

Monthly Report March 2016

From the Founder & CEO

Emergent Rapid Iteration (10BH Core Value #4). I've always disclosed what challenges 10BH faces. How else am I supposed to keep donors up to date on how their money is driving 10BH's progress? It took quite a while before I learned openness about the *messiness* of trying to build a great organization is not necessarily common practice within the nonprofit community.

I will grow 10BH from 1 site today into an organization that in 2035 annually serves the poorest 20% of preschoolers (1.6 million children) through 6,000 sites with 160,000 employees on an annual budget of \$4 billion. To go from here to there, nothing but rapid growth and lots of learning will occur.

As you may suspect, the first step in this process includes solidifying a site model – key ingredients that can be replicated in order for site 6,000 to retain the passion and focus of site 1.

How does Emergent Rapid Iteration work? This month, I'd like to share the story of how 10BH's Onboarding Process was brought to life in 30 days, implemented the following month, and continues to be iterated.

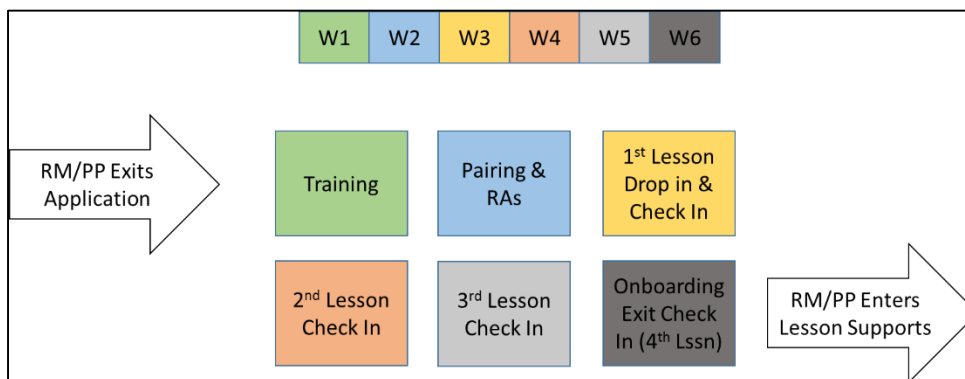
Onboarding Process Timeline	
December 2015	Onboarding Process designed
January 2016	Onboarding Process implemented
January-March	Onboarding Process iterated

What is 10BH's Onboarding Process?

10BH's Onboarding Process was launched in January 2016. The Onboarding Process is designed to handle large scale participant and volunteer (Role Model) admissions on a rolling basis. In 10BH's rolling admissions process, one group of participants and volunteers is admitted to our Child-Parent Home Tutoring Program every few weeks over the course of 10 months every calendar year (each Role Model cohort is posted on our [facebook](#)).

The purpose of 10BH's Onboarding Process is to ensure program stability by implementing a set of coordinated activities that participants and volunteers engage in over 8 weeks. The result of successful onboarding are participants and volunteers who independently implement 10BH's Learner Centric Approach, actively take advantage of 10BH's lesson support resources, and who are highly satisfied with and committed to the program.

Onboarding consists of 14 activities that take place over the first 8 weeks of a family enrolling. A simple diagram below shows 6 weeks of the Onboarding Process (the final two weeks consist of video lesson observations that begin the process of authentic evaluation of each Learner in the program).



How the Onboarding Process Emerged

In late November 2015, I began to seriously ideate a framework for an Onboarding Process in response to one of my staff's concern that in 2016 10BH would begin admitting 150 families to the program annually. This volume of admissions is what we call "admissions scale", which is when the site admits in one calendar year 30% of the children who will begin kindergarten together two years down the road.

Throughout 2015 I focused on understanding a rolling admissions process. I believed, but wanted to confirm, that 10BH's program operations would run smoothly under a rolling admissions process. Otherwise, we would need to test an annual admissions process. The difference between the two types of admissions processes are significant. Annual admissions would require admitting participants and volunteers in one large cohort over the summer months, meaning at admissions scale, 150 participants and 150 volunteers would be interviewed, registered, trained, etc. over a 2-3 month space, while another 150 participants and 150 volunteers who started the year before would continue to be supported throughout those months. My experience and intuition told me rolling admissions was the way forward.

As in 2011 when I piloted the Child-Parent Home Tutoring Program (then called Living-room Literacy) in order to determine age and other core program criteria that would solidify in 2012 when we officially launched the program, I wanted to understand as fully as possible how a rolling admissions process functioned over a 12 month span. This rationale kept me from developing an Onboarding Process. I did not want to prioritize such a behemoth project before I could determine whether it made sense to experiment with an annual admissions process moving into 2016.

My staff's concern in late November 2015 about 10BH reaching admissions scale in 2016 was the straw that broke camel's back and tipped in to motion the Emergent Rapid Iteration process of developing our Onboarding Process. I often experience events like these that springboard in to motion a series of deep cycle reflections over a period of several nights. I spend the better part of many nights lying awake cogitating about what would benefit our users maximally while at the same time provide the work conditions necessary for staff to predictably and reliably serve our users.

For about 4 nights I contemplated what an Onboarding Process would look like within the context of 10BH's program operations and vision.

By December, I had introduced a framework for an Onboarding Process that my team and I breathed life into, cobbled together, and rapidly revised. We officially launched the Onboarding Process just as our first 2016 cohort of participants and volunteers got started in the program on January 9th.

And, we've continued to subject the Onboarding Process to our Emergent Rapid Iteration process in order to improve upon the original design.

Because everything we do is in the process of being anchored to our Vision Framework (another tool I developed in late 2015 and which is still being subjected to the Emergent Rapid Iteration process), aspects of the Onboarding Process will require retooling throughout 2016.

At the site level, the Emergent Rapid Iteration process will stabilize over time. Similar to Facebook's early stage mantra, "Move fast and break things", which evolved in to a new mantra as the company matured, "Move fast with stable infrastructure", 10BH's process of "quickly design and more quickly retool" will level out as more and more of the site model is developed, implemented, and streamlined.

Funding the Onboarding Process

Since founding 10BH in 2009, I've developed an approach to fundraising that at least up until now has fueled 10BH's growth. Very simply, I've consistently been 1) Passionate, 2) Open, and 3) Communicative with donors. As I stated in the opening lines of this report, "how else I am supposed to keep donors up to date on how their money is driving 10BH's progress?"

Let me give you an example.

In January 2016, I applied for a 10K grant with the [Palo Alto Weekly Holiday Fund](#). The grant was to support our new Onboarding Process. Adding a new process requires a new set of activities and I needed to ensure that 10BH could fund those activities. Holiday Fund support would help 10BH onboard new participants and volunteers throughout 2016.

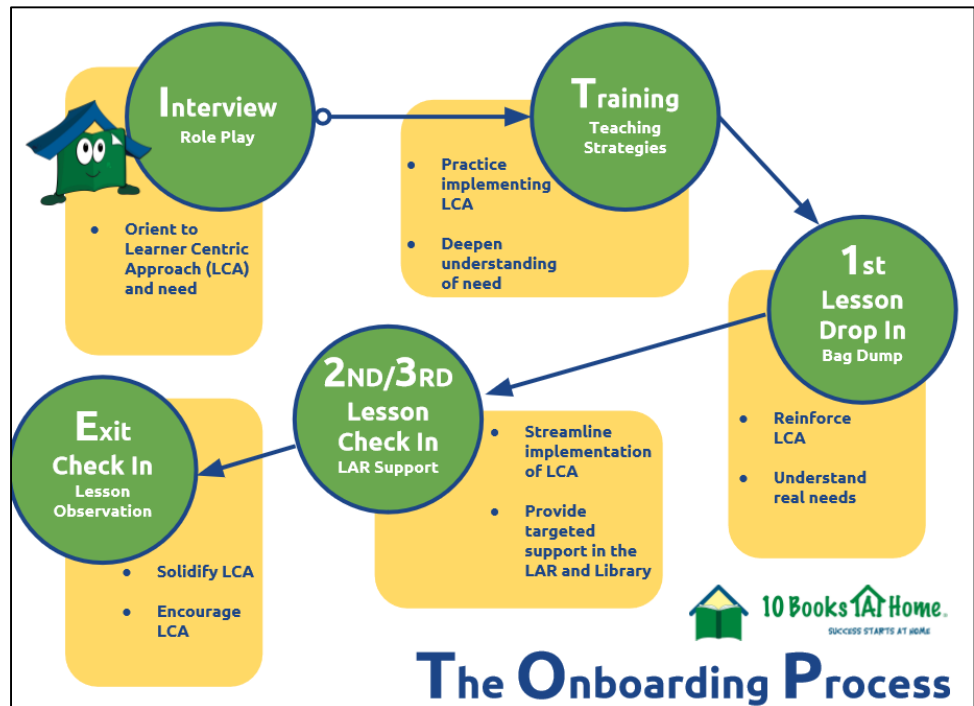
10BH had received Holiday Fund support for 4 consecutive years and was applying for a 5th year of support. Our LOI and proposal were accepted and the final phase of the application process required a site visit. The only catch was that we needed to "show" the Holiday Fund what our Onboarding Process consisted of, which meant boiling an eight week process down to an hour and a half.

As it would turn out, at an all hands meeting to discuss the site visit, I sketched out an "onboarding tour". The tour would take our guests through 8 weeks of onboarding using a "visualization experience" to de-complicate a complex process while still being able to communicate its thoroughness, detail, and organization.

Here's the visualization tool (officially called "10BH Onboarding Map"):

What you're looking at is an 8 week process that begins when a volunteer interviews and ends after their 4th lesson. The onboarding map was designed to condense that process into an hour and a half tour conducted by multiple staff.

Our guests spent about 10 minutes in each phase of the onboarding tour with the staff responsible for implementing that part of the Onboarding Process. So, in addition to a visualization experience, our guests met the actual people carrying out the Onboarding Process. I wanted to demonstrate not just how well thought out our Onboarding Process was, but how qualified our team is to do the job.



Result of Holiday Fund Grant Application

The Holiday Fund approved our grant request! More than that, though, history was made. For the first time, a funder awarded us MORE money than we requested - 50% more! And, to provide us with even more motivation to change the world, the Holiday Fund grant committee stated:

"[We are] pleased to inform you that 10 Books A Home has been awarded a program grant from the Palo Alto Weekly Holiday Fund based on the proposal outlined in your grant application. This exceeds the amount you applied for and is based on the grant committee's enthusiasm for the growth and success of your program."

More Emergent Rapid Iteration!

We have another project in mind: using GoPro camcorders to record lessons. 10BH lessons are Learner Centric, which results in huge variability across lesson formats. Lessons may be on the floor, on a couch, table, or even outside, and may involve 3 people (Learner, parent and volunteer) in a quiet, focused setting or may involve as many as 12 family members in an active, dynamic learning experience. This variability is by design, and one of 10BH's strengths.

When you seek transformative change instead of helping kids score well on standardized tests, you must also create dynamic measures to capture such change. Hiring Muffie Wiebe Waterman, PhD as our Executive Director was the first step in understanding and documenting 10BH's dynamic impact.

Together, Muffie and I have concluded that adding a set of GoPros to our protocol for lesson observations will give 10BH the ability to:

1. Capture impact better and more cost-effectively. Sending out standard camcorders and tripods requires staff time to prep the Role Model and game plan how and where to place the tripod. Camcorders can be positioned poorly, especially if lessons move around. GoPros are easy to use and very portable. When placed on the Role Model they can capture a direct view of the lesson as it unfolds in any direction.
2. Capture footage that can be used for training purposes. Role Models benefit tremendously from watching lesson footage. The closer the footage tracks Learner activity the more it can aid training.

A set of 5-10 GoPros would support the volume of lesson observations entailed in documenting a baseline record for every new Learner plus ongoing video observations at 6-month intervals, with little burden being placed on staff or volunteers.

We Need Your Help

We would like to partner with GoPro, located in San Mateo, to donate cameras to 10BH. In turn, 10BH would provide GoPro with documentation of how their cameras support educational research and training.

Do you have any connections to the company? Can you help 10BH initiate discussions with GoPro?

--PT3

Program Information

Program Enrollment Numbers	March	February	January
Learner Enrollment Begin Month	117	107	92
Learner Admissions	9	10	15
Learner Enrollment End Month	126	117	107
Role Model Enrollment Begin Month	115	104	90
Role Model Admissions	9	10	16
Role Model Enrollment End Month	124	115	104

Lesson Photos



Impact story

Read our [Spring 2016 Family Newsletter](#)! It's about one of our Learners who in 6 months ceased needing speech therapy. According to the Learner's mother, lessons with 10BH encouraged so much language use that our Learner's pathologist recommended discontinuing speech lessons.

Early Education News

[Does Pre-K Work? The Research on Ten Early Childhood Programs—And What It Tells Us](#)

This study points toward 10BH becoming a national player in the early childhood education space.

Read Paul Thiebaut III's November 2015 blog, [Preschool, or Home and Preschool?](#), for his view on 10BH's contribution to the pre-k movement.

Watch [Paul Thiebaut III speak to VMware employees](#) in March 2015 about why he believes 10BH is a part of the pre-k movement.

[Informing Investments in Preschool Quality and Access in Cincinnati](#)

[New Study Shows Social-Behavioral Readiness in Kindergartners Impacts Long-Term Success](#)

[Helping parents help their children](#)