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.

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 unjustly 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?

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.

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THANK YOU FOR PARTNERING WITH US!

ERIC BODEN
Chair, Board of Directors

RANDY BARTH
Founder and CEO
CONTENTS

WHAT WE DO
Focus Areas
Roadmap to College and Career Success

PARTNER STORIES
Annual ECSTEM Conference
Leveraging Public and Private Funding
San Manuel Band of Mission Indians and Rialto USD
Summer Learning Programs
Lynwood USD and Principal’s Exchange
Colton Joint USD and Principal’s Exchange
Moreno Valley USD and Think Together

WHERE WE WORK
Our Reach
Our Regional Hubs
Bay Area
Orange County
Riverside County
San Bernardino County
San Diego County
San Gabriel Valley
Southeast Los Angeles

OUR SUPPORTERS
Corporate and Foundation Partners
Individual Donors

LEADERSHIP
Board of Directors
Executive Team

OUR FINANCIALS

20TH ANNIVERSARY HIGHLIGHTS
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.

FOCUS AREAS

EARLY LEARNING

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

- **Focus Areas:** Early Literacy, Math, Parent Education Skills

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

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

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.
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.
54,735 students attended our afterschool programs

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

8,757 high school students served

9 in 10 high school students report Think helps them work hard toward their goals

77% want to study science or engineering in the future

8,019 students participated in our summer program and avoided learning loss

17,214 students benefit from additional academic support programs, including tutoring and STEM academies

On average, students demonstrated 25% growth in science and engineering content knowledge

89% of high school students indicate the Think program increases their engagement in learning

93% of our high school students have graduated

1 in 4 students have opted-in to receive ongoing college support services

93% of our high school students have graduated

POST-SECONDARY DEGREE

high school graduation

5 in 10 students attended our afterschool programs

89% of our high school students have opted-in to receive ongoing college support services

89% of our high school students participate in our summer program and avoid learning loss

89% of our high school students feel that Think helps them with critical relationship skills

93% of our high school students have graduated

93% of our high school students report Think helps them work hard toward their goals

93% of our high school students serve

93% of our high school students are more interested in college since coming to the Think program

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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.
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.

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<th>Percent of students that Met or Exceeded Grade Level Expectations</th>
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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 post-test (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.

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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

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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**

<table>
<thead>
<tr>
<th></th>
<th>ENGLISH LANGUAGE ARTS</th>
<th>MATH</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>-0.3%</td>
<td>0.6%</td>
</tr>
<tr>
<td>District</td>
<td>0.5%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Joe Baca MS</td>
<td>2.5%</td>
<td>-2.7%</td>
</tr>
<tr>
<td>Ruth O’Harris MS</td>
<td>-2.9%</td>
<td>-0.3%</td>
</tr>
<tr>
<td>Terrace Hills MS</td>
<td>-3.9%</td>
<td>-5%</td>
</tr>
<tr>
<td>Colton MS</td>
<td>6.8%</td>
<td>9%</td>
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</tbody>
</table>
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.
OUR REACH

OVERVIEW

- **47 Districts**
- **191,595 Students**
- **519 Programs**

WHERE WE WORK

**BAY AREA**
- 4 districts
- 6,371 students
- 33 programs

**LOS ANGELES COUNTY**
- 14 districts
- 49,988 students
- 166 programs

**SAN BERNARDINO COUNTY**
- 8 districts
- 36,656 students
- 120 programs

**RIVERSIDE/ SAN DIEGO COUNTY**
- 12 districts
- 58,924 students
- 144 programs

**ORANGE COUNTY**
- 9 districts
- 39,656 students
- 56 programs
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
"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
“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
“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
"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
“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
TOMMY BREWER
General Manager

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
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- PayPal Giving Fund
- FedEx
- CARMEX
- DigitalVision
- AutoNation
- HP
- Oracle
- Mastercard
- Johnson Controls
- California Edison
- SFM
- The Vaya Con Dios Foundation
- Orange County United Way
- Public Profit, LLC
- InTouch Health
- Raising A Reader
- Wells Media

$50,000-$99,999

- Children & Families Commission of Orange County
- National League of Young Men, Newport Mesa Chapter
- Orange Coast Magazine
- San Jose Marriott
- San Jose State University

$25,000-$49,999

- Majestic Realty Foundation
- ST Joseph Health
- Honda
- Pacific Life Foundation
- State Farm
- San Manuel Band of Mission Indians
- DFC
- KPMG

$10,000-$24,999

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- Rubicon Point Partners, LLC
- Public Profit, LLC
- Orange County United Way
- U.S. Interactive Media
- Rubicon Point Partners, LLC
- Public Profit, LLC
- Raising A Reader
- Wells Media

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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
Total Program Services  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

**Includes recognition of In-Kind program services, such as volunteer time, and facility and snack costs contributed by school district partners.
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
MEET OUR STUDENTS.
BE INSPIRED.

thinktogether.org/stories