



2019 CRADLE TO CAREER NETWORK CONVENING

# unstoppable

Breaking down barriers and building a better future for every child

Strive Together®  
Every child. Cradle to career.

#UnstoppableC2C



# A Sustainable Organizational Structure to Increase Student Impact

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Matt Pope

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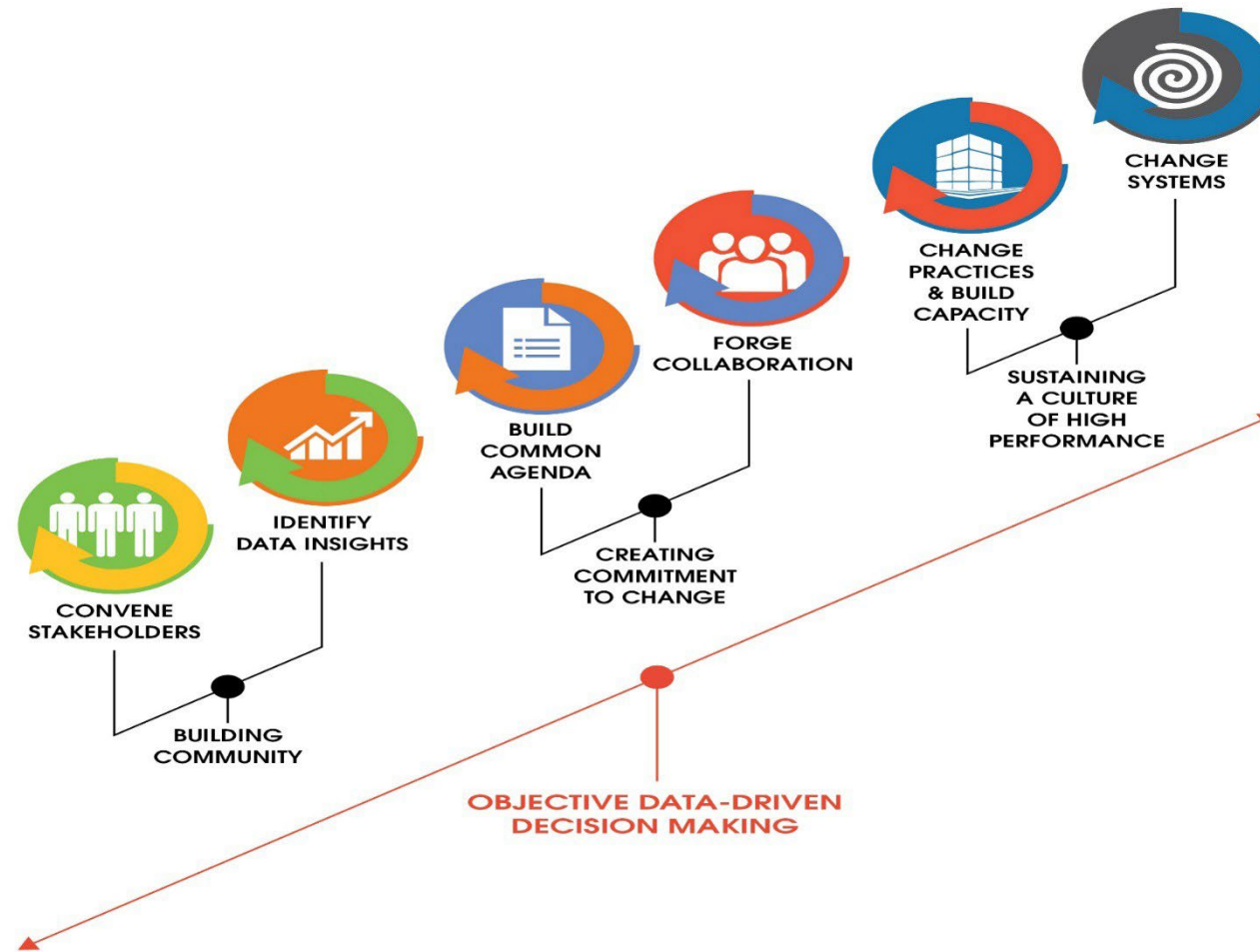
**E3 ALLIANCE**  
EDUCATION EQUALS ECONOMICS

**Transforming education systems  
through data and collaboration so  
all students succeed.**

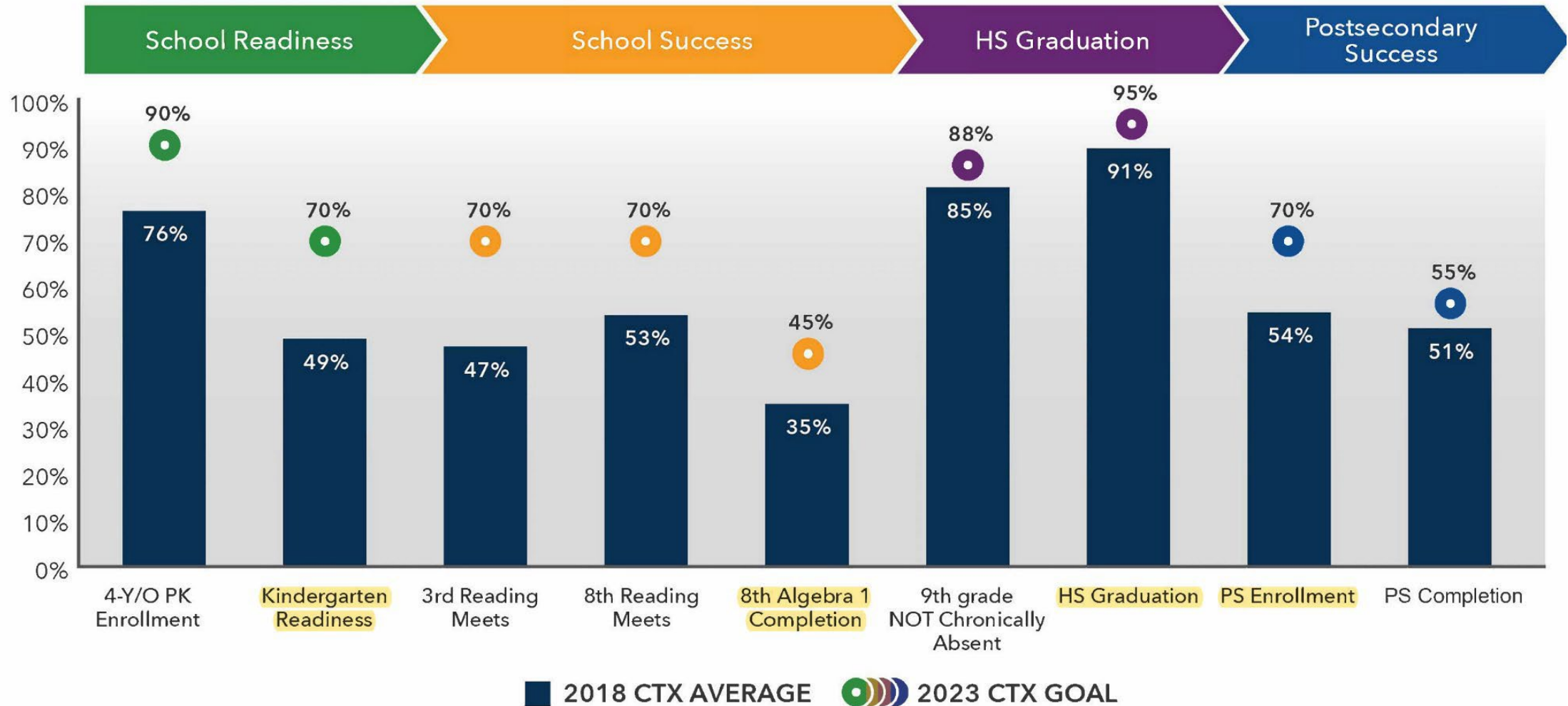
E3 serves as the Central Texas regional P-16 Council



# E3's Theory of Change



# Cradle-to-Career Roadmap to Success



# Would you Invest Just \$200 a Student to Fundamentally Transform Teaching and Learning?



# Education DOES Equal Economics...

**\$5.6M**  
**now**

**\$3.4M Private  
Investment**

**\$2.2 District Investment**

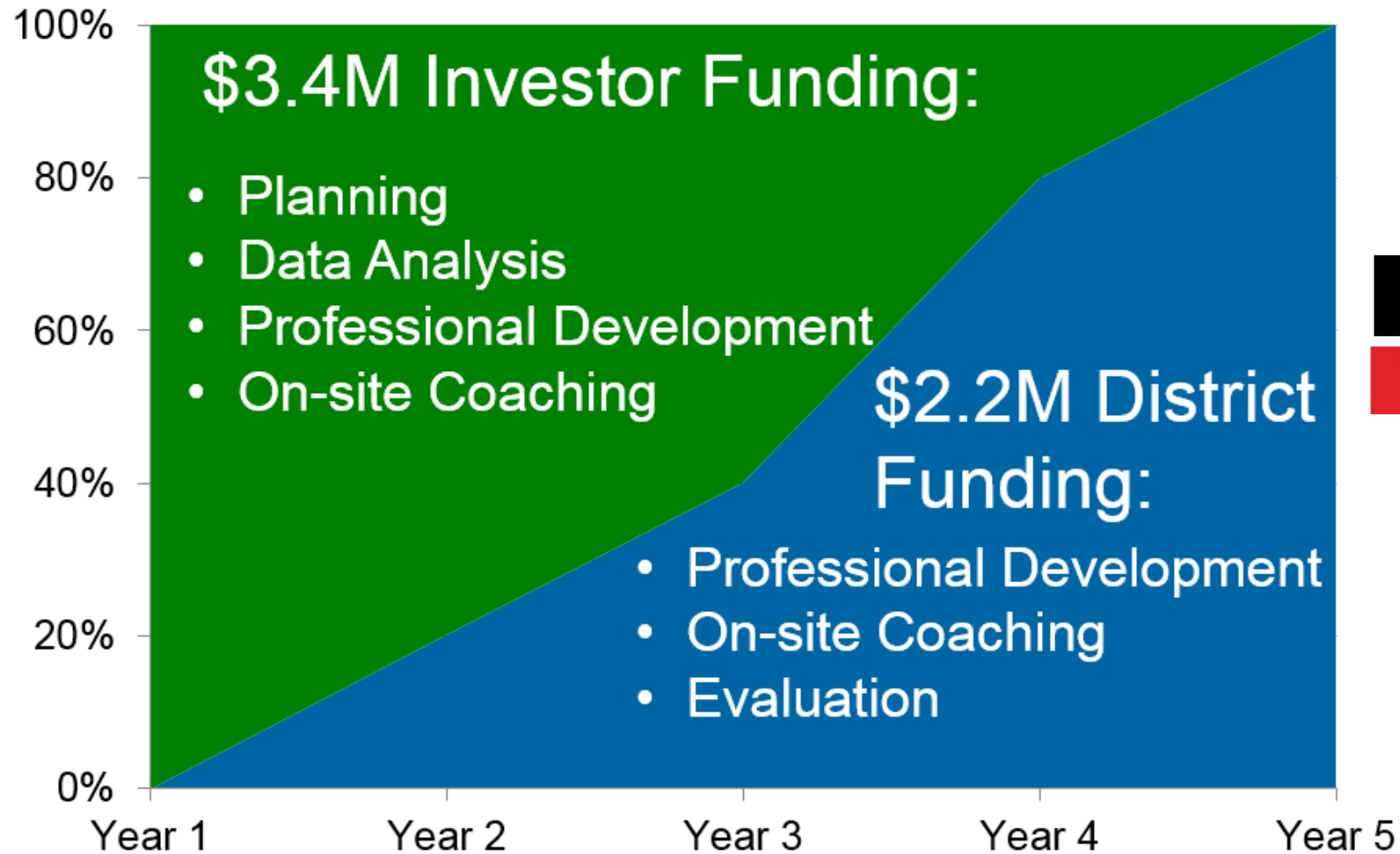
**-or-**

**\$2.8B**  
**later**

**Added cost to region  
in lost earnings and taxes  
if ½ of struggling learners  
drop out**



# Public/Private Partnership

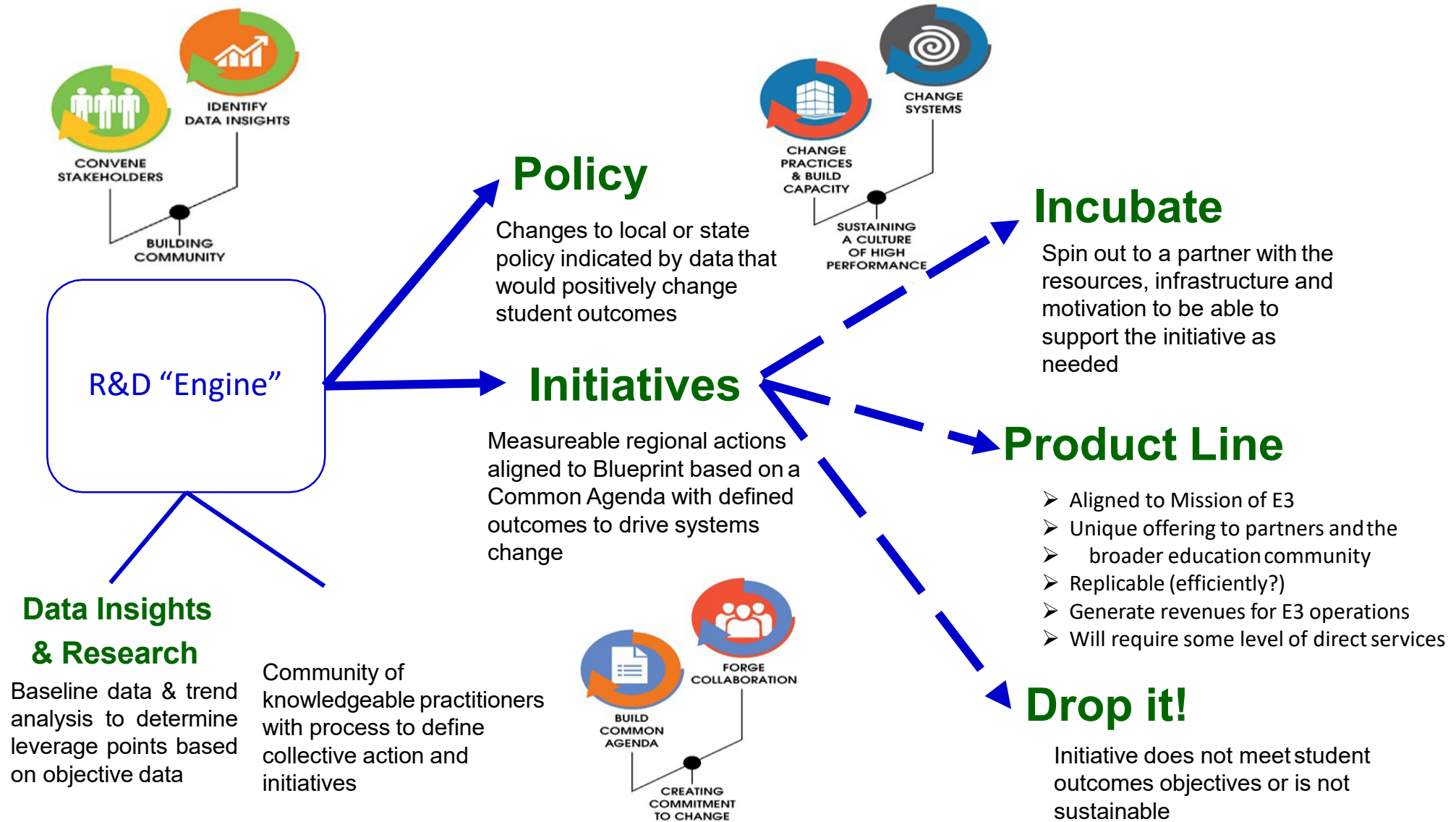


**RAISE UP**  
**TEXAS**

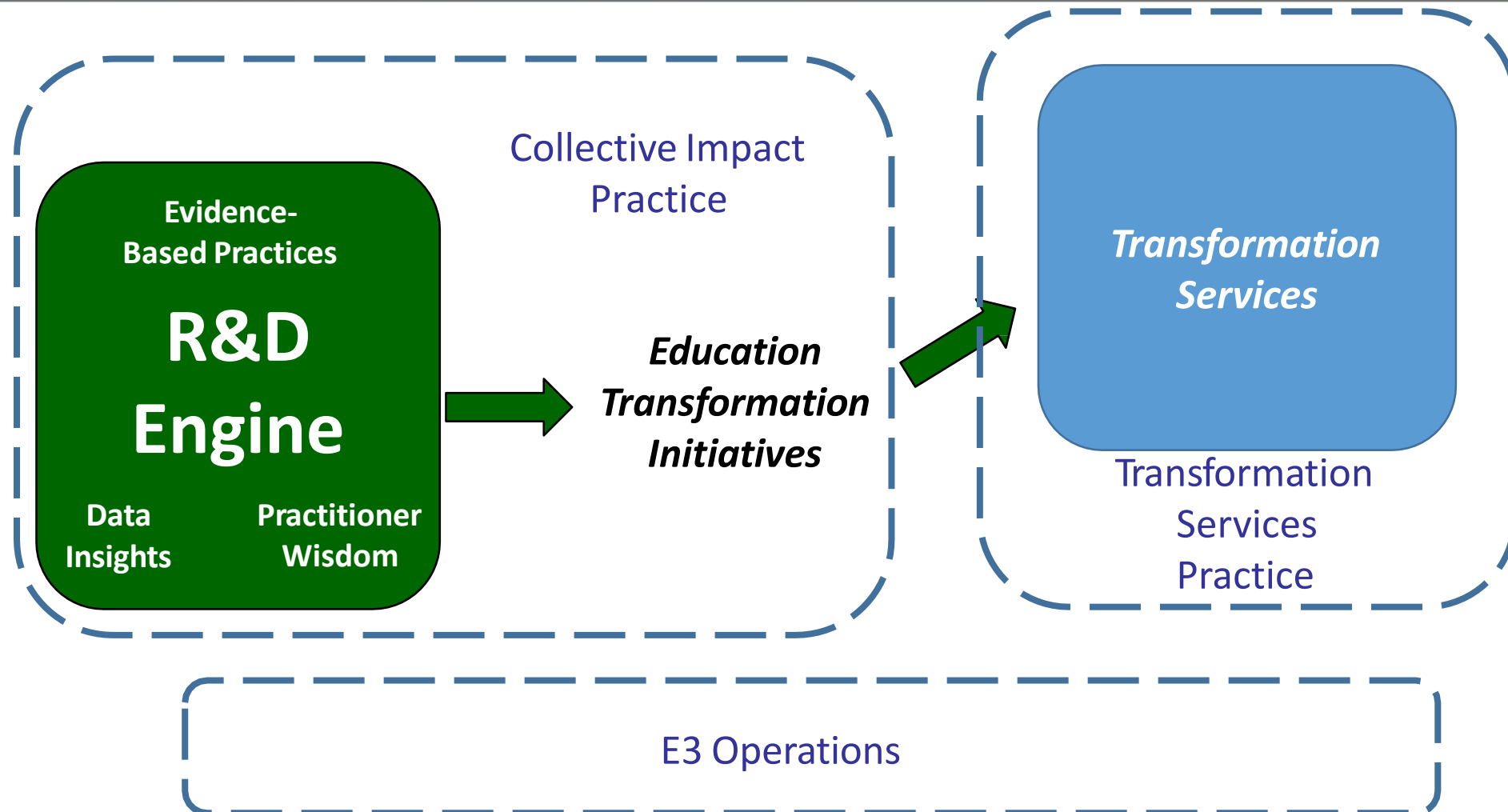




# E3 Development Process



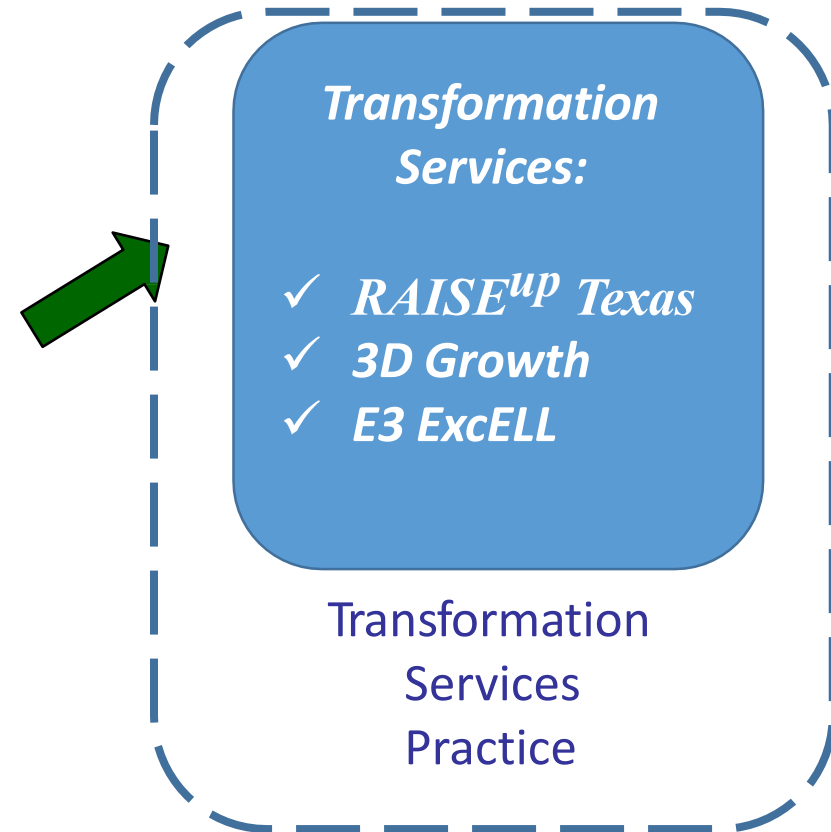
# New E3 Business Structure 2017



# Core Attributes of New Business Structure 2017

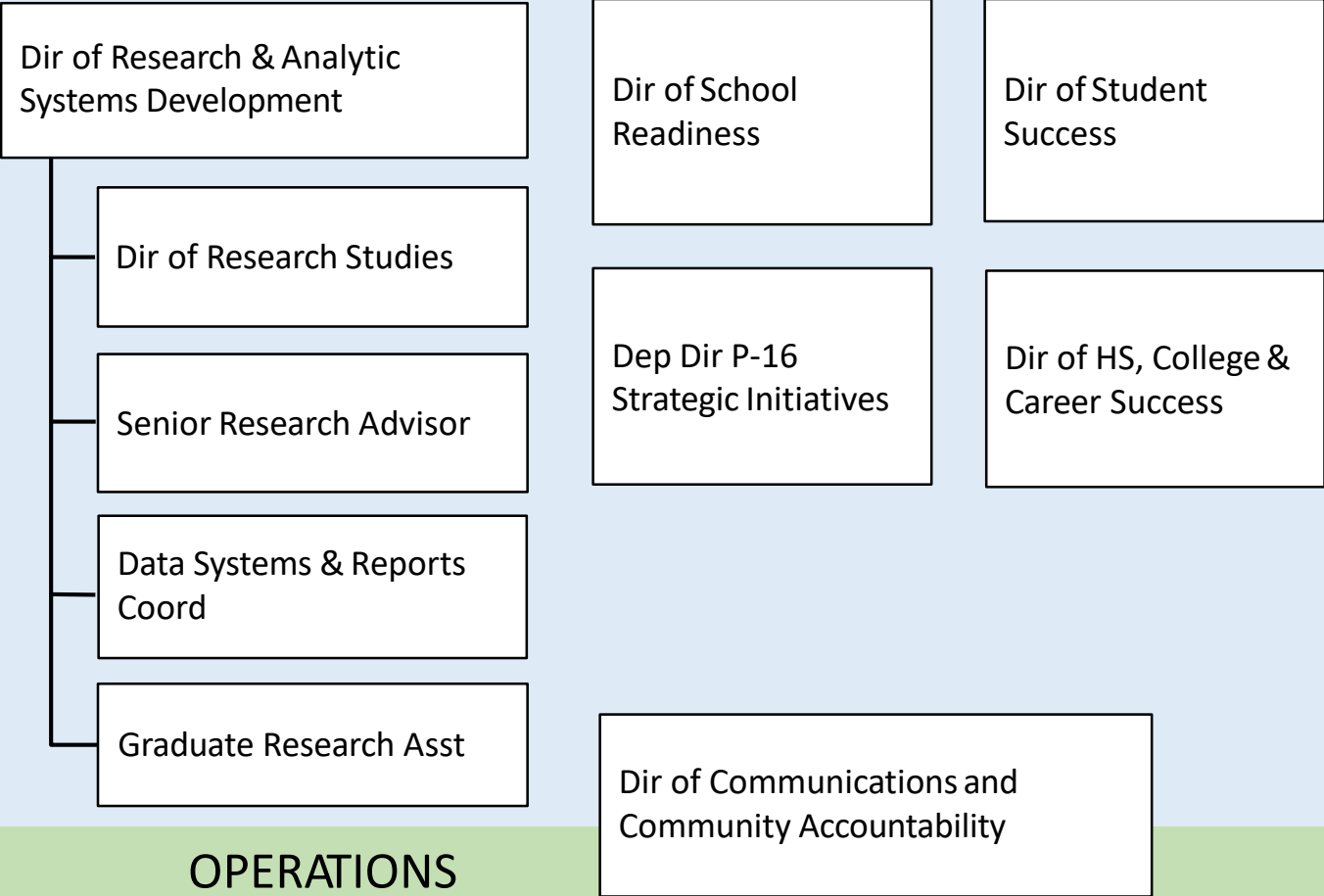
- “Productize” CI initiatives that are ready to scale to benefit many more students
- Expand statewide
- Utilize Campus Theory of Change
- Financially self-supporting
- No or limited grant funding (e.g. to launch a new region)
- Target 30% margin to return to E3, “70/30 Rule” on student benefit
- Double in size in 2 years
  - Sales Infrastructure
  - Account Manager

Debt financed?

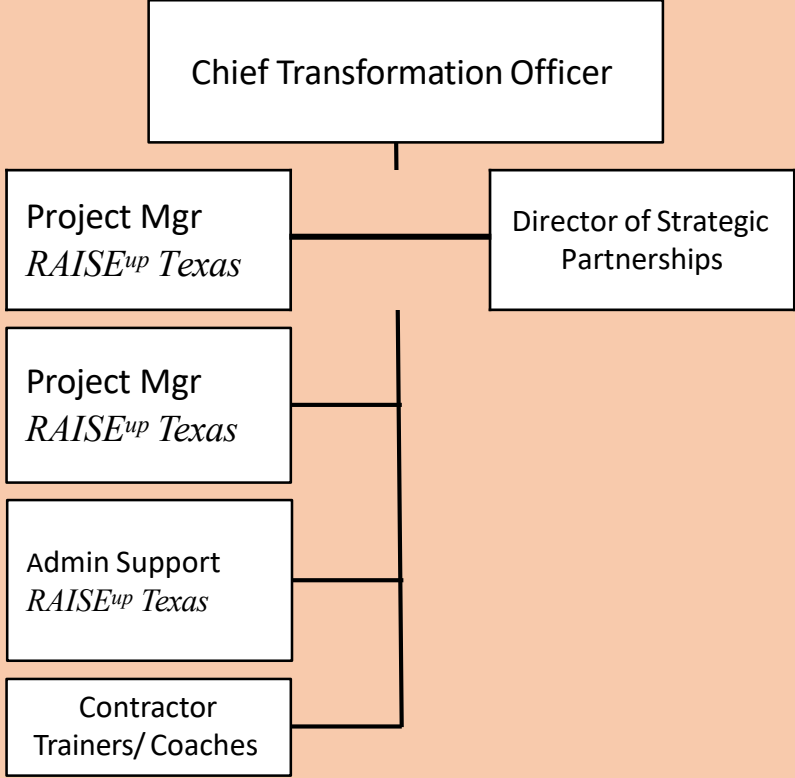


# E3 Alliance Organizational Structure 2017

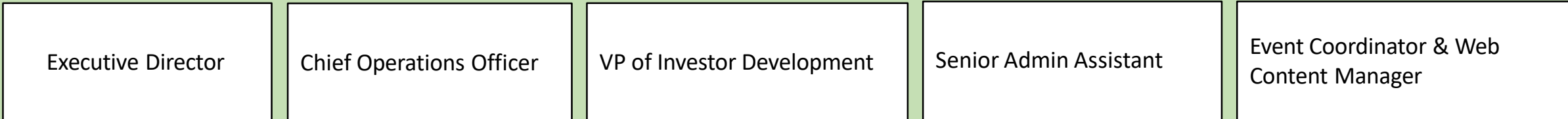
## COLLECTIVE IMPACT PRACTICE



## CAMPUS TRANSFORMATION SERVICES

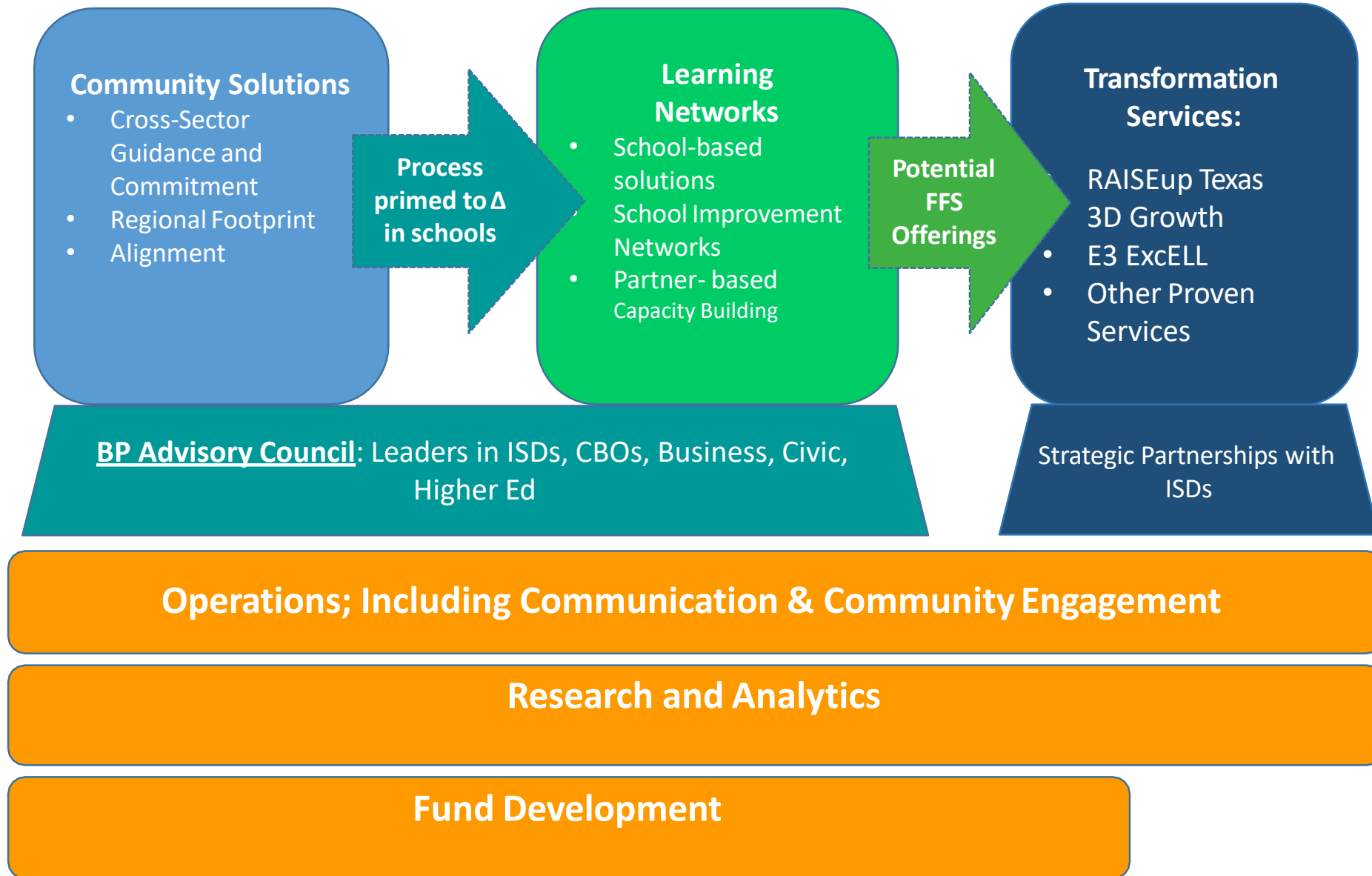


## OPERATIONS



# E3 Alliance Organizational Structure 2019

## The Blueprint for Educational Change



# By the Numbers...

Year	Number of Students Directly Impacted
2016-17	149,900
2017-18	191,200
2018-19	271,900

Year	Earned Revenue
2016-17	\$654k
2017-18	\$996k
2018-19	\$1.7 million



# Key Take Away's for E3

- Although philanthropy often fuels the innovation of sustainable educational products and services, the duration and success cycle is varied and not consistent.
- Having the right organization structure is critical to building the right sustainable business model.
- Investment of time, talent, and resources in proper market research, data analysis, and business planning of new products and services cannot be underestimated.
- Transitioning to a more robust earned revenue model is filled with a host of opportunities and challenges.





# Thank You!

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