



# Aim High

Vice President of  
Development

**LOCATION**

San Francisco, CA

**POST DATE**

August 6, 2024

**PRIORITY DEADLINE**

September 6, 2024

**QUARTERFINAL ROUND  
(SEARCH COMMITTEE)**

Early-to-mid  
September

**SEMIFINAL ROUND (CEO)**

Mid-to-late September

**ON-SITE FINAL ROUND**

Early-to-mid October

**DECISION ANNOUNCED**

October 28

**START DATE**

Late Fall 2024

**REPORTS TO**

Chief Executive Officer

**SALARY**

\$180,000 – \$220,000



# Summary

Aim High is a five-week summer enrichment program for rising 6th-9th grade students navigating systemic barriers in California. Offered at no cost to students and their families for up to four summers, Aim High helps middle schoolers build academic confidence, discover a love of learning, and develop the skills they need to thrive in school and in life. In 1986, Aim High launched at one site in San Francisco with just 50 students. Over nearly 40 years, Aim High has expanded across the Bay Area in every direction, as far north as Napa, east as Tahoe-Truckee, and south as San José. This year, Aim High ran 16 summer sites and served approximately two thousand students.

Aim High is headquartered in San Francisco, where the management team and other central office professionals work on a regular basis each week year-round. Along with hundreds of seasonal staff, Aim High employs approximately 20-25 full-time team members, led by a chief executive officer who assumed the post earlier this year after a long history with the organization. The annual budget is approximately \$7M, which is funded almost entirely by donations, grants, and partnerships. Aim High is in an excellent financial position with \$20M in net assets and no outstanding debt.

Aim High is now seeking a relational and community-oriented VP of development to join the team. The VP of development oversees all aspects of philanthropy, which is the primary source of revenue for Aim High. The VP reports to the CEO and leads a small team of development professionals. Early priorities will include developing relationships with Aim High's staff and current and prospective donors, in addition to working closely with the CEO to share Aim High's mission and impact with the broader community. Aim High looks forward to welcoming the VP to start later this fall.



## Our Vision

A world where every student and educator receives what they need to reach their full potential.

## Our Mission

To increase educational equity by providing joyful, enriching learning experiences for middle school students, aspiring teachers, and experienced educators.

**NURTURES** the promise and potential of middle school students from under-resourced neighborhoods

**PREPARES** students for high school, setting them on the path to college and future success

**INSPIRES** the next generation of teachers and educational leaders



# Summer Learning That Fuels Lifelong Success

More than **18,000**  
students served

**73%** of students said  
they have a more positive  
attitude about learning

**83%** of students said they  
thought about the quality of  
their work and how they could  
make it better

## What is Aim High?

For 39 years, Aim High has partnered with schools and districts across Northern California to deliver summer enrichment to nearly 18,000 middle school students. Aim High's multi-year, five-week summer program combines pedagogical rigor with emotional depth to nurture the boundless potential within young people navigating systemic barriers. Aim High's free, holistic program means students spend their mornings participating in classes focused on project-based learning, social-emotional skill-building, and college and career preparation. Afternoons are filled with joyful enrichment experiences, and there are numerous opportunities throughout the summer program for students and teachers to come together through fun, games, and field trips to build bonds as a community. Experienced teachers also hone their craft with Aim High's research-based curricula and mentor aspiring educators from diverse backgrounds.



## A Different Kind of Classroom

At Aim High, small classes and nurturing teachers ensure that every student's voice is heard and students are provided the space to realize their unique potential. From that supportive footing, students explore fun and engaging academics and enrichment activities — storytelling, designing, experimenting, diving into current events, performing — that capture their curiosity and spark a lifelong love of learning.

## An Innovative Curriculum

With an innovative mix of hands-on learning, critical thinking, and culturally relevant curriculum, Aim High offers a learning experience that prepares students for success in middle school and beyond. We address social-emotional learning and provide a curriculum that helps build student confidence, supports social learning and community-building, and develops leadership skills.



# Core Values

Our CORE values capture a distinctive philosophy about education that influences our teachers, students, parents, and the community. Grounded in the belief that learning should be joyful, engaging, and challenging, these CORE values motivate our daily efforts to create brighter futures.

## Community

What is best for students guides our work and priorities.

Showing warmth, kindness, and welcome to colleagues nurtures our relationships.

We cultivate belonging and trust for staff, students, and families/ caregivers in alignment with our ADEI commitments.

We partner with investors and organizations who share our values and mission.

We can and do lean on each other for joy, consistently excellent work, and cross team collaboration.

## Opportunity

We encourage and celebrate bold action outside of our comfort zones.

All results are opportunities for learning and growth.

We proactively seek and offer professional learning opportunities, leadership opportunities, and collaboration to improve skills.

## Respect

We value the humanity, personal and professional experiences, expertise, and dignity of each of our colleagues.

Kind, honest, and direct communication characterizes all interactions.

Differing opinions and interpretations are welcomed from a place of open curiosity and inclusivity.

We maintain and improve the physical and virtual spaces where we work so we can all thrive.

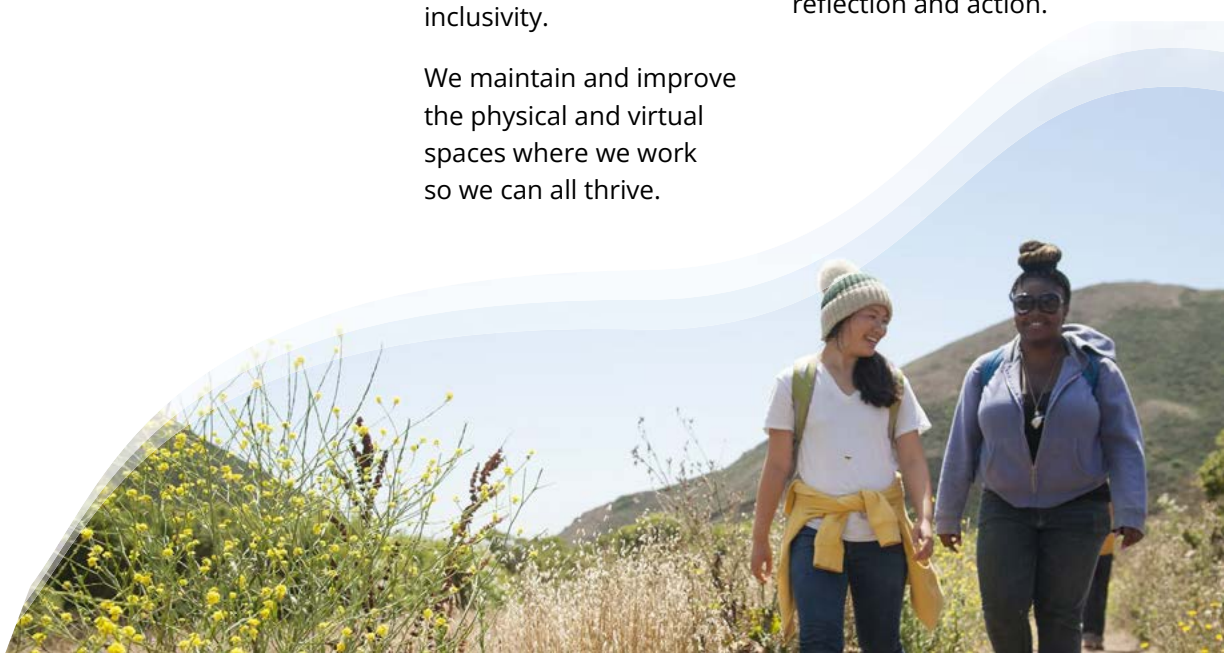
## High Expectations

Students build a sense of agency, strengthening their ability to think critically and work collaboratively.

We continuously expand the edges of our successes.

We hold ourselves accountable to individual, team, and organizational goals.

We embrace a growth mindset with honest reflection and action.



# Anti-racist, Diversity, Equity and Inclusion (A DEI) Commitment Statement

At Aim High, we recognize that striving to be a truly anti-racist, diverse, equitable, and inclusive (A DEI) organization requires deep and long-term commitment. We know that we will make mistakes, and we are dedicated to learning from them. We are committed to holding ourselves accountable and to incorporating A DEI practices into all facets of our work, and at all levels of our organization. There have been times we have needed to stop, reassess, and reset, and there will undoubtedly continue to be those moments as we learn and grow in our practice.

Since our founding over three decades ago, Aim High has been dedicated to nurturing the power and potential of every student we serve. We believe that a high quality education is a fundamental right for all young people.

**WE WELCOME** and revere the spectrum of human diversity, and we stand against bigotry, racism, sexism, ableism, heteronormativity, and other biases that seek to undermine the dignity of all people.

**WE ACKNOWLEDGE** that the U.S. educational system is inherently unequal and was designed to actively exclude entire groups of students, many of whom identify as Black, Indigenous, and People of Color, and that this systemic racism has caused immense harm to students and their families, as well as to our entire economy, culture, democracy, and potential as a nation.

**WE BELIEVE** that a critical step in righting this injustice is equipping students and educators with the knowledge, skills, experiences, and tools to t their own future.

At Aim High, we recognize that striving to be a truly anti-racist, diverse, equitable, and inclusive organization requires deep and long-term commitment. We know that we will make mistakes, and we are dedicated to learning from them.

We ask our broader Aim High community — including families, educators, board members, and supporters — to encourage, challenge, and join us in living out our commitment to A DEI.

Anti-Racism, Diversity, Equity, and Inclusion are critical and interrelated components in this work.

**ANTI-RACISM:** The active process of identifying and eliminating racism by changing systems, organizational structures, policies, practices, mindsets, and behaviors

**DIVERSITY:** The full range of human and/or organizational differences and similarities including, but not limited to, race, religion, socioeconomic status, age, gender expression, gender identity, sexual orientation, and mental or physical ability

**EQUITY:** Fair and just systems, processes, practices, and environments that work to eliminate partiality and unconscious biases in the workplace

**INCLUSION:** Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision- and policy-making in a way that shares power and ensures equal access to opportunities and resources, where all people feel a true sense of belonging.

## Recent actions taken to advance A DEI goals include:

- Formation of the staff A DEI Taskforce
- Formation of board anti-racist committee that worked with Destiny Hunt and Aim High staff to develop A DEI Commitment Statement
- Professional training for staff and board members led by 'Be The Change'
- Staff participated in Asset-Framing training with Trabian Shorters
- Board members shared anti-racist articles and other resources from A DEI trainings
- Bi-weekly Antiracist Book Club meeting for staff
- Board implemented term limits for trustees to diversify trustee demographics
- 'All-Staff' meeting facilitation adjusted to address inequities in voice
- Annual commitment to following and adjusting community norms, including consistently integrating them into team meetings
- Trip sponsored by Emerson Collective in partnership with the Equal Justice Initiative allowed over half of the Aim High staff to visit The Legacy Museum and National Memorial for Peace and Justice in Montgomery, AL, and participate in team building and self-reflection activities
- SMARTIE goals: Added "-IE" to incorporate *inclusivity* and *equity* with annual SMART goals



# Aim High Aspiring Teacher Program

Since 1986, Aim High has trained over **4,000** educators

**25%** of staff time is allocated to professional development & classroom training to improve career success

**89%** of educators reported that their job with Aim High “lets me be the kind of teacher I want to be”.

Aim High provides meaningful opportunities for teachers to teach the way they want, harnessing their own creativity to innovate new teaching practices and ignite student learning. The Aim High Aspiring Teacher Fellowship invites college students, recent college graduates, and mid-career professionals to pursue teaching careers. Aim High’s co-teaching model creates a distinctly collaborative classroom environment, and our project-based curriculum allows teachers to use their creativity and inspiration to ignite student curiosity and a love for learning. The Aspiring Teacher fellowship runs for 14 months and provides a cohort-based model, professional development, mentorship, and financial support for participants to obtain their teaching credentials.



[Click here](#) to view the video highlighting the impact of the Alec Lee Endowment Campaign

## Alec Lee Endowment Campaign

In 2021, the Alec Lee Endowment Campaign was launched in honor of Aim High’s founding executive director, Alec Lee, upon his retirement after 35 years of leadership. Over the next two years more than 50 individuals and foundations contributed \$7.2 million dollars to the campaign. Now fully established, this endowment provides a source of reliable funding which makes our Aspiring Teachers Program possible.



# Key Statistics

## Our Footprint

**381** educators  
**16** sites  
**6** regions  
**1,500** students enrolled annually, on average

## Our Students

**96%** of students are people of color  
**59%** of students are multilingual  
**74%** of students will be the first generation in their family to graduate college

## Our Teachers

**86%** of teachers are people of color  
**59%** of teachers are multilingual  
**37%** of teachers are Aim High graduates

## Impact

**98%** Aim High alumni graduate from high school on time vs. **76%** of under-resourced students nationally  
**98%** Aim High alumni enroll in college vs. **52%** of under-resourced students nationally

## Awards

- 2022** Jefferson Awards for Public Service
- 2018** Excellence in Summer Learning Legacy Award
- 2016** Champions of Change Award
- 2013** Excellence in Collaboration Award
- 2012** Community Leadership Award
- 2008** Excellence in Summer Learning Award
- 2006** Bank of America Neighborhood Builder Award

[Click here](#) to learn more about these awards

## Student Growth

- 82%** of students feel more confident about doing schoolwork next year
- 83%** of students showed improvement in reading, writing, and science
- 88%** of students feel like they understand how to make positive life choices
- 90%** of students made new friends at Aim High
- 90%** of parents feel their child is better prepared for school in the fall

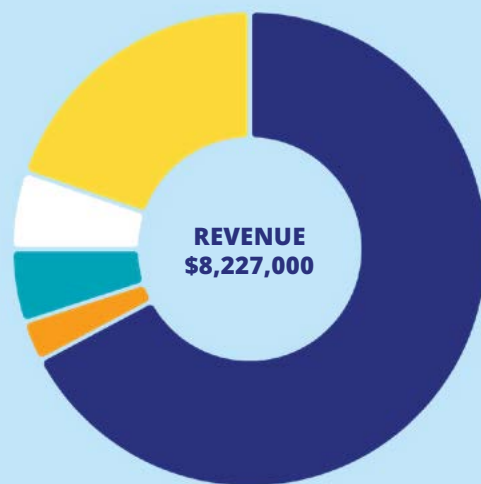


## FY23 Financial Report

(unaudited)

### REVENUE

- Grants: \$5,534,000
- In-kind Contributions: \$225,000
- Other Income: \$445,000
- Alec Lee Endowment: \$403,000
- Net Unrealized Gains on Investment of General Endowment: \$1,611,000



[www.aimhigh.org](http://www.aimhigh.org)



# Meet Aim High's CEO



**Jesús  
Galindo**

Chief Executive  
Officer

Aim High announced in March 2024 that its Board of Trustees appointed Jesús Galindo as its Chief Executive Officer.

"We are thrilled to announce Jesús as our new CEO. His vision to significantly expand our impact beyond the current reach of 2,000 middle students and 400 educators is truly inspiring," said David Ingraham, President of Aim High's Board of Trustees. "Our organization deserves a leader who intimately understands the path forward and is fueled by an unwavering passion to take Aim High, already a nationally-recognized leader in summer education, to new heights of impact. With ambitious goals on the horizon, Jesús has the talent and energy to propel us forward."

Galindo is a powerful example of the liberatory promise of education underpinning Aim High's mission, and his career demonstrates an abiding commitment to fostering that opportunity for others. Born in Compton, California, Galindo's career began in the classroom, teaching 1st-4th grade dual immersion classes in Richmond, California. Galindo's excellence was recognized twice when selected as Teacher of the Year in West Contra Costa County (2020) and in Contra Costa County (2020). After eight years in the classroom, Galindo pivoted

and became the Lead Organizer and Vice Chair of the Bargaining Team of the United Teachers of Richmond (CTA and NEA), where he helped secure a landmark agreement containing a historic pay increase and the nation's most comprehensive Community School's contract language.

With his longstanding and varied experiences within the Aim High community, Galindo comes to the CEO role with a demonstrated commitment to Aim High's mission. Galindo started with Aim High as an educator, then as Co-Director of Aim High Urban in San Francisco, and as founding Co-Director of Aim High Richmond — Richmond's first Aim High campus. Galindo next served as Trustee, most recently as Board President.

At Aim High, Galindo plans to focus on investment in Aim High's core programming while pursuing opportunities to strengthen partnerships with school districts, support aspiring educators, and explore innovative ways to share Aim High's award-winning curriculum with a broader audience.

"Together, we'll keep demonstrating that students from marginalized communities can achieve their full potential when given access to the right educational opportunities." Galindo said.

Hildy Shandell, Aim High Trustee and Search Committee Chair, offered this assessment: "Jesús' deep programmatic knowledge, coupled with his collaborative work style, will ensure that diverse perspectives are valued throughout the organization. His notable achievements as an education and union leader are a testament to his tenacity, commitment to evidence-based management and unwavering dedication to our shared vision. As both a teacher and business owner, Jesús consistently places innovation and high expectations at the forefront of his work."

Galindo holds a Master of Arts in Urban Education from Loyola Marymount University and a Bachelor of Science in Political Science from the University of California at Berkeley.





# It Takes a Village

## Educators

**LEAD TEACHERS** lead the Aim High classroom learning experience.

**CO-LEAD TEACHERS** co-lead and teach academic courses and support afternoon enrichment activities.

**ASSISTANT TEACHERS** support academic classes and enrichment activities, as directed by Lead Teachers.

**INSTRUCTIONAL COACHES** lead and support the teaching teams with instructional coaching of core classes and professional development workshops.

**STUDENT SUPPORT SPECIALISTS** provide social and emotional support for students and staff.

**HIGH SCHOOL INSTRUCTIONAL ASSISTANTS** aid Lead Teachers in core academic classes and support them in afternoon activities.

**HIGH SCHOOL VOLUNTEERS** work directly in a program for middle school youth under the supervision of educational leaders.

## Partners

**COLLEGE ACCESS PARTNERS** support Aim High graduates during high school and ensure they remain on the path to college and career success.

**ACADEMIC YEAR PARTNERS** connect our middle school students to high-impact after school programs.

**SUMMER PARTNERS** introduce students to new and creative opportunities during the summer.

**SCHOOL AND DISTRICT PARTNERS** ensure we have the space and resources we need each summer, and help us recruit both students and teachers.

**TEACHER PIPELINE PARTNERS** propel young people, including Aim High graduates, into the field of education, and prepare teachers for educational leadership roles.

## Year-round Contributors

**SITE DIRECTORS** oversee all aspects of Aim High summer programming, ensuring high-quality implementation of the five-week academic enrichment and youth development program, bringing CORE values to life for students and staff.

**ADMINISTRATIVE STAFF** include the 20-25 year-round staff of Aim High's program, development, business office, and executive leadership teams.

**BOARD MEMBERS** oversee the vision, strategy, and future planning of the organization, and serve as important ambassadors in support of development and external relations.

**DONORS** comprise individual supporters, independent and family foundations, and government and corporate partners, that generously contribute the annual funding that covers nearly all of Aim High's operating budget.



# Community Profiles



## Allan

Aim High Graduate,  
Class of 2014

Before Aim High, Allan was shy and didn't have many friends. He was bullied and struggled with his identity. He preferred books to conversation. He kept to himself. In sixth grade, Allan enrolled in Aim High, an experience that he says changed his life, both academically and socially.

At Aim High, Allan met welcoming teachers who made school feel more relevant and new experiences seem less daunting. He improved in math and science, subjects that were once difficult, and learned how to ask questions when he needed help. He also learned about college. For the first time, at Aim High, Allan realized college was attainable.

Most importantly, Allan's teachers showed him how to embrace his individuality. Their support helped him find the courage to come out as gay. "My teachers showed me to love who I am, and not to be ashamed of myself," Allan says.

Fast forward to the fall 2019 — Allan wraps up his work as an Aim High teaching intern at our Marin Academy campus and begins his freshman year at USF, becoming the first in his family to attend college. Allan is studying to become a teacher "so I can teach the next generation the importance education plays in a person's life. I look forward to giving back to a community that served me in so many ways."



## Michelle Cody

Aim High Graduate &  
Site Director

Michelle earned good grades in middle school. So when her mom insisted she attend the Aim High summer program, 12-year-old Michelle was reluctant at first. She was in love with Aim High after just one week. Years later, as a recent high school graduate, Michelle returned to Aim High as a teaching assistant. It was her first summer job. She planned to stay no longer than one summer, but every time June rolled around, Michelle found herself back in the Aim High classroom.

It wasn't until she was well into an economics degree at Howard University that Michelle finally considered a career in education. Her Aim High site directors pulled her aside and asked if she had ever thought of becoming a teacher. "They said that I had what it took to make a difference and inspire the people around me," Michelle says.

Fifteen years later, Michelle is now a celebrated educator and a role model for students and teachers everywhere. She credits Aim High for shaping her approach to teaching and learning. Aim High's team-teaching model, Michelle believes, promotes collaboration among educators, enabling them to create curriculum and experiences that change students' lives. "I come into the classroom with the spirit of collaboration and student experience," she says. "Aim High set the bar for what I wanted to see in my classroom and work community. It creates a culture where the student becomes the teacher, and the teacher becomes the student."

Michelle is a self-proclaimed proud product of Aim High: "I started off as a student, moved to TA, Intern, and Lead Teacher." Michelle was the founding site director for Aim High's site in the Bayview district of San Francisco that opened in summer of 2016 at Willie Brown Jr. Middle School, where she also teaches math and student government during the regular school year. "I want to help students and families see the greatest in themselves," she says. "That is why I teach."





## Andrea Howard

Aim High Board Member,  
Graduate, & Parent

Andrea was first exposed to Aim High through her middle school best friend. Intrigued by the opportunity to attend a summer program combining academics and extracurriculars, Andrea found Aim High a stark contrast to her Catholic school experience. At Aim High, students had a voice, and Andrea met peers from diverse backgrounds who inspired her to attend Lick-Wilmerding High School instead of a Catholic high school. Even in her summers after high school, she returned to Aim High to teach computer classes, driven by her passion for giving back to the community.

After pursuing an education and early career outside of San Francisco, Andrea returned to the Bay Area where her company at the time was a community partner and sponsor for Aim High. Andrea reconnected with Aim High, and eventually ran into Alec Lee, her former teacher, who invited her to join the Aim High board of trustees in 2019. Fast forward five years, and Andrea is now not only an Aim High alum and trustee, but also a proud parent of an Aim High student. Andrea appreciates that Aim High not only prevents the “summer brain drain” but also exposes kids to new perspectives and opportunities at a crucial age. Meeting peers from different backgrounds expands students’ worldviews, just as it did for her.

Reflecting on Aim High’s evolution, Andrea notes its impressive adaptation to modern middle schoolers’ needs, whether embracing new technology or differentiating its program in an increasingly competitive nonprofit landscape. Despite expanding to additional sites across the Bay Area, Aim High maintains its core traditions like “morning circles” and elective choices, preserving what makes it special. As a marketing professional, Andrea is optimistic about working with the incoming VP of development to better communicate Aim High’s value to the community, ensuring donors and parents recognize the program’s impact. She hopes the next VP can balance deeply understanding Aim High’s mission and vision while bringing an external perspective to help drive Aim High forward.

## Lampert Byrd Fund

Youth Opportunity  
Scholarship (YOS)

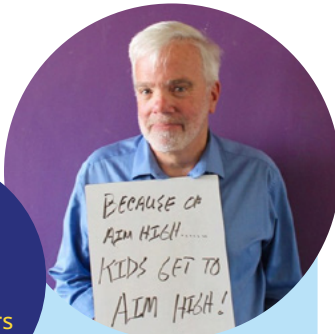
Since 2011, Aim High has been a partner organization of the Youth Opportunity Scholarship (YOS) program — an initiative established through the Lampert Byrd Fund. YOS partners with Bay Area nonprofits and schools to provide scholarships directly to middle school students in grades 6, 7, and 8 that give students a chance to discover a passion beyond the classroom. These scholarships of up to \$250 support an extracurricular activity of the recipient’s choosing, such as dance classes, music lessons, sports and athletics, creative arts, summer camps, and more. These activities help students forge a sense of identity, inspire grit, and develop a sense of agency at a critical time in their identity formation. To date, the Youth Opportunity Scholarship (YOS) program, in partnership with the Philanthropic Ventures Foundation, has awarded 3,656 scholarships totaling over \$600,000 to Aim High students.



# Proud History, Bright Future

## Alec Lee

Co-Founder & CEO for 35 years



At the end of 2021, Aim High's co-founder, Alec Lee, retired from Aim High after serving as its CEO for 35 years. During Alec's tenure, Aim High grew from a single-site that served 50 students at Lick-Wilmerding High School, to a nationally acclaimed organization that serves thousands of students each summer across many districts and counties in California. Alec also oversaw the development of Aim High's hallmark Aspiring Teachers Program. In 2016, Alec was awarded the White House Champions of Change recognition for his leadership in expanding summer learning opportunities for under-resourced students in the Bay Area — an award only nine national leaders receive each year.

### 1986

Led by Alec Lee and Eleanor McBride, Aim High was founded at Lick Wilmerding High School in San Francisco with a grant from the San Francisco Foundation.

Fifty students attend Aim High's first program.

### 1988

Aim High celebrates its first graduating class with 30 ninth graders.

### 1990

Aim High opens its second site at The Urban School of San Francisco.

### 2000

Summer enrollment exceeds 500 middle school students.

### 2001

East Bay expansion: Aim High opens a campus in Oakland.

### 2006

Peninsula expansion: Aim High opens a campus in East Palo Alto.

Summer enrollment exceeds 1,000 middle school students.

### 2010

Marin expansion: Aim High opens a campus in San Rafael.

Tahoe/Truckee expansion: Aim High opens a campus in Kings Beach.

### 2016

Summer enrollment exceeds 2,000 middle school students. Aim High celebrates its 30th anniversary and extends to Napa.

### 2019

Aim High launches an endowment ensuring its impact will continue to grow for years to come and kicks off Vision 2025, its next strategic planning process.

### 2020

Aim High pivots to online learning during the first two summers of the pandemic, and created a new curriculum in a 6-week turnaround time. Aim High continues to re-grow enrollment each summer post-pandemic.

### 2024

Jesús Galindo becomes Aim High's Chief Executive Officer.



# Aim High's Growth

It's been 39 years since we first opened our doors to just 50 students. Today, with more than 1,500 students enrolled each summer across 16 campuses, Aim High is a Northern California institution — and we're just getting started.

## School and System Partners

ACE CHARTER SCHOOLS

KIPP PUBLIC SCHOOLS NORTHERN CALIFORNIA

LICK-WILMERDING HIGH SCHOOL

NAPA VALLEY UNIFIED SCHOOL DISTRICT

NOVATO UNIFIED SCHOOL DISTRICT

OAKLAND UNIFIED SCHOOL DISTRICT

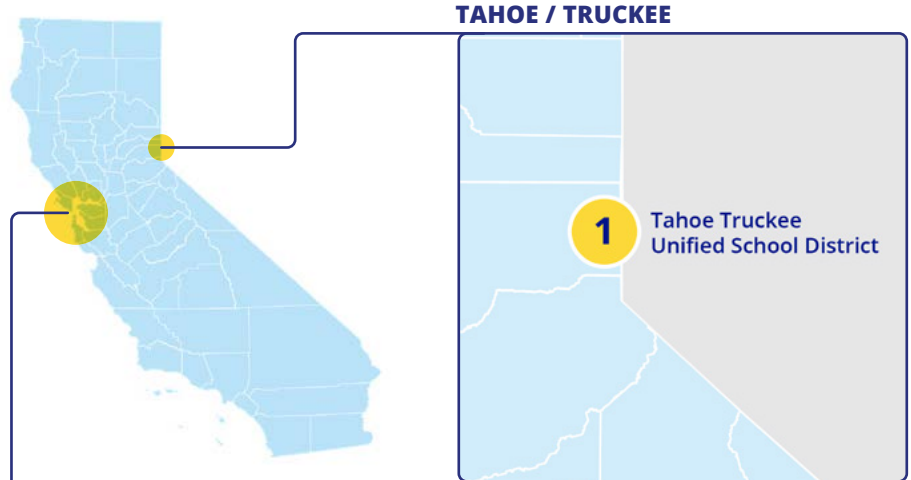
SAN FRANCISCO UNIFIED SCHOOL DISTRICT

SAN RAFAEL CITY SCHOOLS

TAHOE TRUCKEE UNIFIED SCHOOL DISTRICT

THE URBAN SCHOOL OF SAN FRANCISCO

WEST CONTRA COSTA COUNTY UNIFIED SCHOOL DISTRICT



number of sites



# Vision 2026

## 2023-2026 Strategic Plan



### Pillar 1: Strengthening Our Core

**PRIORITY 1:** Define and Measure Academic Impact

**PRIORITY 2:** Deepen Academic Impact by Refining Curriculum and Professional Development

**PRIORITY 3:** Strengthen Our Operating Structure

### Pillar 2: Growing Aspiring Teachers

**PRIORITY 1:** Grow and Diversify the Pipeline of Educators



#### ↓ BARRIERS TO ENTRY

- Scholarships
- Prioritized admissions and tuition grants
- Support navigating credentialing process
- Credit for Aim High instruction

#### ↑ COMPENSATION

Paid Aim High summer teaching opportunities District partnership financial incentives for credentialed teachers

#### ↑ ATTRACTIVENESS OF PROFESSION

- Highly supported educator experience
- Low teacher student ratios in co-teaching model

#### ↑ PROFESSIONAL DEVELOPMENT

- Classroom Management
- Culturally Responsive Pedagogy
- Project-based Learning
- Instructional Coaching
- Improve Retention

### Pillar 3: Deepening District Partnerships

**PRIORITY 1:** Increase commitment from new and existing partners to jointly deliver on student outcomes

**PRIORITY 2:** Increase financial commitment as well as student and teacher recruitment efforts from existing and new partners

### Pillar 4: Expanding Our Reach

**PRIORITY 1:** Reach more students through our traditional program model

**PRIORITY 2:** Explore scaling regionally and nationally by designing new products that empower others to deliver quality summer programming



# Background/Narrative

## An Amazing Program

In 1986, two forward-thinking, visionary educators at Lick-Wilmerding High School (LWHS) in San Francisco were inspired by the school's goal of being a "private school with public purpose." LWHS history teacher Alec Lee and science teacher Eleanor McBride co-founded Aim High to provide free summer learning and enrichment programs for under-resourced, middle school students. They believed that every student has a right to quality education, and sought to create a summer program where students could find academic confidence, discover a love of learning, and develop the skills they need to thrive in school and in life.

Since its founding, Aim High's impact has expanded far beyond the single LWHS site, and this impact cannot be understated. In 2019, the nationally-recognized Gardner Center at Stanford University found that Aim High participation reduces chronic absenteeism and suspension rates, and improves English language arts test scores of its students. The study also concluded that if all under-resourced middle school students in California had access to Aim High, 12,000 fewer students would be chronically absent each year. Alumni of the program expound upon the way that Aim High broadened their worldviews and positively changed the trajectory of their educational and professional opportunities. Likewise, Aim High's Aspiring Teacher Program has trained nearly 4,000 educators — 86% of whom are teachers of color, and 40% of whom are Aim High alums.

## Leadership History

For 35 years, Alec Lee led Aim High until his retirement in 2021. Alec played a crucial role in defining Aim High's program and strategic direction as Aim High grew from serving just 50 students at the LWHS site to expanding to sites as distant as Tahoe-Truckee. During his tenure, Alec also contributed to what would become the foundation of Aim High's philanthropic strategy – leading grassroots fundraising efforts and cultivating deep relationships with longstanding individual and institutional donors who cared deeply about improving educational access and breaking down educational barriers. For his final nine years at the helm of Aim High, Alec worked closely

with a VP of development who shared his approach to relationship-driven and community-based fundraising.

In the past three years since Alec's retirement, Aim High has undergone a period of significant leadership transition at both the CEO and executive cabinet levels. Not unlike many organizations that face the departure of a founding CEO, Aim High experienced some challenges with these transitions, which ultimately led to interim CEO and development leadership at the beginning of 2024. However, Aim High and its community of supporters are emerging with greater clarity about the organization's core values and strategic direction for its next chapter. Earlier this year the Aim High Board of Trustees recognized a need for a mission-aligned and organizationally connected leader, and in spring of 2024, announced that Jesús Galindo, the former board chair and a former site director, would become Aim High's next CEO.

Jesús brings not only a professional history with Aim High, but a deep and committed passion for how education can serve as liberation from systemic injustices facing youth and aspiring educators. Jesús's vision for Aim High is that it continues to deliver its outstanding core program while finding ways to reach and impact new audiences without sacrificing student experience and instructional quality. For Jesús, whether or not Aim High runs summer programs in every regional market across the U.S. is not the end goal. Rather, Aim High should find ways to increase its national impact on the educational system, which for too long has created barriers for the most vulnerable and deserving of students.



## Philanthropy and the Future

While Aim High is no longer at a crossroads moment, it is undoubtedly entering a new chapter. Under Jesús's leadership and with community input, Aim High is poised for moderate and targeted growth, which will require additional fundraising efforts and new revenue streams. Historically, long-time supporters and numerous small but significant donations have successfully funded almost all of Aim High's operations. The incoming VP of development should bring a "leave no stone unturned" approach to fundraising efforts, while remaining fully committed to developing authentic relationships with existing donors, understanding their priorities, and identifying opportunities for increasing development revenue.

The current team in the development office is small but dedicated, and eager to welcome a new VP after two years of leadership transition. A six-month interim VP of development led the department in the first half of 2024 and has stepped back to serve as a part-time consultant since then, ensuring that this year's donations stay on track. The incoming VP will have the opportunity and charge to reestablish departmental culture, define team goals, and create individual measures of success. One of the new VP's first priorities will be to identify and fill staffing needs, which likely will include the hiring of a major gifts officer. Jesús is prepared to support the next

VP's vision for and growth of the department, which will be integral in achieving more ambitious fundraising goals and organizational initiatives that expand Aim High's impact.

Jesús will serve as a key fundraising partner to the VP of development, and certainly brings a compelling personal story and vision for Aim High that resonates among supporters and constituents. He is an outstanding storyteller and is deeply connected within the broader Aim High and educational communities. At the same time, as a lifelong learner and first-time CEO, he seeks a VP of development to give him guidance and feedback on ways that he can support the fundraising strategy that the VP ultimately develops. He is truly seeking a thought partner in this role. Meanwhile, Aim High trustees are also highly engaged and eager to support and partner with the VP in fundraising efforts, so previous experience working with nonprofit boards or as a committee liaison will be beneficial to the incoming VP.

2025 will mark the 40th anniversary of Aim High, and the incoming VP will have the opportunity to leverage this milestone as a way to re-engage and renew community support, and deepen donor commitments to multi-year gifts. As Aim High begins this new chapter of executive leadership and comes together around an exciting vision of expanding its impact, the entire community will warmly welcome its next VP of development later this fall.



**Jesús  
Galindo**  
Chief Executive  
Officer

**"Aim High will always be a space where kids are free to be authentic and take risks, and where aspiring educators of color can teach and not worry about being themselves. At Aim High, diversity is not only embraced, but celebrated."**

We invite you to watch our two interviews with Aim High's outstanding new CEO to learn more about [Jesús and his background](#) as well as the [magic of Aim High and the priorities for the next VP of development](#).



# Early Priorities

## Supporting the Team

The development team comprises a team of approximately five staff members, most of whom joined Aim High within the past two years. Given that the team has not had a consistent and permanent leader in the VP of development position during that time, the incoming VP will have the opportunity and charge to focus on the needs of the team, including culture, workflow, goals, and growth. Key priorities will be to define what success looks like for each member of the team and build trust through transparent and open communication both within the department and with other departments. This may include providing professional development opportunities, implementing support structures and policies, and creating additional roles needed to achieve ambitious fundraising goals.



## Engaging with Donors

Aim High is almost entirely supported by contributions from individual and institutional donors. Many of Aim High's individual donors have a longstanding relationship with the organization and are deeply committed to supporting Aim High's core program. Early on, the VP should find ways to connect with these existing donors in addition to cultivating new relationships with prospective donor groups such as alumni, parents, and other community partners. Additionally, the VP can look forward to partnering with a highly engaged board of trustees that plays an active role in fundraising for the organization.

## Becoming a Scholar of Aim High

Key to the success of the incoming VP will be taking the time to deeply understand Aim High's program and its impact on the community. Recent initiatives such as a 2019 Gardner Center research study demonstrate Aim High's commitment to refining its program, understanding its impact, and continuing to expand freedom of opportunity to current and future Aim High students. The VP of development will need to understand Aim High's history and vision to authentically communicate these values with prospective donors and the broader community.

## Celebrating Aim High's 40th Anniversary

2025 will mark the 40th anniversary of Aim High. This will be an exciting opportunity for the Aim High community of donors, alumni, students, faculty, and staff to gather and celebrate the significant achievement and impact of Aim High's program over the past four decades. Following both the pandemic and leadership transitions in the past few years, Aim High has not had the opportunity to host as many gatherings and special donor events as the organization had previously done. That said, the 40th anniversary is a chance for the development team to bring back community events that celebrate donors and the impact they have made to Aim High. The incoming VP of development can look forward to collaborating with the development team, executive leadership, and board of trustees to produce a community celebration of this milestone achievement.



# Duties

## Philanthropic Strategy

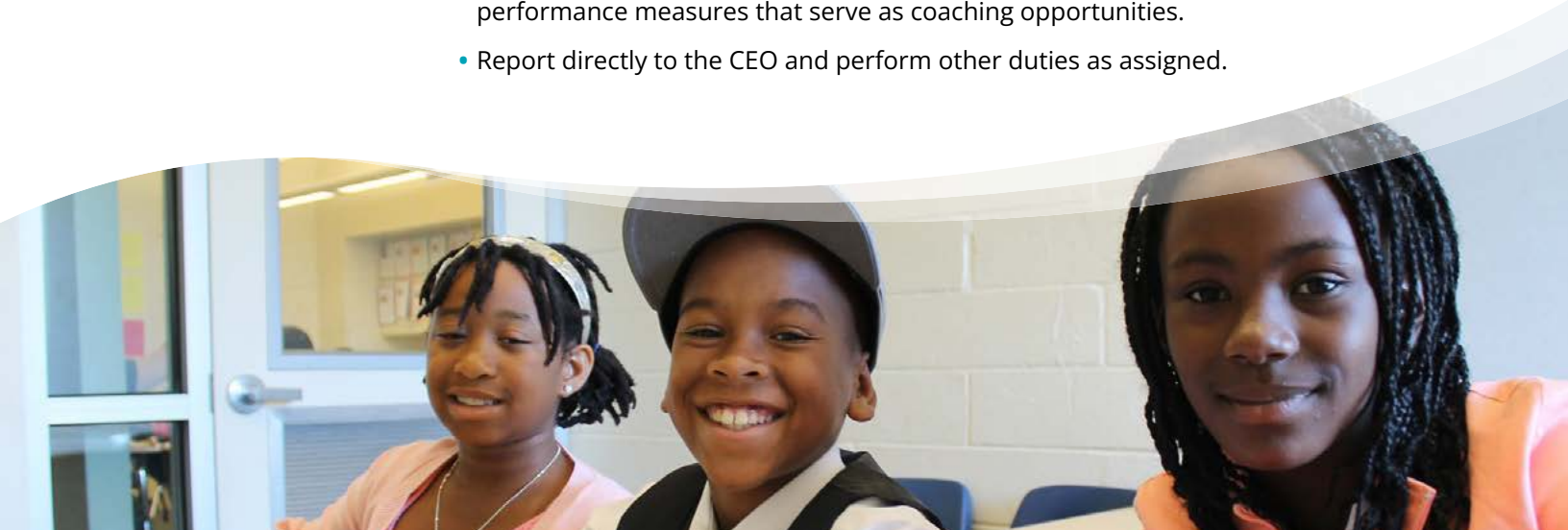
- Drive the organization's philanthropic strategy to expand Aim High's impact with an authentic, community-based, and relational approach.
- Proactively advise the CEO on strategic and tactical fundraising efforts.
- Partner with the CEO, Board, and leadership team to create a long-term sustainability plan for the organization.
- Thoughtfully support the organization's strategic plan and consider new ways to broaden Aim High's impact and fundraising sources.
- Leverage current and future technology that supports efforts involving donor engagement, outreach, and expansion.

## Donor Relations

- Raise the profile of Aim High by growing the base of major gifts donors while fostering existing donor relationships.
- Collaborate with the development and program teams to plan and produce fundraising events including donor receptions, meetings, and other special events.
- Produce timely and accurate revenue and donor reports for both individual and institutional donors.
- Cultivate meaningful relationships with donors, Aim High alumni, students, and other stakeholders to effectively and authentically share Aim High's impact with the broader community.

## Organizational Leadership

- Serve as a senior leader in the organization as an engaged member of the leadership team.
- Supervise, coach, and manage the development team, which may include hiring one or more additional staff members.
- Ensure that the development team is resourced appropriately and has the tools, systems, and processes to ensure successful achievement of all goals and objectives.
- Evaluate and analyze team performance through a thoughtful collection of performance measures that serve as coaching opportunities.
- Report directly to the CEO and perform other duties as assigned.



# Qualifications & Qualities

## Qualifications

- A bachelor's degree from an accredited college or university; additional training, certifications, or related study preferred
- 5+ years of experience working in development, fundraising, advancement, or mission-driven philanthropy
- A proven track record of successful fundraising and leading a development team to achieve defined goals and objectives
- Familiarity with community-based and grassroots philanthropy
- Experience with a broad range of fundraising strategies and donor stewardship, including major gifts, foundation and grant funding, special events, and community partnerships
- A seasoned and successful people manager, including the ability to manage other fundraisers

## Qualities

- A deep commitment to the mission of Aim High and passion for the liberative power of education
- A collaborative and relational approach to decision-making
- An ability to lead a team through change, and encourage professional growth and development of all team members
- A personal and professional commitment to anti-racism and the principles of diversity, equity, and inclusion
- Familiarity with and eagerness to use asset-based language in written and spoken communication
- A keen attention to detail, along with organizational and communication skills
- An excitement and eagerness to work with a passionate and visionary community of colleagues, trustees, and fundraisers



A photograph of several students in a classroom setting. In the foreground, a young man is looking at a book titled 'AFRICA'. Another student is writing on a piece of paper. Other students are visible in the background, some sitting at desks.

# How to Apply

12M Recruiting is acting on behalf of Aim High to identify exceptional development leaders to fill this extraordinary opportunity. Direct inquiries to:

[jobs@12MRecruiting.com](mailto:jobs@12MRecruiting.com)



Applications received by **September 6, 2024** will receive priority review.

All applications must be submitted online:

[www.12MRecruiting.com/jobs/AimHigh/Development](http://www.12MRecruiting.com/jobs/AimHigh/Development)

An application requires submitting four PDFs:

1. Cover letter introducing yourself to the Aim High search committee
2. CV or resume
3. A list of four references (include each person's name, current organization, title, phone number, email, and past connection to you — though we will not contact any references without obtaining your permission first)
4. In no more than a page, please provide a response to the following prompt:

*Core to Aim High's mission is the belief that all students deserve quality education, and that education can provide freedom and liberation from systemic injustices. What do you find compelling about this mission, and how might that inform your strategic approach to fundraising at Aim High?*

*Aim High is an equal opportunity employer. Aim High seeks diversity in its community and affords equal employment and advancement opportunities to all qualified individuals without regard to race, creed, color, religion, national origin, ethnicity, ancestry, gender, sexual orientation, age, physical or mental disability, marital status, citizenship status, medical condition, or any other legally protected status.*