



2021 Strategic Plan

Letter from the CEO



Yoon S. Choi, PhD
CEO

The vision for CollegeSpring’s next three years has been shaped by a series of purposeful choices.

In order to more effectively serve schools and students, we needed to take a hard look at where we were having the most impact, how our limited resources would be best spent, and what would allow us to serve the most students in the best way possible.

Our strategy is to focus on filling a critical need—which happens to be the thing we’re best at: closing the test preparation gap so that *all* students have a shot at college and the opportunities that come with it.

We’re taking time over the next three years to apply what we’ve learned over the past ten, combine it with the latest research and innovation in education and equity work, and build a comprehensive program that does more than simply prepare students for a standardized test; we’re providing college knowledge, academic skills, and social emotional competencies—test confidence—so that tests are springboards to success—not barriers.

‘Solutionitis,’ the impulse to do *everything* to address the myriad challenges students face on their journey to and through college, is a common epidemic in our field. This is the immunization plan. We have the humility and discipline to know that we can’t do it all, and that our students will be better served if we forge partnerships with other organizations to which we can pass the baton. We also believe that if we become really really good at what we do, in addition to closing the test prep gap as we have done for the past ten years, we will ensure all students have the scores to make them 4-year college eligible. In doing so, we will have the opportunity to influence policy and scale our program nationally. So in the next 3 years, we’re also *not* growing to new cities because we refuse to be distracted.

We believe these choices will allow us to deliver the maximum impact to our schools and students. And we plan to measure it. The power of our program is that we intervene at a critical inflection point in students’ lives. What that means is that while our work has a domino effect, we won’t take credit for the last domino that drops. We’ll measure and claim our force of gravity only. The more we focus on our piece, the greater the impact down the line.

We’ve built flexibility into this plan so that CollegeSpring can continue to grow, improve, and change. We expect to learn a lot over the next three years because they will be building years. We’re building an enhanced curriculum, an infrastructure to support our evolution, partnerships to enhance our impact, and the potential to be ubiquitous. We believe that together, we can ensure that *all* students receive equitable access to SAT and ACT test preparation so that they are better prepared to enter and graduate from college.

On behalf of all of us at CollegeSpring, thank you.

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Executive Summary

What will it take to give all students equal opportunity to prepare for college?

.....

The SAT and ACT have the power to change the trajectory of a student's education and life outcomes, and yet, not all students are encouraged to – or can afford to – prepare.





CollegeSpring helps schools, help teachers, help students



At CollegeSpring, we recognize that SAT and ACT results are an important part of college admissions.

We therefore believe that all students, from all backgrounds, deserve access to premium test preparation to confidently take those exams.

Have you ever run a marathon without training? Taken your Driver's test without reading the manual?

Being able to prepare for something important is not only smart, it's necessary.

That's why we focus on one thing: equipping schools and their teachers with a program that enables students to build their **test confidence™**, increase their results on the SAT and ACT exams, and open up a lifetime of opportunities.



2008–2018

CollegeSpring enters this strategic plan with a record of consistent impact, a scalable financial model, and a demonstrated ability to grow its programs. Our accomplishments create a strong foundation for the goals to which we aspire in our next three years.

What We've Accomplished:

.....

25,000

Students served to date

1st & 2nd

Of the nation's largest school districts served

22%

Average test score increase by students in our program

46%

College enrollment rate within 2 years of graduation, compared to a national average of 31% for students from similar demographic backgrounds



2019–2021

CollegeSpring's vision is for all students to receive equitable access to SAT and ACT preparation so that they are better prepared to enter and graduate from college.

Over the next three years, CollegeSpring will refine and codify its programs, increasing impact; evolve its financial model to be locally sustainable; and, invest in the people, systems, and technology needed to be best-in-class.

By The Numbers:

.....
50,000

Total students served after this plan

25,000

Number of additional students CollegeSpring will serve over the next three years

25%

Average test score increase by students in our program

\$16,000,000

Total fee-for-service and philanthropic revenue required over the three-year period, with a financial model that focuses on sustainability both regionally and nationally

Beyond 2021

This plan positions CollegeSpring to develop a model that will lead to widespread adoption by schools, districts, and nonprofit partners across the nation. By 2021, we will have built the infrastructure, funding base, and record of impact that leads to market leadership. Ultimately, this leadership through results will influence policy change and transform school systems.

A New Standard of Preparation

- **CollegeSpring is seen as *the* solution for schools and districts**
- **CollegeSpring is at the forefront of systems-wide change, partnering with other college access and success organizations to see students to and through college**
- **CollegeSpring advocates for all students to have access to the requisite preparation for college**
- **CollegeSpring will be positioned for exponential growth in 2021 and beyond**

The Challenge, Our Approach & Our Impact

The Challenge

SAT and ACT results are critical to college admissions. But test preparation comes at a significant cost, creating disparate outcomes between those who have access to formal preparation, and those who do not. While students from higher-income households likely receive individualized tutoring, counseling, and test preparation outside of school, most students do not have that opportunity. The advantages that money can buy on test preparation and college applications have become so great that the American ideal of education as the great leveler regardless of income level has been grossly undermined.

At CollegeSpring, we are actively changing the status quo. We believe that preparation is every student's right, not a privilege for a select few. For this reason, CollegeSpring brings the opportunity to prepare for these consequential tests **to schools, in school**, where **all students** are. By offering our program during the school day and meeting the needs of diverse learners, we are leveling the playing field so that *all* students have the opportunity to represent and unlock their potential through increased test scores.

We are dedicated to equipping schools and their teachers with a differentiated curriculum that prepares learners with academic skill-building, exam familiarity, knowledge about college, and a feeling of readiness and motivation for the SAT and ACT.

We call this **Test Confidence™**.

Test Confidence increases students' results, motivation, and ultimately, future opportunities. Our results demonstrate what's attainable when preparation for all is the standard.

Test Preparation Changes Trajectories in Multiple Ways

Value of the SAT / ACT in College Access and Beyond

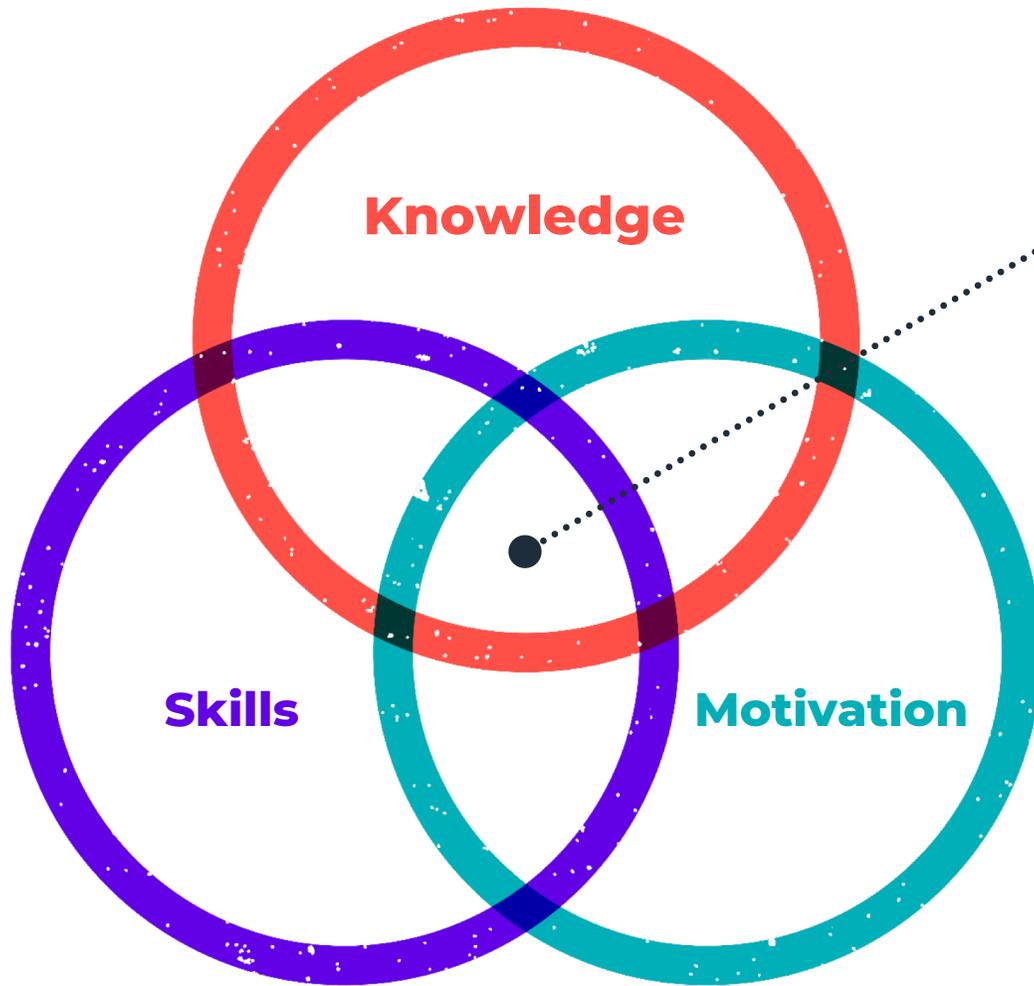
- SAT and ACT performance is **critical for admission to most 4-year colleges**
- Even a **small score increase can make a big difference** in accessing selective institutions that have better financial aid and support systems, and higher graduation rates
- Meeting threshold scores allow students to **place out of remedial courses** upon entering college, saving precious time and funds
- Performance on the SAT has been shown to be a **strong predictor of future achievements** in career and lifetime earnings



Value of Test Confidence™

- Students learn to successfully set and **work toward personal and academic goals**
- Teachers help students gain ability to **accurately assess their strengths and growth areas**, and provide students with a well-grounded sense of confidence, optimism, and **growth mindset**
- Both teachers and students understand that **the test does not define a student**; it is an **opportunity to unlock future opportunities**
- Teachers help students develop **habits, skills, and approaches that can be applied to other future situations**, leading to life-changing results

Test Confidence™ Transforms Results



● Test Confidence™

More than just a test

Doing well on the SAT and ACT requires more than tips and tricks. Students need to have **knowledge** about the college application process, best-fit schools, why the test matters, and how it can change their college-going trajectories; they need to feel **motivated** to use this test as a lever to unlock opportunity; and they need the academic **skills** to perform effectively. All of these things combined build their Test Confidence, leading to results that set students up for success in college and beyond.

CollegeSpring's Approach

CollegeSpring reduces inequalities in test preparation by building the capacity of schools. Teachers at our partner schools receive training and support, lesson plans, and classroom materials in order to deliver CollegeSpring's curriculum.

CollegeSpring also trains, coaches, and pays local undergraduates to work with students in small groups. Many are first-generation college-goers, giving them unique insight into CollegeSpring students' educational journeys and helping them serve as valuable role models.



CollegeSpring Product & Service

- Proprietary SAT and ACT curriculum and training
- Diagnostic tests with data and specific feedback afterwards
- Culturally relevant, tailored approach

School

- Inclusive school-based model
- Every student—not just a select few
- Increase school's college-going culture

Teacher & Mentors

- Familiar teachers deliver program for the students they already know
- Mentors provide additional social and emotional inspiration

Student Beneficiaries

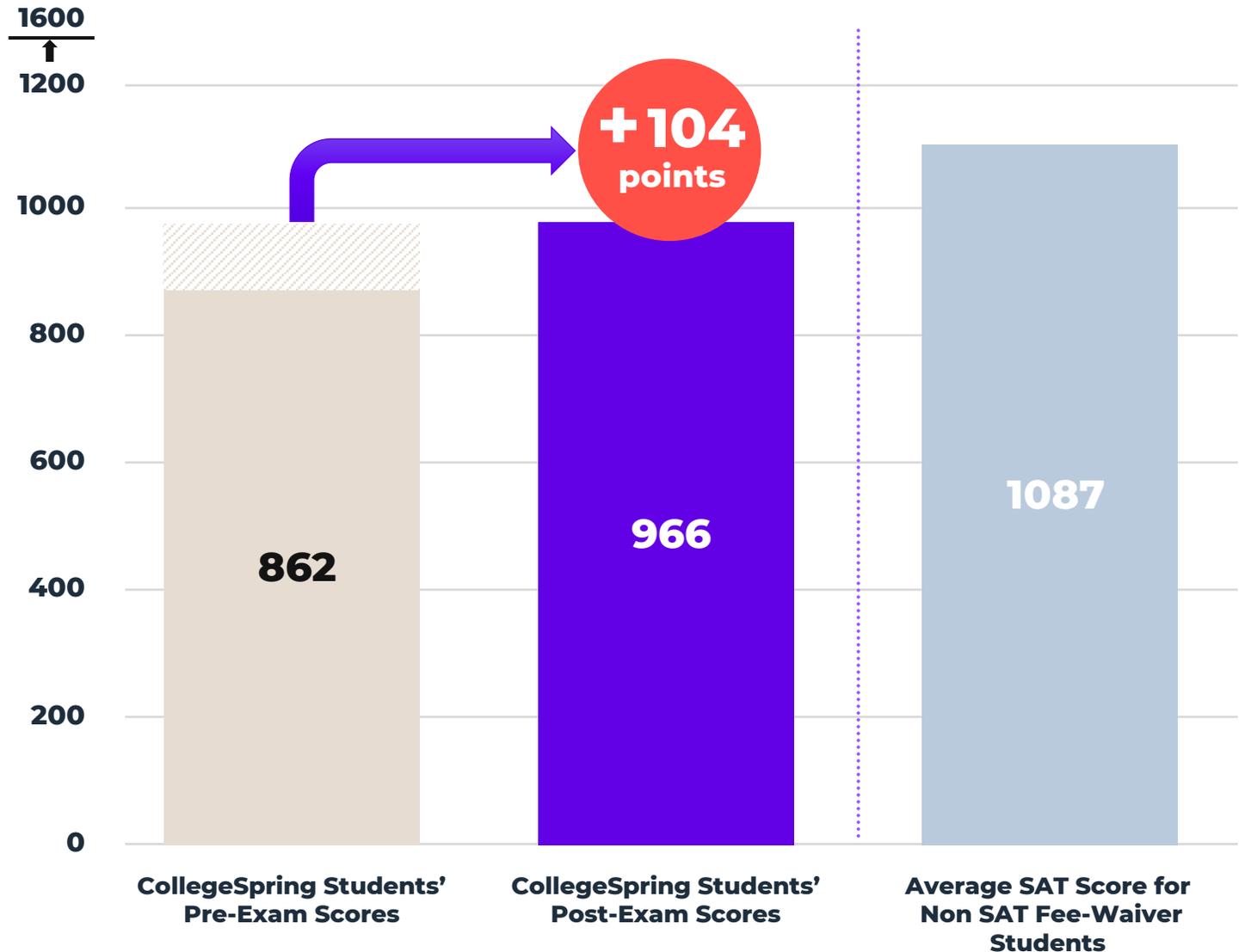
- Increased scores
- Test confidence
- Higher likelihood to enroll in 4-year college

Closing the Test Preparation Gap

- Students enrolled in the program (2016-17) **increased their scores by an average of 22% (104 points)**
- Schools benefit from CollegeSpring, too—our **program boosts a school-wide college going culture** and increases teacher knowledge and skills in the importance of SAT and ACTs

94% of administrators were satisfied with the quality of CollegeSpring's service

87% would recommend partnering with CollegeSpring to another school



Preparing Students to Meet College and Career-Ready Benchmarks

- CollegeSpring students' SAT score increases correlate positively with college enrollment and persistence
- Four out of five students identified they are more prepared for the SAT and confident they can get into college

Student Progress to The College Board's Benchmarks for College Readiness

Before CollegeSpring

31%

of students met or were within benchmarks in reading & writing

13%

met or were within benchmarks in math

After CollegeSpring

55%

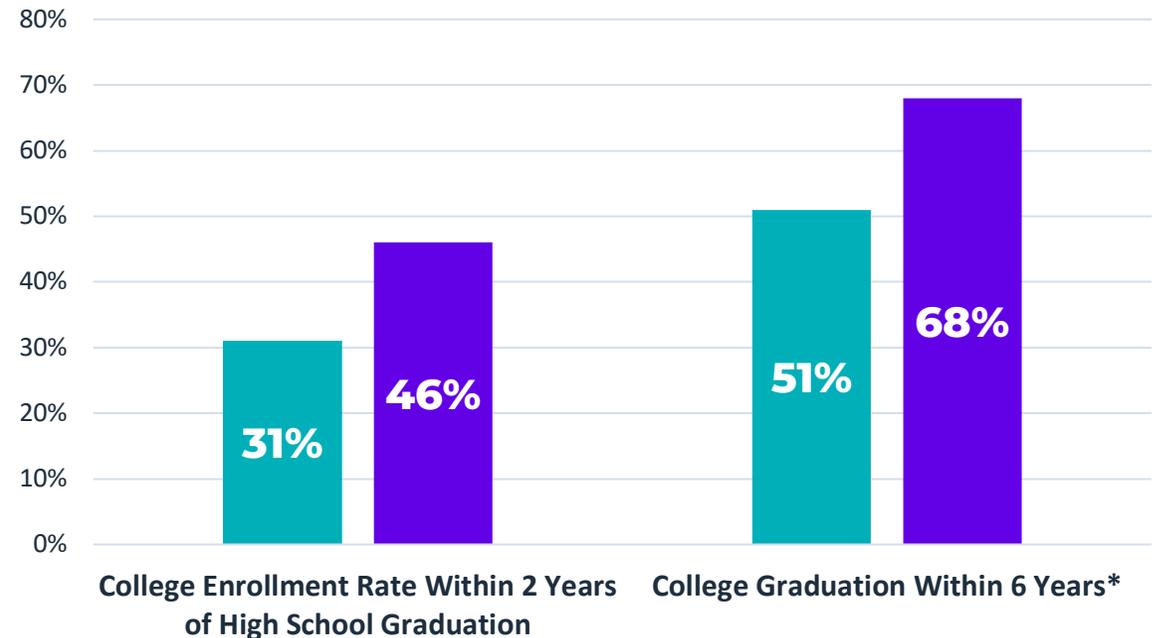
of students met or were within benchmarks in reading & writing

30%

met or were within benchmarks in math

College Matriculation & Graduation

■ National Average for Demographically Similar Students
■ CollegeSpring Students



*(1) Our sample size thus far is one cohort from 2011 and (2) our 4 year rate is 35%, which includes multiple cohorts of students.. College graduation rate cited for demographically similar students is for Pell grant recipients.

Note: Our intervention is during students' junior year of high school. While we track the college enrollment and graduation rates of our students, there are a host of other factors that positively influence persistence and graduation.

2021 Strategic Plan



2019-2021 Strategic Priorities

Over the next three years, CollegeSpring will set the stage to become *the* solution for closing the test preparation gap.

Our priorities will be **impact** first, **sustainability** second, and then **scale**—in that order.

Each year will be guided by the following themes and priorities:

2019: Refine. Refrain. Retain.

2020: Innovate. Initiate. Implement.

2021: Repeat. Replicate. Reach.



FY19:
Refine. Retain. Refrain.

FY20:
Innovate. Initiate. Implement.

FY21:
Repeat. Replicate. Reach.

Refine our program model:

- Invest in curriculum, training, and program model enhancements
- Introduce social emotional learning into curriculum
- Evaluate and better articulate the value proposition of mentors via pilot
- Enhance capacity for teachers and schools
- Codify our staffing structure & partnership criteria
- Revise and roll out full-year ACT program

Innovate through technology:

- Automate manual processes and service delivery
- Explore differentiated learning options to help teachers better serve *all* students
- Pilot student facing platform to engage and motivate students more deeply

Repeat emergent best practices:

- Repeat all the things that led to retention and successful impact
- Codify best and standard practices across existing sites

Retain partners, staff, and revenue:

- Retain best-fit school partners
- Implement best-in-class hiring practices to recruit and retain diverse and talented staff
- Increase earned income to exceed 50% in each region, creating a path towards local sustainability
- Boost national philanthropic efforts to sustain growth and fuel innovation

Initiate growth and partnerships:

- Initiate deeper growth via district partnerships in existing regions
- Initiate partnerships with other non-profit organizations in the college access and success space to provide continuum of services to students
- Build CollegeSpring brand via national media and participation in national conferences and press that will position CollegeSpring as leader in this space

Replicate success:

- Replicate successful earned revenue, philanthropic and partnership structures
- Ensure national infrastructure can support and sustain service model
- Gain external validation of our program and innovative practices

Refrain from distractions:

- Refrain from non SAT and ACT programs
- Instead, begin building a coalition of partners for strategic hand-offs so students can receive programming as seniors and college students

Implement Core / Connect at greater scale:

- Roll out standardized program model across regions
- Continue to lay groundwork for significant scale

Reach higher and wider:

- Years 1 and 2 will determine the most effective, impactful, and efficient route to scale
- Prepare for scale through virtual, remote service model—not brick and mortar growth to new cities

IMPACT

SUSTAINABILITY

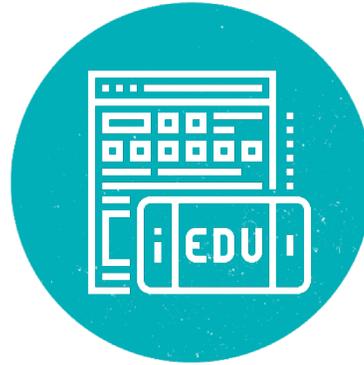
SCALE

Program Focus: Strategic Pillars



Evolve our school-based program model

- Explore awarding course credit for students in CollegeSpring program
- Measure school culture improvements
- Become an approved vendor in all regions, opening up funding opportunities
- Update curriculum to enhance outcomes around social-emotional learning and support the development of Test Confidence
- Better serve English language learners, students with learning differences, and high-performers
- Provide more—and higher quality—training for CollegeSpring staff and instructors
- Develop CollegeSpring’s instructional coaching philosophy and define how we support teachers



Leverage Leading-Edge Technology

- Upgrade data systems, including grading and reporting software and surveys
- Invest in differentiated learning, developing tools to provide students and their instructors with individual roadmaps
- Introduce a portal for CollegeSpring instructors, enabling remote access to program implementation resources and training
- Develop a student-facing platform to increase student engagement, motivation, and results



Invest in Research and Evaluation

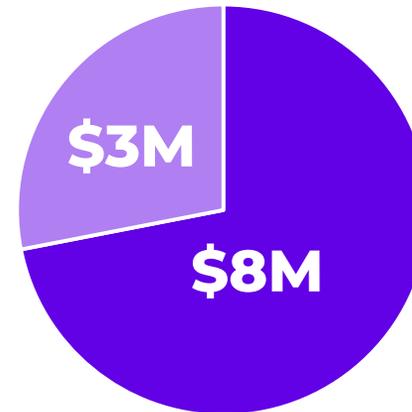
- Standardize and codify CollegeSpring’s program model
- Examine current outcomes and plan for future impact
- Launch external evaluation of program efficacy

3-Year Revenue Summary

Over the next 3 years, CollegeSpring will raise \$16M in cumulative revenue, including \$11M philanthropically. \$3M will support strategic plan investments.



Philanthropy: \$11M



- Annual Philanthropy
- Strategic Plan Investments

20% of our revenue is dedicated to strategic plan investments. Securing this funding at the beginning of the plan will best position CollegeSpring to achieve its 2021 vision

Fee-for-Service: \$5M



At the beginning of the plan, fee-for-service payments contribute 49% of regional revenue; by 2021, this percentage grows to 59%

Join Us On Our 2021 Journey

CollegeSpring's ability to achieve our vision is contingent on engaging our investors to provide the capital we need to be successful.

Our Philanthropic Goal over 3 years:

\$11,000,000

Our Commitment to Investors

- **Data-driven reporting on progress against all of the goals in this plan**
- **Transparency around the accomplishments, setbacks, and learnings inherent in the pursuit of our vision**
- **Continued dialogue about the progress against our goals and the strategic considerations that will emerge over the next three years**

Strategic Plan Capital Utilization

CollegeSpring will raise \$3M in investments over the next three years to deepen our impact, increase our sustainability, and scale in existing regions.

Analysis:

- **\$1.4M** will fund programmatic expansion in New York, Southern California, and the Bay Area
- **\$1M** will fuel innovation in Programs & Impact, including investments in Research & Evaluation
- **\$600K** will scale our Technology, Systems & Infrastructure as we build a best-in-class organization

Strategic Plan Investments by Fiscal Year & Type

- Technology, Systems & Infrastructure
- Programs & Impact
- Growth in Existing Regions



Growth: Overview

CollegeSpring will support 25,000 additional students across the country over the next three years.

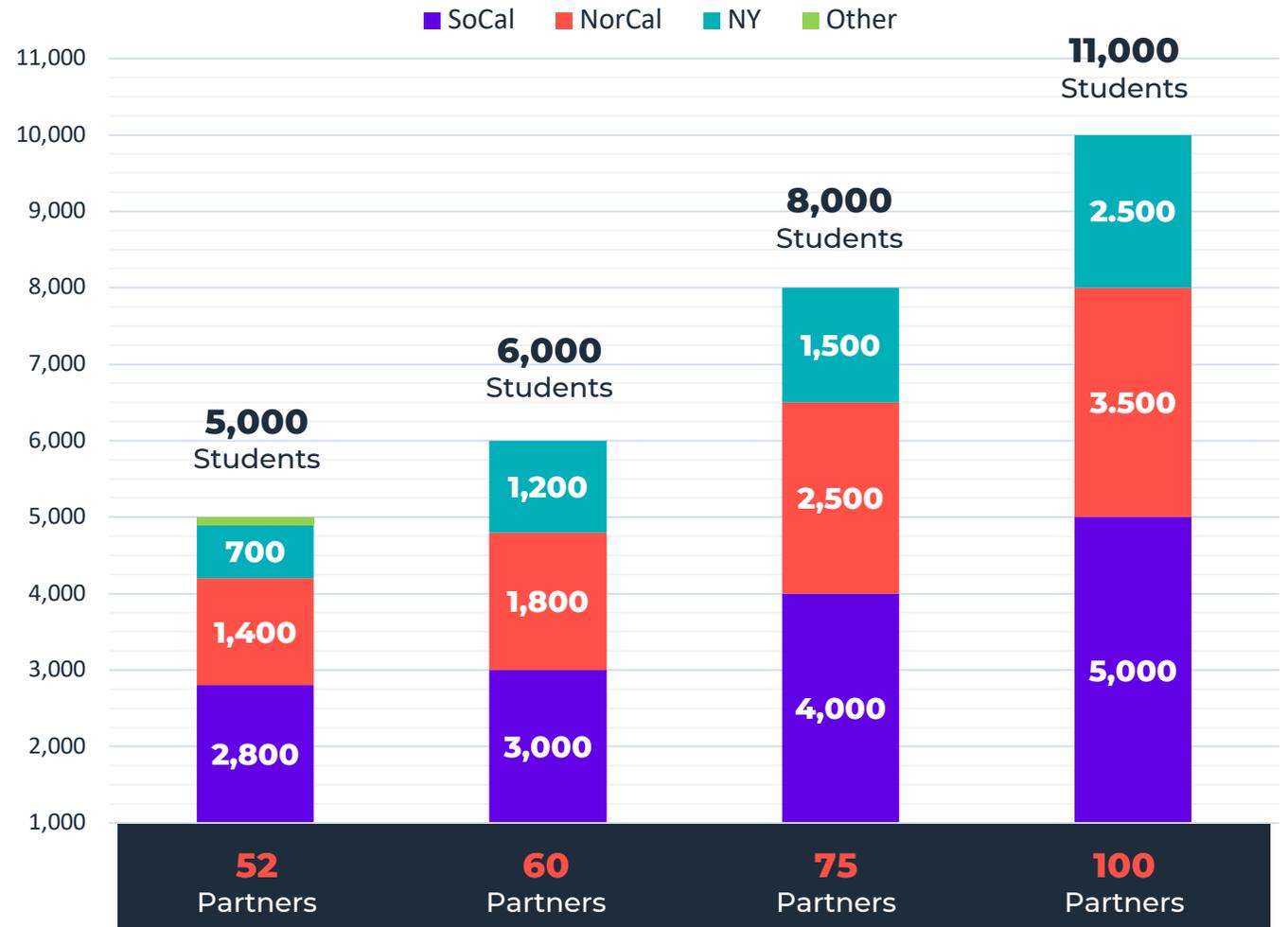
This growth will take place within Southern California, Northern California, and New York.

In 2018, CollegeSpring worked with 52 partner organizations/schools. By 2021, this number will increase to 100, increasing our student cohorts to 100+ to maximize efficiencies.

Growth will focus on:

- Larger-scale partnerships with schools and districts, which will allow CollegeSpring to maximize the number of students served within each partnership
- Partnerships with districts/cities that have “Promise” scholarships, universal testing and a college readiness focus, but lack test-prep strategies

Students Served by Region



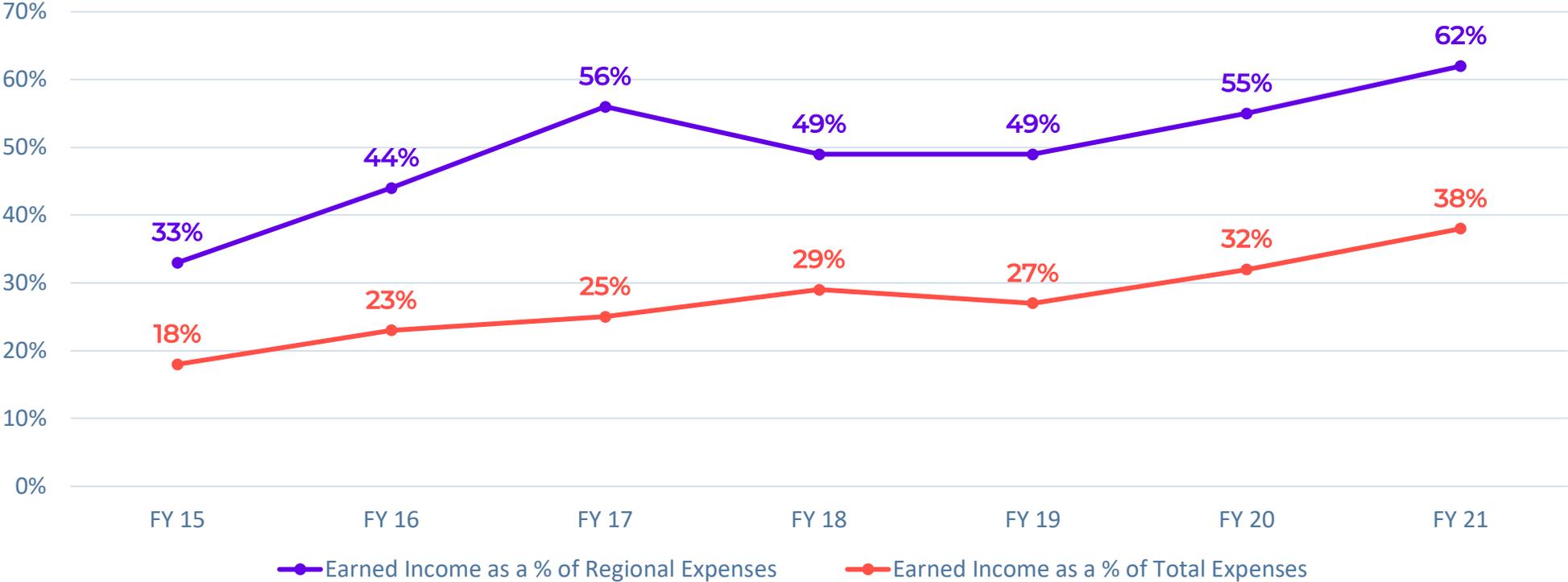
Budget Detail

	FY18 Annualized	FY19	FY20	FY21
Regional Philanthropy	\$1,670,000	\$2,058,000	\$2,210,000	\$2,410,000
National Philanthropy	\$1,371,500	\$1,300,000	\$1,400,000	\$1,500,000
Total Philanthropy	\$3,041,500	\$3,358,000	\$3,610,000	\$3,910,000
Earned Revenue	\$1,051,000	\$1,185,000	\$1,565,000	\$2,135,000
Total Unrestricted Revenue	\$4,092,500	\$4,543,000	\$5,175,000	\$6,045,000
Personnel	\$2,675,000	\$3,055,000	\$3,575,000	\$4,100,000
Other Expenses	\$1,000,000	\$1,325,000	\$1,500,000	\$1,500,000
Total Expenses	\$3,675,000	\$4,380,000	\$5,075,000	\$5,600,000
Subtotal: One-Time Expenses		\$200,000	\$160,000	\$225,000
Subtotal: Recurring Expenses		\$4,180,000	\$4,915,000	\$5,375,000
Change in Unrestricted Net Assets	\$417,500	\$163,000	\$100,000	\$445,000
Unrestricted Net Asset Balance	\$500,000	\$663,000	\$763,000	\$1,208,000

Financial Outlook

- Increase earned revenue in regions to exceed 50%, decreasing reliance on philanthropy for financial sustainability
- National philanthropy will fuel innovation and strategic investments

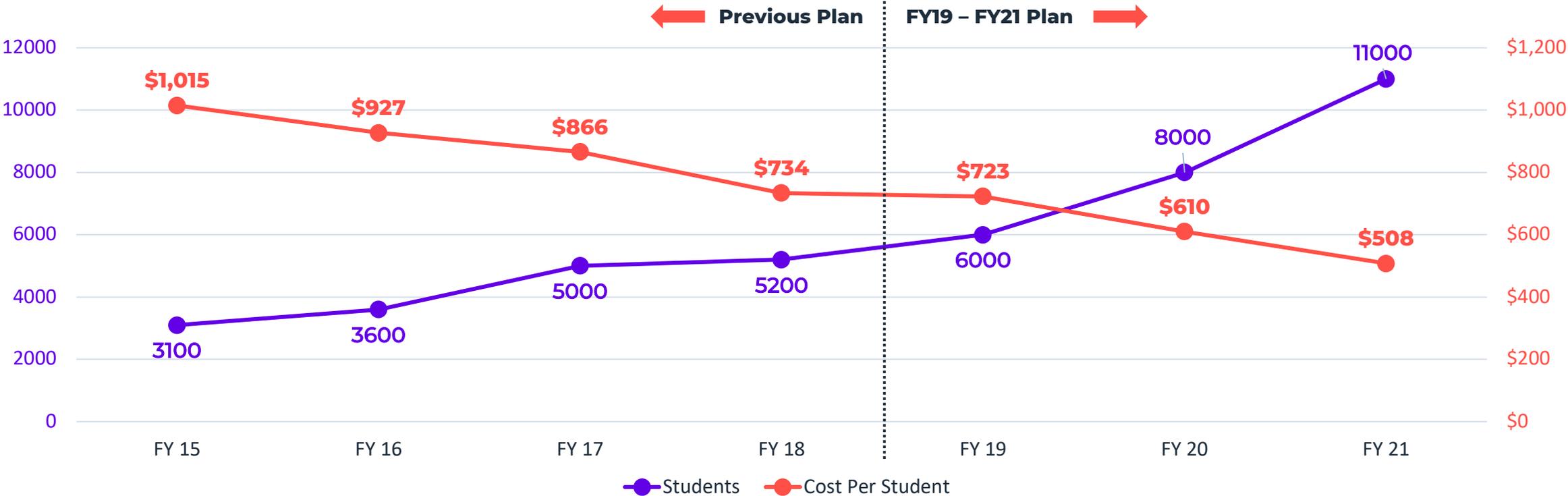
Earned Income as a Percentage of Regional & Total Expenses



Cost-Effectiveness

CollegeSpring has a proven track record of decreasing costs year-over-year. Over the next 3 years, cost-per-student will decrease an additional 26% due to efficiencies enabled by scale and growth

Cost Per Student Declines as CollegeSpring Scales



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**Thank
You**