This is a company is is fast growing startup with all employees (100) joining. If successful, 4-5 times more people will be there next year. I\'m a part-time advisor to the company chosen for my record of repeated success in the field. \r\n\r\nI have an outline and would love someone with experience to make sure I\'m going in right direction with the draft and to polish it up, Ideally with slides. \r\n\r\nDo you do this or am I dreaming.\r\n\r\nMy notes are below:\r\n\r\nBefore I get started and talk a little bit about me, I’d like to talk a little about you. You are extremely lucky. You get to come to work every day and change people’s lives. You get to do that in a company that cares about its customers, delivers a high-quality product, and is growing extremely quickly. Because of all that, you have incredible opportunity to develop your own career. This is remarkably unusual and should take full advantage of it.\r\nHow do you learn from a meeting like this?\r\n Yu hear good anecdotes, you get motivated, you may even get excited. You hear someone talking about their part of the business, or about the world in general, and it triggers an idea about what you do. What do you do with that? Here’s a simple thought – as soon as you can – right now if you want – have a piece of paper divided into 3 sections. The top is things I can do differently next week. These are simple things that make you better on Monday when you get back to the office. The middle is things that will make you better next month. Maybe its an idea you need to work on but it is something that you are motivated to do that will make you better at your job. And the bottom is stuff that will make you better next year. It probably has nothing to do with your job but it is something you want to get better at. Perhaps the CFO is talking about the company’s balance sheet and realize you don’t know the difference between a balance sheet and balance beam. And it is an area you want to improve yourself. \r\n Your goal in a two-day meeting like this is to end up with two small, actionable thoughts in each area. For me – it was always a way to capture the brainstorming that happens in our own brains when we get away from the day-to-day.\r\n\r\nI have been remarkably lucky to have been part of two very successful educational technology companies, and I’d like to share a little bit about them. I think you’ll hear in my story that I’ve been part of companies remarkably like Trilogy and hopefully that gives me some insight into what you are going through. One theme that I hope will resonate with you is that nothing is more important than education – for your students and for yourself. It is what creates opportunity. And as you well know, education comes in all forms … degrees, credentials, lifelong learning. They are all important but I think the last the most so. Certainly, I know you teach your students that learning how to learn, and constantly learning new things is the key to a successful career.\r\n\r\nI started my professional career by taking an SAT course my junior year of HS. I was in the second class of students at The Princeton review, a hopefully well know company that prepares students for standardized tests like SAT, GMAT, MCAT, and GRE. After the course, I got a job in the office working 60ish hours a week at the office which was still in the founders, John Katzman, parent’s apartment.\r\nI took a year off from college to start the first Princeton Review office outside of Manhattan, in Brooklyn and Queens. I knew I was going to college, so I made a deal to run the businesses for one year and then to give them back to John in exchange for a 4 year royalty which I assumed would help me pay for college.\r\nI started the businesses, went off to college, and learned an important lesson. Everybody isn’t good at everything. John is truly one of the most creative and successful entrepreneur that you will meet, but not the best at execution. At the end of the year, he didn’t have the cash to pay me, and he gave me the New Jersey franchise for The Princeton Review instead. I started the business out of my dorm room, and grew it successfully, eventually dropping out of school to focus of the business full time. \r\nAs a franchisee, I watched to company grow from one site in NYC to offices in hundreds of locations across the country. The challenges we faced will be familiar to you … first making sure we could scale great education. Hiring, training, and evaluating faculty across the country. Recruiting students locally but still leveraging a national organization. Even the mundane like getting locked out of classrooms. \r\nIn many, many ways Princeton Review was a tremendous success. A national brand, an IPO in 2001, meetings very much like this that grew from 25 people sitting at the pool to 800 people in room kind of like this. \r\nBut Princeton Review has another lesson as well. The core business of Test Prep always delivered good results to students, and grew to a company with revenues over $100mm. At the same time, Princeton Review started other businesses. A division that focuses on formative assessments for large public school districts. A division that developed online college applications for universities. They didn’t do well and they sucked money from the core business. Eventually, and this is a bit complicated story for right now, the public company of The Princeton Review actually went bankrupt and you can only take Princeton Review classes today because Princeton Review sold its name and the test prep business to another company.\r\nOne of the hardest decisions a company like Princeton Review, and like Trilogy, must make is how to grow quickly but not to step outside of the company’s core competence. SAT prep led successfully to GMAT prep. Classes led successfully to tutoring, and even to intuitional classes for adult education centers and inner city schools. In person, even led reasonably successfully to books and software, but we were a little early for the internet. Formative assessments? Online college applications? They were completely different businesses and in hindsight we should not have done them.\r\nSo two lessons for you. Do what you do well and do a lot of it. Figure out how to logically expand that, and do that do. But focus. Creating entirely new startup in a startup is extremely hard, and that lack of focus is the reason many small businesses fail. The second is that it is OK to make a mistake but know how to cut your losses. Princeton Review started USMLE (that’s test prep for medical licensing) and we were not successful. We stopped doing it and went on. Focus and grow, do new things in your core competency, most will work, and when they don’t be afraid to admit you were wrong and move on. \r\n\r\nI left The Princeton Review to join John Katzman and his co-founder, Chip Paucek, at a new ed-tech startup, 2U. 2U partners with top tier universities to create online master’s degrees that are equal to – or better than – traditional on campus programs.\r\n2U’s partners are schools like Georgetown, Yale, NYU, Northwestern, UNC Chapel Hill, USC. The degrees are in varied fields like MBA, Accounting Data Science, Social Work, Nursing, Counseling, Public Health, and Law. 2U hands all the non-academic part of the program … we create, place, and pay for all marketing, we take the admissions phone calls and handle sales. Students apply on 2U’s online application and send 2U their transcripts and recommendations. The university decides who gets in (some of our programs have on a a 30% admit rate), but once a student is admitted, 2U calls to welcome the student, ALWAYS in the voice of the university, All faculty is hired and paid by the university (and it is not lost on my that is the first difference between 2U and trilogy) but all prerecorded content is produced and paid for by 2U, using the school’s faculty. All student support, retentions services, and job placement activities and handled by 2U. 2U is paid by sharing revenue with its university partners. If they don’t do well, we don’t do well.\r\nThe education that 2U and its partners provide is excellent … students start each week working on prerecorded materials on their own time, but then EVERY WEEK, they go to class with their professor and other students. Classes are at consistent set times, just like for a campus program, in small classes averaging about 13 students. For live classes, picture the Brady Bunch opening credits with each student and faculty member on live video and audio, \r\n2U offer a lot of degrees that require externships like Teaching, Social Work, and Nursing. We even work with Georgetown University to offer a Midwifery program and you don’t want the midwife who only delivered virtual babies. So in addition to the prerecorded materials and the live classes, students get placed by 2U into real work experiences where they can get the experience necessary to succeed professionally. \r\nTo be clear … these are real programs giving real degrees. The schools confer the same degree to online students that on campus students get, and online students pay the same tuition that on campus students pay.\r\nI personal believe, and I know you all agree, that the time when you would quit your job and move to get a great degree is past. So as a shameless plug I’d say to all of you if you do feel like a Masters Degree will help you professionally, I know where you can find 30 great ones!\r\nWhen I joined 2U as CFO, there were 5 employees and we did not yet pay anyone. We had no customers and no product. It was very early stage. Our first company meeting was 15 people around a table in a beat up conference room.\r\nWe had a tough journey. We raised over $100mm. We spent much more than that. We got some things wrong, but we got many, many things right. In 2014 the company had its IPO, and this year we will pass 1000 employees, and $200mm in revenue. One of my favorite statistics is that 2U has created over $1bb in tuition bookings for its university partners.\r\nTo close out the story of my journey, I became COO of 2U in 2012, and President in 2013. Earlier this year I semi-retired and stepped down from that role although continuing to work part-time for 2U. I spend much of my free time working with earlier stage ed-tech startups, with my experience hopefully providing good guidance helping create future large successes.\r\nTo pull no punches, that’s why I’m here and why I’m committed to support Trilogy. You have a great product, approach, and execution, but more that that you have great people. I was introduced to Trilogy by Jaime Nscht Farrell who I very much enjoyed working with at 2U. In Dan you have a terrific CEO who is smart and action oriented, but more importantly is passionate about everything he does and 100% committed to quality.\r\nBut organizations succeed because of their larger teams and I’ve been impressed and excited about all the Trilogy folks that I have been lucky enough to meet. It is the larger group, all of you, that will power Trilogy to the growth that you have in front of you.\r\nWith that in mind, I’d love to share some of the advice I give the people I mentor:\r\nFocus on the Customer – Your business will live or die based on the experience you deliver to your students. It starts the first day they request information for you, and continues past graduation, to the job you eventually help them find. Be passionate about quality, student satisfaction and ultimately delivering great jobs to your graduates.\r\nLook for Yes – It is so easy to say no. Avoid that at all costs. Look for the yes, look for the way to listedn and deliver when dealing with customers and each other. This is so easy to say, but people and companies are just not always wired that way. \r\nMy daughter and I went into an ice cream store last year, and I saw this great looking ice cream Sunday on a poster behind the counter. You know the one … big scoops of ice cream, whipped cream, toppings. I was feeling a little bit of restraint so I ordered a one scoop ice cream Sunday. ordered a one scoop ice cream sundae. The woman behind the counter responded … we don’t sell a one scoop sundae … I’m like … Just make me a one scoop sundae … and she’s (of course like … we don’t sell a one scoop Sunday.\r\nOk, so I’m thinking, what I really want to tell her is that its not that hard… you make a two scoop sundae, and when you are about to put on the second scoop, don’t, but I held my tounge.\r\nWhile there were a lot of things wrong with that exchange, but it ultimately comes down to training and attitude. If your core tells you that you want to say yes … you’ll find a way to make a sundae with only one scoop.\r\nTUTORING?\r\nAsk Questions – Be insane curious about not just what and how, but why. I have little formal business education but since I started my own business as a teen, I’ve looked to those who know more than I do educate me. If you learn from each interaction you can’t help but make yourself batter at what you do. Don’t ever think asking questions makes you look weak. Only half joking I’ve always told new employees that there are two types of people, those who don’t know what that are doing who ask questions, and those who don’t know what they are doing who do.\r\nFinally, for the sake of yourself and for the sake of trilogy, take advantage of the huge opportunity in front of you. A company that is growing as fast as Trilogy is needs more and more talent every year and the best people to fill those roles are the people already in this room. How do you do that? Obviously do your job well, but that’s just a start. Think about those things that make you a high performer. Think about things that you can change to make yourself a higher performer. Talk to your boss about those things. It will make the company better, and it will get you noticed. What I’m really saying is get yourself a job at the next level, show you already can do what is required to do that job.\r\nLet me close with this. I’ve personally been blessed to have spent a career in education and watch two companies littler go from one room to IPO. I see here a great company with a great product and a great CEO and great team, and I’m excited to watch you all build a great , large, successful company. It won’t always be easy, and everything won’t always go well. Things will get more and more complicated and there will always be things to improve. Keep this is mind … Ichcak Idizes is a manangement consultant that says the only time you don’t have problems is when you are dead, and the bigger a company gets the bigger the problems get. In keeping with that theme his annual holiday card says: “May your problems be even bigger next year.\r\nThank you!\r\n\r\nOpportunities come from within the company\r\nSandberg had just received a job offer at Google with a title of Business Unit General Manager, one of many job opportunities at the time.\r\n“But there were no business units to manage,” Sandberg said. “And I was just like, ‘Eric, I-- I love Google. I want to take this job. But I don\'t know what this job is.’”\r\nAt the time, Sandberg was chief of staff to then Treasury Secretary Larry Summers.\r\n“First he said, ‘Sheryl, don\'t be an idiot.’ Which is excellent career advice,” Sandberg said.\r\nThe year was 2001. Schmidt had just become CEO of Google, when the company had fewer than 1,000 employees.\r\n“But the next thing he said was, \'If you\'re offered a seat on a rocket ship, get on, don\'t ask what seat.\' I tell people in their careers, ‘look for growth.’ Look for the teams that are growing quickly. Look for the companies that are doing well. Look for a place where you feel that you can have a lot of impact.”\r\n\r\nAsk questions \r\n