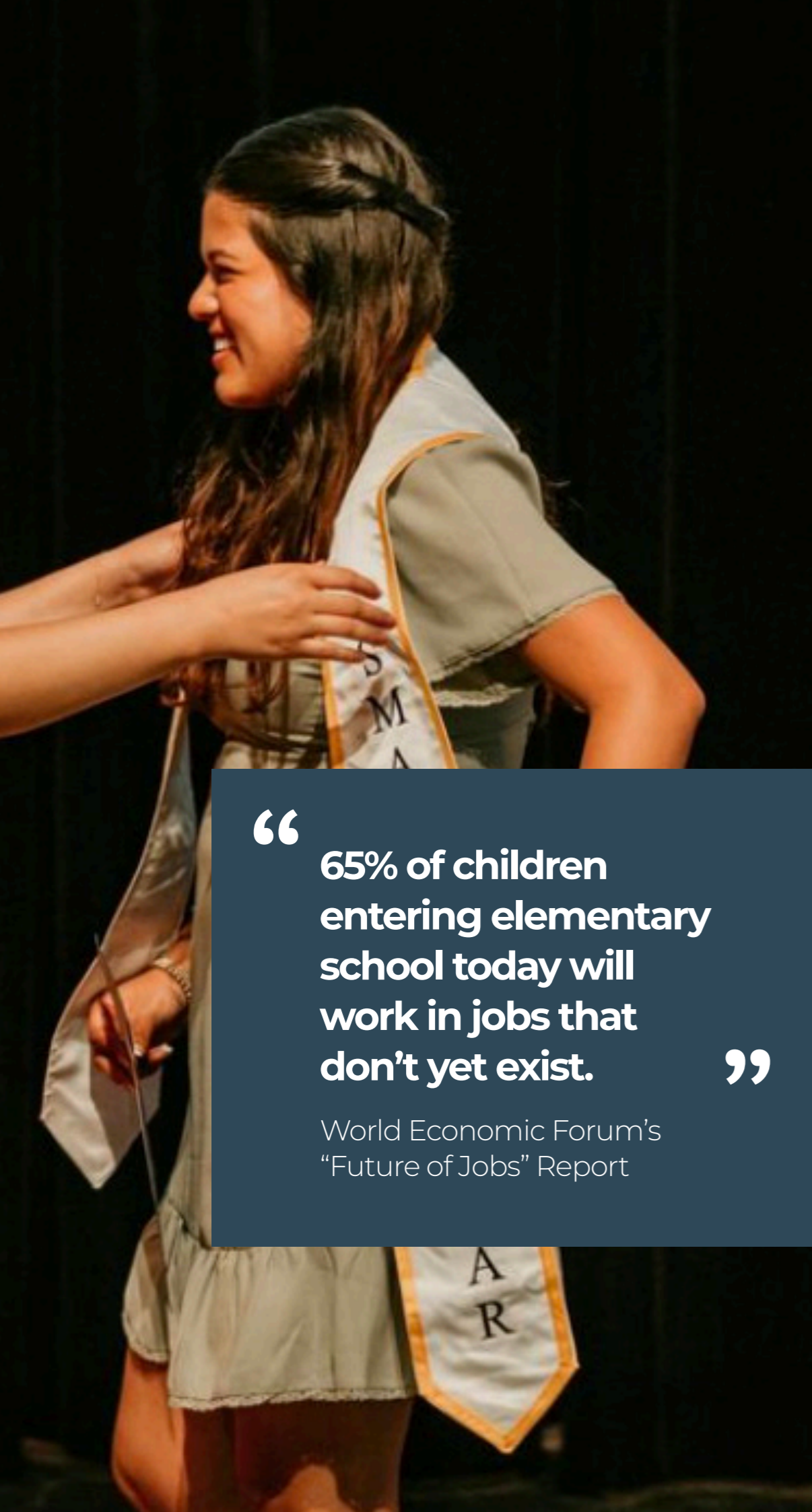


**Strategic**

**Plan**

**2024 - 2027**





## Shaping Our Future

Half of all San Francisco students live in low-income households. Only 16% of students from low-income households earn a bachelor's degree (compared to 66% of their more affluent peers).

SMART is advancing a vision of equitable pathways to college for every student in San Francisco. We support Scholars and families to dream big. We pride ourselves on building relationships based on trust, accompanying families each step of their journey toward a college degree.

Hundreds of SMART alumni have already earned their college degrees and were in the first generation in their families to

do so. They are now successful professionals working in research, law, education, business, engineering, medicine, and more.

These achievements are a testament to the commitment of SMART families and the effectiveness of SMART programming. We will build on this success and pave pathways to and through college for hundreds of additional Scholars. Over the next three years, we will:

“**65% of children entering elementary school today will work in jobs that don't yet exist.**”

World Economic Forum's "Future of Jobs" Report

1.

### Strengthen Scholar support

especially preparation for middle school and support in college.

2.

### Grow our program reach

serve more students every year.

3.

### Build SMART's capacity and sustainability

continue ensuring a best-in-class program into the future.

*Join us! Together, we will create a future of abundant opportunity for every student in San Francisco. Thank you for your trust and partnership.*

# Our Mission + Vision

SMART champions education equity by supporting students in overcoming systemic barriers on their journey to a college degree.

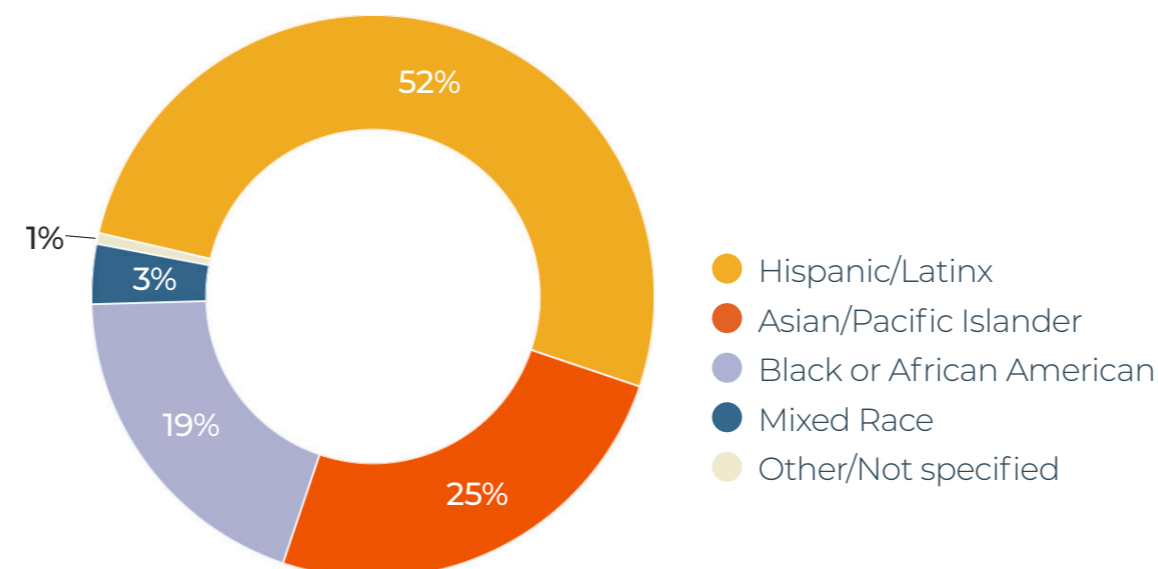
We envision a community with equitable pathways to college graduation for every student in San Francisco – and we work towards that vision by providing students and families academic, social, and emotional support, as well as college preparation and career exploration.

## Shaping Our Future

- Over the last decade, 100% of SMART Scholars have graduated high-school and 95% have matriculated to college, compared to an 83% high school graduation rate in California and a nationwide 51% college matriculation rate of their low-income peers.
- While the national college graduation rate for students from low-income households is 16%, SMART Scholars are 4 times more likely to graduate from college.
- Of the SMART Scholars who started college in the last 6 years, 81% have either graduated or are persisting in college.

## Our Scholars

- SMART families are in the lowest income quartile in San Francisco, earning less than \$40,000 on average.
- More than 97% of SMART Scholars will be the first in their families to graduate from college.
- 4 of every 5 SMART Scholars primarily speak a language other than English at home.



## College = Opportunity

On average, Americans with bachelor's degrees receive the following benefits in comparison to high school graduates who never attend college:

- Double lifetime earnings
- Life expectancy is seven years longer
- Incidence of poverty is 3x lower
- 14% more likely to be employed

# Our Award-Winning 12-Year Program Model



**recruitment**  
4th grade

SMART identifies curious and motivated 4th grade students facing barriers to opportunity through a network of elementary schools and community-based organizations in San Francisco.



**middle school prep**  
5th grade

Our six-week summer program for rising 5th grade students prevents summer learning loss through literacy, math, science, media, dance, coding, sports, and enrichment activities, in addition to STEM-based field trips. Our regular after-school program prepares 5th grade Scholars for success in middle school, with added tutoring support. Additionally, we guide families through the complex middle school enrollment processes, offering support with admissions, financial aid, and school advocacy, while also conducting tours and workshops to empower families to become strong educational champions.



**middle school achievement**  
6th - 8th grade

A weekly after-school program equipping our middle school Scholars with the skills needed to succeed in school and in life through tutoring, mentoring, and a curriculum designed to bolster them academically, socially, and emotionally. SMART also guides families through the complex high school enrollment processes, offering assistance with admissions and financial aid, school advocacy, tours, and empowering workshops to help families become strong educational champions.



**college achievement**  
9th - 12th grade

Weekly programming supports our Scholars in career and college exploration, offering assistance with the college and financial aid application process, while emphasizing the importance of community engagement and self-advocacy. Workshops build on the foundational skills introduced in middle school and expanded through high school to cover more comprehensive aspects of college readiness, ensuring they are well-prepared for the challenges and opportunities ahead.



**college success**  
college

In college, Scholars receive ongoing support through regular check-ins, ensuring they meet college and major requirements, connecting students to campus resources and affinity groups, reminding them about financial aid and housing deadlines, assisting with class enrollment, providing career and graduate school readiness guidance, and monitoring their social and emotional well-being.

# 2024-2027 Strategic Priorities



## Strategic Priorities

We will focus on... :

- **PRIORITY #1**  
Strengthen Scholar Support
- **PRIORITY #2**  
Grow Our Program Reach
- **PRIORITY #3**  
Build Capacity and Sustainability

## Long-Term Expected Outcomes

If we are successful, then... :

- SMART Scholars thrive, socially, emotionally, and academically
- Increased equitable pathways to college for every student in San Francisco
- SMART is upheld as a best-in-class program in the Bay Area
- SMART experiences expanded and diversified financial sustainability

## High-Level Key Performance Indicators

We will know we are successful when... :

- College enrollment rate: 95%
- 4-Year College graduation rate (6-year): 70%
- Number of students served in 2027: 515
- Equity in Scholar outcomes: Normal distribution across gender and ethnoracial identities
- Financial sustainability: Begin fiscal year with 6 months of unrestricted cash in bank



# Deeper Dive into Our 2024-2027 Strategic Priorities

## Priority 1: Strengthen Scholar Support

**Rationale:** We are continuing to see the lasting effects of the pandemic on the academic, social, and emotional progress of youth. These effects are exacerbated for students from low-income households and students who will be the first generation in their families to earn a college degree. Thus, the key strategies under this priority emphasize early intervention support for middle school preparation, as well as an even more intentional focus on college persistence.

### Strategies:



**Strengthen Scholar  
preparation for  
middle school**



**Increase college  
persistence  
support**

### Key Performance Indicators:

- College enrollment rate: 95%
- 4-Year College graduation rate: 70%
- Student retention rate
- Middle School after-school program attendance rate
- % of Scholars who are UC and CSU eligible
- % of Scholars enrolling in high-retention\* colleges

\* ("High-retention" refers to colleges with a 90% persistence rate and/or an 80% graduation rate)

## Priority 2: Grow Our Program Reach

**Rationale:** SMART’s vision is that all students in San Francisco have an equitable pathway to a college degree. There is a great need for our program, as half of all students in San Francisco are from low-income households, and are far less likely to graduate from college. This strategic priority focuses on increasing the number of students we serve directly in our program from 5th grade through college graduation.

### Strategy:



Increase number of students served in cohorts 5th grade through college

### Key Performance Indicators:

- Number of students served in 2027 (10% increase in Scholars served 5th grade thru college)

Program	Middle School Prep (Summer + 5th Grade)	Middle School	High School	College	Total
Students served in FY2026-27	110	135	175	95	<b>515</b>





## Priority 3: Building Capacity and Sustainability

**Rationale:** Over the last several years SMART has shown tremendous resilience and growth. Despite the headwinds of the pandemic, SMART has continued to serve more students, innovate our program, and embrace technology to drive efficiencies and impact. As we continue to grow our impact in the future, we will continue to codify our systems, adopt new technologies, maintain our financial sustainability, and continue establishing SMART as a best-in-class program and place to work.

### Strategies:



Codify program curriculum



Harness technology to increase efficacy and efficiency across the organization



Invest in staff professional development



Maintain financial stability

### Key Performance Indicators:

- Financial sustainability: begin fiscal year with 6 months of unrestricted cash in bank
- Codified curriculum for middle school, high school, and college programs
- Staff retention: 2-year median tenure
- Reflective leadership development: 60% of staff supervisors identify as BIPOC + meet board composition target ranges
- Vendor diversity: percentage of vendors whose owners/operators reflect the communities we serve



# Path to Impact: Financial and Operational Forecasts

## Financial Forecast:

In order to realize our impact goals, in 2024-2027 we will need to raise a total of:

**\$13.5 million**     \$13M - Operating Expenses  
\$0.5M - Reserves

Expenses	2023-24	2024-25	2025-26	2026-27
Personnel	<b>\$2,262,293</b>	\$2,470,000	\$2,670,000	\$2,900,000
Program	<b>\$324,440</b>	\$315,000	\$380,000	\$400,000
Occupancy	<b>\$397,815</b>	\$570,000	\$750,000	\$780,000
Office	<b>\$41,262</b>	\$55,000	\$60,000	\$60,000
Prof. Fees	<b>\$144,350</b>	\$160,000	\$180,000	\$190,000
Board/Staff	<b>\$90,800</b>	\$60,000	\$100,000	\$110,000
Insurance	<b>\$7,975</b>	\$10,000	\$10,000	\$10,000
Events	<b>\$192,200</b>	\$210,000	\$230,000	\$250,000
<b>Total</b>	<b>\$3,462,135</b>	<b>\$3,850,000</b>	<b>\$4,380,000</b>	<b>\$4,700,000</b>

## 3-Year Personnel Forecast

The goal of additional staff is to support the execution of the three strategic priorities. The 3-year financial forecast reflects adding 2 full time and 1 part time staff members during the 2024-2027 period.

Below is the current staffing forecast, which can change as the strategic plan implementation unfolds. In addition, all additional hiring will depend on meeting our financial goals to support this growth.

Year	Additional Staff	Strategic Priority
FY2024-2025	No additional staff	N/A
FY2024-2026	Middle School Prep Program Associate <i>PT</i>	Scholar Support
	College Success Program Manager	Scholar Support + Grow Reach
FY2026-2027	Development & Communications Manager	Capacity & Sustainability
FY2027-2028	College Success Advisor	Scholar Support + Grow Reach

*\* Projected beyond the scope of the 2024-2027 strategic plan to meet program need*

## Projected Staff Growth 2024-2027:

	2023-24	2024-25	2025-26	2026-27	2027-28*
Full Time	22	22	23	24	25
Part Time	2	2	3	3	3

*\* Projected beyond the scope of the 2024-2027 strategic plan to meet program need*



# SMART

**2101 Mission Street, Suite 200  
San Francisco, CA 94110**

**415.865.5400**

**[info@thesmartprogram.org](mailto:info@thesmartprogram.org)**

**[www.thesmartprogram.org](http://www.thesmartprogram.org)**