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# A LETTER FROM THE CHAIR AND THE CEO

#### **Dear Think Together Partners**,

Think Together's work with school districts to achieve *educational excellence and equity* is motivated by two imperatives, one moral and one economic.

60%

of public school students are either Latino or African-American

Our moral imperative was best expressed more than a century ago by the renowned educator John Dewey: "What the best and wisest parent wants for his [or her] own child, that must the community want for all its children." In the United States today, race, ethnicity and family income are injustly correlated with students' academic outcomes. African-American and Latino students, and students living in poverty, are less likely to be prepared for kindergarten, excel in school, graduate from high school, and complete college. If you know a child's skin color and zip code, you can often predict future employment opportunities and income levels. Is this what we want for our children?

58%

of California students live in poverty

Our economic imperative is this: In the 21st Century, human capital (acquired knowledge, talent, skill and disposition) is the true indication of one's ability to succeed. As the economy has progressed globally and become more knowledge-based in America, there is demand for a highly skilled workforce in places around the world with greater costs of living. In California, we face an enormous challenge. Our workforce over the age of 55 is the most skilled globally, while those under the age of 35 are the least educated in the developed world. Clearly, additional support is necessary to insure kids are prepared for college and career success.

For more than 20 years, Think Together has partnered with school districts to help thousands of kids beat the odds through expanded learning programs. But for all the progress we have

made, it is not enough. We want California's kids and workforce to be the best in the world - this depends on our ability to provide a quality education to all students in our diverse state.

43%

of California's high school graduates are eligible for UC or CSU institutions

Think Together is making strides and the results are encouraging, as you will see in the pages that follow. We are providing innovative programs that meet the unique needs of schools and the students they serve. From academic tutoring to social emotional learning (SEAL) to college mentorship, over 150,000 students are being prepared for future success. Principal's Exchange, our affiliate partner, is transforming districts and schools at the systems level to *change the odds*. With your support, we are moving closer to achieving educational excellence and equity for all kids.

THANK YOU FOR PARTNERING WITH US!

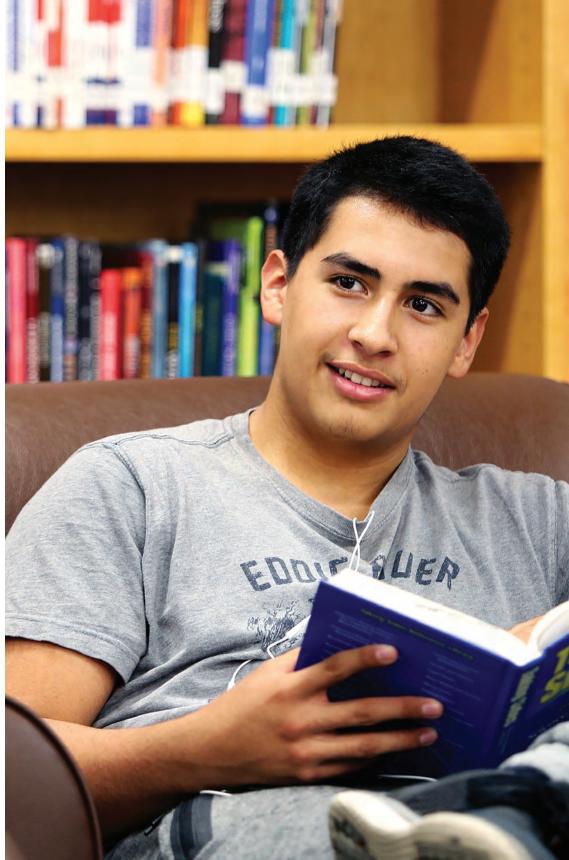


ERIC BODEN
Chair, Board of Directors



RANDY BARTH
Founder and CEO





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# FOCUS AREAS

THINK TOGETHER OFFERS PROGRAMS AND SERVICES IN FOUR CORE AREAS AND WE CONTINUE TO EVOLVE OUR PROGRAM OFFERINGS TO MEET THE NEEDS OF OUR PARTNERS.

#### EARLY LEARNING

Programs promote school readiness for children from birth to five years of age

Focus Areas: Early Literacy, Math,
Parent Education Skills

## STUDENT SUPPORT SERVICES

Tailored programs to meet the needs of individual students, schools or districts

**Focus Areas:** Summer, STEM, Tutoring, Substitute Teacher Staffing, Physical Education, Arts

### AFTERSCHOOL

Programs hosted on school campuses or community sites to enhance and reinforce learning for students in K-12

Focus Areas: English, Math, STEM (Science, Technology, Engineering and Math), Youth Development, Arts and Enrichment

### SCHOOL IMPROVEMENT

In-school coaching and training for district and school administrators and teachers offered through Principal's Exchange, our affiliate company

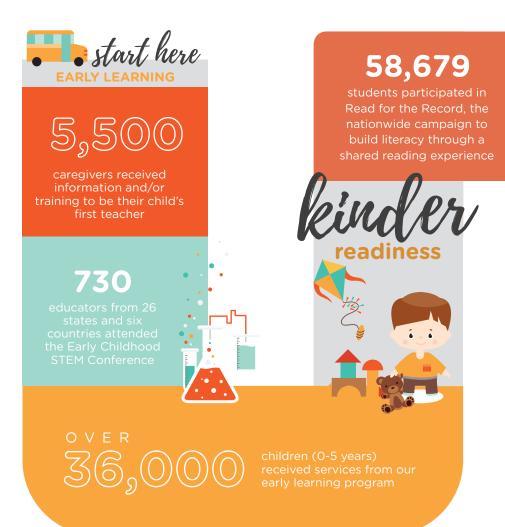
Focus Areas: Equity and Achievement Analysis, Systems Change Supports, Leadership Development, Instructional Improvement

OUR PROGRAMS ARE ALIGNED WITH RESEARCH-BASED PRACTICES TO SUPPORT LEARNING IN AND OUT OF SCHOOL SO KIDS CAN SUCCEED IN THEIR JOURNEY TO COLLEGE AND CAREER READINESS.

# ROADMAP TO COLLEGE AND CAREER SUCCESS

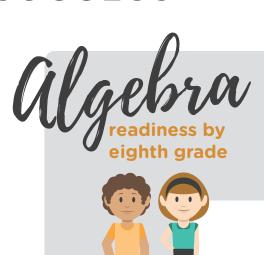
Through high-quality expanded learning programs and professional development for educators, we equip students with the necessary academic knowledge and social emotional skills to reach critical college and career readiness benchmarks. The roadmap on these pages highlights some of our work in helping kids prepare for kindergarten, read by third-grade, succeed in eighth-grade Algebra, complete college required coursework while in high school (A-G completion), and graduate from high school.

Each step advances children toward attaining a post-secondary degree and translating academic success into improved life outcomes.



83%
of students in our afterschool program feel that Think helps them with critical relationship skills

94% of our students express a sense of belonging



Students who attend afterschool 90+ days were 5 times more likely to meet or exceed grade-level expectations in math



54,735

students attended our afterschool programs

77%

want to study science or engineering in the future



8,019

students participated in our summer program and avoided learning loss

85%
of students
are more
interested in
college since
coming to the
Think program

course completion (college readiness)

8,757

high school students served 9 in 10

high school students report Think helps them work hard toward their goals

On average, students demonstrated 29% growth in science and engineering content knowledge

17,214

students benefits from additional academic support programs, including tutoring and STEM academies

89%

of high school students indicate the Think program increases their engagement in learning

end here
ST-SECONDARY
DEGREE

93%

of our high school students have graduated

T in 4

students have opted-in to receive ongoing college support services





# STEM CONFERENCE INSPIRES 700 EARLY CHILDHOOD EDUCATORS AROUND THE GLOBE

# THINK TOGETHER PARTNERS WITH THE CHILDREN'S CENTER AT CALTECH TO HOST ANNUAL EVENT.

Earlier this year, Think Together and The Children's Center at CalTech co-hosted the Sixth Annual Early Childhood Science, Technology, Engineering, and Mathematics (ECSTEM) Conference with over 700 attendees from six different countries. The conference provided early childhood practitioners with resources to deliver high-quality STEM opportunities, and helped spread awareness about the importance of STEM skills to families.

In the early learning field (ages 0-8), STEM has not always been an intentional focus for educators. However, with the advance of STEM skills in the global economy, it is now a priority for the next generation to be equipped with the skills necessary for future success. Think Together's "Student Roadmap" begins with our Early Learning Programs, where a large focus is placed on STEM education. The conference provided a network for early childhood educators seeking to advocate for STEM education in schools.

This year's theme, Curiosity, featured a keynote address from Dr. Konstantin Batygin, Assistant Professor of Planetary Science at the California Institute of Technology, who discussed the importance of exploration for child development. Attendees had the opportunity to participate in workshops ranging from "Art, Snack, Nap, then Coding" to "Invertebrates as the 'Backbone' of an Elementary Science Curriculum" to "Dancing Robots". In between sessions, an exhibit hall provided educators new curriculum and resources to bring back to their classrooms. Think Together has partnered with CalTech to host the conference since 2013. Together, we are preparing kids for the future. §

# PARTNERSHIPS IGNITE PROGRAM INNOVATIONS THAT FUEL LEARNING

# WITH SUPPORT FROM ESTEEMED PUBLIC AND PRIVATE PARTNERS, THINK TOGETHER PROVIDES NEW ENRICHMENT OPPORTUNITIES ACROSS CALIFORNIA.

One of the hallmarks of Think Together's corporate and foundation partnerships is their ability to pilot innovative educational practices that are leveraged and scaled throughout the organization. With generous private support, Think Together is introducing new curriculum and learning modalities that are driving significant growth in student achievement. These proven strategies have been adopted in school districts throughout the state and many district partners are now using their Local Control Funding Formula (LCFF) support to serve additional students. Below are some examples of key public and private partnerships:

- The W.M. Keck Foundation piloted innovative STEM programs for over 5,000 students in Los Angeles County with students demonstrating significant growth in STEM content knowledge.
   Public and private partnerships helped replicate the program in 20 districts from San Diego to the Bay Area.
- In the Inland Empire, Target launched our Success Folder assessment system which measures students' proficiency in English Language Arts through knowledge of sight words and reading fluency. These assessments have now become standard practice in over 300 schools.
- Edison International made a catalytic investment in our robotics programs providing thousands of middle school students with robust learning in engineering design.

- Our blended-learning math program
  was piloted in San Jose Unified School
  District with support from the Silicon
  Valley Community Foundation. Students
  experienced seven months of growth within
  one month, and the district has committed
  additional support to serve more students.
  A pilot funded by City of San Jose's "SJ
  Learns" provided over 400 kindergarten
  students additional time to develop
  fundamental reading and math skills, a
  program that is being sustained and funded
  by LCAP funds.
- Kaiser Permanente pioneered our
  Healthy Living Program in Baldwin Park.
  This program has now been expanded
  throughout the counties of Alameda, Los
  Angeles, Riverside, San Bernardino, San
  Mateo and Santa Clara. Students have
  demonstrated positive growth in knowledge,
  attitude and healthy behaviors. §





# LONG TIME SUPPORT FROM SAN MANUEL BAND OF MISSION INDIANS PUTS KIDS ON THE PATH TO READING

#### ELEMENTARY STUDENTS MAKE BROAD STRIDES IN LANGUAGE DEVELOPMENT WITH DONOR'S SUPPORT.

Think Together is grateful for the enduring partnership with the San Manuel Band of Mission Indians as they support our Rialto Unified School District programs. Since 2011, San Manuel has helped provide a robust learning environment focused on language development for over 2,000 elementary school students each year. With their support, students have made significant gains in reading fluency.

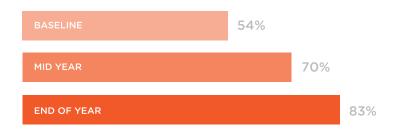
Jesse, a second-grade student, struggled with reading grade level material at the beginning of the school year. With the implementation of Think Together's English Language Arts success folders, Jesse received high scores in his Accelerated Reader tests at the end of the school year. He demonstrated the most growth in fluency in the program for the 2016-2017 school year!

Mia had baseline scores for recognizing and reading sight words under the third-grade average. Utilizing Think Together's success folders, Mia ended the program year reading words at a fifth-grade level and completed all sight words lists in the success folders. Mia and Jesse were top students in Think Together's 2016-2017 program and demonstrated the most improvement in their classes.

San Manuel also helps our students broaden their horizons by providing tickets to local sporting events, including LA Galaxy and Inland Empire 66ers games. These experiences are provided as incentives for students as they grow in their literacy development.

As programs evolve, Think Together is integrating technology into the program model from online staff training to daily lesson delivery to regular assessments. This year, San Manuel generously donated tablets to build our technology infrastructure and further enrich our students' learning.

Percent of students that Met or Exceeded Grade Level Expectations n=1042 students



# SUMMER LEARNING PROGRAMS CONTINUE TO FOSTER STUDENT GROWTH

#### KIDS IMPROVE ACADEMICALLY OVER SUMMER WITH ENGAGING ACTIVITIES

8,757 students across 72 schools participated in Think Together's 2016-17 Summer Learning Programs. Our nationally recognized model combines academic support with fun camp activities and field trips that foster learning while creating memorable experiences. From help with reading fluency to beach camping to museum field trips, Think Together partnered with 21 districts to offer engaging learning opportunities that met the needs of their students. While Think Together staff focused on enrichment activities, 83 credentialed teachers delivered the academic component to ensure robust outcomes.

Many kids from low-income families lose two to three months of progress in reading and math skills over summer. By fifth grade, summer learning loss can leave kids three years behind their peers. Research shows that early and sustained summer learning opportunities lead to higher graduation rates and better preparation for college. Students participating in our 2017 programs actually improved academically from pre-test to posttest (see graphic at right). They were prepared to start the new school year strong.

Think Together's Summer Learning Programs were a big success and the kids agreed – 96% said they enjoyed attending the four to five week full-day programs. §

#### PARTNER DISTRICTS AND COMMUNITY CENTER

Adelanto Elementary SD

Alum Rock Union SD

Azusa USD

Baldwin Park USD

Bassett USD

Colton Joint USD

Cucamonga SD

Duarte USD

Escondido Union SD

Hemet USD

Jefferson Elementary SD

Jurupa USD

Mountain View SD

Moreno Valley USD

Ontario-Montclair SD

Perris Union High SD

Saddleback Valley USD - Early Learning

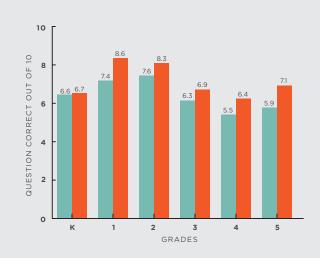
Shalimar Learning Center

Tustin USD - Early Learning

Victorville Elementary SD

### 2017 VOYAGER ENRICHMENT CURRICULUM DATA OUTCOMES









# STUDENTS SUCCEED AND TEACHERS GROW WITH UNIQUE SOLUTION

# THINK TOGETHER AND PRINCIPAL'S EXCHANGE COLLABORATE TO ADDRESS TEACHER AND STUDENT NEEDS

For the past eight years, **Principal's Exchange** has partnered with **Lynwood Unified School District (LUSD)** to train and coach teachers and administrators in the use of data to improve instruction. During this time, LUSD has made remarkable strides in improving student academic achievement.

Principal's Exchange typically works with cohorts of grade-level or subject-area teachers in order to foster a collaborative leading, teaching, and learning culture. Because these high impact sessions take place during the day, they place additional demands on a district's substitute teacher pool. In Lynwood, administrators found themselves having to cancel or postpone teacher training because they could not cover classrooms. Fortunately, the district enlisted Think Together to develop a solution.

Under the supervision of a credentialed teacher, Think Together staff began offering physical education instruction to students using a standards-based curriculum. Each grade level is served separately during a weekly 100-minute block. This affords teachers regular opportunities to engage in collaborative planning, data reflection, curriculum alignment, and other professional development activities. The project began as a pilot experiment two years ago, but was expanded to every elementary school in the district for the 2016-2017 school year due to its success.

The solution yields a wide range of synergistic benefits. Students receive high-quality physical education instruction delivered by trained paraprofessionals; schools meet their physical education requirements; teachers have valuable release time; part-time Think Together staff are more integrated with the school day; and districts reduce the cost of classroom coverage.

This model is ripe for replication and Think Together is now expanding programs to include new enrichment options focused on visual and performing arts that can also be delivered during teacher release time.

# LOW-PERFORMING MIDDLE SCHOOL RISES TO THE TOP

## IN ITS FIRST YEAR OF PARTNERSHIP WITH PRINCIPAL'S EXCHANGE, COLTON MIDDLE SCHOOL BECOMES ONE OF THE DISTRICT'S HIGHEST-PERFORMING SCHOOLS.

In 2015, **Principal's Exchange** began working with **Colton Joint Unified School District** cabinet-level administrators to reimagine their systems and practices and accelerate learning and achievement across every student demographic. At the time, a significant number of the district's schools were underperforming in math and English Language Arts (ELA) based on standardized test scores. While the district had tried different strategies to improve student outcomes, they experienced limited or inconsistent success.

Principal's Exchange started by helping district administrators identify their success and challenge areas through classroom observations, student shadowing, staff focus groups, and analyses of historical and current achievement data. Based on these findings, the Principal's Exchange team met

with administrators regularly – coaching them on how to deepen their role and engagement as lead educators and increasing their accountability for teacher and student performance.

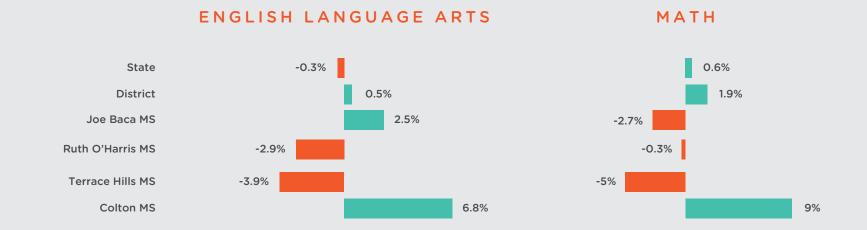
In 2016, these administrative supports were followed by a week-long Summer Training Institute at Colton Middle School, that was open to administrators, teaching coaches, and teachers prior to the school year. Principal's Exchange facilitates Summer Training Institutes with each of its partners to provide an in-depth orientation of its equity-grounded, data-driven approach to systems change and to preview how this approach will be implemented throughout the partnership.

Once the 2016-17 school year started, Principal's Exchange provided Colton Middle School administrators and subject teams with a robust

suite of practical and tactical strategies and tools to address each of their challenge areas. These included working with them on: aligning curricula to state standards, designing and evaluating formative assessments to measure student progress, and facilitating structured Data Reflection Sessions to deepen collaboration around what was and wasn't working using data analytics to inform and tailor their support strategies.

As a result, Principal's Exchange is excited to announce that after its first full year of partnership, Colton Middle School rose from one of the district's lowest performing middle schools to one of its highest in both math and ELA. Colton Middle School and Principal's Exchange are looking forward to entering the second year of their partnership and keeping the momentum moving forward. §

# ANNUAL GROWTH IN STUDENT PROFICIENCY









# SMALL-GROUP TUTORING PROGRAM YIELDS BIG RESULTS

# MORENO VALLEY USD INVESTS WITH THINK TOGETHER TO PROVIDE NEW CURRICULUM THAT IMPROVES STUDENTS' MATH SCORES.

In 2008, Think Together was selected to participate in a three-year federal demonstration program designed to assess the impact of supplemental educational services (SES) programs partnered with 21st Century Community Learning Centers projects. The purpose was to improve the academic achievement of students attending high-poverty schools. In 2011, UC Irvine completed an evaluation that demonstrated students receiving multiple interventions - including small-group tutoring, summer learning programs, and daily comprehensive afterschool program services - performed significantly better on standardized tests than students who participated in afterschool programs only.

The recently enacted Every Student Succeeds Act phases out SES but, during the 2016-17 school year, California school districts were required to develop an alternative plan for students that still qualify. Several of Think Together's partners elected to enlist our services in providing small-group tutoring to select students at a teaching ratio of 6:1. The

Moreno Valley Unified School District invested over \$650,000 to offer seven weeks of tutoring (42 total hours of instruction) to over 1,500 students across 19 schools. That amounts to less than \$10 per student, per hour.

Using the "Focused Mathematics Intervention" curriculum, a cohort of 528 students participating in the second seven-week session of the school year improved their scores from pre-test to post-test by an average of 58%. Another cohort of the same number participating in the mid-spring third session improved their scores by 52%.

Additionally, the impact of this supplementary instruction was evident in the classroom where administrators noticed growth on the math MAP (Measures of Academic Progress) scores for participating students. Teachers also noted the program positively impacted students' classroom participation and leadership skills. Most of the districts that contracted with Think Together during this "SES transition" year have elected to continue providing the program into the current school year. §

# GROWTH IN STUDENT MATH TEST SCORES

SPRING SESSION

#### **ELEMENTARY SCHOOLS**



#### MIDDLE SCHOOLS

18%
BADGER SPRINGS

22%

24%

SUNNYMEAD

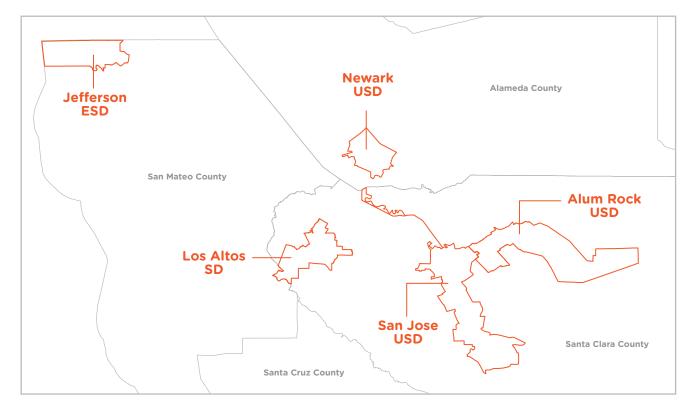
# OUR REACH



## BAY AREA



JOSHUA FELIX
Director of Operations
and Integration



DISTRICTS

**6,371**KIDS SERVED

33

PROGRAMS IN THIS REGION



STUDENT SUPPORT SERVICES





Think Together has been conducive to my children's overall learning.

My children are better off academically and socially because of Think Together and their knowledgeable staff. "

- Parent, Trace Elementary School

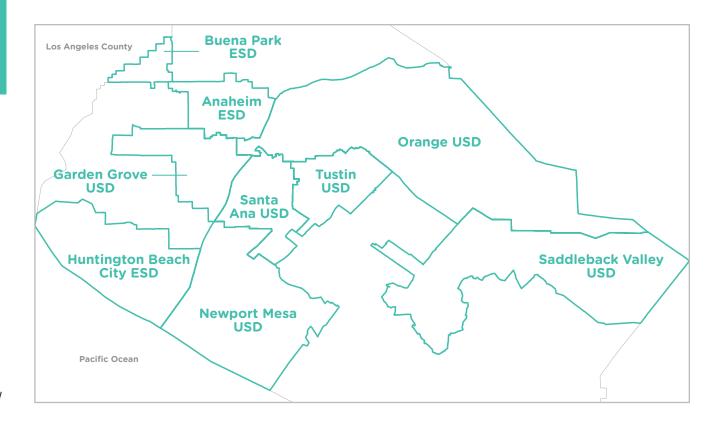
# ORANGE COUNTY



NATALIA FLORES General Manager

"Think Together has been a blessing not just for my son but for myself. Being a single working parent is hard enough but to find true, genuine staff that care about my son and other students is so wonderful."

- Parent, Handy Elementary School







56 PROGRAMS IN THIS REGION



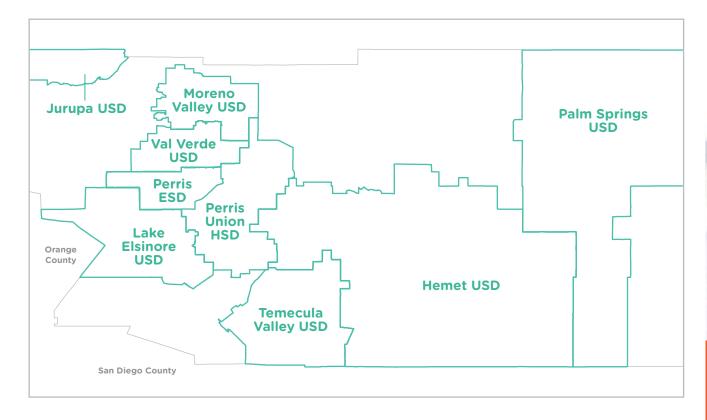




# RIVERSIDE COUNTY



YVONNE PAUL General Manager



DISTRICTS

**51,753**KIDS SERVED

117 PROGRAMS IN THIS REGION



26
STUDENT
SUPPORT
SERVICES





"It's made me into the person I am today. Think Together helped me get out of my comfort zone and to stand up for everything I believe in."

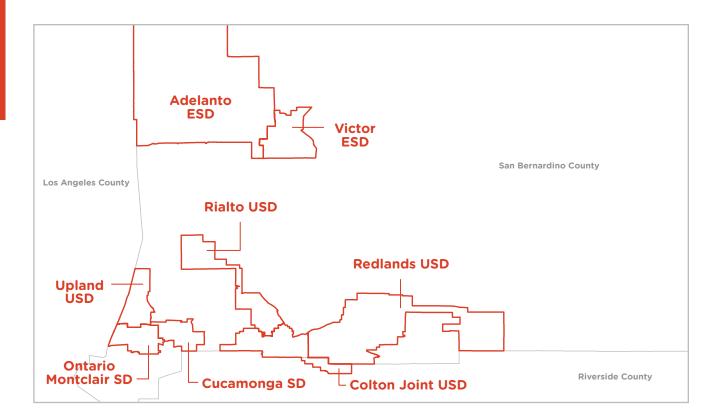
- Student, Heritage High School

# SAN BERNARDINO COUNTY



FERNANDO REYES General Manager

"I want to thank everyone for making my experience at Think Together remarkable. I not only learned how to work with others but I also learned life lessons. Thank you, Think Together staff, for always sharing your experiences and your knowledge that you have on how to face the obstacles that I may encounter after high school. Thank you for sharing advice and for always setting an example for the student leaders." - Student, Sultana High School







36,656

**DISTRICTS** 

KIDS SERVED

120 PROGRAMS IN THIS REGION

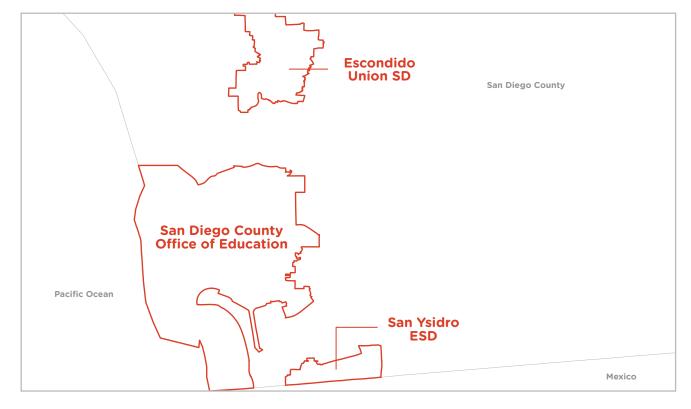






# SAN DIEGO COUNTY





J DISTRICTS

**7,171**KIDS SERVED

27 PROGRAMS IN THIS REGION



26
PRINCIPAL'S
EXCHANGE



"Think Together is a great program. As a parent that works full time, I feel secure in knowing my child is safe after school & in a learning environment that compliments her school education.

- Parent, Felicita Elementary School

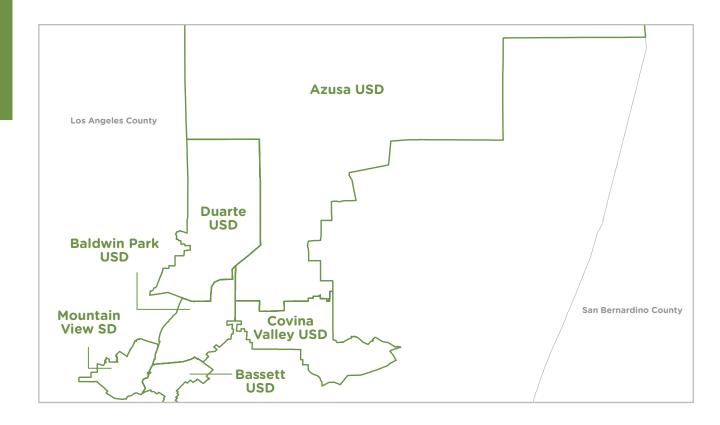
# SAN GABRIEL VALLEY



IRENE BOBADILLA General Manager

"The Think site team has been flexible and very willing to collaborate and work together to create a positive program for our students."

- Educator, Henry Dalton Elementary School





5 13,720
DISTRICTS KIDS SERVED

75 PROGRAMS IN THIS REGION



STUDENT SUPPORT SERVICES

# SOUTHEAST LOS ANGELES



TOMMY BREWER General Manager



DISTRICTS

36,268
KIDS SERVED

91

PROGRAMS IN THIS REGION



23 STUDENT SUPPORT SERVICES





I appreciate the lengths
Think Together team
members go to ensure
the most effective programs are
being implemented within our
school district."

- Educator, East Whittier Middle School



## CORPORATE AND FOUNDATION PARTNERS

#### \$100,000 AND ABOVE







THE RALPH M. PARSONS FOUNDATION

\$50,000-\$99,999

















\$25,000-\$49,999



























\$10,000-\$24,999

















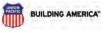
















#### \$1,000-\$9,999

All Stars Helping Kids Inc.

**BLR Sign Systems** 

**Broadcom Foundation** 

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Eaton-Provident Group

**Edwards Lifesciences** 

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Howard Building Corporation

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**JUSTGIVE** 

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**MVE+ Partners** 

NCL. Las Donas

NCL, Newport Scholarship

NCL, Orange Villa Park Chapter

National League of Young Men, Newport Mesa Chapter

Orange Coast Magazine

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San Jose Sports Authority San Jose State University Symantec

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Young Women of Vision

Waste Management

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NCL, Newport Chapter

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#### \$100-\$999

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Nancy Abahari

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Tiffany Alva

Danny Amendola

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Kayla Anaya

Ronni Anchondo

Jonathan Annett

Anonymous

Jose Arrizon

Gregory and Susan Ashwill

Robin Avelar la Salle and David la Salle

Abel Baraias

Katie Barth

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# STATEMENT OF ACTIVITIES

#### FOR FISCAL YEAR ENDED JUNE 30, 2017

REVENUES	
School District Contracts - ASES**	50,992,075
School District Contracts - LCFF & Other	9,295,462
Early Childhood (0-5)	1,390,027
Philanthropy	2,030,357
Other	636,677
Total Revenues	64,344,599
EXPENSES	
Program Services	
School District Contracts - ASES**	46,261,762
School District Contracts - LCFF & Other	9,087,634
Early Childhood (0-5)	2,010,526
Community Sites (K-12)	545,170
<b>Total Program Services</b>	57,905,091
Fundraising	1,248,458
General & Administrative	4,370,437
Total Expenses	63,523,986
NET INCOME	820,613
Ending Net Assets	3,133,801

<sup>\*\*</sup>Includes recognition of In-Kind program services, such as volunteer time, and facility and snack costs contributed by school district partners.

# 20 YEARS OF THINK TOGETHER EVENT RECAP



In Spring 2017, Think Together's community gathered in Silicon Valley and Orange County to celebrate the organization's first 20 years and raise support for the next 20 years.

In Silicon Valley, the event honored **San Jose Mayor Sam Liccardo** for his visionary leadership in expanding education opportunities for youth from low-income families.

"Think Together has been a great partner for the City of San Jose," said Mayor Liccardo. "They are innovative, responsive and data-driven, with the ability to scale best practices both inside and outside the school day."

Think Together graduating seniors Reyna Gonzalez

Jimenez and Javier Martin received the Faces
of the Future Award and \$1,000 scholarships for
their outstanding achievements. Both students
are attending University of California, Irvine in Fall
2017. Reyna plans to study biology with the goal of
completing medical school and serving as a doctor to
low-income communities. Javier will major in chemical
engineering and wants to work in the alternative
energy industry.

Phil Pérez, retired superintendent of Little Lake City School District, was honored with the Champion for Change Award for his incredible leadership of school transformation in partnership with Think Together and Principal's Exchange.

"There is tremendous synergy between the school day and the afterschool program," said Perez. "We were on the same page in terms of our priorities of advancing student learning. It evolved into something very powerful."

\$400,000

RAISED FROM BOTH EVENTS





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