

The background of the page features a modern, abstract graphic design. It consists of a large, blue, translucent shape on the left and top, resembling a stylized 'M' or a series of overlapping triangles. This shape is set against a white background with a subtle, light blue grid pattern. The overall aesthetic is clean, professional, and contemporary.

Morgan Stanley

2022 STRATEGY CHALLENGE

Program Information and Application

October 2021

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KEY DATES

Application and Selection Timeline

DATE	MILESTONE
December 14, 2021, 5:00 p.m. ET	Application deadline
December 15, 2021 – March 4, 2022	Application review Interviews with shortlisted applicants Ongoing decision notification
March 4, 2022	All nonprofits notified by this date

Program Milestones

DATE	MILESTONE
March 16, 2022	Nonprofit Client Training Strategy Challenge Kickoff Event <i>Location: Morgan Stanley Headquarters, New York, NY</i>
Mid-April 2022	Midpoint client presentation by Morgan Stanley team: Discuss emerging recommendations <i>Location: To be determined with team</i>
Week of May 2, 2022	Final client presentation by Morgan Stanley team: Present final recommendations <i>Location: To be determined with team</i>
May 17, 2022	Strategy Challenge Final Event <i>Location: Morgan Stanley Headquarters, New York, NY</i>

* In-person events are condition-permitting and will be converted to virtual events if necessary.

** For organizations located in Baltimore: Train travel expenses to and from Morgan Stanley Headquarters (New York City) for the above milestone events will be covered by Morgan Stanley.

PROGRAM INFORMATION

About the Strategy Challenge

Now in its thirteenth year, the Strategy Challenge is Morgan Stanley's annual signature pro bono initiative. Selected nonprofits based in the New York Metro area or Baltimore are matched with a team of outstanding Morgan Stanley employees to address an important strategic question over the course of the ten-week program.

Morgan Stanley teams are comprised of high-performing Associates and Vice Presidents from divisions across the firm, and supported by a senior leader at the firm, as well as a nonprofit consulting coach.

By participating in the Strategy Challenge, nonprofits have the opportunity to receive pro bono strategic advice, gain exposure to other nonprofits, and build their relationship with Morgan Stanley and its employees. Nonprofits will benefit from a high level of engagement and analytical rigor from their teams and should expect to devote a minimum of 10 to 15 hours per week to engage with and support the team.

Read more on the [STRATEGY CHALLENGE WEBSITE](#). If you have any questions, please contact us at STRATEGY.CHALLENGE@MORGANSTANLEY.COM.

Program Milestones

The 2022 Strategy Challenge will take place over ten weeks, with key milestones identified below. Please note that this year's key events are planned to be in person. Please ensure that your organization is able to commit to participate in the following milestones in addition to the ongoing weekly engagement.

DATE	MILESTONE
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* In-person events are condition-permitting and will be converted to virtual events if necessary.

** For organizations located in Baltimore: Train travel expenses to and from Morgan Stanley Headquarters (New York City) for the above milestone events will be covered by Morgan Stanley.

Eligibility Criteria

- Registered 501(c)(3) nonprofit organization or have a 501(c)(3) fiscal sponsor
- Nonprofit is located – and offers services – in the New York Metro area or Baltimore
- Nonprofits best suited for the Strategy Challenge have **5+ full-time employees** and a minimum **\$1million annual budget**
- Selected nonprofits must have an active nondiscrimination policy. Morgan Stanley will not work with organizations that discriminate on the basis of race, color, religion, creed, age, sex, sex stereotype, gender, gender identity or expression, sexual orientation, national origin, citizenship, disability, marital status, pregnancy (including unlawful discrimination on the basis of a legally protected pregnancy/maternity leave), veteran status or any other characteristic protected by law. Additionally, we will not work with organizations that restrict client service on the basis of religious beliefs or those that proselytize to clients.

Selection Criteria

Proposed project focuses on a key strategic issue or decision to be made:

- Project will play a vital role in achieving the nonprofit's mission and increasing impact
- Strategic question is clearly articulated and compelling

Nonprofit has conducted preliminary research on the strategic issue:

- Can provide preliminary data to inform the team's work
- Is willing to share information and business plans to facilitate the team's analysis
- Has an understanding of what analysis remains for the Morgan Stanley team to complete

Project is well-suited for the Strategy Challenge:

- Focuses on quantitative analysis (see page X for project examples)
- Morgan Stanley team has the appropriate skill set to make meaningful contributions

Nonprofit demonstrates:

- Senior-level commitment to the project
- Capacity to provide a staff member (project manager) who will work day-to-day with Morgan Stanley
- Intention to implement the recommendations
- The impact of resulting recommendations can be measured using clearly defined metrics
- Willingness for the resulting recommendations and supporting analysis to be presented during the final events, open to Morgan Stanley employees, participating nonprofits and media

Important notes:

- Morgan Stanley employees cannot develop fundraising strategies or investment products and will not advise on a nonprofit's investment portfolio
- Nonprofit selection is based solely on the merits of the application and fit for the program. Recommendations and endorsements from Morgan Stanley employees or clients will not be considered and will not influence the selection process

Nonprofit Time Commitment and Expectations

By participating in the Strategy Challenge, your organization commits to dedicate time as follows:

ROLE	PROFILE	PROGRAM EXPECTATIONS
Project Manager	A leader in your organization with direct insight into and responsibility for the area of work covered by your strategic question (e.g., for a project focused on growing an employment program, the project manager might be the Senior Director of Programs).	Participation in required milestone events (table above) <i>and</i> 10-15 hours per week for ten weeks interacting with the team, collecting data, connecting the team to individuals in the organization, etc.
Senior-level Support	A senior leader in your organization able to commit your organization to action regarding your project question. Typically, this is the CEO/Executive Director or one of his/her/their direct reports for especially large organizations.	Participation in required milestone events (table above) <i>and</i> as-needed support of the team throughout the ten-week program (e.g., providing feedback on draft recommendations, participating in periodic update calls).
CEO/Executive Director	CEO/Executive Director of your nonprofit organization.	In cases where ongoing senior-level support is not provided by the CEO/Executive Director, we ask that he/she/they plan to participate in the milestone events.

Strategic Question Categories

Program Alignment: Identify and prioritize changes to programs based on alignment with organization's strategy and operational factors

Effective Business Models: Evaluate the effectiveness and viability of an existing or new business model or venture

Growth Strategy: Plan for organizational, financial and measurement changes required to successfully expand on success

Sample Projects Well-Suited for the Strategy Challenge

Please use the examples of past projects below to help you determine what would be a strong fit for a Morgan Stanley team's skill set.

- *Nonprofit X* is exploring growth through national expansion and prioritizing its city options – between three select cities, which is the best option?
- What part of *Nonprofit X*'s Sample Program can be scaled, and what is required for expansion?
- Should *Nonprofit X* proceed with any one of three potential merger opportunities?
- *Nonprofit X*, which employs formerly homeless individuals in a food services business as a path to employment, is considering expanding to one of three potential new industries. Which, if any, should they expand to?

- *Nonprofit X*, a microlender, is considering providing borrowers with additional services Y and Z. Should they do so? If so, should these services be offered directly or through a third party?
- Should *Nonprofit X* add additional programming to a specific new demographic? If so, how?
- What business model should *Nonprofit X* pursue in order to grow its school programming? Which schools should they target?
- Should *Nonprofit X* launch fee-for-service education classes? If so, what does a feasible model look like?
- What industry mix and partnership strategy should *Nonprofit X* pursue to improve placement and retention rates for youth participating in their vocational training programs?
- What service mix and pricing strategy should *Nonprofit X* pursue in their Home Care Services area?
- Of *Nonprofit X*'s current offerings, can any operate as fee-for-service? What would it take to launch this new fee-for-service model?

Projects **NOT Well-Suited** for the Strategy Challenge

These proposed questions are *not* a good fit for the program because they are either too broad to complete in the allotted time frame, too operational in nature, or they focus on impact measurement rather than strategic direction.

- Determining a long-term strategic plan
- Developing fundraising strategies for donors
- Analyzing a nonprofit's investment portfolio
- Developing financial or investment products
- Determining budgets
- Researching corporate partners
- Organizing fundraising events
- Determining a marketing approach for a new program
- Measuring impact of programming
- Measuring effectiveness of current staff
- Organizing a database of donors
- Facilitating web development

APPLICATION

You are invited to apply for the 2022 Morgan Stanley Strategy Challenge. The Strategy Challenge is an exciting opportunity for your nonprofit organization to tackle a key strategic issue with a team of top-performing Morgan Stanley professionals over a ten-week period. Please note that the 2022 program is planned to be a hybrid of virtual and in person* meetings, with key milestone events in person.

*In-person events are condition-permitting and will be converted to virtual events if necessary.

Application and Selection Timeline

DATE	MILESTONE
December 14, 2021, 5:00 p.m. ET	Application deadline
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Submitting the Application

- Complete the application portion of this document, pages 9-15
- Submission deadline: **December 14, 2021, 5:00 p.m. ET**
- Submit application document by email to STRATEGY.CHALLENGE@MORGANSTANLEY.COM
- Please include the following materials when submitting your application by email:
 - Application in PDF format
 - 501(c)(3) designation letter
 - Most recent Form 990
 - Most recent audited financial statements
 - Operating budget for the current fiscal year (and program budget, if relevant)
- Morgan Stanley will confirm receipt of each submitted application via email within 24 hours

Organization Information

Organization Name

Address

City

State

Zip Code

Organization EIN

Offers services in New York

Yes

No

(nonprofit must offer services in the New York Metro area or Baltimore)

Metro Area?

Offers services in Baltimore?

Yes

No

Leadership and staff located in New York Metro Area?

Yes

No

Leadership and staff located in Baltimore?

Yes

No

Work primarily supports low- to

moderate-income communities or people?

Yes

No

(not a requirement)

Please indicate how your organization was invited to apply to the Strategy Challenge:

As a Morgan Stanley grantee

Annual grant support (\$)

Referral from a Morgan Stanley employee

Name of Employee

Referral from a Morgan Stanley Wealth Management Client

Name of Client

Referral from a nonprofit partner or past Strategy Challenge nonprofit client

Name of Nonprofit

Other

Please specify:

Program Participation

Project Manager

What is the name and title of the person at your organization who will manage this project?

Contact name

Contact position

Phone number

E-Mail address

City, State (if different than org.)

Does the project manager identify as Yes No

Will the project manager be able to devote **10 to 15 hours per week**, over the course of ten weeks, to work with the Morgan Stanley team? Yes No

Will the project manager be available to participate in the following mandatory milestone events? * ***In-person events are condition-permitting and will be converted to virtual events if necessary.***

DATE	MILESTONE EVENT	LOCATION	RESPONSE
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Senior-level Support

What is the name and title of the person who will provide senior-level support for this project?

Contact name

Contact position

Phone number

E-Mail address

City, State (if different than org.)

Does the senior-level supporter identify as a person of color? Yes No

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Will the senior-level supporter be available to participate in the following mandatory milestone events?* ***In-person events are condition-permitting and will be converted to virtual events if necessary.***

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CEO/Executive Director

If the person above is not the CEO/Executive Director, please include his/her/their information below:

CEO/Executive Director

Phone number

E-Mail address

City, State (if different than org.)

Does the CEO/Executive Director
identify as a person of color? Yes No

If relevant, will the CEO/Executive Director be available to participate in the following milestone events? * ***In-person events are condition-permitting and will be converted to virtual events if necessary.***

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Organization Profile

1. What is your organization's mission?

RESPONSE (maximum 100 words):

2. What are the primary programs and services that your organization provides?

RESPONSE (maximum 200 words):

3. If your programs and services have changed in response to COVID-19, please explain:

RESPONSE (maximum 200 words):

4. Please describe the primary population that your organization/program serves?

RESPONSE (maximum 100 words):

5. If the population that your organization/program serves has changed in response to COVID-19, please explain:

6. Has your organization recently received any awards or achieved key accomplishments?

RESPONSE (maximum 200 words):

7. What is the size of your organization's budget and staff? (current fiscal year)

Annual Budget:

Number of full time staff:

Number of part-time staff

If there have been significant changes to your budget and/or staff due to COVID-19, please explain:

8. Have you previously applied for the Morgan Stanley Strategy Challenge?

Yes

No

If yes, which year(s)?

If selected, which year did you participate?

Important Note: Nonprofits that have previously participated in the Strategy Challenge are eligible to apply again if the proposed strategic question is focused on a different issue or program. However, please note that preference is given to nonprofits that have not yet participated.

Strategy Challenge Project Proposal

Please describe the project you would like to work on with a Morgan Stanley team; be as specific as possible (e.g., specify “Our goal is to identify the ideal city and partners for expansion,” providing possibilities and how to best assess them, rather than saying “Our goal is to understand how to grow”).

9. Please **describe the strategic question** you would like a Morgan Stanley team to address. Please be as specific as possible and keep in mind the ten-week timeframe.

RESPONSE (maximum 300 words):

10. Why is this project of key strategic importance to your organization, and how will completion of this project help your organization better meet its mission and increase impact?

RESPONSE (maximum 250 words):

11. What data or measurement have you already completed and could provide to the Morgan Stanley team to inform their work? What do you already know about this question?

RESPONSE (maximum 250 words):

12. What additional information and analyses do you require to address your strategic question?

RESPONSE (maximum 200 words):

13. What specific skillsets would be most useful for your organization to address this strategic issue?

RESPONSE (maximum 200 words):

14. Please describe your organization's decision-making process for moving forward with this strategy. Do you have senior leadership buy-in for implementing this recommendation?

RESPONSE (maximum 200 words):

15. What other information would be helpful for Morgan Stanley to know as your application is considered?

RESPONSE (maximum 200 words):

16. **Optional:** Please propose an *alternate* strategic question for consideration for the Strategy Challenge. Be as specific as possible and briefly discuss: why this issue is of strategic importance, the skills and information required to solve the problem, and any analysis your organization has already completed.

RESPONSE (maximum 300 words):
