

STRATEGIC PLAN

2015-2020



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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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 transformative 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 prepared more than 10,000 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, Napa, 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: **88% of students report feeling more confident about doing their schoolwork in the upcoming year and 86% 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, **98% went on to enroll in college* compared to a national rate of 50% among low-income students.**

**Based on a 84% response rate of Aim High graduating classes of 2009, 2010, and 2011.*

Aim High
is one of the
nation's best
summer
programs.

National Summer Learning Association

**2016 CHAMPION OF
CHANGE IN SUMMER
OPPORTUNITY**

The White House

**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

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 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 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 and the Napa Valley.



The Aim High Difference

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

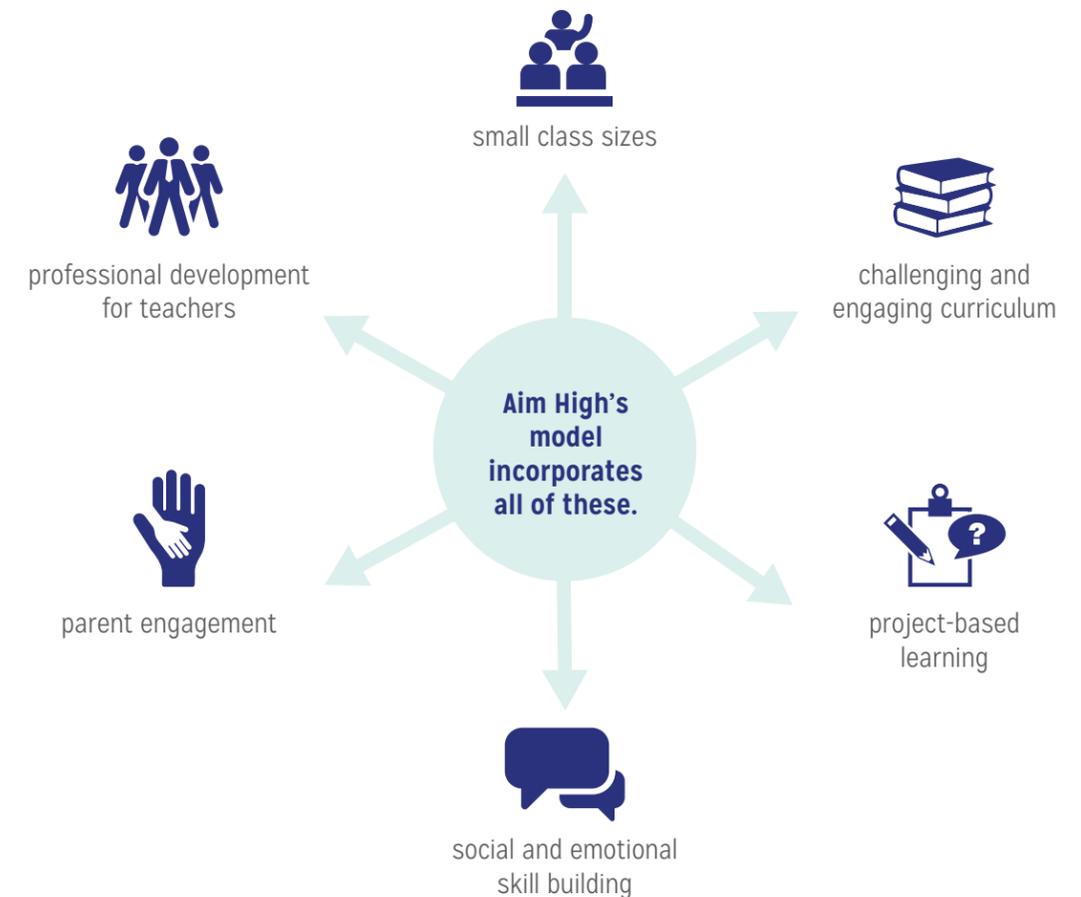
Aim High serves students ages 11-14 in grades six through nine. Once students are accepted into Aim High, we welcome them back every summer until they enter high school. Our multi-year model reinforces students' academic gains, deepens their connections to peers and positive role models, and helps ensure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



SOLUTIONS

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

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

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

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

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

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.

Enrollment in teacher preparation programs dropped 75% nationwide from 2005-2015. In California, fewer than 20% of all teachers are people of color, teaching a student body that is 75% youth of color—meaning most young people don't see themselves represented in the classroom.

We will recruit, train and retain teachers of color and emerging leaders by continuing to hire Aim High graduates as teaching interns. We also will create a pipeline into teaching by preparing and supporting these aspiring teachers to enter credential programs.

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

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.

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 10,000 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, growing to serve 1,000 more low-income students annually, and 6,000 total over the next five years. This will help Aim High meet the growing demand for free, high-quality summer programming across the greater Bay Area. While we expand, our commitment to quality and excellence will remain unchanged.



CREATE OPPORTUNITIES FOR STUDENTS AND ALUMNI

We must do more to ensure our students and graduates have access to opportunities that prepare them for high school and keep them on the path to college. By leveraging strategic partnerships with quality schools and youth-serving organizations, we will provide students with more support during the academic year and in high school. In the next five years, we will place 1,350 students and graduates into partner programs.



PREPARE THE NEXT GENERATION OF EDUCATIONAL LEADERS

Our students deserve the highest quality experience, and that requires the most innovative and prepared teachers. We will grow our teaching corps to 650 annually, and 1,000 total over the next five years. We will propel young people into teaching careers, provide new teachers with the support they need to stay in the field, and mobilize teachers to seek educational leadership. These efforts will strengthen instruction at Aim High while expanding our impact far beyond summer. We predict that our educators will return to their classrooms with more resources and improved skills, thereby reaching an estimated 40,000 students over the next five years.

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 key 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 enroll the right students.
- 2. Add campuses and grow existing sites.** We will launch five new campuses in Northern California and will increase cost efficiency by growing existing campuses to be 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, and smaller campuses help make that possible.
- 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 partnered with Stanford University's John W. Gardner Center on a study that will improve our ability to measure short, intermediate and long-term outcomes on students, and to inform decisions about growth and quality. (Read more on page 16.)

As a result, more Bay Area middle school students will be prepared for success in high school and 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



20

Sites Aim High will operate in 2020

\$2,100 

Average dollars spent per middle school student each summer

CREATE OPPORTUNITIES FOR STUDENTS AND ALUMNI



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 test a range of offerings for our students, including:
 - High school options informational sessions
 - Support with school and program applications
 - Skill-building workshops and test prep
 - 8th Grade Leadership Academy
- 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

1,350

Total Aim High students and graduates participating in partner programs

PREPARE THE NEXT GENERATION OF 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. Propel more young people, including Aim High graduates, into the field of education.** High school and college students who teach in our program are often inspired to pursue careers in education. We know that barriers into the field of teaching exist, especially for students from low-income backgrounds. We will lower these barriers through a summer teaching internship. High school and college students will gain teaching skills and experience by working directly with middle school students under the supervision of professional teachers and educational leaders. In addition, we will connect our college-age interns with local credentialing programs.
- 3. Embolden our teachers to seek educational leadership roles at Aim High and in their schools and districts.** We will launch a Leadership Institute that offers professional development workshops on Aim High's pedagogy and practices, resulting in a "bullpen" of inspired teachers who are ready and prepared to become Aim High Site Directors (our version of principals). This will improve leadership on our summer campuses, while also preparing more teachers for positions of leadership in their schools and districts.

The result will be a more diverse, prepared 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 ✅

Leadership Institute participants will receive high-touch mentoring in the next five years



70%

Of Aim High teachers who are people of color

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 BASELINE	2017 PROGRESS	2020 GOAL
 Sites	15	17	20
 Middle school students annually	1,920	2,200	3,000
 Students and grads placed in partner programs	—	650	1,350
 Summer staff (site directors, teachers, counselors)	450	525	610
 Leadership Institute participants	—	11	50
 Full-time staff	13	18	26
 Annual budget	\$4.3M	\$5.7M	\$7.8M
 Futures Fund capital raised (as of 2/1/17)	—	\$2.6M	\$10M

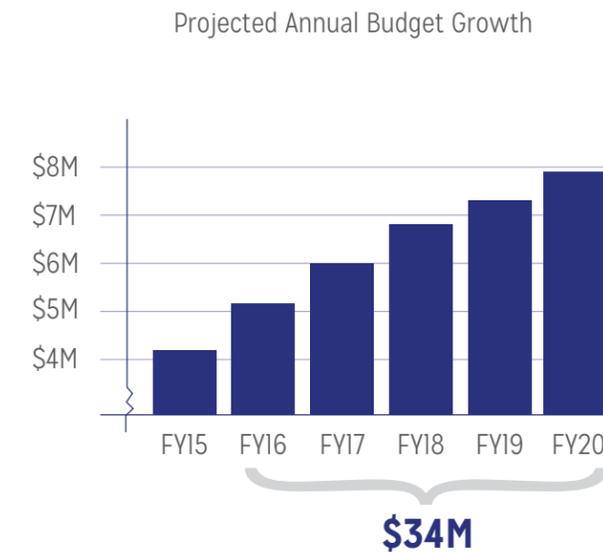


At the center of Aim High are the aptly named C.O.R.E values. These values stand for community, opportunity, respect, and high expectations. Without these values, I wouldn't be the person I am today. **I not only took these core values to heart, but I also took them to high school**, where I tried to 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: The Futures Fund

This plan requires Aim High to raise an additional \$10M. After 30 years of service, we are launching our first leadership campaign: The Futures Fund. This \$10M campaign can make our strategic plan a reality. Contributors will invest in growth, innovation and organizational capacity so that Aim High can successfully support and sustain a larger scale by 2020.

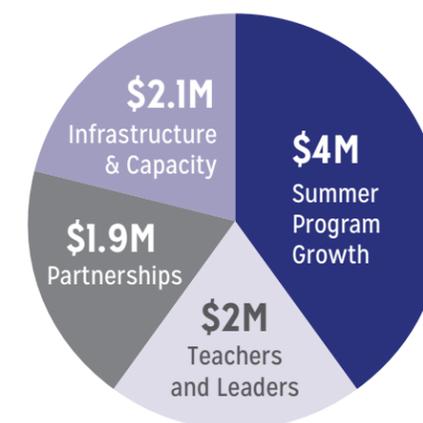


We seek 200 donors to make increased and three-year commitments to Aim High's Futures Fund. The table below outlines the types of donations we need to meet our \$10M goal

As of February 2017, we have raised \$2.6M from 10 donors.

# NEEDED	ANNUAL GIFT	3-YEAR TOTAL
1	\$500,000	\$1,500,000
2	\$250,000	\$750,000
5	\$100,000	\$300,000
5	\$75,000	\$225,000
10	\$50,000	\$150,000
15	\$25,000	\$75,000
25	\$10,000	\$30,000
50	\$5,000	\$15,000
85	\$1,000	\$3,000

Futures Fund Projected Expenses (2015-2020)



Our Impact

In March 2016, the John W. Gardner Center for Youth at Stanford University completed an implementation study of our program.

Researchers concluded that Aim High is implemented consistently and with high quality across sites, and our instructional design results in positive student outcomes. Additionally, through our emphasis on fostering a diverse community of educators and embedding professional development in our model, Aim High offers a unique contribution to the field of summer learning.

In partnership with the Gardner Center, we identified the following short- and long-term metrics to define our impact on students, teachers, and alumni. These metrics measure our success, monitor progress against annual goals and identify areas for improvement.

PROJECTED OUTCOMES FOR STUDENTS, GRADUATES AND TEACHERS

STUDENT OUTCOMES

- 80%** Gain academic knowledge
- 85%** Do well academically
- 90%** Increase their sense of competence
- 90%** Increase college and career awareness
- 95%** Improve social and emotional skills
- 95%** Experience an increased sense of community

ALUMNI OUTCOMES

- 80%** Pass grade-level, college-prep math and English courses
- 90%** Graduate from high school on time
- 85%** Enroll in to 2- or 4-year colleges

TEACHER OUTCOMES

- 80%** Of summer staff increase their teaching knowledge and skills
- 75%** Of summer staff increase their sense of self-efficacy as an educator
- 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

Conclusion

IN THE LAST 30 YEARS, AIM HIGH HAS:


served
10,000
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 preparing more teachers to 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
Chan Zuckerberg Initiative
Susan and Mitchell Cohen
S.H. Cowell Foundation
Eustace-Kwan Family Foundation
Martha and Bob Falkenberg
Laura Foulke
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
Salesforce.org
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
GGG 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*
Mike Abbott, *Director of Finance*
Michelle Capobres, *Director of Academics and Program Evaluation*
Laura Foulke, *Director of Strategic Initiatives*
Russell Gong, *Director of Information and Technology*
Stacey Lewis, *Director of Development*
Matt Reno, *Director of Programs*
Terrence Riley, *Director of Admissions and Student Opportunities*

AIM HIGH BOARD OF TRUSTEES

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Kaya Murray
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Hildy Shandell
Michael Shippey
Gary Teague
Patrick Tenney
Rosina Tong
Lawrence Weiss
Sharon Zezima

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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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