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*Outstanding Academic Paper by Students*

**AFTER SCHOOL PROGRAM CASE STUDY**

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**Abstract**

This paper tries to apply the scientific approach of a case study in the field of non-profit organization. Scrutinizing the environment, giving a clear mission of the organization and the destination point, this case makes the use of the tools for the efficiency and the success of the case. NPO in strategic planning are not excluded to apply the dynamic business approach. Discussion and input from other point of view has helped to reconfirm the vision of the NPO.

Keyword : non-profit organization 、 NPO



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## **Introduction**

The “After school program” is facing a great financial problem. Despite of the service render so far, the income cannot balance with the expenses. This case tries to seek to the reason and provide solution to the case.

### **A. Problem definition**

The “after school program” is a project we have launched last February to help poor and needy of our neighbor in carrying for children homework.

The goal of our NPO is to bring relief to the low income single parent/migrant families by offering the care of their children after the normal class hours. Our organization cares for home-work and tries to seek improvement in student studying process.

➤ Our Mission Statement:

Improve students’ ability in Chinese, math, social, English, especially those from migrant parents.

Student’s success is parents’ expectation. And parents’ satisfaction is our mission. In other word, our mission statement is to bring satisfaction to single and migrant parents by improving their children studying score. Our NPO being or coming to exist is to bring satisfaction to single and migrant parents of our neighborhood.

➤ Organization Attributes:

What is our Organizational Attributes: As the Manager of this project, I expect people involved in this project to get to know the guiding spirit behind this project; mostly we are not here for profit seeking and everyone should and have to feel at home; no matter of their social class or background. In short, I would like this NPO be a new home of hope for both parent and students, and teachers in charge should behave accordingly.

➤ Value Propositions:

Value high value parent support by sending their children to our care and we high value our teachers' contributions to the success of this project. At this point, we would clarify that parents' responsibilities are not only sending children to our center, we will keep weekly contact with parents for checking their feedback regarding the progress or any stranger behavior from the children. So that both part can work hand-to-hand for the good of the children.

➤ Destination Points:

Our NPO would like within a year, to be financially sound and to carry out more services for the children, aside of checking their homework, to improve their skills in organizing recap class in: Math, Chinese, English, and Music and so on.

**B. Where are we now?**

After four months of running the program, we have tried to improved students homework. Parents' feedbacks are much encouraging. This has improved drastically.


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At the present situation, we have:

- On Students side, we have 14 students, from grade 1 to 6.
- The 14 are from 13 different families; among them 10 are single parent families.
- From the 13 families, 3 are migrants: Vietnamese (2), Indonesian (1).
- The registration fee is free from charge.

And, we have one supervisor and two teachers we follow homework and related activities held in the center.

### Service schedule

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- The program is run as all ordinary “after school program”; from Monday to Friday.
  - Monday, from 12 ~ 19.30pm
  - Tuesday, from 16 ~ 19.30pm
  - Wednesday, from 12 ~ 19.30pm
  - Thursday, from 16 ~ 19.30pm
  - Friday, from 16 ~ 19.30pm

Financially speaking, we are down. Since our service is free from charge, each month we have to spend 45,000 NT for the running of the program; NT 30,000 for the teachers' salaries (3 people x 10,000) and 15,000 NT for transportations and meal.

So far, the money, we have spend came from the Parish funds, which stand for NT800,000. For the long run, the project should have its own funds, not mingling with the Parish funds.

**C. Diagnosis**

After scanning the neighborhood comprise between Wu Quan Road, Da Ya Road, Taichung Port Road and Jian Xing Road, located in the North District of Taichung City, we realize that they many single/migrant families with low income that prevent those family to offer a normal education program to their children. Meaning to say, after the normal school program children are back home, when other go the crammer school program. This affect children result as well. Apart from that, we have noticed also students' morality is fading; when they are home parents' cannot do anything, children spend time playing outside or video gaming.

To bring a relief to this problem, we thought to offer an alternative solution to those parents'; they can bring their children to us for free of charge and we will provide the care students' need.

Putting this in the perspective of cause-effect analysis, we have:

Causes	Effects	Results
Low income, Migrant Parents inability to follow children homework, children low performance in school, children low morality behavior.	Need of free After school program, Parents unable to control their children, children class score are poor, children spend more time on video gaming,	Financially not sound, since the income registration is free of charge, program brings relief to parents', and improves children class score.

#### D. Concepts and frameworks

The lack of financial support is a major cause in this project and would prevent the project to carry out all planned schedules. If the problem is tackled in an appropriate way, that will solve at once all the problem.

During the discussion ideas came in different angles such as:

- Cooperate with local University;
- Apply for government support;
- Cooperate with some Enterprises’;
- Use of Mass media;
- Attend some public Activities like in “Gong Yi Park”,
- Charge NT100/hour,
- Asking donation from politicians,
- Ask church member to cook lunch o save food cost,
- Holding dinner party as fundraising activity,
- Asking individual for support,
- Go for web marketing, using story telling in Mass media,
- Invite church members to donate things for ,
- Sell cookies or cake...

During the discussion the concept of cutting down the cost emerge from many proposals. Cooperating with nearest Universities or High School students is among them. In fact, we have made a formal contact with the “National Taiwan University of Education, Taichung branch” and “The China Medical University Hospital” for cooperation. The first one has posted our request from their board and in a result, three universities students are now volunteering in the program. They come every Wednesday, Thursday and Friday, according our program. And the second one has no positive response since they held the same program within the University every Monday only. Here the problem remains, in the sense University students are a temporary help. During vacation time or examinations time, university student are busy alike.



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Another way of cost down was to invite church member to volunteer for cooking meal for children. The window opening for this opportunity is very small since, most of the members are working and those remaining in house are in certain age and don't cook by themselves.

Another cost down proposal was, to cut transportation service. Since the financial situation is not yet sound keep holding the transportation service appear to go over NPO resource. It will be reasonable to cut of this service for the time being. Taking a walk from the school (Jian Xing Elementary School, or Du Xing Elementary School) takes only 10 to 15 minutes to the Center. And this a normal student can do as a part of physical education.

Another concept that has emerged from discussion was increase income: this has taken many forms such as: charging NT100/hour. This will be the opposite of the being of this project. The project wanted to bring relief to low income single/migrant parent by offering free from charge. If we start charging, even though cheaper comparing with other crammer school, there is the fear of losing the essence of NPO to seeking profit. This idea seems to be inappropriate.

In the perspective of increase income, there is a proposal of applying for government subsidy. We have contacted the Social Department of Taichung City Government and they were pleased by our initiative and they have shown their verbal support to the project. In return they have asked us to comply with government regulation, meaning to say aside of application form and details about the project, we should provide the testimony of the safeness of the place, confirm by an authorized agency. We are working on that and soon the application with related documents will be submitted to the Social Department of Taichung City Government.

Another idea is to collect second-hand stuff for reselling to support the project. We have just started collecting different stuff and soon, the retail shop will open.

Another idea was to contact private sector or Enterprises for support. This supposes that a well prepared project plan should be done and communicated with them. The same will be done for politician

Another idea was the use of Mass media, such as Face book, blog, and so as Internet marking service. Although social media has evolved rapidly, still there is a question of credibility of the source. Many scams nowadays are using these social media. As we are considering following the trend, we are prepared to disclose our identity such phone number, address, and some pictures of the activities held by the center.

### E. Decision Analysis



#### ✓ Options:

Among the ideas that come from the discussion and proposals, some are feasible some are not. Here we only retain the feasible options such as: cooperation with National Taiwan University of Education, to include our center as an exposure for University students.

Cut off the transportation service for the time being to lessen to expenses of the program.

To increase income: apply for government subsidy and to private Enterprises for support with a possibility of delivery tax deduction invoice.

#### ✓ Criteria

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The criteria that we have based our options are first of all, in everything we should keep in mind our Mission Statement; why are we here? We are here to bring relief to low income single/migrant family by taking care of their children after the normal school program. We do not seek profit and we do want parent satisfaction by improving students' ability in their homework and school score.

Another criterion is to do things that will not cost much to the NPO, keeping thing in reasonable ranger. Put the unnecessary expenses out.

Increase our income by applying subsidy to the government and private sectors. It means communication with donors. What information is needed? Our plan should include some basic information about what we are doing. What categories of people we are serving, especially the percentage of the low single/migrant families coming to our center? How did we come to know them? Or how did they come to know about the program? (Through the chef neighborhood).

How would we like them to react? We would like the government and private sector to be sensitive to the situation and support us financially so that we can carry out our project.

### ✓ Actions

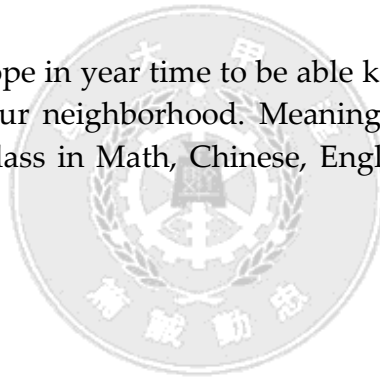
Our Actions consist to have a strategic communication, where in the government and private businessmen are the principal target we wanted them to know about our organization. Even though the school semester is coming to the end, I wish to keep contact with the Social Department of Taichung City Government for the next semester, as well as for the private sector. So that the next school year to "After school program" stand financial sound.

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We have started to put out the transportation service. Till the end of the remaining two months we will be able to see how much did we save from this service.

A follow up of some step will be held to monitor the improvement: rewriting of the project with some basic information and requirement to comply with regulation; contact some local businessmen of the area for their support; contact some foundation for the same purpose, as well as opening a retail shop for second-hand stuff to increase to project resources. The follow up will provide also an adjustment if needed.

With this action plan, we hope in year time to be able keep servicing low income single/migrant parents of our neighborhood. Meaning to say, to be financially sound and provide recap class in Math, Chinese, English, Music, and Social to our students.



### **F. Conclusion**

The study of the “After School Program” case has provide us a time to scrutinize the well being of our NPO and those who will be impacted by our service. The outcome of this strategic plan will be a result of a constant dialogue within the organization and with the outside the organization, especially when change is mostly requested. We are clear about what we are and what we need to achieve.

## **Biography**

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