

The Case For Growth

EXPANDING HORIZONS

All children deserve the opportunity to realize their potential, regardless of family income.

Horizons successfully closes gaps in opportunity so youth from low-income families can live empowered, choice-filled lives.

Educating the **whole child** is at the core of what we do. We believe young people thrive best in a community of support that integrates the life skills necessary for long-term success.

As children grow from kindergarten through high school, our out-of-school-time academic and enrichment programs transform young lives by providing a safe and encouraging space for kids to explore their potential. Horizons students acquire a joy of learning, the skills for success, and the inspiration to imagine and achieve their dreams.



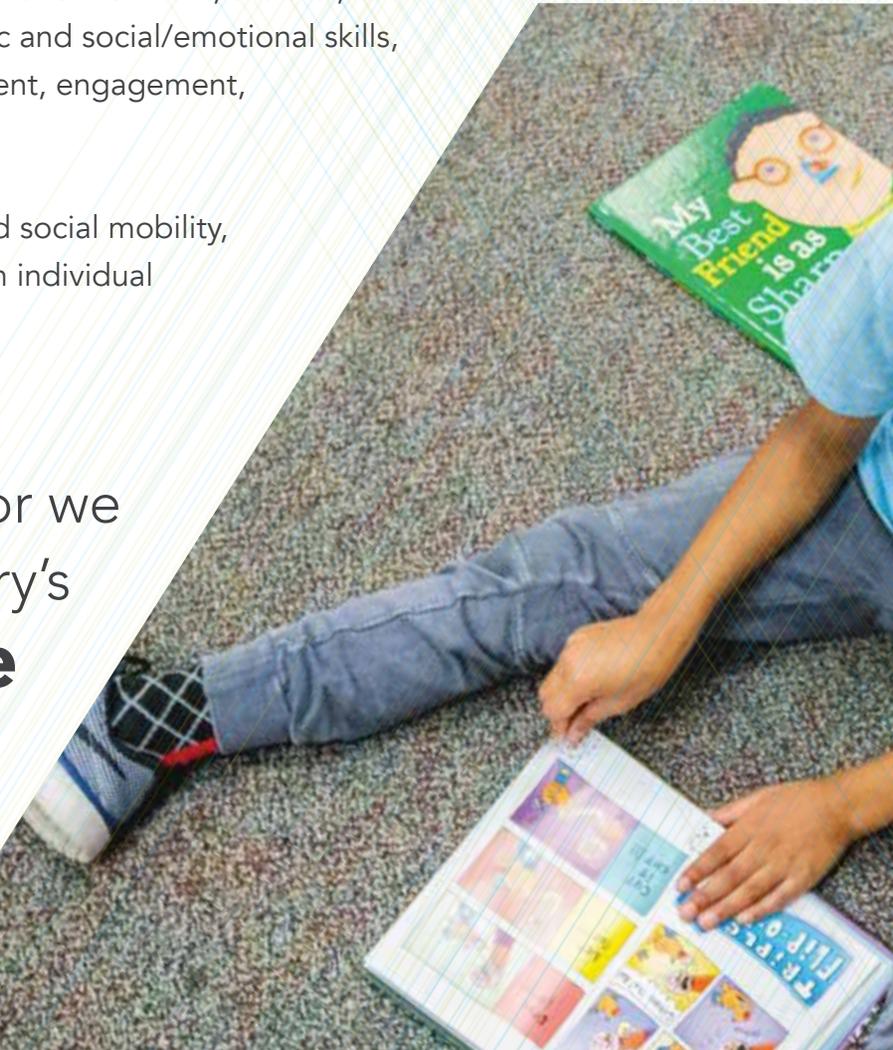
The Challenge

Young people need love, guidance, and support at every developmental stage.

Children from low-income families face opportunity gaps that begin at a very young age and persist, often through adulthood. Inequities in access to Pre-K, technology, cultural enrichment, the arts, regular exercise, and healthy food result in gaps in vocabulary, academic and social/emotional skills, creativity, and health that have a profound impact on student achievement, engagement, and individual life success.

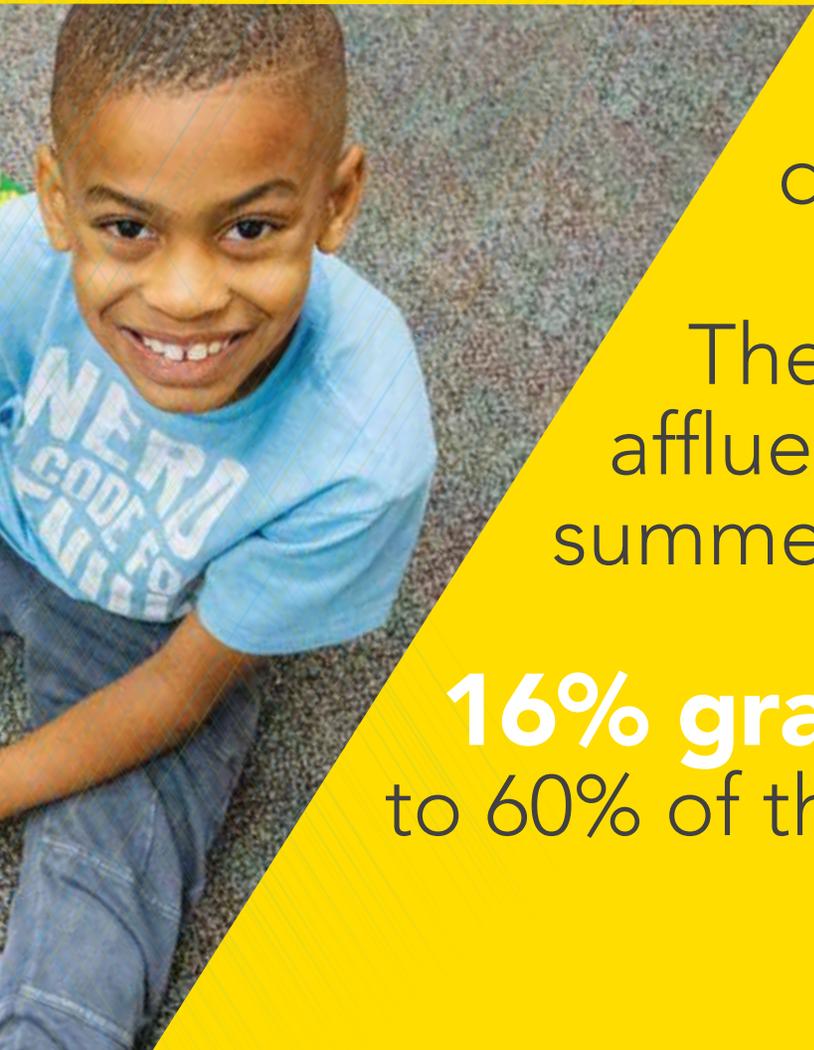
These disparities create deep challenges in employability, economic and social mobility, health outcomes, and other factors that diminish the degree to which an individual can make a positive contribution to society.

We must act now or we
risk a generation of our country's
most vulnerable
students falling through
the cracks.



The Research Is Clear

1 in 3 Americans live in poverty today. Students from low-income families are drastically behind their more affluent peers. Research shows:



They are **6x** more likely to drop out of high school.

They are **2.5+ years** behind their affluent peers by 5th grade due to summer learning loss.

16% graduate college compared to 60% of their affluent peers.

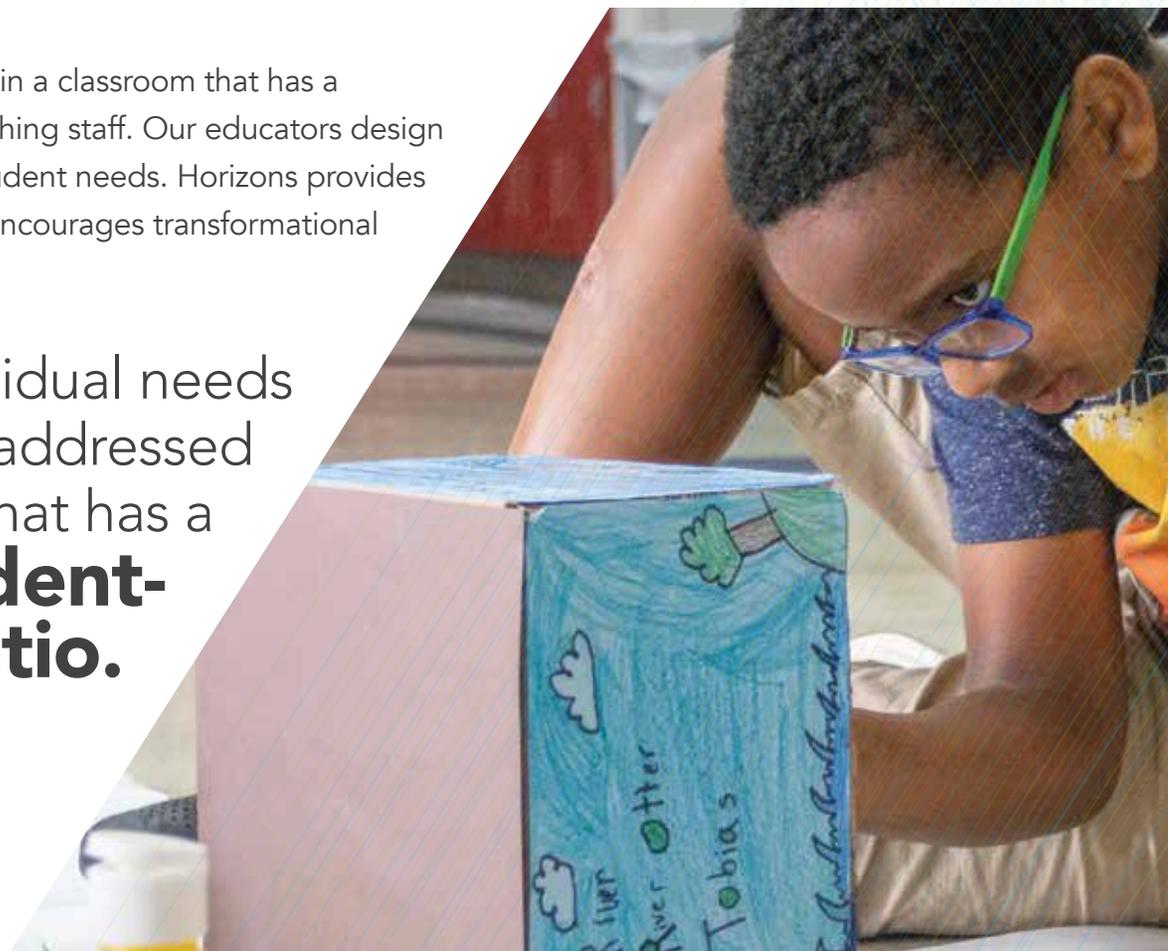
The Program

Research studies and leading experts agree that Horizons delivers the results our society needs: an effective, cost-efficient way to address persistent opportunity gaps by educating the whole child over multiple years.

Horizons' tuition-free, Pre-K-12 programs hosted on the campuses of independent and charter schools, colleges, and universities, operate outside the regular school day through a 6-week, high-quality summer program, and year-round programming after school and on weekends.

The individual needs of young people are addressed in a classroom that has a 5:1 student-to-educator ratio led by professional teaching staff. Our educators design their own curriculum aligned with their district and student needs. Horizons provides a unique professional development experience that encourages transformational teaching and experiential learning for students.

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Horizons 6-Week Summer Session



4+ hours of engaging daily instruction in literacy and STEM



Access to healthy meals



Daily enrichment including art, music, recreation, gardening, fitness, and theater



At least 3 swimming lessons per week



Weekly field trips to museums, nature centers, and local businesses

Year-Round Programming and Support for Students and Families



Ongoing social-emotional support to nurture and develop the whole child



Family days and workshops on financial literacy, swimming, parenting, and the college financial process

The Community

The Horizons experience creates a foundation for students to achieve their fullest potential. Once a student is accepted into the program, the Horizons team works with the family year after year to maintain and strengthen the relationship. Students and staff stay with Horizons for 6 years on average – and many for much longer – providing an unparalleled level of stability and ongoing support.

Horizons teachers, staff, and volunteers develop powerful long-term relationships with students and establish an enduring community of support. These bonds between educators and students are the “secret sauce” that provides an environment in which students can thrive.

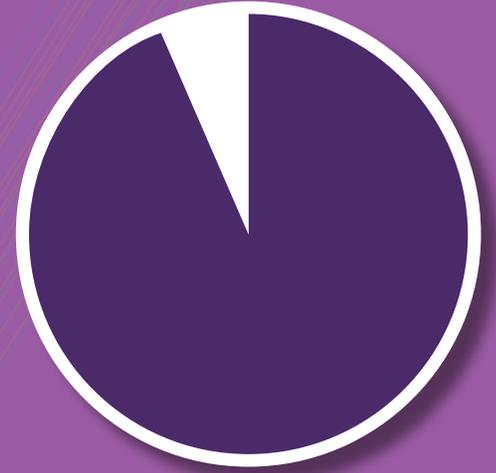
Proven and refined
over more than 50 years,
**the Horizons
model works.**





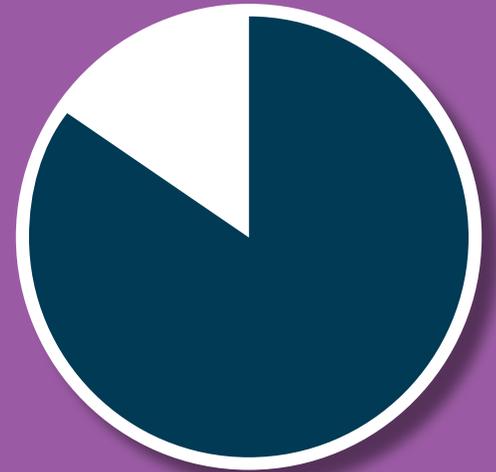
Average Daily Attendance in Summer

94%



Students Returning Year After Year

85%



The Results

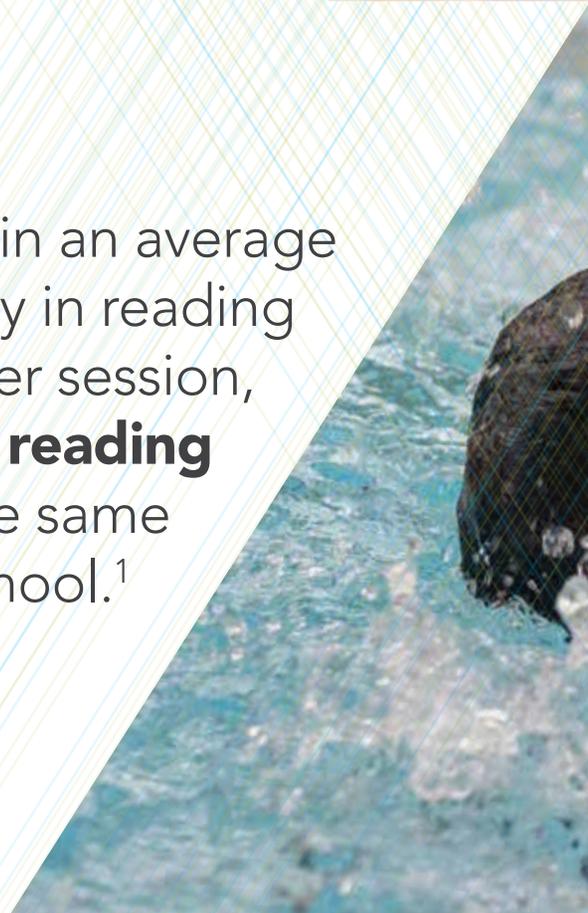
At Horizons, we are committed to positive results for our students, families, and communities. In a recent study of 5 years of school district data for Horizons students and their peers, Horizons students achieved significantly:

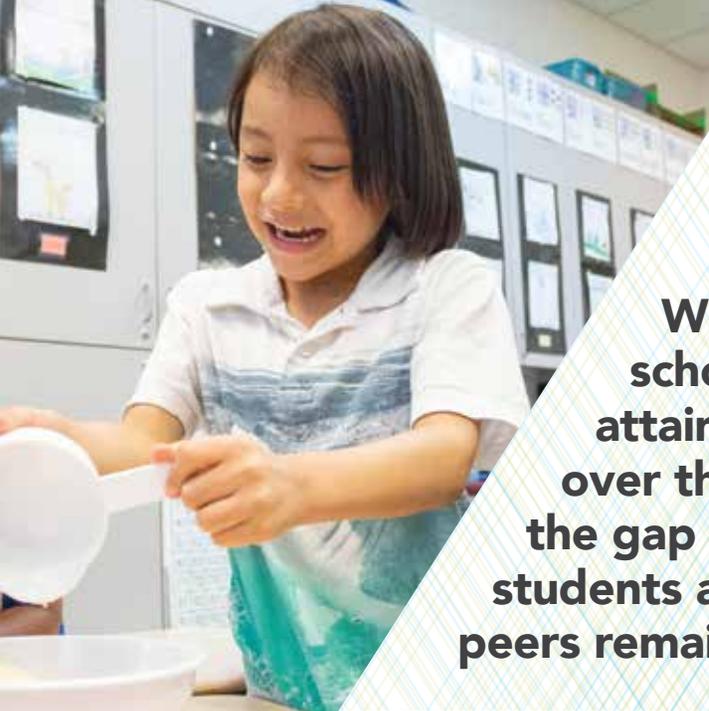
- Higher attendance rates
- Lower rates of chronic absenteeism
- Higher scores on standardized assessments of elementary math and science
- Higher GPAs in 9th grade
- More course credit earned in 9th and 10th grade
- Fewer incidents of repeating a grade
- Fewer disciplinary referrals

Every year, our students gain an average of **8-12 weeks** of grade equivalency in reading and math over their 6-week summer session, demonstrating **40% more growth in reading and math** for the cost of the same amount of time in school.¹

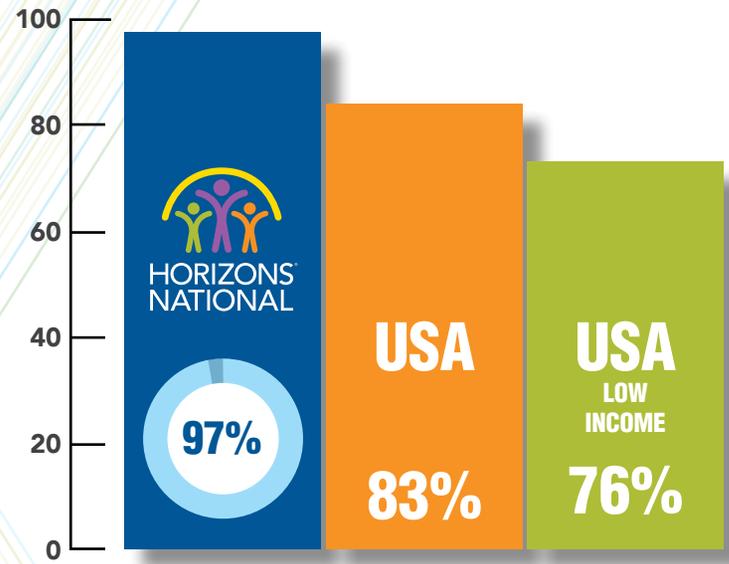
SOURCE

1. The average cost per student is \$11,392. Source: 2015 Annual Survey of School System Finances <www.census.gov/programs-surveys/school-finances.html>

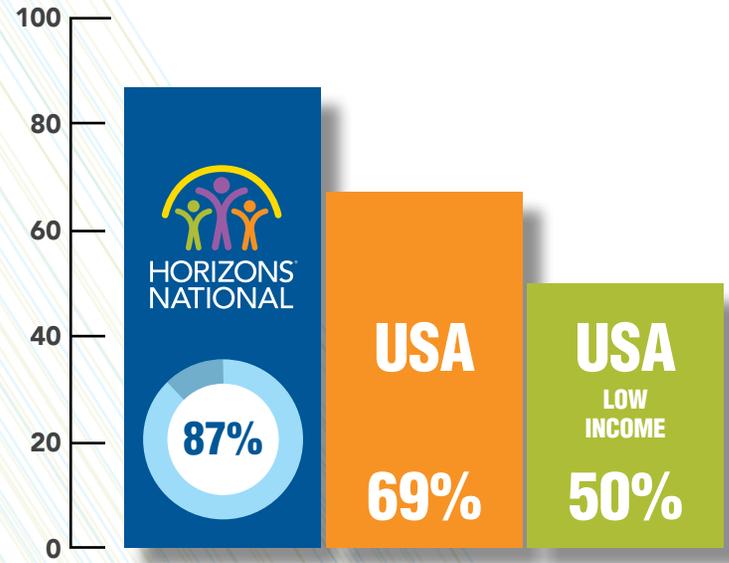




While overall high school and college attainment has increased over the last several years, the gap between lower-income students and their wealthier peers remains the same.



High School Graduation Rate



College Matriculation Rate

Network Results

Since 1995, Horizons National has been working closely with school partners to establish new programs to reach more students from low-income families across the country.

Each Horizons affiliate is grounded in the Horizons signature model but also rich in its own traditions and reflective of its local community. Each Horizons affiliate is self-sustaining and self-governing, with a board of directors deeply connected to local needs and resources.

Our affiliates build bridges and partnerships across different educational institutions within their local areas to provide a transformational experience for our students and their families.

Today, the **Horizons network**
is thriving **in 19 states**
and we are growing quickly!





Sites **60+**

Students **6,000+**

Teachers **1,000+**

Public School Partners **750+**

Volunteers **800+**

Horizons Graduate Assistants **200+**

Horizons builds a foundation for excellence and achievement for each of its students. Here's just one example shared with us by a Horizons graduate.

"My name is Jazmin Reyes and I am 23 years old. I am originally from Bridgeport, CT, an impoverished but hopeful city that many deem dangerous. I am the daughter of a Puerto Rican mother and a Cuban-American father, both who instilled in me the importance of education at a very early age. I am a first-generation college graduate, having proudly attended Emory University (top 20 in the nation if I may add). I am a big sister, an educator, an activist, but most close to my heart: a Horizons alum.

I wish I could tell you about every single memory I have of my time at Horizons, like the summer when Mr. Aaron would push our swings so high our feet touched the tree leaves, or the summer Jose Oromi, then Executive Director at Horizons at Greens Farms Academy (GFA), said 'You guys can choose your field trip, but you have to do the planning' so we transformed from 10-year-olds into financial consultants and presented a budget report with bar graphs, an itinerary, and other logistics just to go to Lake Quassy. I remember graduating Horizons the summer of 2008, happy to be finished with tough summers doing school-work but grateful for having been given the opportunity to become a better student. That's why I chose to come back every summer as a volunteer all throughout high school, to spread more of the Horizons magic.

But one of my top memories is actually when I came back to work officially as an intern in 2013. I was assigned to the 2nd grade class and was given my own reading intervention group and was responsible for the growth of 4 students. I noticed one little boy would refuse to read almost every morning the first week, giving me the sassiest eye rolls I've ever seen. I was determined to understand

what was going on so after building up his trust, he finally told me what was wrong. His friends teased him about not being able to read well, so he never wanted to read again. That small instance filled my heart with a mission, and I can proudly say that after 5 weeks of working with him, he was able to read on grade level, and read to me every free minute he had that summer.

Sharing this memory is important because for a very long time, I felt like that boy after being the first Horizons student admitted to GFA in 2006.

Horizons helped polish the skills I was lacking, and gave my parents the much needed support during the transition from public school to private. And guess what? I received high honors my very first semester at GFA in 2008 and was able to graduate with high honors in 2013 – one of the top in my class.

Without Horizons by my side, GFA wouldn't have been an option for me, and I can honestly say I would now be another statistic on a circle graph instead of the successful woman I am today. Horizons did more than fill in the gaps in my K-12 schooling, it connected me to a network of people who cared about my future. Joe Aleardi, current Executive Director of Horizons at GFA, is the one who first told me about Teach for America, and even wrote my recommendation.

Now I'm in my second year as a 2nd and 3rd Grade Social Studies and Science teacher in rural Louisiana striving to give my children the same resources, support, and love I received as a child. Horizons is much more than the program I spent 18 summers with, it has truly become family."

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The Goal

Horizons National will create opportunity for more students by dramatically increasing our impact through a regional approach to expanding the Horizons network.

By 2021, Horizons National will:

- Establish 10 Horizons regional hubs
- Build a network to serve 12,000 students
- Grow the number of Horizons sites by 50%
- Engage 6,000 Horizons teachers and staff
- Provide unique professional development opportunities for thousands of Horizons teachers



The Plan

We will partner with communities across the country to bring our highly-sustainable, proven program to a critical number of students within a school district or region. We have demonstrated that this approach has a positive impact on the community well beyond the students and families served directly.

With your help, we can change the future of families across the country by giving more children the chance to avoid opportunity gaps and achieve their full potential.





>> **PRIORITY 1**

\$15M for Expansion and Network Sustainability

To provide the Horizons experience for students, families, teachers, and volunteers

>> **PRIORITY 2**

\$5M for Growth Opportunity Fund

To allow Horizons National to capitalize on time-sensitive growth opportunities

>> **PRIORITY 3**

\$5M for Endowment

To ensure long-term sustainability and growth for the Horizons network

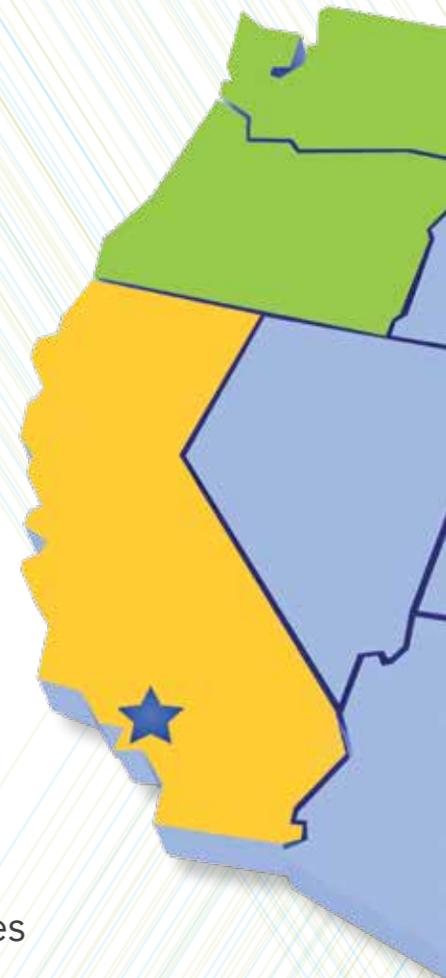
Regionalization

The most effective path to quickly bringing Horizons to thousands more students is to create clusters of programs within regions.

Based on decades of experience, we know regional growth – the strategic expansion of Horizons to several sites in a community – is the most efficient, scalable, and impactful strategy for bringing Horizons to more students.

By expanding our presence in a community, we can support a critical number of a district's students and realize greater impact on education and life outcomes for more children within the school system.

Regional hubs yield a significant return on launch investment, demonstrating almost twice the return of establishing a single affiliate site.

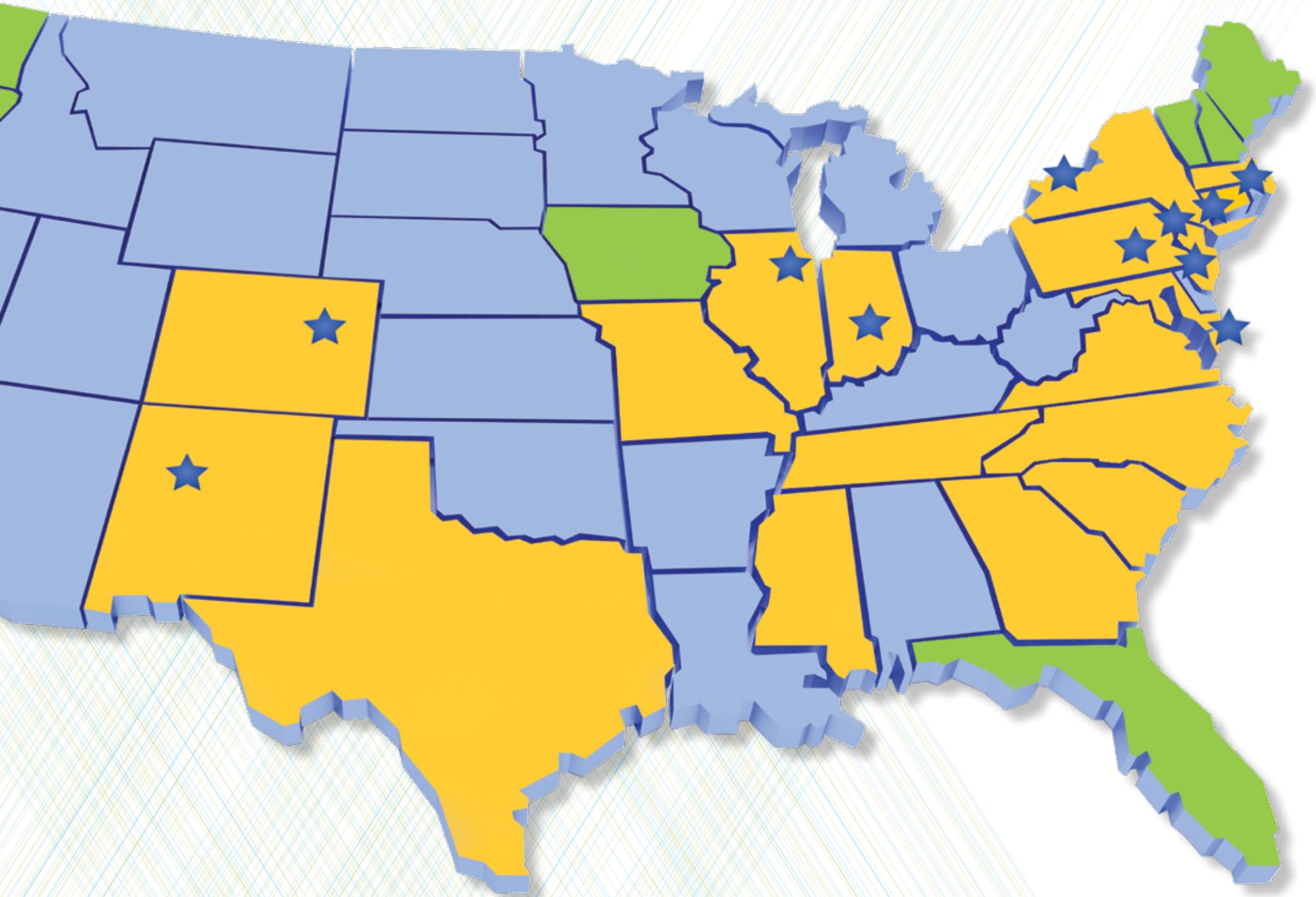


KEY

Yellow: States with Horizons Programs

Green: Ongoing Expansion Conversations

Stars: Areas Prime for Regionalization





Priority 1:

Expansion & Network Sustainability

With 10 regions, we will increase our capacity by more than 50% to serve as many as 12,000 students.

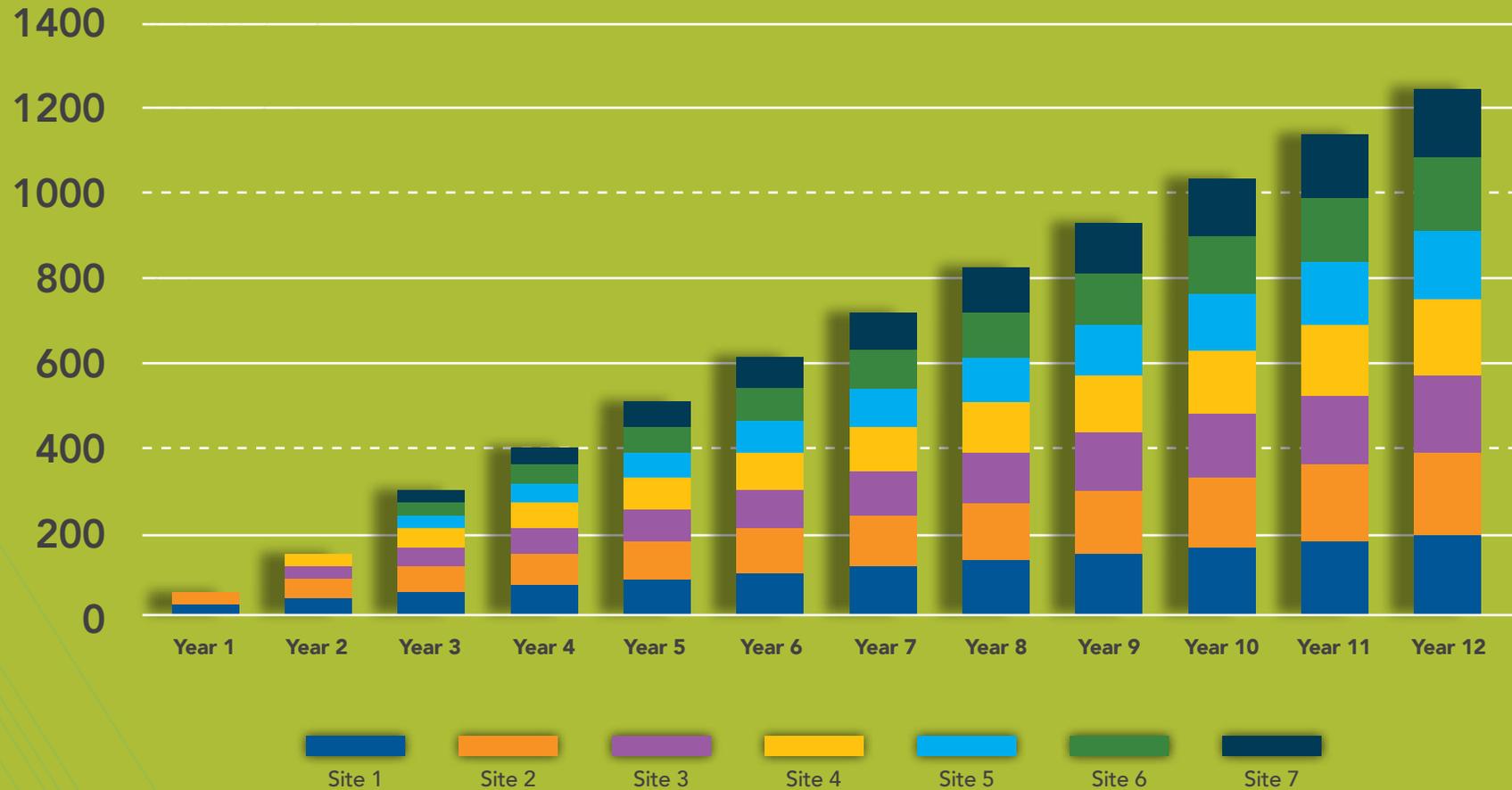
Horizons National will raise \$15 million for expansion and network sustainability. This investment will live on, producing self-sustaining programs that will exist in perpetuity, educating students now and for generations to come and influencing education systems for all students in the community.

Horizons National develops new regions by:

- Building infrastructure
- Establishing an independent affiliate entity
- Providing training and support
- Developing community partnerships

Horizons delivers support services and quality assurance systems to all affiliates to ensure network sustainability and continual improvement to better serve our students.

Snapshot of Student Growth for a 7-Site Region*



*New sites open with 30-45 students and continue to grow each year until they are a fully enrolled Pre-K-12 program. In order to launch a region, we open 4-5 Horizons sites in the same geographic area that will grow together.



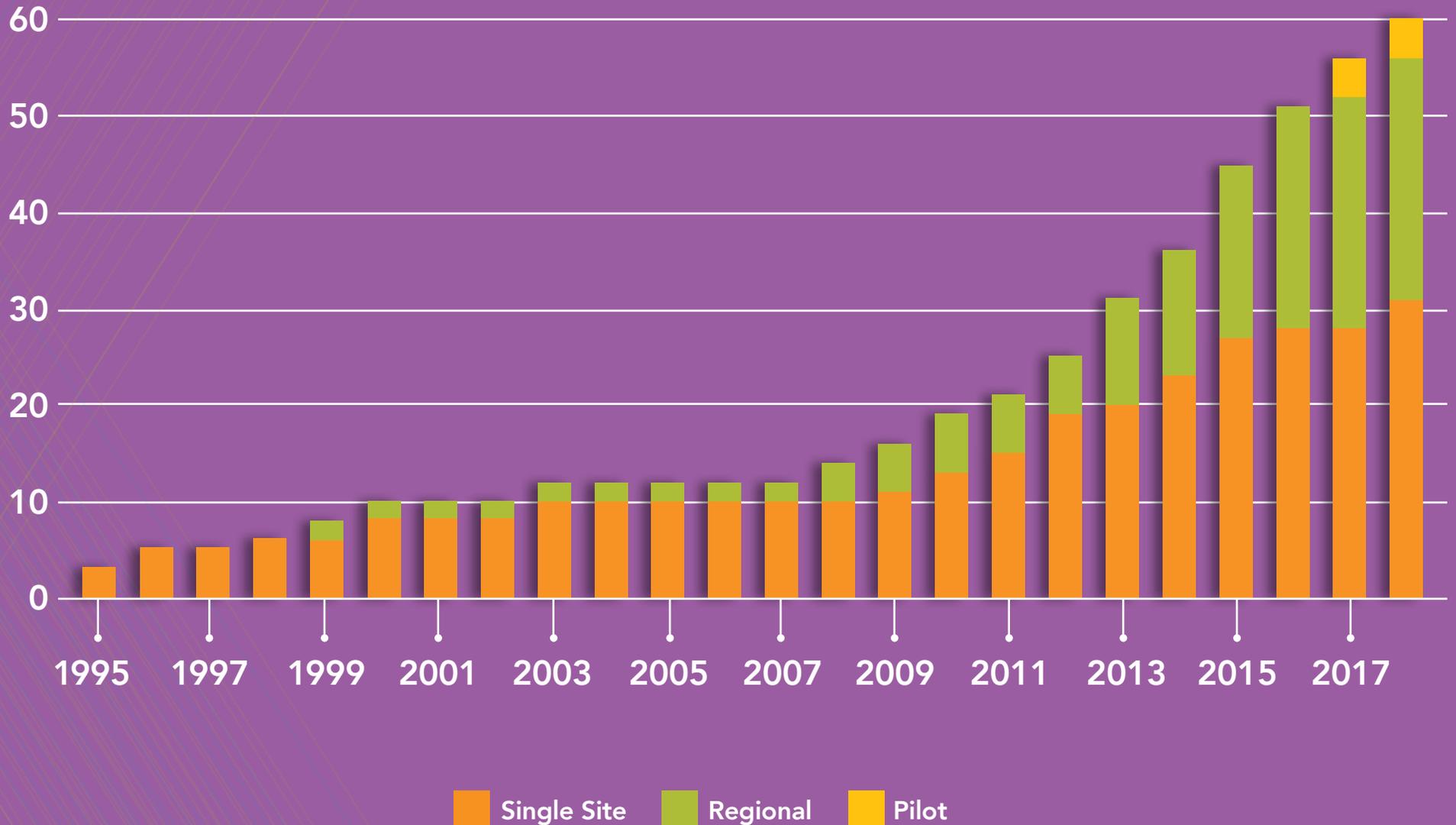
Priority 2:

Growth Opportunity Fund

Horizons National will raise \$5M for a Growth Opportunity Fund that will provide the flexibility needed to capture any and all opportunities to serve more children.

Horizons grows through partnerships with schools and other community-based organizations. Opportunities for partnership and expansion are not always predictable, and we are continually faced with missing the potential to serve more children due to lack of immediate resources. Our Growth Opportunity Fund will enable Horizons National to leverage all time-sensitive expansion opportunities.

Horizons has grown substantially and now serves more than 5-times the number of students than in 2002



Priority 3:

Endowment

Horizons National will build a \$5M Endowment to ensure that support systems remain available to the Horizons network.

A healthy endowment will ensure we can continue to support the network and provide the Horizons experience for students both now and in the future.

It will provide perpetual support for resources such as affiliate training, quality control, and other centralized services.

Establishing a strong endowment will provide long-term sustainability for Horizons National and our ever-growing network of affiliates so that we may continue supporting students for generations to come.





We invite you to join us in making a difference
by investing in the expansion of Horizons.

Together

we will reach more children – helping them
overcome opportunity gaps, succeed in
school, and contribute to thriving communities.







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Inspiring Minds • Building Community • Transforming Lives