



# Breakthrough Twin Cities Strategic Intent

May 2023

Purpose: To summarize Breakthrough Twin Cities' strategic direction from Summer 2023 to Fall 2026.

Mission statement: *BTC supports students on their journey to college by fostering a community of mutual learning with the next generation of educators so they both can collaborate, grow, and thrive.*

Summary: Our strategic intent over these three years is about how to leverage our model to get more out of our mission and calls for no major shifts in model.

Our vision is, by the Fall of 2026, through a culture of restoration, we will have established an equitable, just, and inclusive **Platform for the Future** by:

- Ensuring our model is scalable in a way that ushers sustainable future growth
- Reaching more students and improving the student experience
- Earning a reputation for attracting and developing aspiring educators

## Values:

- **Trust:** We build trust, equity, and transparency through authentic actions
- **Student-Centric:** We strive to be nimble and adaptable to meet the ever-evolving needs of our students and Teaching Fellows
- **Collaboration:** We prioritize curiosity, clear communication, and being open to a multitude of solutions
- **One Team:** We are aligned on what we do, how we do it, and how it is resourced
- **Growth / Growth Mindset:** We foster a culture where growth, effort, and flexibility are celebrated
- **Empathy:** We hold empathy at the core of decision-making and relationship-building

## Priorities:

1. Increasing impact of student-facing programs
2. Strengthening the pipeline of diverse future educators
3. Proving the model for a sustainable, scalable program and organization
4. Assembling and developing the human capabilities needed to lead future growth



## 1. Increasing impact of student-facing programs

**Goal: Increase student retention and number of students served**

### **Strategies**

- Increase student voice in programmatic decisions
- Strengthen curricular planning and content to increase quality and relevance
- Develop data systems to inform advising decision-making and success
- Strengthen relationships with schools and communities in which our students are part
- Grow students served to cohorts of 60 at both St. Paul sites and 40 in ECC; backfill openings for rising 8<sup>th</sup> graders

## 2. Strengthening the pipeline of diverse future educators

**Goal: Confidence in our Teaching Fellow recruitment model and scalability**

### **Strategies**

- Test tactics in Teaching Fellow recruitment, training, professional development, and career preparation
- Strengthen partnerships within higher education, licensing agencies, and like organizations

## 3. Proving the model for a sustainable, scalable program and organization

**Goal: Capacity for sustainable growth**

### **Strategies**

- Align financial, fundraising, and performance processes with programmatic calendar
- Succeed with AmeriCorps by earning continuation grants; maturing operations to support AmeriCorps relationship
- Test and establish a sustainable development model
- Establish and strengthen a marketing/brand model

## 4. Assemble and develop the human capabilities needed to lead future growth

**Goal: Qualified people identified for all Board and staff leadership positions**

### **Strategies**

- Board Member strategy and growth
- Internal staff operating excellence
- Define our culture intentionally using a lens of restoration; train
- Advance Board and staff recruiting processes