

Bridge the Gap College Prep Strategic Plan: 2019-2022



Executive Summary

This document serves to summarize the three year strategic plan created by the Board of Directors and staff, guided by a Strategic Planning Consultant. The process and planning of key strategic objectives took place from October 2017- February 2019 and outlines the organizational strategy through the end of the 2022 school year. Based on the key strategic initiatives outlined, detailed objective setting and implementation planning was completed from April to August 2019.

Mission

Bridge the Gap College Prep's mission is to provide comprehensive educational, social, and emotional support with the goal that every Marin City child completes high school and graduates from college.

Organizational Description

In pursuing this mission, Bridge the Gap College Prep (BTGCP) serves approximately 260 Marin City youth annually, 45% of Marin City's current student population. BTGCP partners with students throughout their elementary, middle and high school careers, helping them develop college aspirations, building a strong college-going culture, developing academic and social skills, creating a sense of community, identity and family among students, along with providing the much-needed adult consistency in their lives. No other local organization works with Marin City students as comprehensively or over as long a time span as BTGCP.

BTGCP's work and challenges are embedded within the community we serve, Marin City, a low- and very low-income enclave within one of the most affluent counties in the country. BTGCP targets all Marin City students willing to enroll, attend and put in the effort needed to succeed. Students come to BTGCP with a myriad of factors influencing their academic skills and level of self-confidence and self-esteem. Almost all face significant challenges and trauma, suffering from the toxic stress associated with economic hardship. BTGCP's students are 43% African American, 30% Latinx, 14% Multi-racial, 8% Asian, and 5% Caucasian. All students qualify for free or reduced price lunch.

Strategies, Priorities and Goals

- 1. Prepare Marin Youth to Succeed in College through our After School and College Student Advising Program**

The core work of the organization is to help Marin City youth graduate from college by creating a pipeline of college bound Marin City students through its three afterschool programs, and newly launched college success program. Each of these programs has a director who drives the day to day operations. The Directors are supervised by a Senior Director of Education, who oversees the programs making necessary improvements as needed. The One on One Tutoring program started 25 years ago and is the most mature serving 55 1st-8th grade scholars. The 4th -8th Scholars program started in 2010, serving 77 students. Every year this program has a summer teacher work session during which, the staff works collaboratively to improve and enhance the curriculum. The High School program, started in 2012, serving 50 students and is in its third year with a full time director who's focus is formalizing the program, building a strong, high performing team, cultivating relationships with Tam High School and building parents/guardians communications. The college success program is the newest program in its second year, with a dedicated Advisor. The focus of this initiative is to work with partner organizations to build college advising knowledge, align available resources for students, and personally advise them as they face the challenges of persisting in college through graduation.

For this strategic plan, the work is focused on taking each of these programs to the next level of maturity, building out the curriculum and network of resources to support Marin City youth to attend and graduate from college.

Priority	Goal
Scholars Program	100% of Enrolled 8th graders are ready to attend and succeed in high school <ul style="list-style-type: none"> ● 85% Eligible for Algebra I or higher ● 80% Reading on target grade level ● 100% have a high school transition plan ● 90% have college aspirations
High School Program	100% of enrolled high school students attend college, ready to succeed <ul style="list-style-type: none"> ● 75% A-G Ready (CSU & UC requirements) ● 100% receive financial aid and understand financial plan ● 75% of students receive a 2.5 GPA or higher
College Success Program	100% of BTGCP Scholars will enroll in college or post-secondary course of study <ul style="list-style-type: none"> ● 65% of enrolled college students graduate within 7 years ● 100% of community college students have a transfer plan to a 4 year college ● 75% transfer to a 4 year college within 3 years

2. Create a Safe and Nurturing Learning Community

One of the biggest insights gained from the strategic planning process was that the “secret sauce” of the BTGCP program was the safe and nurturing learning environment created throughout the program. Several of the students (past and present) interviewed commented on the impact of having a consistent, loving and nurturing community. Additionally, they emphasized that BTGCP adults were the only ones who held high expectations for them, even when others and they, themselves, did not. Many of BTGCP’s students do not have these supports in their home environment; therefore, BTGCP serves as the surrogate family for many of these students. Students also commented on the impact of building long-term relationships with the program staff and volunteers. These relationships were central to their lives and motivated them to continue to strive for college. Additionally, scholars love the community celebrations held by BTGCP and the sweatshirts that they wear proudly at school and in the community.

To create this type of environment takes intentional staff effort, budget and focus to make BTGCP a place where staff and volunteers want to stay long term. This strategy area focuses on the work to ensure the needed space, food to offer the students and programs that enable community and pride among staff and students.

Priority	Goal
Secure long-term permanent space	Ensure long term space for program growth
Ensure consistent staff to build trusting relationships with our students	Less than 15% turnover for staff
Ensure students have the nourishment they need to stay focused on their studies	Serve all students nourishing meals
Build community among students and their families	Hold family events, meetings and one on one meetings with parents/guardians
Instill a sense of belonging to and pride in being part of the BTGCP community	Every student feels connected and supported by BTGCP adults
Maintain high expectations for daily success and college graduation	Every student understands they have the potential for success in school and beyond

3. Drive Education Equity Impact

After being in a consistent and high performing community organization for 25 years, BTGCP has built a high level of trust among community members and established itself as a community impact leader in Marin City. BTGCP leadership was instrumental in starting the Marin City Math Challenge as well as the Tam

High School High School and College Success (SUCCESS) Collaborative. Collectively, these initiatives have produced significant outcomes for students, changed institutional barriers at schools, and built important connections among the many schools and community organizations that support Marin City.

The school district continues to underperform for Marin City youth and BTGCP recognizes that to truly deliver its mission that all Marin City youth will graduate from college, it must play an active role in holding institutions like the school district to high standards of performance. In addition, because of its connection to the privileged communities of Marin County, BTGCP is positioned to heighten awareness regarding the inequities that exist in our community. Leveraging leadership efforts to continue to build BTGCP’s position as an education equity impact leader in Marin City and the broader Marin County community will be a critical piece of this strategic plan.

Priority	Goal
Hold school system accountable to Marin City youth	BTGCP representation on the committee to address inequities in school district as documented in the Attorney General Report
Advocate for early childhood development (ECD) in the community	Clearly understand the ECD landscape and facilitate gathering that establishes concrete goals for the community around ECD.
Facilitate cross-organization programs to drive outcomes for our students	<ul style="list-style-type: none"> ● Maintain leadership position for Marin City Math Challenge and the SUCCESS network. ● Look for opportunity to lead another community impact project by 2022
Support families to support their children’s education	Parents will understand the path to college and support their students toward this objective
Engage and educate communities of privilege to support educational equity for Marin City youth	Increase awareness, engagement activities and donation opportunities

4. Make BTGCP a Great Place to Work

The 2013-16 strategic plan laid out important steps to establish organizational practices necessary to deliver on building best practices in college prep programs. These steps were accomplished. In the current strategic plan, BTGCP will take these practices to the next level of maturity. Since 2016, the end of our last strategic plan, BTGCP has grown from 180 students to 260 in 2019, increased its program spaces from one to three, and its staff from 3 FTE and 29 part time to 6 FTE and 35 part time; therefore, it is essential to employ the correct management and support an infrastructure needed to ensure the success of our strategic plan and mission fulfillment. As much as BTGCP leadership helps drive

success, it also supports another key strategy to ensure there are long-term staff and volunteers in the organization who can build lasting and trusting relationships with students. To achieve this strategy, BTGCP must continue to provide the necessary resources to engage, motivate and support staff and volunteers.

Priority	Goal
Hire Senior Education and Senior Development Director	Onboard these key leadership roles to ensure BTGCP has expertise and resources to meet goals of strategic plan and support management staff
Attract and retain the best talent who are passionate about the mission	Fill key leadership positions and successfully onboard them
Cultivate a culture of engaged and motivated staff	<ul style="list-style-type: none"> Establish quarterly employee engagement events and/or meetings Recognize and acknowledge work and dedication of staff often
Minimize regrettable attrition	Only 10% annual regrettable attrition

5. Fund the Organizational Growth and Sustainability

BTGCP's growth and plans for greater success in mission fulfillment requires increased budget and therefore increased fundraising to implement the program and the improved organizational infrastructure outlined in the above strategies. To achieve this, the development arm of the organization must establish new fundraising strategies and revenue generating events. In addition, the organization looks at future opportunities for funding for other initiatives such as a long-term space and/or building a BTGCP scholarship fund. Although this has not been targeted in this strategic plan, the organization will build the foundation for this campaign should it present itself in the next 3-5 years.

Priority	Goal
Increase Major Donor Giving	Raise additional funds by formalizing and implementing a Major Gifts Program
Maintain and grow existing donor base	Continue to steward existing donors while increasing donor acquisition event opportunities
Establish new revenue sources	Increase Foundation Funding Sources
Build community awareness, building new strategies and tools	Increase BTGCP awareness with key constituencies through media platforms