

2010 Growth Plan: Fiscal Year 2009 Progress

Despite what has been accomplished since our inception in 1990, we have never felt more acutely the potential of Teach For America to contribute still more. In 2005 we launched an ambitious growth plan, resolving to build a truly effective movement to eliminate educational inequity by becoming bigger and better. Thanks in large part to the collective generosity of our supporters, Teach For America made significant progress toward reaching these growth goals in fiscal year 2009.

priority one: **Grow in Scale and Diversity**

We must grow in scale and diversity, because of the potential impact that each additional teacher and future leader can have on the life trajectory of his or her students, and because that impact will be more powerful and sustainable when we attain critical mass in our existing communities, in new communities, and nationally. We have witnessed the additional impact of corps members who share the racial and/or socioeconomic backgrounds of our students. These corps members serve not only as teachers but as role models and tangible examples of their students' potential for success in education and life. Increasing our scale and diversity is critical to meet the growing demand for our corps members and alumni.

measure	fy08 result	fy09 goal	fy09 result	fy10 goal
# of incoming corps	3,613	4,100	4,075	4,510
% people of color	28.9%	31.0%	29.3%	33.0%
% African-American	10.0%	10.0%	9.3%	10.0%
% Latino	5.9%	7.5%	6.6%	8.5%
% low-income background	26.1%	29.0%	24.5%	31.0%
% retention of first-year corps members into second year	89.5%	91.5%	92.3%	92.5%
% completion of the corps	88.5%	88.5%	88.8%	90.0%

priority two: **Maximize the Impact of Corps Members on Student Achievement**

We must increase the measurable impact of our corps members on their students' achievement, because students in low-income communities deserve to have the academic tools necessary to realize their potential and dreams, and because corps members who are successful with their students are most likely to learn the right lessons and become powerful long-term educational leaders and advocates.

Given the fact that the students we reach are often years behind those in more affluent areas, corps members must advance their students more than is typically expected in a year to put them on a level playing field. Ensuring that our corps members lead their students to significant academic achievement is the linchpin of fulfilling our mission and so to enable our corps members to be as successful as possible we leverage both internal measurements to drive programmatic improvements and participate in external studies to confirm our positive impact.

measure	fy08 result	fy09 goal	fy09 result	fy10 goal
% of first-year corps members who effect significant gains	30.0%	36.0%	39.0%	44.0%
% of second-year corps members who effect significant gains	41.0%	48.0%	50.0%	55.0%
% of first-year corps members who effect solid or significant gains	55.0%	64.0%	65.0%	70.0%
% of second-year corps members who effect solid or significant gains	65.0%	74.0%	74.0%	80.0%

priority three: **Foster the Leadership of Our Alumni as a Force For Change**

In order to expand educational opportunity, we must accelerate the leadership of our alumni as a force for change. While we know a number of our alumni will do great things without us, we work to find ways to help accelerate and support their efforts. When many more individuals, such as our alumni, who possess the talent, conviction, and experience necessary to be effective leaders and advocates for educational equity make a long-term commitment to closing the academic achievement gap, we will see schools, communities, and entire systems where all children have equal access to an excellent education.

measure	fy08 result	fy09 goal	fy09 result	fy10 goal
# of alumni who are school leaders	369	490	441	560
# of alumni who hold elected office	15	20	27	55
# of new alumni recognized as social entrepreneurs	0	5	2	8

priority four: **Build an Enduring American Institution**

We must build a strong, enduring American institution, to make our work easier and to ensure that Teach For America thrives as long as the problem we are addressing persists. As we grow in scale, increase our impact on student achievement, and build a more powerful alumni leadership movement, we also make significant strides in strengthening the institutional foundation of Teach For America. To make our work easier and more sustainable, we aim to increase the depth and strength of our staff, enlist our alumni in supporting our organization, build brand awareness, and grow a still more diversified funding base. In addition to the goals listed, we have internal measures on staff diversity and organizational strength that we believe to be essential to catalyze our growth.

measure	fy08 result	fy09 goal	fy09 result	fy10 goal
operating revenue raised (\$M)	\$114.3	\$148	\$148.4*	\$189
% of alumni who donate time and money	37%	42%	45%	50%

To view a full report of our progress to goals, please visit our 2008 Annual Report online:
http://www.teachforamerica.org/about/annual_report.htm

* Projected after adjusting for potential collection issues.