



June 2024

STRATEGIC PLAN FY2025-2029

Hispanic Foundation of Silicon Valley



Introduction

Founded in 1989, The Hispanic Foundation of Silicon Valley (The Hispanic Foundation) is a pillar of Latino advancement in our community. With a primary presence in Santa Clara and San Mateo Counties, we have witnessed the region change, grow, and prosper, fueled by the rise of the technology sector. With this expansion have come lucrative jobs in engineering, computer science, robotics, and biochemistry. The Hispanic Foundation is focused on ensuring that the Latino community is poised to take full advantage of these opportunities to pursue rewarding and dynamic careers in the science, technology, engineering, and mathematics (STEM) fields. The Hispanic Foundation has grown and changed, adapting to the needs of our community to have a more direct impact through strategic programming in the education space. Through the decades, we have gained the community's trust and developed strong partnerships with funders, partners, and schools.

Our goal has always been to provide the tools and opportunities for educational and career success for Latinos, from elementary school programs to professional development for careers in the STEM field. As an organization committed to learning and changing in service of our mission, we have progressively shifted to fostering STEM opportunities as a conduit for Latino socio-economic advancement. As we enter a new season of strategic focus, we are confident in our mission clarity: The Hispanic Foundation desires to meaningfully increase the number of Latino professionals pursuing successful STEM careers in order to improve the trajectory of Latino families in the Silicon Valley region.

Retrospective

The Hispanic Foundation was deeply embedded in our community during the COVID-19 pandemic. We helped Latinos in Silicon Valley stay connected to school through remote learning, offered resources and guidance to parents, and ensured that we did not lose the momentum we built over the last three decades. Specifically, we supported young learners and their families in the K-12 space with programs that provided the tools for strong educational outcomes, including family workshops, math acceleration programs, coding and STEM after-school programming, and high school and college success navigation.

In the 2023 school year, we served close to 3,000 students and caregivers through our partner programs, and our most recent cohort of the Latinos in Technology Scholars Initiative is 126 students strong. Offering mentorship, professional development, and financial support to Latino college students who have declared a STEM major is foundational to fulfilling our mission of increasing Latinos in STEM careers. Gaining on-the-job experience while still in school is critical to building the requisite skills and confidence to find a job in the STEM field after graduation. Over sixty percent of our scholars have been successfully placed in an internship, building on their education with real-world exposure to the workforce. More than seventy different companies in Silicon Valley employ our graduates, illustrating the effectiveness of The Hispanic Foundation in developing an education-to-STEM workforce pipeline that bridges the wealth

gap for Latinos in Silicon Valley. Since the program began in 2016, The Hispanic Foundation has supported 545 scholars, an investment exceeding five million dollars in educational excellence to foster a more diverse, inclusive, and innovative Silicon Valley STEM workforce.

The Latino Board Leadership Academy also emerged as a catalyst for change, helping to prepare Latino leaders to serve on local nonprofit boards. With over 650 graduates, seventy percent of whom have been appointed to nonprofit boards, this initiative ensures that Latino perspectives are represented and valued in decision-making at key levels within organizations, leading to a more inclusive nonprofit sector. Since its inception, over 629 Latino Board Leadership Academy graduates have helped diversify non-profit boards across Silicon Valley, bringing their unique and valuable perspectives to ensure we have a vibrant and thriving social services ecosystem.



The Landscape

As shared in our latest Silicon Valley Latino Report Card, Latinos comprise **twenty-five percent of Santa Clara County's and San Mateo County's populations**, respectively, making them the third-largest ethnic group in the region. A deeper look at the data reveals that despite constituting seventy percent of Silicon Valley's labor force, **seventy-two percent of Latinos hold low-wage jobs**, highlighting the stark underrepresentation in higher-paying positions such as those afforded in the STEM fields. Consequently, the Latino community was impacted disproportionately by the pandemic-induced economic downturn, resulting in substantial financial insecurity. Alarming, **twenty-five percent of Silicon Valley Latinos reported going without food or healthcare in the past year, a rate significantly higher than in 2018 and double that of non-Latinos**.

When it comes to accessing STEM careers and high-wage jobs, a 2022 National study from the Pew Research Center shows that only eight percent of Latinos work in any type of STEM career¹. This trend holds true for our region as well. Although Latinos represent twenty-eight percent of the total population in Silicon Valley, they represent only three percent of the high-tech workforce.

Dynamic careers in STEM start with fostering a strong academic foundation that begins in pre-kindergarten and extends through high school graduation and into college. According to Public Schools data, just over fifty-six percent of currently enrolled students in the transitional kindergarten through twelfth-grade system identify as

Latino. Although representing a majority of students in the public school system, **Latinos are not receiving the level of education and the afterschool support to help them excel in the classroom and beyond.** Underscoring this point, the percentage of Latino students in Santa Clara County meeting or exceeding eighth-grade mathematics standards decreased from twenty-four percent in the 2016-2017 school year to seventeen percent in the 2021-2022 school year. San Mateo County also experienced a decrease from twenty-six percent in 2016-2017 to nineteen percent in 2021-2022.

The Hispanic Foundation is on the front lines of activating change in the Latino community. Our work is essential, and we are more dedicated than ever to helping improve the trajectory of Latino families in the Silicon Valley region. Our work to **address the racial and systemic inequities Latinos experience in the public school system while simultaneously building pathways for Latinos to graduate with a college degree and pursue a career in the STEM** field is essential to a thriving community. Silicon Valley has yet to tap the boundless potential of Latinos to help drive and sustain a prosperous technology sector. The Hispanic Foundation is fighting every day to ensure the Latino community is recognized as an invaluable part of the Silicon Valley workforce with the potential to transform the STEM field for the better. The Hispanic Foundation is optimistic about the future, and we seek to do more than level the playing field for Latinos; we aim to transform it into an environment where Latinos can thrive and lead in STEM fields.



Leveling this playing field ensures Latino communities can thrive in Silicon Valley.

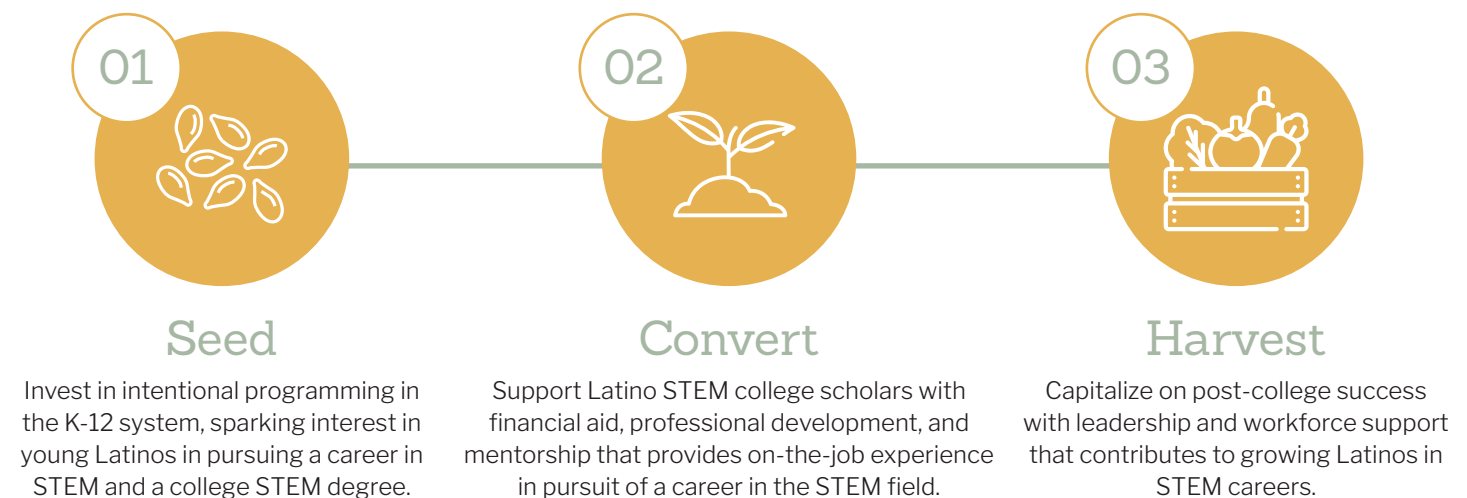
¹<https://www.pewresearch.org/science/2022/06/14/many-hispanic-americans-see-more-representation-visibility-as-helpful-for-increasing-diversity-in-science/#:~:text=There%20has%20been%20a%20rise,U.S.%20Department%20of%20Education%20data>

Strategic Principles

The Hispanic Foundation is at a pivotal moment in our learning. Grounded in more than three decades of partnership with the Latino community, we are doubling down on a clear and measurable roadmap of success to increase the number of Latinos graduating college and pursuing a career in the STEM field. In preparation for this work, the Hispanic Foundation has been building the operational and programmatic strength needed to further our mission. With this foundational excellence in place, there is a clear opportunity to sharpen our focus, streamline our investments, and accelerate our impact.

Our goal is to elevate the Latino community by inspiring interest in STEM from a young age, giving students the academic tools to earn a High School Diploma, graduate college, and have a successful career in the STEM field. The Hispanic Foundation sees its work in developing an education-to-STEM workforce pipeline in three phases: 1) seed, 2) convert, and 3) harvest. These phases are designed to address the racial and systemic inequities that prevent Latinos from excelling in school, elevate the inherent skills and attributes of the Latino community, and highlight the collective value Latinos bring to the technology sector.

Strategic Phases



Strategic Principles: Looking forward, four principles will guide our work over the next five years.

- 01. Aligning impact strategy**
An aligned impact strategy centered around Latinos in STEM accelerates community impact. (Icon: circuit board)
- 02. Learning and accountability through data**
Being a learning organization drives the continuous improvement of programs. (Icon: magnifying glass over bar chart)
- 03. Elevating our identity and branding**
Elevating our identity will unlock new revenue (Icon: star in hand)
- 04. Investing in to build out**
Investing in ourselves is investing in mission success (Icon: pie chart with dollar sign)



Strategic Principle 01

An aligned impact strategy centered around Latinos in STEM accelerates community impact.



The Hispanic Foundation has always been a Latino-centered organization focused on lifting up the innate strengths of the Latino community through an array of education-focused initiatives. Building on this foundation, we plan to refine and define our approach to increasing the number of Latino professionals pursuing successful careers in STEM. In support of closing the wealth gap for Latinos in Silicon Valley, The Hispanic Foundation will also explore how to leverage our experience, perspective, and expertise in support of advocacy efforts that can expand our impact and influence the education and workforce systems that negatively affect the growth and prosperity of Latinos.

Two focus areas will drive our efforts

01

Strengthen a comprehensive program model designed to increase the number of Latinos in STEM careers.

02

Explore our role in advocacy and influencing systems.



Strategic Principle 01

An aligned impact strategy centered around Latinos in STEM accelerates community impact.

01

Strengthen a comprehensive program model designed to increase the number of Latinos in STEM careers.

The Hispanic Foundation's work is grounded in providing direct services to students and professionals as well as investments in organizations creating measurable change in our communities. Leveraging the collective impact of our work to influence the education ecosystem and STEM workforce in Silicon Valley is an exciting possibility. We are curious and excited about the possibilities of leaning into systems change work and understand that policy and advocacy efforts require a thoughtful and intentional approach.

The Hispanic Foundation acknowledges the important role policy can play in addressing the systemic inequities and discriminatory systems that impact the Latino community. As such, we will contemplate a more robust approach to advocacy and policy work when developing our Theory of Change. We will connect with partners and community stakeholders to understand the opportunities and challenges associated with this effort and clarify the best options for leveraging compelling program data to educate policymakers about the power and impact of our approach. At the end of this work, The Hispanic Foundation will be more informed about how to develop a policy platform that prioritizes our efforts, supports authentic collaboration with all levels of community and government partners, allows us to share our knowledge and expertise, and highlights our efforts to increase the number of Latinos in STEM careers.

Key Goals

- ✓ Conduct an Impact Audit of current internal programs and nonprofit partnerships.
- ✓ Implement a Theory of Change designed to increase the number of Latinos in STEM careers.
- ✓ Leverage data, community feedback, and insights from Theory of Change implementation to strengthen service delivery.



Strategic Principle 01

An aligned impact strategy centered around Latinos in STEM accelerates community impact.

02

Explore our role in advocacy and influencing systems.

The Hispanic Foundation's work is grounded in providing direct services to students and professionals as well as investments in organizations creating measurable change in our communities. Leveraging the collective impact of our work to influence the education ecosystem and STEM workforce in Silicon Valley is an exciting possibility. We are curious and excited about the possibilities of leaning into systems change work and understand that policy and advocacy efforts require a thoughtful and intentional approach.

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Key Goal

- ☑ Define the scope and purpose of policy and advocacy efforts in alignment with the Theory of Change.



Strategic Principle 02

Being a learning organization drives the continuous improvement of programs.



The Hispanic Foundation is a data-driven organization, and we plan to sharpen our efforts in this area. Learning is at the center of our work, and with more robust data and trend analyses, we will be poised to hold ourselves and our partners more accountable in our efforts to support and elevate the Latino community through an education-to-STEM workforce pipeline.

One focus area will drive our efforts

01

Prioritize data to drive learning and accountability



Strategic Principle 02

Being a learning organization drives the continuous improvement of programs.

01

Prioritize data to drive learning and accountability.

The development of a Theory of Change and sophisticated data analysis will be foundational in helping The Hispanic Foundation clarify the most impactful services and programs. We plan to enhance our data collection and utilization efforts to inform decision-making, highlight opportunities for improved service delivery, and more clearly understand the impact our programs and partner organizations are having within the Latino community. This learning will fuel innovation and inform the creation of a Learning Report. The Report will showcase our insights, highlight our impact, and elevate the importance of an education-to-STEM workforce pipeline. The Learning Report will also serve as an internal accountability tool for how The Hispanic Foundation stewards current and future investments along the three phases of seed, convert, and harvest.

Data will also play a critical role in holding ourselves accountable to the community, empowering staff, and articulating our unique add-value to funders, policy-makers, and allies. By setting clear goals, measuring outcomes, and continuously evaluating and improving programs, we can ensure that our efforts lead to meaningful and lasting change in the Latino community.

Key Goals

- ✓ Enhance data collection and utilization efforts to inform decision-making, improve programs, and clarify future investments.
- ✓ Develop a Learning Report to drive internal accountability and elevate effective education-to-STEM workforce pipeline interventions.



Strategic Principle 03

Elevating our identity will unlock new revenue.



Being intentional in defining our intended impact and centering learning and accountability will allow The Hispanic Foundation to deepen its work and increase its impact in Latino communities. Innovation within the three phases of seed, convert, and harvest will also play a central role in elevating our brand, creating a clear value proposition for our work, and unlocking new revenue streams. By honing our education-to-STEM workforce approach, The Hispanic Foundation will be a leading voice in highlighting the interventions and supports that have the greatest impact on helping Latinos pursue STEM careers and, in turn, closing the wealth gap for their community in Silicon Valley.

Two focus areas will drive our efforts

01

Invest in areas with proven results in accelerating Latino success in STEM careers.

02

Create a clear value proposition with a strong influence on the local landscape.



Strategic Principle 03

Elevating our identity will unlock new revenue.

01

Invest in areas with proven results in accelerating Latino success in STEM careers.

The Theory of Change will sharpen how we invest our resources in the three phases of seed, convert, and harvest, while data will clarify where along the education-to-STEM workforce pipeline we are seeing the biggest return on our investments. Collectively, these efforts will inform our fundraising goals over the lifecycle of the Strategic Plan and, in turn, drive the development of a multi-year budget. In preparation for this work, The Hispanic Foundation plans to create a Development Roadmap that lays out key areas of investment, highlights opportunities to cultivate new revenue streams, and prioritizes where and when to infuse resources along the education-to-STEM workforce pipeline. The Hispanic Foundation TOC will also inform our communication and marketing efforts. Specifically, a clarified approach to achieving impact will tell a cohesive story about our work to increase the number of Latinos in STEM and will be an important element in shaping how we curate our communications about our three-phased approach to support funders and key community partners.

Key Goals

- ✓ Design a Development Roadmap aligned with the Theory of Change and designed to accelerate financial growth.
- ✓ Create a multi-year budget that guides investments in seed, convert, and harvest phases.
- ✓ Develop marketing and communication materials that are aligned with the Theory of Change.



Strategic Principle 03

Elevating our identity will unlock new revenue.

02

Create a clear value proposition with a strong influence on the local landscape.

A thriving Latino community equates to a thriving Silicon Valley. Companies benefit from the myriad perspectives, insights, and lived experiences of a diverse workforce, and The Hispanic Foundation is on the front lines of helping elevate the inherent skills and potential of the Latino community. In support of creating a strong value proposition that showcases the importance of increasing Latinos in STEM careers, The Hispanic Foundation will consider the current hiring landscape in Silicon Valley and the factors that influence it. Findings from this analysis will inform our messaging and sharpen how we engage with technology companies, funders, and community partners.

Our value proposition will be informed and sustained by powerful stories of resilience, transformation, and leadership. The voices of the Latino community that support and benefit from our work are invaluable in telling our full story of impact. We regularly hear from caregivers about how our middle school and high school programming sparked their children's interest in going to college and pursuing a STEM career. Equally, our mentorship and academic support in high school are frequently cited as being pivotal to college acceptance, and once in college, our financial support allows students to focus more effectively on school and their studies. Elevating and combining these stories with outcome data will showcase the success and unique add-value of our approach, creating an evidence base that is data-informed and infused with community feedback.

With a clarified message informed by strong story-telling and data from the landscape analysis, The Hispanic Foundation will be poised to leverage influential partnerships. As Silicon Valley companies fully embrace the potential of the Latino workforce, corporate partners will be a key ally in showcasing the value proposition for companies to hire Latinos, helping to open doors for our students, interns, and young professionals. Within this strategy, corporate funders and Employee Resource Groups act as a key point of access to companies while allowing space for Latino voices to shift perspectives, highlight their skills, and elevate the importance of increasing Latinos in the STEM workforce.

Key Goals

- ✓ Conduct an analysis of the hiring landscape in Silicon Valley.
- ✓ Combine stories of success and outcomes data to create a compelling narrative of impact.
- ✓ Develop strong relationships with corporate partners and their Employee Resource Groups.



Strategic Principle 04

Investing in ourselves is investing in mission success.



Our intention to invest in organizational excellence is clear: Internal strength leads to greater external impact and sustainable growth in future years. The greater our ability to create a supportive organization that addresses the needs of our staff and Board members, the more effective we will be at offering the same support to our community. The Hispanic Foundation plans to infuse more resources in support of staff professional development as well as invest in the requisite infrastructure that allows team members to operate effectively and efficiently. Strong board governance is essential in helping guide the organization through sustainable growth and toward long-term success. As we invest in staff and the vital operations to grow, we will also cultivate a strong Board with a shared vision and a commitment to the organization's mission.

Two focus areas will drive our efforts

01

Invest in the professional development and growth of staff.

02

Invest in infrastructure and support systems.

03

Implement a Board composition that aligns with mission and organizational needs.



Strategic Principle 04

Investing in ourselves is investing in mission success.

01

Invest in the professional development and growth of staff.

Our people sustain our work, and The Hispanic Foundation is focused on fostering a culture that supports the well-being and health of our staff. We plan to implement complementary approaches for investing in staff, including a robust talent management strategy to inform the scoping and hiring of key positions that align with the Theory of Change, support current operations, and plan for future growth. The Hispanic Foundation is dedicated to making learning and listening an explicit part of our organizational culture and expectations. In the same spirit of using data for learning, The Hispanic Foundation will create new opportunities for staff to grow and develop. We plan to implement a new annual performance review system with equitable and measurable goals for staff at all levels that include intentional time for individual and collective learning as well as professional development goals. A key component of annual performance reviews will be formal feedback and evaluation, fostering discussions among team members that center our community, advance our mission, and create a culture of mutual accountability and trust. Equally, with an eye to sustainability, we plan to develop succession plans for all senior leadership team members.

Key Goals

- ✓ Develop a talent management strategy supporting current operations and future growth plans.
- ✓ Implement an annual performance review process that centers on equitable measures of success, collective learning, and professional development goals.
- ✓ Conduct succession planning for all senior leadership roles.



Strategic Principle 04

Investing in ourselves is investing in mission success.

02

Invest in infrastructure and support systems.

A robust infrastructure will ensure scalability, enabling us to confidently expand our reach and impact. From technology infrastructure to administrative processes, efficient systems streamline operations, enhance productivity, and allow us to focus more resources to support our intended goal of increasing the number of Latinos in the STEM field. Enhancing the infrastructure and systems that allow our staff to effectively and efficiently do their jobs is critical to the implementation of the three phases of seed, convert, and harvest and are foundational to future growth plans. The Hispanic Foundation will assess technology needs across the organization and explore tools to streamline internal communications. We also plan to finalize standard operating procedures for programs in alignment with our Theory of Change and optimize policies and procedures across departments to codify work amongst teams.

Key Goals

- ☒ Refresh and update centralized technology systems across departments to improve collaboration and efficiency.
- ☒ Create standard operating procedures for all departments.



Strategic Principle 04

Investing in ourselves is investing in mission success.

03

Implement a Board composition that aligns with mission and organizational needs

To remain nimble and responsive to the organization's evolving needs, The Hispanic Foundation remains committed to cultivating a mission-aligned Board that prioritizes fostering a diverse, inclusive, and skilled group that brings expertise, lived experience, networks, and resources to help optimize our ability to serve and support the Latino community. We plan to bolster our efforts to include the voices of lived experience on the Board by seeking representation from public school parents and young professionals who have accessed our services along their journey to a career in the STEM field. The Board will also inventory and update all governance documents, standardize the Board calendar and responsibilities, and define and foster the optimal Board culture. The Board will also prioritize staying connected with staff to remain proximate to the community and to the issues that impact the work of The Hispanic Foundation. Additional activities to enhance Board governance include updating the onboarding process and identifying boardsmanship training to ensure members are well versed in our work and the role they play in helping The Hispanic Foundation execute our mission.

Key Goals

- ☒ Increase members of the Board who have lived experience.
- ☒ Enhance the onboarding and orientation process for new Board members.

Conclusion

The Hispanic Foundation plans to change the technology workforce in Silicon Valley dramatically. Our strategic goals are to smartly invest in the three stages of seed, convert, and harvest, double down on leveraging data to drive learning and innovation, elevate our brand to unlock new revenue, and invest in internal culture and organizational health to advance our mission. At the end of our five-year Strategic Plan, we will have increased the number of Latinos in STEM, diversifying the technology workforce



in Silicon Valley. Our Theory of Change will no longer be new but rather a framework that informs the way The Hispanic Foundation serves the Latino community and leverages data to drive and inform decision-making at all altitudes of the organization. We will have clarity on the role advocacy plays in our efforts to address racial and systemic inequities that impact the educational and career success of Latinos. Lastly, The Hispanic Foundation will be a preeminent leader in Silicon Valley, working in partnership with young people, their parents, and community partners to create a vibrant and thriving community where Latinos are seen and valued for their inherent skills, education, and technical savvy.

The Hispanic Foundation is working in partnership with our community to remove barriers and build a brighter future. As we embark on our new Strategic Plan, we envision a diverse, vibrant, and connected community where Latinos are able to live, work, learn, celebrate, and thrive. We are proud of the youth, scholars, and parents we have already helped on their journey, and our work is not done. As we move closer to a world where all Latinos have equitable access to the resources and opportunities to reach their fullest potential, our best work is yet to come.