

Breakthrough Houston **Strategic Plan** **2020-2023**



DEAR BREAKTHROUGH HOUSTON SUPPORTERS:

Breakthrough Houston, part of the Breakthrough National Collaborative which serves 24 major cities throughout the US, has been in existence since 1995. We began as Summerbridge Houston at St. John’s School and have grown to include two additional sites at Connect Community and Gregory Lincoln Education Center.

In 2018, BTH became an independent 501(c)(3). Thanks to the leadership and vision of the current Board of Directors, the organization has undergone an extensive strategic planning process to ensure Breakthrough Houston’s relevancy and impact for years to come. This three-year plan will guide programming and financial direction through 2023.



Kathy Heinzerling
Executive Director

Breakthrough’s mission is to prepare students who possess high academic potential, but limited educational resources, for competitive high school programs and college admission. In addition, we train talented college and high school students for careers in education.



OUR SERVICES CONSIST OF
FOUR SIGNATURE PROGRAMS:

SUMMER PROGRAM:

Provides students with six weeks of academic enrichment in literature, writing, science, math, and electives. Teaching Fellows additionally participate in a two-week orientation and a closing week of evaluations.

SCHOOL YEAR PROGRAM:

Meets periodically on Saturday mornings during the school year and includes English and Math enrichment classes. Students receive personal tutoring during the program if their grades slip below 80% in a core subject.

COLLEGE BOUND PROGRAM:

Strives to ensure that each student remains on the path towards college with individualized college counseling, SAT/ACT prep, and help with finding opportunities for pre-college enrichment activities like summer internships and community service.



COLLEGE COMPLETION PROGRAM:

Will provide support and communication with BTH students to promote graduation from four-year colleges or universities.

3 YEAR
STRATEGIC PLAN
2020 - 2023

The strategic plan
covers goals and
action plans in
the following
categories:

1. STUDENTS

Continue providing high quality academic enrichment to Houston’s underserved youth

To prepare students to become college graduates and lifelong learners, we offer intensive academic and social emotional programming. We make a ten-year commitment to our youth from middle school to college graduation.

2. TEACHING FELLOWS

Continue cultivating the next generation of committed and effective educators

Breakthrough Houston is building the pipeline of our nation’s future teaching workforce. Our Teaching Fellow program continues to be one of the most prestigious teacher preparation programs for high performing college students.

3. FINANCES

Ensure the long term sustainability of Breakthrough Houston’s program and impact

As our program continues to serve more students across the city, we require additional resources and staff to continue delivering our effective program.

Since 1995, Breakthrough Houston has been a staple in the city’s education nonprofit landscape. Our rigorous, data-proven approach to preparing students and teachers for success has impacted the lives of thousands.



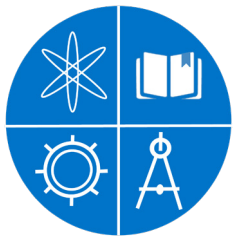
GOAL 1: STUDENTS

1.1: BREAKTHROUGH HOUSTON STUDENTS ACCESS AND SUCCEED IN COMPETITIVE HIGH SCHOOL PROGRAMS

BENCHMARKS



100%
of students
develop character
strengths¹ for
academic success



100%
of students
achieve
"MET" and/or
"MASTERED" on
all End of Course
state standardized
assessments
(STAAR)



100%
of middle school
students maintain
an 80% or above
in all core subjects



90%+
of students attend
competitive high
school programs²



² WHAT IS CONSIDERED A COMPETITIVE HIGH SCHOOL PROGRAM?

Breakthrough Houston considers the following high schools to meet this criteria:

- » Schools with an A or B rating from the State of Texas
- » Schools with an IB or equivalent program
- » Private or charter schools with specific college bound missions



¹ What are considered Breakthrough Houston character strengths?

The following character strengths have been shown to have positive influences on students' abilities to succeed in school and life. They are regularly integrated into Breakthrough student programming:

- | | | |
|-------------|-----------------------|-------------------------------|
| » Curiosity | » Self-awareness | » Social awareness |
| » Gratitude | » Self-control | » Relationship skills |
| » Grit | » Social intelligence | » Responsible decision-making |
| » Optimism | » Self-management | » Zest |

1.2: BREAKTHROUGH HOUSTON STUDENTS EXCEL IN THEIR POSTSECONDARY ASPIRATIONS

BENCHMARKS

100%

of students considered college ready³

100%

of students accepted into a 4 year college

100%

of students enroll in a 4 year college within 1 year of high school graduation

95%

of college freshman enroll as sophomores

³ WHAT IS CONSIDERED COLLEGE READY?

We support students to achieve at least 4 out of 6 criteria for college readiness:

- » Cumulative weighted high school GPA of 3.0+
- » SAT/ACT/TSI score above recognized college readiness standards
- » Course completion in at least 5 college-level or equivalent classes (PreAP, AP, IB, and/or Dual Credit)
- » Participation in at least two enrichment opportunities in high school (academic enrichment programs, test preparation class, paid or volunteer work, internships, college fly out programs, etc.)
- » Completion of FAFSA/TASFA for financial aid
- » Submission of at least 6 college applications

ACTION PLAN

SUMMER & SCHOOL YEAR PROGRAM

- » Audit existing lesson plans for alignment with Texas Essential Knowledge and Skills (TEKS) to ensure students are academically prepared for high school
- » Maintain up-to-date knowledge about target competitive high school programs by cultivating relationships with admissions teams and district school choice specialists

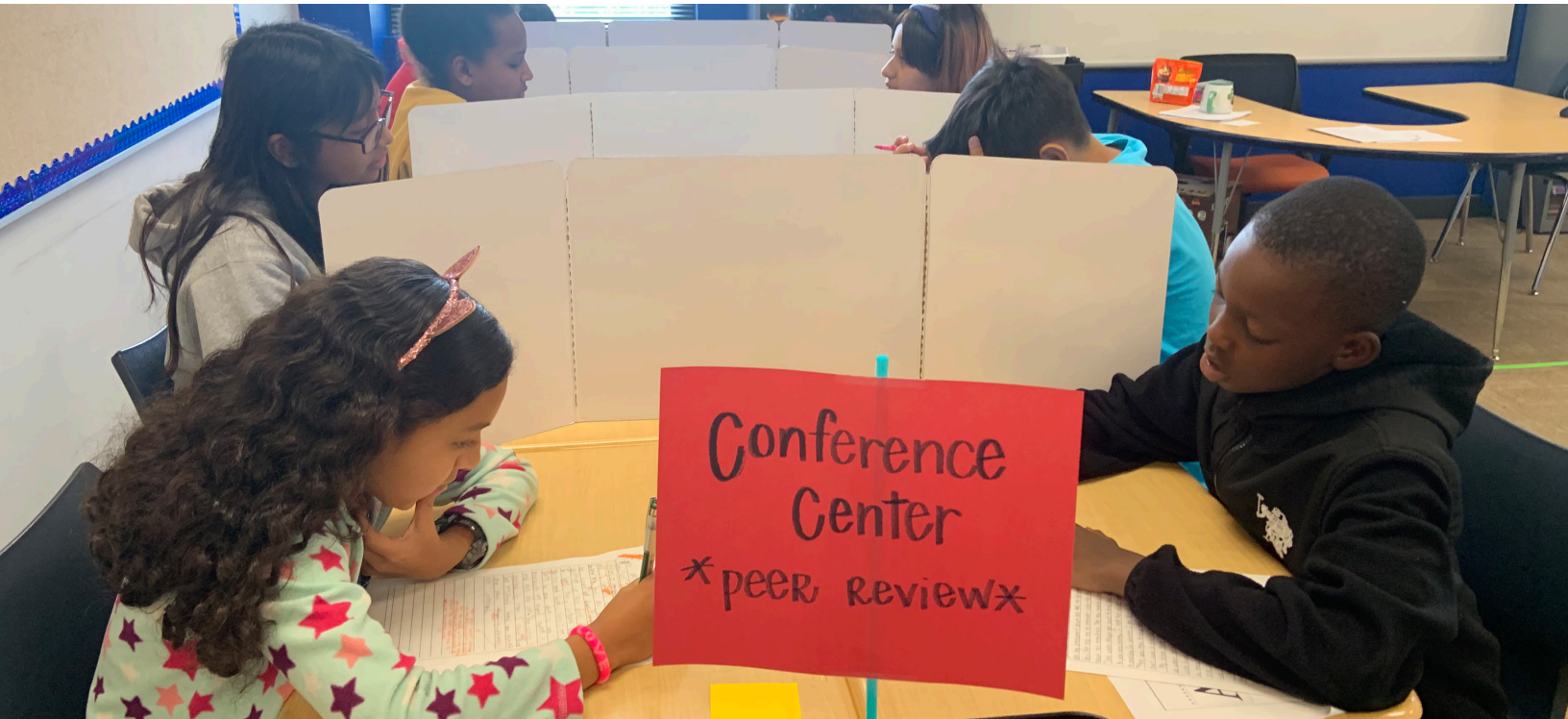
- » Develop a protocol for monitoring report card grades to provide real-time tutoring and intervention support if needed
- » Expand existing mental health support services for students by hiring two part-time licensed therapists

COLLEGE BOUND PROGRAM

- » Develop lesson plans by grade level (9-12) for financial literacy and college readiness
- » Increase staffing to ensure high-quality college counseling for every student
- » Provide increased flexibility for student schedules by offering more course offerings for PSAT & ACT test preparation

COLLEGE COMPLETION PROGRAM

- » Develop a pre-college "Boot Camp" to prepare BTH students for the transition to college
- » Partner with other Breakthrough Collaborative affiliates to create supportive peer groups for students at college campuses
- » Leverage technology to provide continual support for students through college
- » Assist students in finding and applying for summer internship opportunities, including becoming a Teaching Fellow with Breakthrough



"Breakthrough Houston will help me get into a college preparatory high school as well as the college of my choice. Breakthrough will also help me to understand how to take advantage of opportunities that come my way through high school and college."

- Romario Sanchez, Breakthrough Houston Student

GOAL 2: TEACHING FELLOWS

2.1 BREAKTHROUGH HOUSTON EMPLOYS A DIVERSE, HIGH ACHIEVING, AND EFFECTIVE GROUP OF YOUNG ASPIRING EDUCATORS

BENCHMARKS

DIVERSE

70%+

of Summer Teaching Fellows will be first generation college students and/or students of color

HIGH ACHIEVING

80%+

of Summer Teaching Fellows will have a 3.0 college GPA or higher

EFFECTIVE

95%

of Summer Teaching Fellows will receive a score of proficient or higher on their end of summer evaluation

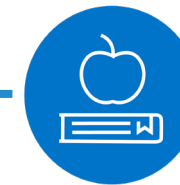


WHY ARE TEACHER DEMOGRAPHICS IMPORTANT?

Studies have shown that having a more diverse teacher workforce can positively benefit students from underserved communities. Many districts have prioritized teacher workforce diversity through specific recruitment, hiring, and retention initiatives.



2.2 BREAKTHROUGH HOUSTON TEACHING FELLOWS ARE INSPIRED TO CONTINUE WORKING IN EDUCATION



COMMITTED TO EDUCATION

80%+

of Summer Teaching Fellows agree that they are more interested in a career in education after their summer teaching experience



COMMITTED TO CHILDREN

80%+

of Summer Teaching Fellows indicate a desire to pursue opportunities to work with or advocate on behalf of children after their summer experience



PREPARING THE NEXT GENERATION OF EDUCATORS

“Working with these students was amazing and working alongside other teaching fellows and administrators and even the homestay families who were dedicated to making a difference for underserved students, all this allows you to understand that you’re not alone in the important fight for equitable education. After committing to 2 years with Breakthrough, I am now fully equipped to step into the world of education.”

- Erica Barnes, Breakthrough Houston 2019 Teaching Fellow

ACTION PLAN

RECRUITMENT & HIRING

- » Expand partnerships with local colleges to recruit and select a diverse population of Teaching Fellows
- » Integrate a Summer Teaching Fellow internship as a requirement for aspiring teachers at a local college
- » Forge partnerships with targeted out-of-state colleges with strong teacher preparation programs

TRAINING & DEVELOPMENT

- » In addition to Breakthrough's Summer Teacher Curriculum, provide resources and strategies to support teachers' mental health and self care
- » Add at least one activity for Summer Teaching Fellows to learn about non-teaching careers in education
- » Provide additional networking opportunities for Summer Teaching Fellows with potential education employers, including BTH Teaching Pipeline Partners

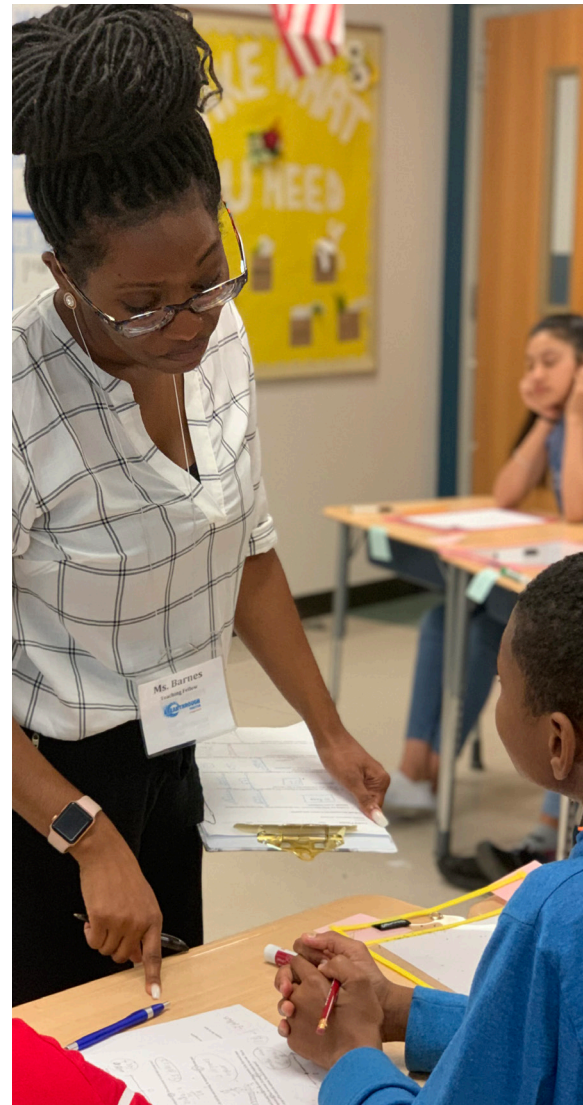
SUMMER TEACHING PROGRAM

BREAKTHROUGH HOUSTON PROVIDES INTENSIVE TRAINING AND COACHING FOR EACH SUMMER TEACHING FELLOW, CONSISTING OF:

- » 50+ solo hours of teaching
- » 24 hours of 1:1 observation and feedback with an instructional coach
- » 110 hours of professional development

BREAKTHROUGH HOUSTON UTILIZES TWO RUBRICS TO ASSESS TEACHER PROFICIENCY THROUGHOUT THE SUMMER.

- » The Teaching Excellence Rubric (TER) measures teachers' ability to manage a classroom and deliver content
- » The Collaborative Leadership Excellence Rubric (CLER) measures growth and leadership competencies inside and outside the classroom



TEACHING PIPELINE PARTNERS INCLUDE:

- » Charter Management Organizations
- » City Year
- » Fulbright
- » Houston ISD
- » Relay Graduate School of Education
- » TEACH
- » Teach For America
- » New Teacher Project
- » Urban Teachers
- » Good Reason Houston

GOAL 3: FINANCES

BENCHMARKS

- » Increase revenue each fiscal year above operating expenses to build a cash reserve equal to 12 months' operating costs by 2023
- » Maintain expense ratio to at least 70% program expenses and 30% or lower administration expenses

ACTION PLAN

- » Raise awareness of increased programs and services through successful expansion (from one site to three) to secure new individual, foundation and corporate funding partnerships
- » Increase number of donor opportunities to interact with Breakthrough students and teachers
- » Grow fall fundraising event to a comparable scope and scale as the annual spring luncheon
- » Launch enhanced individual giving campaign and develop framework for a Breakthrough Houston endowment





OUR VISION

At Breakthrough Houston, we envision a day when all children will have equitable access to quality education and teachers committed to their academic success.



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