

Strategic Plan

2015-2018





Our Dual Mission



BSV prepares motivated middle school students with limited educational opportunities for success in rigorous college-preparatory high school programs and entry into four-year colleges.

BSV also prepares outstanding high school and college students to enter careers in education.



Strategic Plan Overview

In the past three years, Breakthrough Silicon Valley nearly doubled its number of students and young educators served, increased staff capacity by 33%, and further diversified its funding base for long-term sustainability. The organization also established itself as a premier out-of-school-time college preparatory and teacher training program.

In the next three years, Breakthrough Silicon Valley will focus on strengthening existing programs, hiring and retaining talented staff, securing long-term sustainability, and making appropriate adjustments to programming to best serve its increasing number of students and families. To accomplish this, we will focus on data-driven program evaluation and research-based innovation. We will build on previous successes, streamline and replicate current programming, develop new programming at an increased capacity, cultivate relationships with districts, and foster strong relationships with new and existing community and corporate partners. As a result, we will successfully shepherd 100% of our students to the doors of higher education and increase the number of talented teachers joining the education workforce.

Strategic Goals

- 1. Prepare all Breakthrough Silicon Valley students for, and ensure enrollment and success in, rigorous college-preparatory high school programs and four-year colleges/universities.**
- 2. Inspire outstanding high school and college students to consider careers in education, and expose them to issues of educational inequity that inspire advocacy and action.**
- 3. Secure Breakthrough Silicon Valley's long-term financial health by increasing and diversifying its funding base.**
- 4. Achieve organizational stability by attracting, developing, and retaining high-performing employees with critical expertise and passion.**
- 5. Expand Breakthrough Silicon Valley's capacity of students by 50% within three years.**



Program Overview

Beginning the summer prior to their 7th grade year, Breakthrough students receive a comprehensive array of academic and college guidance services designed to create a six-year path to college.

We offer:

➤ Academic and Enrichment Summer and After-school Programs for middle school students to prepare them for a college preparatory curriculum in high school.

➤ High School Options Program for 8th grade students and their families. We work on-on-one with families to inform them of high school choices and assist them in applying to/enrolling in the most suitable college preparatory high school.

➤ A College Bound Program to support students during their high school years so they remain on track for four-year college enrollment. The program includes intensive college and financial aid counseling.

➤ A Teaching Fellowship Program to train outstanding high school and college students as teachers and mentors. Under the support and guidance of professional educators who serve as instructional coaches, our teaching fellows teach all classes offered in our summer and after school programs.

2015 Program Demographics

Students

- 365 7th to 12th graders served in San Jose, CA
- 100% are motivated students
- 89% are of the first generation in their families to graduate from a four-year university
- 82% are low –income (receiving free/reduced lunch)
- 99% are students of color; 64% are Latino
- 68% live in gang-impacted neighborhoods

Teaching Fellows

- 68 high school and college students trained as teachers
- 89% are students of color; 25% Latino
- 11% are Breakthrough student alumni
- 51% will be of the first-generation in their families to graduate from college
- 3.5 is their average GPA at top schools such as Bellarmine College Preparatory, Leland High School, Cornell, Stanford, Brown, and UC Berkeley



Strategic Program Goal

Goal #1: Prepare all Breakthrough Silicon Valley students for, and ensure enrollment and success in, rigorous college-preparatory high school programs and four-year colleges.

Benchmarks of Success

- 100% of students are accepted to four-year colleges. At least 90% enroll in four-year colleges; remaining 10% enroll in 2-year colleges with plans to transfer.
- 80% of students maintain GPAs of at least 3.0 in rigorous, college-prep courses.
- 100% of students and parents complete college financial aid training.
- 100% of students identified as earning a C or lower will develop an action plan for improvement by the semester grading period.
- 80% of middle school students show increase in content knowledge as a result of Breakthrough's summer and school-year academic programs. Measured by pre/post assessments.

Proposed Action Items

- Formalize case management system that sets clear performance and participation expectations for all students.
- Closely monitor all students' academic progress and establish rapid corrective action plans for students earning a C or lower in any class.
- Build stronger parent education program to empower parents as full participants in their children's education.
- Develop common core aligned pacing calendars and assessments for middle school courses in math, science, literature and writing.
- Develop and implement a study skills curriculum and corresponding teacher training for effective instruction of tangible study skills.



Strategic Program Goal

Goal #2: Inspire outstanding high school and college students to consider careers in education, and expose them to issues of educational inequity that inspire advocacy and action.

Benchmarks of Success

- 90% of teachers rate BSV as 4 or above (on 5 point scale) on the Breakthrough Collaborative National Teacher Satisfaction Survey.
- Increase applicant pool of qualified high school and college teaching fellows by 50%.
- Increase the percentage of Latino, Vietnamese, and African-American teaching fellows by 50% to reflect our student population.
- 80% of teaching fellows will rate their instructional coach as an effective and knowledgeable mentor.
- 100% of teaching fellows show improvement of their teaching skills based on a Teacher Excellence Rubric developed by The Breakthrough National Collaborative.
- 70% of teaching fellows pursue careers in education (either working in the field or seeking a graduate degree in education) upon college graduation.

Proposed Action Items

- Implement new professional development workshops pertaining to “big picture” issues of educational inequity.
- Develop more robust partnerships with local high schools, universities, and teacher pipeline partners to increase recruitment numbers of qualified teaching fellows and instructional coaches.
- Supplement Instructional Coach Training administered by Breakthrough Collaborative with well-designed summer pacing plans and training on effective coaching techniques.
- Build stronger partnerships with local teacher preparation colleges, organizations, charters schools and school districts to increase education entry opportunities for our teaching fellows.
- Identify and/or develop evaluation tools and collect and analyze data to measure effectiveness of teaching fellowship.



Sustainability Goals

Goal #3: Secure Breakthrough Silicon Valley's long-term financial health by increasing and diversifying its funding base

Benchmarks of Success

- By FY 2019,
 - 50% of annual operating revenue comes from individual donors.
 - 8% of annual operating revenue comes from “*Are You Smarter than a Breakthrough Student?*” event.
 - 5% of annual operating revenue comes from non-philanthropic sources.
- 70% of Board Members are major donors.
- Reserve Fund balance equates to 6 months of expenses.
- 50% of instructional coach stipends are funded by school district partners' via their professional development funds.

Proposed Action Items

- Increase frequency and improve structure of corporate volunteer opportunities.
- Create a Young Professionals Advisory Board.
- Develop a cause marketing campaign with at least one corporate partner.
- Launch 1-2 new giving campaigns throughout the year to increase number of individual annual donors.
- Develop new underwriting and sponsorship opportunities for foundations and corporations.
- Build a minimum of \$50k surplus into annual fundraising plans to ensure increases to operating reserve.
- Establish earned revenue streams to increase longer-term sustainability.
- Strengthen use of Breakthrough's social media channels as effective fundraising and donor stewardship tools.
- Develop a major donor program.



Sustainability Goal

Goal #4: Achieve organizational stability by attracting, developing, and retaining high-performing employees with critical expertise and passion

Benchmarks of Success

- 80% of staff will rate their job satisfaction score as a 7 or higher on a 10-point scale.
- 100% of staff will receive an employee performance evaluation based on annual goals set in alignment with strategic operating goals.
- Improve current retention rate.
- Staff members will represent ethnic/racial group and/or have a similar background to the students and families we serve.
- 80% of program staff will be bilingual, speaking the languages most commonly spoken by BSV students and families.

Proposed Action Items

- Hire experienced college admissions counselor(s) to manage college and financial aid application processes.
- Hire development director to increase BSV's funding portfolio, and build a more holistic stewardship and communications program.
- Maintain competitive compensation and benefits, benchmarked by comparable organizations.
- Increase breadth of professional development opportunities made available to staff.
- Cross-pollinate job responsibilities for every staff member at least once per year.
- Establish continuing education fund to support staff members' ongoing educational pursuits.
- Create succession plans for key leadership positions within organization.
- Articulate professional growth options within BSV's organizational structure so that staff members understand future promotion opportunities.
- Implement more robust training and onboarding systems for year-round staff and intern positions.



Goal #5: Expand Breakthrough Silicon Valley's capacity by 50% within three years

Benchmarks of Success

- Capacity to serve at least 600 students and 72 teaching fellows by 2018.
- 3:1 applicant to admit ratio, reflective of an adequate pool of student applicants whose needs align with our admissions criteria.
- At least 33% of selected teaching fellows apply to summer fellowship due to local recruitment efforts.
- Signed MOUs with all school district, independent school, and collegiate partners, which outline measures for effective, highly-communicative, and mutually-beneficial partnership with BSV.
- 80% of school administrators will rate their satisfaction with the BSV program as a 7 or higher on a 10-point scale.
- Six-year student attrition rate of no more than 15%.

Proposed Action Items

- Launch early recruitment strategy to inform 5th grade students and their families of BSV's program so they can visit and observe summer program prior to 6th grade year.
- Establish Campus Liaison Committees within the public schools our students attend to facilitate stronger student and teacher recruitment, and broker introductions for effective case management.
- Develop educational advisory committee made up of experts from the community and partner districts.
- Establish a robust local, recruitment partnership pipeline for teaching fellows.
- Establish professional development program for district teachers to participate in BSV's instructional coach training and leadership program.