

 **Aim**  
**High**

# 2010 Vision

**Strategic Plan Executive Summary**  
**Updated October 2007**

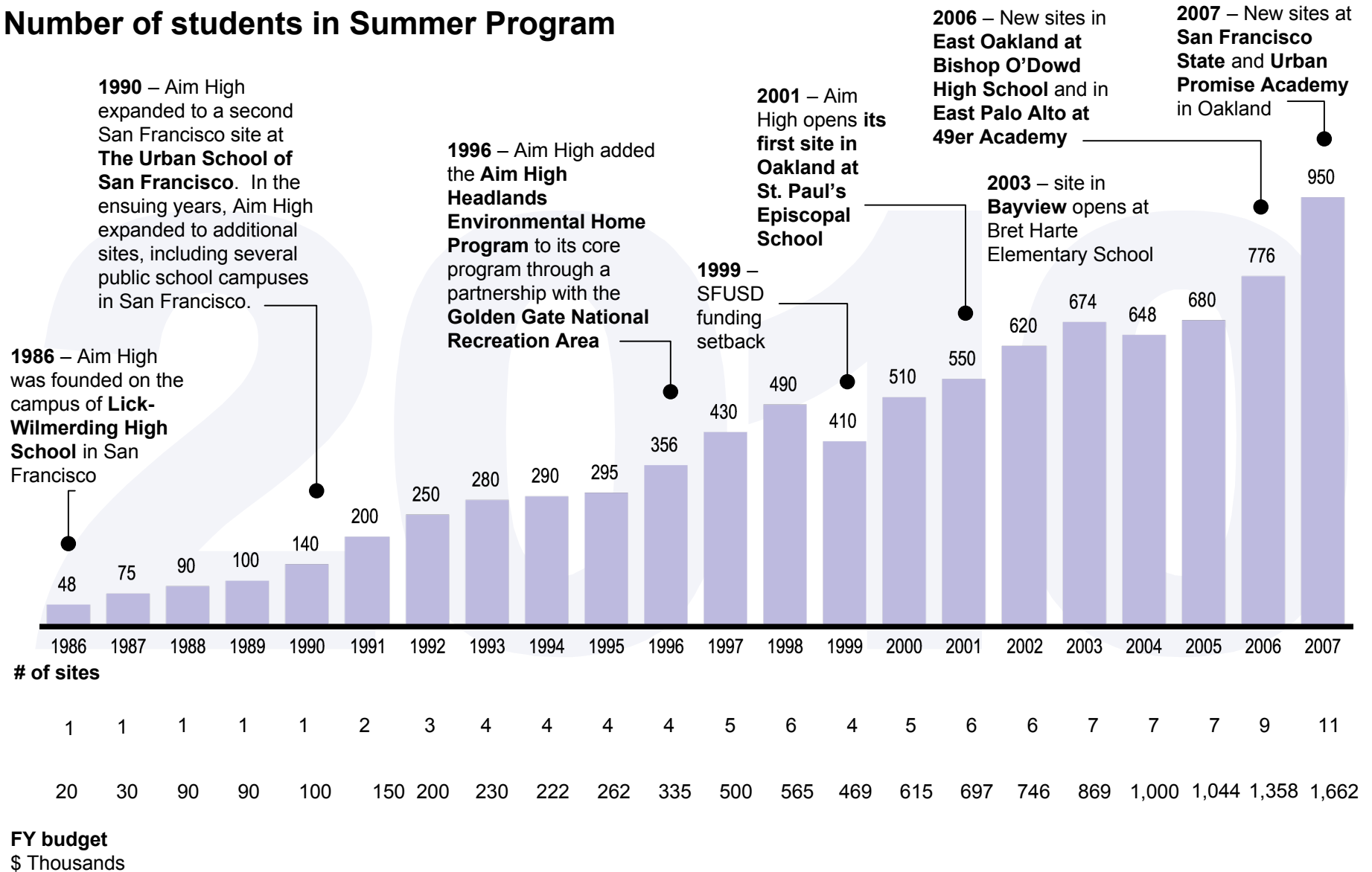
## Mission of Aim High

**The mission of Aim High** is to provide underserved urban youth with challenging, innovative and highly supportive educational programs, most notably our exemplary summer school.

The goal of Aim High is to ensure that our students are well-prepared for success in school, have a deep appreciation for their community, and are aware of the issues – personal, local and environmental – that affect their lives. Our vision is to inspire youth to reach for their dreams.

# History of Aim High

## Number of students in Summer Program



# Aim High Snapshot: 2007

A vibrant and innovative outdoor/environmental program, a key element of the summer program, based in the Marin Headlands

**Headlands  
Environmental  
Home Program**

Highly challenging and supportive tuition-free summer school in 11 San Francisco, Oakland, and East Palo Alto neighborhoods

**Core  
Summer  
School  
Program**

**Student Center**

Tutoring, workshops, cultural enrichment and community-building opportunities are available during the academic year for summer students and graduates

A commitment to faculty development and teacher training for new and beginning teachers, refinement of curriculum

**Teaching &  
Learning**

**Aim High  
Community  
Charter School**

Design & implement a comprehensive plan for the launch of a small, public middle school

# Lean, dedicated staff: 2007

## **Alec L. Lee, Jr., Executive Director**

Alec Lee is an accomplished educator, founded Aim High in 1986 and serves as the full-time Executive Director. Alec has a Masters in Education from Harvard University, a BA in History from Bowdoin College, and received a Klingenstein Fellowship from Columbia Teachers College. Alec taught History at Lick-Wilmerding High School, a college preparatory high school in San Francisco, for 17 years. As the Executive Director, Alec oversees the work of the Director of Operations, the Director of Development, and the Director of the Headlands Environmental Home Program, ensuring the growth and success of the programs and the organization as a whole. Alec is also leading the organization's effort to design and launch Aim High Community Charter School, a small, public middle school.

## **Matt Reno, Director of Operations**

Matt Reno is an experienced educator and administrator. Matt has been a teacher and site director at Aim High for 15 years, and became a full-time employee in the summer of 2004. Before joining the Aim High staff, Matt was the Dean of St. Joseph's of the Sacred Heart, a college preparatory school in Atherton, CA, for nine years. Matt has a Masters in Education from University of San Francisco, and a BS in Marketing from San Francisco State. As the Director of Operations, Matt has primary responsibility for the day-to-day management of the finances of the program, manages the data collection and evaluation efforts for the program, leads the development of winter phase activities, and provides technical support to site directors.

## **Laura Foulke, Director of Development**

Laura Foulke has fifteen years of experience in education and nonprofit management. Before joining Aim High, Laura served as the Dean of Student Support Services at a K-8 charter school in Dorchester, MA, was the Director of Early College Awareness and managed a GEAR UP partnership between Harvard University and a middle school in Boston focused on helping middle school students prepare for and pursue post-secondary education, and was a Program Officer at a small foundation in San Francisco. Laura has a Masters in Education from Harvard University and a BA in English from Bowdoin College. As the Director of Development, Laura has primary responsibility for fundraising and external relations for Aim High.

## Lean, dedicated staff: 2007

### **Michelle Burns, Director of Student Center / Office Manager**

Michelle Burns was a teacher at Aim High for two summers at the campus at Visitacion Valley Middle School. Michelle worked in San Francisco public middle schools for three years teaching health education and supporting administration, faculty and staff in creating learning environments that support student growth both academically and socially. Michelle coordinated a Parent and Community Center and coordinated the after-school tutorial program, recruiting and supporting community volunteers. She has a BS in Health Science from San Francisco State University, and a teaching credential in Health Education for secondary school. Michelle joined the Aim High staff in August of 2006 as the organization's first Director of the Student Center, and as such is responsible for overseeing a range of supplemental and support services for Aim High students and graduates.

### **Sandra Lee, Director of Special Projects**

Sandra began her career in education teaching students with learning disabilities in Phoenix, Arizona as a Teach for America corps member. Before becoming a founding teacher at Aim High Academy in San Francisco, she worked with students in Oakland as a resource specialist. Sandra taught math and science at Aim High Academy before she served as the Principal during her final year at the school. Sandra studied Cultural Anthropology and received a BA from the University of Pennsylvania. While in Arizona, she earned a M.Ed. in Curriculum & Instruction from Arizona State University. Sandra was selected to be a Behring Fellow at UC Berkeley and earned a Masters in Education upon completing the Principals Leadership Institute (PLI) program. Sandra joined the Aim High staff in the fall of 2006 as the Director of Special Projects.

### **Richard Lautze, Director of Headlands Environmental Home Program (.5 FTE)**

Richard Lautze, a veteran teacher at The Urban School of San Francisco, has worked part-time for Aim High for over 15 years and has served as the Director of the Headlands Environmental Home Program for the last nine years, supervising the program both for the summer school and during the academic year while working closely with lead teachers from the four collaborating middle schools that are involved in the program during the academic year. Richard teaches Math and California Studies at The Urban School of San Francisco. He has a BA in Sociology from UC Davis, and teaching credentials in Math and Social Studies for secondary school.

# Ingredients to Aim High's success

**Focus on  
students and  
neighborhoods  
in need**

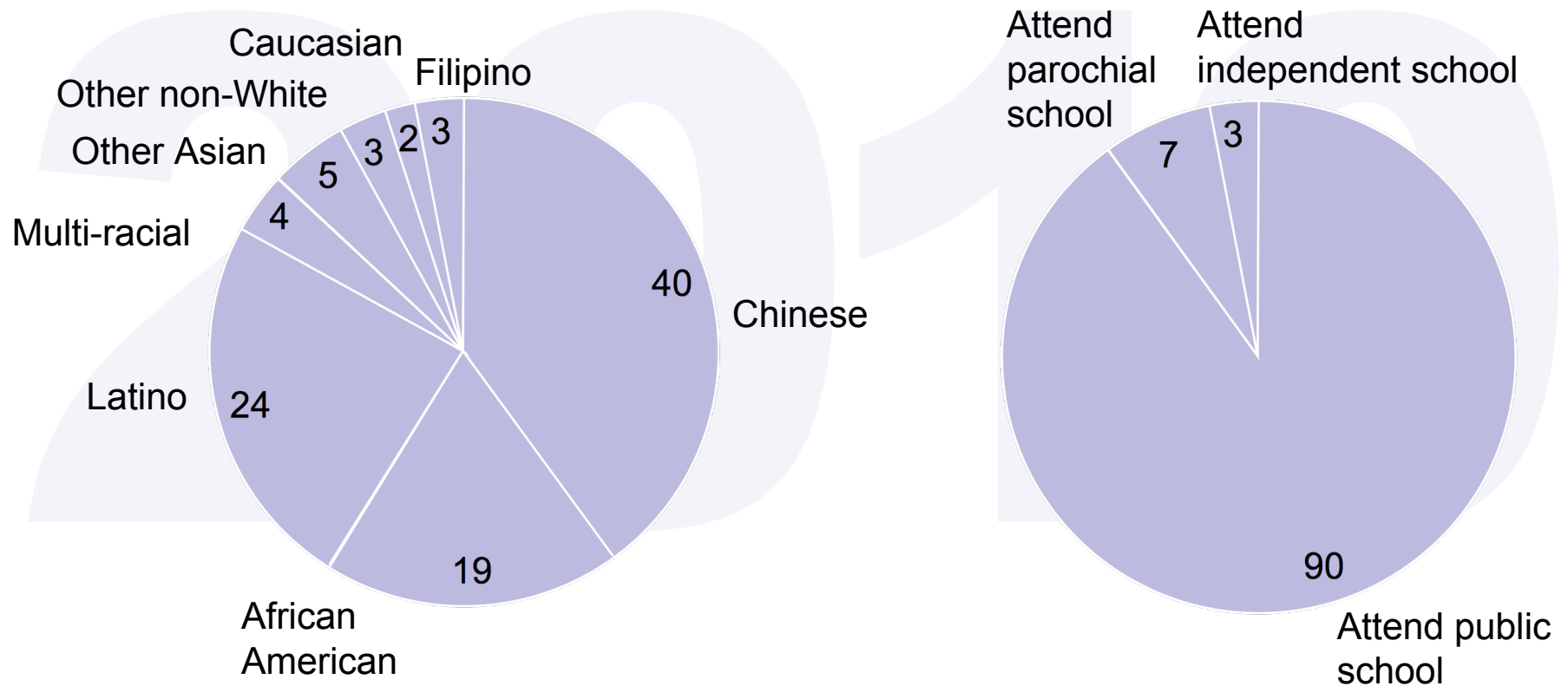
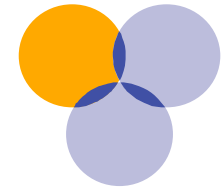
**Lasting  
relationships  
and a network of  
support**

**Creative  
curriculum and  
teaching  
excellence**

**Aim  
High**

# Focus on students and neighborhoods in need

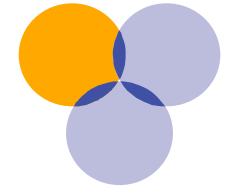
**Aim High targets and serves diverse students who represent the racial, ethnic and economic diversity of youth living in the Bay Area**



Summer 2006

77% of students speak a language other than English at home

# Focus on low-income youth



## Household income

- Aim High *average* household income is \$35,460
- Aim High *median* household income is \$26,800

### By comparison...

- San Francisco median household income is \$57,417
- The annual income required for self-sufficiency for a San Francisco family of three is \$69,241

Source: National Economic Dev. & Law Center

## Free or Reduced Lunch

- 59% of Aim High students qualify for free or reduced lunch

### By comparison...

- 58% of all middle school students in the SFUSD qualify for free or reduced lunch

# A closer look at youth & neighborhoods in need...

## • In San Francisco ...

- The neighborhoods of the city most densely populated with families raising children are primarily in the southeast sector:
  - **Bayview Hunters Point**
  - **Mission**
  - **Visitacion Valley**
  - **Ingleside**
  - **Excelsior**
- 14% of children live in poverty; 36% of African American children and 18% of Latino children live in poverty
- Because of their large population, Asians make up the greatest number of children (5,000) living in poverty

## • In Oakland ...

- 27% of families with children under 18 are living in poverty
- Suspensions for violence are highest in the middle grades; 57% of the students suspended for violence were in middle school
- Less than a third of students in Oakland report having caring relationships with teachers or other adults at school
- Less than 40% feel that there are high expectations of them in school

Sources: DCYF 2005 Report; Oakland Fund for Children & Youth Needs Assessment 2005

# Lasting relationships and a network of support

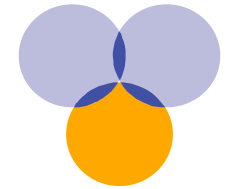
## Strong, lasting relationships

- 80% of students “graduate” from Aim High after 3 or 4 years
- 84% of students participate in Aim High for 2 years
- 31% of summer faculty are graduates of Aim High
- ALL Aim High students and graduates are contacted multiple times throughout middle school and high school

## Network of support

- Creates neighborhood-based campuses that serve as “hubs” for the community
- Works in close collaboration with like-minded youth-serving nonprofits and schools
- Creates a “bridge” between public schools and independent schools
- Provides a “pipeline” into teaching for diverse and talented potential future teachers
- Supports parent involvement through Orientation, Back to School Night, Cultural Days, and celebrations

# Teaching Excellence



## Strong, diverse cadre of teachers

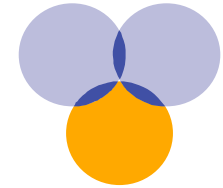
- Aim High recruits and hires qualified Master Teachers who provide training and support for Interns and Teaching Assistants:
  - Hire over 200 teaching staff to ensure small classes and a low teacher to student ratio of 1:8
  - Hire experienced professional teachers from public, parochial and independent schools
  - 31% of ALL summer faculty are graduates of Aim High
  - 64% of the summer faculty are people of color
  - 31% of the summer faculty are bilingual

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## Teacher retention

- Aim High retains teaching staff for 2.4 years on average
- 47% of ALL the high school and college students who teach in the program are graduates of Aim High
- Site Directors commit to the program for a minimum of 3 years

# Creative Curriculum



## Innovative Curriculum

- Aim High provides an academically rigorous, challenging, and innovative summer school curriculum:
  - Daily classes include math, science, Humanities (Social Studies & English Language Arts)
  - Issues & Choices class provides a safe space for students to discuss issues that are important to them (e.g. peer pressure, conflict resolution, substance abuse prevention, sexuality)
  - Morning meetings and campus-wide activities promote teamwork and cultivate a caring community
  - Advising sessions provide additional individualized support

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## Enrichment & environmental education

- Cultural Days deepen students' understanding and experience of diverse cultures
- Afternoon enrichment offerings expose youth to new skills and experiences (arts, vocational skills, sports, hobbies)
- Environmental stewardship and outdoor education are emphasized through the Headlands Environmental Home Program

# Proven impact and track-record

## Summer program has positive impact on attitude toward learning and school...

- 96% of Aim High students reported that the program helped them become well-prepared for high school
- 89% of Aim High students reported that the program helped them develop a deep appreciation for their community
- 93% of Aim High students reported that the program helped them become more aware of the personal, local and global issues that affect their lives

- 2004 survey results

## ...with measurable improvement in attendance and GPA during the school year...

- Aim High 7th grade students made significantly greater gains in GPA than the demographically equivalent control group
- Aim High students have significantly higher school attendance rates (over 97%) than their SFUSD peers
- Overall, both Chinese and Latino Aim High students made significantly greater gains in GPA than their comparison population

- 2005 San Francisco Unified School District Quantitative Evaluation

## ...resulting in sustained commitment to education

- Approximately 80% of students who join Aim High after 5th or 6th grade “graduate” from the program in 3 or 4 years.
- 95% of Aim High graduates complete high school and 90% of those graduates go on to attend a two- or four-year college
  - 2005 Internal Study of Aim High Classes of 2000 and 2001

# Despite success, unmet need is enormous...

## Adolescence transition is key

- Adolescence is when youth acquire the attitudes, competencies, values, and social skills that translate into successful adulthood
- During middle school, underserved students tend to fall behind or lose interest in school
- Summer is often a 3-month vacation from learning ... this can mean trouble when they return to school in the fall

## Summer school is critical for low-income students

- Research shows that students experience learning losses during the summer:
  - On average, all students lose ~2.6 months of grade-level equivalency in mathematical computation during the summer
  - Problem exacerbated for low-income students: on average lose ~3 months of grade level equivalency during the summer
- The San Francisco Unified School District as well as other Bay Area districts have eliminated virtually all of their summer school offerings

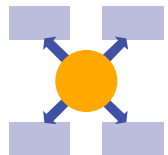
## Coaching and support is needed for success in school

- Many low-income, urban students are not receiving the support, guidance and resources during their high school years to ensure a successful college transition
- Nationally, 30% of high school freshmen fail to earn a standard diploma within four years
- In California, just 58% of African American and 56% of Hispanic students graduate from high school

**Aim High is turning away 35% of the students who apply due to lack of funding / resources**

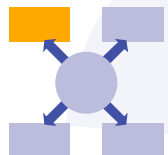
Sources: Cooper, Harris, Making the Most of Summer School; Entwistle & Alexander; Nat'l Center for Education Statistics

# Summary of where we are headed - Vision 2010



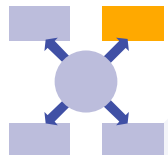
## Summer School Program

- Aggressively expand summer program to meet needs in the Bay Area
- 9 sites with 776 students to 12 sites with 1,200 students



## Headlands Environmental Home Program

- Expand partnership with GGNRA to increase opportunities and access to the park for urban youth
- Design & build a new Center in the Marin Headlands



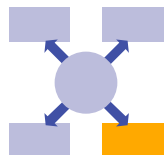
## Student Center

- Expand current program to include a new high school and college preparation workshops and other enrichment activities to current students and Aim High graduates



## Teaching & Learning

- Develop and formalize faculty development and teacher training
- Publish curriculum, share practices



## Aim High Community Charter School

- Continue to research and develop a comprehensive plan for the launch of a new small public middle school based on the summer model

# What is needed to get there

## I. Ambitious funding objectives

- \$1.3 million annual budget in 2006, increasing to \$2.1 million by 2010
- Creation of more predictable funding base for the organization
- New targeted funding sources for growth initiatives (new campuses, environmental, college readiness, etc.)

## II. Lean but expanded organization

- 5 full-time staff in 2006, growing to 9 full-time staff by 2010
- 200 part-time teaching staff in 2006, growing to over 300 part-time teaching staff by 2010

## III. Additional partnerships

- Schools
- Community-based organizations
- Foundations & corporations

# How you can support Aim High



## Reach for a Dream Sponsor

$\$100,000 / \text{yr} \times 5 \text{ yrs} =$   
 $\$500,000$

To launch a new summer campus or underwrite an existing campus

- **San Francisco**
- **Oakland**
- **South Bay**
- **Other**

## Vision 2010 Sponsor

$\$50,000 / \text{yr} \times 5 \text{ yrs} =$   
 $\$250,000$

To support major initiatives:

- Support for a **new or existing campus**
- Fund **Headlands Environmental Home Program**
- Support for **Student Center**
- Develop and disseminate **Teaching & Learning** curriculum

## Directors' Circle

$\$25,000 / \text{yr} \times 5 \text{ yrs} =$   
 $\$125,000$

To ensure that Aim High extends its reach to more **students over the next 5 years**

# How you can support Aim High



## Teachers' Circle

\$5,000 / yr X 5 yrs = \$25,000

To pay stipends for:

- **Master Teachers**
- **Interns**
- **Teaching Assistants**

## Students' Circle

\$1,500 / yr x 5 yrs = \$7,500

To pay the cost of **one student** for 5 years

## Dream Builder

\$500 / yr x 5 yrs = \$2,500

To support Cultural Days, educational & enrichment opportunities, college counseling sessions and other core elements of the program

## Other

Tell us how you can see yourself getting involved (tell a friend, provide in-kind support, volunteer, other...)

# Foundations, Corporations & Other Major Funders 1986-2007 (partial listing)

- Able Building Maintenance Co.
- Bank of America
- Banks Family Foundation
- Bernie & Lynne Butcher Fund
- Bishop O'Dowd High School
- California Dept. of Education
- California State University
- Callison Foundation
- Chalk Hill Estate Vineyard & Winery \*
- Cisco Systems
- Citigroup
- Clorox Company Foundation
- Cushman & Wakefield
- Dean Witter Foundation
- Deloitte & Touche
- Dept. of Children, Youth & Families (DCYF)
- Dodge & Cox
- Dreyer's Foundation
- East Bay Community Foundation
- Eastdil Secured
- Electronic Arts Inc.
- Enterprise \*
- Fleishhacker Foundation
- Flextronics Foundation
- Full Circle Fund
- Gap Foundation
- Bill & Melinda Gates Foundation
- GATX
- David B. Gold Foundation
- Goldman Sachs Foundation
- Greenberg Traurig, LLP
- Evelyn & Walter Haas, Jr. Fund
- Hartle Media \*
- Clarence E. Heller Charitable Foundation
- Heller Ehrman White & McAuliffe
- Hellman Philanthropic Fund
- IA Interior Architects
- Franklin & Catherine Johnson Fdn
- JP Morgan Chase Foundation
- Junior League of San Francisco
- K.I.D.S. \*
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- MCI
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- Orrick, Herrington & Sutcliffe
- Bernard Osher Foundation
- Pacific Forest & Watershed Lands Stewardship Council
- Payne Fund
- Peet's Coffee & Tea \*
- Plant Construction
- Peninsula Community Foundation
- Pillsbury Winthrop Shaw Pittman
- Pottruck Family Foundation
- San Francisco 49ers
- San Francisco Foundation
- SF Giants Community Fund
- Sanmina-SCI Corporation
- Shaw Fund
- Shorenstein Company
- Silver Giving Foundation
- Sports Basement \*
- Georgiana G. Stevens Foundation
- Morris Stulsaft Foundation
- Robert Swig Memorial Philanthropic Fund
- Taproot Foundation \*
- Union Bank of California
- US Bank
- Visa
- Wayne & Gladys Valley Fdn
- Walton Foundation
- Washington Mutual
- Wells Fargo Foundation
- Working Assets
- Yahoo! Employee Foundation
- Zellerbach Family Foundation

\* In-Kind contributions

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