

Implementation Guide

For Extending the Impact of Technovation Armenia 2018-2019



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INTRODUCTION

This Implementation Guide describes how each one of our recommendations will be deployed by Technovation Armenia. Each plan details outcomes, actions, a timeline, and a cost analysis. For more details on the recommendations, please refer to the project booklet.

1. RESOURCE PROSPECTUS

To help our sponsor, the Technovation Regional Ambassador of Armenia, find more funding, a resource prospectus was compiled. This prospectus was given directly to our sponsor and is not attached.

Outcomes & Benefits

- Provides an improved strategy and timeline to acquire the necessary resources, including funding, volunteers, partnerships, and general outreach
- Aids in spreading the word about Technovation Armenia

How to Use it

The resource prospectus will be sent via email to potential donors, partner organizations, and any other organizations curious about Technovation Armenia. It will also be presented at events. Figure 1 shows a timeline of when to perform the activities to acquire funding.

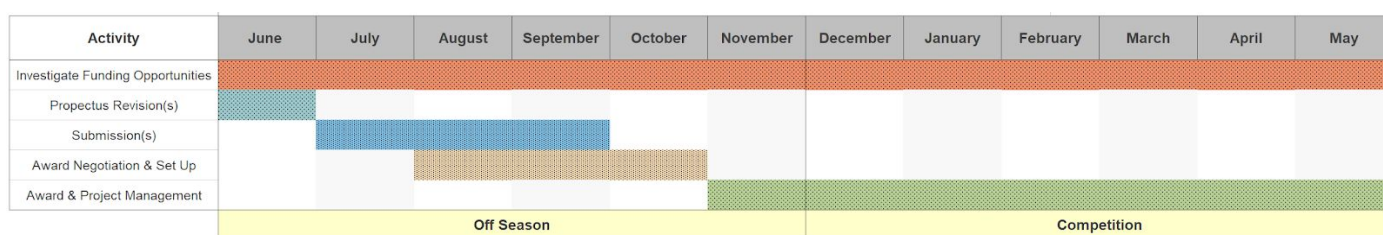


Figure 1: Timeline of Acquiring Funding Utilizing the Resource Prospectus

When to Look for Funding

There is never a bad time to look for funding. If time and resources allow, the administration should always be on the lookout for additional funding opportunities. As a general guideline, the next award or grant should be secured at least two months before the current one expires.

Local Places to Look for Funding

- U.S. Embassy of Armenia Grant Program
- AGBU
- U.S. Agency for International Development (USAID)
- Open Society Foundations Armenia
- Foundation for Armenia Science and Technology (FAST)
- European Commission: International Cooperation and Development
- UNESCO
- Erasmus+

Systematic Process of Updating the Prospectus

Every year Technovation Armenia competes, more and more success stories will come to light. Updating the prospectus with these success stories will allow the administration to receive the necessary funding for the program. The prospectus must be completed with the most recent revisions before the upcoming submission to encompass the new updates.

Positions and Resources Needed

- Grant Manager

Currently, Ms. Abazian has been responsible for managing the Technovation Armenia funding and grant information. Once the organization has grown enough, it will be necessary to devote a full time employee to getting funding.

Costs

An extensive amount of time is needed to find funding opportunities. Other related costs in terms of time can also be seen in Table A.

Table A: Costs Associated with Acquiring Funding

Task	Cost (Hours)	Frequency	Total Hours (5 years)
Investigate Funding Opportunities	4 hours/week for 12 months	Yearly	960
Revise Grant Material	2 hours/week for 1 month	Yearly	40
Grant Negotiation & Set up	2 hours/week for 3 months	Yearly	120
Grant & Project Management	3 hours/week for 7 months	Yearly	420
Total			1540

Implementation Material

- Resource prospectus PowerPoint

Recommendations for Further Investigation

Once Technovation Armenia has grown large enough, the financial paper trail may become overwhelming. In order to manage grants and related documents correctly, the Grants Manager may want to investigate a database in which to store financial information.

2. ORGANIZATIONAL STRUCTURE

Outcomes & Benefits

- Creates a defined structure for the organization allowing the delegation of tasks
- Involving volunteers reduces burden on paid staff employees while providing a potential source of role models for participants
- Allows the organization to grow efficiently
- Enhances the impact on participants through providing the necessary attention for personal and professional growth

Why an Organizational Structure?

The organization is currently small and very informal in the way it's organized. An organizational structure will provide guidance for Technovation Armenia as it matures. The recommended core team structure, shown in Figure 2, enables Technovation Armenia to be flexible, making it easier to add positions and administrators as needed.

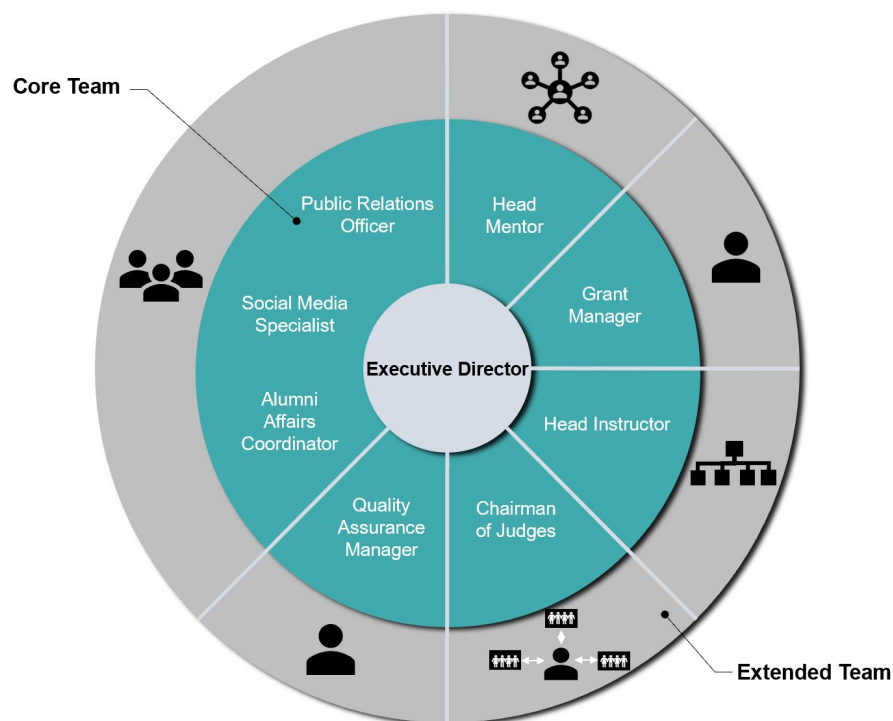


Figure 2: Recommended Organizational Structure

Overview of Activities

The activities for building this organizational structure are split up into two parts: recruiting core team members and recruiting volunteers. Both should be done in parallel as the organization grows and resources become available.

I. Recruit individuals for respective core team sections

For each core responsibility depicted in Figure 2, the Executive Director will evaluate and appoint individuals for each role. In order to assist the core team member in recruiting the necessary people, Appendix I includes full job positions for all the roles. Below are summaries of the responsibilities for each role.

Social Media /Alumni Affairs /Public Relations Officer

The Social Media, Alumni Affairs, and Public Relations Officer (one person can be responsible for all three) is responsible for performing all of Technovation Armenia's outreach. This will include running social media campaigns, managing the alumni Facebook group, and communicating with outside organizations to create partnerships.

Chairman of Judges (CoJ)

The CoJ is responsible for recruiting the judges for each pitching event. In addition to forming the judging panels, the CoJ is also responsible for maintaining the flow of the pitch events.

Head Mentor

The Head Mentor is responsible for recruiting and training the mentors. In addition, this person is responsible for moderating the Mentor Community of Practice. Please refer to the CoP implementation guide for more details.

Head Instructor

The Head Instructor is responsible for managing the active learning classroom along with compiling the examples to be used in the classroom. This person is responsible for recruiting and training volunteers who will assist as active learning coaches.

Grants Manager

The Grants Manager is responsible for monitoring the Technovation budget and acquiring funding for the respective year. This position is also responsible for preparing and monitoring any financial documents.

Quality Assurance Manager

The Quality Assurance Manager is responsible for acquiring the pre and post Technovation Armenia surveys from Iridescent and running the judge survey after the pitching event. This person is also responsible for transforming findings from the surveys into recommendations for the administrators to investigate.

II. Utilize a systematic process to recruit the necessary volunteers

In order for the recommended organizational structure to function the way it is intended to, each core team member will recruit volunteers as needed. The core team members that are required to recruit volunteers are the Chairman of Judges, the Head Mentor, the Alumni Affairs Officer, and the Head Instructor. Below are steps to take in order to recruit efficiently.

Recruiting General Volunteers:

- Utilize a volunteer database to automate collecting volunteers
- If there are not already volunteers within the organization to fill the volunteer positions, send job descriptions to partnering volunteer organizations including but are not limited to: Armenian Volunteer Corps, Birthright Armenia, Armenian Progressive Youth, United Armenian Volunteers League
- Use a website like Sign Up to create and manage events (<https://signup.com/Organizer/Register>)
- Once the link is setup with descriptions and time slots, send it to the Social Media/Alumni Affairs/Public Relations Officer to distribute and advertise appropriately
- Events or panels will need volunteers as well, these volunteers can be volunteers already existing within the organization or one-time volunteers, depending on what is seen fit

Chairman of Judges Volunteers

The CoJ is responsible for recruiting volunteers to be judges. These volunteers should be entrepreneurs, professionals active in startups, investors, or incubator program administrators. Ideally, these volunteers should also be willing to create a mentoring relationships with the participants.

Head Mentor Volunteers

The volunteers recruited by the Head Mentor will become the mentors who form the teams for the Technovation competition. Even though Technovation does not require prior experience to be a mentor, we recommend that these volunteers are people with experience in coding and/or business and entrepreneurship.

Alumni Affairs Officer Volunteer

The volunteer(s) recruited by the Alumni Affairs Officer will be responsible for monitoring the Facebook group and other social media platforms. When the Alumni Community has matured enough, these volunteers will also help coordinate and run events. The events will include alumni panels, reunions, and general get togethers.

Head Instructor Volunteers

The Head Instructor will recruit volunteers for the following positions: public speech specialist, coding master, project manager, and linguistic coach. To see the job duties of each of these positions, please refer to Appendix II.

Quality Assurance Manager Volunteers

The volunteer(s) recruited by the Quality Assurance Manager will work with the Manager to distribute and analyze the surveys. Additionally, once the data is analyzed, the volunteers will help construct viable solutions to address the findings from the surveys.

Recommendations for Further Investigation

Taking into consideration the size of the organization, it is recommended that the Social Media/Alumni Affairs/Public Relations Officer responsibilities are combined. Once the

organization grows, the Social Media/Alumni Affairs/Public Relations Officer can be split into three different positions if needed.

3. IDEATION CONSULTATION PROGRAM

Outcomes & Benefits

- Increases the quality of the ideas for the projects, especially in regards to their continuation potential
- Develops the communication skills of the participants
- Provides an opportunity for the girls to build their professional network

Why a Structured Mentor Program in the Ideation Phase?

The ideation phase is crucial for ensuring that a project can be expanded upon beyond the competition. A structured program to integrate professional will give the participants the opportunity to practice their communication skills at the same time as improving the quality of their ideas.

Overview of Activities

The mentor program director will run the program. This program director should be the Public Relations Officer from the new structure. To setup the program, the director recruits a pool of professionals and prepares the forms for the teams. During the competition, the director sends out the forms, matches the teams to the professionals, and addresses any issues with the program.

Setup Activities

- **Create the pool of professionals**

The director will contact organizations in the startup scene to ask for volunteers for the pool of professional mentors. Some key organizations to contact are:

- SmartGate VC/ Armenian Startup Academy
- Entrepreneurship and Product Innovation Center (EPIC) at the American University of Armenia
- Union of Employers of Information and Communication Technologies (UEICT)
- Synopsis
- Enterprise Incubator Foundation (EIF)

Each professional mentor will provide their location, how many teams they are willing to mentor, if they are willing to meet the team in person, and if they have any preferences in terms of project topics.

- **Prepare the participant form**

A week before the competition starts, the director will prepare the form to collect each team's idea and their reasons for picking it. The implementation material contains an example form (Appendix III). To build and distribute the form, Google Forms is a free solution that fits the situation.

Sustaining Activities

- **Collect forms and match professionals to teams**

After sending out the form, the director will contact team mentors to encourage participation in the consultation program. The director will also advertise the opportunity in the weekly classes and newsletters until the end of the ideation phase. As teams submit their forms, the director will begin matching the teams with the professional mentors according to preferences indicated in both forms.

- **Support issues that come up in the process**

Teams are expected to contact their professional mentor for a feedback session on their idea. The director will be responsible for addressing communication issues and re-match the teams if necessary.

Activity Timeline

Figure 3 is a timeline of the full mentoring program. The director will be busy for a total of 6 months.

Activity	November				December				January				February				March				April				May			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Build Professional Pool																												
Prepare Online Form																												
Match Professionals to Teams																												
Support any Issues																												
	Pre-Competition								During Competition																			

Figure 3: Gantt chart for Ideation Consultation Program

Positions and Resources Needed

- **Mentor Program Director**

The director is responsible for recruiting the professional mentors, sending out the form to the teams, matching the teams, and providing support.

Costs

Table B breaks down the cost of implementing the professional mentor program. The most expensive part of the program is the setup since recruiting the professional mentors pool will take a significant amount of time. During the program, the only time cost is the matching process and addressing issues that may arise.

Table B: Professional Mentoring Program Cost Analysis

Item	Cost (Time)	Frequency	Total (5 years)
Build Pool and Prepare Form	5 hours/week, for 3 months	Yearly	300 hours
Match Professionals	2 hours/week for 2 months	Yearly	80 hours
Support Issues	2 hours/week for 4 months	Yearly	160 hours
Total			540 hours

Implementation Material

- Sample ideation form for the teams (Appendix III)

Recommendations for Further Investigation

Professional mentors are essential for promoting post-Technovation continuation. While this consultation program is designed to create relationships that last beyond the competition, a second professional mentor program might be need to further help the teams continue.

4. RESOURCE POOL

Outcomes & Benefits

- Provides an easy-to-manage format for participants and mentors to have access to additional information
- Provides opportunities for continuation in terms of furthering app development, acquiring funding, and participating in other programs
- Allows all of Technovation Armenia to have access to the same materials and resources

Why Utilize a Centralized Resource Pool?

Participants have limited professional network connections and do not have access to the same amount of information or opportunities. By creating a centralized resource pool, the participants will have access to more information to help with continuing their projects and opportunities to continue their development after the program. Participants will have more than just the mentors and word of mouth for finding opportunities to continue their development.

Overview of Activities

For the short-term implementation, a Facebook group is a good platform that provides a single location from which all of the participants will have access to resources and posted content. The Social Media Specialist organizes and maintains multiple pinned posts on the different types of resources and opportunities. After the setup, the Social Media Specialist will add any additional information or opportunities that come up to the lists or advertises them individually as separate posts, depending on the type of resource.

Setup Activities

- **Create Facebook Group**
The Social Media Specialist will work off of the existing Technovation Armenia Alumni group to distribute the resources, where he or she will create the initial posts with lists of different types of resources.

Sustaining Activities

- **Resource Maintenance**
The Social Media Specialist will maintain the lists, replacing non-functional links, updating materials, and expanding upon the lists.
- **Continuous Posting**
To further engage the participants and foster a community in the group, the Social Media Specialist will post or share any relevant content they find.

Activity Timeline

The Social Media Specialist will make an initial effort to compile and populate the resources in the existing lists. They will then perform their ongoing maintenance tasks and make posts as they discover useful material to share.

Positions and Resources Needed

- **Resource Manager**
The Social Media Specialist is responsible for updating and maintaining the pinned

lists of resources. They are also responsible for posting and sharing relevant material, events, or news they find.

- **Online Resources & Materials**

The resources address four criteria: online instructional materials, incubators, similar programs/competitions, and networking & conference events. Together, they provide information and opportunities for participants to continue working on their projects, growing their professional networks, and developing their skills.

Costs

The Social Media Specialist can handle the resource pool maintenance and making new posts, neither of which requires much time. The implementation material provides a working list of resources (Appendix IV) which will serve as the initial post for the Technovation Armenia Facebook group. Table C breaks down the implementation cost.

Table C: Resource Pool Cost Analysis

Item	Cost (Time)	Frequency	Total (5 years)
Resource Pool Maintenance	.25 hours/week, for 11.5 month	Yearly	57.5
New Posts of Resources & Opportunities	.25 hours/week, for 11.25 months	Yearly	56.25
Total			112.75 hours

Implementation Materials

- List of Resources, Additional Material, and Opportunities (Appendix IV)
- Facebook group for resources

Recommendations for Further Investigation

For a long-term solution, the Social Media Specialist should investigate incorporating a website or blog for a more organized format of resource distribution. A website is less restricting and offers more options for resource management.

5. NETWORKING WORKSHOP

Outcomes & Benefits

- Increases the networking skills of everyone involved in Technovation

Why have a Networking Workshop?

Founders, venture capitalists, and employees of startups have stressed the importance of utilizing a network to help grow a company, develop an idea, or to simply create a professional network. For the participants of Technovation to continue developing their project after the competition, it is imperative they have the skills necessary to build and utilize a network.

Overview of Activities

To incorporate a networking workshop into the program the event organizer needs to contact professionals, organize the workshop, and advertise it. The organizer, who may be the PR Officer, will perform these tasks on yearly basis.

- **Contact Professionals**
Six weeks prior to the start of the program, the event organizer will contact a professional from the provided list in Appendix V who will lead the networking workshop.
- **Logistic Planning**
The event should take place at the end of February or early March to maximize attendance. The workshop will last two hours and will require one hour for setup and takedown, for a total of four hours. The event organizer will record the workshop and send out the recording to participants from rural areas to view.
- **Advertising**
To increase the attendance of the workshop, the organizer should advertise two weeks before the event, utilizing all communication channels.

Activity Timeline

Figure 4 provides a brief timeline outlining the sequence of events necessary to run a networking workshop.

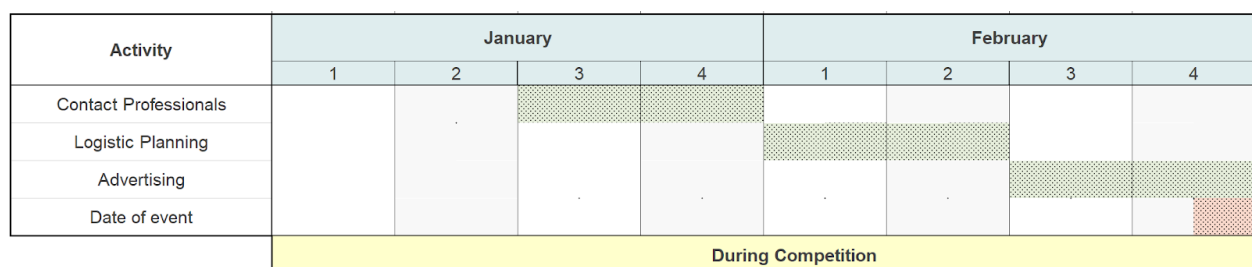


Figure 4: Gantt chart of organizing a Networking Workshop

Positions and Resources Needed

- **PR Officer**
The PR Officer will organize and coordinate all the logistics for running the workshop.

- **Resources**

The PR Officer should have access to the equipment needed to record the workshop

Costs

Table D is the breakdown of the costs in order to run a networking workshop yearly.

Table D: Networking Workshop Cost Analysis

Item	Cost (Time)	Frequency	Total (5 years)
Find a professional to run the workshop	As needed, but max 20 hours over 2 weeks	Yearly	100 hours
Logistic Planning	10 hours/week, for 2 weeks	Yearly	100 hours
Advertising	3 hours/week, for 2 weeks	Yearly	30 Hours
Day of Event	4 hours	Yearly	20 Hours
Total			250 hours

Implementation Material

- Professional Contact List (Appendix V)

Recommendations for Further Investigation

Many Technovation stakeholders could benefit greatly from participating in the workshop and not just viewing the recording. To expand the workshop, the organizer should investigate running workshops in multiple locations.

6. MENTOR ONLINE COMMUNITY OF PRACTICE (CoP)

Outcomes & Benefits

- Improves the average quality of the Technovation mentors in all of Armenia to allow them to better assist the teams during and after the competition
- Reduces repeated questions from mentors and reduce the onboarding time for new mentors
- Removes Narine and other administrators from being the first point of contact for mentors and their team members

Why an Online Community of Practice?

An online community of practice (CoP) creates a distributed environment for mentors to learn from each other's experiences and grow as a community. A CoP is also a convenient place for information to be passed down from year to year for the mentors, including FAQs and key documents. CoP's have been found to improve the onboarding time for new members, which is especially important as Technovation Armenia continues to grow.

Overview of Activities

The CoP involves both initial setup activities and activities to sustain it. The setup involves preparing the platform and training a moderator to properly support the community. The remaining activities are for maintaining the CoP, which the moderator performs.

Setup Activities

- **Prepare the platform**

Slack is an ideal platform because it is the same platform Technovation Global uses. Training the mentors in Slack gives them access to both the global community and the Armenia specific CoP. The following channels will be created by the moderator:

- Technovation Armenia Announcements
- Frequently Asked Questions
- Ideation Curriculum Questions
- Programming Curriculum Questions
- Business Curriculum Questions
- Pitch Curriculum Questions
- Event Logistics Questions
- General Questions
- Slack Help
- Live Chats

These channels focus on the Technovation curriculum and events that are either in person or on Slack. For example, the "Live Events" channel is for the live, real-time chatting sessions that the moderator schedules. This will be discussed in more detail later.

- **Train the Moderator**

The moderator is a crucial part of the CoP, as he or she will help all the mentors use the platform and keep the discussions alive. Appendix VI includes a guide for the moderator for setting up and using Slack. Appendix VII also guide the moderator on what to do during the Technovation competition on the CoP. The moderator role should be taken by the Head Mentor.

Sustaining Activities

- **Assist New Mentors with Platform**

At the start of every year, the moderator will introduce the new mentors to the platform and how to properly use it. The moderator will perform this training at the introductory meeting before the competition starts.

- **Engage and Lead the Discussion**

The moderator's main job is running and sustaining the conversation in the community of practice. Appendix VII is a guide that includes general guidelines, strategies, and links to further resources. The administrators can encourage using the CoP by also using the platform as the main form of contact to all the mentors.

Activity Timeline

Figure 5 is a timeline for setting up and running the mentor online CoP. If the moderator and platform are retained from one year to another, the first 2 steps are skipped, but the remaining 3 steps will be performed every year.

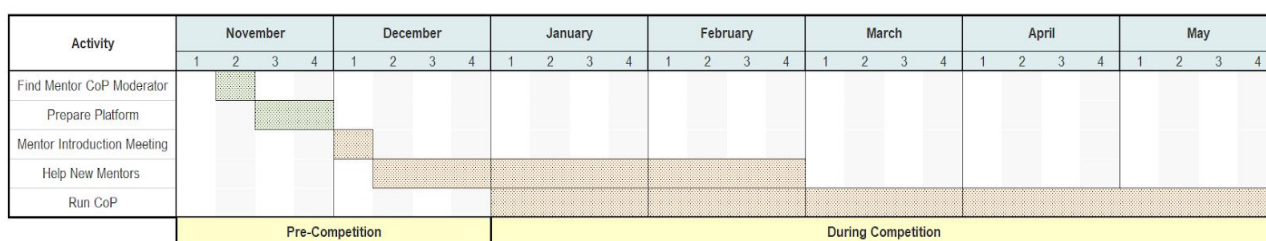


Figure 5: Gantt chart for Setup and Running Mentor Online CoP

Positions and Resources Needed

- **CoP Moderator**

The Moderator is responsible for helping mentors use the platform, managing the content, and leading the conversations. This role should be performed by the Head Mentor.

- **CoP Platform**

Slack provides a free version of the platform that is sufficient for the initial implementation of the CoP. The major limitation of the free version is the 10,000 message limit, which will become a problem as the competition continues to grow. The included Slack guide mentions strategies to deal with this limit.

Costs

Since Slack is free, there is no direct monetary cost for implementing this recommendation. However, the moderator will need to commit a significant amount of time for the CoP to work as intended. Table E breaks down the costs of implementing this recommendation.

Table E: Mentor Online CoP Cost Analysis

Item	Cost (Time)	Frequency	Total (5 years)
Mentor CoP Moderator	6 hours/week, for 6 months	Yearly	720 hours
Total			720 hours

Implementation Material

- Slack Setup Guide (Appendix VI)
- Online CoP Moderator Guide (Appendix VII)

Recommendations for Further Investigation

While the free version of Slack is a convenient platform to host the mentor CoP, the paid version or other platforms might be a better fit in the long run. Unfortunately, the paid version is very expensive at \$7 per month per active user. Other WPI Interactive Qualifying Projects have successfully used a platform called Discourse to run a CoP with over 1500 members. However, platforms like Discourse are also expensive and take significant effort to set up. In the future, the Technovation Armenia moderator will evaluate if Slack is still a suitable platform and change if necessary.

7. ALUMNI COMMUNITY IMPLEMENTATION GUIDE

Outcomes & Benefits

- Builds and fosters the alumni community
- Provides a platform for the alumni to interact and stay engaged after the competition

Why use an Alumni Facebook Group?

Utilizing an Alumni Facebook group will provide a space for alumni to stay engaged and active with each other along with professionals. This platform will help foster significant peer and professional relationships while encouraging the continuation and development of the participants.

Overview of Activities

In order to successfully run an alumni page, Technovation Armenia will need to manage the page on a weekly basis and continually add to the participants of the alumni group every year.

- **Managing the Facebook Group**

The Alumni Affairs Coordinator (AAC) should manage the Facebook group throughout the year. Appendix VIII provide a posting strategy and examples for the AAC. The AAC should also moderate comment sections, group discussions, and answer questions.

- **Add Alumni and Other Important Stakeholders**

At the end of the pitching competition, the AAC should add the participants, judges, and other professionals from the year to the alumni Facebook group.

Activity Timeline

Below in Figure 6 is a basic breakdown of the timeline of how to properly run an Alumni Facebook group.

Activity	January	February	March	April	May	June	July	August	September	October	November	December
Post to Page												
Add alumni												
During competition						Post-Competition						

Figure 6: Gantt Chart to Manage the Alumni Facebook group

Positions and Resources Needed

- **Alumni Affairs Coordinator**

The AAC is responsible for managing the Facebook group and posting engaging material, moderating comment sections, moderating group discussions, and answering questions.

- **Facebook Platform**

The AAC will need administrative access to the Facebook group as well as access to the participant information so they can add them to the group at the end of every year.

Cost

Table F details the cost of running the alumni Facebook group. Since Facebook is free, the only cost to the program is the time necessary to properly run the alumni group.

Table F: Alumni Facebook Group Cost Analysis

Item	Cost (Time)	Frequency	Total (5 years)
Alumni Facebook group Manager	4 hours/week/year	Yearly	1,040 hours
Adding Alumni	4 hours	Yearly	20 hours
Total			1,060 hours

Implementation Material

- Posting Strategy and Examples (Appendix VIII)

Recommendations for Further Investigation

The administration already held three master classes in 2019, but could always expand this number. Running more alumni panels would be a good way of doing this. After growing the Facebook group into a strong, highly active, alumni community, the administration should also begin to develop and implement fundraising campaigns.

8. EVALUATION & CONTINUOUS IMPROVEMENT

Outcomes & Benefits

- Improve upon existing program evaluation by utilizing a structured evaluation system to obtain feedback from participants, mentors, and judges
- Formalize the impact of the Technovation program to help validate and promote the program

Why Utilize Multiple Surveys?

It is important for any program to conduct evaluations so that the program can continually improve. Utilizing multiple surveys throughout Technovation allows the program to better identify how it impacts the interests and confidence levels of the girls who participate. The follow up survey also help build a sense of community.

Overview of Activities

This approach requires three types of surveys: Pre-Technovation, Post-Technovation, and a Follow-up Surveys. Each type of survey address one or more groups of people involved in Technovation (participants, mentors, and judges) and, as a result, require separate versions for each group. After the initial creation of the surveys, the appointed quality assurance (QA) manager needs to maintain and distribute the survey at the predetermined times. After conducting each survey, the QA manager processes the responses to compile the findings and identify key opportunities for program improvement.

Setup Activities

- **Prepare the Surveys**

Iridescent distributes online pre- and post-program surveys to participants and mentors for program evaluation. Prior to conducting the response analysis, the QA manager will contact Iridescent for surveys results. The survey for post-program evaluation from the judge's' perspective and the follow-up survey for participants on their continuation are independent from Iridescent surveys. Google Forms is suitable for both the remaining surveys.

- **Judge Post-Technovation Survey**

Since Iridescent doesn't survey judges, the QA manager will distribute a separate survey for judges. Sample questions for the judges can be found in Appendix IX.

- **Technovation Follow-up Survey**

The Technovation Follow-Up Survey identifies what the girls have been doing one year since the end of the program and whether they have continued to participate in other programs or continued to develop their skills in coding/programming/entrepreneurship/business/leadership. This survey also offers the participants the opportunity to return as speakers to share their experience in the program or to return as mentors/student ambassadors. Sample questions for the follow-up survey can be found in Appendix X.

Sustaining Activities

- **Survey Distribution & Maintenance**

The QA manager is responsible for distributing the surveys and collecting the responses. For the responses to the pre- and post-program surveys, the QA manager must be in contact with Iridescent. To encourage more survey responses, the QA

manager needs to send out reminders to fill out the survey at timely intervals during the data collection period.

- **Data Analysis & Program Evaluation**

After each round of surveying, the QA manager analyzes the responses to produce findings and opportunities for Technovation to improve as a program. The QA manager also creates the plan for improving the program for the following years' iteration.

Activity Timeline

Shown below in Figure 7 is a timeline for implementing this system of program evaluation, which identifies each major periods for survey distribution and response analysis. The QA manager will analyze all survey results at one time during the fall of each year after acquiring all the survey responses, including the responses from Iridescent surveys.

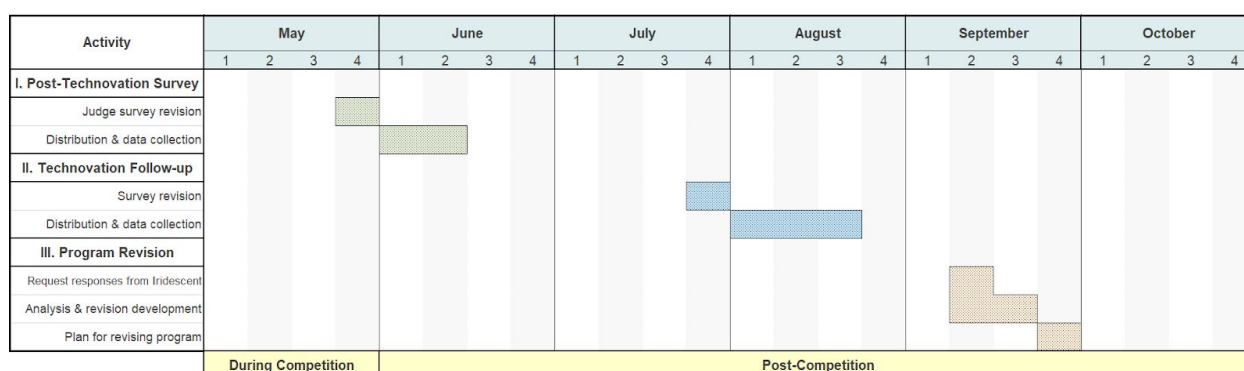


Figure 7: Evaluation & Continuous Improvement Gantt Chart

Positions and Resources Needed

- **Quality Assurance (QA) Manager/Technician**

The QA manager is responsible for maintaining and sending out the surveys and the reminders, as well as communicating with Iridescent for their survey results. In addition, they also convert the survey data into presentable findings and develop plans to improve the program.

Costs

Since Iridescent handles some of the surveying and the appendix provides the other surveys, there is not an initial time cost for survey creation. The estimate amount of time spent for all of the survey, data analysis, and revision plan development lasts slightly over three months. Table G breaks down the time cost for the implementation.

Table G: Evaluation & Continuous Improvement Cost Analysis

Item	Cost (Time)	Frequency	Total (5 years)
Administer Post-Technovation Judge Survey	4 hours/week, for 1 month	Yearly	80
Administer Follow-up Survey	4 hours/week, for 1.25 months	Yearly	100

Review Survey Data & Create Revision Plan	4 hours/week, for 1 month	Yearly	80
Total			260 hours

Implementation Materials

- Post-Technovation Survey for Judges (Appendix IX)
- Technovation Follow-up Survey (Appendix X)

CONCLUSION

This implementation guide is designed to guide Technovation Armenia in laying the foundations for extending the impact of their program. Included are the materials to help Technovation begin the implementation of each plan. By following the guides and using these materials, Technovation Armenia will expand their capacity to help more Armenian girls in more meaningful ways.

APPENDICES

I. Core Team Job Descriptions

Social Media Specialist

Description:

- Develop, implement, and manage the Technovation social media strategy
- Manage and oversee social media content
- Measure the success of social media campaigns (set a goal either through likes, follows or outcomes)
- Work closely with the Public Relations Officer to manage the resource pool on the Technovation Armenia Facebook group
- Stay up to date with the most up to date social media best practices, including technologies
- Attend relevant conferences
- Recruit and train others in the respective extended social media team

The Executive Director will recruit the **social media core team member** with the following *criteria/requirements* in mind:

- Previous experience with social media
- Excellent knowledge in Facebook, Twitter, LinkedIn, Pinterest and Instagram
- Proficient writing, editing and presentation skills
- Great interpersonal and communication skills
- Demonstrable social networking experience
- Positive attitude, detail oriented
- Stellar organization skills
- Fluency in English and Armenia (minimum)

Public Relations Officer

Description:

- Communicate with colleagues and key spokespeople in the IT industry including but not limited to, tech startups, incubator programs, prospective partnering organization et cetera
- Answering enquiries from media, individuals, and other organizations (via telephone or email)
- Source and manage sponsor and partnership opportunities
- Foster community relations through involvement
- Moderates the ideation consultation program (can be found on page 14)
- Attend relevant conferences, workshops
- Plans and coordinates annual networking workshops
- Recommends updated software for the volunteer recruiting databases
- Recruit and train volunteers in the respective extended PR team

The Executive Director will recruit the **public relations core team member** with the following *criteria/requirements* in mind:

- Excellent communication, interpersonal, and writing skills
- Excellent event planning skills
- Drive, flexibility and the willingness to learn
- Excellent organisational and time management skills
- Creative and imaginative
- Good teamwork skills
- Business awareness, knowledgeable of current affairs

Alumni Affairs Coordinator

Description:

- Create and implement the alumni program
- Manage and update the Technovation Armenia page by adding the most recent past participants, along with mentors, professionals and anyone else who assisted them in completing their projects
- Moderate comment sections, group discussions, and answer questions or direct them to the appropriate individual that can answer the question
- If resources allow, this position will include planning events, reunions, alumni panels, and other relevant events
- Perform research on local events for alumni to participate in and attend
- Monitor the alumni database
- Update and release the follow-up survey
- Recruit and train volunteers in the respective extended alumni team

The Executive Director will recruit the alumni affairs core team member with the following *criteria/requirements* in mind:

- Excellent, communication, interpersonal, and writing skills
- Great organisational and time management skills
- Networking awareness, knowledgeable of local events and opportunities
- Good teamwork skills
- Proficient in Facebook and other social media platforms

Chairman of Judges (CoJ)

Description:

- Recruit a panel of judges for each pitching event
- Conduct a pre-judge meeting with the compiled panel and debrief on judging process, mindset, and educate
- On the day of judging, the CoJ is responsible for the flow of the pitch event
- Recruit and train volunteers in the respective extended judging team

The Executive Director will recruit the judging core team member with the following *criteria/requirements* in mind:

- Previous experience with judging
- Must be:
 - Entrepreneurs or a professional with entrepreneurship experience
 - Professionals active in startups
 - Angel investors or a venture capitalist
 - Tech industry professionals
- Strong interpersonal/communication skills
- Pays attention to detail
- Ability to collaborate with others
- Strong assessment tools

Head Mentor

Description:

- Must be able to estimate the amount of teams that would like to participate in order to recruit enough mentors
- Recruit mentors through reaching out to schools from all provinces
- Must be able to run a mentoring workshop annually for volunteer mentors*
- Needs to be available to answer any mentor questions via email or phone call
- Serves as a positive role model by modeling desirable behavior
- Runs and moderates the Community of Practice
- Responsible for notifying the volunteer mentors of any opportunities for the teams to talk with professionals
- Encourage workshop and conference attendance
- Recruit and train volunteers in the respective extended mentor team

The Executive Director will recruit the mentoring core team member with the following *criteria/requirements* in mind:

- Adequate expertise in the areas of business, entrepreneurship and computing
- Common goal of advancing the personal, professional and technical growth of the Technovation participants
- Exhibit an approachable and accessible attitude
- Encouraging and supportive

*These workshops must be recorded and distributed to the remote village mentors for viewing.

Head Instructor

Description:

- Prepare examples and learning material for the respective modules
- Encourage a collaborative environment in which participants can ask questions and work through examples
- Stay updated on the most common and recent active learning best practices
- Maintain regular contact with the volunteer coaches and instructors that are recruited
- First point of contact when there are any questions pertaining to the curriculum
- Recruit and train volunteers in the respective extended instructing team
 - Including but not limited to, Coaches and the Webinar Manager who will administer videos for remote learning and the other designated positions

The Executive Director will recruit the instructing core team member with the following *criteria/requirements* in mind:

- Exhibits experience with teaching
- Great communication and interpersonal skills
- Knowledgeable of teaching trends
- Ability to adapt
- Must be relatively available during and after the competition

Grants Manager

Description:

- Monitor the Technovation budget and ensure it remains an effective program
- Perform research on all grant issues and prepare yearly/monthly records for any grant related activities
- Complete grant proposal and submit in a timely fashion
- Administer grant records and evaluate financial reports to analyze all annual progress and perform review on grant expenditure
- Monitor and analyze budget trends and make recommendations for cost control for various grants
- Maintain any documents and spreadsheets for all expenses and payments
- Prepare appropriate reports for cost allocation
- Recruit and train volunteers in the respective extended funding team if needed

The Executive Director will recruit the funding core team member with the following *criteria/requirements* in mind:

- Previous experience with applying for grants
- Excellent assessment skills
- Proficient in Microsoft Office
- Excellent organisational and time management skills
- Analytical mindset

- Problem-solving skills

Quality Assurance Manager

Description:

- Acquire pre and post surveys from Iridescent, refer to Evaluation and Continuous Improvement section of this guide
- Revise and maintain the survey after each distribution to ensure relevance
- Distribute the surveys and the reminders
- Process the survey responses and develop the findings
- Transform the findings into presentable findings
- Develop plans to address the opportunities for improvements
- Present opportunities for improvements to the rest of the core team
- Develop a scalable plan that can be implemented for the future iterations of Technovation by working closely with the Grants Manager

The Executive Director will recruit the continuous improvement core team member with the following *criteria/requirements* in mind:

- Proficient in Google Forms
- General awareness of cultural and organizational trends
- Excellent time management skills
- Ability to analyze and identify opportunities for improvement
- Ability to turn abstract ideas into concrete action plans
- Excellent communication and teamwork skills

II. Head Instructor Volunteer Descriptions

- **Public Speech Specialist** (Recommended number - 3)
Responsibilities: Coordinate keynote speakers to assist with confidence, will also hold lessons pertaining to public speaking and presentation skills
- **Coding Master** (Recommended number - 6)
Responsibilities: Coaches and helpers in the classes held pertaining to the Technovation modules and would assist with weekly consultations
- **Project Manager** (Recommended number - 6)
Responsibilities: Help teams with their business plans, assist in the construction of the teams' financial statements and business plans, act as coaches in the business segment of the weekly classes
- **Linguistic Coach** (Recommended number - 4)
Responsibilities: Translate the Technovation videos from ENG to ARM, help teams with their business pitches particularly relating to the correct use of the English language

III. Sample Ideation Form for the Teams

- Please explain the idea for your app in a short paragraph.
- Why does your team think this is a good problem to solve?
- Why does your team think this is a good idea for a mobile application?
- How does this problem scale beyond Armenia? Does this problem exist in other countries and how do you know?

IV. List of Resources, Additional Material, and Opportunities

Online Instructional Material:

We strongly encourage you and your team to continue developing your projects and skills, whether it is working on making your application more professional or learning professional coding languages. Below are some of the resources you can use to do just that!

For App Development:

Youtuber CodedSteele has a playlist of videos for App inventor videos for many basic application functions.

Link: https://www.youtube.com/playlist?list=PL_VBOWi_XXBkAjtJLYdyitC8aWQ0XtRdJ

Massachusetts Institute of Technology (MIT) provides a short list of extensions that can be included in your app development.

Link: <http://appinventor.mit.edu/extensions/>

The Website below provides a list of extensions for both App Inventor and Thunkable (use only free extensions).

Link: <https://puravidaapps.com/extensions.php>

For learning professional coding:

Codecademy is a website that provides both free and subscription-based coding lessons on many popular coding languages, such as Java, C, Javascript, and more!

<https://www.codecademy.com/>

Derek Banas creates programming lessons and tutorials on youtube for different programming languages.

<https://www.youtube.com/user/derekbanas/playlists>

Incubators:

Funding and continuation on project development is a concern for many teams. For opportunities on how you and your team can grow and introduce your application into the market, please check out the links below.

Armenia Startup Academy provides a pre-acceleration program that is “designed to guide tech companies/teams through the process of customer development using advanced tracking methodologies and instruments.”

Link: <https://www.startupacademy.am/program>

Beeline Startup Incubator is a resource hub whose main objective is "to scale startups to the state of being capable to present their own unique product to the investors in the best light possible."

Link: <https://incubator.beeline.am/>

Enterprise Incubator Foundation (EIF) is a technology business incubator that provides various investment channeling and funding schemes for startups, among various other programs. EIF has a matching grants competition, in which many the grant programs are “are intended to provide grants to support new solution, product, service or process adaptation, improvement and/or development...”

Link: <http://www.eif.am/eng/projects/matching-grants-competition/>

Similar Programs/Competitions:

Even though your journey in the Technovation Program has concluded, it does not mean your learning should too. We encourage you to return for the next year's program, if eligible, and to participate in other programs similar to Technovation. Below are some programs that may be of interest.

Sevan Startup Summit is an annual program where for seven days, participants will join “various workshops and discussions with influential and successful founders and business people.”

Link: <https://seasidestartupsummit.com/events>

World Summit on the Information Society (WSIS) Form is a global platform for facilitating implementing and advancing the Sustainable Development Goals. The event “provides an opportunity for information exchange, knowledge creation and sharing of best practices, while identifying emerging trends and fostering partnerships, taking into account the evolving Information and Knowledge Societies”

Link: <https://www.itu.int/net4/wsis/forum/2019/>

Hackathons are events designed to create ideas and solutions that address specific problems by providing a platform for individuals to come together and discuss the problems. For details on different hackathon opportunities in Yerevan, Armenia, please see the following link.

Link: <https://www.hackathon.com/city/armenia/yerevan/>

Networking & Conference Events:

Below are a list of Facebook Pages of different organizations that hosts and/or promotes tech-based, entrepreneurial events. These are opportunities for you to build connections, grow your professional networks, and learn about different opportunities. Please follow these pages to see new or upcoming events.

Smart Gate VC

Link: <https://www.facebook.com/smartgate.vc/>

Hero House

Link: <https://www.facebook.com/herohouseAM/>

Armenia Startup

Link: <https://www.facebook.com/startupacademyAM/>

EPIC - AUA

Link: <https://www.facebook.com/AUAEPIC/>

Enterprise Incubator Foundation (EIF)

Link: <https://www.facebook.com/EnterpriseIncubatorFoundation/>

Seaside Startup Summit

Link: <https://www.facebook.com/seasidestartupsummit/>

Beeline Startup Incubator

Link: <https://www.facebook.com/BeelineStartupIncubator/>

ANEL

Link: <https://www.facebook.com/ANEL-175466082623933/>

Impact Hub

Link: <https://www.facebook.com/impacthubyerevan/>

V. Professional Contact List

Organization Name	Contact	Email	Phone
EPIC - Entrepreneurship and Product Innovation Center	Arman Arakelyan	arman.arakelyan@aua.am	+374 60 61 26 30
EPIK Foundation	Michael Kouchakjian	mkouckah@aua.am	
Beeline Startup Incubator	Grigor Hovhannisyan	greghovanisyan@gmail.com	+374 10 60 11 11
ANEL - Armenian National Engineering Laboratories	Amalya Mkhitarian	amalya.mkhitarian@gmail.com	+374 10 56 63 75
Smart Gate VC	Armine Galstyan	armine@smartgate.vc	094 445 25 31
	Anna Tantushyan	anna.tantushyan19@gmail.com	
UEICT	Eduard Musayelyan	eduard.musayelyan@ueict.org	+374 93 07 27 77
Embry Tech	Liana Sarkisova	liana@embry.tech	

VI. Slack Setup Guide

Creating the Slack

The first step of creating the slack will be visiting <https://slack.com/create> and walking through the steps to create a Technovation Armenia workspace. This will create a free workspace that will be used for all future Technovation competitions. The main limitation of the free version of Slack is that each workspace has a 10,000 message limit which means older messages will be deleted. When applicable, this guide will give strategies to go around this limit.

Setting up the Channels

Channels are where all the different conversations will happen. It is important to have create separate channels to properly manage the different types of questions and comments. The list below shows the list of suggested channels and what each one will be used for.

- **Technovation Armenia Announcements**
This will be the place for all the announcements for Technovation Armenia. Not everyone should be able to post here, so you can follow the instructions [here](#) to make it an announcement only channel. Anything that is being sent out through an email list to all mentors should be posted here instead. If the message is too long, it may be better to post a summary with a link to a Google Docs file with the rest of the message.
- **Frequently Asked Questions**
This is where all frequently asked questions will go. Like above, this channel should be an announcement only channel (follow the instructions [here](#)). Unfortunately, because of the 10k message limit, any question posted here will eventually get removed after enough time has gone by. A good solution could be using a Google Docs file instead. For this to work, the only message in this channel should be a link to the Google Docs. This message should be pinned so that the link can be easily recovered when the message is deleted. To recover it, follow the instructions [here](#).
- **Ideation Curriculum Questions**
This is the first of the question channels for the 4 modules of the Technovation curriculum. All 4 will be used in very similar ways. Mentors should post any questions or comments so that other mentors can respond with answers or more comments.
- **Programming Curriculum Questions**
See above.
- **Business Curriculum Questions**
See above.
- **Pitch Curriculum Questions**
See above
- **Event Logistics Questions**
This channel should be used by mentors to ask questions about physical Technovation events. The main topics for this channel will most likely be the weekly classes and the final regional pitching event.
- **General Questions**
This channel will be for any questions that do not fit in the other categories. This could include things like questions about project submissions or how to access the material for the week.

- **Slack Help**

Especially at the beginning of the year, many mentors will have questions about how to use the platform. All these questions should be posted in this channel.

- **Live Chats**

Live chats will be covered more in the moderator guide. As a short summary, live chats are when people all try to chat together at a scheduled time. For example, every week after the class material is released, all the instructors could be online for one hour to answer any questions.

- **Off Topic**

If the chat only has place for work, then it will struggle to become a community. Sometimes it can helpful to have non-work related posts. For example, some mentors might organize social events around other Technovation events.

Setting Up Default Channels

By default, new members will not be added to all the channels. If the channels are public, then they can join at any time, but that might get confusing. Instead, it is recommended that all the channels mentioned above are set as default channels. This can be done by following the instructions [here](#).

Adding the Mentors

Unfortunately, this is one of the weakest parts of Slack. The only way to add new members is by sending them an invite email. The instructions can be found [here](#). The best way to do this is to get all the emails into a single list and add them all at once.

Using Slack with Armenian

Sending messages and naming channels in Armenian will work perfectly. Unfortunately, Slack does not directly support Armenian, so things like the invite email will have to be in English.

Google Drive Slack Apps

Slack allows apps to be added to workspaces to add functionality. One of the more helpful ones for Technovation Armenia will probably be the Google Drive app which can be found [here](#). This app will make it easier to share the Google Docs files mentioned above. If adding this app makes using Slack too complicated, it is not necessary. Full instructions on how to install and use it can be found [here](#).

VII. Online CoP Moderator Guide

The Roles of the Moderator

The moderator has two main roles: to help the other mentors use Slack and to sustain the discussion. To help with Slack, the best thing is for the moderator to set up the Slack and gain experience with the tool. The attached guide and the Slack help [site](#) are great tools to learn how to use Slack. The rest of this guide will focus on how to maintain the discussion throughout the 4 month competition.

Types of Posts

Here are a few different types of post that can be used to help start conversations on the Slack workspace.

- **Weekly Posts**

One of the important factors when it comes to sustaining the community is to create a framework for regular posting. One of the best ways to do this is to post similar messages on a regular schedule. For Technovation Armenia, a perfect candidate is the weekly announcements that are currently being sent out as emails. If they are sent out as Slack messages instead, it would give a reason for the mentors to check in at least once a week. Another example would be a post after every weekly class to ask if any teams have questions. Most of the following posts can also benefit from being posted on a schedule.

- **Polls/ Other Interactive Posts**

Around the scheduled posts, adding polls that ask for feedback either on the program or the Slack is a really good way to get many mentors involved in the discussion. These polls also give the chance to the moderator and the administrators to get quick feedback as the program goes along.

- **Live Chats**

Beyond posting questions and announcements, live chats may be the most powerful type of posting for building a community and getting mentors to participate. Live chats involve scheduling a time for some key community members to be online in the live chats channel to answer questions. Examples could involve getting a judge to answer questions for an hour, getting the instructors to answer questions the day after new materials come out, or even getting a professional to answer questions about the business plan. To make these live chats successful, it is important to announce them early and to remind the mentors frequently. Making them regular would also make it easier for mentors to participate. Also, it helps to provide a list of topics the conversation should be about so the people arrive with questions. Worst case, the moderator should prepare some questions to keep the chat going.

Participant Encouragement

Especially at the start of the competition, it might take a lot of encouragement for some mentors to get involved. A good way to encourage them is by sending private emails to them. For instance, the moderator can send thank you emails to mentors that make a good contribution to the conversation. The moderator could also send emails to mentors when he or she feels like that mentor has experience that could add to a discussion on Slack. This type of work can help a lot with engaging mentors and making them feel appreciated.

Word of Caution

Some of the papers written on online communities of practice mention the “Atlas syndrome”. This is when the moderator “holds up” the entire discussion instead of making building a community to hold it up. It is important to give time and space for the mentors to respond and to focus on getting them to participate. In general, the moderator should keep their post ratio to less than 1:3, which means less than one in four messages in the community are from them.

Sources/ Extra Resources

Gray, B. (2004). Informal Learning in an Online Community of Practice. *Journal of Distance Education*, 19(1), 20-35. Retrieved April 8, 2019, from <https://files.eric.ed.gov/fulltext/EJ807836.pdf>.

Pan American Health Organization, & World Health Organization. (2015). Building Communities of Practice. In *Methodologies for Information Sharing and Knowledge Management in Health*. Retrieved April 8, 2019, from <https://www.paho.org/hq/dmdocuments/2017/knowledge-management-Building-communities-practice-17may2015-eng.pdf>

Zhang, W., & Watts, S. (2008). Online communities as communities of practice: A case study. *Journal of Knowledge Management*, 12(4), 55-71. Retrieved April 8, 2019, from <https://pdfs.semanticscholar.org/3feb/8425af5caa5aeb8d6503eb0a6cca401b7ad7.pdf>.

VIII. Posting Strategy and Examples

Cover Photo: Group picture of the girls at the pitch event, this should be updated after every pitch event

Profile picture:



Armenia Alumni

About section:

Should have “Technovation Armenia Alumni” in the about section so people can find the page

Call to action buttons:

You need a facebook business account to get this option, it is FREE

Example:



To create a call to action button:

- Go to your Page’s cover photo and click Create Call to Action.
- Choose your call to action, and enter the URL for your website.
- Click Create.

Buttons to have:

- “Become a Volunteer” :

- Takes them to a website to sign up <https://signup.com/Organizer/Register>
- “Donate”
- Takes them to <https://gogetfunding.com/campaigns/?country=am>


Have a linked post pertaining to instructions on how to always receive notifications for posts

- Navigate to your Facebook group
- “Like” the Page and continue hovering over the “Like” button
- Select Notifications from the drop down menu
- Check “All post” and “Events”
- Click done

How to add an admin:

Only current group admins can make someone an admin or moderator.

To make someone an admin or moderator of your group:

1. From your News Feed, click Groups in the left menu and select your group.
2. Click Members in the left menu.
3. Click  next to the person you want to make an admin or moderator.
4. Select Make Admin or Make Moderator

Content:

The number one goal of the content of the page is to engage the alumni, posts should be phrased to encourage alumni to comment or get involved!

A post should be made every other day, do not post the same style of content two posts in a row unless it is news articles or job postings.

- Highlight alumni who are doing great things, include a picture- pictures and videos are more likely to show up in someone's news feed
 - Who won at Seaside Sevan Startup/other startup competitions?
- Posts that remind alumni of good memories
 - Picture of a specific module and asking alumni to guess which module
 - Picture of winning team
- Update alumni on current events in Technovation
- Share news articles or TV clips that highlight Technovation Armenia (this should be done most frequently, daily if possible)
- Provide posts that alumni can comment on
 - Ask them what kind of topics they would like to see more of in articles posted on facebook
 - Ask them to highlight their favorite new technology or start-up
 - Share your pride day- ask alumni to post a picture of the themselves with their university/ company/ or startup
- Post about other opportunities that are coming up, or encourage professionals who are part of the page to post job opportunities!
- Promotion of events for them to come back to
 - Panel and ask for volunteers to come talk to previous girls
 - Media attention
 - Promo video: “Why I Technovation” kind of video

- Advertising Fundraising events
 - #GivingTuesday

Alumni Page Examples:

<https://thefutureindex.wordpress.com/2013/08/20/future-comms-alumni-2-0/>

IX. Post-Technovation Survey for Judges

Survey Questions:

- Which of the following aspects of Technovation did you judge (checkboxes)?
 - Application, Business Plan, Pitch, Other (select all that apply)
- In which aspect of the pitching event did many teams struggle (short-answer)?
- In which aspects of the pitching event did many teams have the most success (short-answer)?
- In which aspects of Technovation Armenia should participants focus more of their attention (checkboxes)?
 - Application, Business Plan, Pitch, Other (select all that apply)
- How can Technovation Armenia better help the participants to produce a successful application/business plan/pitch (short-answer)?
- Rate your experience as a judge(scale):
 - Poor 1, Excellent 5
- Please provide a brief explanation for your selection above (short-answer):
- How can Technovation Armenia better prepare judges for the pitching event (short-answer)?
- Would you like to judge in future Technovation Armenia pitching events? If so, please provide us with your email address (short-answer):

X. Technovation Follow-up Survey

Survey Questions:

- In what ways are you still involved in ICT/Business (checkboxes)?
 - Classes, Independent Learning, Similar Programs/Competitions, Other (select all that apply)
- In which programs have you participated since the end of Technovation, if any (short-answer)?
- How did you find out about these programs (checkboxes)?
 - Online research, Mentor, Technovation Armenia Facebook Group/Page, Other (select all that apply)
- Did you continue to work on your application since the end of Technovation (yes/no)?
- Are you considering higher education/a career in IT and/or in business (yes/no)?
- Do you have any ideas or recommendations that would be helpful for future participants of Technovation Armenia (short-answer)?
- Would you be interested in returning to speak about your experience in Technovation? If so, please provide us with your email address (short-answer):
- Would you be interested in returning as a mentor or student ambassador? If so, please provide us with your email address (short-answer):