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EVENT DETAILS

INTRODUCTION

'Do not wait for leaders; do it alone, person to person.' ~ Mother Teresa

Teach For India is a nationwide movement of outstanding college graduates and young professionals who will commit two-years to teach full-time in under resourced schools and who will become lifelong leaders working from within various sectors toward the pursuit of equity in education.

Be The Change would test the HR and marketing skills of the participants to recruit a team of leaders to bring about change in the Indian education system. It is about the promotion, publicity and recruitment for the fellowship program at TFI.

The event is a single round event and is entirely online. The teams are required to submit a case analysis and are required to answer the case questions.

EVENT FORMAT

CASE (REFER APPENDIX)

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THE THEORY OF CHANGE

Teach For India believes that in order for the country to achieve educational equity for all children, we need a movement of leaders across sectors who are committed to and will work toward ensuring that every child in India receives an excellent education.

- To build this movement of leaders, Teach For India recruits India's most outstanding college graduates and young professionals to serve as teachers in low-income schools for two years. In the short run, these young leaders act as a source of dedicated teachers in government and low-income private schools. Teach For India provides resources, training, and support to the Fellows so they can employ innovative teaching strategies and maximize their effectiveness in the classroom. During the two-years, Fellows gain important knowledge and experience of India's educational system and its challenges, which enables them to provide solutions to problems faced within their classrooms and school communities.
- In the long-run, Teach For India will build a powerful and ever-growing leadership force of alumni who, informed by their experiences and insights, will work from inside and outside the educational system to effect fundamental, long-term changes necessary to ultimately realize educational opportunity for all. Upon completion of their two years of service, Teach For India Alumni will collaborate through the organization's Alumni Network, and regardless of the career path they choose after their Teach For India Fellowship, will work toward fighting educational inequity in India

PRIZES UP FOR GRAB!!

1st Prize: Rs 5,000

2nd Prize: Rs. 3,000

TFI PPI & Goodies at stake!



ABOUT THE RECRUITMENT TEAM

The Recruitment Team is responsible for ensuring the best and brightest young people in India apply and join the Teach For India Fellowship. To that end, it conducts presentations in several colleges and corporates nationwide and internationally, drives follow-ups with high-potential candidates, as well as ensures presence in important events. The Recruitment team has 16 members of staff and engages more than 500 people across the world to facilitate its outreach and forge partnerships with important entities. In effect, the recruitment team not only ensures the continuity of the movement, but also substantially changes mindsets of the youth, parents, teachers and professionals.

IMPORTANT DATES

Round No.	Submission Deadline	Result Date (tentative)
Round 1	23:59hrs (IST); 28-Nov-11	10-Dec-11

SUBMISSION GUIDELINES

- Mail us your entries at bethechange@iimklive.com in the below mentioned format. The subject line should be <TeamName>_<UserName>_Institute

ROUND 1:

- PDF Format:** <TeamName>_<UserName>_Institute (User Name* of any one user)
- Cover Page:** Team name, member details (Name, Institute, Phone No., Registration-id* & Email id)

**User Name to be input by the user while registering for IIM K Backwaters at www.iimkbackwaters.com*

**Registration Id (any one member) should be the unique code generated during event registration*

RULES AND REGULATIONS

- Event is open to management graduate students only
- Team size should be a **maximum of 3** members
- Participants in a team must be from the same institute
- No participant should be a part of more than one team
- Each team can submit **only one entry** for the competition
- After registering for Backwaters'11 at www.iimkbackwaters.com; the participants have to **register** themselves through the online event registration portal on the site. Event registration will start on **23:59 hrs IST, 21st Nov'11**
- There must be strictly no IPR infringements in the submissions. On discovery of such infringements, the respective team(s) will be disqualified with immediate effect
- The Terms and Conditions of participation are subject to change at any time without specific notice. The amended Terms and Conditions of entry will be effective immediately upon being posted on the website. It is the sole responsibility of the teams to regularly visit the Website to read any changes
- The decisions of the organizers of the contest and the panel of judges will be final and binding on all the participants



APPENDIX: CASE STUDY – “The Kerala Social Security Mission”

TEACHFORINDIA

Hindu University: A Case Study on the 2011-12 Recruitment Cycle

Background

Teach For India is a Non-Profit Organization that offers a Fellowship which entails placing promising college graduates and young professionals in low-income schools to teach full-time for two years. The organization operates on a zero budget for marketing or branding. Understandably, the major chunk of finance is spent on stipends and training Fellows who will eventually become transformational teachers and future leaders in different sectors. Teach For India currently has 370 Fellows teaching 12000 children, from the underprivileged background, in India. It is a highly selective organization and the current Fellows were selected from over 8800 applications. The organization's mission is to build the movement of leaders who will eliminate inequity in education. This was one of the critical areas of concern for the recruitment team and especially for Rohit Mittal , the recruitment Manager (RM) of South and Samhita Joshi, Recruitment Associate (RA) handling Hindu University one of the nation's most selective undergraduate universities. In 2010, when they were handling this school, they knew they needed to shake things up there. Despite the growth Teach For India had experienced overall in the last three years, the number of Fellows from Hindu University had remained stagnant. Interestingly, the number of applications had increased significantly—from 77 to 122 between 2009 and 2011—but fewer applicants were gaining acceptance to the Fellowship. Of those who were accepted, too few were deciding to join Teach For India.

Rohit and Samhita led a team of three student representatives: campus ambassadors Alifiya Ahmed, Rahul Kumar, and Antara Sharma. They resolved to break the trend and set a goal to increase the number of Fellows from Hindu by 22% from 2011, shooting for 28 final confirms in 2012.

Pre-season Preparation

In June, prior to the beginning of the semester, Rohit and Samhita invested a significant amount of time learning about the campus culture at Hindu and determining which students should be cultivated. Both devoted several days to reading the starter kits passed down to them, grilling former team members and the ex-Campus Ambassadors, surfing the web site, and reading back issues of Hindu's quarterly student magazine, The Chronicle. Because Samhita lived in Bangalore close to Hindu's campus, she did some nontraditional research as well, such as talking to friends in Hindu's undergraduate program and hanging out in student hot spots such as coffee shops, observing and even eavesdropping.

When Samhita and Rohit felt they understood Hindu's culture and student mentality, they formulated a strategy to attack the low acceptance rate from recent seasons. Knowing that the current prospect ratings came from last year's team, they were convinced they should not move forward with other campaign activities until they were confident those activities would be directed at the right people. They went through the college database and chose 100 random high potential candidates (HPCs). High Potential Candidates who have demonstrated leadership skills, academic excellence and ability to think and plan strategically. Rohit and Samhita applied their new

knowledge of Hindu's functioning by re-rating these 100 sample prospects independently and then spent an entire day on the phone debating each rating until both RA and RM were completely normed and confident that they would rate Hindu prospects the same thereafter. Finally, they divided the remaining 500 high potential candidates in the pipeline and re-rated them all according to their team norm. This was a slow, arduous process that required long periods of concentration and at times de-prioritizing other tasks.

Satisfied that top potential Fellows were identified as exceptional and all HPCs were rated accurately, the team turned their eyes to which HPC should be e-mailed and met first by creating a "must-meet" list. They built their must-meet list based on two major observations Samhita had made about Hindu. First, the social community revolved around a tight-knit group of competitive student leaders. Second, they tend to be motivated by prestige, which leads them to compete for corporate offers at prestigious companies. The placement officer told her that, in all, 10% of the students apply for jobs in banking, consulting or finance and that competition among firms in those industries for top students is especially fierce. Interview cycles for those industries are concluded as early as August.

The first observation led her to decide to prioritize meeting with the movers tight-knit group of student leaders, regardless of their interest level in Teach For India, simply because she wanted access to their networks and needed to create buzz. The second observation led her to conclude that she needed to prioritize meeting with those inclined to apply for corporate positions (e.g., economics and public-policy majors), before they accepted offers from firms.

Working with Rohit, Samhita gathered through her exceptional prospects and picked out the elite student leaders and the economics and public policy majors. She then sent the list to her Campus Ambassador team, asked them to add and subtract names according to the criteria she laid out, and requested they note their names next to students they knew personally. Samhita set the goal of getting each of these must-meets in a meeting with Rohit by first deadline of 31st July and developed an e-mailing strategy in line with her goal.

Specifically, Samhita became obsessed with the style and content of her e-mail invites to the must-meets. She learned in training that casual e-mails tend to work best to get high potentials to the table. Keying into the composition of her must-meet list, student leaders or students focused on prestigious industries, she thought her e-mails should be more formal. She also considered that it might help to be more formal since neither she nor Rohit had attended Hindu as undergraduates and she needed to make meeting Rohit sound enticing to students traditionally faced with a lot of offers from the top corporate. She engaged Rohit and the pair spent two days before the first week of classes e-mailing back and forth with sample e-mails and using MSWord's track changes function to add detailed comments on style and content. Based on their extensive exchange, Samhita created two basic types of e-mails she would try: one casual that referred to Rohit as a "Teach For India- Member," and the other more formal, calling Rohit a "recruiter." Whichever form garnered the most responses after a week would become the default.

First Deadline

Knowing that so many of their best prospects were likely to have job offers by first deadline, they believed that success at first deadline would make or break their campaign. They worked at a furious pace between June 27 and July 31. For the first week on campus, continued to learn more about school culture by meeting with influential faculty members. In these meetings she asked for advice, assistance, and recommendations of top students. Rohit solicited roughly 20



recommendations of prospects to meet from faculty and passed those names to Samhita for use in invitations to prospects (i.e., “Dr. Shankar recommended you meet with Rohit Mittal”).

Samhita got to work on the must-meet list and began scheduling meetings. She made her invitations more compelling by re-researching each prospect before she wrote them to gather new information about key involvements: Her effort paid off: her response rate ranged between 70-90% at Hindu. Nationally, they hovered around 30%.

Rohit was impressed by Samhita’s ability to get the best of Hindu’s graduating class to meet with her. Within his first week of meetings, Rohit met with a host of outstanding seniors including the vice president of student council, the vice president of the Entrepreneurship Cell, the president of Arts & Drama Circle, the president of the robotics club!

They both realized that it was critical to meet top student leaders even if some of them were unlikely to apply to Teach For India because they could serve as key allies to the campaign. When must-meet prospects replied to Samhita saying they were not interested in Teach For India as a post-graduate option, she asked whether they would come meet Rohit to advise on the campaign given their prominent leadership positions on campus. Furthermore, Rohit thought that merely being seen talking to some of these students enhanced Teach For India’s image. Rohit networked in these meetings and secured the names of recommended friends who would be good Fellows, multiple agreements to forward listserv blurbs, access to give presentations in front of major student organizations, and even co-sponsorship of an event in December. For the prospects who were personally interested in Teach For India, he devoted over four hours each night drafting and sending tailored follow-up e-mails with additional information and connections to relevant alumni.

Meanwhile, Samhita held very high expectations for her Hindu’s Campus Ambassador’s team. They were a driven group of students motivated by competition. She played to their motivation by sharing that Ramjas held the record for recruiting the most Fellows to Teach For India in a given year. They adopted the mantra “Beat Ramjas!” and set a goal to give more student organization presentations and classroom announcements than any other team in the country to raise awareness about Teach For India and the July 31 application deadline. Collectively, the team presented to one-sixth of the entire student body by first deadline. This enhanced the recruitment campaign for the remaining deadlines, as most prospects with whom Rohit met mentioned hearing about Teach For India in a presentation.

Hindu’s cultural fest was in late July and Teach For India was provided with a booth for reaching out to many more students. Despite his team’s effort to have a formal and prestigious reputation on campus, Rohit felt overshadowed when he saw that his table was in the back corner and that his display was discouraging.

But the team’s hard work paid off and the fest was a huge success. For five hours, the crowd surrounding the Teach For India’s table was four students deep. Over 100 students left behind their resumes and contact information, indicating they were interested in meeting individually. In fact, Teach For India’s table was so popular at the fair that The Chronicle mentioned it by name as being a primary attraction in their write-up of the fest. Samhita and Rohit theorized that the fair was successful due to several factors, including the Campus Ambassadors flurry of classroom and student organization presentations, well-placed print advertisements in the fest brochure, and word-of-mouth interest generated by building relationships with multiple high-profile student leaders.

Two days later, Teach For India held its first official event of the season, an information session. Attendance at the event was on-par with the prior year’s attendance, however, an encouraging 70%



of attendees were seniors (nationally, roughly 50% of event attendees in 2010-11 were seniors). Rohit worried that this solid but lackluster event attendance was an ominous foreshadowing of disappointing deadline results.

The night of first deadline hit and all five Hindu team members were on e-mail late into the evening sending status updates and trying to figure out who had applied. When the final numbers came in, the team was stunned. More prospects applied from Hindu than from any other school in the country. Forty-one applied, including roughly 30 who had met with Rohit. Rohit was pleased with the early victory but wondered if this pace was sustainable for the remaining three deadlines.

Problem Statement (No Word Limit)

- Devise a plan on how Teach For India should invest the entire team at Hindu University for the next 3 deadlines.
- How can Teach For India reach out to other stakeholders in the University/educational system in order to sustain the surge in number of applicants for the subsequent deadlines?
- Suggest a completely different approach that could have been used by Rohit and Samhita to get more applications for the Fellowship.
- How can Teach For India make its Fellowship aspirational for students from the premium university?

