PLAYBOOK

2023/2024

Aspen

CHALLENGE

YOUTH DRIVEN SOLUTIONS

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Your **voice** matters.
You will make an **impact**.

New Orleans 2022

Welcome to the Aspen Challenge — an opportunity for young people to design solutions to some of the most critical problems humanity faces.

Your goal is to work with your team to identify an opportunity for change in your community and design a solution to make it happen. When the official challenges are unveiled, your team will select a challenge, design an original solution, and implement your ideas. All teams will showcase what they learned and accomplished, and a panel of judges will select top teams to receive prizes. All teams will receive insight from each judge about their solution and suggestions for how to increase their impact. Criteria for winning solutions include originality, feasibility, community engagement, collaboration, and sustainability.

At a time when the world is facing some of its biggest challenges, YOU have an opportunity to make a difference. This program will provide you with the platform, tools, and inspiration to create change.

ABOUT THE ASPEN INSTITUTE

The Aspen Challenge is a program of the Aspen Institute. The Aspen Institute is a global nonprofit organization committed to realizing a free, just, and equitable society. Since its founding in 1949, the Institute has been driving change through dialogue, leadership, and action to help solve the most critical challenges facing communities in the United States and around the world. Headquartered in Washington, DC, the Institute has a campus in Aspen, Colorado, and an international network of partners. The Aspen Institute's Youth Leadership Programs are committed to working toward a future in which all young people around the world have access to opportunity, can develop their talents, and thrive.

YOUR SUPPORT TEAM

The Aspen Challenge staff is here for you throughout the entire design process. Through team coach sessions, webinars, checkpoints, or even quick calls, we are ready to provide guidance.

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WHAT TO EXPECT

The Aspen Challenge is a high-intensity, multi-week work period that will require you to work as a team to launch an impactful community solution. This Playbook is a resource that will guide you through the process.

ASPEN CHALLENGE EVENTS & CHECKPOINTS

Aspen Challenge staff are here to support you through every step.
The following opportunities will allow each team to engage with program staff:

Step 1: Virtual checkpoints with Aspen Challenge staff
- Zoom checkpoint to review your team charter
- Webinar with all teams to prepare for Challenge Forum

Step 2: Challenge Forum
- In-person kickoff event with all teams

Step 4: Midpoint School Visit
- In-person checkpoint to pitch your solution to Aspen Challenge staff

Step 6: Solution Showcase
- Webinar with all teams to prep for Solution Showcase
- In-person Solution Showcase event with all teams

Step 7: Virtual checkpoint with Aspen Challenge staff
- Zoom checkpoint to reflect on your Aspen Challenge experience

ASPEN CHALLENGE JUDGING CRITERIA

During Step 6, you will showcase your solution to a panel of judges. All judges are leaders from YOUR community. There are four ways you will present your work and each will be an opportunity for you to demonstrate that your team has successfully met the Judging Criteria detailed below and on the next page. The components that judges will evaluate against the Criteria to provide your team with feedback and determine award winners are as follows:

1. **Written Report:** A one-page overview of your solution and the impact you had on your community.
2. **On-Stage Presentation:** A five-minute presentation summarizing how your team designed and implemented your solution.
3. **On-Stage Q&A:** Time to field questions from judges about your solution.
4. **Exhibit:** A final opportunity to engage with judges and peers in a more intimate setting and share in-depth details of your solution and experiences as a team.

Judges will use the following criteria to evaluate your team's solution. The questions accompanying each section serve as a guide for how to meet each criterion. These criteria can help you design your solution and prepare for the Solution Showcase.

SOLUTION IMPACT

- Did your team develop a solution that addressed the specific elements outlined in the challenge?
- Did your solution have a tangible (observable, meaningful) impact?
- What do people know or do differently because of your solution? What additional resources are present in your community that were not there before?
- What evidence did you collect that proves your solution is the best way to address the challenge?

COMMUNITY ENGAGEMENT

- Does your solution meet a community need that is not already being addressed? Is there proof that your work is relevant to your community (via survey results, anecdotes from community members, etc.)?
- Did your team regularly engage community members (e.g., businesses, relevant organizations, residents, etc.) to get your solution off the ground? Were you a consistent presence in your community?
- Is there significant evidence that your communication and marketing tactics were effective?

CREATIVITY AND ORIGINALITY

- Did your solution address the challenge in a clear and ambitious way?
- Was your solution creative? Did your team think big or play it safe?
- Are there examples of moments when your team had to adjust its work plan and implement lessons learned to improve your solution's outcome?
- Can your team articulate what sets your solution apart from existing resources available to your community?

FEASIBILITY AND SUSTAINABILITY

- Is your solution big enough to make a difference but focused enough to implement, right now, in your community?
- Has your team articulated how their solution is sustainable? If so, is the framework for sustainability realistic?
- Is there proof that your solution has/will be successfully implemented?
- Is your solution sustainable? Will it live on in your community?

TEAMWORK

- Has your team clearly identified each member's roles and responsibilities to ensure that everybody has contributed equally to your solution?
- Is there evidence, particularly from the final written report, exhibition materials, and presentation on stage, that shows every member played a key role?
- Did team members collaborate effectively with each other and with peers outside the team?
- Did your team regularly meet to work on your solution and implement it in your community?

SPECIAL RECOGNITION

In addition to the Grand Prize, the following awards are also given at the Solution Showcase:

Collaboration Award recognizes a team that shows exemplary desire and ability to work effectively with others in crafting their solution.

Originality Award recognizes a team that initiates a bold, creative solution that deeply resonates with their chosen community.

Resilience Award recognizes a team that shows incredible tenacity in overcoming any obstacles they faced in their solution-design process.

People's Choice Award recognizes a team with an outstanding solution as determined by peer voting.

TIPS FOR VISUALIZING YOUR SOLUTION

It is critical to capture and document your solution design and implementation process. Capturing imagery throughout the process will be instrumental in preparing for the Solution Showcase. Below are some considerations for how best to capture photographs and videos to tell your story:

PHOTOS

1. Your best images should help convey a story. Ask yourself, what story does this photo tell?

2. Candid close-ups can be the most compelling. If you're working virtually, you can capture screenshots of your interactions with people.

3. Finding imagery online that resembles the geography or culture of where you are making an impact can make a difference. It can show the scale, environment, or scene of your solution.

4. If you create compelling branding and marketing pieces, share them at the Showcase!

VIDEO

Light Great lighting is key! Poor or dim lighting can be a big spoiler. Shoot video with the light source **behind** the camera, shining on the subject. For example, in an outdoor shot, take note of where the sun is shining, and make sure the sun shines on your subject and not on your camera lens.

Sound Consider sound quality and interference. When interviewing one on one, limit background noise. For instance, don't sit next to a busy street or a noisy refrigerator.

Keep It Steady Keep the video camera steady by putting it on a flat surface or setting up a tripod for interviews.

Set the Scene Experiment with framing different shots and angles. Typically, a close (waist-up) interview style makes for great footage. If the camera is too low, people tend to look a bit bulky on screen.

Shoot outside or against a backdrop of library shelves for a more interesting visual (blank walls can be a little boring).

ADDITIONAL TIPS FOR SUCCESS

Establish a Vision

A common purpose builds energy and commitment from each team member.

Teamwork

Every member of the team plays an important role. When a team identifies its core values, sets guidelines for decision-making, and delegates tasks, that team truly collaborates and maximizes its diverse perspectives and skills.

Values-Based Leadership

Remember to apply the values and team charter that you establish together. Lead by example with hard work, openness, positive attitude, trust, and fairness.

Meet Often

Schedule frequent meetings to sustain momentum, celebrate progress, solve problems, and communicate openly. Gather feedback from all team members and your community to learn how you can adapt.

Understanding the Aspen Challenge values, guidelines, and expectations and abiding by the Honor Code will create a positive and rewarding experience for everyone.

Louisville 2020

THE HONOR CODE

1. **Show up.** Participation in Aspen Challenge means that your team meets frequently and dedicates significant time outside of school to build your solution. You agree to participate in what your team plans and to communicate openly with each other.

2. **Engage.** Ask questions and remain focused. Exercise zest, curiosity, and self-control. Contribute to the team conversation. All perspectives are meaningful — it is time to share your ideas!

3. **Be inclusive.** Different perspectives and experiences will enrich your team's creative process. As part of Aspen Challenge, you commit to being equity-driven and open to points of view that may be different from your own. The Aspen Challenge community will not tolerate discrimination or harassment based on someone's race, color, gender, national origin, age, disability, sexual orientation, gender identity and expression, political affiliation, or any other grounds prohibited by applicable law.

4. **Be courteous and remain positive.** Stay optimistic, exercise social intelligence, and express gratitude. Kindness and encouragement should be exhibited throughout the process. Cruelty, teasing, or negative comments will not be tolerated in any capacity. Should negative communication or behavior occur, the responsible team or team member(s) can be deemed ineligible to participate in the program.

5. **Keep it clean.** Maintaining a calm and collected approach to an issue, even if it is frustrating, can help you discover a resolution. Crude language and behavior are not positive approaches to problems and may result in ineligibility to participate in the program.

6. **Be conscientious.** You are representing your school and community. Be respectful of your surroundings and those around you.

7. **Act with integrity.** Your team members and community partners are counting on you. Be honest and be reliable. Being on time and following through on your word is vital to building trustworthy relationships and will provide positive examples of what you are capable of accomplishing.

8. **Respect privacy.** Not everyone wishes to be photographed or videotaped. Please ask before you take photos. Please ask before you post pictures on social media of other Aspen Challenge participants. Aspen Challenge will not tolerate sexual harassment of any kind.

9. **Stay substance free.** Alcohol, drugs, tobacco, and chemical or prescription medications that are not prescribed or recommended by a doctor may not be consumed at any time while you are engaged in Aspen Challenge. Should you violate this standard, immediate consequences will ensue.

10. **HAVE FUN!**

Big Freedia,
New Orleans 2022

ASPEN CHALLENGE POLICIES

Your Team

1. **Team Creation:** Teams must consist of new participants and cannot include past Aspen Challenge participants.

2. **Existing Teams and Projects:** Your school's team may not consist of members who already work together or are from an existing team. Your team's project must be original.

3. **Team Member Count and Substitution:** Your team must consist of ten members including eight students and two coaches. The team must be representative of the entire student body of your school and differ in age and experience.

4. **Engagement:** Aspen Challenge is a special opportunity. All ten team members must participate in all key events, webinars, and workshops unless there are extenuating circumstances.

Step One: **Build Empathy**

Timeline: Weeks 1 and 2*

Objectives: Learn about your team members and what makes them tick. Learn about your community. What does it need? What does it already have? Establish guidelines to make working together a positive and thoughtful experience.

Details: Successful teams embrace leadership roles and value collaboration, curiosity, diverse perspectives, and creativity. Use this time to listen, learn, and determine how your team will work together.

Relevant Judging Criteria (pages 5 and 6)

Community Engagement • Teamwork

Tools to Guide You

• Getting to Know Your Team and Community
• Your Team Charter

online

*We encourage you to begin working on Step 1 as soon as your team is recruited! Drafting a Team Charter before Winter Break ensures that your team can hit the ground running come January.

GETTING TO KNOW YOUR TEAM AND COMMUNITY

Practice interviewing your team members and people within your community and use the following questions to kick-start a conversation to understand more about them.

FOR YOUR TEAM

Questions	Team Member Responses		
	You		
What is one thing people would find surprising to learn about you?			
Name the three things you are most passionate about.			
What do you enjoy doing in your spare time?			
How do you like to learn (i.e. reading, watching, discussing)?			
What is a problem you see in your neighborhood, community, city, or the world that you wish you could solve?			

Team Member Responses				

GETTING TO KNOW YOUR TEAM AND COMMUNITY

Practice interviewing your team members and people within your community and use the following questions to kick-start a conversation to understand more about them.

FOR YOUR COMMUNITY

Questions	Community Members
	Community Member #1
What is a problem you see in your neighborhood, community, city, or the world that you wish you could solve?	
Why is this problem important to you?	
What's a service that you wish was available in your community that isn't? Or, what's a service in your community that you wish there was more of?	

Community Members	
Community Member #2	**Community Member #3**

YOUR TEAM CHARTER

Your team charter is necessary for a strong foundation to work together and design your solution. It will help define your individual roles and responsibilities, determine how your team will make decisions and handle conflict, and establish the values that bring your team together. Use the questions below to create your team charter.

1. What are your team's top three to five values?

_____
_____
_____
_____

2. What roles and responsibilities will each team member have?

_____
_____
_____
_____
_____

3. How will the team make decisions (e.g., consensus, vote, elected leadership) to ensure all voices are heard?

_____
_____
_____
_____

4. How will your team constructively challenge each other's ideas and effectively resolve disagreements?

_____
_____
_____
_____

5. How will you effectively communicate with your team members throughout the work period?

_____

_____

_____

_____

6. What will the team do when faced with a problem or roadblock (such as issues implementing the solution or if a team member can no longer participate in Aspen Challenge)?

_____

_____

_____

_____

_____

TEAM CHECKPOINT

Be prepared to talk about what you've learned in Step 1 with an Aspen Challenge staff member before you move to Step 2. An Aspen Challenge staff member will reach out to your coaches to schedule this 30-minute virtual checkpoint.

* REMEMBER: When you complete Step 1, submit your team progress photo in the Innovation Lab. This photo could be a posed team shot, a candid of the team working together on Step 1 (interviewing each other, interviewing community members), or any other update you want to share. Don't forget to take video, too! You may need the footage for the final presentation (HINT: Hope you appointed a Documentarian!).

New Orleans 2023

Step Two: **Get Inspired**

Timeline: Week 3

Objectives: Attend Challenge Forum and select a challenge.

Details: During the Forum, teams will hear leaders share their experiences tackling some of our society's toughest problems and issue challenges that ask teams to create innovative solutions. You will have the opportunity to brainstorm with your team, reflect on presentations, ask additional questions, and begin thinking about which challenge your team will select.

Relevant Judging Criteria (pages 5 and 6)

Solution Impact • Community Engagement • Teamwork

Tools to guide you

- Note-Taking Guides
- Select Your Challenge **online**

**Chance the Rapper,
Chicago 2016**

Note-Taking Guide [*Use this guide to keep notes on the presenters.*]

Challenger's Name: _____

Challenge Posted: _____

Rate what you've heard! On a scale of one to five (with five being the "most passionate"), how passionate are you about the challenge topic you heard?

| 1 | 2 | 3 | 4 | 5 |

On a scale of one to five (with five being "significantly help"), how much would solving this challenge topic help your community?

| 1 | 2 | 3 | 4 | 5 |

Start Brainstorming!

What was the main theme of the presenter's challenge? _____

_____

How does this challenge affect you and/or your community? _____

_____

_____

_____

What three points from the Challenger's presentation do you most want to remember?

_____

_____

_____

Can you already think of some potential solutions that you could explore with your team? What are they? _____

_____

_____

What else do you need to know from this Challenger to decide that solving this Challenge is right for your team? List additional questions for the Challenger below.

_____

_____

_____

Additional Notes and Questions You Have about this Challenge: _____

_____

_____

Note-Taking Guide [*Use this guide to keep notes on the presenters.*]

Challenger's Name: _____

Challenge Posted: _____

Rate what you've heard! On a scale of one to five (with five being the "most passionate"), how passionate are you about the challenge topic you heard?

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_____

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_____

_____

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Challenge Posted: _____

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Can you already think of some potential solutions that you could explore with your team? What are they? _____

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What else do you need to know from this Challenger to decide that solving this Challenge is right for your team? List additional questions for the Challenger below.

_____

_____

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Additional Notes and Questions You Have about this Challenge: _____

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_____

_____

Can you already think of some potential solutions that you could explore with your team? What are they? _____

_____

_____

What else do you need to know from this Challenger to decide that solving this Challenge is right for your team? List additional questions for the Challenger below.

_____

_____

_____

Additional Notes and Questions You Have about this Challenge: _____

_____

_____

Step Two: **Select Your Challenge**

Now that you've heard the Challenges, consider the following to help you decide which one your team will solve.

Solution Impact

Can you create substantive change by implementing a solution to the challenge(s) you are considering? Are there ways to measure the impact of your solution and demonstrate that impact on your community?

Passion

Does the challenge excite your team? If you really care about the topic, your passion and vision are easier to sustain and communicate to others.

Define Your Community

Who is a part of the community that will benefit from the solution you implement? Is your solution for students in your school or in other schools? Is it for a particular neighborhood? Will it benefit people in your city, your state, and/or beyond?

Relevance
Does this challenge reflect the needs of your community based on what you learned in your community interviews (see Step 1)?

Feasibility
Does your team feel confident developing a solution that can be implemented and tested in your community within the timeframe of the Aspen Challenge program?

Sustainability
Could the solution your team develops last beyond the Solution Showcase?

INNOVATION LAB

NOW, SELECT A CHALLENGE!
Based on your reflection above, which of the Challenges is your team most interested in solving? Jot down your thinking here and add your team's decision to Step 2 in the Innovation Lab.

----

*REMEMBER: When you complete Step 2, submit your team progress photo in the Innovation Lab. This can be a photo of your team together at the Challenge Forum, working to decide which challenge to select, or any other update you want to share. Don't forget to take video, too!

Step Three: **Design Your Solution**

Timeline: Weeks 4 and 5

Objectives: Design your solution and map out a plan for making it happen. Remember: A dream written down with a date becomes a goal; a goal broken down into steps becomes a plan; a plan backed by action becomes reality.

Details: Now that you have selected a challenge, it is time to design your solution.

You will submit a Work Plan that outlines your solution's vision, mission, goal, milestones, and plan for impact. This is a critical step in the process for your team to receive valuable feedback and prepare you to launch your solution in your community.

Relevant Judging Criteria (pages 5 and 6)

Solution Impact • Community Engagement • Creativity and Originality • Feasibility and Sustainability • Teamwork

Tools to guide you

- What Is a Solution?
- What's in Your Community?
- Vision & Mission
- SMART Goals & Milestones

- Measure Impact
- Craft Your Budget
- The Work Plan **online**

Louisville 2019

WHAT IS A SOLUTION?

Aspen Challenge is an opportunity for you to work with your peers to design powerful solutions. To prepare for the journey ahead, watch three past team presentations (links provided in the Innovation Lab) and share what you learn by answering the questions below.

Which presentation did you like the most and why?_____
_____

Referencing the presentation you liked most, answer the following questions:

What need was the solution addressing, and why was this need important to the team presenting/the team's community?_____
_____

Describe how the team solved the problem/addressed the need._____
_____

Describe how the team engaged community members in their solution._____
_____

Is the team's solution original? What sets it apart from other approaches?_____
_____

Is the team's solution feasible? Sustainable? How can you tell?_____
_____

Look at the Aspen Challenge Judging Criteria (pages 5 and 6 of Getting Started). How does the presentation you liked most stack up against these criteria?

Solution Impact:
The team did a (check one) ☐ poor ☐ okay ☐ excellent job in this area.
Explain your scoring here:_____

Community Impact:
The team did a (check one) ☐ poor ☐ okay ☐ excellent job in this area.
Explain your scoring here:_____

Creativity and Originality:
The team did a (check one) ☐ poor ☐ okay ☐ excellent job in this area.
Explain your scoring here:_____

Feasibility and Sustainability:
The team did a (check one) ☐ poor ☐ okay ☐ excellent job in this area.
Explain your scoring here:_____

Teamwork:
The team did a (check one) ☐ poor ☐ okay ☐ excellent job in this area.
Explain your scoring here:_____

STEP THREE | WHAT IS A SOLUTION?

WHAT'S IN YOUR COMMUNITY?

Before fleshing out your solution, it's important to take stock of what already exists in your community. Remember those community members you spoke to

Questions	Community Members
	Community Member #1
Where do you go for resources and services in your community?	
What types of health assets exist in your community?	
What types of educational assets exist in your community?	
What types of arts and recreation assets exist in your community?	
What types of resources are missing from your community?	

in Step 1? Check in with them again and build some additional knowledge of existing assets (resources) in your community with the following questions.

Community Members	
Community Member #2	**Community Member #3**

Use what you've learned from these interviews to shape your team's solution to the challenge you have selected. When you're ready, begin writing your Work Plan by coming up with a stellar Vision and Mission.

VISION STATEMENT

Your vision should reflect the infinite possibility of what your team believes it can (and will) accomplish and inspire people to join your effort. You should strive to make it:

- Aspirational
- Motivating
- Achievable
- Focused
- Memorable

Sample Vision Statements:

Aspen Challenge: Aspen Challenge engages rising generations of leaders to dream, create, and actualize a more equitable world.

Just in Time for Foster Youth: We envision a future in which every youth leaving the foster care system has a community of caring adults waiting for them after 18. We believe consistent, long-term help from the heart is the foundation for the success of our youth so they can thrive and enjoy productive, satisfying lives.

Green Guerillas: Our work centers around our belief that all New Yorkers should have easy access to open, green spaces where community members can gather, grow their own food, connect with nature, organize on essential community issues, relax, play, and celebrate.

Your vision statement should answer the following questions:

Why will people want to join your effort?

_____

_____

_____

What will be changed for the better because of your solution?

_____

_____

_____

Draft your team's vision statement below:

_____

_____

_____

TAKE NOTE: You will finalize your vision statement in your Work Plan (see page 39).

MISSION STATEMENT

Your mission is the grounding foundation upon which your team's solution will be built. A mission statement summarizes the goals and values of your organization. Your mission should be:

- Concise
- Purpose-driven

Sample Mission Statements:

Aspen Challenge: Aspen Challenge positions young people to drive social change; we provide tools and a platform to address issues and implement solutions in local communities.

Just in Time for Foster Youth: To engage a caring community to help transition-age foster youth achieve self-sufficiency and well-being.

Green Guerillas: Green Guerillas uses a unique mix of education, organizing, and advocacy to help people cultivate community gardens, sustain grassroots groups, grow food, engage youth, and address issues critical to the future of food justice and urban agriculture.

Your mission statement should answer the following questions:

How does your solution impact your community for the better?

_____

_____

_____

_____

_____

What is the purpose of your team's solution?

_____

_____

_____

_____

_____

Draft your team's mission statement below:

_____

_____

_____

TAKE NOTE: You will need to write a mission statement for your Work Plan (see page 39).

DETERMINE YOUR GOAL AND MILESTONES

Your **goal** is the impact you want to achieve. What will be different because of your solution? Your **milestones** help you measure your progress toward your goal. Using the SMART method, define your team's goal and milestones.

SMART =
Specific • Measurable • Actionable • Realistic • Time-Bound

Here is an example of a goal:

We want to improve literacy.

Here is an example of the same goal, but **SMART**:

By launching an after-school reading program, we will improve reading levels by 25 percent among all first-graders in our town of Pleasantville by June 15, 2022.

Specific	Among all first-graders
Measurable	By 25 percent
Actionable	By launching an after-school reading program; we will improve reading levels
Realistic	In our town of Pleasantville
Time-bound	By June 15, 2022

Now, what is your SMART goal?

What is the goal of your solution? Let's make it SMART.

Specific (Who will benefit?)	
Measurable (What will your impact be? By how much?)	
Actionable (What will you actually do to create an impact?)	
Realistic (What makes your goal feasible?)	
Time-bound (What is your goal's deadline?)	

Now, write your entire SMART goal here:

_____

_____

_____

TAKE NOTE: You will include your team's SMART goal and four milestones in your Work Plan.

MEASURE YOUR IMPACT

Measuring impact is critical for demonstrating that your solution is beneficial, effective, and efficient. Impact assessment gauges the degree to which your solution achieves its goal. Consider the following questions:

1. **What type of impact is your goal trying to achieve? Your solution may have multiple types of impact, but try to identify the most critical category to focus your efforts.**

   a. **Instrumental**
   b. **Human Capacity**
   c. **Relational**
   d. **Well-Being**

2. **How will you capture the data you need? Once you've identified your primary type of impact, determine the most useful form of data to understand how well you achieve your desired impact. Forms of data include:**

   a. **Quantitative**
   b. **Qualitative**

How you collect your data is important. Will you do focus groups, surveys, tracking of engagement, counting of contact points, and/or number of partnerships established in the community? Do you need to collect data at multiple points in time? For example, should you gather data before and after you implement your solution to understand if there were any changes in your type of impact? Will you conduct interviews?

3. **How will you use the data that you capture to share your impact story? Collecting your impact data is important, but how you tell the story of your impact with that data is even more critical. Consider:**

   a. **What is needed to show the type of impact you are creating?**
   b. **What form of data is most powerful in sharing your impact story?**
   c. **What will people want to hear to understand the impact of your solution?**

CRAFT YOUR BUDGET

Developing a financial pathway to support your ideas — a budget — is a valuable skill for any endeavor in your life. To receive a grant, pitch a community partner, or apply for a loan, you will want to illustrate how you will use the money given by identifying items you believe will have a cost. Budgeting can help you do this!

Your team is eligible for a $500 Aspen Challenge grant to support your solution. Please note that this "seed money" is just a start – feel free to explore and seek out additional grant opportunities/partnerships to fund your solution!

Below is a model budget you can use to tell the Aspen Challenge staff about what you intend to spend with your grant funding.

EXAMPLE BUDGET:

ITEM DESCRIPTION (Be specific)	SOURCE (Where will you purchase it?)	INDIVIDUAL ITEM PRICE	NUMBER OF ITEMS	TOTAL (= Individual item price x number of items)
T-shirts	Tshirts4you.com	$12.50	18	$225.00
Website hosting	Squarespace	$250	Per year	$250.00
File-share account	Dropbox	$12.50	2 months	$25.00

GRANT TOTAL (Sum of totals in right-most column): $500.00

THE WORK PLAN

Now that you've done all the hard work of thinking through your team's challenge and your solution design, it's time to outline your team's ideas and submit a Work Plan.

Please submit the Work Plan on time to receive constructive feedback AND your team's $500 Aspen Challenge grant.

1. Challenge
Which challenge will your team address?

2. Vision Statement
What is your vision statement? (Refer to page 34.)

3. Mission Statement
What is your mission statement? (Refer to page 35.)

4. Goal and Milestones:

Please articulate your goal and four milestones. Make them SMART. (Refer to page 36.)

5. Measuring Your Impact
What type of impact are you trying to achieve (i.e., instrumental, human capacity, relational, well-being)? How will you approach collecting your data? What is most critical for telling your impact story? (Refer to page 37.)

6. Feasibility and Sustainability
How will you design and test your solution within the timeframe of the Aspen Challenge? Is your solution realistic? How will you engage those you wish to serve beyond this design period? What steps will you take to ensure your solution lasts?

7. Teamwork
What processes and tools will you put in place to make your team collaboration effective? What role will each team member play in the design and implementation of the solution, and why? (Refer to page 18.)

8. Budget
Please complete the budget model and upload a budget for your team's solution in the Innovation Lab.

Step Four: **Give Your Solution a Voice**

Timeline: Week 6

Objectives: Develop a brand identity and pitch your solution.

Details: Now that your team has selected a challenge and planned a solution, it's time to introduce your ideas to your community. This means developing a brand and offering a call to action that can be easily articulated when pitching your solution to potential supporters. You'll complete this step by making a pitch to Aspen Challenge staff to get ready for Step 5.

Relevant Judging Criteria (pages 5 and 6)

Solution Impact • Community Engagement • Creativity and Originality • Feasibility and Sustainability • Teamwork

Tools to guide you

- Creating Your Solution Identity
- The 5 M's of Successful Communication

online

- Create Powerful Materials

- Document Your Solution
- Harness Social Media
- Deliver Your Pitch: A Call to Action

Denver 2014

CREATE YOUR SOLUTION IDENTITY

Develop a name and logo to build awareness and support for your solution. Make both compelling and memorable to help your audience remember you. Have fun with the process and create products that define your vision and your work. Below are some tips to guide you.

Be original and creative.
Audiences pay attention to unique ideas and design.

Keep it simple.
Your design can say a lot without giving too much information. Make it easy for your audience to understand what you are conveying.

Be bold.
You have already worked to ensure that your community will be passionate about your solution. Ensure that your name and logo represent this passion.

Make your solution name unique to your mission. Please do not use "ASPEN" in your solution name, as your solution should exemplify the community you serve, NOT Aspen Challenge.

SAMPLES FROM PAST TEAMS

Submit your team name and logo in the Innovation Lab.

THE 5 M'S OF SUCCESSFUL COMMUNICATION

Communications include anything you say, write, or show people about your solution or cause. Below is a framework to focus your efforts and make sure your messaging and delivery are clear.

1. MARKET: Who do you want to reach?

- What is the average age in your community, and how will that shape your approach and the language you use?
- What are the intersections (region, religious beliefs, race/ethnicity, ability, gender identity/expression, class, etc.) that shape the experiences of those in your community, and how will these impact your approach?

2. MESSAGES: What do you want to say?

- What kind of information will your community need to support and stay engaged with your solution?

3. MESSENGER: Who will persuasively communicate your message?

- Is there a member of your team who has influence with the people you want to reach?
- Where do members of your team carry influence within your school/community? Which classes, clubs, etc. are they already involved with that could help your cause?
- Are there members of your community who could advocate for your solution and influence others to support your work?

4. METRICS: What do you need to know about your audience to reach them?

- What are the demographics of your community?
- How will you use the data you collect to improve your solution?

5. MEDIUM: What tools and channels will you use to promote your messages?

- Which media are your community most using (word of mouth, television, YouTube, TikTok, print newspapers, etc.)?
- How many people will the media your team has selected reach?
- Who uses the media your team has selected?
- What amount of information (number of words, graphics) is appropriate for your chosen media? (For example: Strong images and bold statements work well on Snapchat and Instagram.)

PUT IT ALL TOGETHER: WHAT ARE YOUR TEAM'S 5 M'S?

Once you have thought through these questions, submit your responses to them via the Innovation Lab.

MARKET: Who is the community you want to reach?

_____
_____

MESSAGES: What are the key messages of your solution that you want to convey? Why is the problem you are solving important to your community?

_____
_____

MESSENGER: Who will persuasively communicate your messages, both inside and outside of your team?

_____
_____

METRICS: What data exists to inform whom you are reaching out to, how best to access them, and what mobilizes them to engage?

_____
_____

MEDIUM: Which media will you use to promote your messages?

_____
_____

Philadelphia 2017

CREATE POWERFUL MATERIALS

After you have developed your solution identity, identified your community, fine-tuned key messages, and defined your outreach strategy, use these tips to create powerful materials.

Clarity

What are the top things you want your community to know about your solution from the materials you create? Consider this framework:

- What is the challenge/issue?
- How will those in your community benefit from your proposed solution?

Make it clear that your solution is relevant and addresses a significant need that is important to your community.

Compelling Content

- Use personal stories to illustrate key points and to inspire action in your community. Help your community realize that you're all in this together!
- Use facts to discuss the challenge your community faces and how your solution will solve it.

Create Visual Stories

- Use images or videos to tell or support your story. They can elicit strong reactions quickly.
- Focus on the main message and avoid making any visual too text heavy.
- Simplify. Avoid using acronyms, jargon, or overly complex ideas.

Brooklyn 2023

DOCUMENT YOUR SOLUTION

When you showcase your solution, you will share impact stories to draw people into your work. Think about which components of your journey you can share that illustrate how your solution met each part of the Judging Criteria (pages 5 and 6 of Getting Started).

TELL THE STORY

Mine Your Data

Consider all the data you've collected and find a way to illustrate your impact story.

For example, how many community gatherings did you host? How many people attended and who were they? What powerful, short quotes did you collect from participants that highlight your solution's impact? How many people did you reach with your marketing campaign? Did you observe unique interactions that are symbolic of your work?

Follow-Up

Telling your story does not end with your impact assessment. Continue talking with your community to collect short and compelling stories to use in the Showcase. You may have a sense of how your solution made an impact immediately after its implementation, but what about how community stakeholders feel a week later? Consider conducting quick follow-up interviews with select individuals to deepen your impact story.
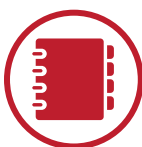
Collect Contact Information

Stay engaged with members of your community, especially to ensure they can continue to learn about what you're doing. Consider asking if they would like to become more involved in your solution and provide an immediate way for them to help with your sustainability plan.

HARNESS SOCIAL MEDIA

Social media platforms are an integral part of any communications campaign. Facebook, Instagram, Twitter, Snapchat, TikTok, and YouTube are powerful tools that can help you spread awareness, mobilize your community, highlight success, share information, and build relationships. With social media, you can create, lead, and contribute to online conversations.*

Introduce Yourself

- Define your identity and your team's brand. Who are you? Why do you care about this issue?

Tone

- Keep it conversational. Avoid using acronyms or jargon.
- Avoid using "I" statements and a singular voice. When posting updates, incorporate words like "we," "together," "our," and "us." This inclusive language reflects a welcoming tone.

Make It Mean Something to Your Community

- Use your solution logo and name consistently across all platforms. Craft an identity that is memorable and relevant. Keep content fresh.
- Pose questions or surveys in posts to stimulate the conversation. Monitor and respond to comments and questions from followers.
- Livestream from your events.
- Promote opportunities for engagement in the weeks and days leading up to them. Use visuals.

Submit your team's social media handles in the Innovation Lab. Tag Aspen Challenge when posting on social media.

AspenChallenge   Aspen_Challenge   #aspenchallenge

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*Social media is a powerful tool for good. It can also be a powerful tool for harm. As your team navigates social media to spread awareness about your solution, make sure you are staying safe and staying healthy. Here are some tips to keep in mind:

1. Be intentional when you use social media and avoid mindless scrolling.
2. Focus on your real-life friends and partnerships.
3. Limit your time online each day.
4. Follow people and pages that support your work and bring you positivity.
5. Avoid using social media before bed.
6. When you're out in your community, live in the moment!
7. Take breaks from social media every once in a while. Make sure there's more than one person on your team managing your social media content to make this feasible.

DELIVER YOUR PITCH: A CALL TO ACTION

You can now convey your solution to anyone. It's time to refine your pitch and make it compelling. People respond to your passion and authenticity. As you practice your pitch, make it clear that you believe in your solution.

You will rehearse your pitch with Aspen Challenge staff. Expect tough questions and use this opportunity to rehearse for not only your outreach in Step 5, but also for the presentation you will ultimately deliver at the Solution Showcase.

Here are key tips to consider as you craft your pitch:

Inspire curiosity. Your community should want to learn how they will benefit from your solution.

Generate enthusiasm. Intrigue your audience to discuss your solution with others.

Encourage buy-in. Help your audience understand a tangible way they can support your solution, and make sure that you express gratitude for their support.

Be kind and confident.
- **The Look:** Use eye contact to exhibit warmth and confidence.
- **Clarity:** Be present. Respect the person and the time they've committed to you.
- **Posture**: Stand tall and proud to be representing your team and your solution.

TEAM CHECKPOINT

Be prepared to make your pitch with an Aspen Challenge staff member before you move to Step 5. Aspen Challenge staff will reach out to your coaches to schedule this visit and checkpoint.

*REMEMBER: When you complete Step 4, submit your team progress photo in the Lab. For this Step, your progress photo might be of team members drafting the team logo/name, practicing the pitch, collaborating with community members to market your solution, etc.

Step Five: **Implement Your Solution**

Timeline: Weeks 7, 8, 9 and 10

Objective: Implement your solution, learn, and adapt.

Details: Launch your solution. Measure your impact and adapt what you're doing to best meet your community's needs. Ask for continued commitment to support your work. This step will help you understand whether your solution reflects the needs, priorities, and input of your community. It's where your hard work and planning make an impact!

Relevant Judging Criteria (pages 5 and 6)

Solution Impact • Community Engagement • Creativity and Originality • Feasibility and Sustainability • Teamwork

Tools to guide you

- Implement Your Solution
- Understand Your Impact
- Solution Framework

TAKE NOTE:

Begin drafting your team's one-page Written Report NOW. It is due at the beginning of Step 6 (see page 54 for guidance)!

New Orleans 2022

IMPLEMENT YOUR SOLUTION

Now that you know what you want to accomplish and have a plan for community outreach, it's time to launch your solution and measure your impact.

Implement Your Work Plan

Use the Work Plan that you created in Step 3 to carry out the tasks necessary to accomplish your milestones and SMART goal. Create materials to engage your community, host the events you envisioned, and start collecting data. Remember to also collect photos and video that document the important work that your team is doing.

Market Your Solution

Get the word out about your solution by launching your outreach plan from Step 4. Remember your 5 M's as you build a following for your work in your community. This is where the photos, videos, and interviews you collect as you implement your solution will come in handy.

Begin to Measure Impact

This is when you administer surveys, assess how well your solution is doing to solve the challenge you have selected, and interview community members to learn whether they find your efforts effective. The earlier you do this, the more you can integrate feedback into your solution to adapt and maximize its impact.

Scalability and Sustainability

After you build and test your solution, think about how you can reach more people, engage your community more deeply, and enable your solution to carry forward without you.

Observe, Reflect, and Learn

Be open-minded. It can be easy to get fired up and miss important feedback on how to improve your solution. Pay attention to what your community members are saying and think about how your team can incorporate feedback. These moments can prove to be the most valuable as you figure out what aspects of your solution are/are not working.

Adapt

As you implement your impact assessment, read survey results, and observe your solution in action, you may learn where there's room for improvement. This is OK! In fact, the most successful ideas faced obstacles on their way to fruition. Learn from your mistakes, listen empathetically to your community, and adapt.

UNDERSTAND YOUR IMPACT

Learn from what you measure. Impact assessment isn't just about demonstrating results, it's also about enhancing future results. Here are a few tips to consider:

INNOVATION LAB Identify Areas For Improvement

Building a sustainable solution involves showing that you can identify ways to improve its effectiveness. Your impact assessment helps with this. Mine your data to find the most powerful insights into how you might adapt your solution to create even greater impact.

For example:

- Are there themes you observed in your qualitative data that suggest how to get more people involved? How can you tweak the way you implemented your solution to make it match the needs of your community better?
- Does your quantitative data demonstrate the degree of change you were hoping to see? Do you see a pattern in participation numbers that suggests you may need to do greater outreach to specific groups?

Using insights from your data, what are some ways to make your solution even stronger?

- _____
- _____
- _____

Your Impact Story

Reflect thoughtfully on how you want to share your impact story. This is your chance to elevate both your community and your solution.

New Orleans 2023

ASPENCHALLENGE.ORG

Revisit Your Type of Impact

The type of impact you want to have (instrumental, human capacity, relational, or well-being) influences how you will share your impact story. For example:

- With instrumental impact you want to share both the type of policy change that was made and how it will benefit people. What data demonstrates that this was needed and the impact it will have?

- With human capacity change, the focus is on how you've increased participants' knowledge, skills, and/or abilities. Can you show what participants know or can do differently because of your solution?

What type of impact do you want your solution to have?

_____

_____

_____

_____

_____

CREATE A MOMENT

Conveying your solution's impact is essential. You want the listener to walk away with a powerful message. Key to this is what you share and how you share it.

Lead with Wow

Think of a time when you've sort of been paying attention but snapped back into a conversation. What caused that snap? That's precisely the reaction you want to create with your impact story. Are there numbers that will blow people away? Is there a quote that will evoke emotion? Lead with the wow factor that will snap people to attention when learning about your solution.

Avoid Clichés

Too often impact stories are overly dramatic without being meaningful: "One hundred percent of people would engage in the solution again." Awesome, but did the solution make a difference? Go beyond clichés and explain how and why your work matters.

Understanding your impact can help you find valuable input for your showcase and tell you how your work is making a difference and what you can do to adapt and improve.

SOLUTION FRAMEWORK

There are four ways you will share your impact story with the judges: a one-page written report, your Solution Showcase presentation, the Q&A period with judges, and your Solution Showcase exhibition. Below are tips to help you prepare these critical elements.

Content

The content of your report, your exhibition materials, and what you choose to highlight in your Solution Showcase presentation and Q&A should demonstrate to judges the impact of your solution. Highlight compelling anecdotes and share the facts that you believe illustrate how you reached your goal.

Provide solid evidence (data, quotations from community members, etc.) of your impact. Consider stories and facts that demonstrate the different categories of the Judging Criteria (pages 5 and 6 of Getting Started).

Format

With limited space and time, you will want to be very attentive to your writing process and leave plenty of time to draft, edit, and revise your work. There will also be technical requirements for the submission of your written report and presentation media. You'll have an opportunity to run through this with Aspen Challenge staff. When you do so, be prepared with any questions you may have about the process.

*Remember: When you complete Step 5, submit your team progress photo in the Lab. For this Step, your photo might be of your team implementing your solution (hosting events, collaborating to write curriculum, building something, meeting with community leaders, interviewing community members, collecting survey data, etc.), your team responding to the data you have collected, your team putting together materials for your Written Report or Exhibition, etc.

online

Step Six: **Showcase Your Solution**

Timeline: Week 11

Objective: Prepare for and participate in the Solution Showcase.

Details: For the Solution Showcase, you will be asked to write a one-page report summarizing what you accomplished. You will also have five minutes to present your solution onstage to a panel of judges and an opportunity to respond to questions from judges. Your final touchpoint with judges will take place during the Exhibit period where judges will spend additional time learning about your solution design and the impact you made on your community.

Tools to guide you **online**

- The Written Report
- The Presentation
- Q&A
- The Exhibit

Brooklyn, 2022

WRITTEN REPORT TEMPLATE
(to be submitted in the Innovation Lab)

Be sure to include your School Name and Solution/Team Name at the top of your report as your header.

Team Name:_____

School Name:_____

Challenge Topic:_____

In one page, demonstrate to the judges the impact you've had on your community. On the following page are questions to consider when you write a narrative:

Louisville, 2020

Questions	Your Responses
Challenge: Which challenge did your team address? Why does it matter to you?	
Solution Implementation: What did you actually do to address the challenge you chose? Summarize how you executed your solution in your community.	
Solution Outcome: Provide evidence that demonstrates how your solution meets the Judging Criteria (pages 5 and 6) by answering the questions that follow.	
Solution Impact: Is your solution the best way to address the challenge? What evidence did you collect that proves this?	
Community Engagement: Were your communication and marketing tactics effective? What evidence did you collect that proves this?	
Creativity and Originality: What sets your solution apart from existing resources available to your community?	
Feasibility and Sustainability: Has your solution been successfully implemented? Will your solution live on in your community? What is your evidence?	
Teamwork: Did every team member play a key role in your solution? What is your evidence?	

Once you have drafted responses to each question in the above table, put those responses together to complete your written report. Remember to edit your report before submitting. Judges expect well-written, grammatically correct material.

THE PRESENTATION
You will have five minutes to present your solution to the judges. Submit your media for the presentation in the Innovation Lab by the assigned due date.

DEVELOPING YOUR CONTENT

Introduce Your Team

- State team name and school.
- Share your vision and mission

What is the challenge and how did you solve it?

- Briefly summarize the challenge you're addressing as it relates to your community (you do not need to restate the challenge wording; judges will have this in advance).
- Define the need for your solution. Consider using quotes and statistics from your community research.
- Use creative ways to describe what you did, what you learned, and how you have adapted.
- What makes your solution unique? What will judges remember?
- How will your solution scale and last? How will your solution continue to make an impact on people going forward?

Back it up!

- Share your impact story! Provide data that shows your solution has momentum and made an impact.
- Describe any partnerships that formed. Why are they important?
- How likely is it that your project will be sustained?

Closing Statement

At the end, summarize your key points and focus on why your solution was successful.

STYLE

Prepare

- Create an engaging presentation with both visual and oral components that contain your key messages.

- Remember to use anecdotes or personal stories to illustrate key points.

- Practice in conditions as close to the actual setting as possible. On stage, you will have access to a podium, handheld microphones, and a clicker to advance any slides your team creates. We will strictly enforce the five-minute time limit, so be sure to time yourselves during rehearsals.

Focus on Delivery

When presenting on stage, remember that your body language also impacts your presentation. Think about your posture and hand gestures. Here are some tips:

- Avoid crossed arms, hands on hips, or in pockets.

- Feel free to use hand gestures (but make sure they are not so big that they take away from your presentation).

- Smile when it matches the content of your presentation.

- Make eye contact and avoid shifting your eyes or facing away from the audience.

- Stand to the left of your visual and avoid talking at your visual or blocking the view.

- Speak slowly (a bit slower than what feels natural), and project your voice.

- Adjust the volume, tone, and speed of your presentation. Pause to give emphasis and add emotion where appropriate.

- Include your entire team. Teamwork is part of the judging criteria and working together to deliver your oral presentation can not only be fun, but can also demonstrate teamwork.

- Incorporate audio/visual components.

INNOVATION LAB — **All multimedia tools for your onstage presentation must be submitted ahead of time (pay attention to the due date!). For onstage presentations, total playtime for any videos must not exceed two minutes. Please note that any videos that exceed this limit will be stopped at the two-minute mark, regardless, to ensure fairness to all participating teams.**

Q&A

Be prepared for the judges to ask you questions. Review the tips and tools in Delivering Your Pitch: A Call to Action (page 47) for answering with clarity and confidence.

THE EXHIBIT

After hearing your onstage presentation, judges will split into two groups and visit every team's exhibit. You will have an opportunity to engage with one group of judges for five minutes at your exhibit.

CONTENT

The Display

You can design a unique display that visually tells your team's story. For example, you might include a poster board, a slideshow or video on a laptop, survey results, flyers, and more. You will have a six-foot-long, rectangular table and power available. Check out the tips on Creating Powerful Materials on page 44.

Additional Questions

During the exhibit period, the judges will have an opportunity to discuss your work with you and learn more about your solution. Your peers from other teams will also have a chance to circulate, look at your materials, and ask you questions. Your entire team should be ready to engage!

STYLE

Be Creative

The exhibit period is an opportunity to truly shine and share every visual and interactive component you can imagine. This could mean looping a video, bringing in pieces of something your team may have constructed, or sharing food, crafts, team T-shirts or bracelets, and other items relevant to your team's work.

New Orleans 2023

*Remember: When you complete Step 6, submit your team progress photo in the Lab. Your photo could be of your team's rehearsal for Solution Showcase, preparation of your Exhibit materials, etc.

Step Seven: **Reflect and Grow**

Timeline: Week 12

Objective: Pause and reflect on your team's journey and the valuable experiences you may apply in the future.

Details: No matter the outcome of the Showcase, this experience can continue. Just as you have planned to sustain your solution, the skills and knowledge each team member has gained may be applied in other areas of life, both in and outside of school. Take this time to sustain lessons learned.

Tools to guide you

- Reflection Meeting
- Staying Connected

Chicago 2017

REFLECTION MEETING

This meeting creates space to consider all that you experienced throughout this year's Aspen Challenge. You may have formed new values, exercised new skills, identified areas where you want to grow, learned what it can mean to work hard with a team, and gained insight into how you lead. The questions below will serve as a guide for a reflection conversation you will have with Aspen Challenge staff.

How are you feeling now that the Solution Showcase is done?
What are you proud of?

_____

_____

_____

Were there obstacles you encountered throughout your experience?
How did you and the team work through them?

_____

_____

_____

What's something you learned about yourself that you didn't know before
participating in Aspen Challenge?

_____

_____

_____

In what way would you like to build from this experience?

_____

_____

_____

What would you tell a prospective student about Aspen Challenge?

_____

_____

_____

TEAM CHECKPOINT

Be prepared to discuss these questions with an Aspen Challenge staff member in your Reflection Meeting. An Aspen Challenge staff member will reach out to your coaches to schedule this virtual checkpoint.

STAY CONNECTED

You did it! You completed the Aspen Challenge. We hope you will stay connected with us. We send a newsletter and host meaningful events with compelling speakers online, and we want you to stay engaged. There is also much more work for you to do to keep your solution alive in your community, and we are here to help with this.

E-mail us at aspenchallenge@aspeninstitute.org

AspenChallenge   Aspen_Challenge   #aspenchallenge

Sign up for our newsletter at www.aspenchallenge.org

YOU ARE A PART OF THE ASPEN INSTITUTE

Aspen Challenge is one of several programs of the Aspen Institute. At the Aspen Institute, there are incredible people across a global network making an impact every single day. There are several ways to stay involved, keep learning, and tap into this valuable network of experts, leaders, and artists. To learn more, go to www.aspeninstitute.org.

RESOURCES

As teens, Tara Suri and Niha Jain designed a solution to address an important international problem. They both learned a powerful lesson about what it means to fail and shared why we should rethink failure and how we respond. Check out the Innovation Lab for their inspirational video.

ASPEN CHALLENGE LEADERSHIP OUTCOMES

As participants in Aspen Challenge, students will practice and grow in seven key leadership areas:

1. Agency
The ability to create and work toward a goal.

2. Leadership Efficacy
Belief in the likelihood of your success when you take the lead.

3. Social Perspective-Taking
The ability to take another person's point of view and accurately infer their thoughts and feelings.

4. Collaboration
The desire and ability to work effectively with others in group processes.

5. Resilience
The ability to persist amid adversity and positively cope with stress.

6. Social Generativity
Concern for future generations as well as engagement in current actions to advance the future of a community.

7. Navigating Pathways
The ability to envision multiple pathways to achieve goals.

Adaptability: Being adaptable will help you. You will set out to solve significant challenges, and there will be setbacks. You will learn about new ways to reach your goal... and how to pivot to do so. (Found in Getting Started: Additional Tips for Success, Step Five: Implement Your Solution)

Brand Identity: Brand identity is the visible elements of a brand, such as color, design, and logo, that identify and distinguish the brand in consumers' minds. (Found in Getting Started: Tips for Success, Step Four: Give Your Solution a Voice, Step Four: Harness Social Media)

Community Engagement: Think about for whom you want to create a solution. What problem are you going to solve, and how will it benefit the community? When you determine who your community will be, think about how you can engage them (and do so safely) and how you will learn from them to design your solution. (Found in Getting Started: Welcome, Aspen Challenge Judging Criteria)

Feasibility: You will have big ideas. Think about the constraints you may face (time, access to people or places, specific knowledge), and design ways to consider or solve them. (Found in Getting Started: Welcome, Aspen Challenge Judging Criteria, Step Two: Select Your Challenge, Step Three: What is a Solution?, Step Three: Determine Your Goals and Milestones, Step Three: The Work Plan)

Human Capacity Impact: Altering the knowledge, skills, and/or abilities of individuals and groups. Example: Training is provided to directly improve reading scores. (Found in Step Three: Measure Your Impact, Step Five: Understand Your Impact)

Instrumental Impact: Changes to systems via law, policy, practices, and/or procedures. Example: A new policy is passed to hold schools accountable for first graders achieving required reading levels. (Found in Step Three: Measure Your Impact, Step Five: Understand Your Impact)

Qualitative Data: Use of words or ideas to measure qualities or characteristics in terms of "how" or "why." Example: Surveys with open-ended questions about feelings or attitudes, interviews that identify why and how something changed. (Found in Step Three: Measure Your Impact, Step Five: Understand Your Impact)

Quantitative Data: Use of numbers or scales to measure change in terms of "what" or "how much." Example: Surveys measuring increases or decreases in a target area, tracking total numbers of participants or social media impressions. (Found in Step Three: Measure Your Impact, Step Five: Understand Your Impact)

Relational Impact: Changes to the number, quality, and types of relationships that exist between and among people. Example: Parents, teachers, and principals engage in a process that builds trust so that they can collaborate to improve the reading skills of first graders. (Found in Step Three: Measure Your Impact, Step Five: Understand Your Impact)

Scale: Short for "scale up," to scale means to grow or expand a solution or idea so that it impacts a wider community or audience. (Found in Aspen Challenge Judging Criteria)

Sustainability: Designing your solution so that it can address the challenge and your community's needs long after the Aspen Challenge experience will be key. (Found in Step Two: Select Your Challenge, Step Three: What is a Solution?, Step Three: The Work Plan, Step Four: Document Your Solution, Step Five: Implement Your Solution, Step Six: The Presentation)

Teamwork: Every member of the team plays an important role. When a team identifies its core values, sets guidelines for decision-making, and delegates tasks, that team truly collaborates and maximizes its diverse perspectives and skills. (Found in Aspen Challenge Judging Criteria, Step Three: The Work Plan)

Vision: A common purpose and agreement on your ultimate goal will create energy and encourage a firm commitment from each team member. (Found in Getting Started: Additional Tips for Success, Step Two: Select Your Challenge, Step Three; Design Your Solution, Step Three: Vision Statement, Step Three: The Work Plan, Step Four: Create Your Solution Identity, Step Six: Developing Your Content)

Wellbeing Impact: Changes that attempt to improve basic human needs like health, education, and financial security. Example: Support services are provided to increase access to tutoring programs for first graders who need reading help. (Found in Step Three: Measure Your Impact, Step Five: Understand Your Impact)

TAKE NOTES

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