

NONPROFIT BOARD LEADERSHIP PROGRAM

2023-24 PARTICIPATING ORGANIZATIONS



ORGANIZATION PROJECT DESCRIPTION

ORGANIZATION	PROJECT DESCRIPTION
American Ballet Theater	<p>ABT is the U.S.'s National Ballet Company and one of top dance companies in the world, with its exciting stars performing in NYC, around the country, and across the globe for audiences of 300,000 annually. Though we are an artistic leader in our field, we have limited and/or dated data/information about many of our national and international competitors, including operational, marketing, financial, pricing, training, and artistic (among others) dimensions. This project would take a deep dive into our peer companies to help us discover “how we stack up” and how we might differentiate ourselves more effectively given our resources, assets, and limitations.</p>
American Composers Orchestra	<p>The nation's first systemic program for building relationships between orchestras and composers, ACO is at a moment of strategic growth. In preparation for a 50th anniversary campaign to support equity-driven national programs, we have implemented a customized Salesforce database to bring all of our relationships into one system: donors, audience members, funders, orchestral partners, schools, composers, and more. Building on a recently-completed consulting project to analyze data and qualify lead donor prospects, we seek a CBS team who is interested in helping us to think about the relationship path for individuals to grow their engagement with us over time, leveraging Salesforce to capture insights from data, develop prospects through reporting, and set workflows to ensure our team is putting cultivation steps into motion.</p>
Aspen Art Museum	<p>As we approach our 45th anniversary as a museum and our 10th anniversary in our Shigeru Ban-designed building, the Aspen Art Museum is embarking on its second major capital campaign to ensure the financial success of the institution for years to come, and provide resources and opportunities for long-term stability and expansion. We seek Columbia Business School students to work closely with our Board Representative and the Financial and Development teams of the Museum to finesse the museum's strategic priorities within the context of this campaign.</p>

ORGANIZATION	PROJECT DESCRIPTION
<p>Boys and Girls Club of Harlem</p>	<p>Marketing strategy that empowers Boys and Girls Club of Harlem to effectively target and recruit funding for our teen workforce development and mental health program. Data Analysis- Create comprehensive database of potential grants/corporate gifts that align with our mission. Create a scoring system to determine suitability.</p>
<p>BUILD</p>	<p>BUILD is proposing two possible projects. Project 1: This Growth and Impact Strategy would invite students to help BUILD identify school and CBO partners; establish infrastructure needed to support growth (staffing, operations and systems, technology; and determine the budget necessary to support growth and fundraising strategies needed to raise these funds. Project 2: Work with BUILD to determine the data and metrics needed to evaluate success of different dosages of BUILD and to support growth.</p>
<p>City Parks Foundation</p>	<p>Since 2021, we have experienced great growth in our SummerStage Membership and very successful Member for a Day program, but are still struggling with how to best market our Membership program off-season, as well as message our city-wide free programs to prospective donors. Our need is twofold based on the consulting students availability and interest. First, we are interested in a review of our Membership program's financial model when compared to other cultural membership programs in the area. Second, we are interested in a data analysis of our contact lists to identify possible new marketing/outreach strategy. Your assistance in this analysis will help our fundraising and marketing team work smarter with more data-driven solicitation.</p>
<p>Film at Lincoln Center</p>	<p>Film at Lincoln Center is many things to many different audiences: to filmmakers we are a place that will protect and promote their work in top of the line facilities; to movie-goers we offer a diverse mix of programs that appeal to every interest or taste; to our partners we strive to create artist-centered festivals and corporate engagement opportunities. With such a wide scope of work, the organization collects reams of data to measure success but not all data is created equal; we seek to conduct a study of our current assessment protocols and better define or redefine KPI's for our (film) festival business with an eye to drilling down to a handful of truly essential metrics. We view this as critical as we strive "level up" our capacity for medium and long term strategic thinking across the whole organization.</p>

ORGANIZATION	PROJECT DESCRIPTION
<p>Fountain House Gallery</p>	<p>The gallery is in need of an organizational and strategic refresh in order to better deliver on our key targets. In the next 5 years, we would like to create an arts center that unifies our gallery & studio under one roof, and additional expands to offer performing arts spaces and a music studio.</p>
<p>Global Kids</p>	<p>We are seeking dedicated, business-minded thought partners to collaborate with Global Kids, Inc., a 501(c)3 non-profit organization, on an evaluation of our current donor communications strategy. Through this partnership, Columbia Business School candidates will conduct a comprehensive audit of our website, branding, messaging, and online presence, and subsequently develop a strategic plan including actionable items to assist Global Kids' fundraising team in enhancing brand awareness, improving donor communication, and strengthening our mission-oriented messaging. Through this plan, Global Kids hopes to retain and engage key individual and institutional donors and introduce new potential funders to advance our mission of supporting students in NYC and DC on their journey towards academic success, global awareness, and college and career readiness.</p>
<p>Hit the Books</p>	<p>We have grown our organization materially each year since our inception in 2020. As we have grown our student count, staff, and infrastructure, our budget has grown as well. While we have a group of 150+ core donors, we are hoping to have extensive research done to help us identify new potential major gift donors to support our organization as we grow. This will have a meaningful impact on our organization's sustainability, ensuring we can continue our crucial work and enabling our plans for expansion in the future.</p>
<p>Imagine Kids for Kids</p>	<p>Imagine Early Learning Center is looking to understand how it can bring its best-in-class early childhood care to a broader audience. Imagine and its Kids for Kids program offers unique curriculum that stresses resilience, environmental respect and empathy. Our goal in this project is to better understand the competitive marketplace and define a marketing plan that differentiates Imagine and Kids for Kids from its competitors, ensuring that we can bring our values to more children and families.</p>

ORGANIZATION

PROJECT DESCRIPTION

**International
Contemporary
Ensemble**

Diversity/Equity/Inclusion has been part of the organization's mission since its founding 20 years ago. Over the last 10 years, it has grown in importance and we have become more intentional about seeing it reflected in all aspects of our organization and our work. We would like to analyze how effective we have been. The project will define parameters on which to measure DEI implementation, compare our progress to the rest of the sector, and identify ways in which it has benefited our organization as well as ways we can be more effective.

**Leo Baeck
Institute**

Problem/Opportunity: The LBI's net assets have grown from \$3 million in 2010 to \$12 million today. We estimate our ten-year average annual performance from 2013 to 2022 at 7.2%. The institute's Investment Committee has run the portfolio in-house to date via a broad portfolio of Vanguard index funds and wants to hire an Outsourced Chief Investment Officer (OCIO) to manage the portfolio going forward.

Core Deliverables: 1) First, the student team will work in partnership with selection committee to review and evaluate proposals, interview potential firms and determine the finalists, creating the message and materials to bring the Investment Committee, and the full board, through this major decision. The primary goal is to select the strongest provider and the secondary goal is to tap the best insights from a diverse set of stakeholders, aligning the group around the final decision. 2) Second, the team will work with the Committee and the new OCIO to determine the investment strategy, draft an Investment Policy Statement and determine goals, benchmarks and performance metrics, as well as a process for monitoring and evaluation. 3) Third, with time available, the team would provide similar support for the Finance Committee, which is currently building the management reporting it will review on a quarterly basis to evaluate LBI's financial strategy and execution. Key points include overall financial health, fundraising projections and progress and the annual endowment draw for operations.

Impact: Financial health is critical for all nonprofits. The LBI's past financial strength was built from the major gifts of Holocaust survivors. As this generation departs, it is time for the next generation to develop a strategic and financial model that will allow this vital history to be mined and shared in perpetuity.

ORGANIZATION	PROJECT DESCRIPTION
<p>Life Project 4 Youth</p>	<p>LP4Y US would like to gain visibility as an organisation and promote a movie to increase awareness and support to Youth inclusion. Deliverables: Analysis, recommendations and strategic promotional action plan based on: Analysis of different marketing and communication methods (communication channels, key words, trends, etc) for Non-profit organization /associative structure within American/ North America context; study and analysis of current communication methods by LP4Y; development of a communication/marketing/promotional strategy/action plan for LP4Y US, to raise awareness, promote activities and movie. Impact: The result of the project will identify the most efficient communication systems and strategy for LP4Y organisation and movie, which will help develop new opportunities (partnership, fundraising, advocacy, etc), initiatives for inclusion, global support to LP4Y operations worldwide.</p>
<p>Lincoln Center for the Performing Arts</p>	
<p>MODArts Dance Collective (MADC)</p>	<p>MADC is an almost two year old Harlem-based nonprofit professional modern dance company that has been in existence since 2011 (prior to achieving 501c3 status). We would greatly benefit from students who would assist us in researching, contacting, and starting an introduction about MADDC to build sustainable relationships with businesses and other organizations in Upper Manhattan with similar missions/core values leading to collaborations/partnerships in the future and support us in exploring additional sources of income for the organization. This partnership would champion and increase MADDC's impact and reach in Upper Manhattan, to strengthen engagement with the communities that we serve.</p>

ORGANIZATION	PROJECT DESCRIPTION
<p>Pilobolus</p>	<p>This upcoming year Pilobolus is working to build out its marketing department under new executive leadership. The core deliverables would be 1) help build a vision for the department within budget constraints and 2) identify the needed positions to be hired to make our specific situation work.</p>
<p>Riverside Language Program</p>	<p>Riverside Language Program, established in 1979, has helped more than 30,000 immigrants from over 80 countries accelerate their entry into the American workforce. We are looking for an enthusiastic, entrepreneurial student team to work with us towards our strategic goals of (1) increasing our visibility in immigrant advocacy circles and (2) articulating a multi-pronged fundraising approach. The core deliverable will be an awareness-building and fundraising plan, and we will work with you to structure the research and analysis. This will have huge impact on our ability to grow our services and increase our scope as we serve this vulnerable community.</p>
<p>The Brotherhood Sister Sol</p>	<p>The Brotherhood Sister Sol administers the most used community garden in Manhattan - with over 35 fruits and vegetables, an aquaponics system, we are food scrap drop off partner with Department of Transportation and we compost. Our Environmental Program Coordinator has trademarked a composting system that is in our garden and he has spoken across the country about the design. Manhattan Borough President Levine and assorted NYC Council Members would like to fund bringing this design to some of the other hundreds of gardens across NYC. We have private funders interested as well. We need a marketing plan, cost analysis, and sector evaluation to help this project reach its full potential.</p>
<p>The Center for Educational Innovation</p>	<p>The Center for Educational Innovation is a thirty-year-old non profit, committed to supporting public education and creating model schools in all neighborhoods across nyc. With a focus on equity and innovation, the organization is uniquely positioned to be engaged with both traditional public and public charter schools, working diligently to scale up and meet the changing needs of school communities and the students we serve. The leadership team has worked with its board of trustees to secure multiple streams of revenue with a diverse set of funding sources to expand programming, which includes whole school transformation, professional learning and student enrichment services. The proposed project is the development of a five year strategic budget, aligned to the short term and long term goals and aspirations of the organization, with consideration of changing city, state, and federal economic conditions, political landscape and post COVID funding realities.</p>

ORGANIZATION

PROJECT DESCRIPTION

The Osborne Association

The Osborne Association is looking to expand its Osborne's Social Ventures program, which is a workforce development and social enterprise program that provides transitional employment for people with criminal justice histories to help them build careers and achieve financial independence. Osborne staff would like to conduct a nationwide scan and create peer-to-peer learning opportunities to continue to grow its internal Janitorial Maintenance Program, create new employment opportunities, and partner with different employment sectors both locally and nationally to continue to reduce the stigma of incarceration and connect more people to gainful employment opportunities. Osborne's Janitorial Maintenance Services have been providing meaningful employment for individuals being released from prison for more than 20 years, to over 500 participants.

Trail Blazers

Trail Blazers is at an exciting inflection point. We are onboarding a new Executive Director this fall, evaluating our existing programs, and identifying which programs would benefit from further investment to drive growth and reach and serve more young people in NYC. There are two key projects that business school students could support. We are happy to work with students to evaluate their interest and needs.

In 2022, looking to meet the professional development needs of young people and fill gaps in our talent pipeline, Trail Blazers developed The Academy to give camp staff the career and mental health skills they need to thrive at and beyond Trail Blazers. Trail Blazers recently received a grant from the Helen Gurley Brown Foundation to experiment with program length and curriculum content. In this next iteration, we plan to expand The Academy and to incorporate a broader set of curriculum topics. Business school students could support by 1) developing an improved onboarding experience for Academy participants 2) identifying innovative career pathways and mechanisms for introducing young people to those pathways and 3) conducting a market landscape of strategic partners and crafting a strategy for how we might partner to best deliver a high-quality leadership development experience.

The second project would be supporting one of our board members in the onboarding of our new ED. This would give the MBA student the unique opportunity to see what kind of responsibilities board members have, better understand the roles and responsibilities of an ED, and understand alongside the new ED the ins and outs of how Trail Blazers runs. Some example deliverables include 1) ongoing onboarding sessions with the ED 2) conducting organization-wide interviews to inform effective onboarding and materials development and 3) close partnership with the board to identify any gaps and/or issues.

ORGANIZATION

PROJECT DESCRIPTION

University Settlement

In an effort to diversify our funding to provide core services to our communities, University Settlement is interested in expanding into social enterprise work for the first time. Specifically, we think a good starting off point would be to expand the work of our Adult Literacy program. Currently, our Adult Literacy program provides free English classes to over over 400 new New Yorkers a year with an emphasis on civic engagement and achieving employment or educational goals. We know there is a market for for-profit English language instruction (we are thinking especially for International students interested in studying in NYC but it doesn't have to be for this population specifically) but we do not know the market for these types of classes. Therefore, we are looking for assistance to figure out what is out there, who is using which services, how much students are willing to pay, and if there are areas where University Settlement could be especially successful because of our long history teaching English to students who come from all over the world.