our values

Community.
Aim High is deeply committed to the communities we serve. In every aspect of our program, we celebrate diversity, teamwork, and successes large and small in order to facilitate a strong sense of belonging among our students and faculty. Above all, we believe in making our program a place where all of our community members feel empowered, appreciated, and safe.

Opportunity.
Take the initiative. Become a leader. Explore the world outside our walls. These are the messages Aim High seeks to impart to our community through the opportunities we offer for growth. We support and cultivate a culture of saying “yes.” Aim High believes in giving our faculty and students opportunities to step up to challenges, try new things, and discover potential.

Respect.
Aim High believes giving a voice to every member of our community. We value our differences, and we support each other through acts of kindness and encouragement. “Put-ups,” not “put-downs” are an integral part of the Aim High culture of positive reinforcement and appreciation. We deeply respect the importance of being protectors of our communities and stewards of our environment.

High Expectations.
The Aim High experience enables our participants to make a strong commitment to personal and professional growth, and to set big goals for the future. We make it a priority to establish a rigorous learning environment, and we expect positive results. Aim High students, faculty, and staff are lifelong learners, have a strong work ethic, and are ambassadors of Aim High culture. As an organization, Aim High continually reflects on its work, assesses its results, and evaluates feedback in order to deliver a high-quality program to those who need it most.

About Aim High
Over the past 27 summers, Aim High has changed the lives of more than 8,000 underserved middle school students through our engaging, challenging and supportive summer learning program. Aim High is the largest tuition-free summer program in the Bay Area, operating campuses in San Francisco, Oakland, Redwood City, East Palo Alto, Marin City, San Rafael, and in Tahoe/Truckee. Our mission is to inspire a life-long love of learning and to instill a sense of community, opportunity, and respect so that our students are prepared for success in school and in life. Students participate for 3 or 4 consecutive summers and often return to teach in the program.

Our model aims to close the achievement gap for low-income youth by offering high-quality curriculum that reinforces what students have learned in the previous school year and prepares them to succeed in the school year ahead. We also provide on-site counselors and free, healthy lunches and snacks so that students are at optimum capacity to be fully engaged in the classroom.

Aim High’s CORE Values
Community service is at the heart of Aim High’s CORE values, and we believe that creating a supportive and safe community summer after summer is fundamental to our success with youth. For that reason, we were deeply honored to receive The San Francisco Foundation’s Community Leadership Award in 2012. More than 800 Bay Area community partners, family, and friends gathered at Herbst Theatre in San Francisco to celebrate the occasion. “Our clear path to a strong and healthy society lies in the courage, brilliance, and tenacity of our homegrown leaders,” said Sandra R. Hernández, M.D., CEO of The San Francisco Foundation, at the celebration. “And our connectivity to each other - to share inspiration - is essential.” Aim High’s Executive Director Alec Lee enthusiastically accepted the John R. May Award for “organizational initiatives in response to a significant contemporary problem” on behalf of Aim High's faculty, students, families, and staff.

In Memoriam

The Aim High community would like to acknowledge the late Frances Low, one of our most devoted supporters, who passed away last June after a joyful and full life of service. Her guiding belief was to “serve the under-served” through vibrant education opportunities. We miss Frances and deeply appreciate her support, the support of her family and the generous gifts made in her honor.

2012 Aim High Visionary Leader

Warren Hellman (1934-2011)
Throughout his life, noted philanthropist Warren Hellman made an impact on many people across the Bay Area, and beyond, with his generosity and creativity. He was the founder and principal sponsor of Hardly Strictly Bluegrass, an annual free music festival held in Golden Gate Park. He was also an avid proponent of public education and a proud public school graduate himself. His incredible support of Aim High transformed the lives of hundreds of youth from local communities. On behalf of the students, families, and teachers whose lives he touched, we proudly recognize Mr. Hellman’s extraordinary leadership and contributions to the Aim High community.

2012 Distinguished Alumni

Terrence Riley is a graduate of Aim High’s campus at The Urban School in San Francisco and returned to the program as a Teaching Assistant while he was in high school. He went on to earn a BA in Economics and an MA in Educational Administration and Leadership. He currently serves as Aim High’s Admissions Director and Business Manager. He says, “Aim High was the first place that showed me learning could be fun. That it wasn’t just a necessity of life, but that learning is life.”

Adlah Chisti is a graduate of Aim High’s Richmond District campus and taught at our Environmental Home program for seven years. Born and raised in San Francisco of Muslim and Indian background, Adlah now holds multiple degrees in Science and Education and is currently studying law at UC Hastings. She says, “Aim High raised both my sister and I, and allowed us to show our community that tradition, culture, and religion can co-exist with educational opportunities for girls.”
Students Served in 2012

1,343 Middle School Students

Student Ethnicity

- 41% Latino
- 3% Caucasian
- 35% Asian
- 15% African American
- 6% Multi/Other

2012 Summer Sites

San Francisco
- Cleveland Elementary School, Excelsior District
- Mission High School, Mission District
- E.R. Taylor Elementary School, Portola District
- Lick-Wilmerding High School, Ingleside
- Presidio Middle School, Richmond District
- Spring Valley Elementary School, Chinatown
- The Urban School, Haight-Ashbury

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
- Belle Haven Elementary School, East Palo Alto
- Garfield Elementary School, Redwood City

Tahoe/Truckee
- Kings Beach Elementary School

Environmental Education Sites
- Golden Gate National Recreation Area, Marin Headlands
- Huuddart Park, Woodside
- Redwood Regional Park, Oakland
- Slide Ranch, Marin Headlands

Aim High Family Information in 2012

- 81% have a child/children eligible for free school lunches
- 83% Poverty or Low Income Level
  Family income level is calculated using HUD formula for student’s county of residence. Incomes are self-reported.
- 73% speak a language other than English at home
- 70% have a child/children poised to be the first in the family to graduate college
- 77% of Aim High parents do not have college degrees
Innovative and collaborative teaching has been an important part of the Aim High model since our beginning. We actively recruit professional educators, including bilingual teachers and teachers of color, as well as Aim High graduates and high school and college students who are interested in careers in education or youth development. Lead Teachers, Interns, and Teaching Assistants work as a team in the classroom in a 1:8 teacher-to-student ratio, providing personalized attention for every student. Lead Teachers are challenged to deliver hands-on, relevant, and interesting curriculum that builds the skills necessary for success in middle school and high school. Lead Teachers provide guidance and support for Teaching Assistants and Interns, allowing young teachers to practice and explore what it is like to be an educator. Volunteer positions are also available for Aim High graduates who are preparing to become TAs and Interns. Aim High’s teacher training program provides meaningful opportunities, professional development, and mentorships for teachers of all levels, and reinforces a positive youth culture in low-income communities.

2012 Teaching Awards

The Anne Murray Ladd Fellowship was established in memory of a dedicated Aim High teacher, and recognizes talented college student Interns who have demonstrated exceptional leadership in the classroom. The Marc Frauenfelder Scholarship was established in memory of a devoted parent and supporter, and is presented to outstanding Teaching Assistants who are Aim High graduates and are beginning their first year of college. Aim High congratulates our 2012 Teaching Awardees and thanks them for their exemplary service to our community.

2012 Anne Murray Ladd Teaching Fellows

Antoine Pope, Aim High at Urban Promise Academy
Arianna Matthews, Aim High at St. Paul’s Episcopal School
Zöe Williams, Aim High at The Urban School

2012 Marc Frauenfelder Scholars

Nelson Sagastume, Aim High at Garfield Elementary
Rebekka Dagher, Aim High at Marin Academy
Sabrina Jusino, Aim High at Cleveland Elementary
Leon Zhou, Aim High at E.R. Taylor Elementary
our results

Jasmine Walker is a graduate of Aim High, Class of 2002, and has a B.A. in Cinema from San Francisco State University. She returned to the program as an Intern at Aim High’s Visitacion Valley campus before becoming a Lead Teacher at Aim High’s campus in the Haight-Ashbury this summer.

Why did you decide to stay involved with Aim High?
I have been thinking about teaching as a career, and Aim High is a great way to feel it out for the long-term. I am also interested in youth development outside the classroom setting. I am interested in community outreach, being a mentor, and really being able to listen and give advice to kids. I was a student and an Intern at Aim High’s Visitacion Valley campus, and to be honest, the Aim High staff was just amazing there. When I was a student, I really connected with a lot of Aim High teachers, and it gave me a strong desire to stay involved with the program.

What were your favorite projects this summer?
This was my first year as a Lead Teacher and I taught Issues & Choices. I was excited to connect with the kids using multimedia. I majored in Film and Cinema in college, and I love using media as a tool in the classroom. My students and I did media and film projects for fun, and also explored subjects that are part of the Issues and Choices curriculum, like stereotypes and bullying. I also did a film project with my students where we wrote and filmed our own “horror” movie. It was a lot of fun and we showed it to our entire campus and their families on Celebration Night.

Do you have any favorite memories from Aim High?
The connections I made with my Aim High teachers had a big impression on me when I was young. That time was just awkward, and I was really confused about who I wanted to be and what I wanted to do in the future. When you come to Aim High, you have friends, there are fun games, safety with teachers, strong connections and relationships, and laughter. At the same time, you’re learning and getting confident in your academics. That was instrumental for me. Hopefully I am helping to give my students the same kinds of memories I have.

Key Indicators of Aim High’s Impact in 2012

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>17%</td>
<td>Average gains in math scores for 8th and 9th grade students after five weeks</td>
</tr>
<tr>
<td>98%</td>
<td>Of students say they feel like they are part of a community at Aim High</td>
</tr>
<tr>
<td>98%</td>
<td>Of students say that Aim High has helped them become more excited about learning new things</td>
</tr>
<tr>
<td>98%</td>
<td>Of students say they feel better prepared for next year’s schoolwork</td>
</tr>
<tr>
<td>97%</td>
<td>Of students say they have a better understanding of the path to college</td>
</tr>
<tr>
<td>93%</td>
<td>Of students say they became more aware of issues that affect their lives</td>
</tr>
</tbody>
</table>
Focus on Literacy

Summer learning research indicates that low-income students lose more than two months in reading achievement, while their middle-class peers make slight gains. (Cooper, Nye, Charlton, Lindsay & Greathouse; 1996). In 2012 Humanities faculty members worked on strengthening literacy skills by setting reading and writing goals for their students. At our campus serving San Francisco’s Chinatown district, Humanities teacher Nicholas Woo led a “96,000 Word Challenge” for students as their reading goal during the summer program. In just five weeks, the majority of the 46 participating students surpassed 96,000 words. Two of the students read over 1 million words, and the student who read the most words at the campus was awarded a Kindle. Over 90% of the Word Challenge student participants said they read more during Aim High than they normally would read. Teacher Nicholas Woo says, “Overall, I think it was a success because students believed that their reading abilities would improve. We focused on the importance of literacy and how it gives people the tools to navigate the world; we supported each other as a community so that we all accomplished this goal.”

Tahoe-Truckee Aim High

In Summer 2012, Aim High proudly launched its first rural campus in Kings Beach, serving 52 rising sixth and seventh graders from the Tahoe/Truckee region. Students were provided with free transportation, breakfast, lunch, and snacks. Many students had perfect attendance throughout the summer program. All of TTAH’s students had fun and challenging academic schedules, with projects such as cow eye dissections in Science, learning the fundamentals of managing debt and credit in Math, and studying explorers in Humanities. Students also went on field trips to survey the Van Norden Wetlands and participated in outdoor recreation activities such as a wilderness survival class, rock climbing on Donner Summit, hiking on Mt. Judah, and kayaking at Lake Tahoe. With high levels of student and family participation throughout the summer program, TTAH’s Co-Site Directors, Carl Siegel and Katie Jamison, are expecting nearly 100% of the students to return in 2013.

Thanks to the leadership of Aim High Board Member Al Adams and generous funding from the Cowell Foundation, the Queen of Hearts Foundation, the Hellman Family Foundation, the Tahoe Truckee Community Foundation, and the Harleen DiMarco Foundation, our newest campus has strong community support for many summers to come. We also would like to acknowledge all of the generous individuals who supported this initiative and helped to bring the Aim High Magic to Tahoe/Truckee.
Greetings, and thank you all for supporting Aim High in 2012. It was an extraordinary year for us, and it was also a year in which we focused on community: sustaining, extending and celebrating our diverse and vibrant Aim High community. The highlight, of course, was receiving the prestigious San Francisco Foundation’s Community Leadership Award on October 2nd. More on that later!

On the heels of our 25th anniversary celebration, the Aim High board voted to expand Aim High’s reach to the Tahoe-Truckee basin. Aim High fulfilled that assignment by opening its first rural program in Kings Beach. Serving 52 students in its inaugural summer, and operating in close partnership with the school district and local funders, the program was an enormous success and filled the need for high-quality summer learning for underserved youth. Back home in the Bay Area, our other thirteen programs continue to flourish, most notably our campus in the Mission District (now in its second year) and our two relatively new sites in the North Bay. We continue to enhance quality through the hiring of Site Counselors and Academic Coaches, as well as by hiring over 100 Aim High graduates as Teaching Assistants and Interns. There are no better role models for our current students than our alumni.

October 2nd, 2012 was a special night for our organization. A crowd of over 800 people gathered on a beautiful San Francisco evening to celebrate The San Francisco Foundation’s Community Leadership Awards. It was an incredible honor for Aim High to be recognized alongside San Francisco heroes Rita Semel, Brenda Way and Chinese for Affirmative Action. The audience included Aim High students, graduates, families, teachers, board members and friends. Everyone was there to celebrate our work, our impact, and (most importantly) our community. In my brief acceptance speech, I had the opportunity to thank The San Francisco Foundation for investing in a “promising idea” over 25 years ago, an idea that resulted in Aim High and has now impacted over 8,000 young people. I was also able to share the words of Lakisha Young, a 1989 Aim High graduate who once said, “When I walked through the doors of Aim High for the first time, I had no idea that a dozen more doors were opening for me. I will always be grateful for what the Aim High community gave to me, and for what I was able to give back.”

Many thanks to all of you for your generous support of our community. You helped us achieve ambitious goals, and I respectfully ask you to invest in our community work once again in 2013.

With appreciation,

Alec L. Lee, Jr.
*(September 1, 2011 to August 31, 2012)*

### Fiscal Year 2012 Income

<table>
<thead>
<tr>
<th>Percent of Total</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation</td>
<td>45% $1,444,707</td>
</tr>
<tr>
<td>Individual</td>
<td>28% $887,335</td>
</tr>
<tr>
<td>Public</td>
<td>12% $379,425</td>
</tr>
<tr>
<td>Corporate</td>
<td>14% $449,781</td>
</tr>
<tr>
<td>Partners</td>
<td>1% $46,250</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>100% $3,207,498</td>
</tr>
</tbody>
</table>

### Fiscal Year 2012 Expenses

<table>
<thead>
<tr>
<th>Percent of Total</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td>75% $2,206,790</td>
</tr>
<tr>
<td>Development</td>
<td>17% $488,403</td>
</tr>
<tr>
<td>General &amp; Admin</td>
<td>8% $233,499</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>100% $2,928,692</td>
</tr>
</tbody>
</table>

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This expense information is excerpted from financial reports from September 1, 2011 through August 31, 2012 with Armanino McKenna, LLP.

### How are Aim High dollars spent?

Program costs at a typical site:

- **60%** Teachers & Directors: $99,000 (hiring, student recruitment, partnerships)
- **8%** Program Setup & Support: $13,000 (hiring, student recruitment, partnerships)
- **8%** School Supplies & Activities: $13,000 (materials, field trips, technology)
- **7%** Site Rental: $11,000 (at public schools sites)
- **7%** Outdoor Education Program: $11,000 (buses, gear, snacks, special staff)
- **6%** Teacher Training & Support: $10,000 (workshops, curriculum, coaches, social workers)
- **4%** Data & Evaluation: $6,000 (measuring our results and outcomes)

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Financial growth chart from 2000 to 2012.
**NOTE:** This report represents gifts and grants received between September 1, 2011 and August 31, 2012. We apologize in advance for any errors or omissions. Many thanks to all of our contributors for their generosity and support in 2011-2012. For a full list of all Aim High donors in 2012, please visit www.aimhigh.org.

| $100,000 & Up | Anonymous  
Marin Community Foundation  
Oakland Fund for Children & Youth (OFCY)  
SF Dept. of Children, Youth, and Their Families (DCYF)  
Shorenstein Company LLC  
Sobrato Family Foundation | Dodge & Cox  
Eastdil Secured  
Bob and Martha Falkenberg  
First Republic Bank  
Flextronics Foundation  
William G. Gilmore Foundation  
Clarence E. Heller Charitable Foundation  
Bob Herr  
Kenneth Hirsch  
IDEMA  
Irene S. Scully Family Foundation  
Franklin & Catherine Johnson Foundation  
Joseph R. McMicking Foundation  
James and Alicia Kalamas  
Robert Knox  
Julie and Sebastien Lepinard  
Lick-Wilmerding High School  
Colin Lind and Anne Dickenson  
Thomas J. Long Foundation  
Miranda Lux Foundation  
Marin Academy  
Carrie Maslow  
Betsy and William Miller  
Henry Mayo Newhall Foundation  
Oracle Giving  
PG&E  
Stephen and Hope Pilch  
Robina and John Riccitello  
San Francisco Unified School District (SFUSD)  
Robert and Chris Schumacher  
SF Promise—SFUSD  
Glenn and Lori Shannon  
Skadden, Arps, Slate, Meagher & Flom LLP  
Kimberlee Swig  
Tahoe-Truckee Community Foundation  
/Excellence in Education Fund  
Intrepid Philanthropy Foundation  
The Urban School of San Francisco  
US Bank Community Development  
Wells Fargo Foundation  
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Worth Real Estate | Allbay Landscaping, Inc.  
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Wilson Meany Sullivan, L.P.  
Woodruff Sawyer & Co.  
Michelle Yee and Reid Hoffman  
Shafra Zaloome and Brian Neece  
Vivian and Tony Zaloome |
| $50,000 to $99,999 | Anonymous  
David B. Gold Foundation  
The Hellman Family Foundation  
J.C. Kellogg Foundation  
JP Morgan Chase Foundation  
J.C. Kellogg Foundation  
The Hellman Family Foundation  
David B. Gold Foundation | S.H. Cowell Foundation  
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J.C. Kellogg Foundation  
The Hellman Family Foundation  
David B. Gold Foundation |
| $25,000 to $49,999 | Anonymous  
Able Building Maintenance Co.  
S.D. Bechtel, Jr. Foundation  
Dean Witter Foundation  
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Gap Foundation & Community Relations  
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Wilson Meany Sullivan, L.P.  
Woodruff Sawyer & Co.  
Michelle Yee and Reid Hoffman  
Shafra Zaloome and Brian Neece  
Vivian and Tony Zaloome |
| $10,000 to $24,999 | Anonymous (4)  
Frederick E. & Anne R. Barstow Fund  
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Susan Breyer  
California Technical Contracting, Inc.  
Collinson Foundation  
Clarko Company Foundation | Dodge & Cox  
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Catherine Scott and Michael Breen
Janice and Geoff Sears
Sid and Manta Shankland
Shorenstein Hays-Nederlander Theatres
Silicon Valley Bank
David Simpson
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