

# Literacy Partners

Literacy Partners (LP) is a New York City-based organization focused on improving 2-Generation outcomes for parents and their children through English language learning.

*Presented by The USIT Foundation in Spring 2021*



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# Charity Summary

## Charity Overview

- **Literacy Partners (LP) is a community-based organization that provides various education programs**
  - LP focuses on 2-Generation outcomes by educating parents and children through ESL classes for parents, books for children, college transition programs, and more
  - LP's 2019 receipts totaled \$2.3mm, which exceeded its \$1.9mm annual expenditures
  - LP's programs include: LFFL (Spanish family workshops, 37% of operational expenditures), LEAP (adult literacy and college transition, 46%), EFP (English for Parents, 18%)
- **Led by a thoughtful management team, LP has pivoted during COVID to a more impactful hybrid model**
  - World Education chose LP as one of eight case studies out of 52 applicants because of its successful pivot
- **LP management utilizes a research-driven approach in running its programs to create max impact**
  - LP has won multiple competitive O'Neill Foundation grants (25% acceptance rate, even lower in NYC)

## Donation Thesis

- **A USIT Foundation donation would add an evening class to LP's [English For Parents \(EFP\)](#) program**
  - This program extension will allow working adults to improve their English proficiency and support their families
- **EFP is extremely cost effective, with a \$52,000 donation creating \$1,810,840 in impact**
  - The SROI for incremental capital deployed for EFP is estimated to be [34.8x](#)
- **The USIT Foundation has an opportunity to partner with the organization**
  - LP currently has an operating budget of \$2.3mm and is trying to shift to a sustainable donation base of grants

# Program Summary

## *LEAP and EFP*

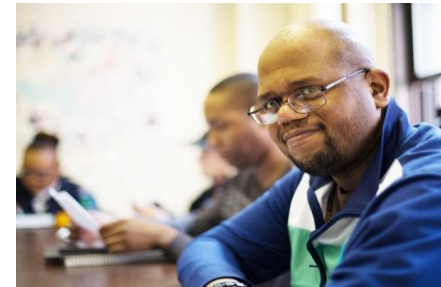
### **LEAP Program (46% of expenditures)**

- LEAP represents the primary activity of the organization measured by operating dollars spent
- Offers Bronx Community College classes for parents to earn GEDs



### **EFP Program (18% of expenditures)**

- English for *Parents* gives this ESL class purpose and 2-Gen impact
- Serves level 0 to 1 students ignored by government-funded programs due to their funding incentive structure
- EFP students are 60% foreign-born and 50% Limited English Proficiency



# Donation Thesis

*Why Literacy Partners deserves a USIT Foundation donation*

## **1. Highest impact approach**

- a) 2-Generation requirement (parent & child aged 0-5)
- b) Economic, social, and health related ripple effects<sup>1</sup>

## **2. Differentiated from comparable charities**

- a) Can serve lowest proficiency students due to private funding
- b) Most hands-on program (216 hours, multiple English speakers, tech-enabled)

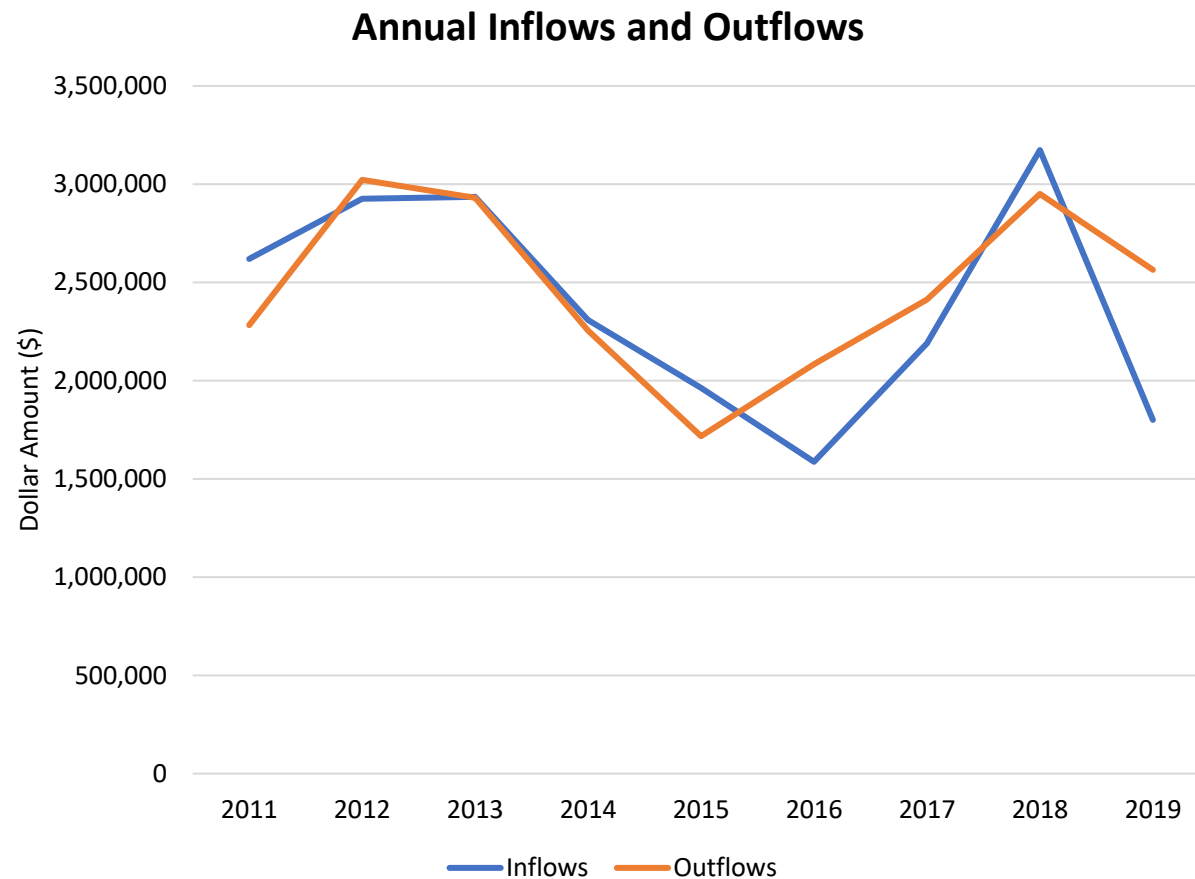
## **3. Strong management team**

- a) “Very strategic thinkers and interested in depth and complexity, they think very intentionally and very research based” – O’Neill Foundation
- b) “They are innovative, principled, they know what they are doing, and they have a good program development process” – World Education (global nonprofit)
- c) “I have been in adult education for decades and have not come across any other program that ropes in importance of Social Determinants of Health” – World Ed.

1. Slide 41; Social Determinants of Health

# Financial Snapshot

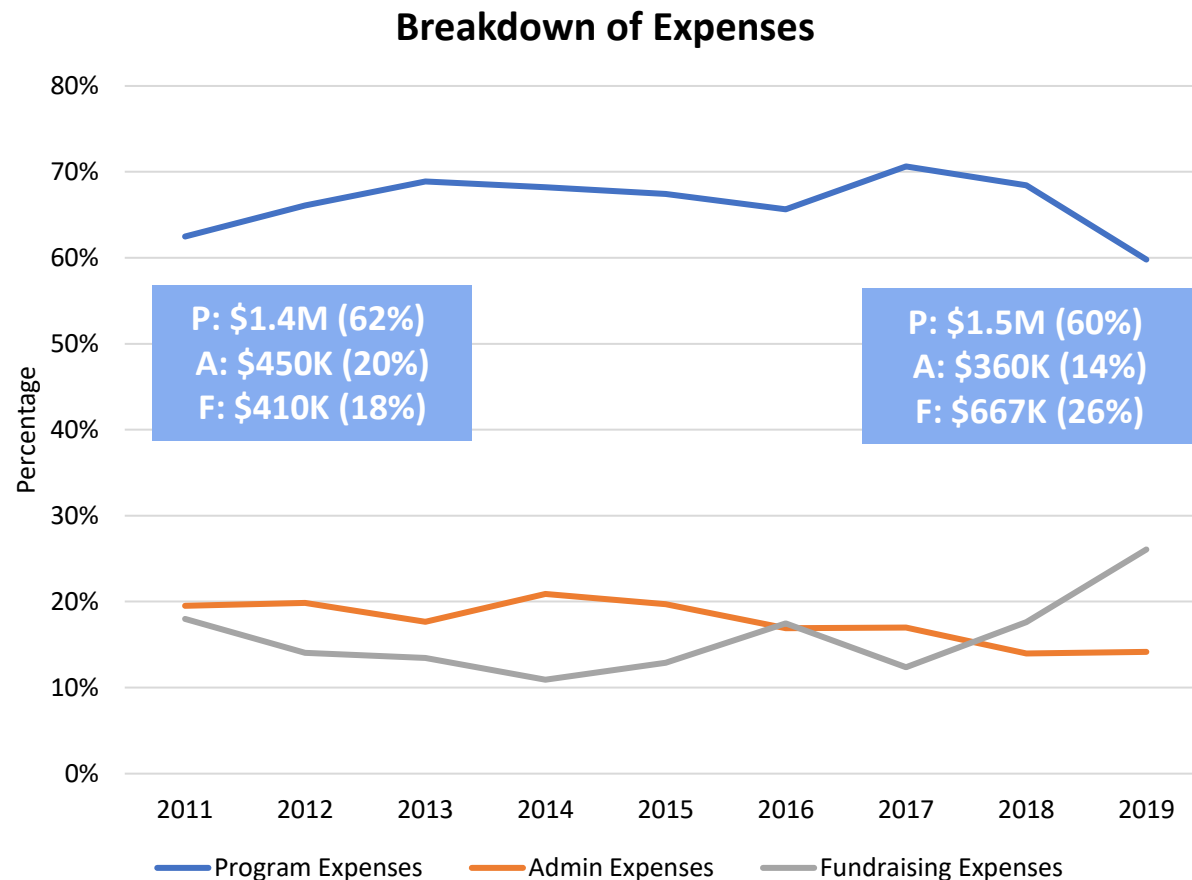
*Funding breakdown and budgets over time*



- About 50% of program expenses per year are staff related (teachers, social worker, executives, community managers, support)
- About 15% of program expenses per year are for books to give to children
- About 15% of program expenses relate to the costs of occupancy (locations in New York City)

# Financial Snapshot

## Expense allocation over time



- 2020 operating budget: \$2.3mm
- 25% of operating budget spent on EFP each year
- LP has been able to double the amount of EFP students served with the same budget over time
- Admin expenses are 40% wages, 10% rent
- Program expenditures as percent of total spending will rise as LP shifts to more sustainable grant donation base
- *Note: % of programming expenses would be higher if in-kind book donations from publishing houses were included*

# EFP Theory of Change Summary

Inputs	Activities	Outputs	Outcomes	Impacts
<ul style="list-style-type: none"> <li>Healthcare provider student sourcing network</li> <li>4 teachers</li> <li>Social work interns</li> <li>Network of 100 volunteers</li> <li>Internally created, research-based curriculum</li> <li>Experienced management team</li> <li>\$420,000 EFP budget</li> <li>Partnership with 3 federally-funded Headstart programs for children</li> </ul>	<ul style="list-style-type: none"> <li>Teach between 4-8 classes of 25 students each through Zoom twice a week for 6 hours of instruction</li> <li>Volunteer-facilitated breakout rooms</li> <li>Vocabulary speaking partners</li> <li>Network of social support programs</li> <li>Weekly workshops integrating children</li> <li>Health Literacy and Early Childhood Literacy embedded in curriculum</li> </ul>	<ul style="list-style-type: none"> <li>2020: 200 parents and 460 children taught</li> <li>8 classes held</li> <li>8 healthcare providers in network</li> <li>7,100 books distributed</li> </ul>	<ul style="list-style-type: none"> <li>83% of students made a 1 level gain in English language (41% in comparable nonprofits)</li> <li>63% of students made a 2+ level gain</li> <li>30% of students made a level 3 gain</li> <li>Children outperformed peers in Literacy by 20% and in English Language Acquisition by 64%</li> <li>100% of students would recommend the class</li> <li>76% increase in reading aloud to children</li> </ul>	<ul style="list-style-type: none"> <li>Increased income</li> <li>Increased health literacy and ability to treat healthcare related issues</li> <li>Increased parent participation in early childhood education</li> <li>Improved education, career, and income outcomes for children</li> </ul>



# Key Risks and Mitigating Factors

Risk	Mitigants
<i>Scalability</i>	<ul style="list-style-type: none"><li>• Hands-on requirement has become scalable through more effective post-COVID hybrid model, which entails most programming to be delivered virtually</li><li>• 75 additional parents served between the 2020 and 2021 school years with an increasing percentage of students graduating to the next English level</li></ul>
<i>Many Programs</i>	<ul style="list-style-type: none"><li>• All programs revolve around supporting parents in diverse ways and are created after extensive study-based research by the management team</li><li>• All of LP's programs are in high demand and have a waiting list</li></ul>
<i>Cost Effectiveness</i>	<ul style="list-style-type: none"><li>• EFP is the most cost-effective program at LP, as it is high intensity</li><li>• 216 hours of curriculum over a 36 week academic year</li><li>• According to O'Neill Foundation, Dollars-per-Student spent is not relevant because it does not take intensity/duration of programs into account</li><li>• EFP Program costs a total of \$2,100 per student while Basic Literacy costs \$8,333 per student and College Transition costs \$6,666 per student</li></ul>

# Charitable Vertical

Limited English Proficiency

# Issue Overview

## *The effects of Limited English Proficiency*

- Limited English Proficiency: lack of fluency in the English language
- Limited English proficient adults make up 10% of the U.S. population but 39% of all low-skilled workers
- A mere 3-5% of adults with limited English skills are accessing English as a Second Language (ESL) services
- The median earnings of English proficient workers is 39% higher than the median earnings of LEP workers
- Neighborhoods with highest LEP concentrations have 10% less homeownership rates than those with lowest LEP concentrations
- LP has served all five New York boroughs in the past at various times (currently serves all five at once virtually)

Sources: Brookings (2014), Urban Institute (2018)

# Issue Overview

## *Impacts of parental Limited English Proficiency on children*

- English-language-learner families are less likely to attend parent-teacher conferences and other school-related events
  - Parental involvement is the single most important factor in early childhood education
- LEP parents who take English classes see higher probabilities of reduced healthcare disparities for their children
- 33% of English Language Learners (ELL) dropped out of high school in NYC and only 30% graduated
  - 60% of former ELLs who attained proficiency graduated

Sources: Education Week (2020), National Library of Medicine (2005)

# Response to Issue

## *Comparable charity approaches*

- Exact number of charities that focus on the issue is unclear
  - There are at least 5 charities that focus on literacy education in NYC
- Operational responses tend to vary, but focus on:
  - 1) Simply teaching English through one teacher, often with the teacher speaking *at* the student
  - 2) Not as hands-on as LP, focusing more on quantity than quality
  - 3) Only serve higher levels of English learners, where growth is easier<sup>1</sup>
    - Necessary to prove growth to attain government funding
- No national English language teaching charity
  - Some are focused on literacy and not language

1. Slide 43: Best Plus English Levels

# Discussion of Root Causes

## *Student demographics and lack of English proficiency*

- Students at LP are largely comprised of immigrants new to the country in need of English language training
  - 60% of students are foreign born: 35% Asian, 22% Latino, 3% Middle Eastern
  - On average, each student has 2.3 children who participate
- Lack of English proficiency leads to lower quality jobs and income
- Lack of English proficiency leads to poorer health outcomes
- Lack of English proficiency leads to less involvement in early child education
- Students often live in communities where English is not the primary language

# Program Activities

English for Parents

# Details on the EFP Program

## *Students and teaching activities*

### Student Sourcing

- Referral to LP program through patient surveys
- UniteNYC – partner platform and healthcare provider network
- 100 students on current waiting list
- Students must have a child aged 0-5

### Activities

- 216-hour class for one academic year
- 200 student enrollment (25 per class)
- Focus on the lowest levels of English proficiency
- Connected to other LP programs (books for children)
- Improving Social Determinants of Health
- \$420,000 budget

### Class Breakdown

- Teacher-facilitated live class twice a week; 36 weeks
- Volunteer facilitated breakout rooms for 30 minutes each class
- 6-8 hours a week total
- One-on-one volunteer speaking partner outside of class
- Online vocabulary tools connected
- Weekly workshop for families
- **Early Childhood and Health Literacy embedded**



# Growth Plans

## *COVID scalability and addition of evening class*

- Classes are more scalable with hybrid format
  - Number of volunteers went from 1 pre-COVID to 100 online
  - Able to conduct 8 classes instead of 4
  - Addition of UniteNYC healthcare network created a 100-person waitlist (up from 50)
  - Will keep a hybrid format going forward
- Goal: \$52,000 EFP evening class focused on working adults
  - Professional Salaries (including teachers): \$38,156
  - Purchased Services: \$2,276
  - Supplies and Materials: \$974
  - Travel Expenses: \$188
  - Employee Benefits: \$10,407

# Theory of Change

The EFP program improves economic outcomes, health outcomes, and early childhood development

# Lack of English Proficiency

*Traditional means of addressing LEP education are insufficient*

- Level of English proficiency correlates directly with employment and income
  - LEP imposes an overall 3.8 to 38.6 percent wage penalty<sup>1</sup>
- English-proficient immigrants in NYC have higher average incomes than LEPs at any level of educational attainment
- This is traditionally addressed through 1) government-funded charities or 2) mobile apps
  - Government-funded charities are less hands-on and focus on higher level students
  - Mobile apps are ineffective with immigrants who don't have a grasp of technology
    - Part of the EFP class has a linguistics PhD teaching students how to use **Voxy**, an English practice app

1. Lexington Institute (2013)  
2. The Brookings Institution (2014)

# Lack of English Proficiency

*Level of English proficiency correlates directly with health outcomes*

- LEP is a barrier to accessing health care services and understanding health information<sup>1</sup>
- Older individuals with LEP have no usual source of care and report lower self-rated health<sup>2</sup>
- Hispanic individuals who chose to respond to surveys in Spanish were more likely to report worse health status, lack health insurance, not have a doctor, and postpone seeing a doctor compared to Hispanic people who chose to respond in English<sup>3</sup>

1. National Library of Medicine (2004)

2. National Library of Medicine (2006)

3. National Library of Medicine (2008)

# Early Childhood Education

*Parental involvement in early childhood education can bear compounded benefits*

- Parent involvement is a very important factor in early childhood education<sup>1</sup>
- Low student performance could be addressed with more intensive schooling
  - Even with strong early childhood programs, gains are lost if parent involvement is not present<sup>2</sup>
- Children who enter school with higher levels of readiness have higher earnings, are healthier, and are less likely to be involved in criminal justice system<sup>3</sup>
- Early childhood education can boost earnings by 1.3 to 3.5 percent<sup>3</sup>

1. Harvard Family Research Project (2006)

2. Research Gate (1982)

3. Office of the President (2014)

# SROI Calculation

All calculations were internally conducted by the Philanthropy Investment Team based on raw data provided by LP and third-party data sources

# SROI Income Assumptions

*Total serviceable population: cumulative wage penalties based on English Proficiency*

Occupation Group	Median Income	Wage Penalty "not well" <sup>1</sup>	# LEP Employed "not well" <sup>2</sup>	Missed Earnings "not well" <sup>3</sup>	Wage Penalty "not at all"	# LEP Employed "not at all"	Missed Earnings "not at all"	Total Missed Earnings
Managerial and professional	\$55,877	0.293	90,073	\$1,457,174	0.449	53,857	\$1,351,807	\$2,826,982
Service Occupations	\$17,178	0.102	1,577,082	\$2,765,928	0.167	731,482	\$2,099,621	\$4,865,550
Sales, technical and office	\$32,582	0.148	434,522	\$2,096,712	0.215	141,135	\$989,115	\$3,085,828
Production, craft and repair	\$28,817	0.231	1,488,544	\$9,904,507	0.362	651,103	\$6,795,875	\$16,700,382
Farming, fishing and forestry	\$16,032	-0.002	221,250	(\$6,739)	0.131	252,707	\$530,723	\$523,984
Operators, fabricators, laborers	\$24,656	0.137	452,158	\$1,522,845	0.307	205,445	\$1,557,092	\$3,079,937
<b>Total</b>			<b>4,263,629</b>	<b>\$17,740,427</b>		<b>2,035,729</b>	<b>\$13,324,233</b>	<b>\$31,082,663</b>

	Not Well	Not At All <sup>4</sup>
Average missed earnings per person	\$4.16	\$6.55
Additional earnings per unit English improvement (2010)	\$2,384.32	
Additional earnings per unit English improvement (2021)	\$2,896.28	

<sup>1</sup>Wage penalty for Spanish-speaking English learners who self-identify their English proficiency as "not well," as a percentage of median income

<sup>2</sup>Number of Low English Proficiency (LEP) people employed in each occupation

<sup>3</sup>Total missed earnings per occupation based on English proficiency category (in thousands of dollars)

<sup>4</sup>Literacy Partners focuses on moving its target demographic from "not at all" to "not well," which constitutes a 2-3 level advancement using the Best Plus Scale (current SROI assumes one unit movement)

Source: [U.S. Census American Community Survey \(2010\)](#)

# SROI Calculations: Benefits and Costs

## Increased Income

Increased Income	\$ 2,896
% of Students with 2 Level Literacy Improvement	63%
# of Students per Class	25
<b>Gross Increased Annual Income</b>	<b>\$ 45,616</b>
Benefit Period	30 yrs
<b>Total Lifetime Benefit of Increased Income</b>	<b>\$ 554,623</b>

## Increased Health Literacy

Increased Health Literacy	\$ 675
% of Students with 2 Level Literacy Improvement	63%
# of Students per Class	25
# of Children per Student	1.73
<b>Total Return</b>	<b>\$ 29,023</b>
Benefit Period	43 yrs
<b>Total Lifetime Benefit of Increased Health Literacy</b>	<b>\$ 377,497</b>

## Lower Odds of Healthcare Visit

Average Healthcare Visit Benefit	\$ 210
Average Yearly Visits for English Proficient Person	2.86
Average Number of Visits per Person in US	2.78
Total Population of US	320.7
Limited English Proficiency Population in US	25.9
English Proficient Speakers in US	294.80
Lower Odds of Healthcare Visit for Limited English Proficient Person	34%
% of Students with 2 Level Literacy Improvement	63%
# of Students per Class	25
<b>Total Return</b>	<b>\$ 3,213</b>
Benefit Period	43 yrs
<b>Total Lifetime Benefit of Lower Odds of Healthcare Visit</b>	<b>\$ 41,795</b>

## Reduced Rate of Physical Harm

Reduced Rate of Preventable Physical Harm	19.6%
Preventable Physical Harm Cost per Admission	\$ 8,000
Occurance of Preventable Physical Harm per Visit	11.5%
Average Number of Visits per Person in US	2.78
# of Students per Clas	25
<b>Total Return</b>	<b>\$ 12,528</b>
Benefit Period	43 yrs
<b>Total Lifetime Benefit of Reduced Rate of Physical Harm</b>	<b>\$ 162,944</b>

## Decreased High School Dropout Rate for Child

Decreased High School Dropout Rate from Parents English Proficiency	1.77%
Increased Income for High School Graduates	\$ 8,008
Increased College Attendance Rate	19%
Increased Income for Some College Attended	\$ 4,524
# of Students per Class	25
# of Children per Student	1.73
<b>Total Return (Ex - Gross increased annual Income)</b>	
Benefit Period	45 yrs
<b>Total Lifetime Benefit of Decreased High School Dropout Rate for Child</b>	<b>\$ 167,011</b>

## Costs

Evening Class Budget	\$ 52,000
<b>Total Cost</b>	<b>\$ 52,000</b>
<b>Total Lifetime Investment</b>	<b>\$ 52,000</b>



# SROI and Sensitivity

## SROI

Increased Income Total Lifetime Benefit	\$ 554,623
Increased Health Literacy Total Lifetime Benefit	\$ 377,497
Lower Odds of Healthcare Visit Total Lifetime Benefit	\$ 41,795
Reduced Rate of Physical Harm Total Lifetime Benefit	\$ 162,944
Decreased High School Dropout Rate for Child Total Lifetime Benefit	\$ 167,011
<b>Cumulative Total Lifetime Benefit</b>	<b>\$ 1,303,871</b>
<b>Cumulative Total Lifetime Cost</b>	<b>\$ 52,000</b>

<b>SROI</b>	<b>25.1x</b>
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	Discount Rate					
	6.0%	7.0%	8.0%	9.0%	10.0%	
Total Uncertainty Factor	0.60	19.3x	17.0x	15.0x	13.5x	12.2x
	0.70	22.6x	19.8x	17.6x	15.7x	14.3x
	0.80	25.8x	22.6x	20.1x	18.0x	16.3x
	0.90	29.0x	25.4x	22.6x	20.2x	18.3x
	1.00	32.2x	28.3x	25.1x	22.5x	20.4x

# Other SROI Considerations

## *English proficiency improvement scale*

- Although Literacy Partners measures English proficiency on the National Reporting Score scale by the Department of Education, studies used for SROI calculations measure by "per unit improvement in English" from US Census American Community Survey
- Per unit improvement includes moving from "not at all" to "not well," "not well" to "well," etc.

13a. Does this person speak a language other than English at home?

Yes       No, only speaks English — *Skip to 14*

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b. What is this language?

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(For example — Chinese, Italian, Spanish, etc.)  
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c. How well does this person speak English?

Very well       Not well  
 Well       Not at all

US Census Survey Literacy Question

# Financials

Further details on funding sources and trends

# Funding

## *Donation breakdown and shift to sustainable funding base*

- In-kind donations include books from major publishing houses
- Gala and other fundraising did not happen due to COVID-19, so LP had to draw down from endowment
- Looking to shift to a more sustainable funding base through grants
  - Has a \$375K grant over 3 years for EFP program
  - Has a \$3mm grant over 3 years for different program
  - Applying for \$250K grant to serve higher level students

### 2019 Funding Breakdown



● In-kind Donations	\$3,372,425
● Events	\$1,081,888
● Investment Appropriation	\$500,000
● Foundations & Corporations	\$265,790
● Individuals	\$172,169
● Other Revenue	\$153,766
● Government	\$19,593
<b>TOTAL REVENUE</b>	<b>\$5,565,631</b>

# Notes

## *Outstanding concerns and financial trends*

- Annual Report financials and Form 990 financials consistently differ
- LP often runs an operating loss

Year	Gala Revenue / Fundraising Expenses
2016	2.86x
2017	1.72x
2018	1.27x
2019	1.13x

# Additional Information

# Outstanding Questions and Next Steps

## Outstanding Questions

- What is the graduation rate of each class? How many students stop attending midway through the classes?

## Next Steps

- Impact data of English language classes in the US
  - Current data is scarce and incomprehensive, according to World Education
- Start tracking data on student outcomes after graduating from LP
- Identify other 2-Gen charities across the US in order to ascertain best practices and synergies

# Comparable Charities

*LP focuses on creating 2-Gen impact in the least served population*

- There are many small ESOL charities in NYC
  - Generally government funded
- Literacy Partners is the only identified charity that focuses on hands-on, parent education to create an exponentially higher (2-Gen) impact
- Literacy Partners is also one of the only charities focusing on those at the very bottom of literacy ability
  - Possible because of its privately-funded model

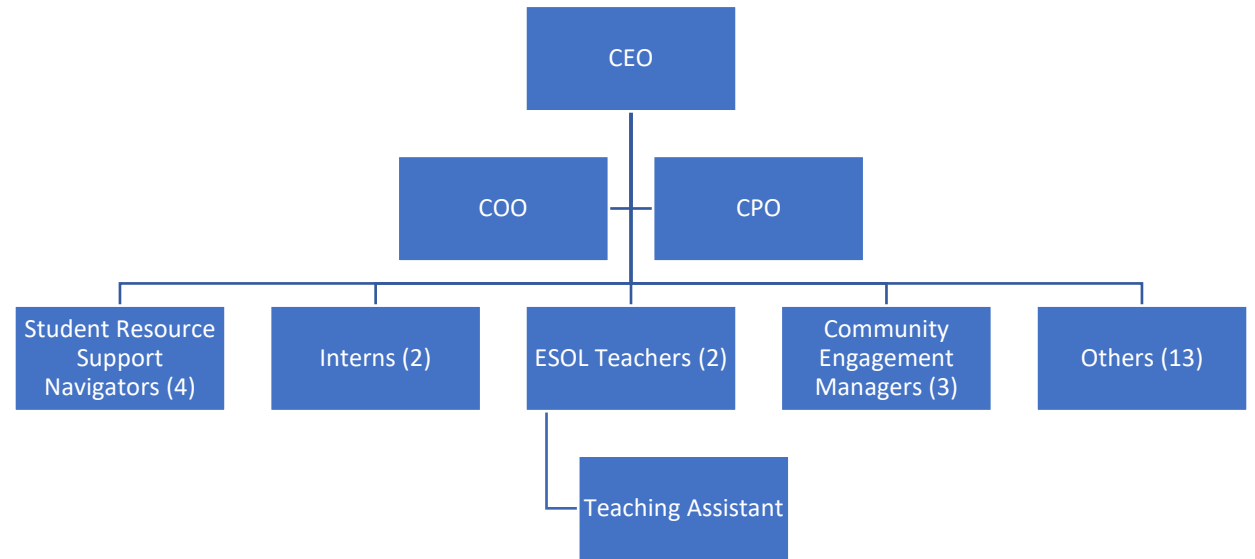
Charity Name	Description	Size (# Served, Inflows/Outflows)	Published Impact Metrics	Why was this chosen as a comp?
Reach Out and Read of Greater NY	<ul style="list-style-type: none"> <li>•Provides resources, not programs</li> <li>•Promotes reading aloud and provides books to students</li> </ul>	<ul style="list-style-type: none"> <li>•33,000 pediatric clinicians connected to them</li> <li>•\$1M in revenue</li> </ul>	<ul style="list-style-type: none"> <li>•Potential to reach 90% of the US</li> <li>•Serves 4.5 million children annually</li> </ul>	<ul style="list-style-type: none"> <li>•Shared by Lynn Clark of LP; each book given out contains an LP bookmark</li> </ul>
We Speak NYC	<ul style="list-style-type: none"> <li>•Mayor's English Language Learning program</li> <li>•Weekly conversational classes and some curriculum</li> </ul>	<ul style="list-style-type: none"> <li>•The program has trained over 400 volunteers who have provided over 12,000 hours of community service in these classes</li> </ul>	<ul style="list-style-type: none"> <li>•N/A</li> </ul>	<ul style="list-style-type: none"> <li>•Previously connected to Anthony Tassi (CEO of LP)</li> </ul>



# Management Structure

*Lean and well-run team that is willing to work with the USIT Foundation*

- CEO: Anthony Tassi
- COO: Sung Bai
- CPO (P for Program): Lynn Clark
  - Primary contact
- Staff of teachers, interns, student support, and more
- “Others” includes directors of various activities such as giving, communication, support, etc.
- \$745,056 in total employee salaries, benefits, and pension

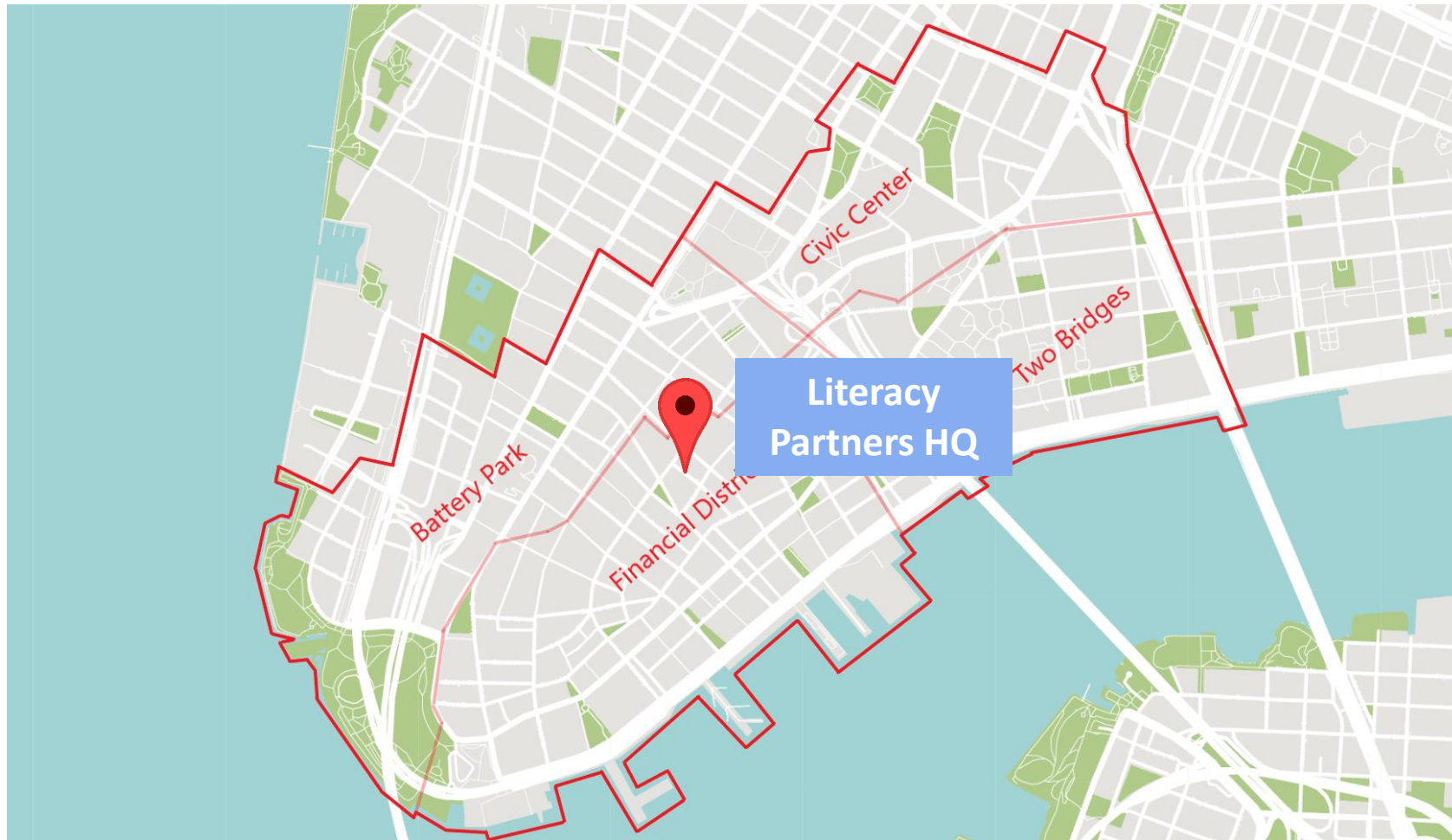


# Board Structure

- 18 Board Members
- Titles: Board Chair, Board Chairman Emeritus, Board Vice-Chair, Board Secretary
- Board members include top businessmen, lawyers, journalists, and a news anchor
- Only paid executives are CEO (\$150K), COO (\$110K), CPO (\$110K)

# Map of Operating Area

*Office in Lower East Side is currently closed due to COVID-19*



# Summary of Diligence Activities / Notes

- Talked to CPO three times over phone, numerous email exchanges
- Talked to CEO and CPO alongside Harvey Powers of USIT Foundation
- Talked to the O'Neill Foundation, which gave LP a \$375K grant
- Talked to World Education, which wrote a case study commending LP
- Reviewed government grant proposals of charity
- Reviewed limited charity data on student outcomes
- Reviewed 5-year action plan and logic model

# Other relevant links and contact notes

- [Case Study on LP \(completed by World Education\)](#)
- [LP Pitch to O'Neill Foundation](#)
- [LP 2020 Annual Report](#)
- [LP website](#)
- [LP action plan](#)
- [LP logic model](#)

# The USIT Foundation

[usitfoundation.org](http://usitfoundation.org) | [texasusit.org](http://texasusit.org)

THE  
PHILANTHROPY  
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FUND



# The USIT Foundation

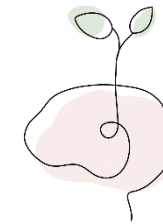
## *About the USIT Foundation*

The USIT Foundation is the 501(c)(3) parent organization of the University Securities Investment Team, the largest student-run investment fund at The University of Texas at Austin. Comprised of alumni who started their investing journeys with the team, the USIT Foundation works closely with student leadership in the contexts of investing, data science, and philanthropy.

The USIT Foundation supports and advises the USIT student organization and marshals and engages its alumni to promote personal and professional growth through active charitable giving. In Spring 2020, the alumni of the USIT Foundation initiated a philanthropic Giving Pledge to commit time and resources to better our communities.

## *Philosophy and Approach*

The USIT Foundation is committed to evidence-based philanthropy and continuously builds upon a model of effective, responsible capital deployment. In its months-long competitive annual process, the Foundation identifies and performs deep diligence, including client testimonials, data room modeling, and impact stress testing, on charities. In the 2020-21 academic year, the Foundation plans to provide \$70,000 in donations to several charities that operate within the three observed impact verticals, with the initial donation opening the door for years-long engagement and follow-on investments.



### *Education*

Ensuring that students of all ages receive high-quality, equitable education while community members are properly supported.



### *Justice & Opportunity*

Breaking down systemic barriers to assist the reentry transition and reduce nationwide recidivism.



### *Healthcare*

Reducing healthcare burdens through preventative measures, early childhood development interventions, and elderly care.

# Philanthropy Investment Team

## *History*

The Philanthropy Investment Team was formed in Spring 2020 at The University of Texas at Austin by request of the University Securities Investment Team (USIT) Foundation and Alumni Network, which wished to establish a partnership with the student organization to source charitable investment opportunities.

This fund generates ideas and performs diligence on charities that merit a donation with a value investing framework. Through the primary and secondary research of undergraduate Analysts, the Philanthropy Investment Team is developing a model of impact measurement, both for initial investment diligence and subsequent staged donations. Being experimental in nature in its inaugural year, the Philanthropy Investment Team ultimately seeks to donate \$70,000 by Fall 2021 at the discretion of the Giving Committee. Its funds are replenished yearly, comprising 1% of the total Annual Gross Income of the Alumni Network.

## *Analyst Contacts*

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# Appendix

# Social Determinants of Health

Economic Stability	Neighborhood and Physical Environment	Education	Food	Community and Social Context	Health Care System
Employment	Housing	Literacy	Hunger	Social integration	Health coverage
Income	Transportation	Language	Access to healthy options	Support systems	Provider availability
Expenses	Safety	Early childhood education		Community engagement	Provider linguistic and cultural competency
Debt	Parks	Vocational training		Discrimination	Quality of care
Medical bills	Playgrounds	Higher education		Stress	
Support	Walkability				
	Zip code / geography				

**Health Outcomes**  
 Mortality, Morbidity, Life Expectancy, Health Care Expenditures, Health Status, Functional Limitations

Kaiser Family Foundation (2018)

# Hybrid Delivery Model

Hybrid Delivery Model (Full implementation one teacher)

M	T	W	Th	F	HOURS	#STUDENTS
Class A 2-hour Teacher with discussion groups	Voxy 90 min (independent practice)	Class A 2-hour Teacher with discussion groups	1:1 1 hour Volunteer	EFP Family Literacy Workshops 90 min Classes A & B	8 hours	20
Voxy 90 min (independent practice)	Class B 2-hour Teacher with discussion groups	1:1 1 hour Volunteer	Class B 2-hour Teacher with discussion groups		8 hours	20
Class C 2-hour Teacher with discussion groups	Voxy 90 min (independent practice)	Class C 2-hour Teacher with discussion groups	1:1 1 hour Volunteer		8 hours	20
Voxy 90 min (independent practice)	Class D 2-hour Teacher with discussion groups	1:1 1 hour Volunteer	Class D 2-hour Teacher with discussion groups		8 hours	20

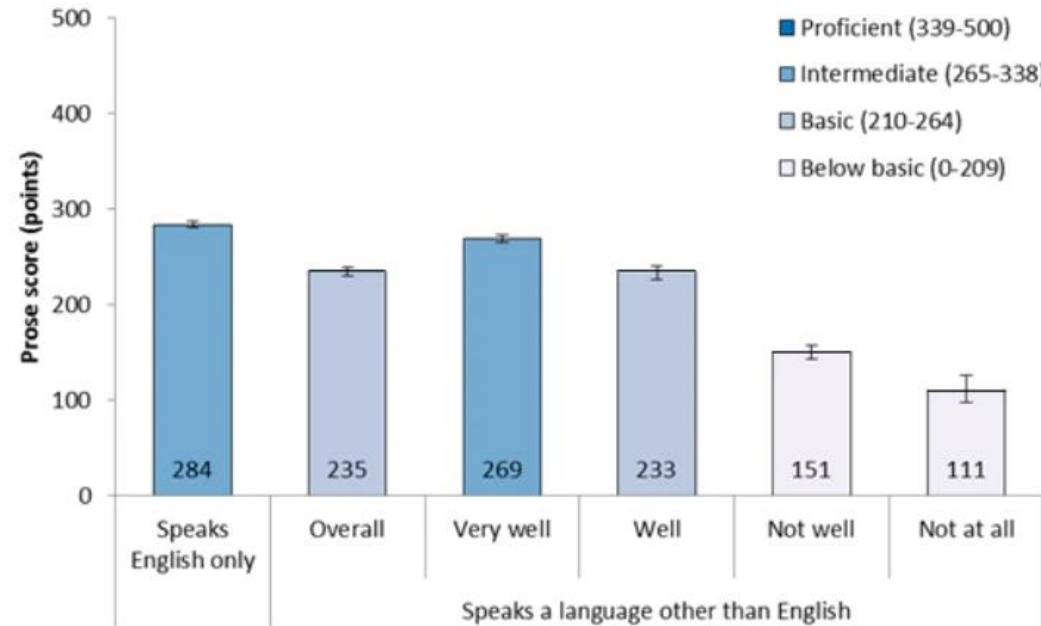
Literacy Partners (2020)

# Best Plus English Language Levels

Best Plus ESL Level	Short Description
0-1	Cannot speak or understand English, or only isolated words/phrases
2	Can understand basic greetings, simple phrases
3	The above plus common words, sentences with familiar vocabulary, and express immediate needs
4	The above plus limited new phrases, basic survival needs, and basic social conversations with difficulty
5-6	The above plus using new phrases with hesitation, inconsistent control of complex grammar
7	May need repetition or rewording, understands main points and can communicate in a variety of contexts related to life, <i>basic fluency of speech</i>

# Self-Reported Literacy is Accurate

Figure 1: Average prose literacy scores by self-reported English ability, National Assessment of Adult Literacy



Universe: population aged 16 and older.  
Notes: Estimates displayed with 95% confidence intervals.

# FAQs

*Why should the USIT Foundation donate to LP when the money is going to only one of its programs?*

- EFP is the most cost-effective LP program and creates higher impact than the others due to its high-intensity nature
- Unit Economics:  $\$420\text{K}/216 \text{ hours} * 200 \text{ students} = \$10 \text{ hours}/\$2,100 \text{ per student}$

*Will the magnitude of impact still be high if these are students who are on the lower end of English proficiency and are often stay-at home moms?*

- The new class this money will be used for is an evening class for working professionals
- This class will lead to better opportunities and higher income
- This builds lived experiences to help parents navigate education and health systems on behalf of their children

# FAQs

## *Why is only \$420K currently spent on EFP if it is so effective?*

- Limits on funding – LP has sent more proposals for an additional \$400K funding
- Other funding is donor-controlled and segmented for other programs

## *Why can't more of the learning be done through the Voxy EdTech app?*

- Student population doesn't go online or use many apps
- Charity had a vision to use Voxy to make it omredigial-driven, but it doesn't meet parents' needs because it doesn't connect any dots
  - Ex: parents helping kids with homework or at a doctor's visit
- Attention and feedback is necessary; just overhearing language is not enough

# FAQs

## *Why does it matter that LP is so hands-on?*

- Increases the absorption of language in students
- 80% graduation to next level compared to average of [41%](#)
- 63% graduate 2 levels, now 30% graduated three levels in COVID