



# STRATEGIC VISION




## 2020 - 2025

**MISSION:** Reality Changers prepares youth to become first-generation college graduates and agents of change in their communities.

**VISION:** We envision a future where all young people have equitable access to thrive in education and to create lifelong pathways for success.



**GOAL: SCALE IMPACT** Grow programs to serve the San Diego community and beyond





PRIORITIES			
	<b>Increase the number of students served by 8-12th grade programs</b>	<b>Expand work with program graduates to ensure their success through college</b>	<b>Deepen and diversify external partnerships</b>
2025 OUTCOMES	<ul style="list-style-type: none"><li>• Programs serve 1,000+ students annually</li><li>• There is an increased number of funded off-site College Apps Academy sections</li></ul>	<ul style="list-style-type: none"><li>• College graduation rates for program alumni are higher than local and national averages</li><li>• Program graduates are accessible to staff and engaged with the organization</li></ul>	<ul style="list-style-type: none"><li>• Increased breadth and depth of university and college partnerships</li><li>• Increased multi-year funding for program initiatives based on student community needs (e.g. STEAM)</li></ul>

*Target metrics for outcomes will be set as part of the ongoing strategic growth process. The organization will engage in internal evaluation and planning to determine capacity, needs, and progress benchmarks and to set final numeric objectives.*



GOAL: STRENGTHEN CAPACITY




Strengthen internal capacity and cultivate resources to sustain impact

PRIORITIES	 <b>Attract, develop, and retain leaders across the organization</b>	 <b>Align programs, curricula, and organizational structure to meet core objectives</b>	 <b>Embed data collection and analysis into all processes</b>	 <b>Develop and implement a 3-year plan for sustainable revenue</b>
2025 OUTCOMES	<ul style="list-style-type: none"><li>Achieve 80% annual staff retention rate</li><li>Staff, volunteers, and board report high satisfaction and engagement</li><li>Achieve 100% board giving</li></ul>	<ul style="list-style-type: none"><li>Organizational structure is redesigned and includes 2 new departments</li><li>Curriculum is research-based, aligned from 8th grade to college graduation, and focuses on developing specific skills</li></ul>	<ul style="list-style-type: none"><li>Technology is implemented to facilitate accurate data collection</li><li>Centralized and standardized program assessment and evaluation procedures</li><li>Org-wide processes align curriculum and job duties</li></ul>	<ul style="list-style-type: none"><li>90 days of cash on hand in reserve account</li><li>A feasibility study for a capital campaign has been completed and a capital campaign is initiated</li><li>A structure has been established for the overall endowment</li></ul>



GOAL: INFLUENCE CHANGE

Leverage experience to advocate for education equity and opportunities for youth

PRIORITIES	 <b>Engage in local and national professional networks</b>	 <b>Share learning outcomes with the community</b>	 <b>Amplify diverse stakeholder voices and leverage feedback</b>
2025 OUTCOMES	<ul style="list-style-type: none"><li>Organization hosts an annual college and career summit for program participants and graduates</li><li>Internal guidelines are established to inform advocacy efforts</li><li>Board and staff are involved with professional associations and events that strengthen external visibility and internal awareness of relevant developments in the education and social sectors</li></ul>	<ul style="list-style-type: none"><li>Diverse channels are in place for organization to share information and resources with aspiring college students and families</li><li>Organization regularly hosts and/or attends meetings with public and community stakeholders to provide input on issues related to our mission and work</li><li>Organization regularly publishes a report on program impact and lessons learned</li></ul>	<ul style="list-style-type: none"><li>Formal channels exist for community listening that informs organization decision-making</li><li>Action items developed by DEI and student-led committees have been implemented</li></ul>