CONTENTS

3 The Challenge
5 The Per Scholas Solution
7 Strategic Growth Plan 2019-2023
9 Graduates at Work
11 Growth Capital Strategy
13 Campaign Leadership
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
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:

- **86%**
  Most said it was “challenging to find and hire technical talent.”

- **83%**
  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%**

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

**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**

<table>
<thead>
<tr>
<th>Ethnic Group</th>
<th>Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American Men</td>
<td>5%</td>
</tr>
<tr>
<td>Hispanic Men</td>
<td>7%</td>
</tr>
<tr>
<td>African American Women</td>
<td>3%</td>
</tr>
<tr>
<td>Hispanic Women</td>
<td>1%</td>
</tr>
</tbody>
</table>

**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.
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.

**THE PER SCHOLAS SOLUTION**

Per Scholas collaborates 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 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**

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.

**OUR VALUES**

Per Scholas teaches and lives by six core values: Ambition, Integrity, Professionalism, Commitment to Service, Perseverance, Resourcefulness.
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.

“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
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:

- **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.
GOAL THREE  | Build the foundation for future sustainability and growth

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
“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.”

Faith Johnson | Vice President of Human Resources, TEKsystems

“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.”

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.

DERIS PENNINGTON
CINCINNATI

“...
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**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Capital Required</th>
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</thead>
<tbody>
<tr>
<td><strong>Grow in all our existing markets and open 4-8 new Per Scholas locations</strong>&lt;br&gt;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</td>
<td><strong>$1.4M</strong></td>
</tr>
<tr>
<td><strong>Scale employer-customized training</strong>&lt;br&gt;Investments in national leadership, training oversight, and other prerequisites for Platform training expansion</td>
<td><strong>$1.7M</strong></td>
</tr>
<tr>
<td><strong>Build service quality and innovation</strong>&lt;br&gt;Fund the Per Scholas Academy and allied staffing and infrastructure to enhance training quality and innovate the next generation of Per Scholas offerings</td>
<td><strong>$14.7M</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Capital Required</th>
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</thead>
<tbody>
<tr>
<td><strong>Host comprehensive new impact evaluation</strong> of Per Scholas training outcomes in replication sites</td>
<td><strong>$4.8M</strong></td>
</tr>
<tr>
<td><strong>Grow Diverse by Design</strong>, our national tech workforce diversity campaign with leading employers and other key stakeholders, and develop/disseminate best practices</td>
<td><strong>$2.9M</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Capital Required</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Develop business for Platform</strong> and other social ventures</td>
<td><strong>$2.3M</strong></td>
</tr>
<tr>
<td><strong>Expand fundraising capacity across the board</strong>, including a new focus on individual donors</td>
<td><strong>$3.4M</strong></td>
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### REVENUE PROJECTIONS | The **$31.2M** growth capital investment will enable sustainable operating revenue growth, as shown below:

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

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$468 million</td>
<td>Total first-year wages paid to Per Scholas graduates over the next five years.</td>
</tr>
<tr>
<td>$838 million</td>
<td>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.</td>
</tr>
<tr>
<td>$117 million</td>
<td>New income taxes paid by Per Scholas graduates during the first year on their new jobs.</td>
</tr>
<tr>
<td>$42 million</td>
<td>Savings to taxpayers in safety net services — again just in the first year that Per Scholas graduates work in their new jobs.</td>
</tr>
</tbody>
</table>

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

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

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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
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