

HORIZONS  
Building Brighter Futures Since 1964

2021 REPORT TO THE NETWORK

Together, we can provide  
more opportunities  
for students to **EXPLORE,**  
**LEARN,** and **GROW.**



HORIZONS<sup>®</sup>  
National

Inspire • Build • Transform



## VISION

(the future we seek):

Our vision is a future in which every child thrives.

## MISSION

(how Horizons works to get there):

We advance educational equity by building long-term partnerships with students, families, communities, and schools to create experiences outside of school that inspire the joy of learning.

## Letter to Our Community

2021 brought a renewed sense of urgency to the Horizons Network, as the national conversation shifted to the need for learning recovery for youth of all ages. With unprecedented funding from the American Rescue Plan, out-of-school time learning was in the spotlight as districts and schools searched for ways to best support students' academic, social, and emotional growth, filling in gaps caused by the pandemic. Now, Horizons has a big role to play in our nation's recovery.

In Summer 2021, all Horizons sites were open, and 95 percent returned to in-person learning. 70 percent were able to provide swimming instruction, and nearly all students said they enjoyed activities at Horizons every day. With student well-being a priority for school districts, affiliates formed partnerships to provide mental health supports, such as counselors and social workers for students and families. Perhaps most importantly, Horizons programs made sure kids had FUN – time together to play, create, explore, and enjoy.

As affiliates focused on providing these direct services, Horizons National focused on ensuring they had what they needed and leveraging our strength as a Network. We developed toolkits to support affiliates in pursuing the record levels of government funding released for out-of-school time programs. We also worked collaboratively with affiliate representatives, school heads, program alum, National board members, and staff to co-create new Horizons National Vision and Mission statements. And we continued to center equity, diversity, and inclusion in our work, adopting new asset-based messaging, reviewing, and changing our HR and hiring practices, and updating our Affiliate Policies through an equity lens.

In 2022, we're looking forward to introducing a new Horizons National Equity Framework, which will be the foundation of a new Strategic Plan for 2023-25. The consultants for both initiatives are working collaboratively on creating inclusive processes that will engage a wide range of Horizons and community stakeholders.

As more districts look for help to support students in 2022 and beyond, we will partner with more schools and communities to expand equitable learning opportunities. Now, more than ever, Horizons' work to advance educational equity and create experiences outside of school that inspire the joy of learning is needed in virtually every community. We could not be prouder of all the ways that the Horizons Network has stepped up to the challenges of the last 2 years, and we are committed to continuing to work closely together to support student recovery.

Lorna Smith, CEO, Horizons National

Vicki Craver, Chair of the Board of Directors, Horizons National



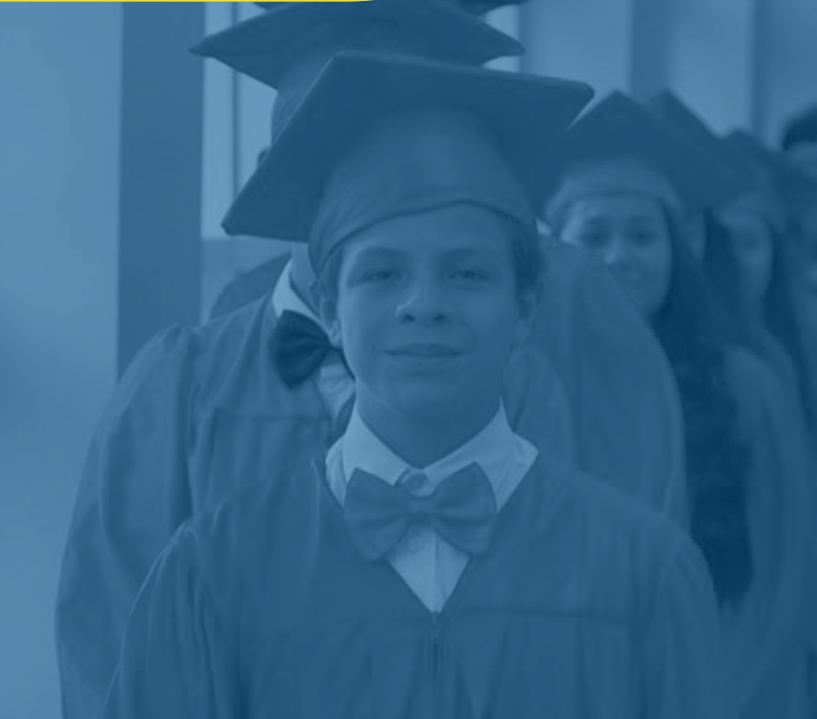
# The State of the Network in 2021

2021 posed distinct challenges for students, families, and teachers alike. Despite this, students and families were overwhelmingly positive about the experiences Horizons offered them.

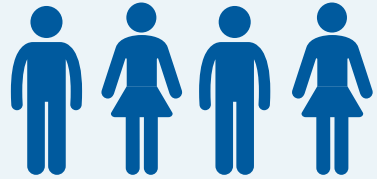
Most of our affiliates were able to return to in-person learning and offer a diverse array of opportunities and experiences for students. From reading and writing instruction to STEAM (Science, Technology, Engineering, Art, and Math), field trips, and celebrations, students were challenged to work hard and have fun! Most programs incorporated social-emotional learning (SEL), and some offered additional mental health counselors and support for both students and families. And, to the delight of many students, 70% of affiliate sites were able to offer swimming this summer!

*“This is a moment that we’ve got to take serious action. This is a moment right now that we have to do what Dr. King suggested when he said: ‘We are now faced with the fact that tomorrow is today. We are confronted with the fierce urgency of now.’ We’ve got to make summer experiences for young people part of the permanent structure of our young people’s lives.”*

- Geoffrey Canada, NSLA National Summer Learning Conference, 2021

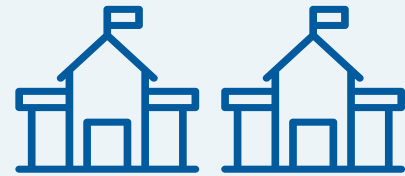


**5,700+**  
students served



**68**

Horizons sites at independent and charter schools, colleges, and universities



**100%**  
of Horizons sites offered programs



**95%**  
were in-person



## Student, Parent, and Staff Satisfaction

83%

of students were satisfied with the program

98%

of students indicated that Horizons provided **enjoyable activities every day**

95%

of students marked that Horizons helped them **feel connected to an adult who cared about them**

98%

of parents were satisfied with the program

97%

of parents reported observing their child(ren) **feel happy** and hopeful during the program

97%

of parents want **their student(s) to return to the program**

97%

of staff felt connected to their program

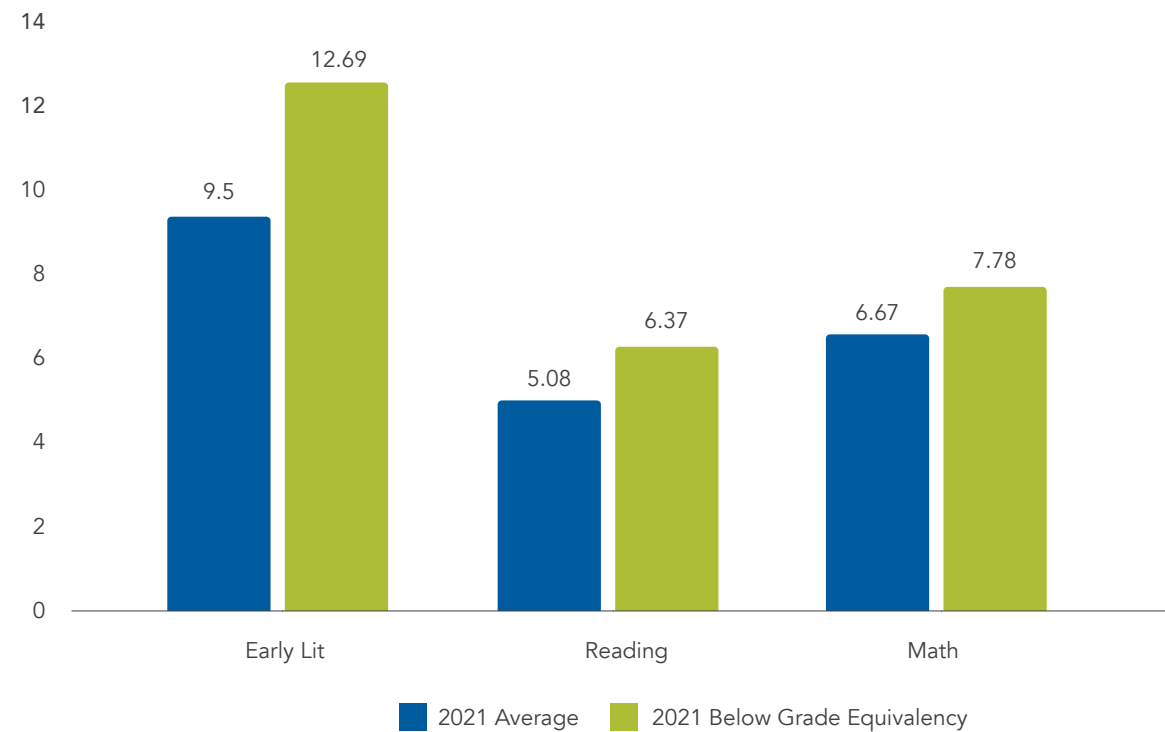
Over 99%

of staff thought Horizons had a **positive social-emotional impact** on their students

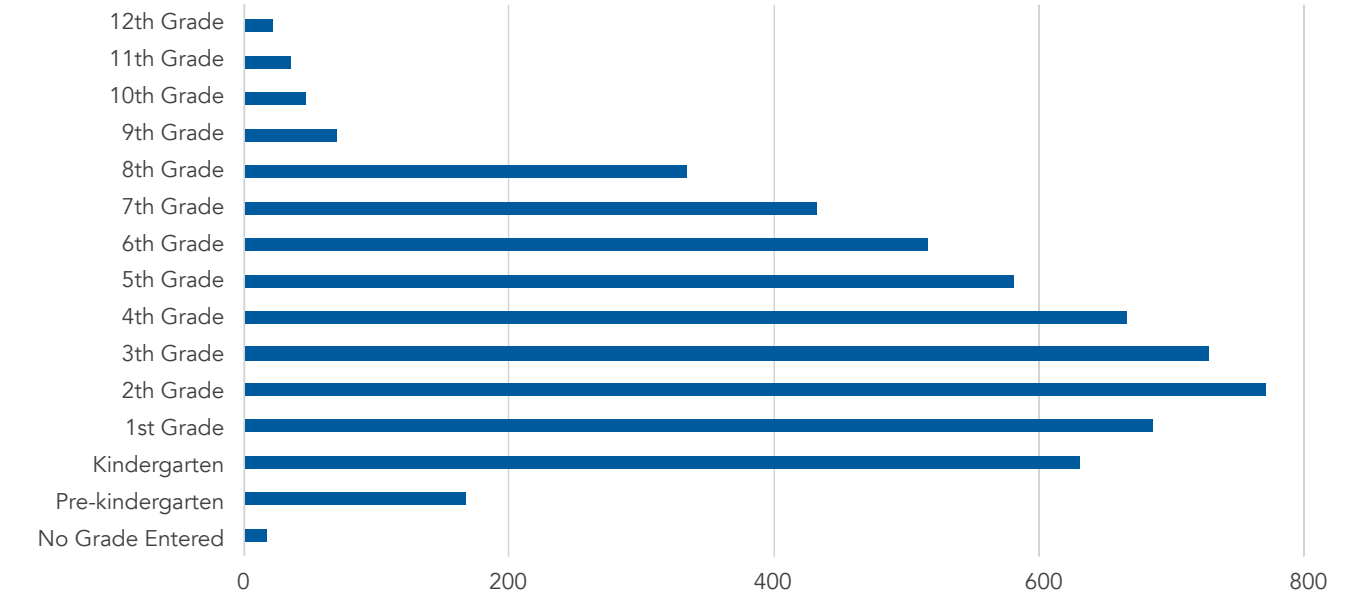
92%

of staff **felt supported**

### STAR Growth in Weeks



### Enrollment By Grade



*“I feel extremely blessed to have had my twin boys attend Horizons each summer for the past 4 years.”*

*They absolutely love the staff and structure of mixing fun activities, academics (they love reading a book with their friends), having fun and exploring various projects, arts and crafts and sports...each and every day they were so grateful and excited to attend. I thank God for Horizons Summer Program and the generosity it gives financially to families like ours who could not afford to send my boys to camp and encourage learning daily. I'm so thankful for the transportation, food, drinks and snacks also provided. This program has had such a positive impact on their summer away from school and we couldn't be happier.*

– Parent, Horizons of Kent and Queen Anne's

## A Return to In-Person Learning

After Horizons at Home in 2020, months of remote learning, and the uncertainty of the school year, students, teachers, and families were eager to return back to their Horizons communities in 2021. Across the country, 100% of Horizons sites offered programming, and 95% were able to return to in-person learning! Some teachers felt like it was their first Horizons summer all over again.

*“This year felt like the first year in terms of anticipation and excitement. Being with our students and families again made us appreciate them. We cried and family members cried several times with a feeling of relief and happiness at 'coming home'.”*

– Reading Specialist, Horizons Albuquerque

The joy was palpable across the Horizons Network as students enjoyed reconnecting through classroom learning, field trips, special activities, and celebrations. Horizons high school students participated in in-person college tours and career fairs, and many kindergarten and first-grade students experienced things like riding a school bus, being in a classroom, and connecting with classmates face-to-face for the first time. For Horizons students at Riverdale Country School (NYC) and The Galloway School (ATL), who began Horizons virtually in 2020, this summer was time to finally come together as a community.

A summer favorite at Horizons, over 70% of students had the chance to hop back in the swimming pool! Many conquered their fear of the water or tried swimming for the first time, learning alongside their peers and teachers. Horizons Atlanta at Woodward Academy middle schoolers who had completed their swimming lessons had the opportunity to participate in lifeguard training, with many receiving certifications and earning an important new skill. In the first year of a new partnership, swimmers at Horizons Savannah participated in the Savannah Coastal Swim League, and took home 4th place in the City Swim Meet!

*“My son was so scared to get in the pool - now he is asking me to book swimming lessons. I am so grateful for that.”*

– Parent, Horizons at Albertus Magnus College

*“I liked the swimming lessons. I have never swam in my life. And I learned how to kick, and put my head in the water.”*

– 6th grade student, Horizons at New Canaan Country School



## Horizons as a Model for Success

In a year marked by challenges for students, teachers, and schools, 2021 brought a significant rise in interest in out-of-school time learning. In March 2021, Congress passed the American Rescue Plan Act (ARPA), providing federal funding to support young people during out-of-school hours – including \$22 billion to Local Education Agencies for strategies to support learning recovery from the pandemic.

“I appreciate that he was included in this summer as he was a rising 9th grader. It was a great way to combat the Covid slide but also help make sure he was ready to begin a new academic journey as a high schooler.”

– Parent, Horizons at Saint David’s

Faced with an unprecedented amount of funding, many schools and communities began looking to out-of-school time programs like Horizons to help fill gaps in opportunity for learning recovery. Several key factors made programs like Horizons attractive:

- Our highly replicable approach to partnering with schools and districts
- The incorporation of social-emotional learning and additional mental health support
- Engaging students year after year in a fun, supportive community
- Proven, evidence-based student outcomes

At the local level, many Horizons affiliates have been able to apply for ARPA funding through their state or school district. In preparation for the localized funding distribution, Horizons National developed toolkits for affiliates to use in educating federal, state, and local legislators about the importance of out-of-school time learning to student recovery and to make the case for funding Horizons. So far, several Horizons programs across five different states have received funding through ARPA, helping to ensure program sustainability and engage more students and families.



# The Importance of the Network: National Reach, Local Autonomy



Working together, we expanded learning opportunities for more students in more communities. At the onset of the pandemic in March of 2020, Horizons National shifted focus to better supporting affiliates as we entered a period of uncertainty and critical need in the education landscape. Horizons National continued to provide that level of support in 2021 in a variety of ways, all of which leaned on the expertise and knowledge across the Horizons Network.

## Community of Practice Convenings

Central to our role as a convener, Horizons National facilitated the opportunity for various groups of affiliates to come together and share ideas, best practices, and resources through Communities of Practice Gatherings.

- **Regional and Multi-Site**

Beginning in May 2021, leaders from over 35 sites across the Horizons Network gathered three times to discuss strategic topics and share ideas/approaches specific to running a regional program. This year, multi-site directors joined the community of practice, adding to the richness of conversations and sharing.

- **Higher Education**

Affiliates, hosted at an institute of higher education, met once to connect members and provide an opportunity for Directors to share their successes and challenges of being on a college or university campus, especially during the continuing pandemic.

## Supporting Staff Transitions, Succession Planning, and Onboarding

- In 2021, we welcomed 9 new Executive Directors to the Horizons Network. Overall, 20 individuals representing 15 affiliates (roughly 35% of affiliates) participated in formal onboarding in 2021. The goals of the onboarding offerings were to share Horizons culture and values; inspire and excite; impart the essential information and tools for starting and running a successful program; provide time for Executive Directors and board members to plan together; share best practices and advice from seasoned affiliates; and establish peer relationships and community. Participants who completed the survey rated the experience 9.5/10.

- In December, Horizons held our first webinar focused on succession planning. Over 15 board members and Executive Directors from the Network attended the webinar. The training remains available for self-paced professional development on Lessonly, Horizons National's on-demand learning platform. The goals of the webinar were to explain:
  - Why succession planning is important
  - How succession planning can be naturally tied to the ED annual review process
  - How an affiliate can start to prepare for an ED succession
  - Key processes and resources for a successful succession

*“The fact that Horizons is a national program and a model which has a national organization behind it gives it credibility.”*

– Marjo Talbott, Head of School, Maret School, Washington, DC



## AmeriCorps VISTAs

Horizons National continued its partnership with AmeriCorps through another great year of engagement with VISTA (Volunteers in Service to America) members. A new cohort kicked off in June 2021 with 12 full-time VISTAs and 11 VISTA Summer Associates placed across the Horizons Network. VISTAs continue to play a critical role in increasing the capacity of participating affiliates. Below are some highlights from this year:

Over **150**  
volunteers recruited and/  
or managed by VISTAs

Over **\$4,000**  
of in-kind resources  
leveraged

Over **\$550,000**  
raised directly or indirectly  
by VISTA support

In November 2021, VISTAs gathered in-person in Atlanta, GA for the first Horizons VISTA Retreat. Supported by Horizons Atlanta at Georgia Technical College, VISTAs enjoyed networking opportunities and professional development workshops such as resume building, S.M.A.R.T. Goal Setting and Reflection, and 'Creating an SEL Program with an Equity Focus.'

## Affiliate Board Council

The Affiliate Board Council is comprised of one board member from each affiliate. In 2021, this group focused on ways to bring equity, diversity, and inclusion to their board and program and policy changes that came out of the Network Task Force for Equity and Access. The Council also provided feedback and ideas to Horizons National for affiliate Board onboarding.

# EQUITY, DIVERSITY, AND INCLUSION

In 2021, Horizons National doubled down on our commitment to increase equity, diversity, and inclusion (EDI) across the Network. From the creation of several Working Groups to a conference series rooted in equity, creating new mission and vision statements, and updating Horizons' Affiliate Policies to reflect our commitment, we continue to engage partners and professionals to expand equity across the Horizons Network.

## Network Activity

In 2020, the Network Task Force for Equity and Access was created to advance EDI and access throughout the Horizons Network. Task Force members, which include affiliate leaders, staff, and board members, met as a large group 4 times in 2021 and participated in at least 1 of 3 working subgroups:

- The Affiliate Policies and Practices Working Group took on the effort of reviewing the Affiliate Policies through an equity lens. This process was thoughtful, inclusive, and iterative over most of 2021, culminating in 20 policy change recommendations that were approved by the Horizons National Board in the fall of 2021
- The Communications Working Group began to take a deep dive into how we talk about Horizons, the way we tell stories across the Network, and the opportunities to ensure all internal and external communications are created with a lens of EDI.
- The Culturally Responsive Working Group looks to share, support, and expand culturally responsive and sustainable practices and resources throughout the Network. As the Affiliate Policies now state that programs need to be "culturally relevant," members of this group have developed guidance on how culturally responsive practices can be integrated throughout programs, and have identified/created professional development opportunities and instructional resources for affiliate leaders, staff, students, and families.

As with many events in these times, we re-imagined our Horizons National Annual Conference in a virtual environment, creating **Horizons' 2021 Community Series: Together in Action for Equity.**

From February - April 2021, Horizons' Community Series: Together in Action for Equity offered a new online structure, flexible professional development offerings, and extended opportunities to learn, teach, and work together. We were able to deliver more than 22 sessions over a 10-week span, providing more than 30 hours of professional development opportunities for Horizons staff and board members across the Network.



We're proud to say that almost all to the majority of our sessions focused on **equity**:

- Keynote Session from Karen Pittman - Transformative Learning and Development, Robust Equity and Thriving Youth
- Belonging, Engagement, Diversity, and Inclusion
- Inclusion: Enrollment and Instructional Affiliate Best Practices
- Intentional Leadership: Understanding and Promoting Equity, Diversity, and Inclusion
- Preparing for Culturally Responsive SEL - A Partnership between Harvard EASEL Lab and Horizons at The Ethel Walker School
- Intentional Leadership: Leadership Strategies that Advance Equity, Diversity, and Inclusion
- Supporting Healthy Identity Development Through Culturally Responsive Practices
- Advancing Equity Through Strength-Based Messaging
- Creating Safe and Brave Spaces to Talk About Race and Equity
- Results from Horizons National year-long engagement with Thought Partners Solutions

**Over 200 individuals** from across the Horizons Network attended these sessions.



# Expanding Horizons

With students' academic, social, and emotional recovery from the pandemic at the forefront of our minds, our goal is to bring Horizons to as many communities as possible. 2021 was a busy year of growth for the Horizons Network, and we were glad to welcome many new schools and communities:



The **Horizons Greater Philadelphia** region officially launched, adding two new sites: Horizons at Cristo Rey Philadelphia High School and Horizons at Springside Chestnut Hill Academy, bringing the total number of sites to four.

The **Horizons New York City** region officially launched, adding Horizons at Riverdale Country School, which began as a virtual pilot in 2020 and had their first in-person summer. Horizons New York City now has three sites.

The **Horizons Atlanta** region continues to grow - Horizons Atlanta at The Galloway School, which launched as a virtual pilot in 2020, had their first in-person summer. Horizons' first region to launch, Horizons Atlanta now houses 10 sites.

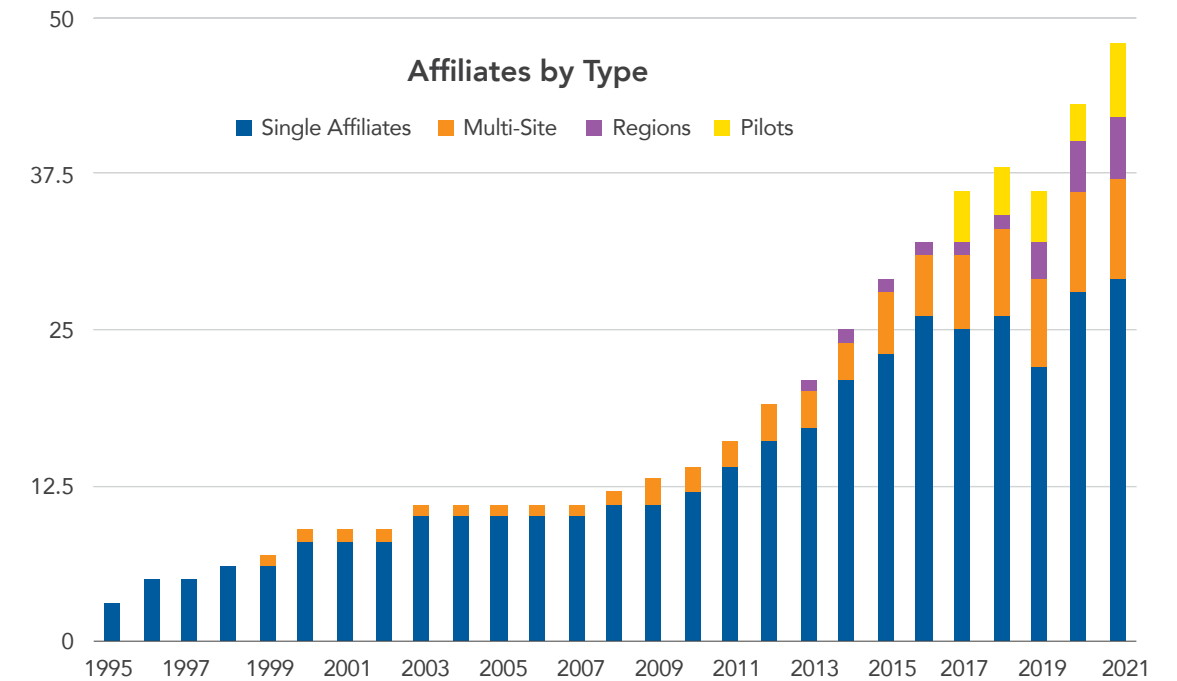
**Horizons at Francis Parker School** in San Diego, CA became our second site serving students in California.

**Horizons at Albertus Magnus College** in New Haven, CT was launched using ARPA funding as the second program serving students in New Haven.

Additionally, **Horizons Atlanta at Holy Innocents' Episcopal School and Horizons at Colorado Academy** both welcomed a second cohort of kindergarten students.



As we look to 2022 and beyond, we know that the need for programs like Horizons is greater than ever. In our efforts to expand recovery and expand Horizons, we project adding 3-5 new sites, affiliates, or student cohorts each year. At maturity (serving K-8th grade), these sites would increase Horizons' annual capacity to serve an additional 400-750 students each year. Expansion success continues to be driven by regional growth, as many affiliates are eager to deepen their impact in their communities and serve more students locally. Similarly, new single-site growth is also essential, as this helps bring Horizons to new communities, form new partnerships, and of course, reach even more students nationwide.



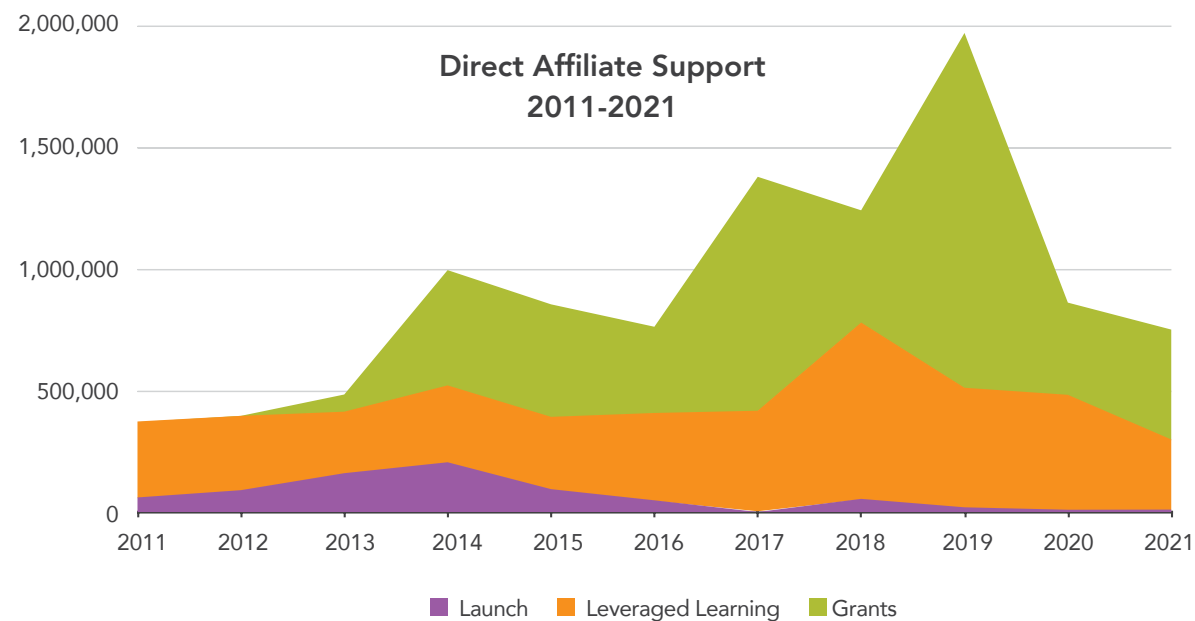
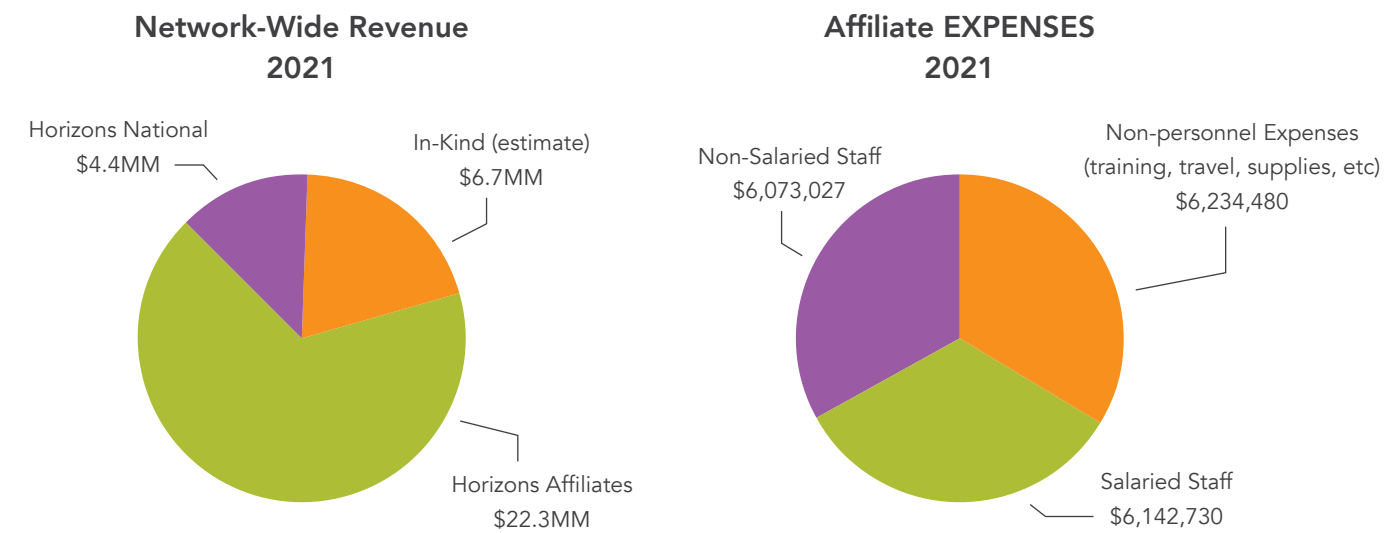
In Connecticut, we were determined to use **ARPA funding to reach more students** who had been affected by pandemic-related school closures.

With the help of Social Venture Partners - CT and Horizons at the Foote School, Horizons National partnered with **Albertus Magnus College** in New Haven to **create a brand new Horizons site**. Horizons alumni from other programs lent their time and expertise, and community members helped **spread the word to schools, families, and potential partner organizations**. We saw the benefits of our highly replicable model play out in real-time as the team was able to secure space and dedicated staff, recruit new Horizons families, and mobilize affiliate resources around out-of-school learning in just under three months' time.

**Horizons at Albertus Magnus College** ran a **4-week pilot program** in Summer 2021, **serving 55 students in kindergarten** through 3rd grade from New Haven public schools.

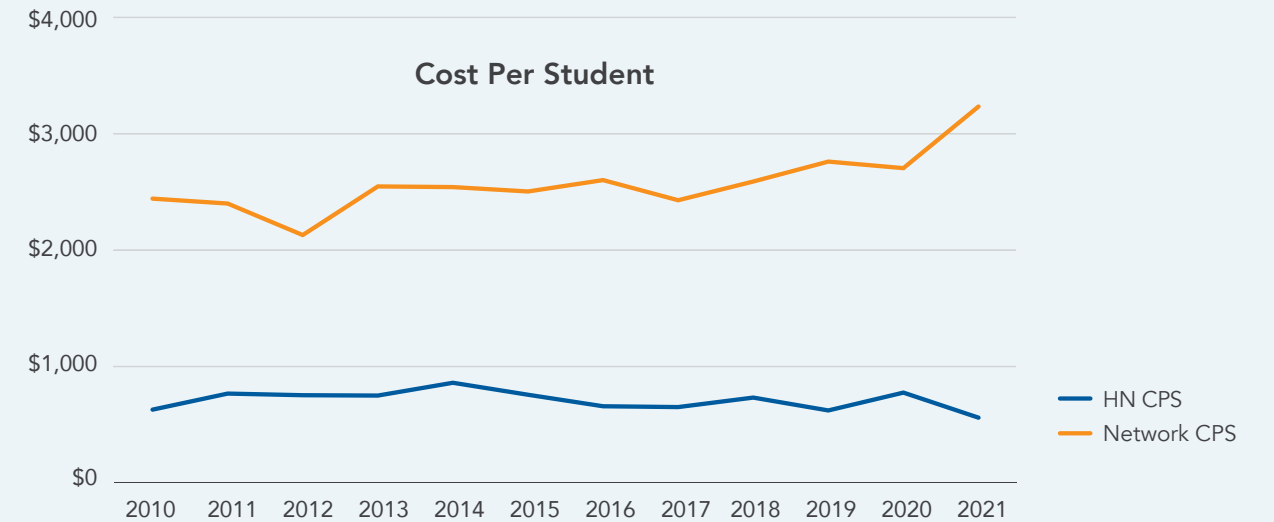
# Network Financials

The Horizons Network remained financially strong, raising more than \$25 million across the Network and receiving approximately \$6.7 million of in-kind support in 2021. Expenses across the Network returned to a more normalized state as 95% of Horizons sites returned to modified in-person programming. Implementing COVID safety protocols at sites resulted in increased transportation and supply costs.



# Cost Per Student

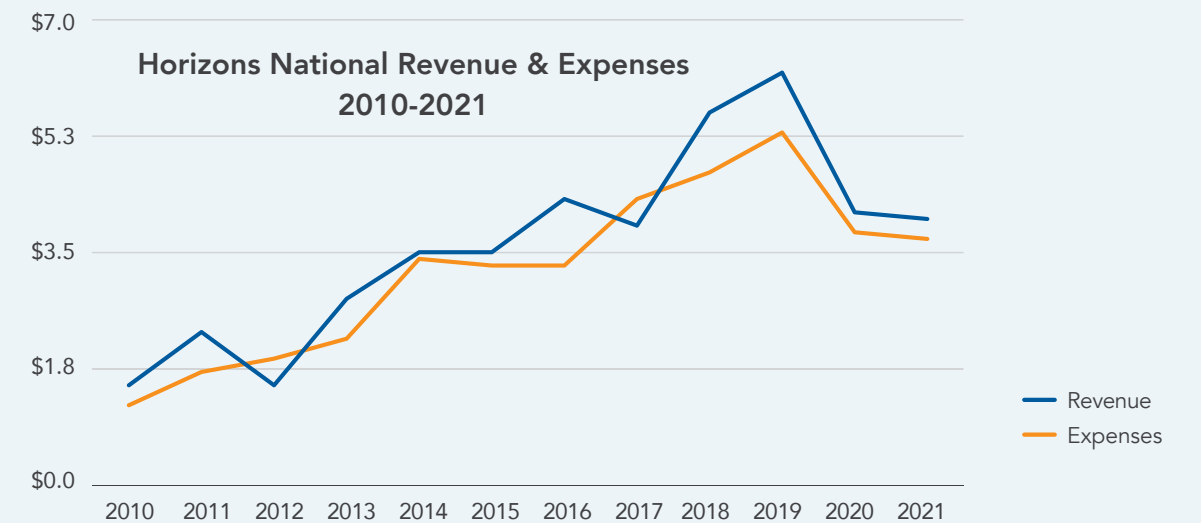
The average cost per student increased to \$3,237 in 2021 from \$2,707 in 2020 mainly due to increases in transportation and other costs associated with ensuring in-person programming could be held safely.



## Horizons National Financials

Horizons National is primarily funded through private philanthropy, with an increasing operating budget to support a rapidly growing network. In 2021, Horizons National continued to direct resources to provide the affiliate Network with training, consulting, virtual convening, professional development, and in some cases direct funding. In 2021, with a growing need for programs like Horizons to help children recover from extended closures due to COVID, Horizons National returned to its focus on expanding our program to serve more youth in new communities.

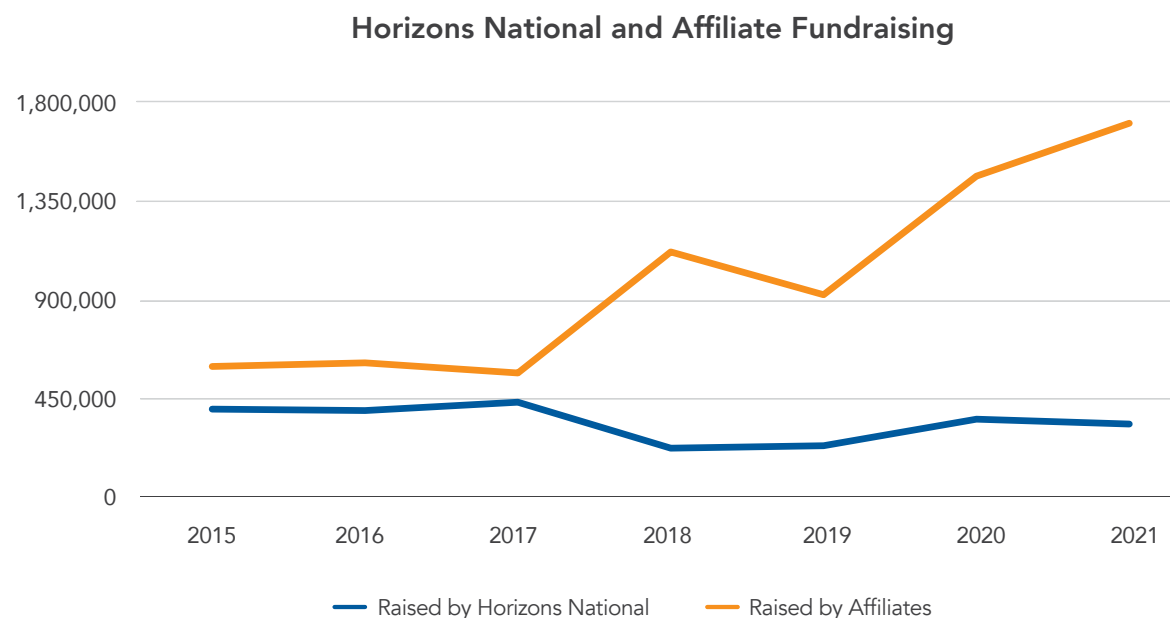
Horizons National does not collect dues from Network affiliates and must raise funds, including pass-through and programmatic support, from a variety of mainly private sources.



# \$2 MILLION RAISED

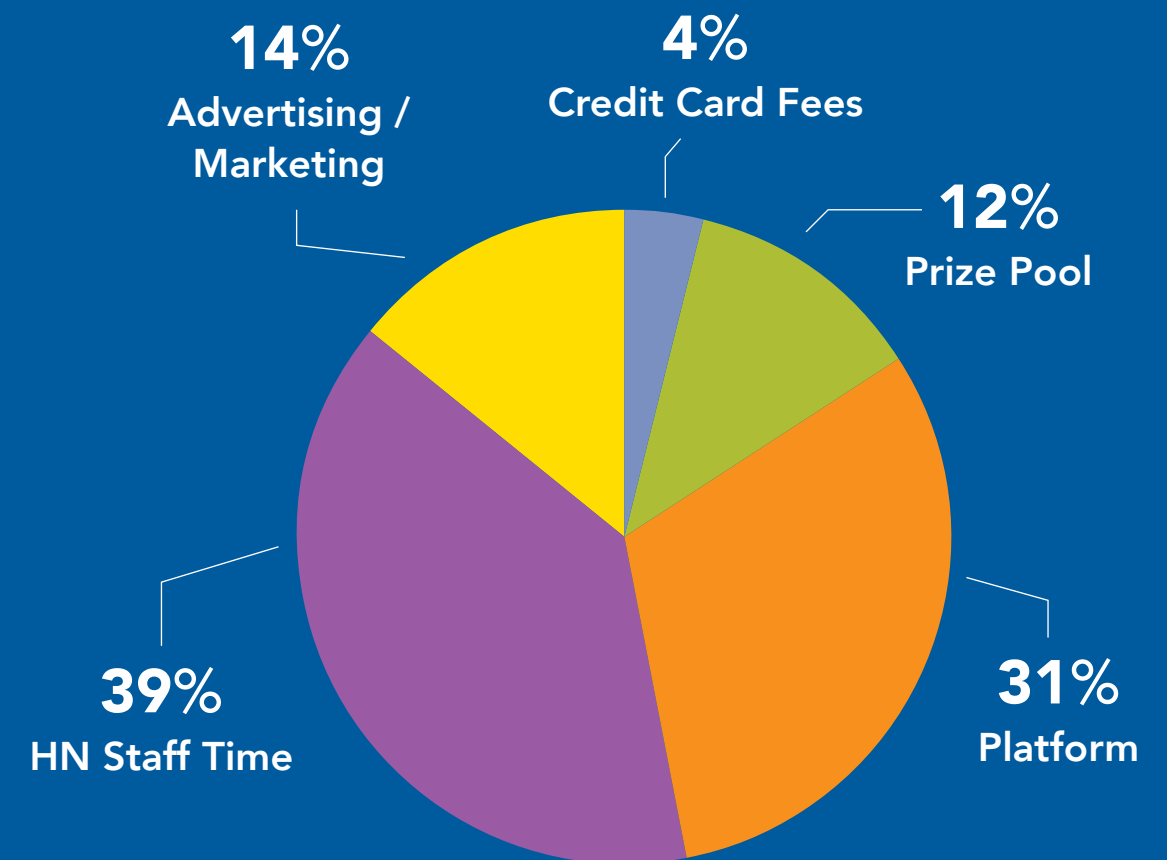
## Horizons Giving Day 2021

We're excited to announce another record-breaking year for Horizons Giving Day 2021. For the first time ever, Horizons Giving Day raised more than \$2M across the Network! In total, we raised \$2,047,260 from 3,089 donors for 46 sites. We couldn't have done this without the support of our affiliates. Thanks to you all, we saw an 11% increase in fundraising from 2020.



# 700K INVESTED BY HORIZONS NATIONAL

## HGD Expenses



Horizons National has fully funded the expenses of **Horizons Giving Day** since its creation in 2015. A majority of expenses directly support Horizons sites' efforts to raise funds. Since 2015, Horizons National has invested more than \$700k to provide this Network-wide fundraising opportunity for affiliates.

# THANKS TO YOU...



*“ [I value] the fact that my son can learn and have fun during Horizons. There’s nothing more rewarding than picking him up from the bus and instantly being told about his day. That just doesn’t happen as often during the school year.”*

– Parent, Horizons of Kent & Queen Anne’s



*“ [Horizons] has meant finding my ‘why’ again after almost two years of teaching remotely, it has meant feeling the joy that my students bring; nothing can replace the ah-ha moments that take place throughout the school day and the sound of laughter filling up a classroom!”*

– Assistant Teacher, Horizons at Saint David’s

Thanks to affiliates like you, Horizons has supported youth, families, and teachers like these...

*“ I finally got to see my friends and hang out with other people. I also got to have fun after a long time of staying home and I actually got less sad and looked forward to waking up early in the morning.”*

– 6th grade student, Horizons Savannah at Savannah Country Day School

*“ I value the faith, confidence, and hope that the community has to offer every day and that makes me hopeful for my future.”*

– 6th grade student,  
Horizons at Sacred Heart University





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