

THE NEXT

FIVE

MORE COLLEGE GRADUATES CHANGING THE WORLD



10000
degrees™

STRATEGIC PLAN
2022-2026



10,000 Degrees® is the leading, equity-focused scholarship provider and college success nonprofit in California. Since 1981, we've helped more than **20,000 students** from low-income backgrounds achieve their college dreams, and now reach more than **12,000 students** and their families each year.

The pandemic has multiplied the obstacles and uncertainty our students face. The opportunity gap has not narrowed but grown. Educational inequities and racial injustices continue to prevail. The demand for our support and resources has never been greater.

Through it all, our commitment to our students has never wavered. 10,000 Degrees is poised to meet these challenges today, and we have a bold vision: **A world where educational equity is the norm, and where all students can realize their full potential and graduate from college.**

Our goal for 2026 is to significantly expand the number of students and regions we serve while maintaining the high standard of student outcomes and college graduation rates. We know we can do it, with your support.

S D Donnell



Sandy Donnell
Chair, Board of Directors

Kim Mazzuca



Kim Mazzuca
CEO & President

Significant Unmet Needs

10,000 Degrees support is a game-changer for the thousands of students from low-income backgrounds lacking college assistance across California. Nearly half of California high school graduates do not complete the basic college prep curriculum, and college enrollment is plummeting nationwide—especially among students of color and from low-income communities. The pandemic is only exacerbating educational inequities.

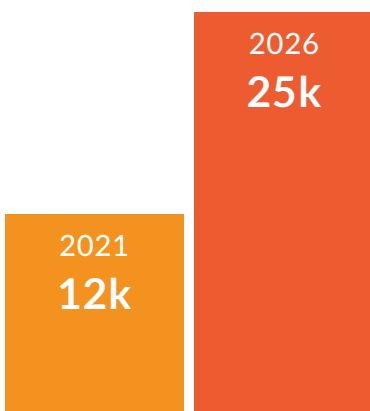
Education is the foundation of a just and equitable society. Now, more than ever, postsecondary education is essential. That’s why what we do at 10,000 Degrees is so critical. We keep students engaged and connected to their education and graduating at rates much higher than their peers across the country.

Scaling Support for Transformative Change

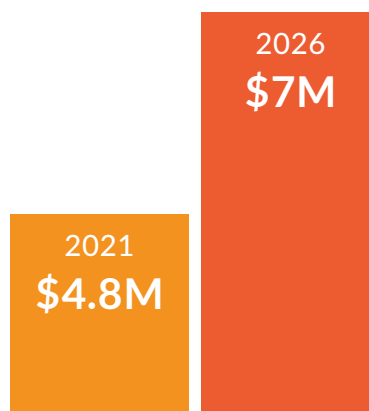
During the next five years, 10,000 Degrees will significantly and efficiently expand, nearly doubling the number of students and families from low-income backgrounds that we serve annually while maintaining our high standard of student outcomes and college graduation rates.



STUDENTS & FAMILIES
SERVED ANNUALLY



SCHOLARSHIPS
AWARDED



80%+ of our four-year
college students earn
bachelor’s degrees

vs.

31% of their peers
nationally



FIVE IN FIVE: OUR STRATEGIC GOALS

- one** Grow College Success
- two** Grow a More Equitable, Effective Organization
- three** Grow & Sustain Financial Support
- four** Advance Systemic Change for Educational Equity
- five** Extend Impact Beyond College Success

01

GROW COLLEGE SUCCESS

A college degree changes everything. Our college success program makes it possible for thousands of students from low-income backgrounds to successfully matriculate and graduate from college. Our near-peer Fellows are the critical link to students staying connected and engaged with their education. They build valued, trusted, and enduring relationships with our students to help them navigate the extraordinary complex college journey.

How We'll Achieve Goal

- Grow our Fellowship program, keeping Fellows at the center of program delivery and student support.
- Expand our college access program within new and existing high schools, and in a new community in California.
- Grow our college success program (**Scholarships + Fellows**) with a targeted focus on the community college pathway.



10,000 Degrees | 4

2021

2026



High School Students & Families Reached



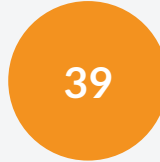
College Students Supported



Community College Students Receiving Scholarships & Student Support



Number of **Fellows**



Total **Scholarships Awarded**



Free Financial Aid Leveraged



02

GROW A MORE EQUITABLE AND EFFECTIVE ORGANIZATION

To effectively and efficiently deliver on our mission and best serve our students, we must remain agile and responsive to the changing needs of our community.

How We'll Achieve Goal

- Invest in the development of our people and systems to optimize our capabilities, performance, and capacity to pivot.
- Cultivate our best practices, promoting learning, adaptation, and alignment for continuous improvement.
- Continue to grow our diverse and inclusive environment through the intentional integration of DEI through all organizational policies, practices, programs, and our people.



03

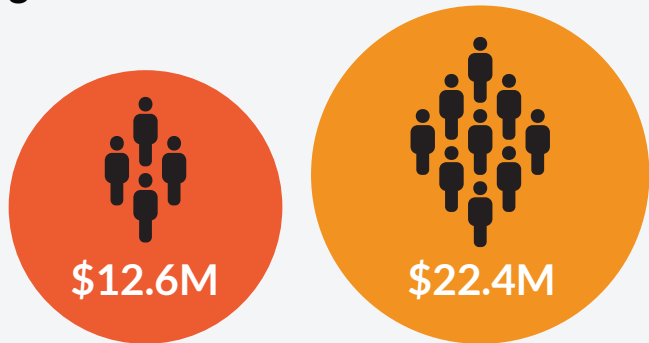
GROW AND SUSTAIN FINANCIAL SUPPORT

To broaden our impact and ensure our long-term sustainability, we will double our annual operating budget, and continue to increase the capacity and effectiveness of our fundraising and communication efforts.

How We'll Achieve Goal

- Engage all donor communities—individuals, institutional, corporate, and scholarship partners in each of our regions with meaningful volunteer and giving opportunities.
- Attract and secure investment from major foundations and corporate partners.
- Grow our Board of Directors and Regional Advisory Boards to optimize our visibility, network building and resource generation.

Projected total revenue growth from



ADVANCE SYSTEMIC CHANGE FOR EDUCATIONAL EQUITY

04

To expand access to and success in higher education for students from low-income backgrounds, we will share learnings, collaborate with key partners, and advocate for policy and systems change.

How We'll Achieve Goal

- Provide field leadership to advocate for equitable educational legislation and policies.
- Share best practices in coalitions and forums to build momentum and community/field toward student success.
- Continue providing training and technical assistance to campus and field practitioners to better support students through the financial aid process, matriculation, and community college success.



05

EXTEND IMPACT BEYOND COLLEGE SUCCESS

To support students' transition from college graduation to careers in order to prosper and positively impact their communities.

How We'll Achieve Goal

- Expand our career success program to provide professional mentoring, portfolio development, and success support.
- Grow the professional development program for our Fellows and alumni.
- Amplify student and alumni voices and community engagement to change the narrative of what's possible.



HOW WE'LL ACHIEVE SUCCESS

10,000 Degrees goal is to address the tremendous unmet need of underserved students in our current regions and beyond by building on our points of difference and outstanding track record. 10,000 Degrees provides the most effective and efficient way to help a large, diverse student population transform their lives for a brighter future through a college education.



HOW WE'RE DIFFERENT

1 We believe in the potential of all students.

Unlike most college support organizations, we do not have a GPA or test score requirement. Our approach is equity-focused, student-centered, and strength-based.

2 We support students traditionally underrepresented in higher education.

100% are from low-income backgrounds, 89% are Black, Indigenous, Latinx, and People Of Color, and 85% are first in their family to go to college.

3 Comprehensive support to, through, and beyond college.

We continuously customize and adapt to meet the needs of students, schools, and communities to provide multifaceted support, including college and financial aid counseling, scholarships, financial aid management, and alumni success.

4 Strong community college pathway to a 4-year degree.

We provide broad matriculation and transfer support through our extensive partnerships with community colleges.

5 An innovative Fellowship-led model.

Because our Fellows are recent college grads, mostly 10,000 Degrees alumni, and often share similar lived experiences—these near-peer mentors connect meaningfully with students to help them navigate their college success journey.

RECOGNITION & RESULTS



Seasoned & Professional Management

Our executive team has considerable longevity, and has served on leadership positions on the boards of the National College Attainment Network and National Scholarship Providers Association. 50%+ of our staff are alumni and are increasingly moving into leadership roles.

100+ volunteer professional leaders serving on our Board of Directors and six Regional Advisory Boards.



Leadership Gift

Thanks to an anonymous donor, 10,000 Degrees has received a significant multi-year investment to catapult our strategic plan, growing and deepening our reach in our existing regions and beyond.



Game-changing Support From Major Investors

We receive generous support and major investments from the Marin Community Foundation, Michael & Susan Dell Foundation, JP Conte Family Foundation, Wellington Management Foundation, ECMC, Stupski Foundation, NPX Advisors, Sobrato Foundation, and 2,000+ individual donors.



National Recognition

Charity Navigator, America's largest independent charity evaluator, awarded 10,000 Degrees its top rating of Four Stars for nine consecutive years—placing us in the top 9% of all charities they evaluate.



Superior Outcomes

10,000 Degrees has a 40-year track record of steady growth while achieving outstanding student outcomes:

12,000+

We serve 12,000+ students and their families annually, including 2,400+ college students nationally—and growing.

\$4.8M

We provide over \$4.8M in scholarships and help to leverage over \$27M in free financial aid.

80%

80%+ of our four-year college students earn bachelor's degrees vs. 31% of their peers nationally.

3X

Our community college students transfer to and graduate from four-year colleges at 3x the national average.

88%

Our college students graduate with 88% less student loan debt than their national peers.

COLLEGE GRADUATES WHO CHANGE THE WORLD



Johanna Perez Gallardo

Terra Linda High School, 2016
San Francisco State University, 2021

“Growing up as an undocumented student I always heard phrases such as “You won’t make it in life.” During these low points in my life, 10,000 Degrees provided the love and support that no one else did. 10,000 Degrees provided me with the opportunity of creating lifetime friendships, connections, and relationships. In addition, 10,000 Degrees taught me to believe in myself, my hard work, and my capabilities. Today, I am proud to say that I am a college graduate who holds a B.S. degree with a concentration in Cell and Molecular Biology. I dedicate this achievement to 10,000 Degrees for their encouragement that lead me to pursue my dream of higher education. Without 10,000 Degrees, this dream would not have been possible. With this degree I hope to inspire other undocumented students of the program who have and continue to face challenges and obstacles in education.”



Dr. Tom Peters

Former President & CEO
Marin Community Foundation

“I’ve always thought of the staff and board of 10,000 Degrees as dream-weavers—encouraging, facilitating, and nurturing the aspirations of young people to reach for the stars. It’s been one of the great privileges of my career to have been a supporter of this amazing enterprise. You’ve planted dream after dream, and the lives that you’ve altered as a result of that dream-weaving are making a difference in the Bay Area, in California, and across the country.”



Cinthya Cisneros

10,000 Degrees Alumna
Sonoma State University, 2012
Owner of La Cheve Bakery &
Brews, Napa
Founder of the La Cheve American
Dream Scholarship for 10,000
Degrees students

“Thinking back to how my parents left everything behind in Mexico to give us a better life in America, I knew that college was my only way out of being lower-income. I worked so hard to get A’s; but it wasn’t until I got my college acceptance letters yet rejected for scholarships that I knew what it meant to be undocumented. 10,000 Degrees helped me with scholarships and provided a mentor who believed in me. I used to think that my dream to open a business and provide scholarships to undocumented students was so far-fetched. But the day I figured out I could, I was crying. Just to know that with every meal or drink my customers buy, they are supporting students - there’s no question that’s what I want to do, especially with organizations like 10,000 Degrees that have helped me so much.”



Anna L. Pilloton

College of Marin Director of
School & Community Partnerships

“None of us can do this alone. College of Marin is stronger and is fortified in our support for our students because of 10,000 Degrees. If a student has a question about academic resources, financial aid, or just needs a friendly face—certainly we’re there for them, but so is 10,000 Degrees. The 10,000 Degrees model of support is so comprehensive. It’s not just about giving students a scholarship check. It’s how they mentor and teach students the ingredients for college success. I’ve seen first-hand how hundreds and hundreds of students have benefited.”



Ryan Young

10,000 Degrees Student
San Jose State University, 2023

“10KD has been really helpful during my transition back to campus after the pandemic. They provided me with the right resources, and supported me emotionally by offering check in sessions, which made my transition back to campus easy and smooth. I am truly thankful for their staff and all their hard work to support everyone.”

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Peg Pike, *Treasurer*

Eric Bindelglass, *Secretary*

Susan Preston, *Assistant Treasurer*

Sheila Larsen, *Assistant Secretary*

Toby Mumford, *Ex-Officio*

Jay Abbe, *Chair, Sonoma Advisory Board*

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our work, please contact:



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