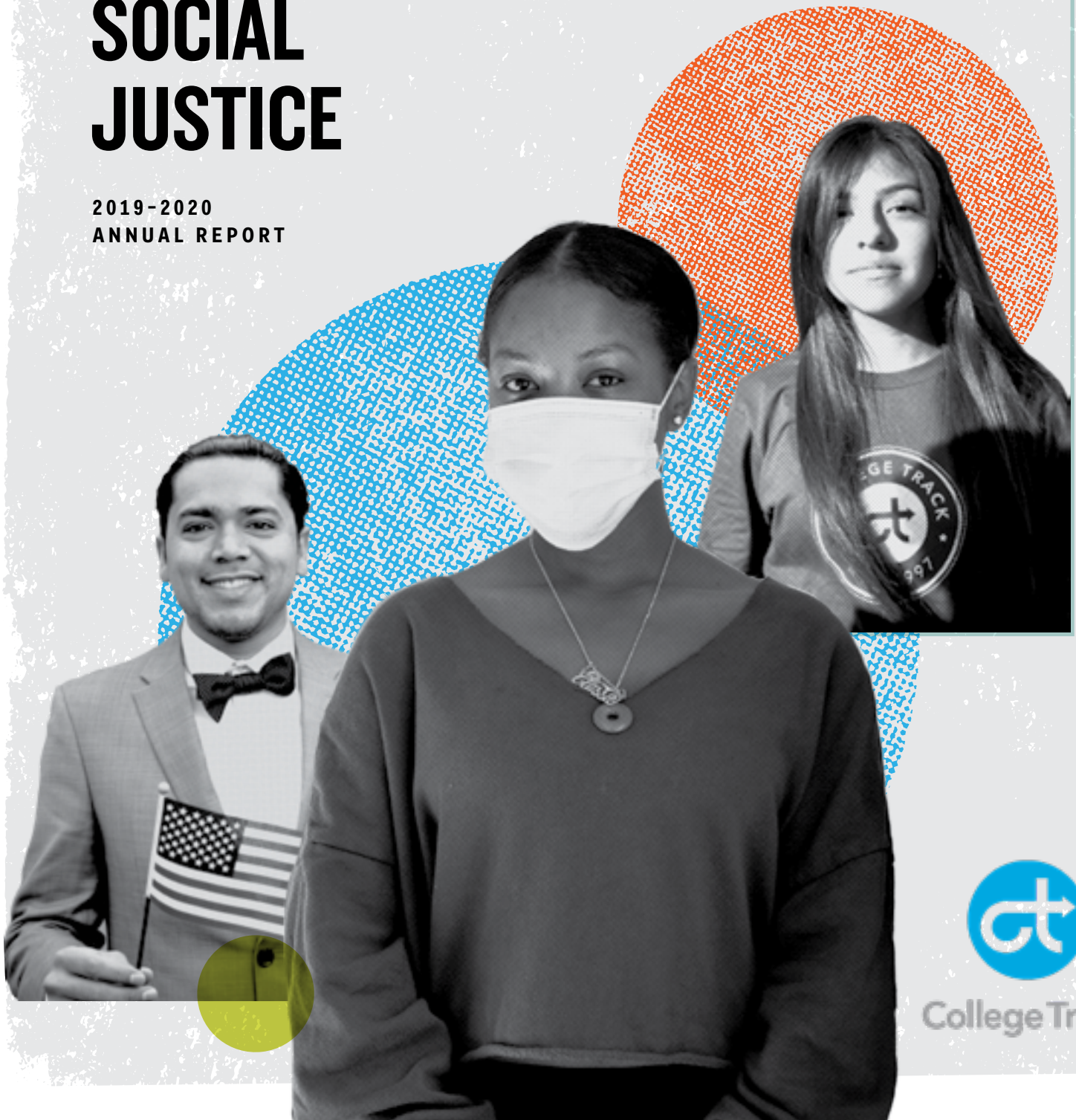


# EDUCATIONAL JUSTICE IS SOCIAL JUSTICE

OPPORTUNITY // CHOICE // POWER

2019-2020  
ANNUAL REPORT



College Track

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"We cannot seek achievement for ourselves and forget about progress and prosperity for our community...Our ambitions must be broad enough to include the aspirations and needs of others, for their sakes and for our own."  
-Cesar Chavez



## DEAR FRIENDS,

There was a moment this summer when it felt like the intensity of 2020 reached a boiling point. As we wrestled with the global pandemic, we pivoted our entire program model to virtual while our students' families and their communities were disproportionately impacted by the coronavirus.

In California, we wiped the ash from our car windows at the beginning of what would be an extended wildfire season. In New Orleans, our team filled bathtubs with water in anticipation of yet another hurricane. All across the country, we sought ways to be in service to students while also making sure they knew the value and dignity of all Black lives—*their* Black lives—in the face of devastating police brutality.



**“EDUCATIONAL EQUITY IS NOT ONLY A KEY DRIVER OF NATIONAL ECONOMIC MOBILITY AND RACIAL EQUALITY, IT IS ALSO THE MOST FOCUSED WAY TO CREATE DEEP AND LASTING CHANGE.”**

As a leader, I was holding the pain of our team while trying to stay present for my own.

In that moment, the connection between educational equity and social justice in our country became abundantly clear. Educational equity is not only a key driver of national economic mobility and racial equality, it is also the most focused way to create deep and lasting change.

This report reflects the impact of our work and the story of our organization throughout the 2019-2020 academic year, yet our mission goes well beyond a college degree. Our ultimate aspiration is to see our alumni lead a life of opportunity, choice, and power. We want them to have more expansive professional

opportunities, access social mobility, improve their well-being, and influence the systems that affect their lives.

As Supreme Court Justice Sonia Sotomayor said, “Until we get equality in education, we won’t have an equal society.” With your partnership, we have demonstrated tremendous resilience this year and we stand firm in our belief that educational justice *is* social justice.

**ELISSA SALAS**

Chief Executive Officer

# WHY COLLEGE TRACK

Our mission calls us to disrupt historic injustice, racism, and systemic oppression. Too often, our institutions and social systems limit students' opportunities, rather than fuel their success. The unprecedented events of the past year, including the COVID-19 pandemic, ongoing police brutality, healthcare disparities, and the growing wealth gap, have made the barriers that our students face even greater.

And yet, we know that educational justice *is* social justice, so we continue to equip students with the skills, mindsets, and resources to earn a bachelor's degree,

thereby creating a world where every individual can reach their full potential through the power of higher education.

College Track's growing network of more than 625 alumni spans from California to Washington D.C. These college graduates possess a shared purpose of achieving professional success and economic mobility, becoming engaged citizens, and living a well-balanced life. With our collective efforts, our students will continue to break boundaries and make a positive impact on the world.

## THE VALUE OF A BACHELOR'S DEGREE

### Exponential Career Opportunities

65% of all jobs require a post-secondary education<sup>[1]</sup>

### Increased Access to Healthcare

College graduates are more likely to have health insurance<sup>[3]</sup> and report better access to care<sup>[4]</sup>

### Higher Earning Potential

54% of workers with a bachelor's degree<sup>[2]</sup> or higher were able to maintain employment through the pandemic by working virtually, compared to 5% without a bachelor's degree

### Greater Civic Engagement

College graduates are twice as likely to volunteer and 44% more likely to vote in a presidential election<sup>[5]</sup>

EDUCATIONAL JUSTICE IS SOCIAL JUSTICE

1. Georgetown Public Policy Institute, 2. U.S. Bureau of Labor Statistics  
3. The Robert Wood Johnson Foundation, 4. Trostel, Lumina Foundation, 5. U.S. Census Bureau

**OUR MISSION  
EQUIP STUDENTS CONFRONTING  
SYSTEMIC BARRIERS TO EARN  
A BACHELOR'S DEGREE IN PURSUIT  
OF A LIFE OF OPPORTUNITY,  
CHOICE, AND POWER.**

## STUDENT DEMOGRAPHICS

**2,079**  
High School Students

**1,195**  
College Students

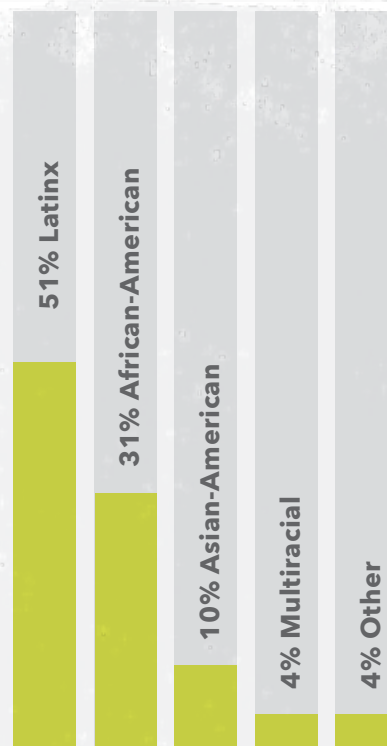
**626**  
College Graduates

**3,900**  
Total Students & Alumni

**63%**  
Female



**37%**  
Male

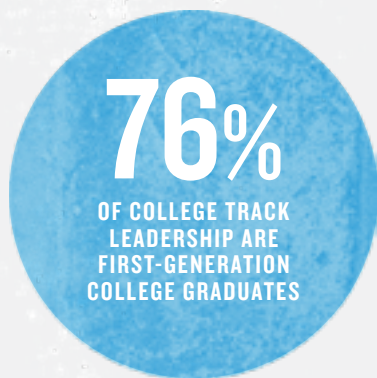


2019–20 High School and College Students

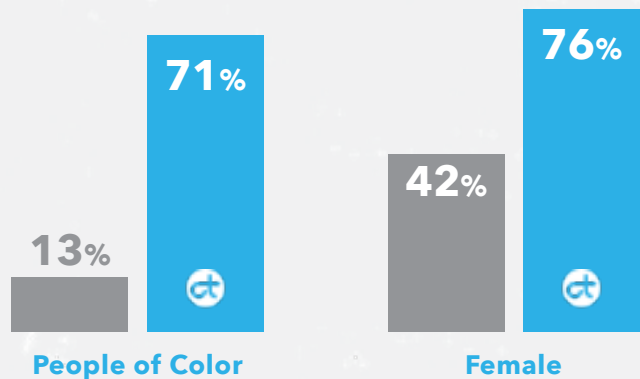
**90%**  
FIRST-GENERATION  
COLLEGE GRADUATES

**81%**  
FROM LOW-INCOME  
COMMUNITIES

## DIVERSE LEADERSHIP



- Non-Profit Sector Leadership<sup>61</sup>
- College Track Leadership



6. Battalia Winston 2017

# OUR 10-YEAR PROMISE

We make a 10-year commitment to every College Track student. Our long-term investment begins in ninth grade and continues through college graduation. At every step along the way, we work with our students as they earn their bachelor's degree and achieve social mobility.



## Our Student Journey

### Recruitment

Students apply to College Track in eighth or ninth grade.

### Years 1-4

At our centers, students prepare for the academic, financial, and social-emotional demands of college.



### HIGH SCHOOL YEARS

**Academic Affairs** ACT/SAT prep, academic coaching, peer learning groups, and workshops to improve GPA and study skills

**Student Life** Goal-setting, community service, experiential learning, and exploration of dreams and career interests

**Wellness** One-on-one wellness coaching with trained professionals, who leverage the CoVitality tool to create personalized development plans that build students' social-emotional skills

**College Completion** Best Fit college application and selection coaching, scholarship application support, financial aid literacy, and campus tours

## Years 5-8

Students work one-on-one with College Track advisors to maximize their on-campus opportunities, succeed in their academic classes, and ensure they earn their bachelor's degree.

## Years 8-10

Students earn a bachelor's degree, obtain meaningful employment, earn competitive salaries, repay loans, and pursue graduate degrees.

As alumni, our college graduates become role models for their communities and embark on a life of opportunity, choice, and power.



## COLLEGE YEARS

**Advising** College Completion Advisors (CCAs) contact students regularly, track their transcripts, and connect them to campus resources.

**Wellness** Proactive wellness assessments during high school give students the tools to access the help they may need on campus. CCAs are also coached by mental health professionals to support students' physical and emotional well-being during their college years.

**Financial Assistance** Merit-based scholarships, awarded in high school and distributed in college, reinforce habits for college success (i.e., earning money for a high GPA, consistent attendance, etc.). Our need-based scholarships bridge a crucial financial gap.

**Career Readiness** College students participate in our Corporate Residency and Corporate Fellows programs, which give them the opportunity to explore a variety of career paths, learn professional skills, and grow their networks well before they earn their bachelor's degree.

## POST-GRADUATION

College graduates are formally inducted into our national alumni association and invited to join CT Connect, a digital platform designed to amplify alumni success. Our graduates leverage the platform to network with peers, share career opportunities, access resources, and stay up to date with College Track news as they transition from college to career.



**“EQUIPPED WITH A DEGREE IN ENVIRONMENTAL ENGINEERING, I WILL USE THE POWER OF SCIENCE AND TECHNOLOGY TO COMBAT CLIMATE CHANGE AND CREATE A SUSTAINABLE AND EQUITABLE FUTURE FOR ALL COMMUNITIES.”**

**Mariela**  
Engineer, Electric Power Research Institute  
B.S., University of California, Merced



# OUR COMMITMENT DURING COVID-19

When the pandemic brought our nation to a standstill, we knew that our students had the most to lose and that our communities would experience an inevitable learning gap.

First, we pivoted to deliver high school programming virtually in order to minimize the disruption to our students' access to higher education. We also distributed much-needed emergency funds to our college students who needed to secure housing due to campus closures. We then provided Wi-Fi hotspots for both high school and college students to facilitate remote learning. Our staff hosted webinars for college students and alumni, ranging in topics from career readiness and networking to wellness and personal finance.

To ensure our students continued to have the support they needed, we maintained our existing staff in a time when other organizations experienced massive furloughs and layoffs. And our investments paid off: **71 percent of College Track high school seniors maintained a 3.0 GPA or above, and 96 percent matriculated to college.** This is especially significant given that high poverty high schools experienced a 33 percent drop in college matriculation<sup>[1]</sup> last fall. Our students' achievements through the pandemic are not only a testament to their extraordinary resilience, but also to the impact of an investment in educational equity.

## THE IMPACT OF COVID-19 ON OUR COLLEGE GRADUATES

It will take time to fully understand the impact the pandemic has had on our college graduates. Still, our annual alumni survey provides a few early indicators of our graduates' experience. On a national scale, job loss resulting from the pandemic overwhelmingly affected low-wage, minority workers and initially took the greatest toll on young people.<sup>[2]</sup> One in five Americans ages 20 to 24 lost their employment in the early months of the pandemic. These factors economically devastated minority and low-income communities, creating the most unequal recession in modern history.<sup>[3]</sup>



# 88%

OF OLDER ALUMNI WERE EMPLOYED OR IN GRADUATE SCHOOL THROUGH THE PANDEMIC

Our survey data revealed our recent graduates were hit the hardest, in line with national trends: 23 percent experienced job loss or had to take on additional employment, and nearly one-third experienced a reduction in salary or wages. In contrast, 88 percent of older alumni remained employed or enrolled in graduate school. Older alumni reported feeling confident that they will regain their prior employment level once the pandemic is resolved. Nationally, 55 percent of workers with college degrees have regained their jobs, compared to less than 40 percent of workers with a high school diploma.<sup>[2]</sup>

As our alumni get older, the value of their bachelor's degree improves. Still, the recession reinforced the systemic barriers our students face well beyond college. In future surveys, we hope to gain a better understanding of the pandemic's continued impact on our alumni and identify resources that will best support our recent graduates.

1. National Student Clearinghouse Research Center, 2. Carsey School of Public Policy, 3. Washington Post

# WHERE WE WORK

**2,151**

## Northern California

EAST PALO ALTO  
OAKLAND  
SACRAMENTO  
SAN FRANCISCO

High School 910  
College 683  
Alumni 558

**668**

## Los Angeles

BOYLE HEIGHTS  
CRENSHAW DISTRICT  
WATTS

High School 466  
College 202

**447**

## Colorado

AURORA  
DENVER

High School 288  
College 143  
Alumni 16

**444**

## New Orleans

High School 225  
College 167  
Alumni 52

**190**

## D.C. Metro Area

PRINCE GEORGE'S COUNTY  
WARD 8

High School 190

## NORTHERN CALIFORNIA



## COLO

## LOS ANGELES



## CRENSHAW DISTRICT

In partnership with Len Hill Charitable Trust, College Track Los Angeles opened a third center in the city's historic Crenshaw District. In early 2021, we will welcome 60 new ninth graders, expanding our impact to more than 700 students across Los Angeles.

## Our National Expansion

1997

East Palo Alto

2002

Oakland

2007

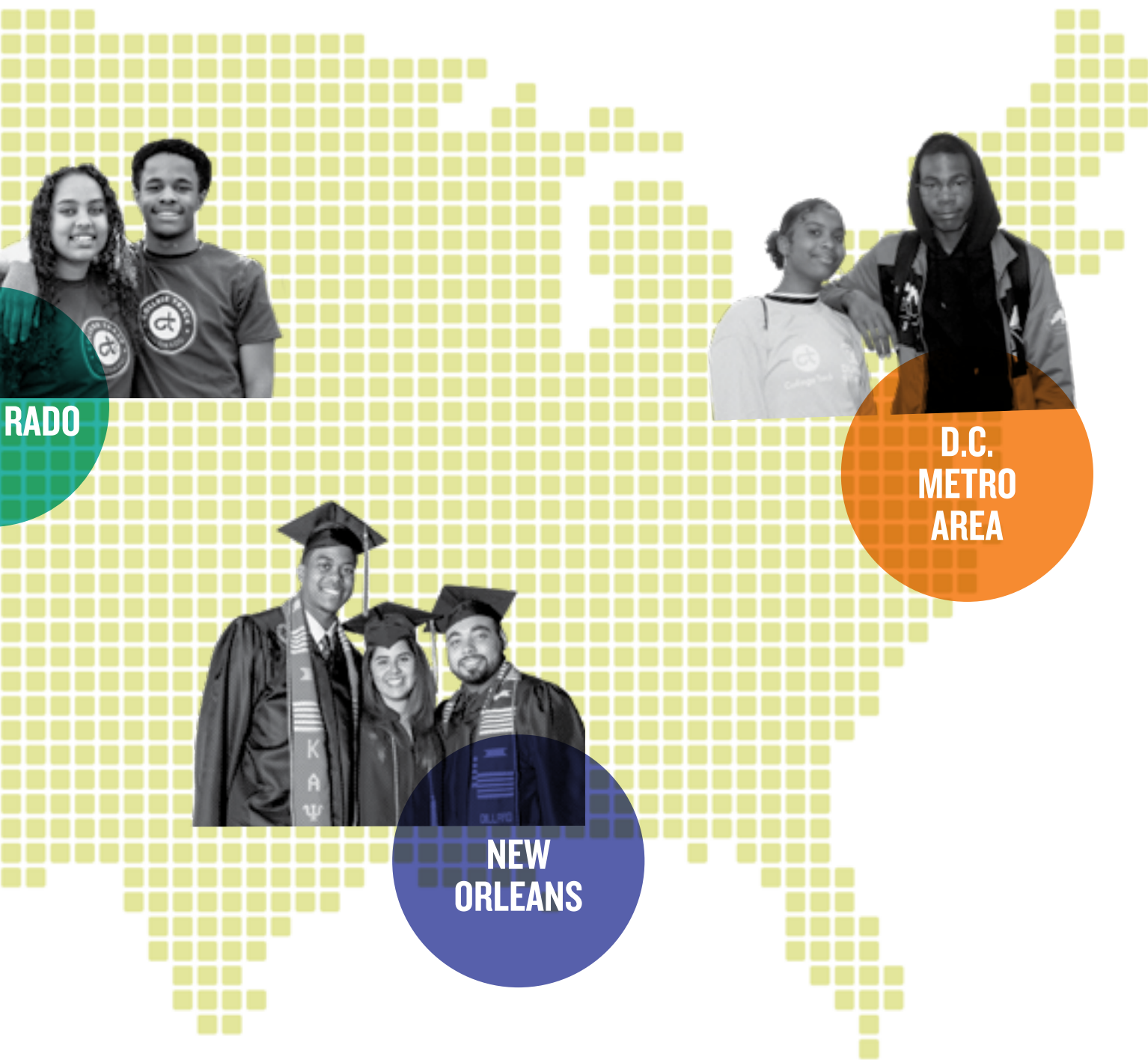
San Francisco

2008

New Orleans

2011

Aurora



**RADO**



**D.C.  
METRO  
AREA**



**NEW  
ORLEANS**

**2012**

Boyle Heights

**2014**

Sacramento

**2015**

Watts

**2016**

Denver

**2018**

Prince George's  
County

**2019**

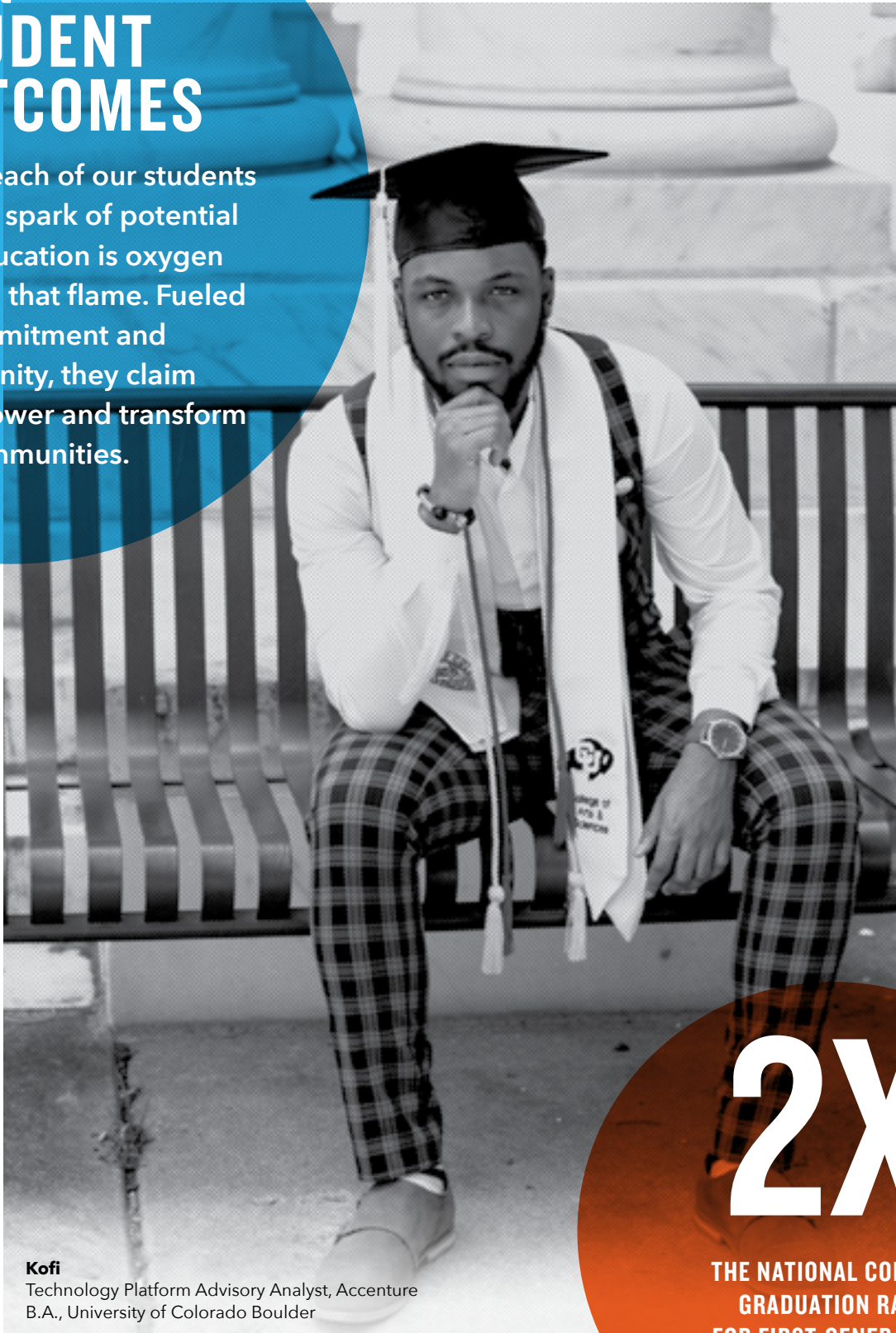
Ward 8

**2020**

Crenshaw District

# OUR STUDENT OUTCOMES

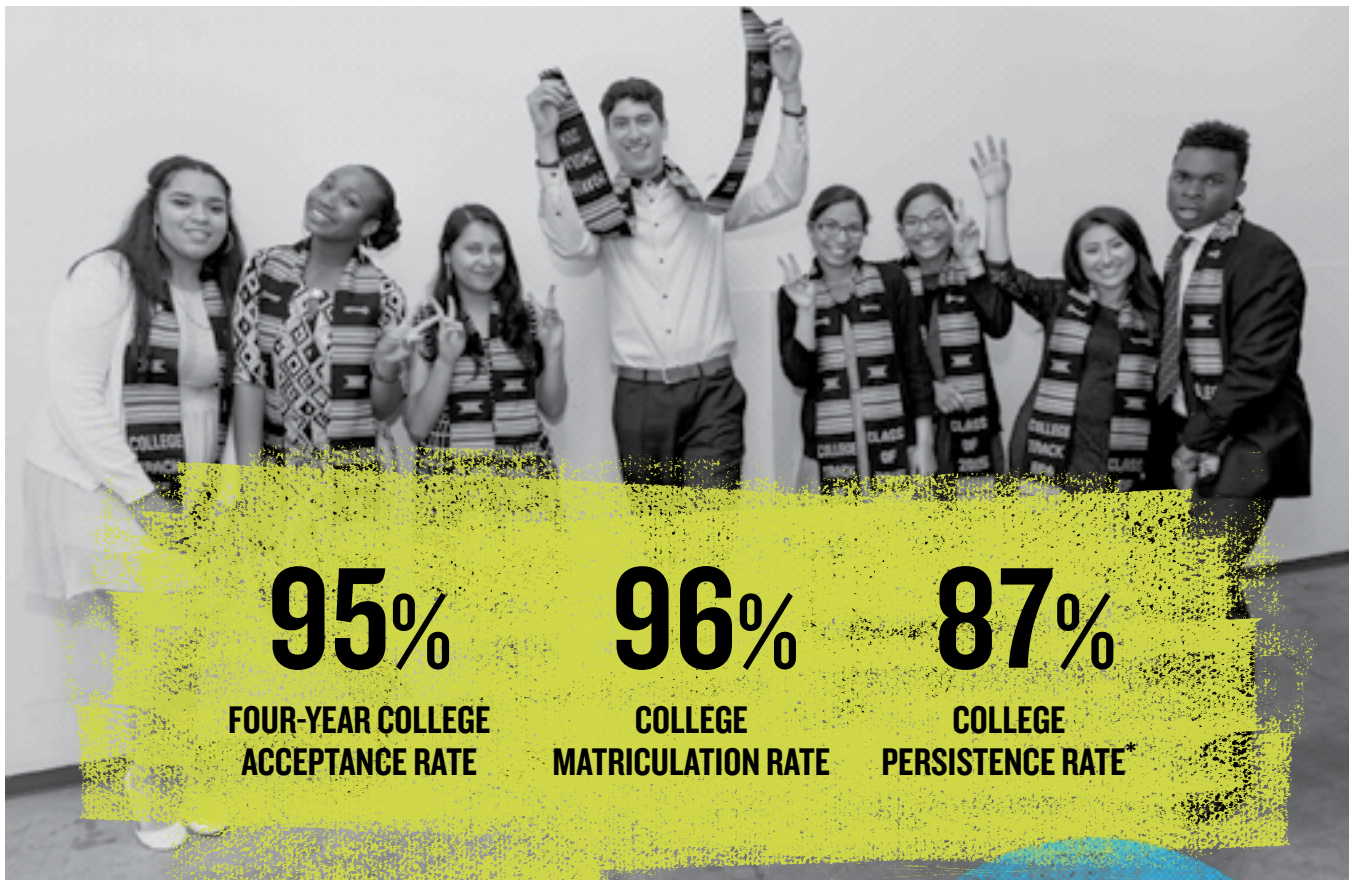
Inside each of our students burns a spark of potential and education is oxygen fanning that flame. Fueled by commitment and community, they claim their power and transform our communities.



**Kofi**  
Technology Platform Advisory Analyst, Accenture  
B.A., University of Colorado Boulder

# 2X

THE NATIONAL COLLEGE GRADUATION RATE FOR FIRST-GENERATION STUDENTS FROM LOW-INCOME COMMUNITIES



**95%**

**FOUR-YEAR COLLEGE  
ACCEPTANCE RATE**

**96%**

**COLLEGE  
MATRICULATION RATE**

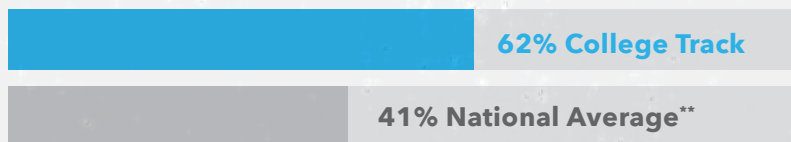
**87%**

**COLLEGE  
PERSISTENCE RATE\***

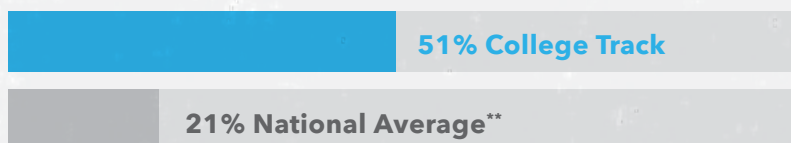
## Six-Year College Graduation Rate

First-Generation Students From Low-Income Communities

### STARTING INSTITUTION: FOUR-YEAR



### STARTING INSTITUTION: TWO-YEAR OR FOUR-YEAR



**79%**

**FIVE-YEAR GRADUATION  
RATE FROM BEST  
FIT COLLEGES**

## Best Fit College

- 1.** Higher than average national graduation rate
- 2.** Average student loan debt less than \$30,000
- 3.** On-campus support for first-generation college students from low-income communities

\*Persisted from first year to second year of college

\*\*The Pell Institute, 2020 Historical Trend Report, NACE, First Destination Survey: 2014 to 2017



# STANDING WITH OUR DREAMERS

Our undocumented students and alumni are a vibrant force with incredible talent that drive our country forward. From day one at College Track, we mobilized to ensure that every student had the opportunity to earn a bachelor's degree, regardless of their citizenship status. Well before DACA (Deferred Action for Childhood Arrivals) was available, we found a way to confront the barriers our Dreamers faced head-on. We have scaled up these support services into a national model, and many of our undocumented alumni now work for immigrants rights groups, legal aid clinics, and have attained advanced degrees.

On June 18, 2020, the Supreme Court blocked the attempt to end DACA in a 5-4 decision. This ruling maintained the program and allowed recipients to renew their status, offering them work authorization and temporary protection from deportation. While the news came as a momentary relief to our more than 300 undocumented students, it also left the long-term future of the program in jeopardy.

We have helped our undocumented students weather the ongoing uncertainty by providing emergency funds, distributing information and resources related to the shifting DACA renewal requirements, and resolving cases that could lead to deportation or jeopardize a student's opportunity to earn a bachelor's degree.

**“SOCIAL JUSTICE MEANS ADVOCATING FOR MARGINALIZED COMMUNITIES LIKE THE ONES I AM PART OF—UNDOCUMENTED, QUEER, MEXICAN, PEOPLE OF COLOR, AND FIRST-GENERATION.”**

**Fatima**

B.S., University of California, Davis  
M.A. Candidate, Sacramento State University

## OUR COMPREHENSIVE DREAMER SUPPORT SERVICES

**DACA Fees:** We cover our students' DACA renewal fees to ensure they maintain their work permit in accordance with U.S. guidelines.

**Legal Strategy:** We partner with immigration attorneys who specialize in deportation, asylum, juvenile immigration status, temporary protection status, family petitions, and DACA.

**Immigration Screenings and Change of Status:** Students who are ineligible for DACA receive legal consultation from our partner immigration attorneys to explore alternate options to remain in the country and pursue a college education.

**Wellness:** Students who fear detention or deportation experience lasting mental health effects, so we provide social-emotional tools and tailored resources via our licensed wellness staff and our Dreamer newsletter.

**Designated Dreamer Points of Contact:** Every College Track center has a single point of contact who provides Dreamers with resources and support services, and coordinates their immigration screenings.

**Financial Aid:** Dreamers receive support researching local and regional scholarships that do not require a Social Security number, and state financial aid that does not require DACA eligibility.

### MILESTONES TO CELEBRATE

1:1

DREAMER POINT OF CONTACT PER COLLEGE TRACK CENTER

94

DACA RECIPIENTS

100%

OF COLLEGE TRACK DACA APPLICATIONS APPROVED

## Supporting Dreamers Through the Years

### SEPTEMBER 1997

Undocumented students lack protection from deportation, have no work permits, and limited scholarship options; College Track is founded and we begin building our Dreamer support services.

### SEPTEMBER 2001

College Track helps Dreamers secure first in-state tuition in California; we begin distributing scholarships for undocumented students.

### FEBRUARY 2012

College Track convenes first Dreamer Summit for students and families.

### JUNE 2012

President Obama enacts DACA policy, granting deferred action to qualified immigrants.

### NOVEMBER 2014

College Track partners with Dream.US to provide scholarships for undocumented students.

### SEPTEMBER 2017

Trump Administration attempts to rescind DACA; we establish a Dreamer Point of Contact at every center to coordinate support services.

### JUNE 2020

Supreme Court upholds DACA in 5-4 decision.

### JULY 2020

Despite Supreme Court ruling, the Administration issues memo rejecting first-time DACA applications and reduces work permit renewal from two years to one year.



## OUR DREAMERS ON THE NATIONAL STAGE

Darwin's story began in El Salvador, where he was born visually impaired. He left for the United States at 12 years old, and in 2013, he became the first in his family to graduate from high school and pursue higher education. That year, he applied to and was granted DACA, which gave him protection from deportation and permission to work in the country. After graduation, Darwin returned to College Track to serve as the organization's first National Dreamer Coordinator. As a liaison to our Dreamers, Darwin ensures that College Track students stay informed on the latest immigration policy updates and the resulting effects on their college and career journey. His goal is to pursue graduate school to research the education experiences of students with disabilities, and develop training curriculum for educators to be more skilled at working with students of all abilities.

Darwin's story was featured in the book, *Refugees in America*, bringing his advocacy for immigrant rights to the national stage. When Jeanine Cummins' novel, *American Dirt*, was chosen for Oprah's Book Club, the choice stirred controversy. The book chronicled a woman's journey crossing the border from Mexico with her son, and it was written by an author who shares no lived experiences with migrants or the Latinx community. Darwin was invited on the show to share his migration story and shine a light on the real-life challenges of today's Dreamers and their families.

Darwin continues to be a voice and an advocate for Dreamers. His most recent op-ed for The Hechinger Report is entitled, "What I wish all educators understood about the Supreme Court's DACA decision."

**"DACA IS FAR FROM PERFECT, BUT FOR THOSE OF US WHO ARE ELIGIBLE, IT HAS BEEN A LIFELINE. IN THE ABSENCE OF A PERMANENT SOLUTION, LET'S FOCUS ON WHAT WE CAN DO FOR DREAMERS TODAY. TOGETHER, WE CAN AND MUST CREATE PERMANENCE OUT OF THE TRANSITORY, FOR THE BENEFIT OF ALL UNDOCUMENTED STUDENTS. AND THAT WILL BE SOMETHING TO CELEBRATE."**

**Darwin Velasquez**

National Dreamer Coordinator, College Track  
B.A., University of San Francisco





## Educational Justice Is Social Justice

**Opportunity** The majority of our alumni graduate with far less student debt than the national average\* and one in three students graduate with no debt. Our college affordability strategy ensures students take on a manageable amount of loans, giving them more choices early in their careers and setting them on a path to financial freedom.

**Choice** Our alumni continue to report a high level of self-agency in their careers across the private and public sectors, and they feel their work is meaningful. They also demonstrate a strong commitment to mentoring young people in their lives and being civically engaged citizens, as an outcome of earning their degree.

**Power** Our alumni have higher rates of employment upon graduation compared to the national average.\*\* Those employed full-time are in roles with employer-provided benefits. 91 percent report having avenues for internal advancement, and more than one-third were promoted within the past year.

# ALUMNI OUTCOMES & SOCIAL MOBILITY

## BEYOND A BACHELOR'S DEGREE

Our ultimate aspiration is to see our alumni live a life of opportunity, choice, and power. To test our assumptions about the value of a bachelor's degree, we conduct an annual survey of our alumni to understand their progress towards social mobility. Our findings allow us to calibrate our college affordability strategy and measure the effectiveness of our program model. Despite the pandemic, our graduates continue to earn more than at least one parent, manage their debt, and pursue graduate degrees—demonstrating the impact of a bachelor's degree well beyond graduation. Here are some highlights from this year's social mobility survey:

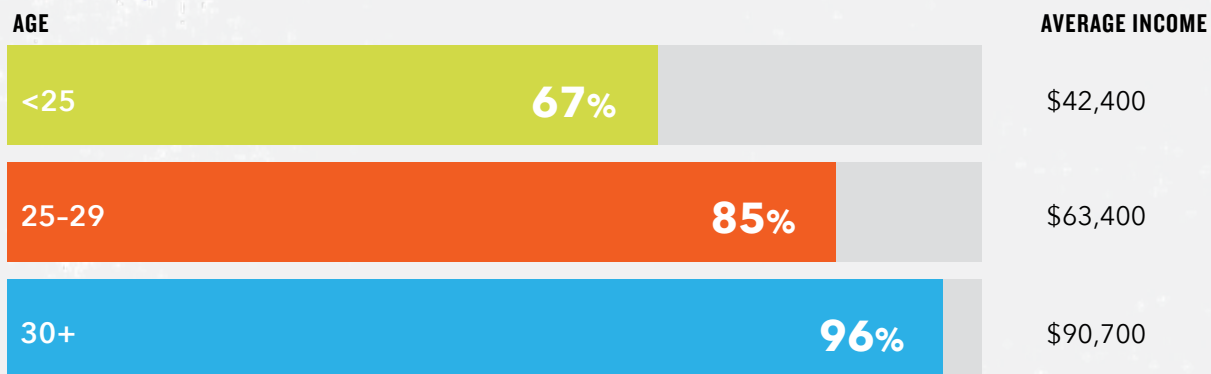
\*The Institute for College Access & Success (TICAS)  
\*\*NACE First Destination Survey Class of 2018



**96%**  
OF OUR OLDEST  
GRADUATES EARN  
MORE THAN  
THEIR PARENTS

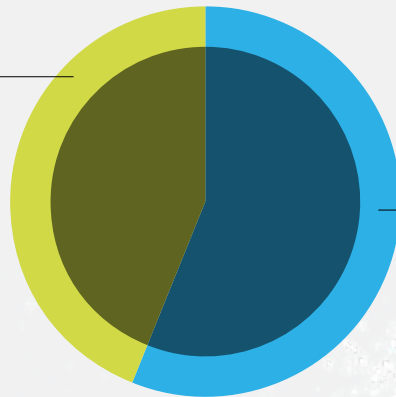
### OUR ALUMNI ACHIEVE SOCIAL MOBILITY

One of the metrics we use to test our hypothesis that a college degree counters increasingly limited access to social mobility in America, is to evaluate whether our college graduates earn more than their parents. Our alumni research proves that they are not only socially mobile, but that their salaries increase year-over-year.



### GRADUATES HAVE THEIR CHOICE OF CAREERS

**Private Sector**  
44%

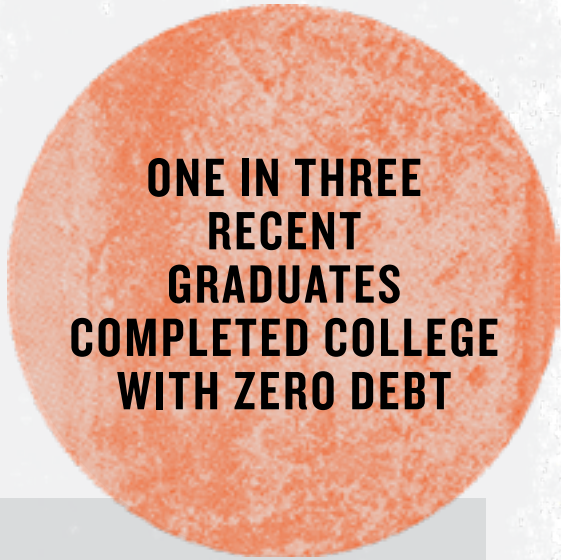


**Public & Non-Profit Sectors**  
56%

**77% OF ALUMNI  
FEEL THEIR CURRENT  
JOB IS MEANINGFUL**

## ALUMNI GRADUATE WITH LESS THAN AVERAGE DEBT

Our College Affordability Strategy continues to demonstrate that teaching students how to successfully manage their debt increases their ability to repay their loans.

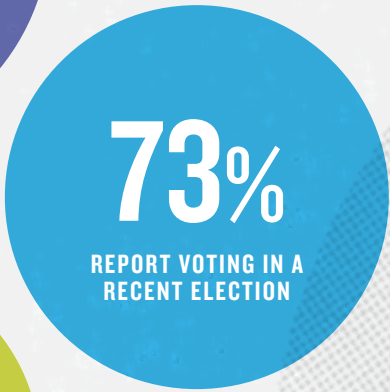
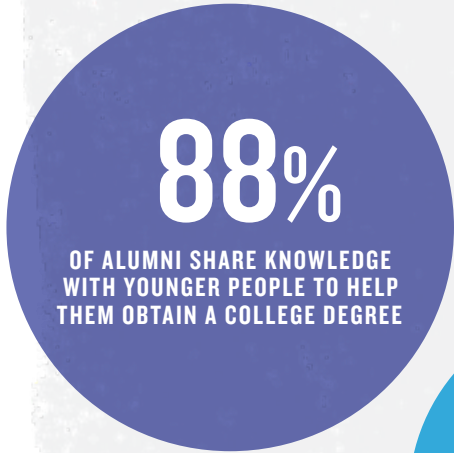


## AVERAGE STUDENT DEBT UPON GRADUATION\*



\*Student Debt and the Class of 2019, TICAS (2020). All values rounded to the nearest hundred.

## GRADUATES ARE CIVICALLY ENGAGED



**Our graduates believe in the value of a bachelor's degree**



# RUDOLPH BROOKS

**B.A., SAN FRANCISCO STATE UNIVERSITY**



As a child growing up in the Bayview Hunters Point neighborhood of San Francisco, I watched my father wake up at 4 a.m. every morning to head to work in construction. From an early age, both my parents instilled in my siblings and me the importance of higher education. I never questioned whether I would go to college, but I had no idea how I would actually get there and earn my degree.

One of my middle school friends was a College Track student, and her mother told my mom about the program. At first, I was resistant about giving up free time with my friends, but I knew I had to do it. To this day, it is one of the best decisions I have ever made. College Track guided me throughout high school and college to build the connection between my dreams and a bachelor's degree.

When I was young, I would stay up well past my bedtime to watch *Law & Order* and had always been interested in the civil rights movement and law. But it wasn't until I got to College Track that I realized

this combination was a career option. There, I met a college advisor who had a degree in criminal justice and he became my role model on my journey to and through college. Before long, I was enrolled as a student at San Francisco State University studying criminal justice. While I was there, I thought about my older brother and sister, who are 13 and 15 years older than me, and how they missed out on the opportunity to go to college. I also thought about my younger sister, who would look up to me as an example of all she could accomplish.

Despite having a strong sense of purpose, I struggled with my college courses. Four years went by, then six, then seven until I finally celebrated my graduation in the midst of the pandemic. College Track supported me every step of the way, giving me the courage to stay with it. I still remember the many calls and emails from the staff throughout my college journey—they were my foundation, they cared about my future, and taught me what it would take to become the first in my family to graduate from college.



**“I AM ONLY ONE MAN, BUT I HOPE MY ACTIONS WILL INSPIRE OTHERS TO BE THE CHANGE WE NEED TO CREATE A SAFER AND MORE EQUITABLE COUNTRY.”**

While many people may fail to see the positive aspect of reaching this milestone without the traditional celebration, I appreciate the time I did have to reflect and grow into the person I am today. Despite the obstacles, I realize that earning my degree matters more than the time it took me to do so and that there are no time limits on my dreams. Now, I see a better future not only for me but for my siblings, nieces, and nephews.

As I embark on my career, the reality is that I am joining law enforcement at a time when countless Black lives have been lost to police brutality and unrest in our country is widespread. When I see the racial injustices and negative aspects of the criminal justice system, it makes me question my path, but I also see an opportunity to create much-needed change. It is my responsibility to at least try to be part of that change. In joining the California Highway Patrol, I enter this work passionate about my vision for a better future. I did not choose this career for the money or the uniform, but to make a difference.

Police officers have a lot of power, and I have to do the right thing in stepping into my power. I feel morally bound, before even putting on a badge, to police the public with dignity and respect. The influence that I can have on my community will always be grounded in service. When people refer to me as Officer Brooks, I want them to know me as someone who is helping the community and creating a better justice system. I am only one man, but I hope my actions will inspire others to be the change we need to create a safer and more equitable country.

Social justice has always fueled me, and I reject the idea of a hierarchy based on race. If we can dismantle that structure, we can start to see each other's humanity. Growing up, I looked up to leaders like Martin Luther King Jr., Malcolm X, and Huey Newton from the Black Panther Party. They all inspired me to make things better for not just Black people, but all people. My hopes for the future are that we can all come together as one nation, live peacefully, and truly mean it when we say, "justice for all."

# OUR PARTNERS IN EDUCATIONAL JUSTICE

To transform a bachelor's degree into a life of opportunity, choice, and power, we have built a community of college and corporate partners that share our commitment to economic mobility and racial equality. These partners work with our students to ensure they make the most of their college years, grow their networks and professional skills, and increase their social capital long after they graduate from college. In return, these colleges and corporations leverage diverse young talent to propel their organizations forward.

Our **College Partners** have dedicated resources, including on-campus advisors, for first-generation college students from low-income communities. Our shared commitment to College Track students definitively increases their ability to graduate in four to six years with less than \$30,000 in debt. And these colleges have a direct impact on the national graduation rate for all students in this cohort.

Our **Corporate Partners** provide career exposure, experiential learning opportunities, and internships that fuel our students' long-term professional success, through two College Track programs:

**Corporate Residency Program** is a six-week rotation through day-long company visits where college students gain exposure to and mentorship from corporate employees in a variety of industries. These opportunities allow students to connect their career exploration in high school to actual professional work environments while in college.

**Corporate Fellows Program** is a 10-week paid summer internship program, which builds meaningful career experience for our students and provides companies with an actionable talent strategy centered on diversity, equity, and inclusion. These partners also invest in College Track to align their corporate social responsibility goals with company performance.

## KEY SUCCESS FACTORS TO MAXIMIZE THE VALUE OF A BACHELOR'S DEGREE\*

Our analysis of internal student data and leading field research reveal eight key success factors that maximize the value of a bachelor's degree. These learnings serve as the foundation of our partnership strategy.

#1

BORROW LESS THAN \$30K IN STUDENT LOANS

#2

MAINTAIN A HIGH GPA

#3

WORK LESS THAN 15 HOURS PER WEEK

#4

IDENTIFY A FACULTY MENTOR

#5

JOIN CLUBS AND TAKE ON LEADERSHIP ROLES

#6

COMPLETE TWO INTERNSHIPS

#7

ATTEND NETWORKING EVENTS

#8

IMPLEMENT A POST-GRADUATION CAREER PLAN

\*Factors not ranked or in chronological order

## COLLEGE PARTNERS

California State University, East Bay  
Colby College  
Colorado State University, Fort Collins  
Colorado State University Global  
Community College of Aurora  
Community College of Denver  
Delgado Community College  
Dillard University  
Foothill Community College  
Franklin & Marshall College

Metropolitan State University of Denver  
Mills College  
Notre Dame de Namur University  
San Francisco State University  
San Jose State University  
Skyline College  
Tulane University  
University of California, Berkeley  
University of California, Davis  
University of California, Los Angeles

University of California, Merced  
University of California, Santa Cruz  
University of Colorado Denver  
University of Denver  
University of Pennsylvania

## CORPORATE RESIDENCY PARTNERS

### SUMMER 2019 COHORT

Accel <i>Bay Area</i>	Goldman Sachs <i>Bay Area</i>	Sacramento Kings <i>Sacramento</i>
Arrow Electronics, Inc <i>Colorado</i>	Hyatt Hotels—Grand Hyatt & Hyatt Regency <i>Colorado</i>	Salesforce <i>Bay Area</i>
Deloitte <i>Bay Area, Sacramento</i>	iHeart Media <i>Sacramento</i>	SMUD <i>Sacramento</i>
Denver International Airport <i>Colorado</i>	JP Morgan Chase <i>Bay Area</i>	TransAmerica <i>Colorado</i>
Emerson Collective <i>Bay Area</i>	KVIE <i>Sacramento</i>	U.S. Bank <i>Bay Area, Sacramento</i>
Federal Reserve Bank of San Francisco <i>Bay Area</i>	Oakland A's <i>Bay Area</i>	Udemy <i>Bay Area</i>
First Bank <i>Colorado</i>	Origin Materials <i>Sacramento</i>	Xcel Energy <i>Colorado</i>
		Zayo <i>Colorado</i>

**“THROUGH THE CORPORATE RESIDENCY PROGRAM, I LEARNED WHAT IT’S LIKE TO WORK AT A SUSTAINABLE MATERIALS COMPANY. THIS REAL-LIFE APPLICATION INSPIRED MY INTEREST IN CHEMISTRY COURSES.”**

**Tori**  
B.S. Candidate, University of California, Berkeley



# 2024 BUSINESS PLAN

Inspired to give voice to a broader movement to democratize potential, and to center our work at the intersection of economic mobility and racial equality, we developed our 2024 Business Plan. By focusing our strategic priorities on College Graduates, People, and Partnerships, our goal is to serve more than 5,000 students and alumni by 2024.

**Three core strategic priorities that will allow us to scale and maximize our impact:**



	HIGH SCHOOL ENROLLMENT	COLLEGE ENROLLMENT	COLLEGE GRADUATES	TOTAL STUDENTS SERVED
2019-2020	2,079	1,195	626	3,900
2024 GOALS	2,688	1,709	1,193	5,590



# FINANCIALS\*

## REVENUE

Foundations and Trusts	\$15,884
Corporations	\$5,944
Individuals	\$3,420
Government	\$456
Other Revenue	-\$1,607
<b>TOTAL REVENUE</b>	<b>\$24,097</b>

## EXPENSES

Programs	\$22,683
G&A	\$3,286
Fundraising	\$2,420
<b>TOTAL EXPENSES</b>	<b>\$28,389</b>
<b>CHANGE IN NET ASSETS**</b>	<b>-\$4,292</b>

\*Fiscal Year Ending June 30, 2020 (in thousands); FY20 Annual Audit.

\*\*Negative value is the result of absorbing QALICB, which managed our San Francisco center's real estate holdings. QALICB created a benefit from New Market Tax Credit (NMTC), which allowed College Track to save \$2.3M over seven years. When NMTC expired, we gained revenue and forgave the debt from QALICB. This resulted in a \$2.3M loss in 2020, offset by an increase in revenue in 2019.

# DONOR ROLL

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T. 720.748.7736

### DENVER

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Denver, CO 80219  
T. 720.256.8228

## D.C. METRO AREA

### PRINCE GEORGE'S COUNTY

5001 Silver Hill Road  
Suite 106  
Suitland, MD 20746  
T. 301.453.5510

### WARD 8

620 Milwaukee Pl SE  
Washington, DC 20032  
T. 202.810.2746

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Los Angeles, CA 90033  
T. 323.360.0730

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Los Angeles, CA 90018  
T. 323.318.3770

### WATTS

2265 E. 103rd Street  
Los Angeles, CA 90002  
T. 323.621.6740 x230

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New Orleans, LA 70117  
T. 504.577.2021

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East Palo Alto, CA 94303  
T. 650.614.4875

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Oakland, CA 94607  
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2450 Alhambra Boulevard  
Suite 100  
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