



2011 Annual Report



aim high

Dear Friends,

2011 was a special year for Aim High. Our organization launched a new summer campus at San Francisco's Mission High, enhanced our Math and Issues & Choices curriculum, added a team of social workers to support our most at-risk students, and initiated new partnerships with Tools for Peace and Voice of Witness.

This extraordinary year culminated with our 25th Anniversary Gala Celebration at Yoshi's in San Francisco. It was a magical night, and we were overwhelmed by the outpouring of support and enthusiasm from the Aim High community.

For the past 25 years we have witnessed the Aim High Magic in action. We know that joining the Aim High community of learning, exploring, feeling safe, inspired, and supported can be the beginning of a new trajectory for a child. We have shown that success in middle school leads to success in high school, on-time high school graduation, and matriculation to college.

Aim High began in 1986 with a start-up grant from the San Francisco Foundation. Since then, we've grown from serving 50 students with 10 teachers at one campus in 1986 to serving over 1,200 students at thirteen different summer programs across the Bay Area in 2011. We are proud of our careful growth and our deep, meaningful impact on students, teachers and families. We are humbled and gratified by your belief in the work of Aim High. All of you have helped make this amazing story happen. We could not be more appreciative.

As we embark on Aim High's next chapter, we pause to celebrate and to reflect on what we have created and accomplished in 2011. On behalf of the students, families, and teachers who have experienced the Aim High Magic, we thank you for your loyal and generous support and look forward to the next 25 years of serving kids together.

Sincerely,



Alec L. Lee Jr
Executive Director



Robert L. Falkenberg
President, Aim High Board of Directors





what we do



About Aim High

Aim High's mission is to inspire a life-long love of learning and instill a sense of community, opportunity, and respect so that students are prepared for success in school and life. We provide high-need urban youth with free access to an innovative, challenging, and supportive summer school program.

For the last 25 years, Aim High has helped more than 7,000 underserved Bay Area students reach for their dreams. At the core of our work is our five-week summer learning program. Our program provides low-income students with rigorous academic instruction, leadership skills, new experiences, role models, and new friends—at no cost to them or their families. Aim High students become part of an inclusive and culturally rich community focused on doing well in school, going to college, and exploring career opportunities that will propel them to become leaders in their communities. Other Aim High initiatives include after-school tutoring, environmental education, school application support, and teaching opportunities for Aim High alumni, high school, and college students.

Aim High is nationally recognized as a leader in the field of summer learning and youth development. Aim High has earned numerous awards, including the Excellence in Summer Learning Award from the Summer Learning Association, and the prestigious Neighborhood Builders Award from Bank of America. In 2010, Aim High was ranked among the Bay Area's top ten education non-profits, according to a group of experts assembled by Philanthropedia.

2011 Summer School Sites

San Francisco:

- Mission High School, Mission District
- Presidio Middle School, Inner Richmond
- E.R. Taylor Elementary, Portola District
- Lick-Wilmerding High School, Ingleside
- San Francisco Community School, Excelsior
- Yick Wo Elementary, Chinatown (at Marina Middle School)
- Urban School of San Francisco, Haight

Oakland

- St. Paul's Episcopal School, Lake Merritt
- Urban Promise Academy, Fruitvale

Marin County

- Marin Academy, San Rafael
- Martin Luther King Academy, Marin City

Peninsula

- Hoover Middle School, Redwood City
- Willow Oaks Elementary, East Menlo Park

Environmental/Outdoor Education Sites

- Golden Gate National Recreation Area, Marin
- Huddart Park, Woodside
- Redwood Regional Park, Oakland

who we serve



Aim High is proud to serve a culturally diverse community. The backgrounds, interests, achievements, and experiences that define Aim High's students, faculty, staff, and their families are at the core of the Aim High Magic.

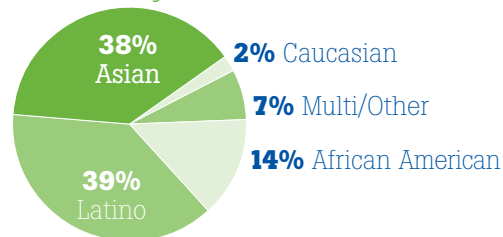
New in 2011: Mission High Campus & Partnerships

Aim High always strives to serve new students by expanding our programs to new sites. This year, in collaboration with the **San Francisco Unified School District**, Aim High launched a brand-new site at Mission High School, providing access to summer learning to 46 new seventh graders. A generous grant from the **S.H. Cowell Foundation** allowed us to add a sixth grade cohort at SF Community School, providing crucial summer learning for 21 new sixth graders. These sixth graders will now be eligible for four consecutive summers of learning enrichment at Aim High. Aim High also works with many organizational partners to enrich our students' education. In 2011, **Root Division** helped Aim High students to create a mural for the new Mission High campus, and the **Mission Science Workshop** led hands-on science lessons with Aim High students. **Voice of Witness**, a non-profit book series, provided a curriculum, materials, and support for 8th graders at the Presidio Middle School campus to engage in an oral history project exploring immigration. **Spark** brought its hands-on youth apprenticeship program to students at Aim High's E.R. Taylor campus. Other partner organizations include **Tools for Peace**, **First Tee**, and the **Exploratorium**.

Students Served in 2011

1,238 Middle School Students

Student Ethnicity



Communities Served in 2011

San Francisco: **770** students
 Oakland: **200** students
 Peninsula: **157** students
 Marin: **111** students

Top San Francisco neighborhoods served:
 Ingleside/Excelsior, Visitation Valley, Bayview/Hunters Point, Mission District, Chinatown, Western Addition, Outer Sunset, Outer Richmond

Top Peninsula/East Bay/North Bay neighborhoods served: East Palo Alto, Fair Oaks, Fruitvale, Canal District, Marin City



Family Information in 2011

69% Poverty or Low Income Level
Family income level is calculated using HUD formula for student's county of residence. Incomes are self-reported.

72% have a child/children eligible for free school lunches

66% speak a language other than English at home

61% have a child/children poised to be the first in the family to graduate college

19% of Aim High parents are college graduates



results

Summer learning is receiving long-overdue attention as a means for a positive change in education. Research indicates that nearly all the differences between poor children and middle-class children can be attributed to differences in summer learning opportunities as well as availability of access to horizon-broadening experiences. Research also suggests that students who don't engage in academic activities over the summer can lose at least two months' worth of skills in math and literacy. One of Aim High's top priorities is to prepare students to learn in the coming fall by sharpening their understanding of previously learned material, and introducing new information.



New in 2011: Site Counselors

Some students need professional guidance when they have social or emotional issues that prevent them from fully engaging in school. This summer, in addition to individualized attention in the classroom, Aim High students also had access to support outside the classroom from on-site counselors for the first time. Aim High brought three site counselors to campuses in Oakland, the Peninsula, and San Francisco to provide emotional, behavioral, and general developmental support. Throughout the summer term, counselors led information sessions, teacher trainings, and one-on-one counseling. Aim High takes our students' mental health and general well-being very seriously, and we hope to be able to allocate funds in the coming year to increase our counseling staff from three to six to support all our sites.

Key Indicators of Aim High's Impact in 2011

17% average gains in Pre-Algebra math skills after five weeks for all students

21% average gains in Pre-Algebra scores for 8th and 9th graders

Why it matters: Research indicates that competency in Algebra is a significant step forward on the path to college. Despite many signs that point to the importance of proficiency in Algebra, an alarming number of Bay Area students do not successfully complete this course. However, at Aim High, 93% of students reported improvement in their math skills in 2011.

95% of students say that Aim High helped them become excited about learning new things.

97% say they feel more confident about next year's schoolwork.

Why it matters: Research demonstrates that students who feel engaged and challenged in programs outside school are considerably more likely to have high grades in English and math.

97% of students say that Aim High helped them to understand the relationship between high school and going to college.

Why it matters: Research shows that students' academic performance and focus by the end of 8th grade is a better indicator of college matriculation and success than anything that happens in high school.

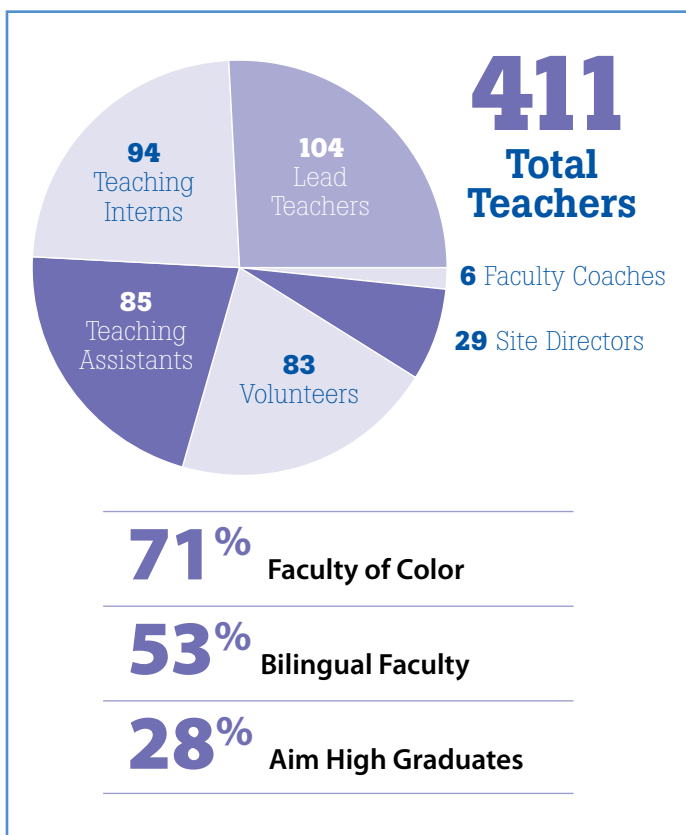
95% of Aim High's Class of 2005 completed high school on time and are currently enrolled in college.*

More on that: When asked to rank the factors that made a difference in their successful graduation from high school students chose Aim High above all other academic programs and anything else that happened in middle school. *Self reported. 42% return rate for graduate survey.

teachers

Aim High's unique and transformative teaching model brings veteran and novice educators from diverse backgrounds together to form a richly gifted community of mentors and teachers. In the classroom, TAs, Interns, and Lead Teachers work as a team to create lessons that are interactive and meaningful. Our 1:4 teacher-to-student ratio ensures that no student falls through the cracks. For our professional educators, teaching at Aim High is an opportunity to explore new curriculum, get feedback on their teaching, collaborate and innovate with their peers, and act as mentors to young teachers. High school and college students, many of whom are Aim High alumni, work as Teaching Assistants and Interns. Aim High creates summer employment opportunities for teachers of all levels that translates into a powerful leadership experience, and can serve as a springboard into a career in education.

Our Teachers in 2011



2011 Teaching Awards

Each year, Aim High presents two awards to graduates of our program who have returned to Aim High to become outstanding teachers. The **Anne Murray Ladd Teaching Fellowship**, established in memory of a dedicated Aim High teacher, recognizes a faculty member who has demonstrated exceptional leadership in the classroom and community. The **Marc Frauenfelder Scholarship**, established in memory of a devoted supporter, is presented to Teaching Assistants who are graduates of Aim High and are beginning their first year of college in the fall.

2011 Anne Murray Ladd Teaching Fellows

Elizabeth Reiff, Site Director, Aim High Environmental Homes

Elias Johansson-Miller, Teaching Intern, Aim High at Lick-Wilmerding High School

Jacob Berry, Teaching Intern, Aim High at San Francisco Community School

2011 Marc Frauenfelder Scholars

Betsy Dimas, TA, Aim High at Marin Academy

Erick Lopez, TA, Aim High at the Urban School of San Francisco

Vivien Yuen, TA, Aim High at E.R. Taylor Elementary School



environment

Environmental Education

The mission of **Aim High's Environmental Home Program** is to provide a hands-on outdoor recreation and work experience that fosters environmental awareness, interpersonal understanding, and a strong stewardship ethic that students can carry with them for the rest of their lives. Part community service, part leadership retreat, and part ecology education, Aim High's vibrant and innovative weeklong environmental education course is the capstone experience for Aim High's graduating 9th graders.



Headlands Environmental Home

For the last 15 years, our students have spent a week in the Marin Headlands' Tennessee Valley during their final Aim High summer. With the guidance of the Golden Gate National Recreation Area Habitat Restoration Team, students learn the fundamentals of stewardship by undertaking projects including trail maintenance and removal of invasive plants. Our students provide more than 1,500 volunteer work hours to the park annually. Students also camp overnight, hike, visit the beach, take solos (periods of quiet reflection), write in their journals, speak and listen to the group at Council, and learn about the ecology and the history of the region from park experts and naturalists. During the school year, small groups of students from select SFUSD middle schools continue to practice stewardship and environmental studies in the Tennessee Valley.



East Bay & Peninsula Environmental Homes

In 2008, Aim High began to expand its environmental education program to serve students from our East Bay and Peninsula campuses at sites in Huddart Park, Redwood Regional Park, Sausal Creek, and the Palo Alto Baylands. Over the past three years, Aim High has continued to build the capacity of these new Environmental Homes, strengthening partnerships with local park services and supporters and providing hundreds of Bay Area youth with environmental education and access to local wilderness areas.

2011 Environmental Home Highlights

98% of participants say they deepened their understanding of environmental stewardship

95% say they took a risk or tried something new during their environmental week

92% say they now have a better understanding of environmental preservation

70% say they are now interested in returning as an Environmental Home TA or intern as a result

67% say that it was the first time they had been to the park they visited during their environmental week

The Aim High Environmental Home Program is a partnership among Aim High, the Golden Gate National Recreation Area (GGNRA), the National Parks Conservancy, East Bay Regional Parks, and San Mateo County Parks.

sponsors &

NOTE: This report represents gifts and grants received between September 1, 2010 and August 31, 2011. We apologize in advance for any errors or omissions. We thank all our contributors for their generosity in 2010-2011.

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financials



2010–2011 Financial Report

(September 1, 2010 to August 31, 2011)

Fiscal Year 2011 Income

	Percent of Total	Amount
Foundation	42%	\$1,122,530
Individual	28%	\$750,734
Public	16%	\$425,055
Corporate	10%	\$262,540
Partners	4%	\$104,889
TOTAL	100%	\$2,665,748

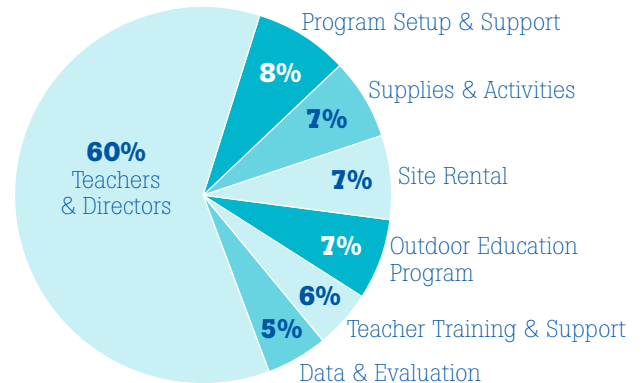
Fiscal Year 2011 Expenses

	Percent of Total	Amount
Program	77%	\$2,029,832
Development	15%	\$397,360
General & Admin	8%	\$206,063
TOTAL	100%	\$2,633,255

This expense information is excerpted from financial reports from September 1, 2010 through August 31, 2011 with Armanino McKenna, LLP.

How are Aim High dollars spent?

Program costs at a typical site:



60% Teachers & Directors: **\$99,000**

8% Program Setup & Support: **\$12,720**
(hiring, student recruitment, partnerships)

7% Supplies & Activities: **\$12,000**
(lunches, snacks, pencils, paper, field trips)

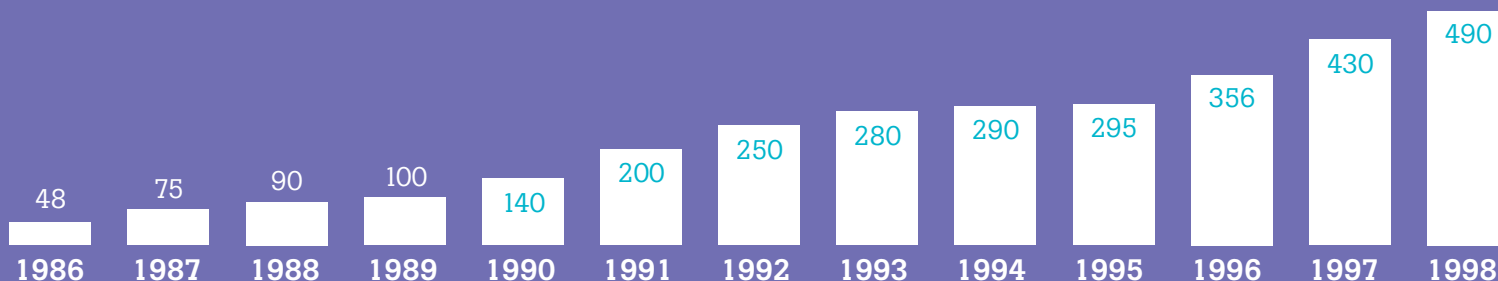
7% Site Rental: **\$12,000**
(at public schools sites)

7% Outdoor Education Program: **\$11,550**
(buses, gear, naturalists, snacks)

6% Teacher Training & Support **\$9,020**
(workshops, curriculum, coaches)

5% Data & Evaluation: **\$8,000**
(parent and student surveys)

Aim High's Student Capacity Growth 1986–2011



aim high magic

Celebrating 25 Years of Aim High Magic

Aim High was co-founded in 1986 by Executive Director Alec Lee, then a high school history teacher, and his fellow teacher Eleanor McBride. Since its inception, Aim High has grown from just 50 students and 10 teachers at one campus in its first year, to over 1,200 students and 400-plus faculty members at 13 campuses in 2011. Here are a just a few voices from Aim High's history, speaking about what Aim High means to them.



"Aim High, on a personal level, means a time of the year when I feel my best. I love being part of this community... I feel engaged, motivated, and part of something so special for six weeks each summer. Aim High is also what rejuvenates me and builds up my

reserves of confidence. I feel successful at Aim High, and I think students & staff do too... We have not lost sight of our core value of community and the minimum expectation that all students feel safe and happy to be at Aim High every day."

—**Kate Baker**, Lead Teacher, Aim High at Yick-Wo, 1997-98;
Co-Director, Aim High at Gateway 2005;
Founding Co-Director, Aim High at Mission High, 2011

Kate serves as a Learning Support Professional at Horace Mann Middle School in San Francisco during the regular school year and continues to work as an Aim High Site Director during the summer.



"Aim High Magic is a 12 year-old kid from Hunters Point leading a 13 year-old kid from the Marina in a trust walk around campus. Aim High Magic is relationships that span more than half your life on earth. Aim High Magic changed my life."

—**Charles Jolivette**, Aim High Class of 1996;
Lead Teacher, Aim High 1998-2010

Charles is an award-winning novelist, poet, and entrepreneur. He currently resides in Louisiana where he plans to open several businesses to promote and preserve the Creole culture.



"If your child is in Aim High, you are in Aim High; the pot luck dinners, the open house class night, the talent shows— I really enjoyed my time in Aim High. Meeting and working with Aim High founder, Mr. Alec Lee,

such a gentle soul, is also a highlight of my Aim High story... Alec Lee is a man of vision who [was] able to make his vision materialize into such a fantastic program."

—**Evered Cohen**, Aim High Parent

Evered is father to five daughters who are all Aim High graduates, including Malia Cohen, who is currently San Francisco's District 10 City Supervisor.





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