



## The Changemaker Project Strategic Plan 2019-2021

### 1. Executive Summary

The Changemaker Project is a 501(c)3 nonprofit which empowers young people to create positive change in the world. We work with youth aged 13-24, partnering with high schools, universities, and NGOs across the globe. Students in our program learn about issues affecting people, animals, and the environment through a series of self-paced modules in our online course. They form teams, decide on an issue to tackle, and then utilize our Design Thinking resources to design an innovative solution. We offer them tools, mentorship, and guidance along the way, including support from a “buddy team” they are paired with across the globe to work with and learn from. Our program culminates in an annual Global Pitch event, where teams from all over the world compete to win funding for their projects.

In 2018, we launched our pilot program. We recruited 325 high school students from across the United States, England, Germany, France, Romania, India, Japan, Argentina, Australia, New Zealand, and Tanzania. Over the next three years, we hope to scale up our work to involve 1,500 students from 30 countries, offer our curriculum in multiple languages, and secure an office space which can serve as a hub for community events and an Innovation Lab for our Bay Area students. In order to achieve these milestones, we need to raise funds for an office space as well as a four-person team including a full-time Executive Director, Office Manager, Development Director, and Education Director—putting our annual budget at \$500,000 by 2021. Funds will be raised through a combination of individual donors (primarily via monthly contributions), business sponsors, and grant funding. It will allow us to build up a successful team that can execute our mission and empower changemakers all over the world.

This strategic plan outlines our growth plan to reach these goals over the next three years. It highlights our mission, vision, and the core values that guide us as an organization, both in our work with students as well as our team culture. It details our outreach and marketing approach, sets forth a series of goals for each year mark, and includes a SWOT analysis. The report concludes with a financial report which will outline both our individual and corporate donation goals over the next year.

### 2. Mission and Vision

Mission: Empower youth to create meaningful change in the world.

Vision: We strive to cultivate a global community of changemakers—students who are educated, empowered, and fired up about building a better world. Over the course of a decade, we hope to engage youth in every country and empower them to be leaders and



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changemakers—solving problems in their own communities and working together to envision global change.

## 3. Core Values

### Empowerment

We arm our students with the tools, the skills, and the funding they need to make a lasting impact, so that they will be able to see a problem in the world and say, “I can solve that.” Empowerment is the heart of our mission. It’s a value that we not only strive to cultivate in our students, but in our team as well. We want each of our team members to have access to the resources, support, and agency that they need to create meaningful change—within the organization and beyond.

### Curiosity

Embedded in our curriculum is a constant call for curiosity, as our students delve into an inquiry about the world around them and the problems we face. We present students with a broad introduction to various issues affecting people, animals, and the environment, and we offer resources for them to explore in order to learn about each topic. In our team, we encourage curiosity as we take the time to explore and discuss the issues presented in our curriculum, as well as various pedagogical approaches to enhance our program.

### Growth

In the process of developing an innovative solution to a problem they care about, our students experience the growth that comes from an entrepreneur’s journey. We encourage students to be reflective about how they’ve grown over the course of their time in The Changemaker Project, and what skills they’ve gained. Similarly, we strive to create a culture of growth and reflection within our team environment. Staff are asked to reflect on their own growth each month, against goals they set for themselves on a quarterly basis.

### Mindfulness

Practices of mindfulness are embedded into our staff culture at The Changemaker Project—including a *Minute to Arrive* and an *Empathy Circle* at the start of each staff meeting, as well as other reflective exercises we do as a group. Mindfulness is also introduced in our curriculum for our students, presented as an antidote to stress and anxiety in the Mental Health and Wellness module.

### Gratitude

We value gratitude as a core value for our own personal happiness as well as the health and happiness of our team and our students. Our most important management goal is that all staff feel appreciated and valued for their work, so we make sure this happens in formal and



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informal ways. Each staff meeting ends with “appreciations” where team members have an opportunity to share what they are grateful for—about their work, their own personal life, and one another.

## Nonviolence

Kindness, compassion, and nonviolence towards all living things are important to our mission at The Changemaker Project, as we strive to create a better world. Mindful of the suffering caused by the production of meat, dairy, and other animal products, we are committed to avoiding these items in our organizational operations, as well as in the projects we fund. We encourage teams to think through the impact of their projects, so that they are not helping to solve one problem while unknowingly generating another.

## Diversity

As an organization that is committed to creating a more just and equitable world, we strive to prioritize diversity (of race, gender, sexual orientation, ability, class, and background) as we build our staff, grow our board of directors, and recruit students to participate in our challenge. We recognize that having a diverse set of perspectives provides tremendous benefit to any team, and we encourage our students to consider this as they build their changemaker teams.

## Balance

Aware of the many problems that face the planet, we recognize that it can be easy to become overwhelmed by the work that lay in front of us. In an effort to avoid the burnout which many nonprofit workers face as work tirelessly for change, our staff prioritizes a healthy balance between our work and the rest of our lives. No one is expected to work evenings or weekends, vacation and four-day workweeks are encouraged, and communication lines are kept open so that staff ensure their personal needs are met as they thrive in their professional role.

Once we have an office space, we hope to offer free yoga and mindfulness classes to local teachers and nonprofit staff who work with youth. We aim to give teachers tools and rejuvenation practices which they can both enjoy the benefits of *and* take back to share with their students.

## 4. Outreach and Marketing

### How will we expand and grow?

- Direct school outreach to principals, counselors, and service learning coordinators
- Partnerships with local and international youth-serving organizations
- Intercession programs (1-2 week intensive courses at individual schools)
- Word-of-mouth, specifically to access networks of teachers



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How do we promote our work to the public at large?

- Website + print materials (need to raise funds for a rebranding)
- Social media channels: Facebook, Instagram, Twitter, Snapchat, and YouTube
- Annual Global Pitch event

## 5. Goals and Objectives

2018:

- Students Served: 325
- Geographic Reach: 11 countries
- Annual Income: \$4,472.50
- Team: 1 part-time unpaid ED, 2 unpaid interns
- Workspace Arrangement: Team works remotely

2019:

- Students Served: 500
- Geographic Reach: 15 countries
- Annual Income: \$50,000
- Team: 1 part-time paid ED, 1 part-time paid development consultant, 3 unpaid interns
- Workspace Arrangement: Team works remotely

2020:

- Students Served: 1,000
- Geographic Reach: 25 countries
- Annual Income: \$150,000
- Team: 1 full time paid ED, 3 unpaid interns, 1 full time paid development director
- Workspace Arrangement: Team works remotely

2021:

- Students Served: 1,500
- Geographic Reach: 30 countries
- Annual Income: \$500,000
- Team: Full time ED, Office Manager, Development Director, and Education Director, several interns.
- Workspace Arrangement: Space secured for team office and community events



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## 6. Key Performance Indicators

- No. students enrolled
- No. partner schools
- Impact assessment (via pre-and post-survey)
- Annual income

## 7. SWOT Analysis

### Strengths:

- Unique, holistic approach to solving some of the world's greatest challenges
- Empowers youth to change their community and their world
- Provides leadership development skills for youth
- Curriculum maps onto Common Core standards for high school students
- Can be utilized in any project-based learning course
- Generates a global network of innovators, fosters cross-cultural exchange
- Course content accessible from anywhere in the world
- Provides engaging content for youth who may be disengaged from school

### Weaknesses:

- Very little funding in place
- Branding needs improvement
- Only one full time staff member
- Relies on teachers to implement
- Challenging to engage students online

### Opportunities:

- Can tap into personal network to cultivate individual donors
- Can hire grant writer to help us secure larger grants
- Can partner with larger organizations to leverage resources and grow strategically

### Threats:

- Many schools already have similar programs in place, don't want to take on another
- Requires teacher commitment, they're already stretched thin
- Students already have a lot on their plates



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## 8. Financial Plan

**2019 Goals:** Raise \$25,000 via personal network, \$25,000 via corporate sponsors + grants for a total of \$50,000 by the end of the year.

### Individual Sponsorship Program:

Category	Monthly Donation	Yearly Donation	Goal # Donors	Yearly Goal
Activist	\$10	\$120	35	\$4,200
Pioneer	\$25	\$300	30	\$9,000
Innovator	\$50	\$600	10	\$6,000
Visionary	\$100	\$1200	5	\$6,000

### Business Sponsorship Program:

Category	Donation Amount	Goal # Donors	Yearly Goal
Bronze	\$500	5	\$2,500
Silver	\$2,500	3	\$7,500
Gold	\$5,000	1	\$5,000
Platinum	\$10,000	1	\$10,000