FISCAL YEARS 2024-2026

STRATEGIC PLAN
DEAR FRIENDS,

At a time of widening opportunity gaps for students and a teacher shortage crisis, Breakthrough Collaborative’s work to inspire students and cultivate future educators is more critical than ever.

We are proud to present Breakthrough’s strategic plan for fiscal years 2024-2026, which defines our vision for the future and provides a roadmap to accomplish our goals over the next three years.

The last few years have marked an evolution in our work to meet the needs of students and communities across the country. We strengthened relationships across our affiliate network, aligned on program standards, grew the National Office to advance impact, and effectively translated our high-energy, joy-filled, relationship-based summer program to a remote environment in response to a global pandemic.

As we enter the next chapter of Breakthrough Collaborative, we meet this moment with a sense of urgency, employing our unique, time-tested model to advance learning and teaching, centered in equity and outcomes for young people.

Over the next three years, Breakthrough Collaborative will advance four strategic priorities, led by the National Office in partnership with our affiliates:

- **Empowering Future Teachers & Leaders:** Enhance the experience and impact of Breakthrough Teaching Fellows and innovate programming to amplify their impact as alumni.
- **Equipping Students for College Success:** Deepen impact for Breakthrough students and elevate innovations and research to inform future work in college success.
- **Building Capacity, Strengthening Supports:** Invest in the capacity of the National Office to act as a Center of Excellence to allow affiliates to focus on the heart of our mission.
- **Scaling & Driving Impact:** Grow through new affiliates with an eye towards learning and evaluation. We commence this priority with the addition of Louisville as our newest and 25th affiliate.

Central to our planning process has been our Strategic Planning Committee that brought together a comprehensive group of internal and external stakeholders to guide and inform our direction. Thank you to this outstanding group, along with our national board of trustees and our national staff for their acumen, hard work, and continued dedication. Finally, we deeply appreciate you, our supporters and partners. We could not have gotten this far without your belief in us and your commitment to our mission.

Together, we have an incredible opportunity to improve outcomes for historically underrepresented groups in education – as college graduates, future teachers, and educational advocates. We deeply appreciate you being part of the Breakthrough community at this important time.

Sincerely,

Vince Marigna, National CEO  
Pat Talamantes, Chair, National Board of Trustees
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. ABOUT BREAKTHROUGH</td>
<td>5</td>
</tr>
<tr>
<td>5. WHAT WE DO</td>
<td>9</td>
</tr>
<tr>
<td>9. OUR THEORY OF CHANGE</td>
<td>10</td>
</tr>
<tr>
<td>10. STRATEGIC PRIORITIES</td>
<td>11</td>
</tr>
<tr>
<td>11. PRIORITY #1: EMPOWERING FUTURE TEACHERS &amp; LEADERS</td>
<td>12</td>
</tr>
<tr>
<td>12. PRIORITY #2: EQUIPPING STUDENTS FOR COLLEGE SUCCESS</td>
<td>13</td>
</tr>
<tr>
<td>13. PRIORITY #3: BUILDING CAPACITY, STRENGTHENING SUPPORTS</td>
<td>14</td>
</tr>
<tr>
<td>14. PRIORITY #4: SCALING &amp; DRIVING IMPACT</td>
<td>15</td>
</tr>
<tr>
<td>15. OUR PEOPLE</td>
<td></td>
</tr>
</tbody>
</table>
MISSION
Breakthrough Collaborative works with traditionally underrepresented students to achieve post-secondary success and empowers aspiring leaders to become the next generation of educators and advocates.

VISION
We envision a nation where educational equity and access to excellent opportunities propels aspiring students on their path to college and aspiring teachers on their path to the classroom.

OUR AFFILIATES
Breakthrough Collaborative serves a national network of 25 affiliates, each positioned to respond to the unique needs of their students, Teaching Fellows, and families.

THE NATIONAL OFFICE
The National Office provides leadership, resources, and support to our affiliate network to ensure realization of Breakthrough’s potential as a national Collaborative and in service of the national mission.
WHAT WE DO

Through a national network of 25 affiliates, Breakthrough Collaborative prepares middle and high school students to become college graduates, and recruits and trains college-aged Teaching Fellows to become exceptional teachers and education and advocates.

The heart of Breakthrough is high expectations coupled with high support. Our “near-peer” teaching model centers relationships between students and Teaching Fellows. Students connect with Fellows on a deep level, and see them as role models who represent future possibilities. Teaching Fellows practice teaching as a joyful and relational experience, and discover the power these relationships can have on students.

Together, and at scale, our student and Teaching Fellow alumni are improving college graduation rates and teacher diversity for historically underrepresented groups in our educational system.
PROMOTING ACADEMIC SUCCESS AND PERSONAL GROWTH

Multi-Year, Year-Round Student Support: Beginning in middle school and continuing for more than six years, Breakthrough students are supported throughout the year in both their academic and social-emotional learning. By starting early, and walking the path with students through their pivotal developmental years, we help them prepare for college and beyond.

Extended Learning Opportunities: We provide educational experiences that go beyond the traditional school day and school year. To ensure our students are fully prepared for the rigor of college, our affiliates offer academically challenging summer programs, after-school tutoring, weekend enrichment programs, test preparation, college and financial counseling, and individualized college guidance.

NEAR-PEER TEACHING FELLOWSHIP

Relevant, Real-World Training: As the largest teacher pipeline program in the country, Breakthrough recruits and trains Teaching Fellows from more than 250 colleges and universities, offering young people valuable leadership and skills development, and an on-ramp into the teaching profession.

Professional Mentoring for Aspiring Teachers: To prepare aspiring teachers for real-life classroom experiences, we pair them with professional educators who serve as Instructional Coaches and mentors during the summer. Each year, our Teaching Fellows gain a minimum of 100 hours of in-classroom experience, training, and support from Instructional Coaches.
10,000 STUDENTS

OUR IMPACT

STUDENTS

- **College enrollment rate:** 31% higher than peers of similar economic background
- **College persistence rate:** 19% higher than peers of similar racial/ethnic background
- **College graduation rate:** 27% higher than peers of similar racial/ethnic background

92% Identify as a person of color
77% Demonstrate financial need
74% Are the first in their families to attend college

Identify as a person of color
Demonstrate financial need
Are the first in their families to attend college
1,000 TEACHING FELLOWS

OUR IMPACT

TEACHING FELLOWS
• 76% of alumni pursue careers in education
• 55% of alumni pursue careers in teaching

79% Identify as a person of color
47% Demonstrate financial need
47% Are the first in their families to attend college
OUR THEORY OF CHANGE

Breakthrough Collaborative is creating a movement of college-ready middle and high school students, aspiring educators, and education advocates to become the next generation of leaders in their communities.

WHO WE WORK WITH
Breakthrough engages students at early stages of college access and teacher recruitment...

WHAT WE DO
To create learning and teaching experiences that build relationships and skills...

WHAT WE HOLD OURSELVES ACCOUNTABLE TO
That help close opportunity gaps and address challenges facing students and educators...

OUR LONG-TERM VISION
And ultimately advance equitable access and outcomes in education.

Breakthrough Collaborative will advance this theory of change in partnership with affiliates over the next three years through four strategic priorities.
STRATEGIC PRIORITIES

1. **EMPOWERING FUTURE TEACHERS & LEADERS**
   Enhance the experience and impact of Breakthrough Teaching Fellows and innovate programming to amplify their impact as alumni

2. **EQUIPPING STUDENTS FOR COLLEGE SUCCESS**
   Deepen impact for Breakthrough students and elevate innovations and research to inform future work in college success

3. **BUILDING CAPACITY, STRENGTHENING SUPPORTS**
   Invest in the capacity of the National Office to act as a Center of Excellence to allow affiliates to focus on the heart of our mission

4. **SCALING & DRIVING IMPACT**
   Grow through new affiliates with an eye towards learning and evaluation
Enhance the experience and impact of Breakthrough Teaching Fellows and innovate programming to amplify their impact as alumni

- We seek to strengthen and diversify the teacher workforce, given students are more likely to succeed in school when teachers from similar backgrounds serve as relatable role models
- As the largest teacher pipeline program in the country, our Teaching Fellowship provides diverse young people an on-ramp into teaching and prepares them to succeed as educators
- Our Teaching Fellows are a key part of Breakthrough’s impact on students and can make a positive, long-term impact after their time at Breakthrough

Three-year goal
Enhance our national recruitment strategy to attract undergraduates whose backgrounds mirror our students, improve supports for affiliates to deliver a high-quality, Teaching Fellow experience, and leverage partnerships to amplify the impact of alumni as educators and education advocates

Three-year success indicators
- Teaching Fellows report more positive and consistent experiences across affiliates
- Core offerings and partnerships drive greater Teaching Fellow satisfaction
- Teaching Fellows cite Breakthrough as a continued resource and driver for engagement in education
- Breakthrough leverages our alumni base to strengthen our brand and impact
- Breakthrough increases thought leadership and partnerships with leading organizations and education advocates
Deepen impact for Breakthrough students and elevate innovations and research to inform future work in college success

- We seek to expand access to a college degree, reversing historic, inequitable trends, in order to set our students on a path to economic mobility
- Beginning in middle school and continuing for more than six years, Breakthrough supports students year-round in both their academic and social-emotional learning and with education experiences beyond the traditional school day and school year
- Our students represent an opportunity for Breakthrough to advance equity in education and promote economic equality in the U.S.

Three-year goal
Prioritize supports for affiliates to deliver a high-quality, consistent experience for students across the Collaborative and codify what an increasing focus on college success will look like for Breakthrough moving forward

Three-year success indicators
- Breakthrough students are accessing and persisting in post-secondary institutions at higher rates than peers
- Programs prioritize proven elements during the critical middle and high school years that drive long-term outcomes for students
- Breakthrough has a growing evidence base to make data-driven decisions that impact student outcomes
- Breakthrough advances a learning agenda to implement and scale college success outcomes
Invest in the capacity of the National Office to act as a Center of Excellence to allow affiliates to focus on the heart of our mission

• Breakthrough’s National Office offers a wide variety of supports and services to advance the work of affiliates – including programmatic resources and support, data and evaluation, and operational and business supports

• The National Office has expanded partnerships with leading education organizations to advance the Collaborative’s work

• We build the capacity needed to grow and sustain the impact of a thriving Collaborative

Three-year goal
Refine existing offerings and expand capabilities to become a Center of Excellence to support affiliates and bolster the National Office as a thriving organization that is well-positioned to advance the strategic priorities of this plan

Three-year success indicators

• Affiliates have a clear understanding of the National Office value proposition and demonstrate a willingness to pay for prioritized shared services to realize cost advantages

• National Office staff have increased satisfaction and clarity on their roles and responsibilities

• Breakthrough has explored and identified best-fit revenue sources for growing Collaborative and National Office support

• Our Race, Equity, Diversity, and Inclusion (REDI) strategy indicators and objectives are met
Grow through new affiliates with an eye towards learning and evaluation

- Our diverse network includes affiliates that are autonomous organizations as well as those hosted at independent schools, all delivering a national model tailored to address the specific needs of their communities
- Our work has always been urgent, and in a post-pandemic world, the need and demand for Breakthrough has grown exponentially, presenting this moment as a vital opportunity to grow, expand, deepen, and sustain impact in new communities

Three-year goal
Strategically grow Breakthrough’s reach by adding new affiliates where there is demonstrated need and opportunity, thereby strengthening our Collaborative

Three-year success indicators

For new affiliates:
- New affiliates meet success factors for implementation, and healthy and sustainable resources
- The National Office has a clear learning agenda for how to increase impact through new affiliates
- Growth advances an updated set of criteria, decision-making processes, and goals to inform scalability and impact

For existing affiliates:
- Existing affiliates continue to meet success factors for program standards implementation and healthy, sustainable operations
- Establish and clarify roles between the National Office and existing affiliates to support expansion
OUR PEOPLE

**STRATEGIC PLANNING COMMITTEE:** Ashley Adams-Johnson, Executive Director, Breakthrough New Orleans | Lori-Ann Cox, Chief Executive Officer, Breakthrough Miami | Cathy Dean, Board Trustee | Jee Deogracias, Ph.D., Senior Director of Research & Evaluation | Michael Griffith, Executive Director, Breakthrough Central Texas | Chris Hendricks, Board Trustee | Vince Marigna, Chief Executive Officer | Rachel Martinez de Canada, Chief Culture & Operating Officer | Alex Serna, Chief Program Officer

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- Vince Marigna, Chief Executive Officer, Breakthrough Collaborative
- Deb McLoud, Executive Director, Breakthrough Manchester
- JuliAnne McDowell, Philanthropist & Civic Leader
- Keno Sadler, Partner & Chief Experience Officer, Purpose
- Jabali Sawicki, Compass Director, nXu
- Monique Shields, Chief Executive Officer, Breakthrough Atlanta
- Abby Zanarini, Philanthropist & Civic Leader

**NATIONAL OFFICE STAFF**
- Vince Marigna, Chief Executive Officer
- Rachel Martinez de Canada, Chief Culture & Operating Officer
- Lereca Monik, Chief External Affairs Officer
- Alex Serna, Chief Program Officer
- Jonathan Appleby, National Director of Recruitment
- Mara Bernstein, Executive Administrator
- Kyle Bobrick, National Communications Manager
- Sara Camacho, Senior Success Manager
- Michael Chong, Business Operations Manager
- Jee Deogracias, Ph.D., Senior Director of Research & Evaluation
- Christina Donahue, Culture & Collaboration Manager
- Phyllis Elick, Senior Program Director
- Linda Francis, Manager of Learning and Instruction
- Samantha Geary, College Access & Success Manager
- Tieler Giles, Director of Marketing & Communications
- Natalie Jacobs Hall, Teaching Fellow Program Manager
- Ambler Mauger Ochstein, National Director of Institutional Partnerships
- Kylie Ortity, Development Operations Manager
- Tori Perrakis, Salesforce Administrator
- Kyla Phillips, Talent Manager
- Katie Post, National Director of Philanthropy
- Jenny Song, Senior Manager of Research & Evaluation
- Meredith Zackey, Senior Director of Program Success
Breakthrough Collaborative is a national nonprofit working to close opportunity gaps for students on their path to college, and we introduce college students to careers in education to strengthen and diversify the educator workforce. Our near-peer mentoring model centers relationships between students and Teaching Fellows, fostering a culture of high expectations and high support, joy, and spirit. With 25 affiliates across the country, over 40 years of experience, and over 40,000 alumni, Breakthrough is improving outcomes for historically underrepresented groups in our school systems – as college graduates and as educational leaders.

Learn more at www.breakthroughcollaborative.org

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