



**BREAKTHROUGH
COLLABORATIVE**
FORMERLY SUMMERBRIDGE NATIONAL

New Site Start-up Process 2007

So you want to start a Breakthrough program...

Thank you for your interest in *Breakthrough: Students Teaching Students*. A Breakthrough site in your community will create educational opportunities for motivated yet underserved middle school students, as well as inspire talented young high school and college students to pursue careers in education. I am excited to work with you as you embark on this important project.

This document outlines the process for starting a Breakthrough site. Enclosed you will also find:

- A summary of the benefits of hosting a Breakthrough site (page 1)
- Background information about *Breakthrough: Students Teaching Students*, including results from a program assessment conducted by Stanford University and the American Institutes of Research (pages 2-5)
- An outline of the responsibilities of hosting a Breakthrough site (pages 7-8)
- A tool to help you determine whether Breakthrough is right for your community (page 9)
- A start-up action plan, timeline and budget (pages 10-11)

Should you have any questions as you review the documents, please feel free to contact me. If after reviewing the packet you're interested in moving forward with the process, I'd be happy to send you more detailed information to help you to prepare an Application of Intent.

I look forward to hearing from you!

Sincerely,

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Benefits to Host Institutions

A Breakthrough Host has the opportunity to...

- Demonstrate community leadership
- Spearhead a collaborative effort to promote academic excellence
- Highlight commitment to service learning by enriching volunteer opportunities for students
- Recruit qualified teachers and students of color to the school or organization
- Create a socially-conscious, rich work environment for faculty and staff
- Provide opportunities for parents and board members to increase community involvement
- Collaborate with foundations, corporations and community-based organizations whose focus areas would not otherwise overlap with the Host Institution.

“Summerbridge Miami sets in motion the mission of the school by teaching kids to be sharers and givers throughout their lives.”

- Ellen Mocerri, Head of School, Ransom Everglades School,
Host of Summerbridge Miami

“Working with college students who have Breakthrough Collaborative experience is a pleasure. They've experienced first hand the extraordinarily difficult, yet invigorating, challenge of service. The sharing of their own enthusiasm for education with younger students seems to help them become more thoughtful and informed students themselves once they are in college.”

- Judith H. Kidd, Associate Dean, Harvard College



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The Mission and History of The Breakthrough Collaborative

The Mission of The Breakthrough Collaborative

Breakthrough is a collaborative of sites that increases educational opportunity for motivated middle school students and encourages talented high school and college students to pursue careers in education. The Breakthrough Collaborative establishes and maintains high standards, ensures the success of all Breakthrough sites, and acts as the national voice of the Collaborative.

The Vision of The Breakthrough Collaborative

Through the work of the Breakthrough Collaborative, all children will have equal access to excellent educational opportunities and enthusiastic teachers committed to students' educational success.

Breakthrough: Students Teaching Students was established in 1978 as Summerbridge and now has 27 sites that serve more than 2,200 students and 700 high school and college-age teachers each year. The Breakthrough Collaborative was founded in 1991 as Summerbridge National, to oversee the growth of the collaborative and to provide technical assistance and training to the local site directors. These services are outlined in a formal Affiliation Agreement, which also calls for a renewed commitment by the sites to implement the best practices of the collaborative.

"I have not seen a better program for many of our minority under-represented youth."
- Ramon C. Cortines, former U.S. Assistant Secretary of Education



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The Breakthrough Program

Breakthrough: Students Teaching Students is a tuition-free program in which talented high school and college students teach middle school students with limited educational opportunities the academic, organizational, leadership and social skills they will need to succeed in competitive high schools. 89% of our students are of color, nearly all are drawn from the public school system (91%), and roughly half participate in free or reduced-price lunch programs, an indication of poverty. English is a second language for 21% of our students, and 75% are the first in their family to have the opportunity to attend college. Because children from ethnic minority and low-income backgrounds are more likely to attend poorly funded, less rigorous elementary and middle schools, they are less likely to graduate from high school and, therefore, college. *Breakthrough: Students Teaching Students* provides a valuable opportunity to supplement our students' traditional education, and to set them on the path to college.

The Breakthrough program consists of two intensive six-week summer sessions in which students take classes in core academic subjects, and participate in elective courses ranging from astronomy to African-American literature. The classes are rigorous and small (a maximum 10:1 student to teacher ratio in the classroom is required) and full participation is expected of every student. Skills are also imparted outside of the classroom. Daily all-school meetings provide opportunities for public speaking; field trips allow students to practice conversation and presentation skills; community service projects help students to develop an awareness of the larger communities in which they live.

While the summer session is the hallmark of the program, it is supplemented by school-after-school and/or Saturday sessions during the school year. Like the summer sessions, the school-year activities complement and expand upon what the students are learning in their regular schools, with a particular emphasis on skill-building and enrichment. Most *Breakthrough: Students Teaching Students* sites also include an active high school advocacy component that includes working with families to explore appropriate high school choices.

The key to the success of the Breakthrough program is the *students teaching students* model. The high school and college students who teach our young students are more than teachers; they are role models and mentors. Often drawn from the same communities as the students, and frequently students of color themselves (65%), our teachers are living examples that the skills they are imparting to their students will lead to success. As a result of their Breakthrough experiences, 72% of our teachers enter the field of education, building and diversifying America's teaching corps.



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Essential Elements of Breakthrough Collaborative Programs

Essential Element #1: Students

Sites in The Breakthrough Collaborative serve motivated, underserved middle school students. Students attend a tuition-free, six-week, multi-year summer and school-year program and receive continuing support through the 12th grade. Sites maintain a low student to teacher ratio, averaging 4:1 for the overall summer program, with no more than seven students per teacher in academic classes.

Essential Element #2: Academic Rigor

Sites in The Breakthrough Collaborative are academically rigorous; their purpose is to empower the involved students academically, keeping them engaged in learning and helping them to prepare for success in academically rigorous high school programs, and, ultimately, college.

Essential Element #3: Students Teaching Students

Sites in The Breakthrough Collaborative use a model of high school and college students teaching younger students. The young teachers have regular and structured exposure to experienced professional teachers. Sites strive to hire a diverse group of teachers and administrators, emphasizing populations typically underrepresented in the teaching profession and reflecting the diversity of the Breakthrough student population. Sites do not discriminate based on age, sex, sexual orientation, race, religion, economic status, or physical state.

Essential Element #4: Governance and Host Institution Relations

Sites in The Breakthrough Collaborative are adequately staffed and funded, and embraced by the host institution or a strong governing board which takes primary responsibility for fundraising.

Essential Element #5: National Collaboration

Sites in The Breakthrough Collaborative embrace the national nature of the Collaborative, and actively participate in sharing information with the national office as well as with other Breakthrough Sites.

Essential Element #6: Risk Management

Sites in The Breakthrough Collaborative are designed with the safety of students and teachers in mind. Sites take reasonable steps to ensure compliance with local, state and federal laws and regulations and to avoid situations for which they could be held liable.



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The Breakthrough Collaborative at a Glance

The Goals

- To prepare students for admission to and success in college preparatory programs
- To recruit and inspire top-ranked, diverse high school and college students to enter the teaching profession
- To train and mentor Breakthrough site directors for success in education administration

The Numbers

- 29 programs in 18 states and Hong Kong
- 2,200 public middle school students, grades 5-9, annually
- 700 talented high school and college-aged students serve as summer teachers
- 89% of students served are students of color
- 64% of students served qualify for free or reduced lunch
- 24% of students served come from a single parent household
- 21% of students served speak English as a second language
- 75% of students will be the first in their family to attend college

The Program

- Is a cross-age, cross-cultural experience
- Is tuition-free
- Targets motivated public middle school students: grades 5-9
- Requires at least a two-year commitment and is academically rigorous
- Has a maximum 10:1 student/teacher ratio in the classroom
- Begins with an intensive 6-week summer program and follows with an on-going school-year program
- Provides professional teachers from public and private schools as mentors for young teachers

Our Success

- 82% of our students enroll in and complete academic-track high school
- 72% of our young teachers enter the teaching profession
- 65% of our summer faculty are educators of color (compared to 13% of public school teachers nationwide)

Our History

- 1978 –The first Summerbridge program began at University High School in San Francisco
- 1991 – Summerbridge National was founded to start new programs using the model
- 2002 – Summerbridge becomes The Breakthrough Collaborative
- 2004 – The Breakthrough Collaborative launches 25th site in Santa Fe, New Mexico

Our Services

- Recruitment and placement of Breakthrough teachers
- National program evaluation and longitudinal assessment of students and teachers
- Professional development and operations support for site directors
- New site development and support
- Professionally developed curriculum and implementation support



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A Breakthrough Report from Stanford University

From 1999 to 2004, Breakthrough partnered with Stanford University and the American Institutes for Research to conduct a comprehensive assessment of its impact on program participants. Assessment activities include a four year longitudinal study of student achievement, as well as a test to evaluate student skill gains and a teacher retrospective study.

Breakthrough Prepares Students for High School and College Success

Breakthrough students are motivated middle school students drawn from under-resourced public schools; 89% are students of color, and the majority live below the poverty line. Breakthrough's goal is to ensure that students are on track to complete rigorous high school programs and go on to succeed in college.

- 90% reported that Breakthrough prepared them for high school courses
- More than 80% reported that they learned what it takes to get into college
- 57% were taking algebra or geometry in 8th grade (vs. the national average of 27%)
- 65% reported increased effort in the classroom
- 52% reported increased acceptance of being smart
- 49% chose a high school other than their assigned public school (vs. 19% of national average)
- 83% engage in 2+ extracurricular activities; 24% serve as officer or captain of a club or sport

Breakthrough Teachers Remain Connected to Education and Service

Breakthrough teachers are academically talented high school and college students; 57% are of color (compared to the national average of 13%) and many are former Breakthrough students.

- 83% report their experience made them more socially conscious and more committed to working for students with limited opportunity backgrounds
- 72% went on to work in other educationally related careers or internships after teaching at a Breakthrough site
- 72% indicate their experience strengthened their commitment to enter education
- 50% volunteer their time in other educational or youth advocacy programs



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Space Needs for a Breakthrough Program

Classroom and meeting space needs vary according to the size and structure of the program. As a general guideline, host institutions should be prepared to provide:

Year-round space requirements

- Administrative office space that can accommodate two to four staff, depending on the size of the program. These should include the resources generally provided to other administrative departments of the host school or institution, such as office furniture, copier, phones, fax machine, paper, computers, Internet access, postage, custodial support, air conditioning/heating, etc.
- Access to meeting space for quarterly Advisory Board meetings

Summertime space requirements

- Approximately one classroom for every 5 students in the program: (in a 40-student program 8 classrooms are needed, in an 80- student program, 16 classrooms needed.) It is expected that the host school provides Breakthrough students with academic resources that are comparable to those provided to its own students, such as access to the library, computers, science labs, etc.
- One or two classrooms to be used for a teacher workroom
- All School Meeting location that can accommodate all students and staff in the program (often an auditorium)
- Cafeteria for breakfast and lunch
- Recess/ recreation space

School-year-only space requirements

- All School Meeting space in which students can gather as they arrive (large classroom, cafeteria, or auditorium)
- Use of classrooms for either after school program or Saturday school program



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Environmental Analysis

An important first step of the start-up process is completing an environmental analysis of your area to determine the need for a Breakthrough site in your community and to assess the community's ability to sustain such a program. Below are some questions that your analysis should consider:

Programmatic Considerations

What other programs are available to students in your community?

- What do local schools (independent and public) offer in the summers?
- Are there summer camps at the YMCA or a local chapter of the Boys and Girls Clubs?
- How many children do these programs serve?
- How are these programs funded?
- Do these programs target talented, under-served middle school children?

Which cohort of students will your site serve?

- Which grade range? (Most sites work with kids between 7th and 9th grades.)
- From which schools will you draw your students?
- To which high schools do you hope to send your students?
- How will you identify these students?

What outcomes are you trying to achieve with your students?

- How might you measure these outcomes?
- Is there a university education program nearby that could help?

Logistics

- Where will the site be located?

How will students get to and from school? With what school(s) and/or community organizations will you partner?

- Are there colleges or universities in the area?
- Private schools with excellent facilities that aren't used during the summer months?
- YMCA/Boys and Girls Club spaces?
- What programs exist to support your high school alumni on the path to college?

Administrative Considerations

Who will support your site?

- Monetarily (foundations, corporations, individuals)?
- What in-kind support can you expect from your partner organization(s)?
- Local government, school board, other organizations?
- Who are your prospective board members?

How will you structure your site?

- Will you incorporate as a 501(c)(3) organization or work within a local school/university?
- Where will your site be housed?



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Action Plan and Timeline

Action	How The Breakthrough Collaborative can help	Timeline and fees
<p>Explore Your Communities' Needs and Resources</p> <ul style="list-style-type: none"> • Contact The Breakthrough Collaborative national office • Form start-up committee consisting of local champions, host organization board members, Breakthrough alumni, teachers, community members, funders, etc. • Assess program feasibility using the attached Environmental Analysis Guide 	<ul style="list-style-type: none"> • Community presentation • Guide to new site start-up process • Publicity materials, video and PowerPoint • Program Essential Elements • Identification of local area alumni and advocates • Environmental Analysis guide 	<ul style="list-style-type: none"> • 18-24 months prior to first summer session • Consultant travel fees as applicable
<p>Apply to The Breakthrough Collaborative</p> <ul style="list-style-type: none"> • Submit your Environmental Analysis findings to The Breakthrough Collaborative national office to initiate application. Select a target program launch date and identify the appropriate board meeting at which to submit the application. • Execute a Memorandum of Understanding outlining specific community commitments among host institution, target schools, and Breakthrough site • Submit Application of Intent, including <ul style="list-style-type: none"> ○ 3-year program budget ○ 3-year development plan (host must demonstrate commitment to raise funds for program for at least first two years) ○ Proposed organizational structure ○ Name and board roster of fiscal agent ○ Information about host organization (annual report, admissions guide, etc.) ○ Application fee 	<ul style="list-style-type: none"> • Sample MOU • Budget templates • Access to On-line Resource Library • Sample development plan and proposals • Sample organization charts and strategic plans • Guidance through the application process 	<ul style="list-style-type: none"> • 18-14 months prior to first summer session • \$2,500 due with application • Applications are considered at Breakthrough board meetings in November, March and June.
<p>Implement Your Breakthrough Site</p> <ul style="list-style-type: none"> • Raise money to support program • Get application approval from Breakthrough Collaborative • Hire Program Director • Program Director visits other sites & trains with Breakthrough Collaborative staff • Sign affiliation agreement and pay affiliation dues • Attend Breakthrough Leadership Institute and National Conference • Recruit students and teachers • Design curriculum • Launch summer program! 	<ul style="list-style-type: none"> • Online Resource Library with over 600 templates for program implementation • Program planning rubric • Program calendar • Curriculum manual • Teacher recruitment • Program evaluation tools • Assistance with hiring & training Director • Public relations & marketing 	<ul style="list-style-type: none"> • 16 months leading up to first summer session • \$10,000 due upon application approval. Includes affiliation fees through the first summer session. After the first summer, fees are \$5,000 annually.



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SAMPLE Start-up Budget

	Start-up (7/1/05 to 6/30/06) <i>0 kids 0 teachers 0 alumni</i>	Year One (7/1/06 to 6/30/07) <i>40 kids 14 teachers 0 alumni</i>	Year Two (7/1/07 to 6/30/08) <i>80 kids 27 teachers 0 alumni</i>	Year Three (7/1/08 to 6/30/09) <i>80 kids 27 teachers 40 alumni</i>
Assumptions				
<i>Annual salary increase of 5%</i>				
<i>General inflation expense of 2.5% annually</i>				
<i>Benefits & taxes at 20% of salary</i>				
EXPENSES				
Compensation and Related Expenses				
Director	\$ 50,000	\$ 52,500	\$ 55,125	\$ 57,881
Assistant Director (hired in April of Start-up Year)	\$ 10,000	\$ 42,000	\$ 44,100	\$ 46,305
Office Asst. (Part-time)	\$ 5,000	\$ 5,250	\$ 5,513	\$ 5,788
Alumni Coordinator (half-time; hired in Year Three)	\$ -	\$ -	\$ -	\$ 16,000
Dean of Faculty	\$ -	\$ 1,800	\$ 2,000	\$ 2,000
Dean of Students	\$ -	\$ 1,500	\$ 1,750	\$ 1,750
Mentor Teachers	\$ -	\$ 8,000	\$ 8,000	\$ 8,000
Teacher Stipends	\$ -	\$ 14,000	\$ 27,000	\$ 27,000
Teacher Financial Aid	\$ -	\$ 5,000	\$ 10,000	\$ 10,000
Benefits & Taxes (for Director/Asst. Director @ 20%)	\$ 7,200	\$ 18,900	\$ 19,845	\$ 20,837
Subtotal Compensation and Related Expenses	\$ 72,200	\$ 148,950	\$ 173,333	\$ 195,562
<i>% of total</i>	<i>77%</i>	<i>83%</i>	<i>80%</i>	<i>81%</i>
Program Operating Expenses				
Food	\$ -	\$ 2,000	\$ 4,100	\$ 4,203
Transportation	\$ -	\$ 7,500	\$ 15,375	\$ 15,759
Supplies	\$ 2,000	\$ 4,000	\$ 4,100	\$ 4,203
Student Support	\$ -	\$ 500	\$ 1,025	\$ 1,051
Resource Library	\$ 500	\$ 500	\$ 500	\$ 250
Teacher Training	\$ -	\$ 1,000	\$ 1,025	\$ 1,051
Travel/National Training	\$ 1,000	\$ 1,750	\$ 1,794	\$ 1,839
Field Trips	\$ -	\$ 750	\$ 1,538	\$ 1,576
Awards & T-Shirts	\$ -	\$ 350	\$ 718	\$ 735
Celebration Expenses	\$ -	\$ 250	\$ 350	\$ 350
Volunteer/Staff Recognition	\$ -	\$ 100	\$ 205	\$ 210
Assessment & Evaluation	\$ -	\$ 250	\$ 256	\$ 263
Recruitment	\$ 350	\$ 350	\$ 359	\$ 368
Fingerprinting/background checks	\$ -	\$ 125	\$ 128	\$ 131
Alumni program expenses	\$ -	\$ -	\$ -	\$ 2,500
Miscellaneous	\$ 500	\$ 500	\$ 513	\$ 525
Subtotal Program Operating Expenses	\$ 4,350	\$ 19,925	\$ 31,984	\$ 35,013
<i>% of total</i>	<i>5%</i>	<i>11%</i>	<i>15%</i>	<i>14%</i>
Administrative Expenses				
Rent (donated by host institution)	\$ -	\$ -	\$ -	\$ -
Insurance (donated by host institution)	\$ -	\$ -	\$ -	\$ -
Professional Fees	\$ 1,500	\$ 2,000	\$ 2,500	\$ 3,000
Janitorial (donated by host institution)	\$ -	\$ -	\$ -	\$ -
Public Relations	\$ 3,000	\$ 1,000	\$ 1,000	\$ 1,000
Office supplies	\$ 1,000	\$ 1,025	\$ 1,051	\$ 1,500
Postage/Copies/Phone (donated by host institution)	\$ -	\$ -	\$ -	\$ -
Vehicle Usage	\$ 250	\$ 256	\$ 263	\$ 269
National Dues	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000
Other	\$ 1,000	\$ 1,025	\$ 1,051	\$ 1,077
Subtotal Administrative Expenses	\$ 16,750	\$ 10,306	\$ 10,864	\$ 11,846
<i>% of total</i>	<i>18%</i>	<i>6%</i>	<i>5%</i>	<i>5%</i>
Total Program Expenses	\$ 93,300	\$ 179,181	\$ 216,181	\$ 242,420