

Every middle school student should have access to **joyful summer learning, inspired and innovative teachers, and the support they need to succeed in school and life.**

IF YOU AGREE, JOIN US.





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“
Aim High
is one of the
nation’s best
summer
programs.”

Johns Hopkins University, 2008



**2013 EXCELLENCE IN
COLLABORATION AWARD**

National Partnership for
Educational Access

**2012 COMMUNITY
LEADERSHIP AWARD**

San Francisco
Foundation

**2008 EXCELLENCE IN
SUMMER LEARNING AWARD**

National Summer Learning
Association

Mission, Vision & History

Our mission at Aim High is to create life-changing opportunities during the summer and beyond. Our community:



NURTURES

the promise and potential of middle school students from low-income neighborhoods.



PREPARES

students for high school, setting them on the path to college and future success.



INSPIRES

the next generation of teachers and educational leaders.

Our vision is to close the opportunity and achievement gaps in Northern California through our transformational summer learning program. We envision every middle school student having access to joyful summer learning, inspired and innovative teachers, and the support they need to succeed in school and life.

Since 1986, Aim High has provided under-resourced middle school students with a life-changing academic and enrichment summer program. Alec Lee and Eleanor McBride, then high school teachers, created Aim High with a small grant from the San Francisco Foundation. **Their goal: to prevent the summer slide that is responsible for two-thirds of the achievement gap, and to inspire low-income middle school students to reach for a dream.**

Aim High also provides young people of color with a pipeline into the field of education. We provide Aim High alumni and other low-income students with meaningful job opportunities, and encourage them to pursue careers in education. Two-thirds of the high school and college students we hire are Aim High graduates. These young men and women are paired with and mentored by veteran educators to team-teach all of our classes.

Aim High has a measurable record of accomplishment. We have grown from one campus to 15, and prepared more than 9,000 low-income middle school students for high school,

college and career success. Aim High is now the largest free summer academic program in the Bay Area, serving high-need neighborhoods in San Francisco, Oakland, East Palo Alto, Redwood City, San Rafael and the Tahoe-Truckee basin.

Once admitted to Aim High, students are welcomed back for the next three summers until they enter the ninth grade. And they are excited to return. Three-fourths of our students attend for multiple summers. This high retention results in positive outcomes: **91% of students report feeling more confident about doing their schoolwork in the upcoming year and 85% of students show improvement in their reading, writing, math and science.**

Our alumni graduate from high school and enroll in college at rates much higher than their low-income peers. Of our graduates who completed high school in 2013, **97% went on to enroll in college* compared to a national rate of 50% among low-income students.**

**Based on a 77% response rate.*

The Need

Middle school is a pivotal time, and how students spend their summers has a direct impact on their future success.

ADOLESCENCE: New research shows that the middle grades are pivotal years that either put a student successfully on the path to high school, college and career or begin a downward trajectory of disengagement and low-achievement. These students are more likely to enter high school unprepared, drop out or graduate four years later ineligible for higher education.

SUMMER: Summer is also a key time for students' academic and social development. All children lose an average of two months of academic knowledge in between school years. Low-income children typically fare much worse, as they lack opportunities to learn and practice essential skills in the summer that their more resourced peers experience. This phenomenon, known as the summer slide, is one of the biggest

contributors to the widening achievement gap between poor and wealthier children—a gap that continues to grow with each passing summer.

TO COMBAT THESE ISSUES: Aim High intervenes in the summer and during this critical stage in students' lives—the early years of adolescence. Aim High is one of the few free summer learning and enrichment programs in the Bay Area that focuses on the make-or-break middle school years. We serve the highest-need neighborhoods in the greater Bay Area where the achievement and opportunity gaps are widest, including the Fruitvale neighborhood of Oakland, the Canal District of San Rafael, the Mission in San Francisco, East Palo Alto and the rural communities of Lake Tahoe.



The Aim High Difference

Aim High offers under-resourced middle school students a unique free summer experience focused on both academics and enrichment.

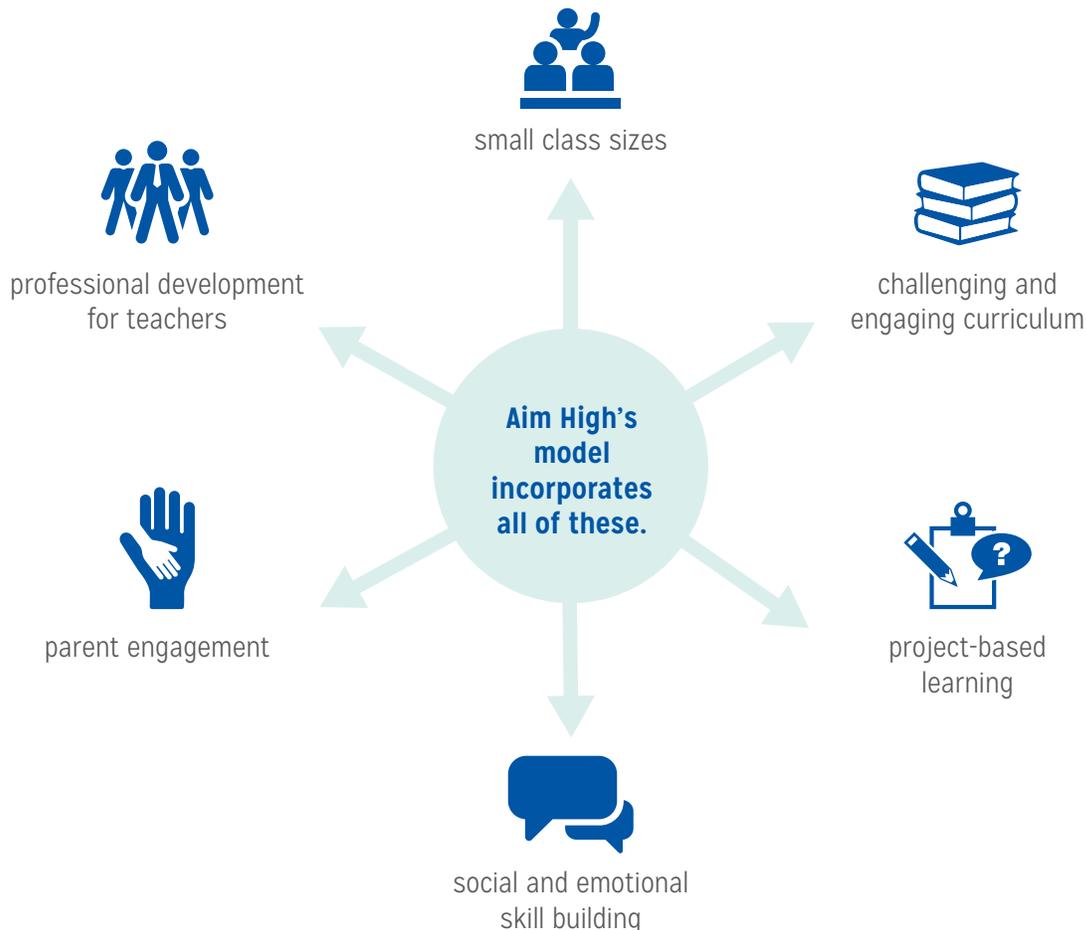
Aim High serves students ages 11-14 in grades six through nine. Once students are accepted into Aim High, we welcome them back every summer until they enter high school. Our multi-year model reinforces students' academic gains, deepens their connections to peers and positive role models, and helps ensure they will be ready to transition to and succeed in high school, and beyond.

Students and teachers call the unique environment on campus the Aim High magic. Aim High feels like magic because

it creates a learning environment where every student belongs, and where adults believe in their ability to succeed. This sense of belonging and a belief in their abilities builds students' skills and nurtures their potential at a critical juncture in their development.

But what seems like magic to our kids is in fact a deliberate, evidence-based approach honed over three decades of practice.

RESEARCH SAYS SUCCESSFUL MIDDLE SCHOOL INTERVENTIONS SHOULD CONTAIN:



Challenges & Solutions

Our strategic plan for the next five years is designed to address five key challenges facing students, teachers and educational systems in Northern California.



CHALLENGES

Too many students in the Bay Area attend overcrowded, understaffed schools that have limited resources.

Summer intervention, while critical, isn't enough to close the achievement and opportunity gaps.

Middle school students struggle with high school choice and high school transition.

One-third of teachers leave the profession within five years. The rates are higher in urban, low-income school districts where Aim High operates.

Fewer than 20% of all teachers in California are people of color, which means the state's students don't see themselves represented in the classroom.



SOLUTIONS

We will add and grow sites so that more middle school students experience Aim High's small classes, hands-on curriculum and supportive community.

We will partner with high-impact academic and enrichment programs to extend support for Aim High students during the school year.

We will provide intensive support for 8th grade students and their families to prepare them for high school. We also will partner with college access programs and schools to support Aim High graduates during high school.

We will provide meaningful opportunities for teacher collaboration, real-world classroom experience, coaching and mentoring—all research-based strategies that keep teachers in the profession longer, and increase student achievement and success.

We will recruit, train and retain teachers of color and emerging leaders by continuing to hire Aim High graduates and by creating a pipeline into teaching.

The Next Five Years

Over the last 30 years, Aim High has been a major player in efforts to close the achievement and opportunity gaps between low-income students and their more resourced peers. Since 1986, we have served 9,000 students and trained 2,000 teachers.

We see significant potential in the next five years to expand Aim High's reach and to deepen our impact so that more students and teachers have access to life-changing summer experiences. Our priorities over the next five years are to:



GROW AND STRENGTHEN OUR SUMMER PROGRAM

We will expand our reach by adding five new campuses and serving **6,000 low-income middle school students** over the next five years. While we grow, our commitment to quality and excellence will remain unchanged.



INVEST IN TEACHERS AND EDUCATIONAL LEADERS

Our students deserve the highest quality experience, and that requires the best and most innovative teachers. We will train **1,000 educators** in the next five years, and support them by creating more resources for aspiring teachers, launching a teaching fellowship for new teachers and creating a leadership track for experienced educators. These educators—equipped with knowledge, skills and experience gained at Aim High—will return to classrooms during the academic year impacting an estimated 40,000 students in the next five years.



LAUNCH STRATEGIC PARTNERSHIPS

We must do more to ensure our students are prepared for the transition to high school and remain on the path to college. By leveraging strategic partnerships with quality schools and nonprofits, we remain committed to our core—summer learning—while providing students with more support during the academic year and in high school. We will ensure **2,500 Aim High students and graduates** are placed and participate in partner programs.

RESULTS

By 2020, after 35 years of service in Northern California, Aim High will have prepared and nurtured **15,000 middle school students, placed 4,000 students and alumni in partner programs, and inspired 3,000 teachers** to pursue careers in education or become educational innovators and leaders in their communities.

GROW AND STRENGTHEN OUR SUMMER PROGRAM

Our central priority is to expand and strengthen our core summer program so that we serve 6,000 middle school students in the next five years, and offer all of them the best possible summer learning experience.

In the next five years, we will:

- 1. Refine our recruitment and admissions.** The Aim High summer program is designed to support low-income middle school students who don't have enrichment opportunities in the summertime, and who will be the first generation in their family to graduate from college. We will collaborate more closely with school districts and strategic partners to ensure we continue to recruit and admit the right students.
- 2. Add campuses and grow existing sites.** We will add five new campuses in Northern California—in San Francisco, San Jose, Napa and the East Bay. We will increase cost efficiency by growing existing campuses, but no bigger than 160 students each. Aim High fundamentally believes that a sense of community and belonging is critical to a student's ability to learn.
- 3. Focus on both students' academic proficiency *and* social development.** Aim High believes learning and achievement is only possible when students feel safe, respected and confident in their abilities. As we deliver a rigorous standards-aligned curriculum, we will not lose focus on developing students' 21st Century skills, such as communication, collaboration, competence and confidence.
- 4. Collect and use data to inform continuous program improvement.** We have partnered with Stanford University's John W. Gardner Center on a study that will dramatically improve our ability to measure short, intermediate and long-term outcomes on students, and to inform decisions about growth and quality.

As a result, more Bay Area middle school students will be prepared for success in high school equipped with the skills, knowledge and experiences to stay on the path to college.

BY THE NUMBERS



6,000

Middle school students Aim High will serve in the next five years

500 

Hours of academic support and enrichment students receive in three summers at Aim High



Indicates the addition of a new site by 2020



**TAHOE/
TRUCKEE**
Current sites: 1

NORTH BAY
Current sites: 1

EAST BAY
Current sites: 3

SAN FRANCISCO
Current sites: 7

SOUTH BAY
Current sites: 3



20

Sites Aim High will operate in 2020

\$2,100

Average dollars spent per middle school student each summer

INVEST IN TEACHERS AND EDUCATIONAL LEADERS

We are committed to creating the next generation of teachers and educational leaders, and inspiring young people from the communities we serve to be part of the solution.

In the next five years, we will:

- 1. Deepen our teacher development model so that all of our teachers provide the best Aim High experience for our students.** We will broaden and deepen our training for teachers to support them in developing their craft. These teachers will return to their schools better prepared and ready to innovate, thus expanding our impact on Bay Area kids and on the field of education.
- 2. Create a pipeline into teaching for high school and college students.** At Aim High, we hire many of our faculty and staff from the communities we serve, and provide training, mentoring and support at a formative time in their lives. More than 25% of our teachers are graduates of Aim High; many return to Aim High during their summers in high school and college. Through these first job experiences, we inspire young people to pursue careers in education so they can contribute to a more diverse and passionate cadre of Bay Area teachers. We also will lower barriers to the field of education encountered by many students from low-income backgrounds by partnering with local credentialing programs.
- 3. Launch fellowship programs to offer personalized support for new teachers and educational leaders.** Aim High will create two 15-month fellowships to support teachers in credential programs and more seasoned teachers preparing for the next step in their career. Teaching Fellows will be mentored, and will receive opportunities to experiment, innovate and practice what they are learning. Leadership Fellows will receive year-round coaching and mentoring so that they have the skills and knowledge to become school, district or nonprofit leaders. Both sets of fellows will gain credits toward their credential or graduate degrees.

The result will be a more diverse, prepared, passionate and innovative cadre of teachers for Aim High students, and a broader organizational footprint created by those well-trained Aim High educators who also teach during the academic year.

BY THE NUMBERS

1,000 

Educators Aim High will train in the next five years



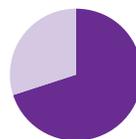
40,000

Students impacted over five years by Aim High teachers who return to their classrooms during the school year more effective and inspired



50 

Fellows will receive high-touch mentoring in the next five years



70%

Of Aim High teachers who are people of color

LAUNCH STRATEGIC PARTNERSHIPS

By linking arms with partner schools and nonprofit organizations, Aim High will provide its students and graduates with more support and access to opportunities throughout middle and high school.

In the next five years, we will:

- 1. Extend support for our middle school students during the school year, by connecting them with high impact programs.** We will collaborate with schools and academic and enrichment programs to provide coordinated year-round support for our middle school students between their summers at Aim High.
- 2. Provide extra support for our eighth-grade students and their families.** We know our students need more attention the year before they make the challenging transition to high school. We will pilot and then roll out an 8th Grade Leadership Academy to offer:
 - Skill-building workshops
 - Test prep
 - Information on high school options
 - Support with school and program applications
 - Field trips
 - Case management
- 3. Extend support for our graduates by connecting them with excellent college prep high schools and college access programs.** We will develop strategic partnerships with high-quality high schools and college access and scholarship programs. We also will serve as a resource and referral center for our alumni in high school so that they understand the full range of opportunities available to them.

The result will be a greater preparedness for success in high school, and ultimately higher graduation and college matriculation rates for Aim High students.

BY THE NUMBERS



500

Hours Aim High students will spend annually with select strategic afterschool program providers.

\$400

Dollars spent per student to counsel them into partner programs.



2,000

Projected number of Aim High graduates in high school in 2020

2,500

Total Aim High students and graduates participating in partner programs

Growth

Aim High will grow in service of our three strategic priorities. Growing sustainably—without sacrificing quality—will require investments in infrastructure and staff capacity.

		2015	2020
	Sites	15	20
	Middle school students annually	1,800	3,000
	Students and grads placed in partner programs	200	2,500
	Summer staff (site directors, teachers, counselors)	430	610
	Teaching and Leadership Fellows	0	50
	Full-time staff	13	26
	Annual budget	\$4.3M	\$7.8M



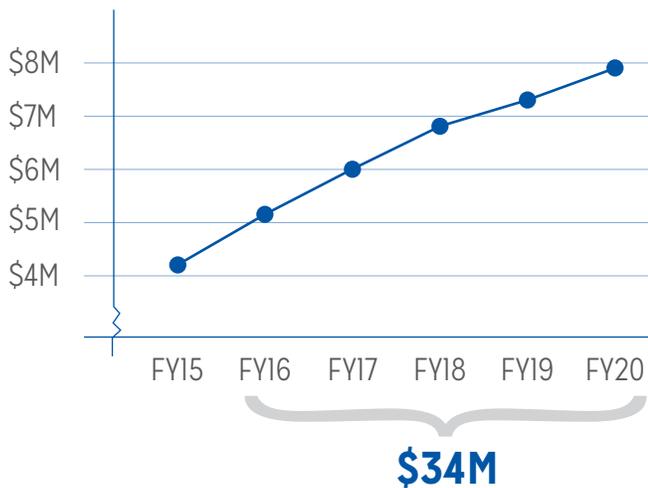
At the center of Aim High are the aptly named C.O.R.E values. These values stand for community, opportunity, respect, and high expectations. Without these values, I wouldn't be the person I am today. **I not only took these core values to heart, but I also took them to high school**, where I tried to live each and every day giving back to my community, taking every opportunity, always showing respect, and setting high expectations for myself. Through these values I've grown not only as a student, but also as a person.

Oscar Acabal
Aim High graduate, Class of 2009

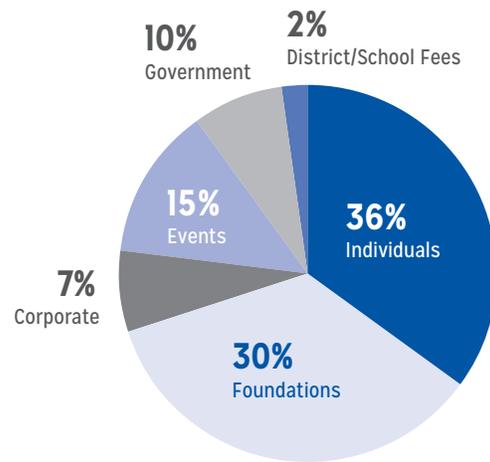
Investment

This plan requires Aim High to raise \$34M over five years. Of this, \$10M will be for strategic investments in growth, innovation, and capacity so that we can successfully support and sustain larger scale by 2020.

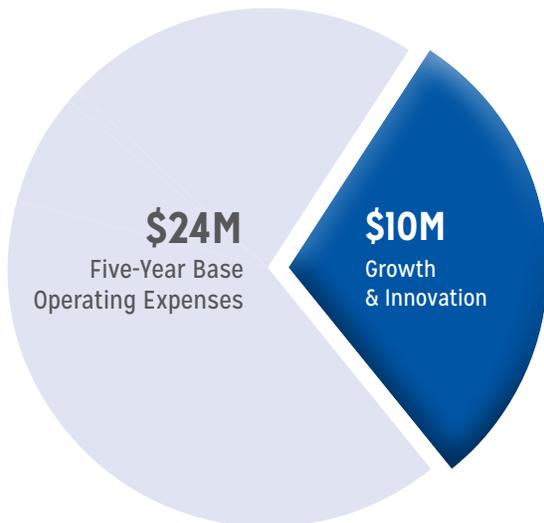
Projected Annual Budget Growth



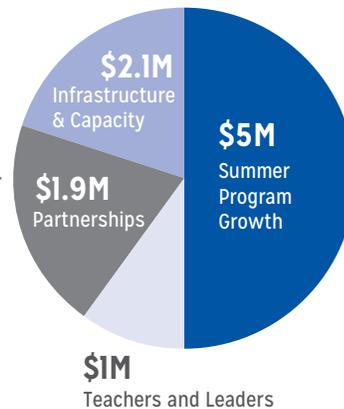
\$34M Five-Year Projected Revenue



\$34M Five-Year Projected Expenses



\$10M Allocation for Growth and Innovation



Our Impact

In our work to broaden and deepen our impact, we have invested in an implementation study conducted by the John W. Gardner Center at Stanford University.

In partnership with the Gardner Center, we have identified the following short- and long-term metrics to measure our impact on students, alumni and teachers. These metrics will help us measure our success, monitor progress against annual goals, identify areas for improvement and make adjustments to our original plan as needed. The Gardner Center study will be completed in Spring 2016.

PROJECTED OUTCOMES FOR STUDENTS, GRADUATES AND TEACHERS



STUDENT OUTCOMES

80%

Gain academic knowledge and do well academically

85%

Attend school regularly

95%

Stay out of trouble in school



Increase sense of competence*

Increase understanding of connection between school and future goals*

Improve social and emotional skills*

Increase sense of community*



ALUMNI OUTCOMES

80%

Enroll in grade-level, college-prep math and English courses

90%

Graduate from high school on time

90%

Apply to 2- or 4-year colleges

85%

Matriculate to 2- or 4-year colleges



TEACHER OUTCOMES

75%

Of summer staff increase their teaching knowledge, skills and efficacy

55%

Of college-aged interns enter credential programs or graduate schools of education after working at Aim High

65%

Of summer staff who are new teachers stay in the classroom for at least five years

100%

Of leadership fellows attain leadership roles in education

* targets determined after data is collected in summer 2015

Conclusion

**IN THE LAST 30 YEARS,
AIM HIGH HAS:**



served
9,000
students



trained
2,000
educators



**IN THE NEXT 5 YEARS,
WE WILL:**



serve
6,000
students



train
1,000
educators

This kind of scale will impact the greater Bay Area in two ways: By helping more students succeed in high school, and by helping more teachers deliver quality instruction in the summer and during the academic year.

Guided by our strategy, the next five years will bring us closer to ensuring that every middle school student will have access to joyful summer learning, inspired and innovative teachers, and the support they need to succeed in school and life.

Appendix: Key Funders

CATALYST INVESTORS

Bank of America
Susan Breyer
Susan and Mitchell Cohen
S.H. Cowell Foundation
Eustace-Kwan Family Foundation
Martha and Bob Falkenberg
Gap Inc.
David B. Gold Foundation
John & Marcia Goldman Fund
Lisa & Douglas Goldman Fund
Gruber Family Foundation
Hellman Foundation
Reid Hoffman Foundation
Mark Lampert and Susan Byrd
Lick-Wilmerding High School
Anne and Colin Lind
The Virginia Lopez Foundation
Roger Low
Louis R. Lurie Foundation
Connie and Bob Lurie
Gail and Charles McCabe
Stephanie and Bill Mellin
Oakland Fund for Children and Youth
Philanthropic Ventures Foundation
San Francisco Department of Children,
Youth, and Their Families (DCYF)
Silicon Valley Community Foundation
Shorenstein Company
Silver Giving Foundation
Marney and Patrick Tenney
Leslie and Frank van Veenendaal
Dean Witter Foundation

LEADERSHIP INVESTORS

Able Services
Ardea Fund
The Barrios Trust
Frederick E. & Anne R. Barstow Fund
S.D. Bechtel, Jr. Foundation
Louis L. Borick Foundation
Bothin Foundation
John Botti and Heather Hughes
Warren Breslau and Frances Hellman
Callison Foundation
Carmel Partners
Children's Support League
Cisco Systems Foundation
Cleo Foundation
Clorox Company Foundation
David L. Klein Jr. Foundation
Deloitte
Dignity Health
DivcoWest
Dodge & Cox
E. Richard Jones Family Foundation
Erol Foundation
Fidelity National Title Insurance
First Republic Bank
Doris & Donald Fisher Fund
Flextronics Foundation
Fullerton Family Foundation
Gamble Foundation
GGS Foundation
William G. Gilmore Foundation
Jane and Wyatt Gruber
Walter & Elise Haas, Sr. Fund
Noble & Lorraine Hancock Family Fund
Hathaway Dinwiddie
Clarence E. Heller Charitable Foundation
Miranda Heller and Mark Salkind
Robert Herr
Sylvain and Marjorie Heumann Family
Foundation
Intrepid Philanthropy Foundation
Irene S. Scully Family Foundation
Melanie Jackson and Neil Wangsgard
JP Morgan Chase Foundation
Franklin & Catherine Johnson Foundation
Barbara & Donald Jonas Family Fund
Alicia and James Kalamas
J.C. Kellogg Foundation
Katten Munchin Rosenman LLP
Kimball Foundation
Mary Lemmon
The Joseph and Mercedes
McMicking Foundation

Miranda Lux Foundation
Margaret Mak
Marin Academy
Marin Community Foundation
Catherine and Carrie Maslow
Andrew and Ann Mathieson
MetLife Investments
William and Betsy Miller
Meridee Moore and Kevin King
Morgan Stanley
NASA
Henry Mayo Newhall Foundation
Oakland Unified School District
Oracle
John Pedicini
Matthew and Stacy Perry
PG&E
Hope and Stephen Pilch
Pillsbury Winthrop Shaw Pittman
Queen of Hearts Foundation
Quest Foundation
John and Robina Riccitiello
Rogers Family Foundation
SanDisk
San Francisco 49ers Foundation
The San Francisco Foundation
San Francisco Unified School District
Seyfarth Shaw
Lori and Glenn Shannon
Shearman & Sterling
Sobrato Family Foundation
Kathy and Michael Spector
Sports Basement
The Swig Foundation
Tahoe-Truckee Excellence in Education Fund
Thomas J. Long Foundation
Sandra and John Thompson
The Urban School of San Francisco
US Bank
Visa USA, Inc.
Wareham Development
Warriors Community Foundation
Jeffrey and Deborah Weber
Weiler Arnow Investment Co
Wells Fargo Foundation
Katherine and Daniel Whalen
Caroline Wood
Worthe Real Estate
Karen and Trevor Wright
Tracy and Keith Zaky

Appendix: People & Leadership

SENIOR MANAGEMENT TEAM

Alec Lee, *Executive Director and Founder*
Michelle Capobres, *Director of Teaching and Learning*
Laura Foulke, *Director of Strategic Initiatives*
Stacey Lewis, *Director of Development*
Matt Reno, *Director of Operations*

AIM HIGH BOARD OF TRUSTEES

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John Horsch
Geoff Sears

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Travis Brownley
Omar Carrera
Mitch Cohen

Deborah Dasovich
Janet Durgin
Timothy Fitzpatrick
Kris Klein
Traci Lanier
Anne Lind
Ann Mathieson
Bill Mellin
Bruce Wheeler
Steve Van Zant

SILICON VALLEY LEADERSHIP COUNCIL

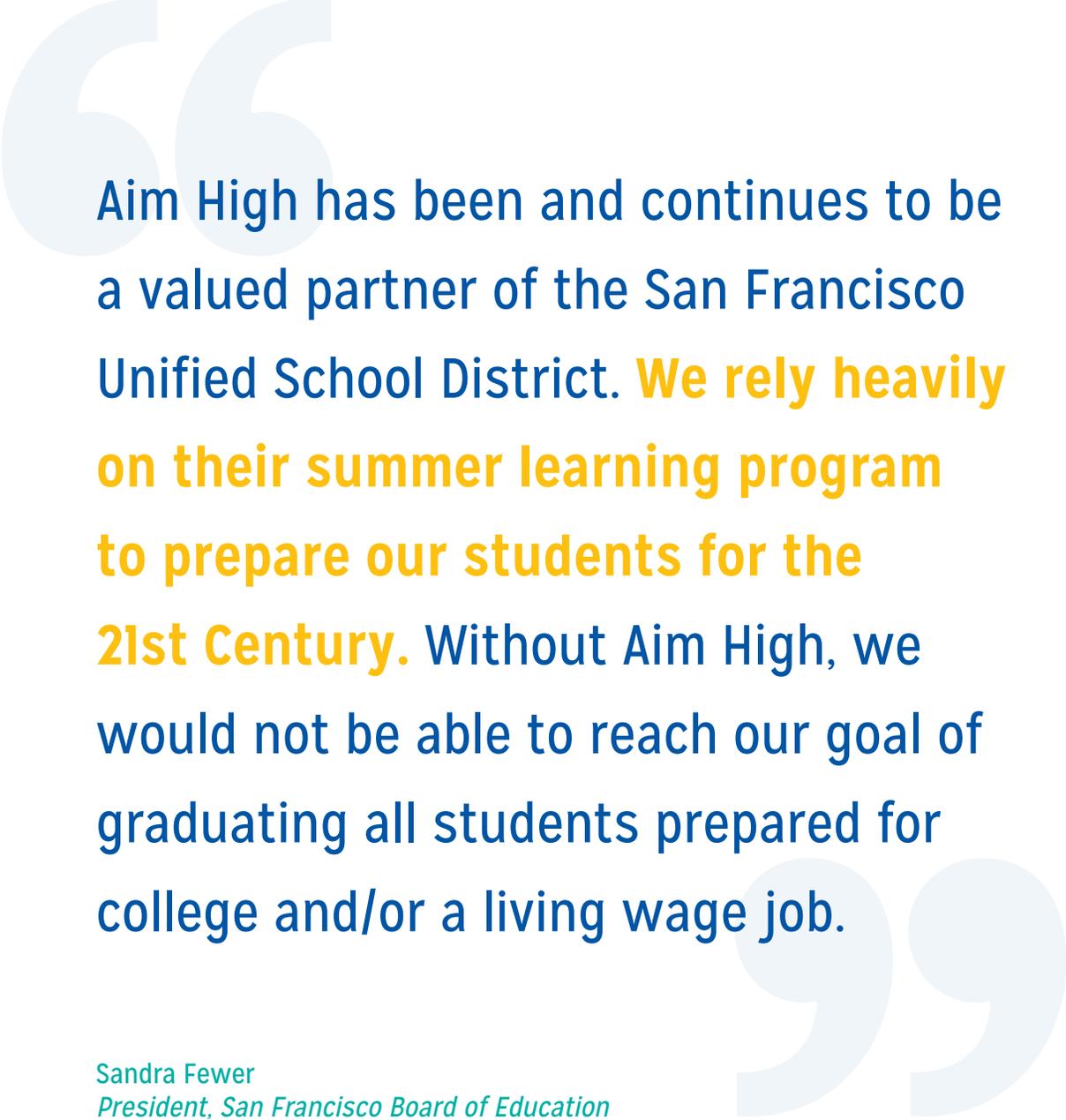
Bob Falkenberg, *Chair*
Jim Anderson
Ann Churukian
Lara Druyan
Peter Fortenbaugh
Marty Korman
Allison Leopold Tilley
Shelley Masur
Renu Nanda
Stephen Pilch
Karen Ross
Hildy Shandell
Michael Spector
Sandra Thompson
Frank van Veenendaal
Keith Zaky

TAHOE/TRUCKEE LEADERSHIP COUNCIL

Al Adams, *Chair*
Laura Brown
Mindy Carbajal
Susan Coe Adams
Marilyn Disbrow
Katie Jamison
Robert Kautz
Robert Leri
Suzi Phebus
Teresa Rensch
Neil Wansgaard

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Aim High has been and continues to be a valued partner of the San Francisco Unified School District. **We rely heavily on their summer learning program to prepare our students for the 21st Century.** Without Aim High, we would not be able to reach our goal of graduating all students prepared for college and/or a living wage job.

Sandra Fewer
President, San Francisco Board of Education



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Aim High Program



AimHighVideo



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