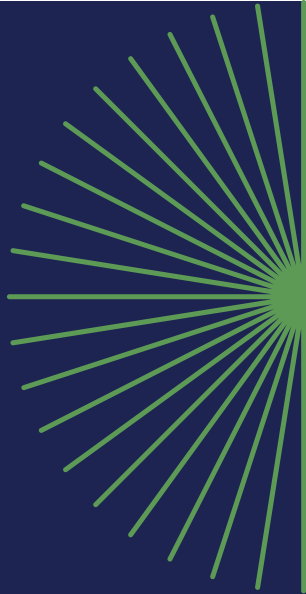


**GENESYS
WORKS.**

STRATEGIC PLAN
2024-2028



ILLUMINATING PATHWAYS TO SUCCESS





The national workforce landscape is undergoing seismic shifts, with more change on the horizon. We stand on the precipice of a new era, which will transform the nature of jobs, how and where people perform them, and how people collaborate. It is the leaders of tomorrow who will chart the pathways through these transformative times. Our opportunity to illuminate the pathway to success for all young people is before us.

As Genesys Works strides boldly into our third decade of supporting Young Professionals, **we are embarking on a journey to grow our impact, codify best practices, and drive stronger outcomes.** Built by nearly 60 staff members representing each site and department within our organization, this strategic plan is a bold invitation to Genesys Works' community to engage with us to improve the economic futures of the young people we serve. Through an ambitious \$23 million campaign, we will affect change and better lives across the country by advancing our distinctive educational model to its full potential.

We now have the opportunity and the obligation to prepare all qualified and motivated students, regardless of background or socioeconomic status, to be the type of future-ready leaders and professionals our workforce needs. Genesys Works' career-connected educational and work experiences provide a proven intervention that accelerates the progress toward economic mobility. Our vision for systemic change will illuminate pathways to success for thousands of young people to come — and **with your investment, we can make this vision a reality.**

We are doubling down on all that's best about Genesys Works to broaden and magnify our national impact.
Now is our time. Please join us.

—Genesys Works Board of Directors

GENESYS WORKS BOARD OF DIRECTORS

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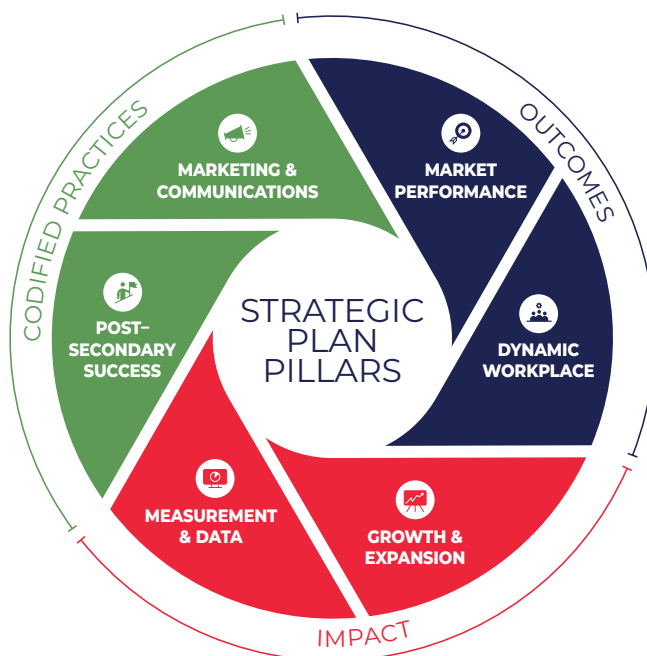
While our students hail from cities and communities across the country, the common skillset held by Genesys Works Young Professionals is the ability to bring unique perspectives into a space, thoughtfully apply their lived and learned experiences, and act in a manner that yields results.

MORE THAN EVER, the world needs such tenacious and talented leaders who reflect the communities around them. This strategic plan will nurture that next generation of leadership.

As we look to the future, our five-year strategic plan lays out a bold vision for Genesys Works — to become bigger and better in preparing the next generation of future-ready professionals and leaders. We believe that all young people, regardless of race, ethnicity, or socio-economic status, deserve an equal opportunity to reach their full potential. This plan will allow us to **ILLUMINATE PATHWAYS TO SUCCESS** for more of them than ever before.

DRIVEN BY THREE INTERLOCKING GOALS

Together, these goals create a closed loop — success in one will advance success in the next. Under each goal, two pillars have been prioritized, resulting in **six focus areas** that will further our mission in the coming years.



CODIFYING PRACTICES

Genesys Works will serve as a thought leader within the youth workforce development space. We will speak with a unified voice, internally and externally. Our unity will amplify Young Professionals' accomplishments, strengthen our partnerships, and ultimately maximize our successes.

DRIVING OUTCOMES

Genesys Works will foster a community that strives towards shared, ambitious goals. Our actions today will be for the continuous benefit of a collective future.

EXTENDING IMPACT

Genesys Works aims to cultivate systemic change for America's young people. We will serve more students in more places with our unique and proven model. Our growth will be built upon a foundation of sustainable and data-driven practices.

IMPACT PILLAR

GROWTH & EXPANSION



THE OPPORTUNITY: Genesys Works has served nearly 14,000 students in our two decades. These young professionals achieve career success and economic mobility at rates that dramatically exceed their peers. More than 1 million students will graduate high school from underserved communities next spring. More than half of those students will enroll in college or pursue a professional certification — but fewer than one in five will complete that pursuit, and improve their earnings potential. We strive to serve more students in more places with our unique and proven model.

To grow in the seven sites we currently serve, and expand to new communities, Genesys Works will implement a comprehensive and integrated approach to growing our corporate partnerships while actively exploring new sources of philanthropic investment. We will engage with stakeholders in communities across the country to identify regions for expansion where our program can make a meaningful difference.

THE GOAL: Genesys Works seeks to increase our impact by engaging more students in more places through sustainable growth and expansion.

RESULTS:

- Expansion to seven new sites, for a total of fourteen, by 2028.
- Nearly triple the number of students served over the next five years, with half of that growth coming from our current sites and the remainder coming from new site expansion.
- Standardization of site launch process, including site identification and selection, by investing in tools, processes, and personnel.
- Implementation of a strategy to strengthen relationships with supporters, including national funders in our space, individual and corporate donors, and government funding agencies.

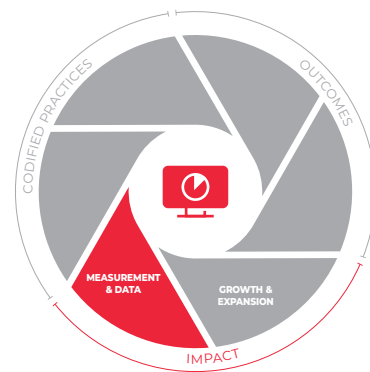
TOTAL TARGET: \$16.0M



WE STRIVE TO SERVE
**MORE STUDENTS IN
MORE PLACES** WITH
OUR UNIQUE AND
PROVEN MODEL.

IMPACT PILLAR

MEASUREMENT & DATA



THE OPPORTUNITY: Measurement and Data are critical enablers of Genesys Works' ability to record compelling objective evidence of our outcomes and continuously enhance and refine the program. We have long tracked the upward social mobility and career paths of our alumni population, referencing these successes as compelling objective evidence of our work. We now seek to grow our capacity to evaluate our performance and optimize our work by utilizing other data to make enhancements to our program and ultimately better serve our students.

Over the next five years, Genesys Works will escalate our commitment to data and build a culture where all team members view measurement as an opportunity for improvement. We seek to foster an organizational belief that data is everybody's business. We will accomplish this by further integrating our program and measurement teams, creating greater consistency in programmatic design and delivery, and enhancing tracking of programmatic input and outputs.

THE GOAL: In order to enable our growth, sustainability, and impact, Genesys Works will build an enhanced understanding of successful interventions that enable the strongest outcomes through a robust commitment to measurement and data.

RESULTS:

- Launch of Impact Leads team to further integrate evaluation into the Genesys Works ecosystem and foster a culture of measurement.
- Establishment of longitudinal database and implementation of data visualization tools.
- Recognition of Genesys Works as a thought leader in our space in supporting young adults from under-resourced communities to successfully transition from high school to successful careers.
- Improvement in rates of responses to Young Professional and alumni surveys.
- Demonstration of expertise at outcome optimization through iterative improvement, including the development of predictive student analytics.
- Stronger programmatic outcomes, driven by data-informed interventions in our curriculum.
- Clear articulation of our Theory of Change.

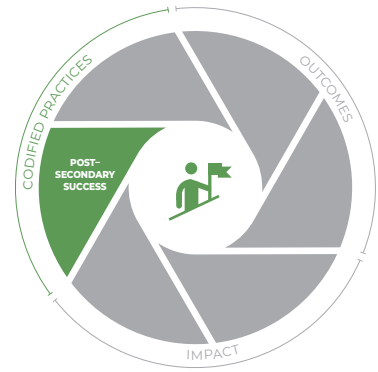
TOTAL TARGET: \$1.1M

A man with dark hair and glasses, wearing a light blue button-down shirt, is seated at a wooden desk in an office. He is looking off-camera to the right with a focused expression. His hands are on a black keyboard and mouse. The background is a blurred office environment with other workers and computer monitors. A semi-transparent green box with white text is overlaid on the left side of the image.

WE WILL ESCALATE
OUR **COMMITMENT
TO DATA** AND BUILD
A CULTURE WHERE
ALL TEAM MEMBERS
VIEW MEASUREMENT
AS AN OPPORTUNITY
FOR IMPROVEMENT.

CODIFIED PRACTICES PILLAR

POSTSECONDARY SUCCESS



THE OPPORTUNITY: Genesys Works has provided opportunities to nearly 14,000 Young Professionals since our establishment in 2002. Over that period, the post-secondary pathways available to young people have changed dramatically — and will continue to do so. Now more than ever, it is critical that students have access to robust resources and coaching to enable informed decisions about their futures after high school.


As Genesys Works enters into a period of rapid scaling, we seek to embed proactive, high-impact programming across the network that Young Professionals can rely upon as they complete their internships and pursue their next chapters. In doing so, we aim to increase alumni engagement, engage partners to amplify our impact, and better monitor students’ progress towards goals to inform future supports. We will achieve this through enhancing data capture procedures, investing in additional alumni support staff, and ensuring consistent delivery of core curricula across the organization.

THE GOAL: Genesys Works will codify proactive interventions and opportunities that maximize successful postsecondary outcomes for both Young Professionals and their communities of supporters.

RESULTS:

- Integration of College and Career Coaching (CCC) into internship, with 95% of students in attendance for CCC.
- Improved support for post-secondary planning, with 99% of students having defined postsecondary plans upon completing their Genesys Works internship.
- Increased access to financial aid, with 40% increase in students completing Free Application for Federal Student Aid (FAFSA) applications.
- More funds secured for pursuing postsecondary education, as evidenced by a 40% increase in students receiving scholarships.
- Establishment of four national partnerships with organizations supporting postsecondary success.
- Increased percentage of alumni earning \$55k or above market median income 7-years post graduation.

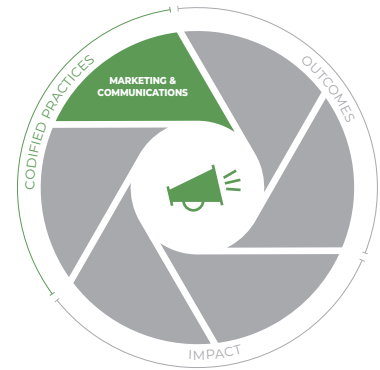
TOTAL TARGET: \$1.4M



WE BELIEVE IT IS
CRITICAL THAT
STUDENTS HAVE
ACCESS TO **ROBUST
RESOURCES AND
COACHING** TO
ENABLE INFORMED
DECISIONS ABOUT
THEIR FUTURES.

CODIFIED PRACTICES PILLAR

MARKETING & COMMUNICATIONS



THE OPPORTUNITY: Genesys Works has celebrated impressive outcomes for our Young Professionals for over two decades. As we enter a season of growth, both in our existing markets and in new geographies, it is increasingly important that we tell an effective and compelling organizational story that reaches beyond our existing network.

Genesys Works aims to elevate our brand awareness through an enhanced marketing and communication strategy that results in increased recognition of our thought leadership and learning agenda. We will accomplish this by building campaigns for each Genesys Works moment and leveraging them to celebrate our organizational accomplishments. Furthermore, we will empower our community to speak on Genesys Works' behalf by investing in communications training and a storytelling toolkit for staff, supporters, and champions to leverage.

THE GOAL: Genesys Works will speak with a unified voice, sharing our successes in a manner that celebrates our Young Professionals' accomplishments, attracts and retains partnerships, and ultimately promotes growth and expansion.

RESULTS:

- Codification of organizational campaigns that celebrate programmatic milestones while amplifying key messages.
- Establishment of a robust set of measurements and outcomes, in partnership with Measurement & Evaluation Team, for broad communication with stakeholders.
- Creation of a media and communications repository.
- Updated website to better reflect all stakeholders' perspectives and needs.
- Curation of an active network of supporters who amplify our brand.
- Development of communications training and storytelling toolkit for staff, supporters, and champions.
- Recognition of Genesys Works as a thought leader in our space, as measured by a 20% increase in requests to speak publicly or engage in press opportunities.
- Increased brand awareness.

TOTAL TARGET: \$1.0M



WE WILL **ELEVATE
BRAND AWARENESS**
THAT RESULTS
IN INCREASED
RECOGNITION OF
OUR THOUGHT
LEADERSHIP AND
LEARNING AGENDA.

OUTCOMES PILLAR

MARKET PERFORMANCE



THE OPPORTUNITY: At Genesys Works, we aim to achieve consistently high performance that reflects the perspectives of our stakeholders, including: our Young Professionals, School Partners, Community Supporters, Funders, and our Corporate Partners. As we prepare to launch in new markets in the next five years, it is increasingly important that we understand the factors that enable us to reach our aspirational goals and codify those factors for emerging sites.

Defining high performance and assessing performance against standards will enable us to better understand our outcomes and collaboratively develop tactics to improve. It will also allow us to mitigate risk in existing sites, thus better preparing us to be bold in establishing new Genesys Works locations across the United States. This iterative process of assessment and course correction will ensure that we learn from existing best practices and share those learnings broadly. We will be better informed about when to create custom processes to address unique local challenges. Ultimately, it will enable us to achieve a consistent pattern of high performance that exceeds the expectations of our stakeholders.

THE GOAL: Genesys Works seeks to increase reported satisfaction for all our stakeholders through a deeper understanding of results and impacts, culminating in enhanced participation in Genesys Works' mission as a result of this work.

RESULTS:

- Greater understanding of performance requirements by stakeholder, driving tighter alignments of functions with performance outcomes.
- Honed data collection practices that remove barriers to reporting and streamline information capture.
- Consistent and strong performance on key performance indicators, showing less than 10% variability across markets.
- Implementation of a consistent performance planning and review process, resulting in deeper understanding of how to drive performance improvement when required.

TOTAL TARGET: \$1.6M



WE WILL ACHIEVE
A **CONSISTENT**
PATTERN OF HIGH
PERFORMANCE
THAT EXCEEDS THE
EXPECTATIONS OF
OUR STAKEHOLDERS.

OUTCOMES PILLAR

DYNAMIC WORKPLACE



THE OPPORTUNITY: Genesys Works prides itself on attracting and retaining top talent. The recent shifts in national labor markets require our focus and attention to ensure that we continue to cultivate a strong workforce and dynamic workplace. Because research shows that engaged employees are more productive and have lower turnover, we believe that investing in our staff will yield more support for our mission and our Young Professionals.

Over the next five years, we will cultivate an increasingly equitable workplace that fosters growth and continuous improvement. Genesys Works will achieve this through increased cross-functional interactions, clear pathways for personal and professional development, strong performance expectations and measurements, and a sense of community across the organization.

THE GOAL: Genesys Works seeks to increase our staff members’ belonging, retention, and organizational confidence through a dedicated and consistent approach to staff engagement.

RESULTS:

- Codification of equitable processes throughout all steps of the employee lifecycle, including standardized training opportunities, career maps, and promotion processes.
- Utilization of staff development plans to ensure leadership opportunities for BIPOC employees.
- Measurement and coaching on cultural competencies, driven by the Intercultural Development Inventory.
- Enhanced opportunities for connection and belonging through staff gatherings and Employee Resource Groups.
- Improved reflection of the communities we serve, as evidenced by a 25% improvement in BIPOC demographics across all levels of the organization.
- Increased sense of belonging, as evidenced by a 25% improvement in engagement scores.

TOTAL TARGET: \$1.9M

A smiling man in a dark suit, purple checkered shirt, and dark tie is holding an orange book. He is looking towards the left. A woman with dark hair is partially visible on the left side of the frame. The background is a blurred indoor setting, possibly a library or office.

WE BELIEVE THAT
**INVESTING IN OUR
STAFF** WILL YIELD
MORE SUPPORT
FOR OUR MISSION
AND OUR YOUNG
PROFESSIONALS.

CONCLUSION

A CALL FOR SUPPORT



Genesys Works has a remarkable history of advancing successful economic outcomes for the thousands of Young Professionals we've served in the past two decades. However, an exceptional past is worth little without an investment in the future. The leaders of tomorrow require more from us — today. The pace of change is accelerating, and the challenges are increasingly complex. With your support, we can set thousands of Young Professionals up for successful and economically independent futures. These investments in our future will ultimately benefit all of us.

I invite you to join our efforts. Your support is pivotal in expanding our reach and creating meaningful change. **Here's how you can help:**

1. MAKE A DONATION:

A gift in support of the strategic plan is an investment in our future, the future of those we serve, and the future of all youth who stand to benefit from career-connected learning on their paths to economic mobility. By investing in this bold vision for systemic change, you will be advancing opportunities for thousands of young people to come.

2. BECOME AN INTERNSHIP PARTNER:

The work we do is not possible without the close collaboration of our corporate partners. By connecting with Genesys Works, your company can provide a transformative year-long internship to qualified young people while expanding the pool of talent that will advance your future business needs.

3. SPREAD THE WORD:

Share this strategic plan with three people in your network who know that young people need greater access to career pathways. Your network can amplify our impact.

With your support, Genesys Works is poised to dramatically amplify our impact over the next five years. We hope you will join us as we prepare a new generation of leaders to tackle today's challenges and stride boldly towards the decisions of tomorrow.

Onward,
Jeff Artis
Genesys Works
President & CEO

A large, stylized handwritten signature in black ink, appearing to read 'J. Artis'.

RISKS & MITIGATIONS STRATEGY

Even the best laid plans face risks, some seen and some unforeseen. As we stride towards the future, we acknowledge the challenges that may lie ahead and offer solutions to address them.

An emerging challenge impacting individuals in mid-tier markets is a lack of public transportation options. Genesys Works' Young Professionals often do not live in neighborhoods that are directly connected to the economic engines of their communities. We have launched multiple mitigation strategies in existing sites, including partnerships with ride-sharing companies and the purchase of a Genesys Works shuttle bus, that could yield workable solutions in new markets.

At a local level, Genesys Works navigates the constantly changing landscape of school systems. Our program requires a high degree of flexibility in scheduling. Increased pressure on school districts can result in decreased opportunities for students to pursue unique pathways available to them,

such as Genesys Works' paid internships. We will mitigate this risk by strengthening our relationships at the district level and advocating for the systemic recognition of internships as meaningful educational experiences.

Across industries, we seek to combat a short-term mentality that can be found in parts of corporate America, leading some to prioritize quick wins over sustained strategic planning. The appeal of immediately hireable talent is undeniable to many companies. Genesys Works utilizes our platform to communicate the need to invest in young people early, thereby creating a pool of talent which fills talent pipelines in the long-term. Without that investment, employers will experience even greater challenges in hiring years down the line. We will continue to plant seeds of change by maintaining close relationships with our corporate partners, cultivating opportunities for robust conversation, and supporting the development of long-term talent solutions.

Nationally, the risk of economic downturn cannot be ignored. Genesys Works has already implemented a mitigation strategy with the establishment of the Richard G. Rawson Family Endowment, which will support our work long-term. Aside from financial investment, corporate partnerships to sustain growth will be crucial to achieving our goals. External market factors like higher unemployment and lower corporate profits can become barriers during challenging financial periods. We prepare for less ideal market conditions by tapping into the expertise of our corporate partner community to anticipate coming trends.

Genesys Works has a history of tenacity and agility. The greatest barrier to our 2020 strategic plan — a global pandemic — was unforeseen, and we are proud of the many successes accomplished under that plan. By remaining nimble, we can persist through unforeseen challenges.



**GENESYS
WORKS.**

WHERE TOMORROW'S WORKFORCE BEGINS
GENESYSWORKS.ORG

