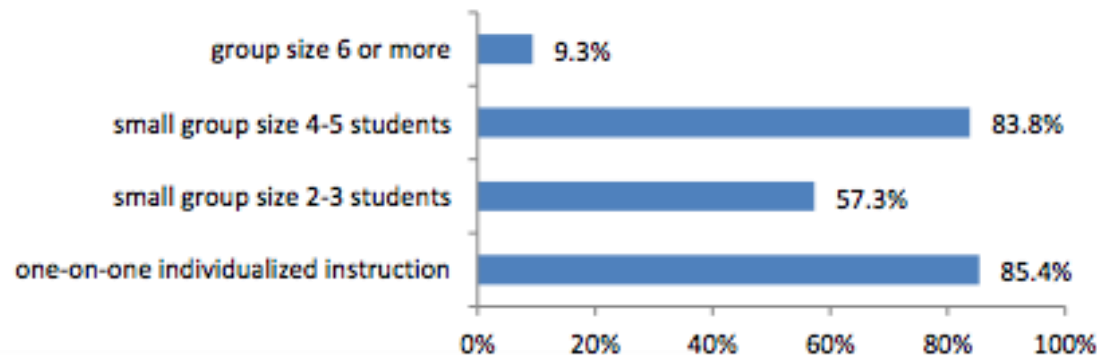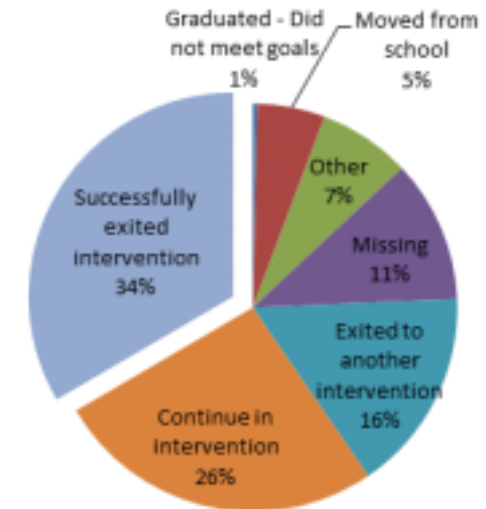- Data-driven instruction
- Diversity of texts

Ed Next Horizon

Kentucky Read to Achieve: Intervention Program

10,445 students in RTA

79.5% received intervention daily

34% Successfully completed RTA

3 Intervention Tools

Pie chart:
- Successfully exited intervention 34%
- Graduated - Did not meet goals 1%
- Moved from school 5%
- Other 7%
- Missing 11%
- Exited to another intervention 16%
- Continue in intervention 26%

Bar chart:
- group size 6 or more: 9.3%
- small group size 4-5 students: 83.8%
- small group size 2-3 students: 57.3%
- one-on-one individualized instruction: 85.4%

Kentucky Doe

Kentucky Reading Project

"The mission of the program is to reignite a **love of reading** for the KRP teachers and to equip and empower them to **improve reading** instructional practices in their classrooms"

Emphases

- Reclaiming literacy instruction
- Promoting **inquiry-based** interdisciplinary curriculum development
- Exploring the role of **digital** literacy arts, and **play** in literacy teaching
- Expanding our understanding of using children's literature in relation to the **Common Core Standards**
- Developing a literacy **curriculum** that builds on students' languages, lives, and interests

CCLD initiative

↓

560 teachers

↓

comprehensive teacher training

↓

2 week summer session

Kentucky DoE

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Hoosier Family of Readers

"build a culture of readers by getting books in students' hands"

Encouraged Activities:

- Read with someone
- Read to someone
- Share with someone what he/she has read
- Listen to someone read
- Help others read
- Read independently

Three Aspects:

myOn Books

- over 4,000 free online book

First Book

- Donating books to participating schools

Partnerships

To build a literacy network across Indiana

Indiana Doe

ReadUp: Partnership with Indiana United Way

WHAT IS READUP?

United Way's ReadUP program pairs volunteers with students who are struggling to read at grade level.

Click to add text

HOW DOES IT WORK?

Volunteers read an hour a week with two students (30 minutes each). Volunteers can work with a partner(s) and alternate weeks.

Students progress 3x faster

- Students have shown improvement, but don't provide metrics

CHILDREN FROM MIDDLE & UPPER-INCOME FAMILIES
1,000+

CHILDREN FROM LOW-INCOME FAMILIES
25+

AVERAGE HOURS OF READ-ALOUD TIME
BEFORE ENTERING KINDGERGARTEN

Indiana DoE

#1 Building Content Area/World Knowledge and Academic Language: Ideas for Funding

Providing access to quality "info" texts

Developing opportunities for children to have "direct experiences" to learn content firsthand in and out of school

Creating and implementing a NC version of *Core Knowledge* ☺

Providing technology to build students' world knowledge in afterschool programs

NC State

MEBANE FOUNDATION
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#2 Increasing Year-Round Book Access: Ideas for Funding

Providing books for classroom libraries and take-home reading

Building summer reading opportunities for children through community-based organizations, faith-based organizations, bookmobiles, book drives, public libraries, etc.

Creating home libraries for low-income children--the power of book ownership

NC State

#3 Improving Reading Instruction in High-Poverty Elementary Schools: Ideas for Funding

Improving the (literacy) lives of low-income children (and their families) outside of school

- *The Campaign for Grade-Level Reading*: Great work going on now in Charlotte, Wake County, and Southern Pines! http://glrhuddle.org/brightspots

- *ASCD Whole Child Initiative--http://www.ascd.org/whole-child.aspx*

- Geoffrey Canada/*The Harlem Children's Zone* http://hcz.org/ (with emerging NC models that are building on this work)

NC State

#3 Improving Reading Instruction in High-Poverty Elementary Schools: Ideas for Funding

Supporting out-of-school, beginning reading tutoring efforts (community-based programs, faith-based organizations, afterschool programs, etc.) with expert tutors to provide reading opportunities for low-income children who are in need of additional reading support

Creating ways to value, honor, support, and retain exemplary teachers of reading, esp. in high-poverty schools (e.g., Allington, 2002)

NC State

MEBANE FOUNDATION
Catalyst for Innovation & Excellence in Education

Online Delivery

Online Technology Resource – Imagine Learning

Implemented in classrooms, taught by teachers

Imagine Learning

Online Technology Resource – Imagine Learning

Action Areas Tool

Enables teachers to identify students who need more help, helps teachers access state and Common Core standards

Research-Based Instruction

Teaches letters first, words second. Systematic instruction that adapts to each student

English Language Learner Support

Provides first-language support in 15 languages. As English skills progress, language support fades

Motivation & Engagement

Includes video and games, colorful characters, students collect virtual tokens

Literacy Instruction

Incorporates phonological awareness, phonics, fluency, vocabulary, comprehension

Standards Aligned

Built specifically to address Common Core, ELD alignments, other state standards

Language Development

Increase comprehension. Focuses on vocab, academic language, grammar. Uses multisensory approach.

Assessments & Reports

Provides initial assessment to match each student with a path, tracks progress

Tablets and Chromebooks

On iPads, Android tablets, Chromebooks

Support & Training

Offers training sessions for all teachers, coaches, aides

Imagine Learning

MEBANE FOUNDATION
Catalyst for Innovation & Excellence in Education

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Online Technology Resource - Time 4 Learning

Online reading program

| 5 Step Instructional Process |
| --- |
| 1. Phonemic awareness |
| 2. Phonics |
| 3. Reading comprehension |
| 4. Vocabulary |
| 5. Reading fluency |

Pricing
$19.95 per student per month for the first student
$14.95 per student per month for each additional student

Time 4 Learning

Online Technology Resource – Online Reading Tutor

Online **Reading**Tutor®
Helping Smart Kids Who Struggle With Reading®
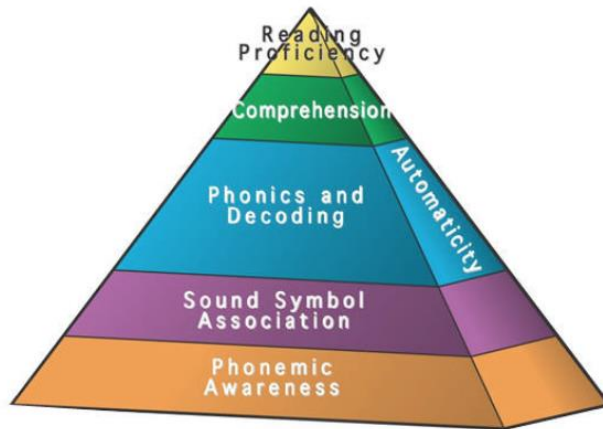
The Steps To Reading Proficiency

- Provides online resources based on the Orton-Gillingham approach (this is what the Hill Center is modeled off of)
- Provides apps for iPhone and Android

Online Reading Tutor

Online Technology Resource – Spencer Learning's Ultimate Phonics Reading Program

- Phonics software program that teaches phonics sounds and rules of English
- Free updates forever
- Currently includes 262 lessons. All are downloadable and printable.
- $49.95 One time charge: no expiration or subscription fee
- Free trial available

Spencer Learning

Other Foundations

Z Smith Reynolds Foundation

5 areas of focus within education

Advocating for the importance of early learning

Leadership development (at the superintendent, principal level)

Teacher leader work: help teachers work with common core

Recruiting and retaining excellent teachers

Building public will to support education

Grant making strategy

Picked niche of building public will to support public education

They want to change dialogue about education, they want to attack the systemic issue

They want to help build up public school infrastructure

Z Smith Reynolds Foundation

Struggles

Unsustainable: School districts are strapped for cash

They have been unable to pivot quickly when things change within school systems

Not knowing if they have shifted the needle

Evaluation

Emphasis on data gathering

They have made an explicit decision to not fund research

Good leadership constitutes a successful project

Strategy diffusion needs to be coupled with good leadership

There must be buy in from multiple levels of administration

Z Smith Reynolds Foundation Strategy Statements

Mission

The Z. Smith Reynolds Foundation (ZSR) is committed to improving the quality of life of all North Carolinians.

Vision

To promote social, economic and environmental justice.

To strengthen democracy, through an educated and informed populace.

To encourage innovation and excellence in a dynamic nonprofit sector.

To support progressive public policy and social change.

To foster cooperation and respect among all racial, ethnic, and socio-economic groups.

To build strong, vibrant, economically sound, and peaceful communities.

Priorities

Not clearly or concisely articulated

Values

Diversity and inclusiveness

Weaver Foundation

Educational Efforts

Largest effort was through a nonprofit called Black Child Development

Budgeted $25k towards this for two years, and then $10k the third year

The program was for 30 kids/year

Improvement was measured with a pretest and posttest but it's hard to know if this is truly evaluative: a longitudinal look would be better

Other Educational Efforts

Social support for students

Mental health counseling

Nonacademic supports to education

Transportation to AP classes in high school

Weaver Foundation

Evaluation

They look for **longitudinal and scalable** impact

They don't use a formal evaluative at this point

Weaver Foundation Strategy Statements

Mission

(1) helping the Greater Greensboro area community enhance and improve the quality of life and the economic environment of its citizens and (2) involving current and future generations of the Weaver family in developing a sense of philanthropy and service.

Vision

Effectively support activities and causes that benefit the greater Greensboro area.

Priorities

Supporting community involvement, environmental activities, educational development, helping the disadvantaged, and promoting racial and religious tolerance.

Values

Not stated

Foundation Research

	Date founded	Mission	Vision	Priorities
Weaver Foundation	1939	(1) Helping the Greater Greensboro area community enhance and improve the quality of life and the economic environment of its citizens and (2) involving current and future generations of the Weaver family in developing a sense of philanthropy and service.	Effectively support activities and causes that benefit the greater Greensboro area.	Supporting community involvement, environmental activities, educational development, helping the disadvantaged, and promoting racial and religious tolerance.
Z. Smith Reynolds Foundation	1980	The Z. Smith Reynolds Foundation (ZSR) is committed to improving the quality of life of all North Carolinians.	To promote social, economic and environmental justice. To strengthen democracy, through an educated and informed populace. To encourage innovation and excellence in a dynamic nonprofit sector. To support progressive public policy and social change. To foster cooperation and respect among all racial, ethnic, and socio-economic groups. To build strong, vibrant, economically sound, and peaceful communities.	Diversity and inclusiveness
Belk Foundation	1928	Education is a basis for successful society and that a quality education is the right of all children and youth. Our mission is to invest in schools and organizations that work aggressively to ensure all students graduate from high school and continue on an intentional path toward college, career and life.	Not specifically articulated	1. K-3 Achievement. Building a strong base early is critical to future academic success. 2. Teaching & Leadership. Research has found that teachers are the biggest in-school influencers

Foundation Research Continued

	Grants Distributed 2015	Key initiatives	Students impacted	Impact measures
Weaver Foundation	$25,000 (for education initiative)	• Freedom school	• Roughly 30/summer	• Test at beginning and end of the summer
Z. Smith Reynolds Foundation	$2,253,721 (public education) $19,611,788 total	• Leadership development • Advocacy for public education • Early learning	• Data is not currently aggregated	• Standardized testing • Buy in level from all levels of organization
Belk Foundation	$2,039,293	• K-3 Achievement • Teaching & leadership	• Data is not currently aggregated	• Norm-referenced tests (tests that report scores as a percentage or rank) • Criterion referenced tests (EOGs, etc.) • Formative outcomes: skills-based assessments, reading level tests

Best NC is a potential partner that focuses on literacy policy, advocacy, and research

$5,368 is the average per pupil state spending in NC

National average state funding is $11,009 per pupil

NC is ranked 46th in the country for per pupil spending

Students who are not proficient in reading by 4th grade are 4X more likely to drop out of high school

4.0 Schools creates an entrepreneurial environment for education innovators

4.O SCHOOLS

LET'S BUILD THE FUTURE OF SCHOOL TOGETHER

4.0 Schools finds, trains, and invests in passionate people solving the most important challenges in education. We build communities around entrepreneurs and their ventures to help them grow their ideas into successful, sustainable organizations.

Fantasy geopolitics wants history to be as fun as fantasy football

Tries to provide high-achieving, low-income students with college guidance

BRIDGE THE GAP

educasic

Aims to bring parents and teachers together for the benefit of the students

Partner

Partnership possibilities

NC Network of Grantmakers

Davie Community Foundation

Social Impact Exchange

Foundations

Grable Foundation

Heinz Foundation

Z. Smith Reynolds Foundation
Weaver Foundation

Belk Foundation

Prioritize

The Mebane Foundation donates to a variety of initiatives

Hill Center	Individual Schools	School Systems	After School /Achievement Programs	Summer School
• Hill Center, Mooresville • Read to Achieve	• Oakwood School • Brookstone School • Summit School • Longleaf Academy • Cooleemee Elementary	• Davie County • Mooresville Graded • Moore County	• Big Brothers Big Sisters • YMCA • Operation X-cel • Junior Achievement • STEM • Smart Start	• Hill Center?

Prioritize Investments

Hill Center

- Hill Center, Mooresville
- Read to Achieve
- **Sponsor teacher training: technology based?**

Individual Schools

- Oakwood School
- Brookstone School
- Summit School
- Longleaf Academy
- Cooleemee Elementary

School Systems

- Davie County
- Mooresville Graded
- Moore County

After School /Achievement Programs

- Big Brothers Big Sisters
- YMCA
- Operation X-cel
- Junior Achievement
- STEM
- Smart Start
- **Form tutoring partnership with middle/high school**

Summer School

- Hill Center
- **Freedom School**
- **Children's defense fund programs**

Teacher Development

- **Help Hill Center develop expedited teacher training for experienced teachers**
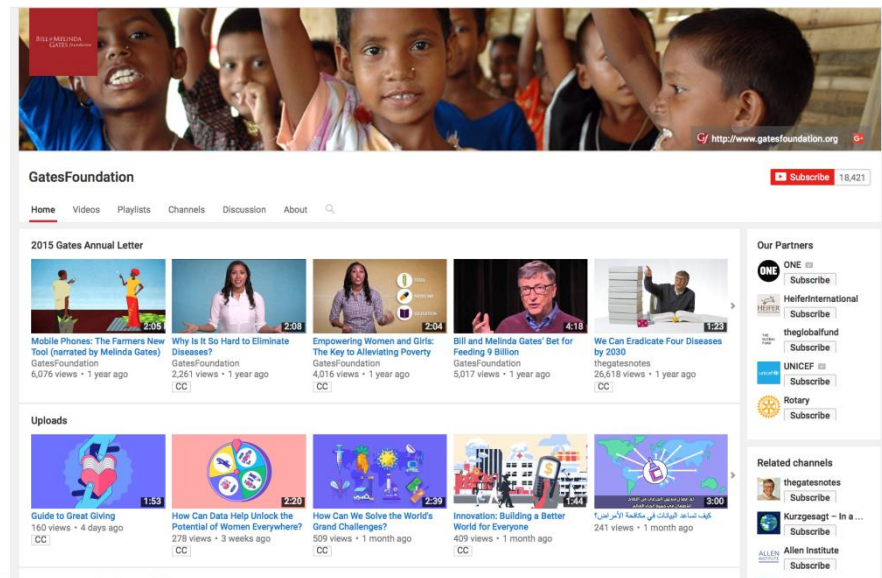
Technology

- **Partnership with McGraw Hill**

New ideas in **bold**

Popularize

Social Media – The Gates Foundation

Awards for Best Practices – The NEA Foundation

Awards Gala

The NEA Foundation's Salute to Excellence in Education Gala is an annual celebration of the men and women who work in America's public schools and of the unique bonds that educators and students share.

SEE MORE

Five educators receive top awards

Photo: Dirk Andrews, Horace Mann Awards for Teaching Excellence recipient (WY); Pam Wells, Horace Mann Awards for Teaching Excellence recipient (SD); Debra McDonald, Horace Mann Awards for Teaching Excellence recipient (OH); Crystal Brown, The NEA Foundation Board Chair; Lily Eskelsen Garcia, NEA President; Heather LaBarbara, Horace Mann Awards for Teaching Excellence recipient (KY); Mohsen Ghaffari, Horace Mann Awards for Teaching Excellence recipient (UT)

Of the 42 educators honored that night, five also accepted the 2016 Horace Mann Awards for Teaching Excellence and $10,000, as finalists for the evening's top honor. Their students could not be more proud of them!

And the award goes to...

Photo: Esai Morales, award-winning actor and gala host; Harriet Sanford, President and CEO of the NEA Foundation; Debra McDonald; Gary Phoebus, President and CEO of NEA Member Benefits.

In the evening's finale, Debra McDonald, an early childhood education instructor at Wayne County Schools Career Center in Smithville, Ohio, took home the top honor: the NEA Member Benefits Award for Teaching Excellence and $25,000!

Testimonials and Videos – Z. Smith Reynolds Foundation

Impact Stories

VIDEO: Yadkin Riverkeeper

The Yadkin Riverkeeper promotes fishable, swimmable, drinkable water in the Yadkin Pee Dee River Basin.

Read more →

Honoring Darryl Hunt

Program Officer James Gore and ZSR grantees reflect on the life and legacy of Darryl Hunt.

Read more →

FutureWork

Program Officer Tracey Greene-Washington reflects on her own experience and takeaways from IEI's annual conference.

Read more →

Newsletter – The Nellie Mae Education Foundation

THIS WEEK'S FEATURE:

'Student-Centered' Approach Transforms High School

Sign Up for our e-Newsletters

ARCHIVES

▸ **2016**

▸ **2015**

▸ **2014**

▸ **2013**

▸ **2012**

SEARCH NEWS

Keywords...   (Category) ▾   (Year) ▾   SEARCH 🔍   POST ☐   LIST ☰

Previous | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 of 89 | Next

Press Releases

NEW LONDON, CT'S HEARING YOUTH VOICES WINS $50,000 NELLIE MAE EDUCATION FOUNDATION GRANT

Thursday, December 01, 2016

We are pleased to announce Hearing Youth Voices as winner of the first-ever Nellie Mae Education Foundation Youth Organizing Award.

Read More →