



# The Giving Common

An Initiative of the Boston Foundation

[www.thegivingcommon.org](http://www.thegivingcommon.org)

## Businesses United in Investing, Lending, and Development (BUILD)- Greater Boston

Current

### General Information

745 Atlantic Avenue

8th Floor

Boston, MA 02111

(617) 600-0534

**Website**

[www.buildinboston.org](http://www.buildinboston.org)

**Organization Contact**

Will Leitch [info@build.org](mailto:info@build.org)

**Year of Incorporation**

1999

# Statements & Search Criteria

## **Mission Statement**

BUILD uses entrepreneurship and experiential learning to ignite the potential of youth in under-resourced communities and equip them for high school, college and career success.

## **Background Statement**

BUILD (Businesses United in Investing, Lending and Development) began in 1999, when Suzanne McKechnie Klahr was offering business start-up assistance to adult entrepreneurs in the low-income community of East Palo Alto, California. One day, four high school students walked in and said, “Lady, we’re done with school and want to start a business. We were told you’re someone who can help us.” Suzanne said she would help them start a business on one condition: they had to work hard and stay in school. Suzanne found that by empowering underserved students to start their own businesses — and providing support to help them commit to academics — they could generate the motivation and skills necessary to go to college and become successful adults. When Suzanne taught those four students basic entrepreneurship and located investors to help incorporate their apparel company, BUILD was born.

Today BUILD operates as a high-impact nonprofit organization headquartered in Northern California currently serving 2,500 students in California, Washington DC, Boston and New York. BUILD – Greater Boston launched in September 2011 and currently serves 413 high school students in the Boston Public Schools.

## **Impact Statement**

Every year, hundreds of students drop out of Boston's high schools. 85% of students who drop out say they left because they were bored. However, BUILD -- Greater Boston's four-year entrepreneurship and college success program recruits students at the highest risk of dropping out, and strives to get them engaged and passionate about learning. This profoundly improves the trajectory of their lives.

In 2011, after an intensive year of planning and preparation, BUILD launched in Boston serving 90 students in four BPH high schools. In 2014-15 we saw our first class of graduates with 96% of students who completed the BUILD program graduating high school on time and getting accepted to college. Over the past three years we have added three more partner schools and in 2017-18 we are serving 413 students in seven schools.

Nationally, BUILD serves more than 2,500 students a year in East Palo Alto and Oakland, California, Washington DC, and Boston. Our New York City site opened in the fall of 2016 and our Los Angeles site will open in 2018.

Starting with at-risk students in a schools with low graduation rates, and working with them through our intensive 4-year model, 97% of our BUILD graduates have earned acceptance to college, with 85% earning admission to four-year colleges.

In 2015-16, we launched a dual enrollment program at Charlestown High, in partnership with Bunker Hill Community College. Through this program, students can earn up to 30 college credits at no cost while still in high school.

We completed the transition to a fully school-based model, by opening student business incubators in Charlestown High School and Another Course to College, after the successful completion of two school-based incubators the previous year. The launch of our School-Based Incubators was highlighted by a ribbon cutting ceremony with Mayor Walsh and the Superintendent of Schools. The Boston Globe featured the event on the front page of the Business Section. Later in the year, Education Secretary Arne Duncan visited the BUILD incubator at Burke High during his visit to Boston.

Our Executive Director, Ayele Shakur, was recently named Chair of the NAACP Education Committee. Also, Boston Mayor Martin J. Walsh recently appointed Shakur to the BPS Superintendent Search Committee. And last year, she was appointed by the Boston School Committee to co-chair the Achievement Gap Task Force for the Boston Public Schools.

## **Needs Statement**

Our top five needs are:

1. Increase number of mentors to keep pace with program expansion. As we grow from 325 students to 410 in 2016-17, we need to recruit a total of 160 mentors to work with our students on a weekly basis.
2. Develop more partnerships with philanthropic individuals, business coaches, and volunteers in the Boston area, in order to reach our growth budget projections over the next four years.
3. Expand the framework for our dual enrollment program, launched in 2016 in partnership with Bunker Hill Community College.
4. Increase brand recognition for BUILD in Boston through a robust PR and marketing campaign, with limited funding.
5. Expand the impact of our two major events: the BUILDfest Pitch Challenge and the BUILD Entrepreneur Games.

## **CEO/Executive Director Statement**

My name is Ayele Shakur, Regional Executive Director for BUILD – Greater Boston. I've been in urban education for over 20 years, as a classroom teacher and nonprofit director. I can honestly say that BUILD is the most exciting program I have ever been a part of when it comes to the impact the organization has on students who are both disadvantaged and disengaged. We save lives. We save students from journeying down the path of destruction to a path of success. We do this through a unique four-year model that uses entrepreneurship to motivate students to excel academically, graduate from high school, and succeed in college. I'm proud to be leading the launch of BUILD in Boston, where we now serve more than 400 students at seven public high schools.

There are thousands of students who drop out of high school every day in the U.S. In Boston, hundreds of kids a year give up on their future and drop out. But with BUILD, we not only get kids to graduate, but we enable them to get accepted to 4-year colleges and universities. Entrepreneurship is the hook – but college is the goal.

What's unique about BUILD is that we go into the toughest schools, and we ask headmasters to give us their toughest kids – the ones most likely to fail and drop out of school. And we say those are the kids we will help get to college -- the ones that most people have given up on. Numerous other college access organizations recruit students who are already high-achieving and motivated. We create them.

We put these students through a four year program that completely changes their lives. And most importantly they've started to develop confidence in themselves and to see themselves as college material. That's the power of entrepreneurship. That's the power of BUILD.

**Board Chair Statement**

My name is Roy Hirshland, Founder and CEO of T3 Advisors, and Chairman of BUILD Boston's Local Advisory Board. I am one of many persons who has been working behind the scenes to expand the impact of BUILD Boston.

It has been my privilege to help oversee BUILD during its first growth phase. In the past three years, we have doubled the number of students served. that means more students - mostly low-income students of color - graduating high school on time and getting accepted to college.

Part of what drew me to become Board Chair was knowing that BUILD Boston is effective and innovative. As the CEO of a company in the Innovation District, it has been exciting for me to see all the tech and corporate partners that BUILD engages in its program, by enlisting hundreds of volunteers to mentor and support its students.

In keeping with our entrepreneurial spirit, we will grow our program to new schools, new communities, and new students. This is our biggest challenge, but it's one we have to meet if we are going to have the impact we want on our students and on this community.

For those of you just learning about us, I hope you are already inspired by BUILD's mission and program. I hope for others, learning more about BUILD will propel you to get involved.

**Service Categories**

Youth Development-Business

Educational Services

**Geographic Areas Served**

BUILD – Greater Boston currently serves students from seven schools: Charlestown High in the neighborhood of Charlestown, Jeremiah E. Burke High, Community Academy of Science and Health, and Dearborn STEM Academy, all in Dorchester, Another Course to College in Hyde Park, Excel High School in South Boston, and Madison Park Technical Vocation High School in Roxbury. A majority of our students live in Dorchester, Roxbury, Mattapan, and Allston.

Please review online profile for full list of selected areas served.

# Programs

## **Entrepreneurs 1 (E1) - Introduction to Entrepreneurship**

<b>Description</b>	Entrepreneurs 1 (E1) – Freshman Year (Launched September 2011) Students build their own businesses. Our 9 <sup>th</sup> grade students take our credited, in-school elective called, “Introduction to Entrepreneurship,” which is taught during the school day, Monday through Friday, at each Partner School. In class, students learn the fundamentals of business and the tenets of time management, goal-setting, and effective communication. Guided by volunteer Mentors from the local business community who come after school one day per week, students work in teams of 3–5 to develop a product idea, and develop understanding of the roles in a business venture. Each team then writes a 30-page business plan that contains supporting financials including calculations for gross profit and expenses. To complete the year, students present their business plan to a panel of volunteer judges at the annual Business Plan Competition to be held at Northeastern University.
<b>Budget</b>	\$511,650
<b>Category</b>	Education, General/Other Dropout Programs
<b>Population Served</b>	Blacks, African Heritage, Latin America & the Caribbean, Adolescents Only (13-19 years)
<b>Program Short Term Success</b>	High school freshmen will learn the basics of entrepreneurship.
<b>Program Long term Success</b>	All of our students, who begin high school at the highest risk of dropping out, will graduate from high school and earn admission to college.
<b>Program Success Monitored By</b>	BUILD has a Salesforce database to track student data such as school attendance, grades, test scores, business outcomes, and disciplinary referrals.
<b>Examples of Program Success</b>	The program currently serves 102 at-risk freshmen at four Boston high schools, including approximately 25 who are repeating the ninth grade. Yet, the class has retained more than 90% of its students, and is nearing completion.

## **Entrepreneurs 2 (E2) – Sophomore Year (Boston implementation starts September 2012)**

<b>Description</b>	Students run their own businesses. In BUILD's Youth Business Incubator, the largest of its kind in the nation, students meet for 3-6 hours per week, after school, for the entire academic year. Students pitch to Venture Capital Advisors, and raise \$500-\$1,500 in seed money to help launch their businesses. With the continued help of their Mentors, students then begin to operate their small businesses while learning negotiations, business ethics, and more while selling their products at school, in their communities, and at BUILD-sponsored events. Meanwhile, our Academic Program Manager ensures that students are enrolled in the right classes and achieving grades that will help them become college-eligible. Students also meet weekly with academic tutors and advisors who promote continuous improvement in overall GPA.
<b>Budget</b>	\$314,000
<b>Category</b>	Education, General/Other Afterschool Enrichment
<b>Population Served</b>	Blacks, African Heritage, Latin America & the Caribbean, Adolescents Only (13-19 years)
<b>Program Short Term Success</b>	Approximately 80 students will operate the functioning business they designed their freshman year while receiving intensive academic support
<b>Program Long term Success</b>	Students will use entrepreneurship to develop their skills, connect them to the real world, and become engaged in their academics in preparation for college.
<b>Program Success Monitored By</b>	BUILD has a Salesforce database to track student data such as school attendance, grades, test scores, attendance at Incubator sessions, business outcomes, disciplinary referrals, and participation in college tours.
<b>Examples of Program Success</b>	

## **Entrepreneurs 3 (E3)- Junior Year (Boston implementation begins September 2013)**

<b>Description</b>	Students prepare for college. BUILD students continue coming to the Youth Business Incubator for 3-6 hours per week after school during their junior year. Alongside their Mentors, students continue operating their businesses but begin to focus more on the ultimate goal of preparing for the next steps beyond high school. To assist in the college selection process, our staff members accompany students on college tours to various parts of the country, and students typically visit a dozen colleges throughout their four years in the program. Through a partnership with Revolution Prep, or a similar company, students also prepare for the SAT and ACT exams.
<b>Budget</b>	TBD
<b>Category</b>	Education, General/Other Afterschool Enrichment
<b>Population Served</b>	Blacks, African Heritage, Latin America & the Caribbean, Adolescents Only (13-19 years)
<b>Program Short Term Success</b>	Students will continue to operate their businesses while improving their grades, improving their test scores, and touring colleges.
<b>Program Long term Success</b>	High school juniors will develop a college-going culture and begin to prepare for post-secondary education options.
<b>Program Success Monitored By</b>	BUILD has a Salesforce database to track student data such as school attendance, grades, test scores, business outcomes, and disciplinary referrals.
<b>Examples of Program Success</b>	

## Entrepreneurs 4 (E4) (Boston implementation begins September 2014)

<b>Description</b>	Students apply for and select a college. By senior year, students continue coming to the Incubator and become ready to use the skills they have developed as entrepreneurs to market themselves to the colleges of their choice. With the help of their mentors, they package their BUILD experience into a portfolio, identify “stretch” and “safety” schools, write admissions essays, and prepare college applications. We collaborate with parents/guardians to explore students’ scholarship and financial-aid options, and shepherd them through the school selection and enrollment processes. Eligible graduates also receive BUILD scholarships upon entering their freshman year of college. Before our inaugural class reaches the E4 year in 2014-2015, we will have hired a full-time College Advisor to provide personalized advising for no more than 100 students at a time.
<b>Budget</b>	TBD
<b>Category</b>	Education, General/Other Afterschool Enrichment
<b>Population Served</b>	Blacks, African Heritage, Latin America & the Caribbean, Adolescents Only (13-19 years)
<b>Program Short Term Success</b>	Students will apply for, earn admission to, and enroll in college, after beginning high school at the highest risk of dropping out.
<b>Program Long term Success</b>	Students will have the means to succeed in college, profoundly changing their lives and the opportunities that they will enjoy.
<b>Program Success Monitored By</b>	BUILD has a Salesforce database to track student data such as school attendance, grades, test scores, business outcomes, disciplinary referrals, college tours, college applications, and college admissions.

### Examples of Program Success

## Program Comments

### CEO Comments

Nationwide, there are 1.3 million young people who drop out of high school each year. That's 7,000 students a day. More than half are African American or Latino, and one-half drop out before they make it to tenth grade. Most students don't realize how dropping out will limit their future – census data show that a dropout can expect to earn \$2 million less over the course of a lifetime that a person with a Bachelor's degree.



A 2010 report from Civic Enterprises called, “Building a Grad Nation: Progress and Challenges in Ending the High School Dropout Epidemic” found that 85% of high school dropouts leave because they are bored and unmotivated. Clearly, being disadvantaged as well as disengaged from academics is the surest path to dropping out of high school. BUILD addresses this epidemic head-on by drawing connections between academics and career success, making school relevant and motivating students to succeed.

85% of BUILD – Greater Boston’s students have at least three of the following five risk factors for dropping out:

- Low-income
- First generation in family to attend college
- Of a race/ethnicity underrepresented in college
- From an under-resourced school/community
- Not participating in another college prep program

In addition, BUILD students are *disengaged* from academics, as shown by middle school records of poor grades, poor attendance, a negative peer group, and a high number of disciplinary referrals.

Despite these high risk factors, students in BUILD develop the mindset and tools for success.

BUILD achieves the following results:

Academics: 100% of seniors accepted to college, with 88% accepted to 4-year colleges/universities; 30% increase in average GPAs (from 2.4 to 3.1) from freshman to senior year; average 139-point increase in SAT scores after taking BUILD’s SAT prep class.

Life Skills: 90% score an intermediate level or higher on BUILD’s public-speaking skills assessment.

Working in business teams all four years teaches team members how to communicate, collaborate and be accountable to each other; 86% of freshmen complete comprehensive written business plans and accompanying PowerPoint presentations, which builds confidence.

Entrepreneurial Know-How: Respondents to our alumni surveys say that after leaving BUILD, they have been able to apply the skills learned in the program out in the real world to: find and hold a job, 64% of respondents; take a leadership role in college or work, 40% of respondents; engage directly in entrepreneurial activity, 30% of respondents.

# Management

## CEO/Executive Director

**Executive Director**

Ms. Suzanne McKechnie Klahr

**Term Start**

Jan 1999

**Email**

Suzanne@build.org

**Experience**

Suzanne McKechnie Klahr, Founder and CEO

Suzanne founded BUILD in 1999 with a public service fellowship from Skadden, Arps, Slate, Meagher & Flom. For her accomplishments with BUILD, Suzanne has received numerous awards. She was awarded with a Social Visionary Award in 2000 at a ceremony at the Stanford Graduate School of Business and with an Entrepreneurial Spirit Award for Entrepreneurial Teaching in 2001 by the National Foundation for Teaching Entrepreneurship. In 2006, Suzanne was inducted as a lifetime member of Ashoka, a global fellowship of leading social entrepreneurs. In early 2007, she was honored by CBS's Jefferson Award on television, on radio, and in print. And in 2008, Suzanne was elected to the San Mateo County Women's Hall of Fame. Suzanne often speaks at events, workshops, and conferences on such topics as social entrepreneurship, venture philanthropy, new models of providing legal services to the poor, and poverty alleviation strategies. Suzanne is currently a faculty adjunct at Stanford Law School and Harvard Law School teaching "Introduction to Social Entrepreneurship." She earned a dual degree from Brown University and a JD from Stanford Law School.

## Co-CEO

**Co-CEO**

Ms. Ayele Shakur

**Term Start**

Dec 2010

**Email**

ashakur@build.org

**Experience**

Ayele Shakur became BUILD – Greater Boston's founding Regional Executive Director in December 2010, and bears primary responsibility for launching and growing the program in the Northeast Region. BUILD is an innovative, college preparatory program, whose mission is to use entrepreneurship to excite and propel disengaged, low-income high school students to college and career success. Ayele brings over two decades of experience as an innovator in urban education. Prior to coming to BUILD, she served as the President and CEO of the Boston Learning Center for 15 years. Under her leadership, the Center expanded from serving 100 students annually in Boston to 700 students across the state of Massachusetts. A veteran classroom teacher, Ayele taught for eleven years in the Los Angeles area and in the Boston Public Schools, and co-authored the book *Boost School Performance – A Parent's Guide to Better Grades Fast*. Ayele is the recipient of the 2012 Boston Celtics Heroes Among Us Award, and the 2007 Nan Bennett Kay Great Friend to Kids Award presented by the Boston Children's Museum. In 2014, she was appointed as Chair of the Education Committee for the Boston NAACP. In 2015, she was appointed by the Boston School Committee to co-chair the Achievement Gap Task Force for the Boston Public Schools. Ayele, a thought leader in the field of urban education, has a semi-monthly blog on Huffington Post, and is a contributor to Entrepreneur.com and other publications. A native of Boston's Roxbury neighborhood, she holds a Bachelor's Degree in Business Management from Boston University and a Master's Degree in Human Development and Psychology from Harvard's Graduate School of Education.

## Senior Staff

### **Suzanne McKechnie Klahr**

**Title** CEO and Founder

**Experience/Biography**

### **Ms. Ayele Shakur**

**Title** Regional Executive Director - Boston

**Experience/Biography**

### **Chuck Salter**

**Title** President

**Experience/Biography**

## Staff Information

<b>Full Time Staff</b>	80
<b>Part Time Staff</b>	5
<b>Volunteers</b>	1000
<b>Contractors</b>	3
<b>Retention Rate</b>	74%

## Staff Demographics - Ethnicity

<b>African American/Black</b>	23
<b>Asian American/Pacific Islander</b>	9
<b>Caucasian</b>	26
<b>Hispanic/Latino</b>	22
<b>Native American/American Indian</b>	0
<b>Other</b>	0 0

## Staff Demographics - Gender

<b>Male</b>	27
<b>Female</b>	43
<b>Unspecified</b>	0

## Formal Evaluations

<b>CEO Formal Evaluation</b>	Yes
<b>CEO/Executive Formal Evaluation Frequency</b>	Annually

<b>Senior Management Formal Evaluation</b>	Yes
<b>Senior Management Formal Evaluation Frequency</b>	Semi-Annually
<b>NonManagement Formal Evaluation</b>	Yes
<b>Non Management Formal Evaluation Frequency</b>	Semi-Annually

## Plans & Policies

<b>Organization has a Fundraising Plan?</b>	Yes
<b>Organization has a Strategic Plan?</b>	Yes
<b>Years Strategic Plan Considers</b>	3
<b>Date Strategic Plan Adopted</b>	July 2012
<b>Does your organization have a Business Continuity of Operations Plan?</b>	No
<b>Management Succession Plan?</b>	No
<b>Organization Policy and Procedures</b>	Yes
<b>Nondiscrimination Policy</b>	Yes
<b>Whistleblower Policy</b>	Yes
<b>Document Destruction Policy</b>	No
<b>Directors and Officers Insurance Policy</b>	Yes
<b>Registration</b>	Yes
<b>Permit?</b>	Yes

## Collaborations

BUILD collaborates with seven schools in the Boston Public School System: Charlestown High in Charlestown, Jeremiah E. Burke High and Community Academy of Science and Health, both in Dorchester, Madison Park High in Roxbury, Excel High in South Boston, and Another Course to College in Hyde Park. Headmasters from each of our partner schools work with us to identify and provide credentialed and dynamic teachers for our freshman course, and we provide ongoing support and technical assistance to them. After students complete the freshman year, we continue to collaborate with our partner schools to monitor students' progress, and design academic interventions as necessary.

We have also formed collaborations with 38 Corporate Partners, including State Street, Liberty Mutual, LogMeIn, HubSpot, Endurance International, John Hancock, PwC, BNY Mellon, Staples, Reebok, National Amusements, Bain Capital Ventures, CVS, UPS, and more. These partners provide funding, business coaching for students, mentors, volunteers, and members of our Local Advisory Board. We have also developed university partnerships with MIT, Northeastern, Boston University, and Babson College. These university partners provide BUILD students with meaning interactions with undergraduate and MBA students, and also supply venues for our special events such as our annual Business Plan Competition.

## Awards

### **Awards**

<u>Award/Recognition</u>	<u>Organization</u>	<u>Year</u>
50 on Fire	BostInno	2016

## Comments

### **CEO Comments**

As we approach the end of our eighth year with students in Boston, we have a number of exciting opportunities and challenges. We have the program model, the leadership/staff, and the fast start we needed to address a complex social problem here in Boston. As such, we have numerous opportunities for growth. We are therefore grappling with challenges such as how to grow our partnership with the Boston Public Schools given the high demand: Do we add more Sections/Classes to existing schools or do we seek out new partner schools? When do we expand the program outside of Boston? Which districts (e.g. Chelsea, Lynn, Lawrence, Springfield) should we go to when we do expand? How do we recruit the necessary staff, mentors, volunteers, and investors? And what are the financial implications involved for each scenario?

We anticipate significant growth in Boston over the next 3 years. BUILD has a Strategic Plan for the national organization with pro bono support from The Monitor Institute. We are confident that our innovative program, widespread need for it, and thoughtful leadership will make our growth agenda possible.

# Board & Governance

## Board Chair

<b>Board Chair</b>	Mr. David Marston
<b>Company Affiliation</b>	PwC
<b>Term</b>	July 2015 to June 2018
<b>Email</b>	david.marston@pwc.com

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Mr. Ajay Agarwal	Bain Capital Ventures	Voting
David Bohigian	Pluribus Ventures	
Doug Brien	Waypoint Homes	
Emily Chang	Bloomberg West	
Mr. Jack Dorsey	Square	Voting
Liane Hornsey	Softbank	
Karl Jacob	Hangtime	
Ms. Suzanne McKechnie Klahr	CEO and President, BUILD	NonVoting
Ms. Jean Kovacs	President and CEO, Comergent Technologies, Inc.	Voting
David Marston	PwC	Voting
Mike O'Brien	iMentor	
Baratunde Thurston	The Daily Show	

## Board Demographics - Ethnicity

<b>African American/Black</b>	0
<b>Asian American/Pacific Islander</b>	2
<b>Caucasian</b>	9
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0 0

## Board Demographics - Gender

<b>Male</b>	3
<b>Female</b>	8
<b>Unspecified</b>	0

## Board Information

<b>Board Term Lengths</b>	3
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<b>Board Term Limits</b>	2
<b>Number of Full Board Meetings Annually</b>	4
<b>Board Meeting Attendance %</b>	91%
<b>Written Board Selection Criteria?</b>	No
<b>Written Conflict of Interest Policy?</b>	Yes
<b>Percentage Making Monetary Contributions</b>	100%
<b>Percentage Making In-Kind Contributions</b>	54%
<b>Constituency Includes Client Representation</b>	No

### Additional Board Members and Affiliations

<u>Name</u>	<u>Affiliation</u>
Ms. Michelle Brooks	Boston Public Schools
Mr. David Cappillo	Goodwin Proctor
Mr. Jim Collins	New England Business Partners
Mr. Scott Friend	Bain Capital Ventures
Mr. Jeffrey Glass	Bain Capital Ventures
Roy Hirshland	T3 Advisors
Dennis Kunian	The Kunian Group
Mr. Rizwan Mallal	Crosscheck Networks
Ms. Shari Redstone	National Amusements, CBS, Viacom
Mr. Dan Roth	Shaser, Inc.
Mr. Venkat Srinivasan	Rageworks, Inc.
Ms. Nancy Sterling	Mintz Levin Strategies
Dr. William Tita	Northeastern University
Mr. Richard Vieira	BMO Capital Markets
William Wagner	LogMeIn

### Comments

#### **CEO Comments**

We are currently seeking more individuals to join our Local Advisory Board (LAB). We particularly need people with skill sets in the areas of marketing/public relations; government relations at the local, state and federal level; and entrepreneurs who understand Growth Strategy Development.

# Impact

## **Goals**

What sets BUILD apart from other college success programs is that we actively seek a population of youth at the greatest risk of failing or dropping out, based on grades and attendance. There is no minimum GPA requirement to enter BUILD. Instead, we ask headmasters to give us the students identified as most likely to fail and drop out. Despite these challenging backgrounds, BUILD students succeed. Other college access programs recruit students who are already high-achieving and motivated. *We create them.*

BUILD's organizational goal is to see 100% of our students graduate on time and succeed in college and beyond. We partner with four Boston public high schools that were selected from 17 applicants because of their high dropout rates and absence of competing programs. In the first year of the program, freshmen take a credited class offered in collaboration with BUILD at their high school to learn business fundamentals and develop a business plan. As sophomores and juniors, students get seed funding from real investors and launch their businesses from our Youth Business Incubator located in downtown Boston. Teams manufacture, market and sell their products at school and community events, and develop financial literacy skills like banking, budgeting, and balancing a checkbook. These real-world applications of math, writing and analytical skills help students connect business with academics.

We measure success by the percentage of BUILD students who graduate on time and who get accepted to college. Currently working with 250 students in five schools, our goal over the next four years is to work with 800 students in eight schools, and to see 100% of our students graduate high school on time and get accepted to college.

# Financials

## Fiscal Year

<b>Fiscal Year Start</b>	July 01, 2016
<b>Fiscal Year End</b>	June 30, 2017
<b>Projected Revenue</b>	\$1,800,000.00
<b>Projected Expenses</b>	\$1,700,000.00
<b>Endowment?</b>	Yes
<b>Endowment Value</b>	\$500000.00
<b>Spending Policy</b>	N/A
<b>Credit Line?</b>	No
<b>Reserve Fund?</b>	Yes
<b>Months Reserve Fund Covers</b>	0

## Detailed Financials

### **Revenue and Expenses**

<b>Fiscal Year</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Total Revenue</b>	\$12,379,322	\$8,988,419	\$7,615,750
<b>Total Expenses</b>	\$10,528,043	\$8,785,743	\$7,046,026

### **Revenue Sources**

<b>Fiscal Year</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Foundation and Corporation Contributions</b>	--	--	--
<b>Government Contributions</b>	\$310,139	\$280,185	\$0
<b>Federal</b>	--	--	--
<b>State</b>	--	--	--
<b>Local</b>	--	--	--
<b>Unspecified</b>	\$310,139	\$280,185	--
<b>Individual Contributions</b>	\$9,688,989	\$6,379,216	\$6,391,598
<b>Indirect Public Support</b>	--	--	--
<b>Earned Revenue</b>	\$25,558	\$70,000	\$3,512
<b>Investment Income, Net of Losses</b>	(\$3,431)	\$468	\$1,277
<b>Membership Dues</b>	--	--	--
<b>Special Events</b>	\$1,869,812	\$2,006,027	\$1,103,706
<b>Revenue In-Kind</b>	\$455,005	\$252,523	\$115,657
<b>Other</b>	\$33,250	--	--

## Expense Allocation

Fiscal Year	2016	2015	2014
Program Expense	\$7,364,430	\$5,912,437	\$5,036,408
Administration Expense	\$1,817,242	\$1,306,181	\$754,440
Fundraising Expense	\$1,346,371	\$1,567,125	\$1,255,178
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	1.18	1.02	1.08
Program Expense/Total Expenses	70%	67%	71%
Fundraising Expense/Contributed Revenue	11%	18%	17%

## Assets and Liabilities

Fiscal Year	2016	2015	2014
Total Assets	\$5,546,301	\$3,553,727	\$3,446,902
Current Assets	\$4,243,246	\$2,658,588	\$2,478,080
Long-Term Liabilities	--	--	\$0
Current Liabilities	\$480,762	\$339,467	\$435,318
Total Net Assets	\$5,065,539	\$3,214,260	\$3,011,584

## Short Term Solvency

Fiscal Year	2016	2015	2014
Current Ratio: Current Assets/Current Liabilities	8.83	7.83	5.69

## Long Term Solvency

Fiscal Year	2016	2015	2014
Long-Term Liabilities/Total Assets	0%	0%	0%

## Top Funding Sources

Fiscal Year	2016	2015	2014
Top Funding Source & Dollar Amount	--	--	--
Second Highest Funding Source & Dollar Amount	--	--	--
Third Highest Funding Source & Dollar Amount	--	--	--

## Capital Campaign

Currently in a Capital Campaign?

No

## Comments

### CEO Comments

BUILD – Greater Boston stands on solid financial and fundraising footing. We have met our budget for three straight years as we have grown from a budget of \$800,000 to \$1.8 M in that time, and have done so from diversified sources such as individuals, foundations, corporations, and special events. Our events continue to grow in size and revenue each year, and our Board continues to provide invaluable support, having given more than \$150,000 this year, with most members pledging multi-year commitments.

This fundraising success is nothing new for BUILD. Nationally, we continue to grow by 20 percent annually while maintaining a balanced budget — even in this challenging funding environment. BUILD’s Development Team has undertaken extensive research to diversify our funding base, gather data, and develop a stronger case to appeal to national funders who support academic-based enrichment programs to help underserved students get into college.

Our main financial challenge therefore is to grow our fundraising to a degree that is commensurate

with our projected program growth. In With a waiting list of at least 5 schools, we have the opportunity to grow more deeply into our current partner schools, and to other schools in Boston, as well as schools in other districts. To serve all of these students effectively, we will need to raise more and more. Fortunately, the need for BUILD, the impact of our program, and the various volunteer opportunities we afford to mentors and business coaches tends to attract generous individuals to our cause. We hope you will join us.

**Foundation Staff Comments**

Financial summary data in the charts and graphs above are per the organization's audited financials, reflecting the nonprofit's national financial data. The rest of the profile focuses on the Boston Chapter of this organization.