Higher Performance Case

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Agenda

Overview → Situation → Solutions → Timeline → Growth Analysis

Overview

Problem Statement

➢ Want to attract more high-performing students from top schools into the 2-year post-grad TFA program

Recommendation

➢ Program division into general subjects

➢ Exclusive incubator programs

Situation

Problem 1: Misconceptions about TFA

➢ No relevant skill gain
➢ Distracts from career path

Problem 2: Prestige and Talent Attraction

➢ Teaching is perceived as low-prestige
➢ Less interest from top-tier college students

Overview | **Situation** | **Solutions** | **Timeline** | **Growth Analysis**

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Problem 1

Details
Solutions
Preliminary Model

Misconceptions about TFA & Ed Sector

1 **No specialized skill gain**

➢ Primarily general life and leadership skills

2 **Distracts from career path**

➢ Pressure to switch to the teaching profession

3 **Public perception of unqualified teachers**

➢ Injustice to education majors who went through years of schooling to become a teacher

| Overview | Situation | Solutions | Timeline | Growth Analysis |

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Solutions to Misconception Problem

Proposal: Subdivisions
➢ Divide program into specific subjects (i.e. chemistry, mathematics, etc.)

Result:
➢ Clarifies program intention to advance specific career paths
  ○ Focuses on majors other than education
➢ Better public perception
  ○ Attendees are specialized and therefore perceived as more qualified
  ○ Able to set attendee quota to match partner demands

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Preliminary Model

➤ **Health division**
  ○ **Focused on promoting health during the summer program**
➤ **Potential program for 1st and 2nd years**

2%

of TFA alumni in health and medicine

Targets untapped pool of high-achieving applicants

Overview **Situation** **Solutions** **Timeline** **Growth Analysis**

Benefits from TFA's perspective

Increase in number of applications from...
➢ Medical students on gap year
➢ Medical students wanting hands-on experience
➢ Non-education majors interested in health

Relevant precedence
➢ Health-based initiatives (FitLit)
➢ Afterschool park programs in Messiah and Diego (2015)

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Benefits from the applicant perspective

Attracted to…

➢ Opportunity to develop experience in physician-patient interaction
➢ Exposure to long-term relationships with children
➢ Opportunity to shadow doctors in the area
➢ Work with local clinics
➢ Access to TFA's network

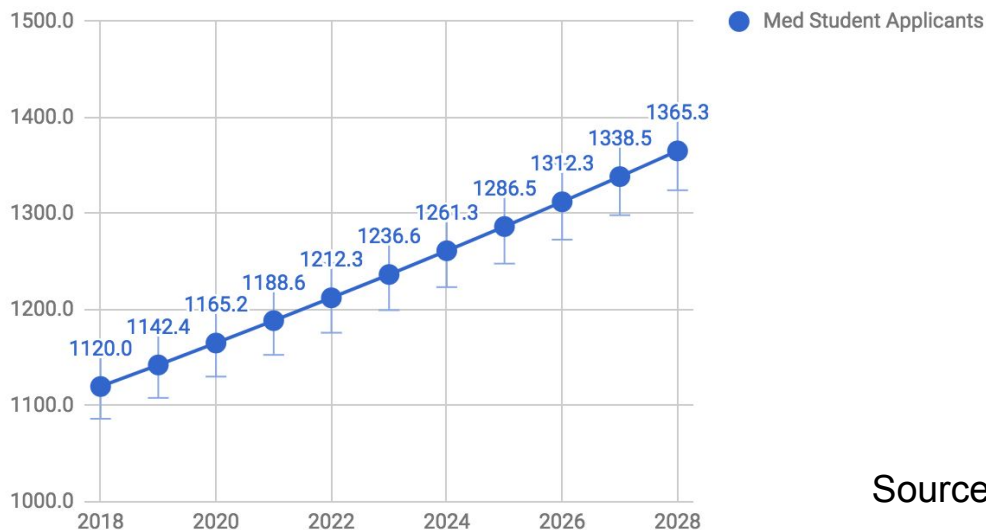**Overview** **Situation** **Solutions** **Timeline** **Growth Analysis**

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Timeline

2018

Announce Fellowship

Announce the idea of subdivisions for next year -- early marketing for a bigger applicant pool.

2019

Launch Applications

Launch the new applications that allow applicants to declare interested sectors of training and teaching.

2020

Begin Program

Begin the program, divided and organized into general subjects groups in order to more effectively train specific skills.

2022

Feedback and Review

Ask for feedback and review areas of improvement.

Overview > Situation > Solutions > Timeline > Growth Analysis

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Growth Analysis - Health Sector Model

10 Year Projected Growth at 2% from Health Model

Source: US News

Problem 2

Details
Solutions
Preliminary Models

Situation

Problem 2: Prestige and Talent Attraction

➢ Teaching is perceived as low-prestige
  ○ On average, teachers earn lower wages than scientists/engineers/etc.
➢ Less interest from top-tier college students
  ○ Education as a major is non-existent at top universities
➢ Little freedom within program for personal pursuits

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Solutions to Misconception Problem

Proposal: Incubator Programs
➢ Within TFA application, include an incubator opportunity to foster development of creative ideas
➢ If accepted to incubator program, student receives money, mentorship, and other resources towards realizing the idea

Result:
➢ Increased competitiveness in TFA application
➢ Successful programs incubated attract entrepreneurs to TFA
➢ Greater media presence

Overview | Situation | Solutions | Timeline | Growth Analysis

Preliminary Model

➤ **High-performing Corps Members submit an optional proposal outlining a mission-oriented organization in their TFA community**

➤ **Members with accepted proposals are given $5,000 to implement**

➤ **Corps Members in Incubator given access to alumni network for support, coaching**

➤ **Successful Incubator projects attract talent in next cycle**

Overview ▶ **Situation** ▶ **Solutions** ▶ **Timeline** ▶ **Growth Analysis**

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Benefits from TFA's perspective

Increase in number of applications from...

➢ Socially-conscious, innovative entrepreneurs

➢ High-achieving students of variety of majors

Awareness effects

➢ Positive media presence from successful ventures

Overview Situation Solutions Timeline Growth Analysis

Benefits from the applicant perspective

Attracted to…

➢ Opportunity for independent projects
➢ Access to resources for implementing their ideas
➢ Opportunity to explore career options
➢ Fostering of creativity and initiative
➢ Higher competitiveness

Overview | Situation | Solutions | Timeline | Growth Analysis

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Leveraging Tech Talent to Establish a Groundwork

➤ Importance of technification in 21st century
➤ Improved perception among millenials

Relevant precedence

➤ GE: increase in interest by almost 10 fold after appealing to millenials
  ○ Personal values of millenials: securing stability to impact the world with technology
➤ $10,000 for Corps members' accepted proposals
➤ TFA's Social Innovation Award has success in separate niche
  ○ Corps members already participate

Overview | **Situation** | **Solutions** | **Timeline** | **Growth Analysis**

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Case Study: Indeed

Problems
- The biggest source of external hires
- Low awareness among college grads
- Job search focused on an older market

Solution
- Offered "unfair advantages
- Led to development of new leaders

Relevance to TFA
- Potential to attract tech talent to improve:
  - Education software
  - Continued alumni investment
  - Finding qualified candidates to expand the corps
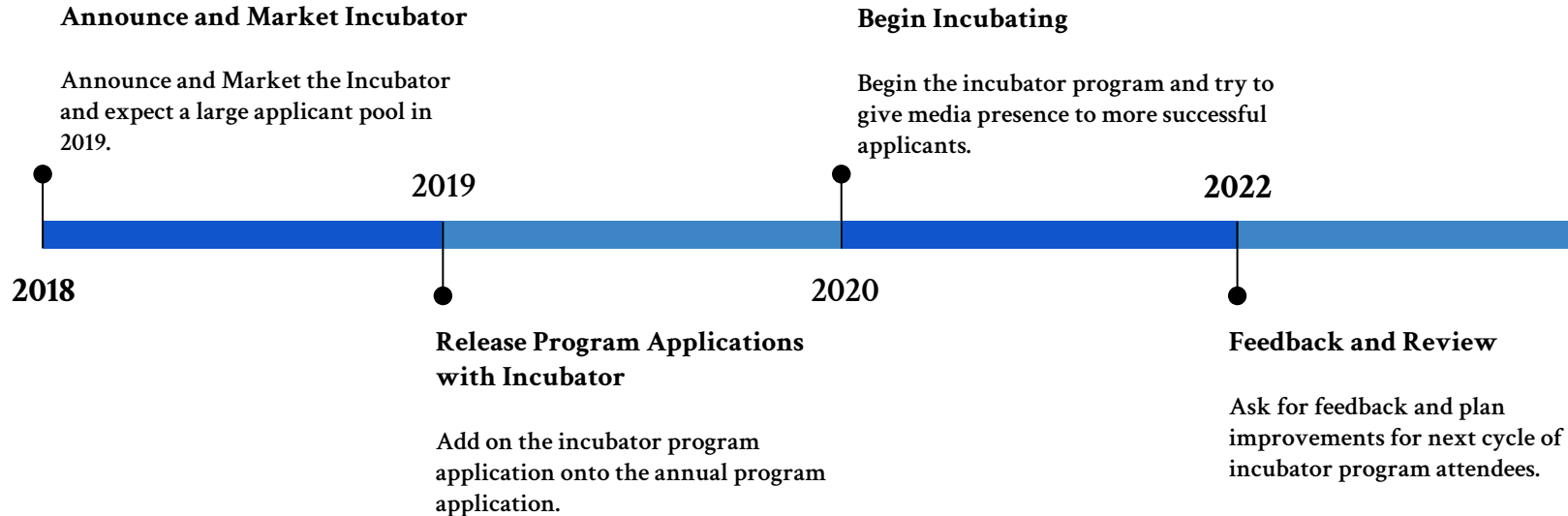
72% of interviews
65% of hires

US, 2017

Overview **Situation** **Solutions** **Timeline** **Growth Analysis**

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Timeline

Announce and Market Incubator

Announce and Market the Incubator and expect a large applicant pool in 2019.

Begin Incubating

Begin the incubator program and try to give media presence to more successful applicants.

2019

2022

2018

2020

Release Program Applications with Incubator

Add on the incubator program application onto the annual program application.

Feedback and Review

Ask for feedback and plan improvements for next cycle of incubator program attendees.

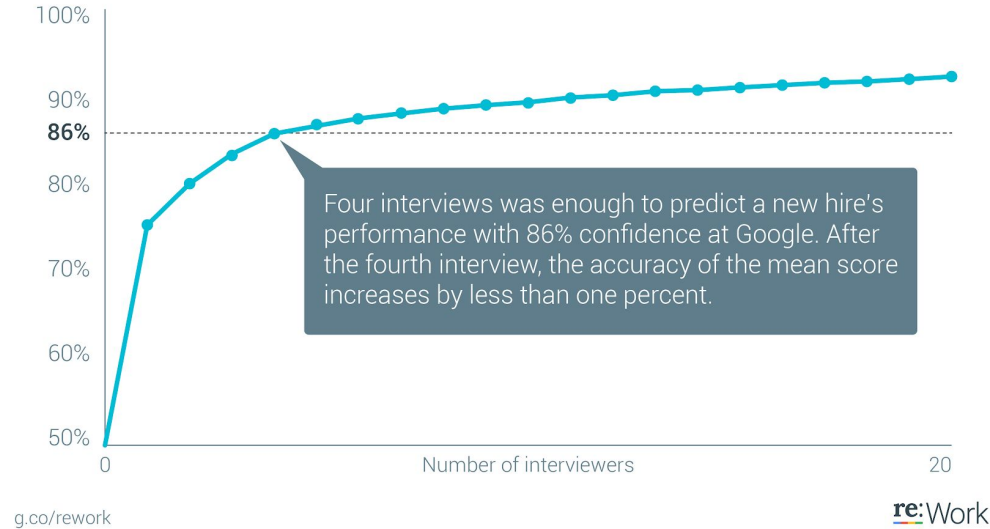**Overview** > **Situation** > **Solutions** > **Timeline** > **Growth Analysis**

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Metric Analysis

Increase in accuracy (ability to predict hire/no hire decision) of the mean interview score

Four interviews was enough to predict a new hire's performance with 86% confidence at Google. After the fourth interview, the accuracy of the mean score increases by less than one percent.

g.co/rework

re:Work

Overview | Situation | Solutions | Timeline | Growth Analysis

Conclusion

Questions?

Works Sourced

News article and journal links

- https://ideal.com/top-recruiting-software/
- https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/recruiting-trends-2017-technology-change.aspx
- http://fortune.com/2017/02/22/corporate-tech-hiring-recruitment/
- https://www.teachforamerica.org/alumni/community/alumni-survey-snapshot
- https://assets.aspeninstitute.org/content/uploads/files/content/docs/resources/ANDE%20I-DEV%20INCUBATOR%20REPORT%2011-21-14%20FINAL%20FOR%20DISTRIBUTION.pdf
- https://www.teachforamerica.org/alumni/career-leadership/leading-education/social-entrepreneurship-innovation
- https://www.teachforamerica.org/alumni/community/alumni-survey-snapshot
- https://www.sciencedirect.com/science/article/pii/S0140673614617463

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Appendix A - Yale 2017 Summer Activity Report

Activity	Returning Seniors	Returning Juniors	Returning Sophomores
Total	1208	1219	1215
Internship, paid	48.3%	35.8%	20.0%
Internship, unpaid	17.3%	21.9%	15.0%
Paid job (e.g. camp counselor)	11.5%	14.3%	23.0%