



2022 REPORT TO THE NETWORK

Meeting this Moment, Together



HORIZONS[®]
National



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

2022 was a year of tremendous growth and new opportunity for the Horizons Network. With increased recognition about the role that summer and out-of-school time can play in pandemic learning recovery, high-quality programs like Horizons stood out. The value of Horizons programs has never been greater, and as we look forward to 2023, guided by our new Strategic Plan, there is a renewed charge to advance educational equity everywhere we can.

Summer 2022 brought record numbers for our Network – we welcomed 6,744 students, exceeding pre-pandemic enrollment. Additionally, we welcomed 5 new partner institutions in New York City, Atlanta, Philadelphia, and our first site in Fort Pierce, Florida. All 74 Horizons sites were back to in-person learning and community building, and the return of swimming brought joy and confidence to thousands of young people. Students explored, created, tried new things, built relationships, and had fun – all while gaining an average of 7 weeks of growth in literacy and math.

In July, First Lady Dr. Jill Biden and Secretary of Education Dr. Miguel Cardona visited Horizons at Albertus Magnus College in Connecticut and Horizons Atlanta at the University of Georgia to highlight programs providing summer learning opportunities made possible by the American Rescue Plan. During this visit, Horizons represented high-quality summer learning, and the vital role programs like ours play in the learning journeys of millions of young people.

Looking ahead, Horizons National's new Strategic Plan for 2023-25 calls for creative approaches to ensuring more students and families can have the Horizons experience and prioritizes building a culture of equity, diversity, and inclusion into everything we do. The Plan is guided by 4 pillars:

1. Accelerated Network expansion
2. A high-impact customer service system for the Network
3. A culture of equity, diversity, and inclusion (EDI)
4. Increased and diversified revenue

It is clear that effective out-of-school programs like Horizons play an important role in supporting pandemic recovery and accelerating learning. At Horizons National, we are eager to continue to support the great work of our affiliates, partner schools and institutions, community and government partners, program champions, and Horizons students, families, and alumni. Together, we will increase equitable learning opportunities for more students across our country, and advance equity in education for generations to come.

Lorna Smith, Chief Executive Officer, Horizons National
Vicki Craver, Board Chair, Horizons National

First Lady of the United States, Dr. Jill Biden and Secretary of Education, Dr. Miguel Cardona visit Horizons

In July 2022, as part of their Catching Up Kids Through Summer Learning Tour, Dr. Jill Biden and Dr. Miguel Cardona visited Horizons at Albertus Magnus College and Horizons Atlanta at the University of Georgia. Their tour highlighted programs providing summer learning opportunities made possible by the American Rescue Plan.



“*There are few greater joys than meeting students with big dreams and boundless curiosity! Across the country, summer learning programs are helping students catch up on reading and STEM skills ahead of the fall.*”

- First Lady Dr. Jill Biden, during her visit to Horizons at Albertus Magnus

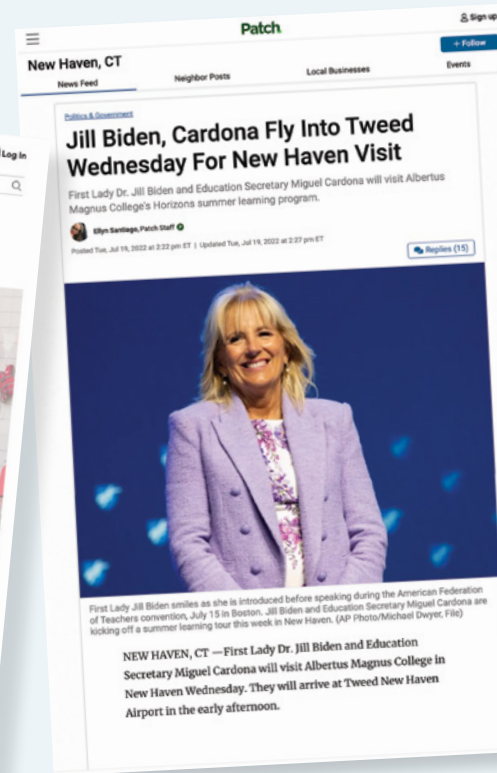


“*The Horizons program is a phenomenal program - a program that other programs in the country could learn from.*”

- Secretary of Education Dr. Miguel Cardona

HORIZONS IN THE NEWS

We were honored to be recognized as leaders in our field. These visits showcased Horizons programs as high-quality summer learning opportunities that are essential to pandemic recovery for millions of young people.



While the First Lady and Secretary could have gone anywhere, they chose two Horizons sites.

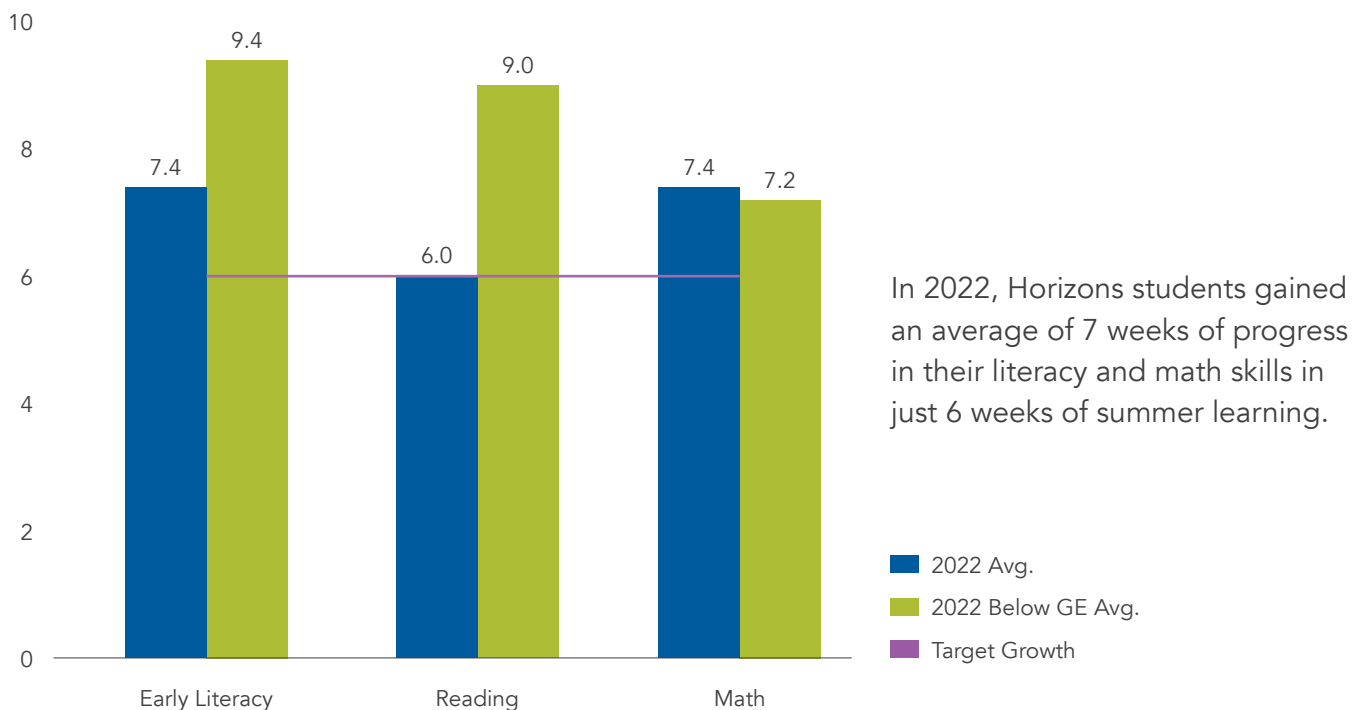
We believe it's because of the academic gains our students make, our long-term partnership model, and the joy that is so evident when you step through the door of any Horizons program.

Horizons Network by the Numbers

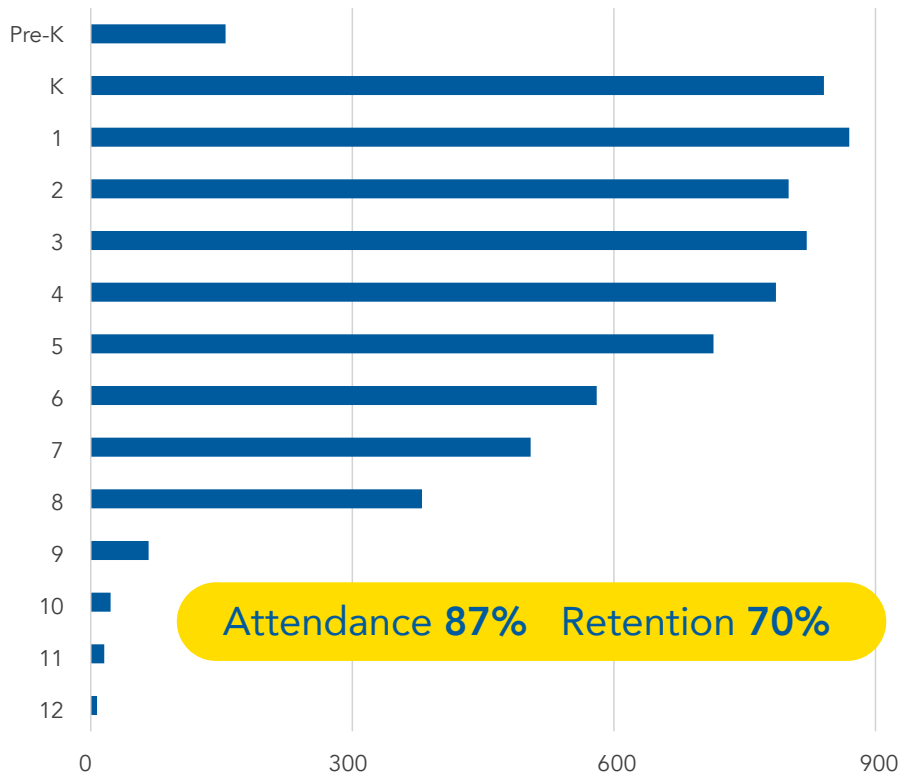
2022 was a record-breaking year for enrollment. We reached more than 6,700 students at 74 program sites in 20 states, exceeding pre-pandemic numbers.

Regions	Affiliates	Sites	Pilots
7	43	74	5
Students			
6744			

STAR Growth in Weeks



Enrollment By Grade / Attendance



Attendance 87% Retention 70%

Attendance and retention rates are critical to student learning. According to Attendance Works, during the 2020-2021 school year, **more than 10 million students nationwide were chronically absent.** Chronic absence — missing 10% or more of school days due to absence for any reason — excused, unexcused absences, and suspensions — can translate into students having difficulty learning to read by the third grade, achieving in middle school, and graduating from high school.¹



Just as importantly, families and students are satisfied with Horizons programs.

95%

of families reported feeling completely or **mostly satisfied with Horizons programs**

76%

of students reported feeling completely or **mostly satisfied**

“Everyone should experience a summer at Horizons because it will create lifelong memories, experiences, and get kids out of those hand-held devices to just have fun.”

- Family, Horizons Savannah

1. <https://www.attendanceworks.org/chronic-absence/the-problem/>

Horizons Teachers and Staff

Horizons teachers and staff dedicate their summer to inspiring joy, building confidence, and supporting the learning of Horizons students.

Collectively, the Horizons Network includes:



886

Teachers



64

Reading Specialists



1590

Total Staff

At a time when educators report feeling overwhelmed and burnt out:

88%

of Horizons staff reported feeling completely or **mostly supported**

92%

of Horizons staff reported feeling completely or **mostly connected**



The past two academic school years have been so heavily focused on teaching to test, and so being able to be creative and allowing students to work outside of the norm has been extremely rewarding. I feel as if my teaching bucket has been refilled.



– Teacher, Horizons at Ashley Hall



“ [Horizons] allows me to bring back the joy of teaching in hands-on and engaging ways. ”

– Teacher, Horizons at Lancaster Country Day School

Advancing Equity, Diversity, and Inclusion (EDI)

In 2022, Horizons National, in collaboration with Horizons Network leaders and with input from our many stakeholders, developed an Equity, Diversity, and Inclusion Framework. The Framework gives us a foundational lens through which we approach and evaluate all of our present and future work. It includes a set of affirmations about the communities we serve, the barriers created by systems of power, and the gaps that occur when learning opportunities are not equal. It also outlines our commitments to address the impact of disproportionate adverse lived experiences, advance equity, build on our progress to become an anti-racist organization, and speak out against policies and actions that negatively impact the opportunities and well-being of students and their communities.

Horizons National continues to facilitate and support Horizons affiliate leadership and staff to address affiliate EDI work, including:

- **Network Task Force for Equity and Access:** a platform for affiliate staff and Board members to discuss, examine, and reimagine the Horizons Network through an equity lens. The Task Force currently includes three working groups focused on various aspects of Horizons programming and operations
 - ✓ **Affiliate Policies and Practices Working Group:** reviews and provides input to ensure Horizons Network policies and practices are grounded in EDI
 - ✓ **Culturally Responsive Working Group:** helps to identify culturally appropriate/relevant resources and professional development for Horizons teachers and staff
 - ✓ **Communications and Strength-Based Messaging Working Group:** provides input into resources and trainings, identifies challenges, and reviews materials related to how we position Horizons to internal and external audiences





In 2022, Horizons National developed Staff and Board Equity Plans - living documents that cover everything from Board and staff recruitment and retention practices to EDI professional development, as well as strategies and activities aimed at increasing the inclusivity of national systems, including data collection and affiliate services.

Additionally, we worked closely with members of the Network to gather input and develop clear and actionable equity, diversity, and inclusion goals for our organization. This work included Horizons students and families, program Directors and staff, teachers, Board members, and alumni through interviews, surveys, and focus groups to ensure that Horizons' many voices and communities have, and will continue to have a voice in developing our current and future goals. The results of this work included:

- Ensuring that all of our external and internal communications were asset-based by developing the **Horizons' Strength-Based Messaging Guide** to help our Network be grounded in more inclusive, equitable language
- Adopting changes to the **Horizons Affiliate Policies**, the basic required tenets of all Horizons programs, that were recommended by the Horizons Affiliate Task Force for Equity and Access to the full Network

As we look to 2023, we have developed a **new Horizons National 2023-2025 Strategic Plan**, which centers a culture of equity, diversity, and inclusion. As we execute that Plan, we will be:

- Developing Horizons Equity, Diversity, and Inclusion Guidelines in partnership with affiliates to support their EDI goals
- Creating systems for ongoing stakeholder communication and input on decisions that will affect them
- Ensuring EDI goals are embedded in all Horizons National staff and Board plans

Strengthening the Network by Supporting Affiliates

One of the most important and most valued roles of Horizons National is convening the Network. In 2022, we facilitated a number of opportunities for affiliate staff and volunteers to connect with, learn from, and provide support to each other. Most notably, we were thrilled to once again bring the Network together in person at the Horizons National Annual Conference after two years of virtual gathering. There was tremendous energy and joy in being together and sharing the relief of a return to something closer to normal. Throughout the course of the year, we were reminded of our culture of mutual support and collaboration, continuous learning, and the strength of our professional community.

Horizons National Annual Conference

For the first time since 2020, Horizons National hosted its Annual Conference in person in Providence, Rhode Island. The 2022 conference focused on setting the course for the future of the Horizons Network.

More than 140 attendees participated in facilitated discussions and small group brainstorming to:

- Provide input and ideas for Horizons' Equity Framework
- Share ideas on the strategic direction of the Horizons Network
- Discuss ways to implement updated Affiliate Policies to reflect more inclusive and equitable practices

We also took time to celebrate as a Network! The last time we were together in 2020 was just weeks before our world - and our work - changed forever. Since then, affiliate leaders have gone above and beyond for students, families, and communities. Throughout the conference we took time to celebrate efforts and reflect on the past two years.

Professional Development Opportunities

Horizons National worked hard to offer professional development and program guidance year-round as well. Dozens of members of the Network participated in an array of opportunities that included:

- 8 virtual Network Meetings for affiliate staff and Board
- Biweekly Program Planning Group Calls offered January - June
- 27 training and informational sessions ranging on topics such as marketing, data collection, and programming – from student enrollment to a three-workshop series entitled “It’s Not SEL if it’s Not Equitable,” led by Youth Communications, to a three-part discussion group on middle school programming

Communities of Practice

Bringing the Network together to share ideas, best practices, and resources through Communities of Practice gatherings is a central role of Horizons National. In 2022, there were two active groups:

- Regional and Multi-site
- Higher Education

In partnership with The Rollins Center for Language and Literacy in Atlanta, Horizons National also hosted a Community of Practice on the Science of Reading. Over 40 participants were able to access the Cox Campus's online professional development resources and participated in virtual meetings and online discussions.

Affiliate Board Council

Each Horizons affiliate is required to have a Board representative on the Affiliate Board Council to support Board members from across the Horizons Network and to provide a connection between affiliate Boards and the Horizons National Board. In 2022, the Affiliate Board Council prioritized equity, diversity, and inclusion (EDI) with an emphasis on training and resource distribution. In support of these goals, the Affiliate Board Council and Horizons National:

- Encouraged members to share EDI goals, progress, and updates
- Facilitated discussions around EDI at quarterly meetings
- Hosted an interactive webinar open to all Board members discussing the relationship between affiliates and partner institutions

Supporting Staff Transitions, Succession Planning, and Onboarding

Amidst the national shifts in the places and ways in which people work, Horizons National supported affiliates through staff transitions.

- More than 30 people attended the Onboarding Institute held in conjunction with the Horizons National Annual Conference
- 24% of Horizons Directors received onboarding services and resources
- 11 exit interviews were conducted with affiliate staff members, allowing us to learn how we can continue to support Directors and Board members

Horizons National also provided direct support for more than 10 Executive/Site Director transitions by way of consultations, recruitment support, and onboarding.



AmeriCorps VISTAs

Horizons National's partnership with AmeriCorps made for another great year of engagement with VISTA (Volunteers in Service to America) members. A new cohort kicked off in June 2022 with 10 full-year VISTAs and 9 VISTA Summer Associates placed across the Horizons Network. VISTAs facilitated a number of activities.

\$7,848

of in-kind resources leveraged

Over **250,000**

of cash resources leveraged

More than **5,000**

service hours by volunteers
who were recruited/managed

Over **200**

volunteers recruited and/
or managed by VISTAs

3,380

students served by sites
with VISTA Members

Quality Assurance

Serving children and youth with high-quality, project-based academics and a whole-child approach has always been a hallmark of the Horizons model. To ensure every Horizons site has the resources and tools necessary to deliver the programming our students deserve, Horizons National developed a unique quality assurance system that allows for curricular and programmatic diversity across the Network.

- The Horizons National Quality Band is a program quality monitoring system that enables us to efficiently support a growing number of affiliates – and was built to accommodate a network more than twice our current size. The framework is designed to help assess affiliate organizational and programmatic strengths, study trends over time across our Network, and provide a common definition of quality through both an organizational and programmatic lens
- As part of the Horizons National Quality Band System, we employ a Horizons Program Quality Assessment (PQA) that measures summer learning and social-emotional learning practices

To grow our Network assessment capacity, Horizons National underwrote the expense of two National staff and two regional affiliate staff members being trained and certified by The Weikart Center. The 2022 assessor group, now consisting of 21 people, was trained in the spring and during the summer of 2022, 17 Horizons sites participated in a full-day observational assessment. Detailed reports prepared by the assessors and generated via Salesforce become a rich planning tool for Horizons sites to celebrate areas that are working and to develop plans to improve on areas indicated in the reports as growth opportunities. The aggregate data also informs Network-wide offerings including sessions offered at the Annual Conference.

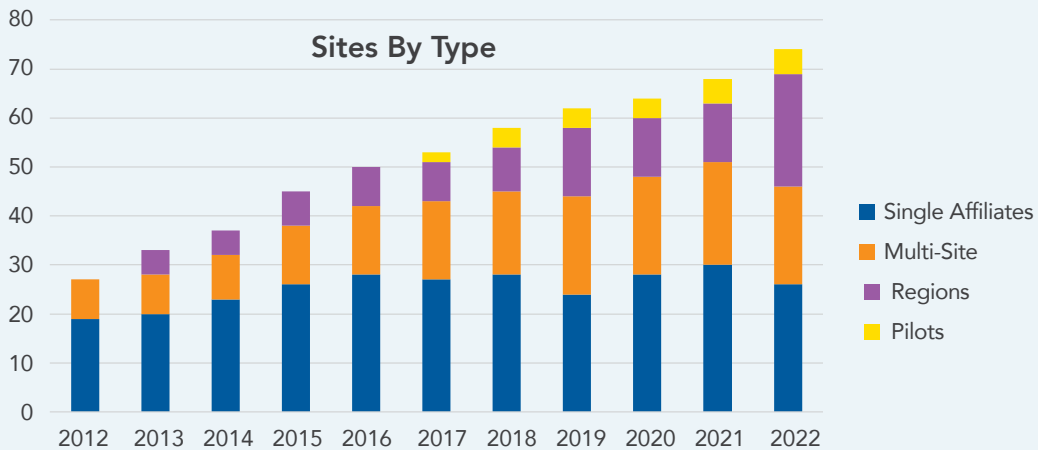
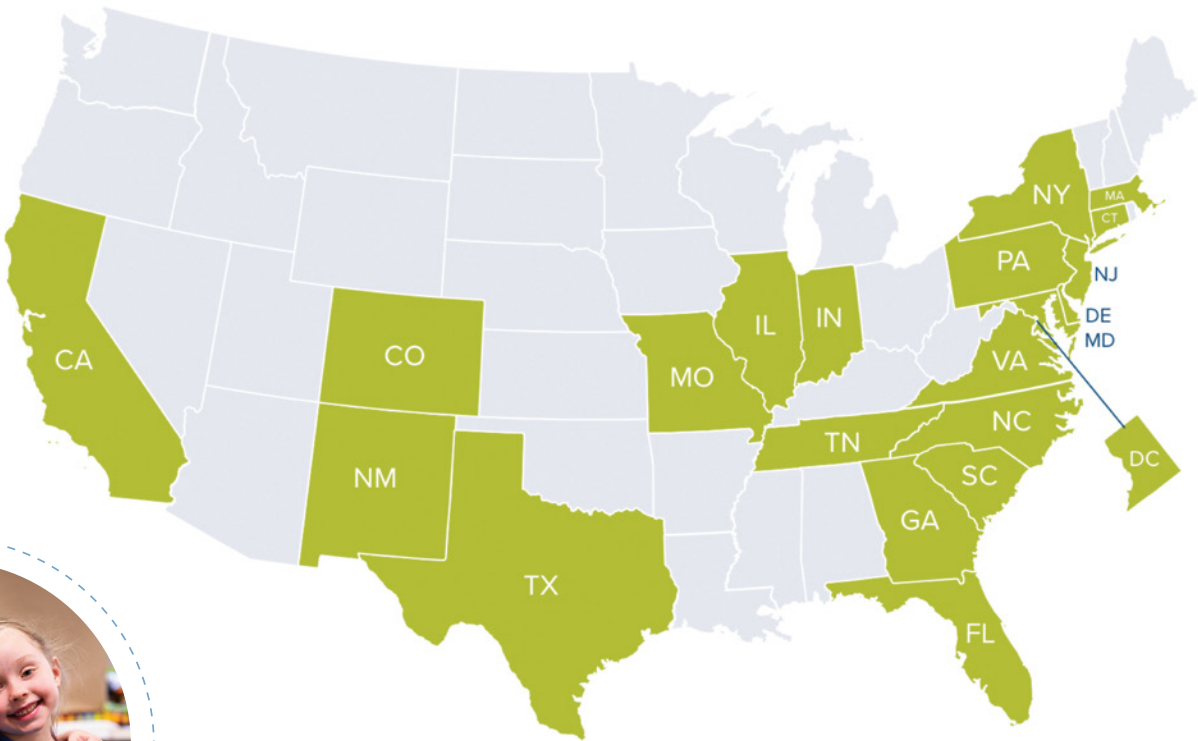


“Horizons is a beautiful inclusive program. Not only does Horizons help with academics it helps a child as a whole. The connection you make with this program is like no other. Horizons = Family.”

– Family, Horizons Albuquerque

Expanding Horizons

Launching new sites and expanding existing Horizons regions is critical to our mission of advancing educational equity and reaching more students, families, and communities. In 2022, we welcomed several new sites to the Horizons Network.



New in 2022:

- **Horizons Fort Pierce** launched with our first site in the state of Florida, Horizons Fort Pierce at Indian River State College, which welcomed 45 students in kindergarten through 4th grade for their first Horizons summer.

National Summer Learning Association Fellowship

Lerel Fredrick, Executive Director, Horizons Fort Pierce, was selected as one of the NSLA Fellows for Summer 2022. NSLA created its **Summer Innovation Fellowship Program** to empower summer program leaders of color who are innovating the out-of-school time field in service to youth. As a Summer Innovation Fellow, Lerel received resources, mentoring, and coaching from experienced role models and leaders in the summer learning field.



- **Horizons Atlanta at the University of Georgia (UGA)** joined Horizons Atlanta, which now serves over 1,000 students from metro Atlanta, as the 10th site in the Horizons Atlanta region. Horizons Atlanta at UGA (Athens, GA) hosted their first Horizons summer beginning with 15 kindergarten and 15 first grade students.
- **Horizons Greater Philadelphia at Girard College** became the 5th site serving students in grades K-8 in the Philadelphia region, which has doubled in size in recent years.
- **Horizons New York City at Exceed Charter School** (Brooklyn, NY) joined our Network as the second Horizons program serving students in Brooklyn, and the 4th site of Horizons NYC. Exceed is a member of the Explore Schools Charter Network.

“It was just amazing seeing a lot of kids just in different mindsets. You could see each morning, when they would meet in the round up and do positive affirmations, just how they were excited. We had parents literally telling us, the kids were waking up without anyone asking them to get dressed, they were already ready to go, they were set and they never want to miss [Horizons].”

– Lerel Fredrick, Executive Director, Horizons Fort Pierce



I love Horizons at Francis Parker for my son. He always felt loved and important there. He also is always excited to tell me about his days and his teachers and his friends. He LOVES to swim and your program has made him and myself feel safe with his swimming skills. Also, we have a keyboard at home and now he actually practices what he learned with you. Thank you so much. I wish all my kids had gotten this opportunity!

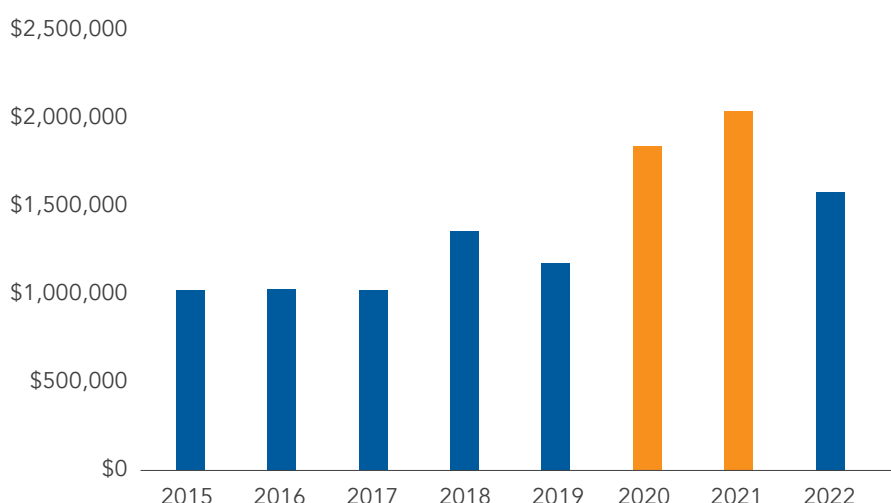
- Family, Horizons at Francis Parker School



Horizons Giving Day, more than **\$10.5M** raised since 2015!

In its eighth year, Horizons Giving Day (HGD) raised \$1,571,531 from 2,391 donors across the Horizons Network. For the first time since 2019, many affiliates held in-person fundraising events in the spring while continuing their virtual fundraising efforts through HGD.

Total Funds Raised 2015-2022



34% increase
in funds raised

Spikes in 2020 and 2021 are because fundraising in those years was limited to virtual events.

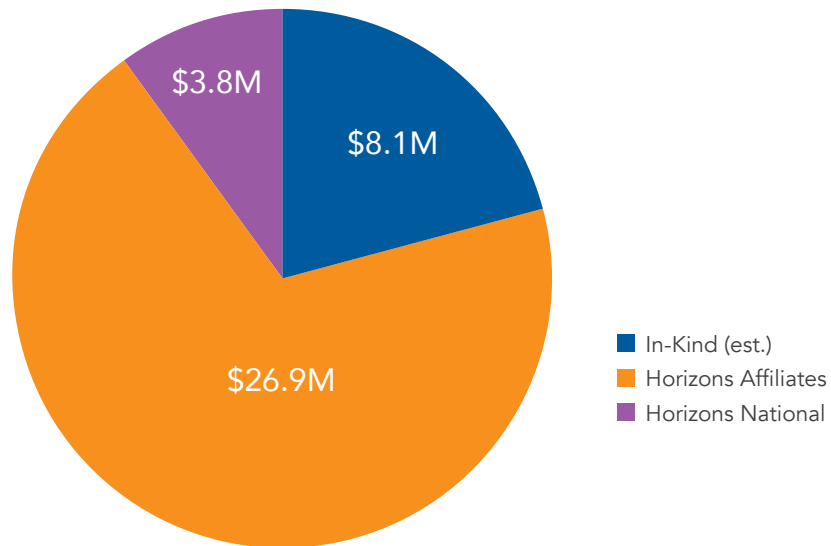
With the return of in-person fundraising in 2022, we anticipated a drop in total raised but were pleased to see a **34% increase in funds raised from HGD 2019**.

Since the event was created, Horizons National has invested more than **\$800,000 in Horizons Giving Day**, making it possible for affiliates to raise **over \$8M** from 2015 to 2022.

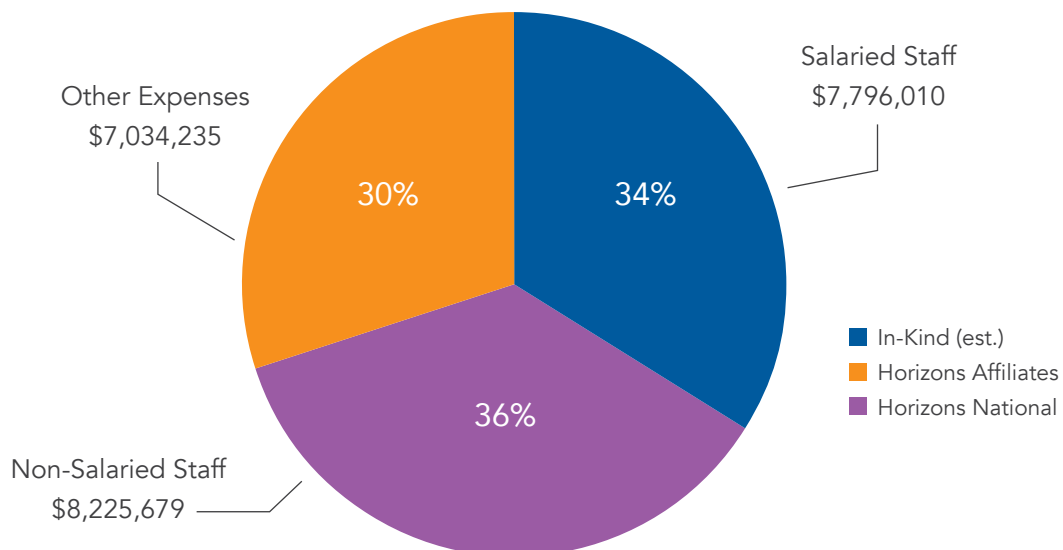
Network Financials

Amidst an ever-changing national landscape, the Horizons Network remained financially strong, raising more than **\$31 million** across the Network and receiving approximately **\$8 million** of in-kind support in 2022. Expenses across the Network were comparable to pre-pandemic expenses as all sites returned to in-person learning.

2022 Network Wide Revenue
(Millions)

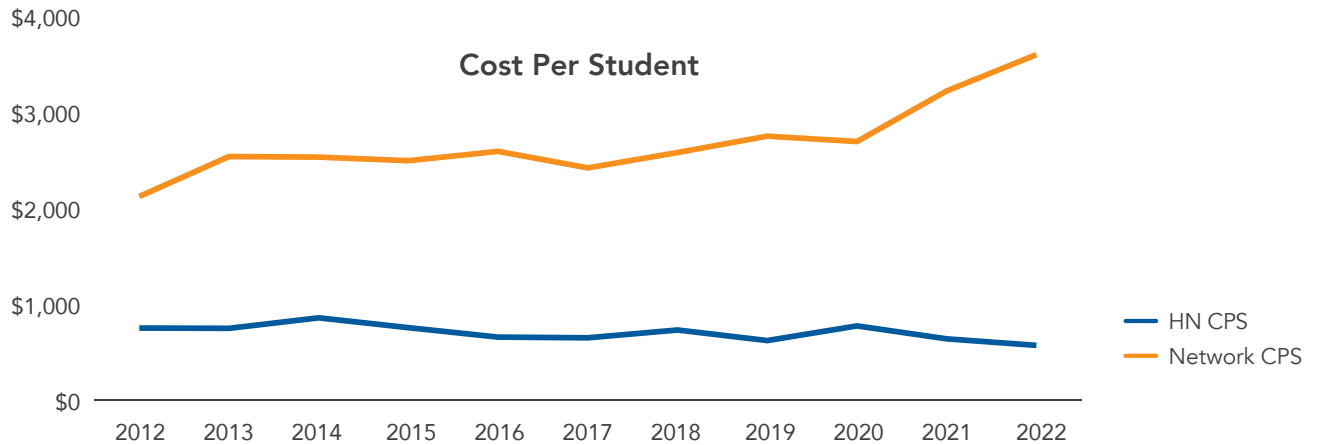


Affiliate Expenses by Major Category



Cost Per Student

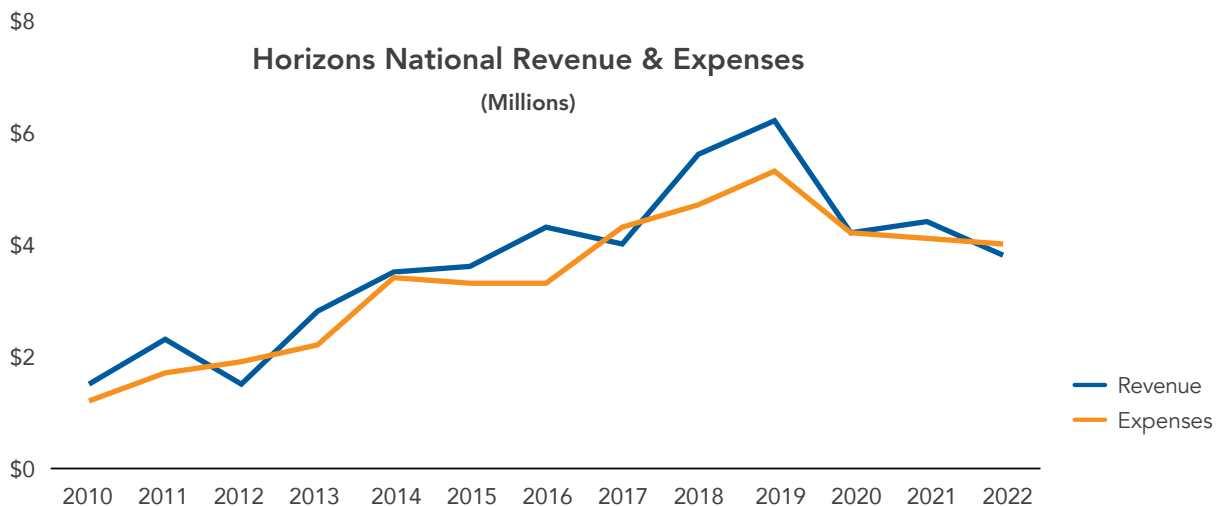
The average Network-wide cost per student in 2022 was \$3,617.



Horizons National Financials

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

In 2022, Horizons National directed resources to provide affiliates with training, consulting, in-person and virtual convening, professional development, and in some cases direct funding, while also continuing to expand and serve more children.



Looking Forward

Horizons National's Strategic Plan

Last year, Horizons National also focused on charting our course for the next three years through the development of our new Strategic Plan. With input from our Board, affiliate leaders, affiliate Board members, students, and families, we identified four pillars to guide our work from 2023 to 2025:

Pillar 1: Accelerated Network expansion

Central to our mission of creating more experiences that inspire the joy of learning is the expansion of the Horizons Network to serve more students. Over the next three years, we will accelerate our rate of growth using strategies we already know work and explore other strategies for growth through strategic partnership and new models. **Our goal is to grow from 74 sites to 100 sites by the end of 2025.**

Pillar 2: A high-impact customer service system for the Network

We will develop a stronger and more efficient customer service model for Horizons sites and prioritize the services we provide to focus on the areas where we can have the most impact. We will work closely with our affiliates to align our internal systems and services with the Network's highest priority needs, and employ technology as appropriate to deliver them effectively.

Pillar 3: A culture of equity, diversity, and inclusion (EDI)

Our ongoing work to advance equity is embedded into every aspect of our Strategic Plan and we will continue to make progress on our Staff and Board Equity Plans. We will create vehicles for our stakeholders to be seen and heard, particularly as it pertains to the decisions that impact them, and we will co-create EDI guidelines for affiliates.

Pillar 4: Increased and diversified revenue

Horizons National's financial health is essential for the success of our Strategic Plan and our mission to build long-term partnerships that create more out-of-school time learning opportunities for students. We see opportunities to partner with affiliates in fundraising, specifically related to our Campaign for Growth and regional expansion initiatives. We intend to explore a cost-sharing model with our affiliates for centralized services from which they benefit.

With the backdrop of joy and laughter in classrooms across the country, we are honored to support Horizons affiliates – to watch as a student swims for the first time, builds a lego robot, or reads aloud with peers – and we are reminded of the power of the Horizons community: every Horizons affiliate, site, and region working together toward our mission of advancing educational equity. We exist to meet this moment, to partner with our communities, families, students, and fellow educators to create the opportunities that every child needs for success today and in the future.



THANK YOU to each member of our Horizons community for your commitment to students and our mission.

Our goal is to grow from 74 sites to **100 SITES** by the end of 2025





HORIZONS
National



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