Dear Friend,

Middle school is a crossroads for kids. They’re outgrowing elementary school, but aren’t ready for high school. Math gets harder, identities are explored, and passions discovered. Knowing this, what words first come to mind when you think about middle school? Awkward. Uncomfortable. Tough. Challenging. Aim High exists to create community and opportunity and transform confusion into confidence. To make what’s tough seem possible.

Now let’s juxtapose those first four words about middle school with the words most used by our students on their surveys at the end of an Aim High summer: fun, awesome, fantastic, and amazing. What happens to transform these students’ perspectives and experiences? That, we’re proud to admit, is where the “Aim High magic” comes in (read more on pg. 4).

WHEN WE REFLECT ON 2014, THERE ARE MANY REASONS WE ARE PROUD:

- We served more students in our communities and opened a new campus in Oakland. Across our 15 campuses in 5 regions, we served 1,730 students, 75 of which were at our newest campus in East Oakland.

- We impacted hundreds of teachers, from a novice Teaching Assistant still in high school to a veteran Site Director with a graduate degree and more than eight years of experience. Our teachers learned how to co-teach and co-lead with their peers and made the Aim High magic come alive every day.

- We invested in partnerships to create additional opportunities for our students. We believe in the transformational impact of summer experiences, both for our students and our teachers. But because we have intentionally focused on middle school and summer learning, we know that our greatest impact can only occur in collaboration with excellent program partners. We invite you to learn more about one of our partnerships, with the Boys and Girls Clubs of the Peninsula, on page 7.

- We grew our community of ambassadors to include newly formed Regional Leadership Councils in the East Bay, the North Bay, Silicon Valley, and Tahoe/Truckee. We look to these councils for strategic guidance and support and to help us spread the word about our work. See their names on page 15.

As we look forward to our 30th summer—a big one for us—we have much to celebrate and appreciate. Whether you’re new to Aim High or a dedicated supporter, we thank you for your generosity and commitment to our community. It’s an honor to call this work ours.

With gratitude,

BRUCE WHEELER
Board President

ALEC LEE
Co-founder and Executive Director
WHAT WE DO

LIFE-CHANGING OPPORTUNITIES IN THE SUMMER

Since 1986, Aim High has offered under-resourced middle school students a free summer learning program that focuses on both academics and enrichment. We intervene at a critical stage in young peoples’ lives—when identities are in flux and trajectories undetermined—and provide them with the academic and social support they need to successfully transition to high school and stay on the path to college. Our program empowers youth with positive classroom experiences that foster a love of learning, develop academic skill sets, nurture a sense of belonging, and expand horizons.

Aim High serves students ages 11-14 in grades 6-9. Once students are accepted into Aim High, we welcome them back every summer until they enter high school. In 2014, 69% of students returned, keeping with our historically high retention rate. 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.

SUMMER AND MIDDLE SCHOOL MATTER

Aim High creates life-changing opportunities in 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.

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“AIM HIGH REALLY MAKES YOU FEEL A PART OF SOMETHING. AT SUCH A LARGE SCHOOL, YOU CAN FEEL LOST SOMETIMES. AIM HIGH HAS ALLOWED ME TO MAKE NEW FRIENDS AND BE MOTIVATED.”

Aim High Graduate
HOW WE DO IT: THE AIM HIGH MAGIC

Our students call our secret sauce 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: small class sizes, challenging and engaging curriculum, project-based learning, social emotional skill building, parent engagement and professional development for teachers. Aim High’s model encapsulates all of these.

Aim High is different than “regular school.” Students learn side by side with teachers through hands-on activities that create a rigorous and engaging learning experience. Multiple teachers in every classroom provide students with the individual attention they need to strengthen fundamental skills. Difficult topics about identity, racism, bullying and peer pressure are explored in a safe and supportive environment, and students leave campus several times a week to explore and gain exposure to new experiences.

A Sampling of Enrichment Electives Offered in Summer 2014:

- Aikido
- American Sign Language
- Build and Destroy
- Computer Coding [CS First, CodeEd. and Code.org]
- Creative Writing
- French
- Gardening
- Guitar
- Hip Hop Dance
- Iron Chef
- MacGyver Style Wilderness Survival
- Mindfulness and Meditation
- Music Appreciation
- On-Camera Acting
- Portuguese
- Public Speaking
- Rock Climbing
- Soccer
- Stomp Troupe
- Swimming
- Tinkers' Guild
- Trail Running
- Ultimate Frisbee
- Yoga
- Zombie Awareness

AIM HIGH OUTSIDE
Aim High’s ninth graders spend a week at one of our Environmental Education sites for a unique science rotation that includes habitat restoration, hiking, reflection and an overnight stay under the stars. The experience is a transformative one for urban, low-income youth, many of whom have not ventured beyond their neighborhoods.

Environmental Education:
- Redwood Regional Park
- Marin Headlands - Tennessee Valley and Slide Ranch
- Huddart Park

HEALTH AND WELLNESS
Aim High students receive a healthy lunch and, if needed, counseling and support from trained social workers.

By The Numbers

15 Campuses
serving students in San Francisco, Oakland, Marin City, San Rafael, Redwood City, East Palo Alto, and Truckee/Tahoe

1,730 STUDENTS

97%
students of color

76%
speak a language other than English at home

97%
will be the first generation to graduate from college

69%
student retention

380
students graduated from Aim High prepared for high school

440 TEACHERS

28%
Aim High alumni

54%
multilingual

68%
teachers of color

48%
taught at Aim High for two summers or more
WHO WE SERVE

HIGH-NEED, UNDERSERVED COMMUNITIES

Aim High and the Boys and Girls Clubs of the Peninsula recognize that only together can we narrow the learning and opportunity gaps that exist between Peninsula students from low income families and their higher income peers, and propel more students to high school and college success. In 2014, this partnership allowed Aim High to increase the number of Peninsula students served by 38%. Aim High students also attend BGCP programs after school during the academic year, providing seamless 10 month extended-day learning. By aligning our programs, we commit to helping more middle school youth get on the path to college, together.

COMMITTED TO THE BAY AREA

Aim High is committed to serving high-need, underserved communities in the greater Bay Area. Our 15 sites target and recruit students who live in San Francisco, Oakland, Redwood City, East Palo Alto, Marin City, San Rafael and Tahoe/Truckee.

The median annual income for Aim High’s families in 2014: $28,571

<table>
<thead>
<tr>
<th>Location</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marin</td>
<td>178</td>
</tr>
<tr>
<td>San Francisco</td>
<td>826</td>
</tr>
<tr>
<td>Oakland</td>
<td>318</td>
</tr>
<tr>
<td>Redwood City/East Palo Alto</td>
<td>276</td>
</tr>
<tr>
<td>Tahoe/Truckee</td>
<td>132</td>
</tr>
</tbody>
</table>

PARTNERSHIP SPOTLIGHT

THE BOYS AND GIRLS CLUBS OF THE PENINSULA

Aim High and the Boys and Girls Clubs of the Peninsula recognize that only together can we narrow the learning and opportunity gaps that exist between Peninsula students from low income families and their higher income peers, and propel more students to high school and college success. In 2014, this partnership allowed Aim High to increase the number of Peninsula students served by 38%. Aim High students also attend BGCP programs after school during the academic year, providing seamless 10 month extended-day learning. By aligning our programs, we commit to helping more middle school youth get on the path to college, together.
Our Impact on Students

90% of students said that Aim High made them more confident about and better prepared for the upcoming school year.

95% of students improved or maintained their grades after attending Aim High.

83% of students said that Aim High teachers gave them more individual attention than they get at regular school.

75% of students improved their math skills (based on pre- and post-test scores).

94% of parents said their child is excited about what they’re learning at Aim High.

92% of students said they feel respected by their peers at Aim High.

STUDENT SPOTLIGHT

GISSELL CHAVEZ
2013 Aim High Graduate

Summers with Aim High: 5
Current role at Aim High: Teaching Assistant
During the school year: Sophomore at San Rafael High School

“EVERY PERSON I ENCOUNTERED AT AIM HIGH BELIEVED IN ME. AS A RESULT OF MY TIME AT AIM HIGH, I ENTERED NINTH GRADE READY TO SUCCEED.”

Aim High has been important in shaping who I am today. It has encouraged my confidence and taught me how to face challenges. I come from a community of violence, dropouts, and poverty. A place where if kids fail once they feel like they will fail forever. No one pushes themselves without the help of a program like Aim High.

Every person I encountered at Aim High believed in me. As a result of my time at Aim High, I entered ninth grade ready to succeed. My transition to high school—that for so many is so challenging—was smooth, because of what I learned at Aim High.

But Aim High wasn’t only an opportunity to expand my educational skills; it was a life changing experience that has prepared me to face the real world. I am on the path to college, and my dream is to work in law enforcement some day. Aim High has become my family. It is full of people I can turn to when I am lost or in need of guidance. It will always be in my heart and I owe so much to this program for giving me the endurance and courage to overcome any obstacle life may throw my way.

See Gisell’s story profiled on our YouTube channel at http://tiny.cc/gisell
INVESTING IN QUALITY: OUR TEACHERS

Our teachers bring the Aim High magic to life. They help our students thrive in a safe place, empower them to discover who they are and what they are capable of, position them for success in high school, and inspire them to stay on the path to college. At a time when relationships are paramount—middle school—our teachers are our students’ mentors, coaches, advocates, and role models.

- **Diversity**: Aim High teachers reflect the diversity of our students: More than 68% of our teachers are people of color, 54% are multilingual, and 28% are graduates of Aim High.

- **Collaboration**: All classes at Aim High are team taught by a lead teacher and teaching assistant or intern. This allows us to keep the teacher-to-student ratio at 1:8, much lower than the California average of 1:24 (the highest in the nation).

- **Building a Pipeline to Education**: Aim High is committed to training future teachers and education leaders. Our intensive training and team-teaching model gives high school and college students, including many Aim High graduates, the opportunity to gain hands-on teaching experience.

“**THIS ORGANIZATION IS SPECIAL. IT INSTILLS CONFIDENCE, LEADERSHIP, COMMUNITY, FRIENDSHIP, GROWTH, AND PROVIDES OPPORTUNITIES. IT’S A FAMILY.”**

Aim High Teacher
What did you learn about teaching and learning by working at Aim High?

Aim High was my first official experience in the classroom. I learned how to lesson plan, collaborate with a team, work with students individually, and create and lead a successful lesson. My first years at Aim High taught me many components of how to make a successful classroom. More than just the foundational skills, Aim High really showed me the importance of education as a tool to create social change. Disparities in education are large in our society, but I truly believe that Aim High is one of those special places that is genuinely and successfully working to close the achievement gaps in our country.

When we talk about the Aim High magic, it is real. Students at Aim High are given access to high quality education, engaging activities, and professionals that care about them. Every summer, Aim High reminds me why I teach children year round.
Aim High has grown steadily and strategically since our founding, and enrollment has more than doubled in the past 10 years. We are currently embarking on a new strategic plan, and the next five years will see us grow to serve 50% more students and add 5 more campuses, while also elevating our work with our teachers and graduates. We anticipate that our ambitious plan will cost an estimated $34 million over five years.

We are embarking on a tremendous new phase of innovation, forming strategic partnerships with quality college access and after-school programs to better support our students and graduates during the academic year and in high school. We are also creating a more deliberate pipeline to teaching for new and aspiring teachers of color and providing more mentoring for veteran teachers to pursue educational leadership opportunities and be agents for social change. We look forward to sharing with you the details of Vision 2020.
Fiscal Year 2014
(September 1, 2013 - August 31, 2014)

**Revenue by Source: $3,858,137***

- Foundation (34%)
- Individual (35%)
- Government (13%)
- Corporate (13%)
- Other (2%)
- In-Kind (3%)

*Revenue based on cash contributions received during the fiscal period.

**Expenditures by Category: $3,793,104**

- Program (74%)
- Development (16%)
- General Administration (10%)

**Expenditures excerpted from Audited Financial Statements by Lautze & Lautze

### Revenue by Source

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<thead>
<tr>
<th>Source</th>
<th>FY13</th>
<th>FY14</th>
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<tbody>
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<td>Foundation</td>
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<td>Individual</td>
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<tr>
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<tr>
<td>In-Kind</td>
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<td>$112,000</td>
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<td><strong>TOTAL</strong></td>
<td>$3,290,354</td>
<td><strong>$3,858,137</strong></td>
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*Revenue based on cash contributions received during the fiscal period.

### Expenditures by Category

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<th>Category</th>
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<th>FY14</th>
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<tbody>
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<td>$2,805,919</td>
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<tr>
<td>Development</td>
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<tr>
<td>General Administration</td>
<td>$219,417</td>
<td>$385,974</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>3,248,012</td>
<td><strong>$3,793,104</strong></td>
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</table>

**Expenditures excerpted from Audited Financial Statements by Lautze & Lautze
Thank you for your tremendous support of our students and teachers. Your investment in Aim High is truly changing lives. Without you, our work would not be possible.

**OUR SUPPORTERS**

**FISCAL YEAR 2014**
September 1, 2013 - August 31, 2014

**$100,000 & UP**
Anonymous
Charles and Gail McCabe
Oakland Fund for Children and Youth
SF Dept. of Children, Youth, and Their Families
Shorenstein Company

**$50,000 to $99,999**
Bank of America
Mitchell and Susan Cohen
Mark Lampert and Susan Byrd
Mary Lemmon
Lisa & Douglas Goldberg Fund
Thomas J Long Foundation
Roger Low
S.H. Cowell Foundation
San Francisco Unified School District
Silver Giving Foundation

**$25,000 to $49,999**
Able Services
Anonymous
Barbara & Donald Jonas Family Fund
Dean Witter Foundation
Gap
William G Gilmore Foundation
Noble & Lorraine Hancock Family Fund
Bob Herr
Irène S. Scully Family Foundation
J.C. Kellogg Foundation
Kimball Foundation
The Virginia Lopez Foundation
Louis L. Borick Foundation
Marin Community Foundation
Bill and Stephanie Mellin
Henry Mayo Newhall Foundation
Oakland Unified School District
Philanthropic Ventures Foundation
The Queen of Hearts Women's Fund
Quest Foundation
Silicon Valley Community Foundation
Sports Basement
Patrick and Marney Tenney
Weiler Arnow Investment Co

**$10,000 to $24,999**
Anonymous (3)
Frederick E. & Anne R. Barstow Fund
Mr. and Mrs John D. Botti
Susan Breyer
Carmel Partners
Cisco Systems Foundation
Deloitte
Dodge & Cox
Doris & Donald Fisher Fund
Erol Foundation
Bob and Martha Falkenberg
First Republic Bank
Flextronics Foundation
Clarence E. Heller Charitable Foundation
The Hellman Family Foundation
Frances Hellman and Warren Breslau
Sylvain and Marjorie Heumann Family Foundation
James and Alicia Kalamos
Lick-Wilmerding High School
Miranda Lux Foundation
Marin Academy
Carrie Maslow
Ann and Andrew Mathieson
MetLife Investments
Betsy and William Miller
Mendee Moore and Kevin King
Oracle
PGE
Stephen and Hope Pilch
Pillsbury Winthrop Shaw Pittman
Robina and John Riccitiello
SanDisk
Seyfarth Shaw
Glenn and Lori Shannon
Michael and Kathy Spector
Kimberlee Swig
Tahoe-Truckee Excellence in Education Fund
The Barrios Trust
Intrepid Philanthropy Foundation
The San Francisco Foundation
The Urban School of San Francisco
US Bank
Frank and Leslie van Veenendaal
Neil Wanggard and Melanie Jackson
Wells Fargo Foundation
Caroline Wood

Worthe Real Estate
Trevor and Karen Wright
Keith and Tracy Zaky

**$5,000 to $9,999**
601 West
Kellie and Steve Abreu
ACCO Engineered Systems
Al and Susan Adams
Jim Anderson
Anonymous (2)
Bank of America Merrill Lynch
California Technical Contracting, Inc
Donald Campbell
Linda and Marc Carrasso
Charles Pankow Builders
Milton Chen and Ruth Cox
Clorox Company Foundation
Joseph and Kristine Demko
Dignity Health
DivcoWest
EastEnd Secured
Embarcadero Capital Partners LLC
Ernst & Young
Laura Foulke
Frank Foundation
Hugh and Elizabeth Fullerton Full Circle Fund
Woodruff Sawyer & Co
Kristin and Dave Gannon
Heather Gellert
Richard and Mariela Gerstein
Carole Golden
Goldman Sachs
Holly Johnson and Parker Harris
Hathaway Dinwiddie
Jeffrey and Carole Hays
Rachel and John Horsch
Robert Hui
David and Megan Ingraham
Richard and Katherine Kennedy
John and Amanda Kirkwood
Ted Knetzger
KPMG
Lahontan Community Foundation
Stanley S. Langendorf Foundation
Ellen Levy
Colin Lind and Anne Dickenson
Makena Capital Management

Constance Moore
Kathleen Murray and Arthur Perkins
NASA
Sam Nieto
Overlook International Foundation
Molly and John Hooper [The Payne Fund]
John Pedicini
Matthew and Stacy Perry
David and Ruth Plant
Prudential Mortgage Capital Company
Rainbow Waterproofing & Restoration
RealFoundations
Leonard A. Richardson Foundation
Ritchie Construction
Martin Romo and Leesa Miao
Rotasa Foundation
Catherine Scott and Michael Breen
Janice and Geoff Sears
Hilary Shandell
Shearmur & Sterling LLP
Lydia and Doug Shorenstein
Skyline Construction
Stockbridge Capital Partners
The Joseph and Mercedes McMicking Foundation
The Swig Company
Clifton Thomas
John and Sandra Thompson
Umpqua Bank
Union Bank Foundation
Vista Wealth Management
Walters & Wolf
Laura and James Ward
Vivian and Tony Zalonoff

**$1,000 to $4,999**
Chris and Michelle Abell
AIG
Chris and Daphne Alden
Allbay Landscaping, Inc
Allianz Global Investors
Anonymous (2)
Reza and Shirin Aryanpour
Clare and Roger Ash Wheeler
Atkinson Foundation
Duff and Gina Baldwin
BCV Architects
Rob Berner
Mark Berres
Aim High helps kids see a hopeful and inspiring future. It surrounds them with young alumni, teachers, and administrators who come from their communities. These role models share their stories and demonstrate that success is within reach. At Aim High, every student finds a family of advocates, which is why I’m proud to support them.”

Kathy Kwan
Aim High is—and will always be—free to middle school participants, thanks to the generosity of our donors. However, year after year parents ask how they can repay Aim High for the impact the program has had on their children. In 2014, we decided to honor their requests by launching the Family Fund. Thanks to three generous founding donors, Laura Foulke, Robert Hui, and the Lind Family, we matched every dollar raised in our inaugural campaign.

Thank you to the 181 families who collectively contributed $17,762. We are inspired by your commitment to your children, our teachers, and our community. We are honored to welcome you into the Family Fund.

OUR FAMILIES = OUR SUPPORTERS

Founding Donors
Laura Foulke
Robert Hui
The Lind Family

Family Fund Supporters
Anonymous (9)
Jorge Acosta
Yuliana Almanza
Ann Alpers and Shawn Hanson
Kimberly Alvarado
Heldy Andrade
Ana Cecilia Arevalo and Roberto Ruiz
Ruben Arroyo
Marina Arteaga
Virdiana Barreto
Daniel Barton and Maica Folch
Aida Benites
Destiny Brown
Tess Brown
Yzabella Bustos
Lindsey Calderon
Olga Carabez
Anthony Carlos
Tony and Nury Carranza
Kevin Catacili
Claudia Cerda-Portobanco
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Teresa A Chan and Winston Hpay Lee
Wai Chan
Peter and Phung Chau
Channy Chea
Johnathan Chen
Joyce Chen
Hoolin Chen
Xiao Mei Chen
Xue Li Chen
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Zulma Finney
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Cynthia Flores
Brewster Fong
Wilson Fong
Sherrill Foster
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Emilsa Fuentess
Joquin and Claudia Galeas
Juana Garcia
Eduardo Garcia
Francisco Garcia
Scott Garlow
Ava Garrick
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Zufan Gebremedhin Abrham
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Burt and Kim Hirschfeld
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Ken Huang
Judy Hutchinson
Rosie Iniguez
Nate and Maxcine Jackson
Alfredo Jauregui
Darrell Jeung
Lawrence Jiang
Tamika Jones
Cathy Kombilth
Elaine Kung
Vincent Kurniadaja
Linda Kwan
Melissa Lao and Nai On Yu
Watson Latu Jr.
Pauline Lee
Sydney Lee
Qi Hua Lei
Wesley Liang
Zi Xian Liang
Lily Ling
Klisistina Longstreet
Jasmin Lopez
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Diana Mendez
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Francisco Ochoa-Garcia
Silvia Olivares
Hoan Vinh Ong
Francisca Oropesa and Timothy Carter
Rafaela Ortiz
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Vilma Pascual
Alexandria Patterson
Alberto Pedrero
Justin Perez
Marleny Perez
Anabely Perez
Morgan and Makai Perry
Phyllis Pettus-Hill
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Lorena Quezada
Izora Andrea Ramirez
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Paula Ramos
Karen Rathbun
Anita Reategui
Virginia Rivera
Gemma Rodriguez
Yahir Rodriguez
Sebastian Ruiz
Luis Sanchez
Luis Sarat and Maura Quinilla Chivalan
April Shee
Elizabeth Smith
Barton Sparagon and Kathryn Selleck
Dawn and Bwana Sparks
Paula Steinway
Michelle Stivers
Jaiy Tai
Simon Tam
Ronn Tanel
Nhi S Tang
Isaiah Tangitau
Giovani Thai
Nghia Thai
Beatrice Tomlinson
Paloma Isabel Torres
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Kadie Truong
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Ivonne Valderrama
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Santos Vicente
Rose Willis
Kimberly Wilson
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Ying Yu
Sandra Yuen and Lawrence Shore
Francisco and Kathleen Zepeda
Nan Zhang
Daniel and Frederick Zhu

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