

## APIASF Business Plan Framework

### Executive Summary

In the next few years, APIASF will continue to increase opportunities for AAPI students throughout the U.S. and the Pacific Islands to access and succeed in higher education, while helping to strengthen the communities where the current 150 AANAPISI campuses are located.

APIASF plans to scale from the current four institutional partners to the rest of the group of funded AANAPISI campuses that are doing remarkable work developing programs and campus support mechanisms supporting AAPI students. Twenty-one institutions today have received funding and this is our initial target group of campuses, as well as the communities where they are located. From there, the next step would be to engage the 56 designated but unfunded AANAPISIs. APIASF's aspirational long-term is goal is to work with all 150 funded, designated or eligible AANAPISI institutions throughout the U.S. and Pacific Islands.

### Growth and Outcome Targets and Strategies

The following table summarizes a plan that scales existing APIASF scholarship revenue and projections with an approximate amount of increased capital required to scale up to support students over the next six years at the 77 funded and designated AANAPISIs in the U.S. and Pacific Islands. APIASF's intention is to continue until partnerships are established at all 150 AANAPISI institutions.

Year	Amount of money needed
Year 1	\$2,850,400
Year 2	\$2,716,400
Year 3	\$6,486,400
Year 4	\$6,517,900
Year 5	\$8,591,900
Year 6	\$8,591,900
<b>Total over six years</b>	<b>\$35,754,900</b>

The total budget needed to achieve APIASF's scalable plan for the next 6 years is \$35.7M. For the first year APIASF will need approximately \$2.8M in incremental funding to expand from the four institutions we are already partnering with to all 21 AANAPISIs that have received federal funding.

An additional 56 campuses have applied for, and have been "designated" by the U.S. Department of Education, as qualifying as AANAPISIs. Scaling to this additional group of AANAPISIs over the following 2 years will require another \$9.2M in incremental funding. The total budget, assuming APIASF develops partnerships with these 77 funded and designated institutions over 6 years would be \$35.7M, with 4,620 scholarship awards.

Below is an overview of the AANAPISI project budget for the next six years. APIASF developed a six-year approach to help ensure the quality of work in reaching the goal of building vibrant communities. The six-year approach allows APIASF to see the first group of 4-year scholarship recipients that are awarded in year two through to the completion of their programs and to evaluate degree attainment.

The projections below reflect the entire award amount per student for the number of newly awarded Scholars per institution each year of the project. For instance, the total \$5,000 that is awarded for the two-year scholarship is counted in the first year when the student is selected and then distributed in two parts according to our scholarship process. This means that the entire amount of every scholarship is captured at the time of the award.

## Project Budget

	<b>PASS FUNDED</b>	<b>AANAPISI UNFUNDED</b>						
	<b>Year 0</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>TOTAL AWARDS</b>
Total Number of AANAPISI Institutions	3	21	21	56	56	77	77	
Number of newly awarded scholars per Institution	50	15	15	15	15	15	15	
Total Number of AANAPISI Scholarship Awards	150	315	315	840	840	1155	1155	
Total \$2,500 x 2-Year Awards	150	315	315	645	645	885	885	3690
Total \$2,500 x 4-year Awards	0			195	195	270	270	930
<b>TOTAL SCHOLARSHIP AWARDS</b>		<b>315</b>	<b>315</b>	<b>840</b>	<b>840</b>	<b>1155</b>	<b>1155</b>	<b>4620</b>

### APIASF/AANAPISI Scholarship Program

		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Total</b>
<b>Direct Costs</b>	<i>Awards</i>	315	315	840	840	1,155	1,155	4,620
	<i>2-year</i>	\$ 1,575,000	\$ 1,575,000	\$ 3,225,000	\$ 3,225,000	\$ 4,425,000	\$ 4,425,000	\$ 18,450,000
	<i>4-year</i>	\$ -	\$ -	\$ 1,950,000	\$ 1,950,000	\$ 2,700,000	\$ 2,700,000	\$ 9,300,000
<b>Total Scholarship Award Amount</b>		<b>\$ 1,575,000</b>	<b>\$ 1,575,000</b>	<b>\$ 5,175,000</b>	<b>\$ 5,175,000</b>	<b>\$ 7,125,000</b>	<b>\$ 7,125,000</b>	<b>\$ 27,750,000</b>
	<b>Indirect Costs</b>							
Research Staff Salaries/Care Team		\$ 217,800	\$ 217,800	\$ 257,800	\$ 282,800	\$ 282,800	\$ 282,800	\$ 1,541,800
APIASF Personnel Salaries		\$ 267,600	\$ 267,600	\$ 297,600	\$ 297,600	\$ 297,600	\$ 297,600	\$ 1,725,600
<b>Total Salaries</b>		<b>\$ 485,400</b>	<b>\$ 485,400</b>	<b>\$ 555,400</b>	<b>\$ 580,400</b>	<b>\$ 580,400</b>	<b>\$ 580,400</b>	<b>\$ 3,267,400</b>
Travel		\$ 100,000	\$ 150,000	\$ 200,000	\$ 200,000	\$ 300,000	\$ 300,000	\$ 1,250,000
Consultans		\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 420,000
Events and Meetings		\$ 165,000	\$ 165,000	\$ 210,000	\$ 210,000	\$ 230,000	\$ 230,000	\$ 1,210,000
Occupancy		\$ 150,000	\$ 156,000	\$ 156,000	\$ 162,500	\$ 162,500	\$ 162,500	\$ 949,500
Office Expenses		\$ 25,000	\$ 30,000	\$ 35,000	\$ 35,000	\$ 39,000	\$ 39,000	\$ 203,000
IT/Application Development & Maintenance		\$ 50,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 150,000
AANAPISI Scholar Data/Database Development		\$ 200,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 375,000
Other		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000
<b>Total</b>		<b>\$ 790,000</b>	<b>\$ 656,000</b>	<b>\$ 756,000</b>	<b>\$ 762,500</b>	<b>\$ 886,500</b>	<b>\$ 886,500</b>	<b>\$ 4,737,500</b>
<b>Total Indirect Costs</b>		<b>\$ 1,275,400</b>	<b>\$ 1,141,400</b>	<b>\$ 1,311,400</b>	<b>\$ 1,342,900</b>	<b>\$ 1,466,900</b>	<b>\$ 1,466,900</b>	<b>\$ 8,004,900</b>
<b>TOTAL BUDGET</b>		<b>\$ 2,850,400</b>	<b>\$ 2,716,400</b>	<b>\$ 6,486,400</b>	<b>\$ 6,517,900</b>	<b>\$ 8,591,900</b>	<b>\$ 8,591,900</b>	<b>\$ 35,754,900</b>

Over time, as APIASF secures additional funding and develops a sustainable financial model, APIASF will be the national organization with definitive linkages to all AANAPISIs and to the communities that serve and support them.

### **Interim Goals**

Considering economies of scale, APIASF will judiciously ramp up the number of AANAPISI scholarships and partner with qualified and funded AANAPISIs. As a first interim goal, APIASF envisions a partnership consortium with the first 21 funded AANAPISIs.

As a key mechanism for success, APIASF plans to develop capital campaigns around the communities where AANAPISIs are geographically located. As an example, three AANAPISI campuses---De Anza, Mission College and San Jose State University---are all located within 10 miles of each other in the greater San Jose, California area. APIASF will identify and confirm industry and community partners who are economically vested in the success of the valued Asian American and Pacific Islander human capital resource, and also vested in the success of the AANAPISI institutions who serve the community's economic success.

As AANAPISIs are recognized and become part of the nation's minority serving institution vernacular, and as the nation acknowledges that AAPI students need educational support just as other historically underserved communities, a larger group of AANAPISIs will be funded, each conducting needed programmatic support for AAPI student success. APIASF will be a key part of the national investment to increase persistence and college completion, facilitate ongoing dialogue between institutions and the sharing of best practices, and improve academic attainment data.

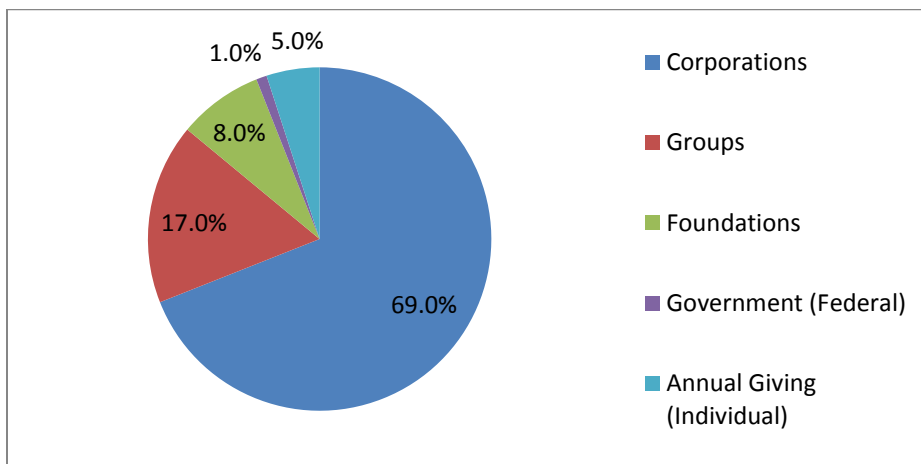
## Infrastructure and Community Development

APIASF will develop the comprehensive analysis of the targeted AANAPISI campuses and communities they serve, and identify the fund development opportunities that are available to support increase scalability efforts. APIASF will also conduct a deeper analysis of our infrastructure requirements.

## Current Sources of Revenue

In an effort to ensure sustainability and to respond to the demonstrated community needs, APIASF has made it a priority to diversify funding sources. Apart from the funding received specifically for the GMS program, APIASF maintains a growing number of other corporate, foundation and individual supporters. Just four years ago, the vast majority of this pool of funding came from our corporate partners. Today, APIASF has an increasingly diversified annual revenue stream which includes a fast-growing number of private foundations, individual and government supporters. Groups include other non-profits, higher education institutions and group membership organizations and associations.

### APIASF Exclusive of the Gates Millennium Scholarship Program Fiscal Year 2011-2012



## Capital Requirements

As APIASF continues to grow, there are important capital requirements that need to be considered. Over the past few years, APIASF has made significant investments in data collection and tracking systems, office space as well as IT infrastructure and equipment improvements. These investments will provide scalability as the organization continues to expand over the next few years.

With the expansion of AANAPISI and community partnership planned over the 5 years, APIASF's seeks to nearly double its headcount. An additional 10-12 full-time employees are required in order to support various departments, as well as an entirely new department that will manage the AANAPISI program outreach, overall organizational knowledge management and research functions. Additional office space, as well as workstations and equipment will be necessary.