



**Moderator:** Dawn Khan, Director of Technology Services, RoundTable Technology

**Panelists:** Uday Madasu, Chief Information Officer, Jewish Board for Family and Children’s Services  
 Kenneth Walker, Vice President of Operations, Chief Administrative Officer, Per Scholas

**Agenda**

10:00 AM – 10:05 AM	Welcome
10:05 AM – 10:25 AM	Moderator and Panelist Remarks
10:25 AM – 11:20 AM	Panel Discussion and Useful Tools & Resources
11:20 AM – 11:50 AM	Q & A
11:50 AM – 12:00 PM	Closing Remarks

**Table of Contents**

- Organizational Profiles of Panelists.....2-3
- Tips & Strategies from Workshop Panelists.....4
- Nonprofit Excellence Awards: List of Past Winners .....5
- Resources:
  - Jewish Board for Family and Children’s Services: Dashboards.....6-7
  - Per Scholas: Technology Oversight Committee Executive Summary .....8-9
  - RoundTable Technology: Sample communications plan .....10-11
- Notes Page.....12

*The Pathways to Excellence workshop series is an outgrowth of The New York Community Trust Nonprofit Excellence Awards Program, managed by the Nonprofit Coordinating Committee of New York in collaboration with The Trust and Philanthropy New York with media sponsor WNYC.*

## ORGANIZATIONAL PROFILE

### **Jewish Board of Family and Children's Services** ***2016 Gold Prize for Overall Management Excellence***



The Jewish Board of Family and Children's Services strengthens families and communities throughout New York City by helping individuals realize their potential and live as independently as possible.

The Jewish Board was founded over 140 years ago to serve as a resource to the Jewish immigrant population. Over the years, the Jewish Board has responded to changing times and leveraging emerging disciplines to address new social needs. Today, the Jewish Board is the largest social services agency in New York after absorbing over \$75 million of services when FECS filed for bankruptcy in 2015.

The Jewish Board's programs and services focus on behavioral health, family services, trauma, and recovery. Their continuum of care spans all ages and stages of life, and embraces people of diverse cultures, ethnicities, religions, gender, sexual orientation, and socio-economic status. The Jewish Board's work is done across New York City, encompassing 75 facilities, including 10 residences serving 400 children each year, 50 mental health clinics, 37 supportive housing programs totaling 1,200 units, and 10 kosher residences for over 130 people living with intellectual and developmental disabilities. Program and service areas include:

- Early childhood
- Children/teen residential
- Adult supportive housing
- Family shelters
- Intellectual and development disabilities
- Community services
- Care coordination
- Jewish community services
- Mental health clinics

### **Examples of Excellence Identified by the 2016 Selection Committee:**

- Use business intelligence software to increase access to critical organizational and programming goals (e.g. staff vacancies and program usage) and to synthesize and present data coming in and out of multiple systems
- Use learning management system for self-directed staff training
- Thoughtful integration of platforms and software by testing and checking on the ground
- Chief Information Officer role ensures technology is part of organizational strategy
- Organization is moving from descriptive statistics to prescriptive analysis

## ORGANIZATIONAL PROFILE

### **Per Scholas** ***2016 Bronze Prize Winner for Management Excellence***



Per Scholas is a national nonprofit that drives positive and proven social change in communities across the country. Through rigorous and tuition-free technology training and professional development, we prepare motivated and curious adults who are unemployed or underemployed

for successful careers as IT professionals, and we create onramps to businesses in need of their talents. Today we provide our solutions in six cities across the country: Atlanta, GA; Greater Cincinnati, OH; Columbus, OH; Dallas, TX; the National Capital Region; and New York. To date, Per Scholas has trained over 6,500 individuals, helping them build lasting, life changing skills and careers in technology.

**OUR VISION:** We envision a future where individuals from any community can access well-paying career positions, and where talent is recognized and recruited from many diverse sources.

**OUR MISSION:** Opening doors to technology careers for individuals from often overlooked communities.

### **OUR VALUES**

- We are a data-driven, results-oriented and forward-looking catalyst for social change.
- We value agility and innovation in order to create deep and lasting impact in the communities in which we work.
- We are committed to fostering an equitable, diverse and inclusive tech sector.
- We value individuals with curiosity, integrity and a drive for personal and professional improvement.
- We value professionalism, diligence and a respect for all people.

**OUR IMPACT:** Since 1995, we have helped to open doors for more than 6,500 individuals, helping them build successful careers in technology and spurring economic development in their communities. Our model has been replicated and proven to work in multiple cities across the country. Independent, third party data proves that we are making positive and potentially life-long change happen in communities across the country. These are early and remarkable signs of what's possible with Per Scholas.

- 85% of our students graduate.
- 80% of graduates land jobs.
- After one year of employment, our students experience a wage increase of 15 percent, and sometimes more.
- 75% of graduates retain employment for at least one year.
- 90% of our students are people of color, a third are women and a third are young adults who are jobless or underemployed.

Programs are aligned with three areas:

Creating Opportunity

Closing the Skills Divide

Achieving Diversity

### **Examples of Excellence Identified by the 2016 Selection Committee:**

- In touch with constituents' needs and restructured organization to deliver maximum service
- Ensure communications across platforms are coordinated, aligned with and in support of business strategy
- Use Student Ambassadors Program as way to identify strong examples of success, aligned with mission and goals; then use social media to amplify message on different platforms
- Stories and messaging reflect the impact the organization wants
- Board members and all staff receive message training to effectively and accurately reflect current message and values
- Strategic communications plan includes a Brand Book that goes beyond visual representation and is used to build capacity; focus is on language and messaging

## *Tips from the Workshop Panelists*

### ❖ **Jewish Board of Family and Children's Services**

- ***Invest in Business Intelligence (BI) Analytics***

Organizations invest in lots of systems for various clinical, operational and financial functions. However, the data in these systems is often sitting in silos and it is not always easy to extract this data and be able to understand how to convert it into meaningful, insightful and actionable information. BI is a concept that involves the delivery and integration of relevant and useful information in an organization. BI can help detect significant events and identify/monitor trends in order to adapt quickly to changing environment. If you use an effective BI system in your organization, you can improve the decision making processes at all levels of management and improve your tactical and strategic management processes.

- ***Invest in Learning Management System (LMS) to ensure staff understand how to use the tools and technology***

LMS is a web-based application that allows agencies to provide the staff and client with informational content and educational resources. It is an effective and responsive way to create, deliver, and manage content, as well as monitor participation and assess performance among staff and clients. Agencies can ensure consistency in the delivery of the materials from the formulation to the evaluation of the system. LMS significantly improves the learning rates of employees, managers, and executives. The more reliable and relevant knowledge and skills these staff acquire, the more productive and profitable the organization as a whole can be.

- ***Invest in Staff Engagement and Continuous Support and Improvement of Systems and Processes***

The role of CIO is to help drive innovation by serving as a link between the business strategy and the IT agenda – fusing the vision for tomorrow with the realities of today. It is paramount to engage with staff that ultimately will use the tools and technology to ensure that their wants and needs are taken into account before, during and after implementation of any tools and technology with a laser focus on the end goal of process and resource efficiency and effectiveness.

### ❖ **Per Scholas**

- **Client is King**

- **Don't Drink Your Own Kool-Aid**

- **Collaboration Works**

## New York Community Trust Nonprofit Excellence Awards

### 32 Winning Organizations 2007 - 2016

- **America Needs You**, 2015 Winner
- **BRC**, 2015 Winner
- **BronxWorks**, 2013 Winner
- **Center for Urban Community Services**, 2007 Winner
- **City Harvest**, 2011 Winner
- **Community Health Action of Staten Island**, 2008 Winner
- **CSH**, 2013 Winner
- **Families United for Racial and Economic Equality**, 2007 Winner
- **God's Love We Deliver**, 2010 Winner
- **Good Shepherd Services**, 2007 Winner
- **Graham Windham**, 2014 Winner
- **Groundwork, Inc.**, 2009 Winner
- **Harlem Academy**, 2011 Winner
- **Harlem RBI**, 2009 and 2012 Winner
- **Ifetayo Cultural Arts**, 2008 Winner
- **Institute for Family Health**, 2008 Winner
- **Jewish Board of Family and Children's Services**, 2016 Winner
- **Leake & Watts**, 2014 Winner
- **Neighbors Link**, 2016 Winner
- **Neighborhood Economic Development Advocacy Project**, 2009 Winner
- **New York Cares**, 2009 Winner
- **New York Common Pantry**, 2015 Winner
- **New York Lawyers for the Public Interest**, 2010 Winner
- **Open Door Family Medical Centers**, 2012 Winner
- **Per Scholas**, 2016 Winner
- **Red Hook Initiative**, 2012 Winner
- **Row New York**, 2014 Winner
- **Sadie Nash Leadership Project**, 2010 Winner
- **Sanctuary for Families**, 2011 Winner
- **The Children's Village**, 2013 Winner
- **Vera Institute of Justice**, 2009 Winner
- **WITNESS**, 2007 Winner

