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

Increase the number of students served by 8-12th grade programs

Expand work with program graduates to ensure their success through college

Deepen and diversify external partnerships

2025 OUTCOMES

• Programs serve 1,000+ students annually
• There is an increased number of funded off-site College Apps Academy sections
• College graduation rates for program alumni are higher than local and national averages
• Program graduates are accessible to staff and engaged with the organization
• Increased breadth and depth of university and college partnerships
• Increased multi-year funding for program initiatives based on student community needs (e.g. STEAM)

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

<table>
<thead>
<tr>
<th>PRIORITIES</th>
<th>2025 OUTCOMES</th>
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<tbody>
<tr>
<td>Attract, develop, and retain leaders across the organization</td>
<td>- Achieve 80% annual staff retention rate</td>
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<tr>
<td>Align programs, curricula, and organizational structure to meet core objectives</td>
<td>- Organizational structure is redesigned and includes 2 new departments</td>
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<td>Embed data collection and analysis into all processes</td>
<td>- Technology is implemented to facilitate accurate data collection</td>
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<tr>
<td>Develop and implement a 3-year plan for sustainable revenue</td>
<td>- 90 days of cash on hand in reserve account</td>
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**PRIOITIES**

**2025 OUTCOMES**

- Staff, volunteers, and board report high satisfaction and engagement
- Achieve 100% board giving
- Organizational structure is research-based, aligned from 8th grade to college graduation, and focuses on developing specific skills
- Curriculum is research-based, aligned from 8th grade to college graduation, and focuses on developing specific skills
- Technology is implemented to facilitate accurate data collection
- Centralized and standardized program assessment and evaluation procedures
- Org-wide processes align curriculum and job duties
- A feasibility study for a capital campaign has been completed and a capital campaign is initiated
- A structure has been established for the overall endowment

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**GOAL: INFLUENCE CHANGE**  Leverage experience to advocate for education equity and opportunities for youth

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<td>Engage in local and national professional networks</td>
<td>- Organization hosts an annual college and career summit for program participants and graduates</td>
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<td>Share learning outcomes with the community</td>
<td>- Diverse channels are in place for organization to share information and resources with aspiring college students and families</td>
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<tr>
<td>Amplify diverse stakeholder voices and leverage feedback</td>
<td>- Formal channels exist for community listening that informs organization decision-making</td>
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**PRIOITIES**

**2025 OUTCOMES**

- Internal guidelines are established to inform advocacy efforts
- 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
- Organization regularly hosts and/or attends meetings with public and community stakeholders to provide input on issues related to our mission and work
- Organization regularly publishes a report on program impact and lessons learned
- Formal channels exist for community listening that informs organization decision-making
- Action items developed by DEI and student-led committees have been implemented