Dear Supporter,

I’ve had the privilege of running Paper Airplanes since it began as a small college tutoring program, and I can say assuredly that 2018 has been our most successful year to date. We served over 500 beneficiaries this year across our five programs, all of whom received individual tutoring. We hit an 85% retention rate among our students, a rate more than triple that of other EdTech competitors. We also launched a new Citizen Journalism course, which works with Syrian citizen journalists across the region. It hosted journalists like Clarissa Ward and Azmat Khan for guest lectures, and several students were able to publish their work, including Firas Abdullah, who was published in the NYTimes. We sponsored 7 IELTS exams, helped a student apply for a Rhodes Scholarship, and connected 170 students to remote work opportunities through our growing list of partners. However, none of this could have happened without our dedicated staff or generous donors, and I am incredibly grateful to have a diverse, talented and dedicated team and supporters. We look forward to meeting our 2019 goals, supporting students affected by conflict through peer-to-peer language and skills training programs.

Sincerely,
Bailey Ulbricht
Founder & Executive Director of Paper Airplanes
71 million people worldwide have fled their homes due to violence and persecution, or been forcibly returned before conditions are safe. Over 21 million are located in the MENA region, of whom nearly half are Syrian.
More than 5.6 million Syrians have fled the country as refugees, and another 6.2 million are displaced inside of Syria. Around 50% of adults are unemployed, and over 100,000 university-aged students are not in university.
The Aid Gap

- Language programs are inaccessible for those who need them
- Significant skills gaps among teens and adults who have been affected by conflict

- Humanitarian aid in emergencies spent on educational programs: 2%
- Syrians who say they need English language skills to reach their career goals: 80%
Our Solution

We use video technology to close education and skills gaps for conflict-affected individuals in the Middle East. We teach English and Turkish to youth and adults, computer coding to women, and journalism to citizen journalists from active conflict zones.

Each program matches learners for one-on-one personal instructors during a semester-long engagement. We provide tutors with detailed curricula, training and oversight as the pairs meet for 1.5 hours each week.

Student Sarah

Tutor Claire
Our Programs

Language Courses

English
16-week sessions, four levels. 300+ students per session.

Turkish
12-week sessions. 20 students per session.

Youth
9 month session, peer-to-peer English tutoring. 30+ students per session.

Specialized Skills Courses

Women in Tech
12-week course teaching beginners’ CSS, Javascript, HTML. Two group lectures per week with individual mentorship. 10 students per session.

Citizen Journalism
12-week course. Two group lectures per week with individual mentorship. 10 students per session.
Students and tutors are recruited online and through on-the-ground partners.

Tutors trained through online module.

Pairs meet for 1.5 hours per week for 16 weeks of live, curriculum-guided individual instruction.

Graduates given employment and education opportunities through our partners and our skills courses.
Our Curriculum

Paper Airplanes’ English curriculum is trauma-informed, and includes topics relevant to conflict-affected students such as community development, leaders and leadership, and self-care. The curriculum is aligned to the Common European Framework levels A2-C1, and is offered at four levels: beginner, lower intermediate, upper intermediate, and advanced. The materials are mobile friendly and designed to be accessible to students with limited data and low bandwidth. Each level is offered for two semesters, with 16 lessons per term.
Peer-Teaching Languages and Skills Can:

• Shrink barriers to education, institutional support, and employment

• Address high levels of unemployment among populations affected by conflict

• Increase access to additional online training and educational courses

• Expand cultural understanding among tutors and students
Impact Summary Data

Outcomes

- 85.6% Student retention rate
- 88.6% Students felt their skills improved from Paper Airplanes courses
- Over 1,000 Student served to date
- Over 90% Tutors felt they gained mentoring or tutoring skills

Impact

- Funded 8 IELTS exams, including necessary travel and lodging reimbursement
- Connected 170 beneficiaries directly to part-time remote employment and 18 to remote educational courses through our partners
## Program Summary Stats

<table>
<thead>
<tr>
<th>English</th>
<th>Turkish</th>
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<tbody>
<tr>
<td>• Student retention rate rose to over 90% from 63% in 2017; fewer than 10 students out of over 500 dropped out of their course</td>
<td>• The Turkish program worked with 13 Syrian refugees based in Turkey</td>
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<tr>
<td>• Received over 1,000 student applications; Served 472 individual students in the program</td>
<td>• Our Turkish curriculum developer Ozge Gurler used her teaching degree and seven years of teaching experience to craft a 12-week curriculum for the PA Turkish course, which will be implemented in 2019.</td>
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<td>• <strong>89% of students felt their English improved since they entered the program</strong></td>
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<td>• <strong>82% felt they were now able to use English in a university or work setting</strong></td>
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<td>• Data Highlight: The percentage of female students grew from 26% to 39% over the course of 2018</td>
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## Program Summary Stats

### Youth (Pilot Data)
- **94%** of students felt their tutor helped them improve their English, and **89%** said they would participate again.
- **38%** of our students are women.
- **90%** of tutors felt they gained valuable tutoring and mentoring skills.
- Received **200 applications** from tutors and students.

### Women in Tech
- 7 women completed the course and received certificates of achievement, which includes building their own web-based projects. This is **10%** above the completion rate from 2017.

### Citizen Journalism (Pilot Data)
- 5 journalists completed the course, and 4 received certificates of achievement.
- 5 stories from Syria were reported on the ground. They can be viewed on our website, [here](#).
Student Highlight: Marwa

According to Marwa, she had never spoken English out loud before joining the Paper Airplanes English program. However, she graduated from the English program after 8 months, able to have full conversations in English and finished her undergraduate degree in data sciences. She subsequently was accepted and graduated from our Women in Tech program, learning beginner CSS, HTML and Javascript.

She is now the co-director of The Women in Tech Program, helping other women like her learn coding skills.

“Working with Paper Airplanes has been a great chance to learn the skills I needed and then teach them to others.”  - Marwa
Student Highlight: Elias

“I started learning with Paper Airplanes two years ago, and ... now I have the ability to express my opinions and my attitudes precisely. [This year] Paper Airplanes helped prepare me for the IELTS exam and paid for the exam, my housing, and transportation in Beirut. I received a 7.5 [the score needed to apply for a Master’s degree in the UK].”

After working with Paper Airplanes, Elias was accepted to our partner MIT ReACT’s Remote Data Sciences Course. He is currently applying for scholarships to get his Master’s degree in the UK.
“I've grown to become a leader in not only fostering cross-cultural connections on my school's campus, but also educational empowerment across the globe. Through the simple means of a Skype call, I've watched my peers dispel preconceptions about refugees and their experiences, and am excited to have created a group ... that actively advocates for the empowerment of refugees.

The face-to-face interactions Paper Airplanes fosters is unlike any other, and have given me a new outlook on the refugee crisis by understanding it through the eyes of those who experience it. Paper Airplanes has taught me the value of patience, empathy, and cross-cultural understanding, and I could not be more grateful to this organization for the tutoring experiences I've had. Paper Airplanes is an organization that has not only given me the chance to teach English but has also opened the doors to new friendships and connections through the power of language.”

-- Nadine, Youth Tutor at Monte Carlo High School, CA
“Tutoring for Paper Airplanes has been a truly rewarding experience. Both the tutor training and the student curriculum are of the highest quality, designed to meet the unique needs of Syrian students across the globe. However, beyond the lessons, it is the friendship and admiration I have gained through this experience that inspires me to continue along the Paper Airplanes journey!

-- Theresa Bunker, English Program Tutor
Our Business Model

● Use low-cost, accessible technology to provide instructions anytime and anywhere, as long as individuals have access to internet. This allows us to reach across continents and war zones to people affected by conflict, to help bridge the gaps in education.

● Offer compelling engagement for thousands of volunteer tutors – estimated at more than $400,000 in the private market.

● By integrating free communication technology and volunteer tutors, we deliver a powerful and cost-effective education solution that is scalable and may be replicated around the globe.

PROVIDING EDUCATIONAL TOOLS BENEFITS NOT JUST INDIVIDUALS, BUT THE COMMUNITIES AND THE SOCIETY IN WHICH THEY LIVE.
2018 Financial Summary

2018 Revenue
- Fundraising: $20,000.00
- Grants: $15,927.11
- Prizes: $19,335.01
- Miscellaneous Revenue: $43.48

2018 Expenditures
- Payroll: $35,853.36 (86%)
- General & Administration: $971.81 (2%)
- Marketing: $4,175.30 (10%)
- Travel: $184.18 (1%)
- Taxes: $319.88 (1%)
Looking Ahead: 2019 Goals

1. Support 50% of students reach their target educational or employment goals through opportunities with PA partners.

2. **English**: Reach 600 pairs per year, with a target of 85% completion rate for both students and tutors.

3. **Turkish**: Reach 50 pairs per year with a target of 85% completion rate for both students and tutors.

4. **Youth**: Reach 150 pairs per year with a target of 85% completion rate for both students and tutors. Develop social enterprise component to curriculum.

5. Invest in data management and evaluation.
Awards & Partners

- Winner, 2018 MIT Pan Arab Innovate for Refugees Forum
- Winner, 2017 UN Science, Innovation and Technology Competition
Our Team

- 20% are former beneficiaries or refugees
- Over 50% are women
- Over 70% are under 35

*Note: some PA staff members not pictured here*
Our Board

- **Nandini Oommen, PhD**, Founding Curator at Women’s Storytelling Salon, former World Bank Health Specialist, program review at the Packard Foundation, Director at the Center for Global Development
- **Maya Ormsby, MBA**, VP of ScioScientific Ltd., former Senior Marketing Director at Human Genome Sciences
- **Henry Ines, MBA**, CEO of Shivom, former VC in Silicon Valley
- **Gino Natalicchio, PhD**, Executive Director at Laureate Education, former President of National University College’s Corporate Online Division & SVP of Enrollment Management
- **Minh Bui, B.Sc.**, COO at WorldWide Tickets, former Director of Corporate Finance for Expert Global Solutions, former investment team member of Arrow Capital Management
- **Qutaiba Idlibi**, Senior Consultant with Pechter Polls, Co-Founder of People Demand Change, Former Associate with Caerus Associates, current refugee rights and Syria activist
- **Mike Sobaski, BA**, Director of Product Development at Wyze Labs, former retail manager at Amazon
- **Shuaib Shukoor, BA**, Director of IT Audit & Data Analytics at CVS, former Senior Manager, Riverbed Technology