



**PER SCHOLAS**

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**GROWTH CAPITAL  
CAMPAIGN**

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Since 1998, Per Scholas has helped more than 9,000 unemployed and underemployed individuals gain the skills and credentials to succeed in high-quality technology careers. 85% of Per Scholas students graduate from our accelerated, tuition-free full-time trainings — and at least 80% of our graduates find jobs paying an average of \$21.49 per hour, just to start.

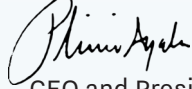
Now Per Scholas is ready to accomplish much more. Between 2019 and 2023, we will grow to serve 4,000 new technology career students per year across as many as 14 training locations. We will also leverage our growing sectoral influence to help more employers invest in overlooked and nontraditional talent.

In addition, we will innovate the next generation of sector-based workforce development, advancing a new customized training model in which employers are even more critical partners in designing and investing in the skilled workforce of the future. In turn, this model will help Per Scholas grow more sustainable and efficient as we scale.

Your partnership is critical to realizing these goals. Together, we can ensure that many thousands of overlooked individuals across the nation will finally have the opportunity to realize their potential — and build stronger families, businesses and communities that ultimately benefit everyone. Thank you for joining us.

Sincerely,

**Plinio Ayala**



CEO and President

**Lewis E. Miller**



Board Chair & Founding Board Member



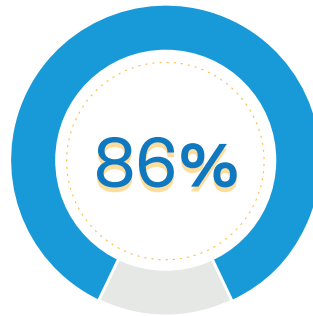


# THE CHALLENGE

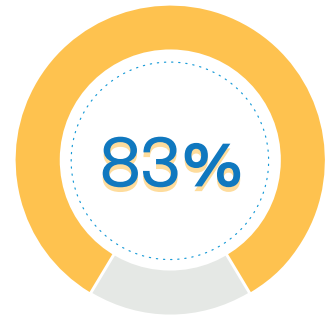
## SKILLS NEEDED

There are more than **494,000 open computing jobs in the U.S.**, but fewer than 50,000 computer science students graduated into the workforce last year. By 2030, as many as 1.2 million unfilled tech jobs in the U.S. will cost businesses an estimated **\$162 billion annually**.

A recent **Indeed.com/Censuswide** survey of **Tech Hiring Managers** revealed:



Most said it was “challenging to find and hire technical talent.”



Most said the shortage of tech talent “hurt” their business.

**Without concerted action, the tech skills shortage will only get worse.**

The U.S. Bureau of Labor Statistics projects that over the coming decade, the economy will need as many as **100,000 new information technology workers per year**.

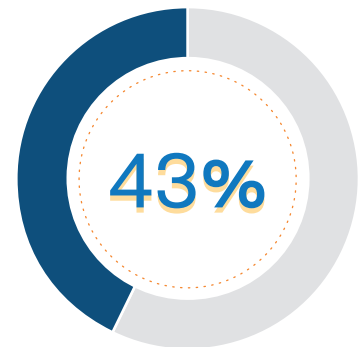


## PATHWAYS BLOCKED

One reason the U.S. has a talent shortage is that the economic potential of so many individuals in low-income communities goes to waste. It is a safe bet today that someone born into an impoverished family will remain poor their entire lifetime.



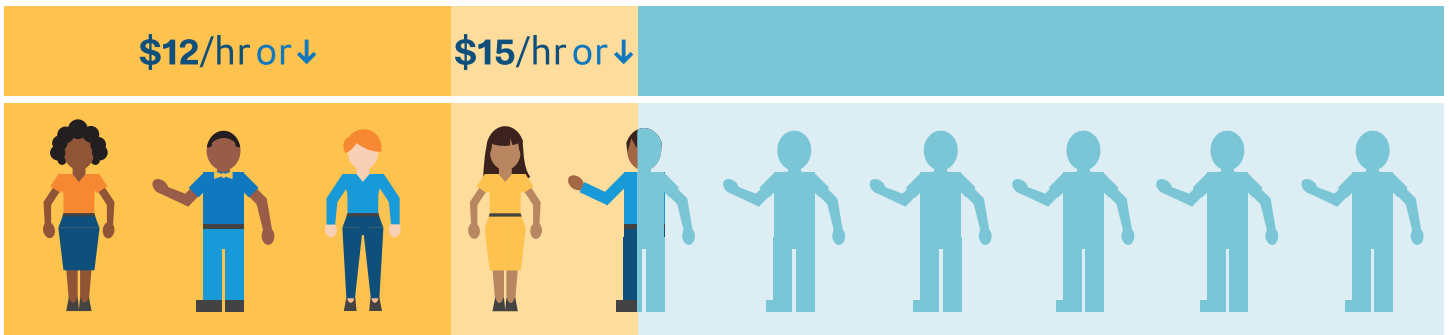
After six years, **just 38% of public community college students attain a degree of any kind**. Nearly half drop out entirely.



**43% of children** born into the poorest 20% of families **remain in that group** their entire lives.

**44% of U.S. workers today earn \$15 per hour or less.**

**31% earn less than \$12 per hour.**

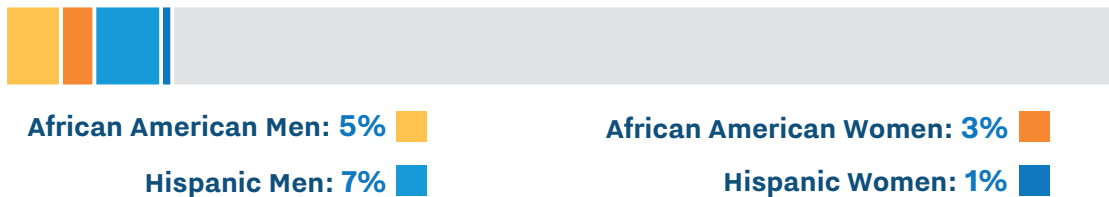


## DIVERSITY MATTERS

Women, African American, and Hispanic individuals account for shares of the technical workforce that are strikingly small. If they became represented in proportion to their numbers in the U.S. population, there likely wouldn't be a tech skills shortage at all. While the tech industry can do much more to build its own diversity, it needs shared models, resources, and tools that attack unequal opportunity from multiple angles.



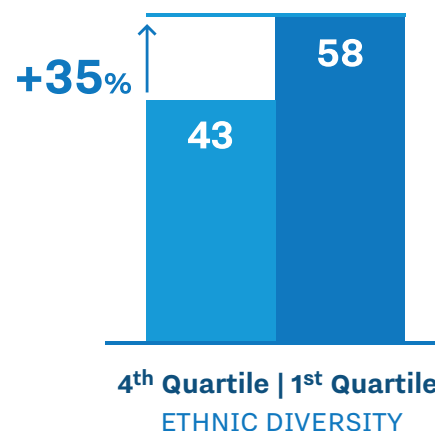
### Underrepresentation in the Overall Tech Workforce



## A McKinsey & Company Study Shows Diverse Companies Perform Better

% Likelihood of financial performance above national industry median by diversity quartile:

Over several years, McKinsey & Company has studied how diversity impacts bottom-line performance in hundreds of companies across twelve countries, including the U.S. A recent research report concluded that companies in the top quartile for racial and ethnic diversity are 35% more likely to experience above-average profitability than those at the bottom.



# THE PER SCHOLAS SOLUTION

Per Scholas drives social change through transformational technology training and professional development. For over 20 years, our tuition-free training has propelled thousands of low-income individuals into high-quality jobs, powering hundreds of companies hungry for their talents. Our comprehensive, proven, and employer-informed approach is widely regarded as an exemplar for the field.

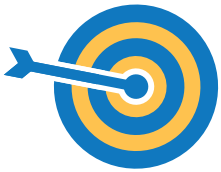
## HOW WE DO IT

**WE COLLABORATE** with employers to design industry- and job-specific courses **based on their IT staffing needs**.

**WE TEACH** cutting-edge technology and professional development skills to **highly motivated students from overlooked talent pools**.

**WE MATCH** talented graduates with **employer partners**, and provide ongoing support for their career success.

### OUR VALUES | Per Scholas teaches and lives by **six core values**



AMBITION



INTEGRITY



PROFESSIONALISM

COMMITMENT  
to SERVICE

PERSEVERANCE



RESOURCEFULNESS



## OUR TRAINING MODEL

Per Scholas offers intensive, hands-on technical training, professional development, and financial security coaching for all students, and case management services for those who need them. Alumni can access comprehensive job placement, advanced training, ongoing financial coaching, and career development opportunities for at least two years.

## WHO WE SERVE

# 9,000

**Since 1998**, Per Scholas has trained more than 9,000 unemployed and underemployed individuals across **six national locations**: Atlanta, Cincinnati, Columbus, Dallas, the National Capital Region, and NYC.

**1,700** More than 1,700 **new Per Scholas students** enrolled in **2018 alone**.

**86%** A very **large majority** of Per Scholas students are **people of color**, including 59% who are African American or Hispanic.

**32%** Nearly **one in three** Per Scholas students are **women**, significantly **higher** than the proportion of skilled technical workers in leading tech companies today.

**28%** More than a quarter of Per Scholas students enroll as opportunity youth, those who are **18-24 years old and neither working nor attending school**.

## SECTOR LEADING OUTCOMES

### 85%

A **large majority** of Per Scholas students complete our 8 to 18-week accelerated trainings.

### 80%

At least 80% of Per Scholas graduates are placed in jobs paying a 2018 average of over \$21.49/hour to start.

### \$51 million

Per Scholas graduates enrolled in 2018 will collectively earn more than \$51 million upon working for one full year.

## POWERFUL EVIDENCE

Rigorous third-party research has repeatedly proven Per Scholas' efficacy. The most recent federally sponsored MDRC WorkAdvance study (still ongoing) reported in 2017 that Per Scholas participants earn significantly more than members of a randomized control group equally qualified and motivated to seek IT career training. They are also less reliant on public assistance, twice as likely to enter the tech workforce, and report higher life satisfaction. 94.5% have become employed since the study began. An earlier multi-year study by Public/Private Ventures reported similar outcomes.

**“Earnings gains of this size are rarely seen in random assignment studies of workforce programs and highlight the effectiveness of Per Scholas’ WorkAdvance program.”**

**Kelsey Schalberg | MDRC**

## MEANINGFUL EMPLOYER ENGAGEMENT



In 2017, Per Scholas launched **Platform by Per Scholas** — our customized, 100% employer-paid training service for large and medium-sized companies.

Through Platform, businesses can access an exclusive supply of new tech talent as they save substantial HR and internal training costs. They can also achieve greater diversity and recruit candidates with more hands-on experience than from any other educational source.

One of our biggest Platform clients is **Cognizant Technology Solutions**, for which Per Scholas has trained several hundred job candidates in New York City and Dallas. As a result, we have nearly doubled enrollment across both locations — at no cost to our philanthropic and government partners. Now Platform is growing even more, in partnership with **at least one other major employer in three new locations across the U.S.**

**If you'd like to learn more about how Platform's pre-employment training solutions can meet your company's talent needs, visit [platformbyps.org](https://platformbyps.org).**

**“Meeting the growing need for skilled workers will require bold and scalable partnerships between business and organizations such as Per Scholas to help recruit, train, and continuously reskill people for the most in-demand technology roles. Cognizant is committed to building the digital workforce of the future and is proud to partner with Per Scholas, which knows how to find, foster, and advance overlooked talent.”**

**Francisco D'Souza | Vice Chairman and CEO, Cognizant**

# STRATEGIC GROWTH PLAN 2019-2023

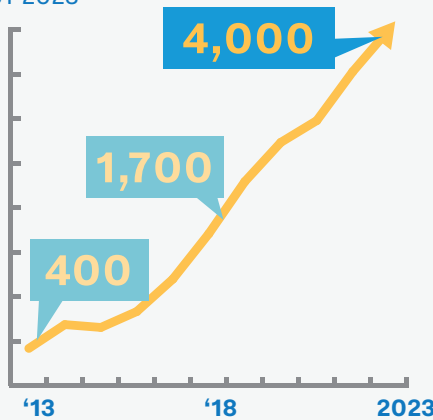
Over 20 years, Per Scholas has opened pathways for over 9,000 people into the technology workforce, transforming their own lives and helping our employer partners grow.

Now we are ready to accomplish even more. Over the next five years, Per Scholas will not only scale our impact on individuals, their families, and employers, but also grow large enough to help fuel the progress of entire cities and regions — by greatly increasing the number of skilled technology workers they need to achieve critical economic development goals.

## GOAL ONE | Train 4,000+ new students per year by 2023

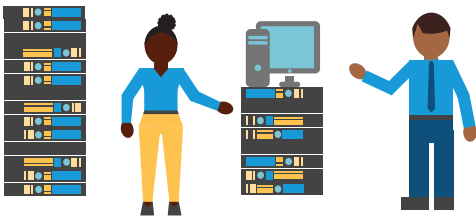
We will accomplish this new expansion in these ways:

GROWTH IN  
STUDENTS SERVED PER YEAR  
BY 2023



- **Grow in all our existing markets and open 4-8 new Per Scholas locations** starting with Newark, NJ, and Boston, MA, in 2019.
- **Introduce new courses and programming** that align with employers' own fast-changing talent needs.
- **Scale employer-paid, customized training.** By 2023, we will serve at least 2,000 job candidates annually in **Platform** and other employer-paid training initiatives.
- **Invest in service quality and innovation**, ensuring we can build sector-leading outcomes even as we enroll much larger numbers. One example is the **Per Scholas Academy**, which will develop our instructors and serve as an innovation lab for new program development.

## GOAL TWO | Foster a more equitable and diverse tech sector



We will boost diversity and equity in the tech workforce by helping employers create more robust pathways to tech employment for individuals from underrepresented communities. We can do this in two ways: by further demonstrating the quality and impact of Per Scholas training, and leveraging the talent shortage to induce more employers to consider candidates with nontraditional backgrounds.

### Replicate Impact Evaluation

We will participate in a new impact evaluation of Per Scholas training outcomes in replication sites to demonstrate the national efficacy of Per Scholas' model.

### Diversity Policy Research & Thought Leadership

We will grow **Diverse by Design**, our national tech workforce diversity campaign in partnership with the **IT Senior Management Forum** and leading employers, to pilot and share innovative strategies like investing in pre-employment training. We will also develop original industry and public policy research to highlight best practices for expanding tech workforce diversity and closing the skills gap.



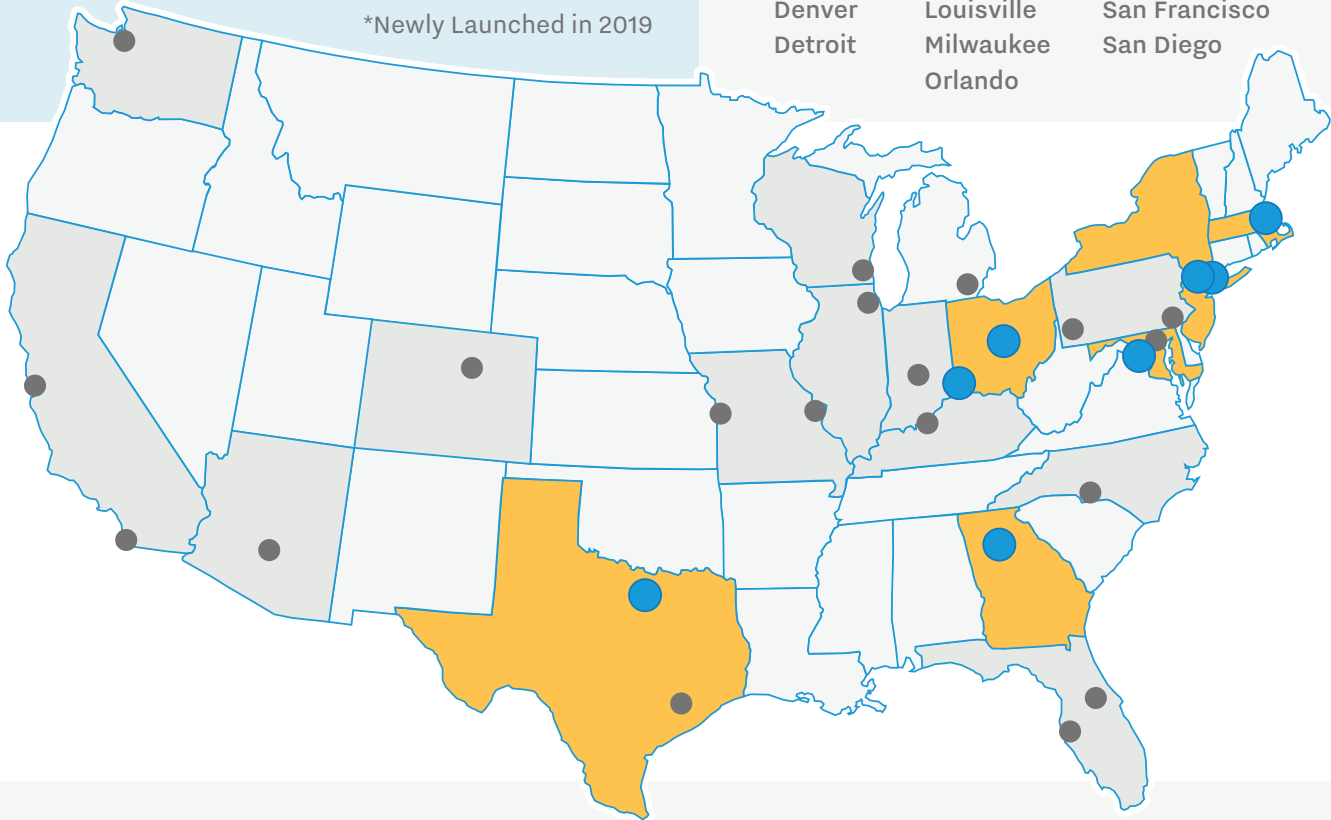
## CURRENT PER SCHOLAS SITES

Atlanta  
Cincinnati  
Columbus  
Dallas  
Greater Boston\*  
National Capital Region  
Newark\*  
New York City

\*Newly Launched in 2019

## EXPANSION SITES UNDER CONSIDERATION

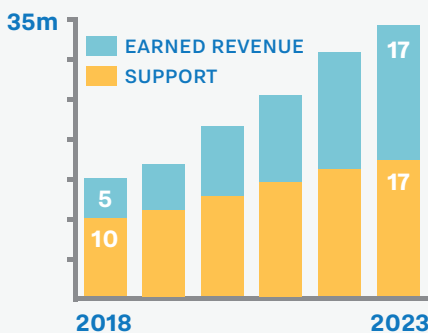
Baltimore  
Charlotte  
Chicago  
Denver  
Detroit  
Houston  
Indianapolis  
Kansas City  
Louisville  
Milwaukee  
Orlando  
Philadelphia  
Phoenix  
Pittsburgh  
San Francisco  
San Diego  
Seattle  
St. Louis  
Tampa



## GOAL THREE

Build the foundation for future sustainability and growth

REVENUE  
(in \$ millions) BY 2023



We will foster rapid annual revenue growth to sustain the achievement of our strategic plan goals and lay a solid foundation for Per Scholas' future.

Strategies will include:

- **Grow earned income from employers to 50% of our annual revenue by 2023**, essentially doubling the return on every philanthropic dollar.
- **Pilot placement fees** from non-Platform employers to help recover (and quickly reinvest) a portion of our training costs.
- **Expand our traditional fund development strategy**, with a major new role played by individual donors.

## PER SCHOLAS BY 2023

10-14

TRAINING  
LOCATIONS

4,000

STUDENTS  
TRAINED PER YEAR

\$468 million

CUMULATIVE WAGES EARNED BY  
PLACED GRADUATES IN THEIR  
FIRST YEAR ON THE JOB

# GRADUATES AT WORK

Per Scholas graduates bring dedication and talent to some of the largest companies in the world, helping employers succeed while building vibrant new futures for themselves and their families.



**Per Scholas graduates at the first TEKsystems graduation in Baltimore, November 2018**

“At TEKsystems, we deliver full-stack technology services, including talent services, to our clients across the country. That talent includes more than 350 Per Scholas graduates, and we’ve found them to be committed, capable and passionate team members — so much so that we funded a Per Scholas training pilot in our hometown of Baltimore. We look forward to growing our partnership in all the communities where we live and work.”

**Faith Johnson | Vice President of Human Resources, TEKsystems**



## DERIS PENNINGTON CINCINNATI

“I left college early to support my family, but as my children grew, I began to feel there would never be enough money to invest in my own success. I tried to go back to school, but it was very difficult, and the feeling I couldn’t do more to foster our future prosperity led me to a dark place. When I finally found Per Scholas, it was like a guiding light. It provided me an opportunity to earn true professional credentials and opened doors to a great, in-demand career. Now I work for TEKsystems and **I am rebuilding that bright future.**”





## CHANTEL DIAZ

### NEW YORK CITY

“I worked in the same retail position for years, raising two children, and then got laid off. I thought it would be easy to find a new job, but it wasn’t, and we nearly lost our home. Per Scholas not only accepted me into its training program, it also helped me access resources to stabilize my family. Now I’m an IT Contractor working at a major financial institution. **I have a career, not just a job, and I can provide for my kids.**”

## ALBERT CREAM-WRIGHT

### NATIONAL CAPITAL REGION

“I grew up in Sierra Leone with a passion for IT. I earned an associate degree and then moved to Ghana where I began working on my Bachelor’s. But when I moved to the U.S. with my little brother, I couldn’t find an IT job because of my out-of-country education. But then I found Per Scholas, which made it possible to get the job I wanted. Now financial issues are the least of my worries — I am happy and building my IT career. **Thank you, Per Scholas for changing my life.**”



# GROWTH CAPITAL STRATEGY

Per Scholas is launching a **\$31.2M** growth capital campaign to secure the additional philanthropic investments it needs over the next five years to achieve its strategic expansion goals.

## GOAL ONE | Train 4,000+ new students per year by 2023 - \$17.8 million

Objective	Capital Required
<b>Grow in all our existing markets and open 4-8 new Per Scholas locations</b> Capital costs to grow existing locations and open new ones, along with staffing and OTPS to provide services for larger numbers of students and graduates	<b>\$1.4M</b>
<b>Scale employer-customized training</b> Investments in national leadership, training oversight, and other prerequisites for Platform training expansion	<b>\$1.7M</b>
<b>Build service quality and innovation</b> Fund the Per Scholas Academy and allied staffing and infrastructure to enhance training quality and innovate the next generation of Per Scholas offerings	<b>\$14.7M</b>

## GOAL TWO | Foster a more equitable and diverse tech sector - \$7.7 million

<b>Host comprehensive new impact evaluation</b> of Per Scholas training outcomes in replication sites	<b>\$4.8M</b>
<b>Grow Diverse by Design</b> , our national tech workforce diversity campaign with leading employers and other key stakeholders, and develop/disseminate best practices	<b>\$2.9M</b>

## GOAL THREE | Build the foundation for future sustainability and growth - \$5.7 million

<b>Develop business for Platform</b> and other social ventures	<b>\$2.3M</b>
<b>Expand fundraising capacity across the board</b> , including a new focus on individual donors	<b>\$3.4M</b>

## REVENUE PROJECTIONS | The \$31.2M growth capital investment will enable sustainable operating revenue growth, as shown below:

	2018	2019	2020	2021	2022	2023
<b>Total # Students</b>	1,700	2,295	2,735	2,980	3,530	4,000
<b>Revenue by Type</b>						
Foundations	\$3,065,956	\$2,540,925	\$3,130,471	\$3,743,245	\$4,255,407	\$4,543,177
Corporations	\$3,664,000	\$3,948,450	\$4,608,373	\$5,295,041	\$5,884,793	\$6,254,033
Board	\$169,500	\$462,000	\$569,500	\$698,250	\$852,000	\$1,005,750
Individuals	\$495,000	\$461,000	\$395,000	\$520,000	\$520,000	\$620,000
Government Contracts	\$3,238,347	\$3,435,497	\$3,638,562	\$3,847,719	\$4,063,151	\$4,185,045
Earned Revenue	\$4,846,473	\$5,688,072	\$8,818,158	\$10,860,119	\$14,732,825	\$18,090,819
<b>TOTAL REVENUE</b>	<b>\$15,479,276</b>	<b>\$16,535,945</b>	<b>\$21,160,064</b>	<b>\$24,964,374</b>	<b>\$30,308,176</b>	<b>\$34,698,824</b>



# RETURN ON INVESTMENT

The strategic growth plan provides a roadmap for Per Scholas to achieve **more than \$1.5 billion in returns on this \$31.2M** growth capital investment. Investing in Per Scholas pays dividends for individuals, families, communities and entire local economies.

## \$1.5 BILLION IN SOCIAL RETURNS

**\$468 million**

Total **first-year wages** paid to Per Scholas graduates **over the next five years**.

**\$838 million**

Total value in wages of the **26,000 additional new jobs** that these same graduates will help create and sustain nationally, by virtue of increased incomes within their communities.

**\$117 million**

New **income taxes paid by Per Scholas graduates** during the first year on their new jobs.

**\$42 million**

**Savings to taxpayers** in safety net services — again **just in the first year** that Per Scholas graduates work in their new jobs.

### EMPLOYER BENEFIT

**\$13-\$19 million per year**

By 2024, total potential savings for employers in recruiting, hiring and turnover costs, if they source directly from Per Scholas. This is partly because Per Scholas graduates are half as likely as peers in the same roles to leave their jobs, according to a 2018 independent study by the W.E. Upjohn Institute for Employment Research.

### PHILANTHROPIC EFFICIENCY

**\$53 million**

Savings to philanthropy for Per Scholas training and services, due to increased earned revenue. In essence, philanthropic cost per student will drop from about \$8,250 today to less than \$5,000 in 2023, a 40% reduction over five years.



## CAMPAIGN LEADERSHIP

We seek new investors to complement the generosity of the following philanthropic organizations who have already pledged **\$15.8M** in new leadership support.

**Ballmer Group** has provided a generous five-year commitment to achieve all the goals and objectives in the strategic growth plan.

“We support high-impact, evidence-based approaches that are ready for scale. Per Scholas’ proven model has been shown to help adults from overlooked communities significantly increase their income, while providing businesses a pipeline of diverse, motivated, and skilled tech talent. Ballmer Group has committed to Per Scholas’ growth because the ability to earn a living wage is an important step toward economic mobility.”

**Connie Ballmer | Co-Founder, Ballmer Group**

**The Laura and John Arnold Foundation** is funding Per Scholas to increase capacity in two locations and host a new 5-year impact evaluation study.

“Per Scholas has already produced strong, replicated evidence of meaningful improvement in people’s lives. As a strong proponent of evidence-based approaches to difficult social and economic problems, The Laura and John Arnold Foundation is excited to help grow Per Scholas’ programming nationally as well as support a large-scale study of its efficacy in new locations.”

**Jon Baron | Vice President of Evidence-Based Policymaking,  
The Laura and John Arnold Foundation**

**The Harry and Jeanette Weinberg Foundation** is providing capital and program support to expand existing Per Scholas locations and open new ones.

“The Harry and Jeanette Weinberg Foundation has contributed to Per Scholas for nearly a decade, watching it grow from a small, local nonprofit into a national leader producing strong outcomes for unemployed and underemployed adults. We are proud to invest in its new goals, and encourage others to do the same.”

**Marci Hunn | Program Director, The Harry and Jeanette Weinberg Foundation**

## INVESTMENT OPPORTUNITIES

Per Scholas is committed to building impactful relationships with its supporters. We receive the highest (4-star) rating from Charity Navigator, including a 96/100 score for accountability and transparency, and we work closely with all our donors to help them achieve their philanthropic goals.

**Private Foundations.** Per Scholas is a reliable, transparent grantee partner. We can help your foundation meet its objectives across a broad range of program areas, both for young people and adults.

**Corporations.** Per Scholas develops multidimensional relationships with corporate partners, and publicly recognizes all the critical roles they play in our work: as funders, employers, clients for customized training, partners in Diverse by Design, and sources of volunteer and board leadership.

**Individuals.** Per Scholas welcomes new support from generous individuals, who will be critical to achieving our growth capital campaign goals. We not only offer opportunities for you to achieve exceptional philanthropic returns on investment, but to engage with our organization at every level.

# PER SCHOLAS | SUPPORT & LEADERSHIP

## NATIONAL BOARD

Ami Ariel | G-Way Management  
Luis Arzu | Farm Credit Financial  
Partners

Plinio Ayala | Per Scholas  
Harold Bennett | JPMorgan Chase  
Derek Braddock | BraddockMatthews  
Manuel Cancel | Consolidated Edison  
Ken Cooper | Bloomberg  
Charles Eaton | CompTIA  
John Fox | Fox Consulting  
Management Group  
Jason Green | SkillsSmart

Blair Greenberg | Bregal Sagemount  
David Hannigan | Spotify  
Jean Hill | Alvarez & Marsal  
Wayne Kunow | Barclays  
Carolyn Landis | Catalyst Partners  
Josh Lieberman | KMS Technology  
Jan Lodai | Lodai & Company  
Lewis Miller, Board Chair & Founding  
Board Member | ActionPoint  
Advisors  
Mary Beth Molloy | MBM Elevate  
Damian Rivera | Accenture

Ian Schaad | Jane Street  
Ian Shrank | MCIC Vermont  
Gregory Sills | Apollo Global  
Management  
Montreece Smith  
Tony Spinelli | Fractal Industries  
Joseph Squeri  
John Stookey, Founder & Chair  
Emeritus | formerly of Suburban  
Propane  
Eric Westphal | Cognizant

## ADVISORY BOARDS

### Atlanta

Nancy Cox  
Tommy Crouch | TEKsystems  
Paul Falor | Northhighland Consulting  
Robert Kerr | Deloitte  
Josh Lieberman | KMS Technology  
Tarsha McCormick | ThoughtWorks  
North America  
Errika Moore | Technology Association  
of Georgia Education Collaborative  
Trusha Pandya | NCR Corporation  
Michael Sullivan | Southern Company

### Cincinnati

Guy Burnham | Dohn Community  
High School  
Leslie Courtney  
Kelly Dolan | Ingage Partners  
Jose F. Guerra | L5 Source  
Gar Gunter | GDG Associates, LLC  
Clinton Hess | E.W. Scripps  
Company  
Michael Kroeger | Ingage Partners  
Wally Lovejoy | Lovejoy Eyecare  
Consulting  
William McCaster | Ohio National  
Financial Services  
Mary Beth Molloy | MBM Elevate  
Deris Pennington | TEKsystems

Tina Raley-Charlot | E.W. Scripps  
Company  
Phil Reifenberg | ProSys  
Erika Schmitt | Ernst & Young  
Tim Schoonover | Promark  
Marylin Seastrom | EyeMed Vision  
Care  
Dani Watkins | Citylink Center

### Columbus

Harold Bennett | JPMorgan Chase  
Alonzo Edmundo | GetCR8V  
Louise A. Elliott | Huntington Bank  
Cassandra Faris  
Mike Gatta | TEKsystems  
Sean Grant | Columbus 2020  
Theresa Harris | TMH Solutions  
Dr. Andy Igonor | Franklin University  
Tina Lyden | Elysian Fiber  
Doug McCollough | City of Dublin  
Jason Skidmore | Vernovis  
Tracy Stearns | Proteam Solutions  
Buzz Woeckener | Nationwide  
Insurance

### Dallas

Alvin Abrams | Alvarez & Marsal  
Brian Bernknopf | QA Consultants  
Mike Courtney | KPMG  
Jeffrey Lewis

Scott Lutz | Capital One  
Jyoti Lynch | Jamba Juice  
Tino Mathew | EnterpriseDB  
Montreece Smith

### National Capital Region

Dwayne Brown | Accenture  
Jason Green | Skillsmart  
Richard Kostro | Share our Strength  
Bob Nunnally | Oasys International  
Corporation  
Mark Swartz | Lever Fund  
Ebony D. Thomas | Booz Allen Hamilton  
Wayne Toles | designDATA

### New York

Andrea Azzolina | JetBlue  
Sagar Bhatt | Sagebrook Investors  
Susannah Gillette | Citi  
William Harbaugh | JPMorgan Chase  
Eamon Harkin | Nowadays  
Wayne Kunow | Barclays  
Stephanie LeBlanc | Google  
Mariam Raffi | Citi  
Ivan Rivera | Morgan Stanley  
Carl Salz | PIMCO  
Amber Shapiro | Google  
Kimberly Thomas | Bloomberg





**Per Scholas** staff members from sites across the United States, June 2018

For complete information about the facts and figures cited in this booklet, including sources, please visit [perscholas.org/sources](https://perscholas.org/sources)

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