



ANNUAL  
REPORT

20  
24



think  
TOGETHER

[thinktogether.org](http://thinktogether.org)

# From the CEO



At Think Together, we have always been guided by a simple yet powerful mission: to partner with schools to change the odds for kids. Over the past year, this mission has taken on even greater importance as we embarked on a journey to amplify our impact and ensure that every student in California has access to the opportunities they deserve.

This year marks a pivotal moment for us. In June, we completed our new Strategic Impact Plan, setting the course for Think Together to evolve beyond expanded learning programs into a force that drives systemic change across school districts. Our vision is clear: that demographics will no longer determine student outcomes, and all students in California—particularly those from historically marginalized communities—will graduate with all life options available to them.

To realize the full potential of our vision, Think Together has set bold goals to achieve by 2029—doubling our footprint and reach of expanded learning programs across California while scaling our impact portfolio to reach more students to make a lasting positive change to entire communities of children and youth.

As we constantly reflect and evolve, we've refined our program design to foster student agency, adventure and academic achievement while promoting equity, connection and well-being among peers.

With Orenda Education, led by Dr. Robin Avelar La Salle, we work together with educators to build equity-driven systems that ensure all students have access to a premium education. Our new initiatives, including the launch of a new leadership institute led by Dr. Paul Gothold, will equip district leaders to create equity-driven school systems. This is complemented by the work of the California Schools Talent Collaborative (CSTC), which addresses staffing shortages in districts, enabling thousands of students to access essential programs. Through these and other efforts, we are helping schools meet the conditions that foster supportive, student-centered environments.

None of this work would be possible without partnership, trust, and generosity. As we reflect on the progress we've made, we are more energized than ever to continue building a world where every student has the chance to thrive.

**RANDY BARTH**  
Founder and CEO

# From the Board Chair



It has been quite a remarkable stretch at Think Together. Since the pandemic, the organization has tripled in size, creating both challenges and opportunities. We've also seen the challenges our students face increase significantly.

In response to this, the board of directors is in the process of refining its focus on how it supports the organization, as together we seek to meet this moment.

With a clear focus on the next five years through the recently adopted Strategic Impact Plan, we are committed to scaling our programs, expanding our partnerships, and reaching even more students across California to drive positive educational outcomes.

As Think Together continues to evolve, we find ourselves at a defining moment—one where embracing change is essential to expanding our impact, while remaining steadfast in our mission. Change brings new challenges, but it also opens doors to innovation, partnership, and growth that can help us reach even more students across California.

As Think Together continues to grow, now is the time to double down on our efforts. With your support, we can provide essential resources, enhance academic outcomes, and create opportunities for students to graduate with a full range of life options. Together, we are building a future where every child has the chance to thrive, regardless of circumstance or background.

Thank you for partnering with us on this journey and for your commitment to changing the odds for the next generation of students.

**DAN YOUNG**  
Chair, Board of Directors





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# A Year in Review

## Looking Toward our Impact

Over the past year, Think Together embarked on an intensive strategic planning process to refine our vision for impact and build the foundation for the next 25 years. Our new 5-year strategic plan has already launched changes in the organization’s infrastructure and business process to allow Think Together more efficient and effective ways to deliver on our mission.



## Engaging Donors Who Share Our Vision

Think Together is grateful to our donors for their generosity this past year. It is critical to our mission to engage the philanthropic community to allow us to truly close the opportunity gap for kids in our schools. New this year was a partnership with AT&T whose innovative platform, The Achievery, provided programming to older youth, a segment that is typically granted fewer public resources. Also, we continue to thank and honor the generous contributions of partners like Honda, LA84 Foundation, Kaiser Permanente, and Boeing. *For a full list of our corporate, foundation and individual donors, please see page 36.*

## Hiring Quality Talent for Schools

In 2023, Think Together launched the California Schools Talent Collaborative, a staffing services organization to support K-12 districts. With the expansion of state funding such as the Expanded Learning Opportunities Program, districts expressed the desire for help staffing large-scale programs that served more students. In its first year, Talent Collaborative partnered with Santa Ana Unified School District to successfully hire, train, and manage a staff that provided programs to 1,800 students, moving them off after school program waiting lists. Seven new district partners have been engaged in the new fiscal year.

## Offering Enhanced Enrichment Programs

Think Together continues to innovate and scale programs to engage students and increase attendance for schools struggling with chronic absenteeism. Programs—such as Think Together’s Enrichment Accelerators in subjects like STEM, arts and sports—provide state-wide access to regional expertise, including Orange County School of the Arts, Street Soccer USA, and more.

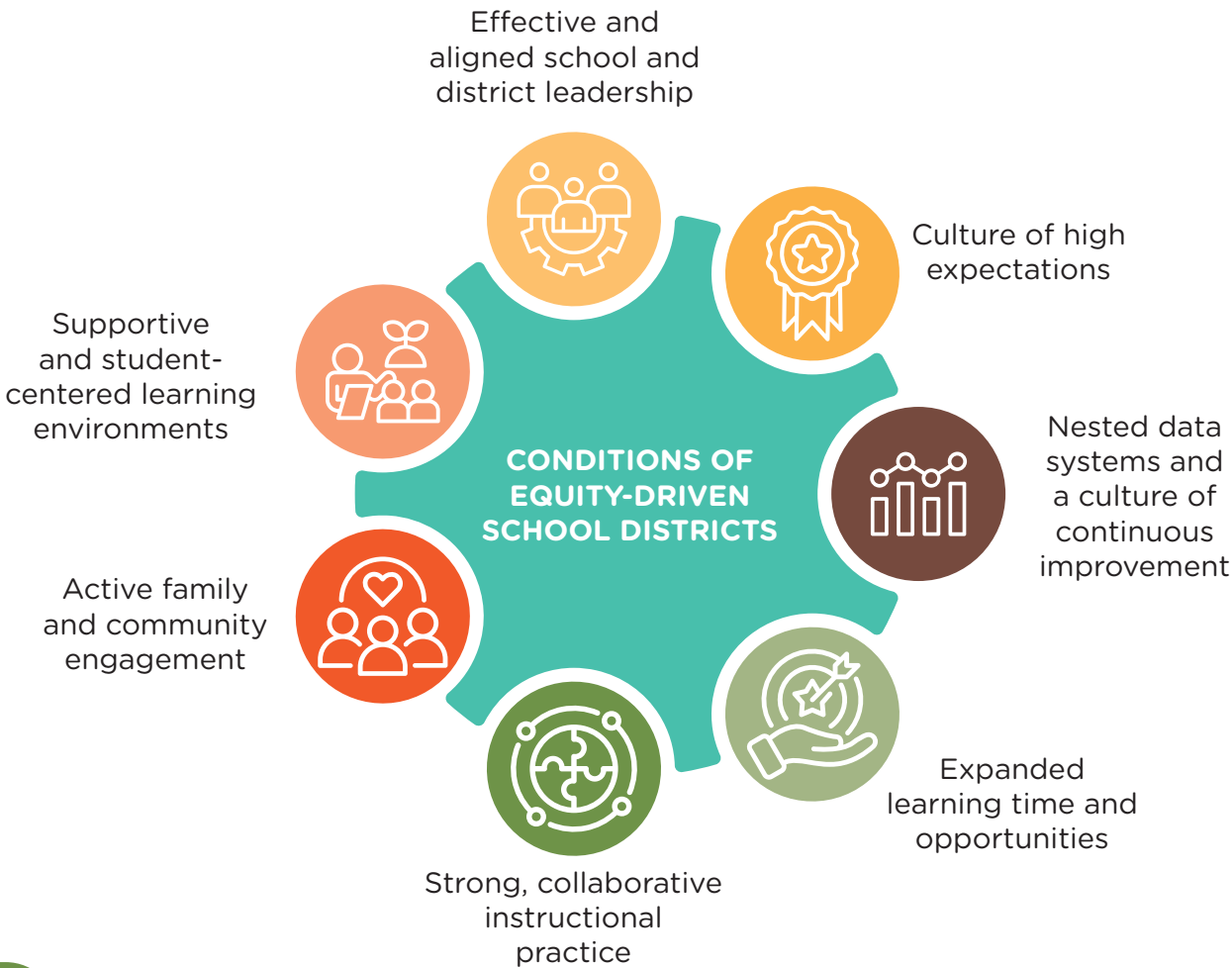
## Leveraging Tech

Digital platforms, AI, and remote workspaces are the future, and Think Together embraces the opportunity. The organization is building a stronger, scalable foundation of digital tools that add value to our in-person programs and elevate the digital space to reach more educators efficiently with expertise in equity-driven systems change. We are building an improved technology experience for our staff and partners to fulfill our mission.



# What's Next?

Think Together continues to innovate ways to close the opportunity gap for students in California. We have a renewed focus with our Strategic Impact Plan with the goal to impact more students and ensure that all of life's opportunities are available to them upon graduation from high school.



Our belief is that equity-driven school systems should center student and family needs and be equipped to provide each student with the opportunities, resources and support they need to realize their full potential, regardless of their background and level of need.

One of these conditions is having “effective and aligned school and district leadership.” To support this goal, Think Together is preparing to launch a new leadership institute under the

direction of Dr. Paul Gothold, which will coach and support school district superintendents to improve outcomes for students.

The Strategic Impact Plan will guide our work and decisions over the next five years. We are thrilled to share the plan with interested school leaders, philanthropists, education foundations, and those interested in joining our vision and mission to change the odds for kids.

# Our Reach



187,353  
STUDENTS

608  
SCHOOL SITES

58  
DISTRICT PARTNERS

19  
CHARTER PARTNERS

## Think Together and its divisions are impacting students throughout California.

The total number of students participating in Think Together’s early learning and expanded learning programs grew to over 107,000, an increase of 23% over the prior year.

### Our Mission

Partner with schools to change the odds for kids.

### Our Vision

All students in California, particularly those from historically marginalized communities, graduate from high school with all life options available to them.

### Our Programs

Think Together has designed a range of outcomes-based programs and services that wrap around the school day to make a significant impact on a student’s academic success.

1

BAY AREA

22,809 STUDENTS

6 DISTRICTS

2

SANTA BARBARA COUNTY

18,221 STUDENTS

2 DISTRICTS

3

KERN COUNTY

3,009 STUDENTS

1 DISTRICT

4

SAN BERNARDINO COUNTY

31,160 STUDENTS

10 DISTRICTS

5

VENTURA COUNTY

2,095 STUDENTS

1 DISTRICT

6

LOS ANGELES COUNTY

61,903 STUDENTS

18 DISTRICTS

18 CHARTERS

14 GENERAL CHILDCARE PARTNERS

7

RIVERSIDE COUNTY

32,533 STUDENTS

13 DISTRICTS

8

ORANGE COUNTY

5,184 STUDENTS

5 DISTRICTS

1 CHARTER

24 GENERAL CHILDCARE PARTNERS

9

SAN DIEGO COUNTY

2,093 STUDENTS

1 DISTRICT

10

IMPERIAL COUNTY

8,346 STUDENTS

1 DISTRICT





# Supporting Students with **Direct Services**

Early Learning

Before and After School Programs (TK-8)

High School College and Career Readiness

Summer and Non-Instructional Days

Enrichment Accelerators

High-Dosage Tutoring

# Student Story

## Meet Jose

Navigating middle school is no easy feat, especially when it's a challenge to stay organized and have confidence in yourself to be the best you can be. These are difficulties that 8th grader Think Together student, Jose, has had to overcome.

Jose has participated in Think Together's afterschool program throughout middle school, and it's been a journey to get to where he is now. He started as very closed off and didn't have the self-confidence to realize how bright he is. It wasn't because Jose didn't want to do it, but he simply didn't know how.

With the support of his Think Together program leaders and site program manager, Jose has been thriving socially, emotionally and academically. He has made huge strides in his academic journey, upping his grades from D's and F's to A's and B's.

Much of that positive change can be credited to the supportive Think Together staff, but

more importantly, to the AVID\* lessons that are aligned to Jose's school day and taught during the Think Together program at his school.

Due to this exclusive partnership between Think Together and AVID, Jose has developed strong organizational skills and has learned to take more efficient notes during class. Those same strategies are reinforced after school during his Think Together program.

"I like coming to the program to be around my friends. They help me finish my homework, so that way I don't have to go home and do it," Jose shared. "When I don't get my homework right, I get frustrated, but I've learned that there are easier ways of how to do the work, so it's not that hard as it used to be."

\*See page 23 for more information on Think Together's exclusive partnership with AVID (Advancement Via Individual Determination).



# Our Focus Areas



## Early Learning Program

A child’s education journey begins at birth—that is why Think Together programs include Early Learning. We support the youngest of learners, from infancy to four years of age, by working with family day-care providers and offering high quality preschool experiences to ensure students get off to a good start.

**Focus Includes**

- Self-Regulation Skills
- Social and Emotional Development
- Language and Literacy Development
- Math and Science Cognition
- Physical Development and Health

266 Students Served

93,333 Students Served



## TK-8 Expanded Learning Programs

Think Together’s traditional after school program remains at the core of our services for students. Each school day, we ensure all students receive homework help, a healthy snack, physical activity, enrichment, and social-emotional support from caring adults.

District partners, students, and families also benefit from Think Together’s before school programs and a variety of enrichment programs designed to ignite student interest and increase their engagement with school.

- 85% of students like to participate in Think Together
- 88% of students say Think Together helps them complete their homework
- 73% of students are more interested in college
- 89% of students feel that they belong

**Family Daycare support (CCTR)**  
38 Childcare providers supported in Orange County and Los Angeles

**Preschool (CSPP)**

4 Preschool sites

98% of parents are very satisfied/satisfied with Think Together programs

*[Our teacher] is amazing. She cares deeply for her students, and we really appreciate her expertise and support for our child's growth and development. We're very impressed by her.*

—Parent, Alum Rock Union School District preschool program

*Think Together brightens my day when I come to school. I start to get excited because I think the program is fun and interesting.*

—Elementary student, Rialto Unified School District



# Our Focus Areas

8,499  
Students  
Served



## High School

High School programs at Think Together are designed to be flexible and responsive to meet the interests and needs of our older youth students. Through mentorship and focused supports, our programs are geared toward building future readiness. Key program features include: an AVID-aligned college & career continuum, including college tours, FAFSA completion and support with college applications; life and employability

skill development, with “Find Your Grind” career exploration, workforce readiness workshops, internships, and financial literacy; and enhanced enrichments including arts, coding, gaming, and cosmetology. Student participants also receive targeted academic supports, including grade checks, tutoring, and credit recovery to keep them on track to graduating with all life options available to them.

- 95% of students say they know how to set goals for their future
- 96% of students are aware of career options for their future
- 95% of students are confident that college is an option

Think Together has a very friendly environment with a great amount of activities. [They are] also helpful with planning your future.

—High school student, Hemet Unified School District



## Think Summer

Think Together had its biggest summer yet in 2024! Rather than spending their time on screens or inactive indoors, our K-8 students enjoyed nine weeks of summer enrichment that kept them engaged all day. Think Summer incorporates math, English language arts and STEM into its curriculum, along with fun activities and experiential learning. Through ELO-P funding, schools can extend their school year by up to 30 days through summer and other breaks for a total of up to 210 days of learning.

28,033  
Students  
Served

Think Summer makes learning fun and provides experiences that enrich students’ lives. This year’s Think Summer field trips included:

- The Tech Interactive Museum in San Jose
- Living Desert Zoo and Gardens in Palm Springs
- 66ers baseball game in San Bernardino
- Griffith Observatory in Los Angeles
- Santa Monica State Beach

Keeping our doors open for the summer helps prevent summer learning loss, keeps kids engaged and having fun...and for our families, it gives them the confidence that their kids are in a safe, fun environment.

—Administrator, Jurupa Unified School District



# Program Innovations

Think Together’s mission to partner with schools to change the odds for kids requires us to constantly evolve our programs, adding new ideas to align to the needs of students and school partners and understand trends in the college and career environment.




## Enrichment Accelerators

Think Together students in Enrichment Accelerators receive deeper instruction after school in specific areas of interest from expert partners in STEM, arts, and sports. Accelerators challenge students to learn and practice skills, foster confidence, and give them more reasons to attend school.



4,500  
Students  
Served

### Sample FY24 Accelerator Pilot Programs

District Partner	Expert Partner
Paramount USD	
Chino Valley USD	
Mountain View USD	

30 schools

7 districts



## High-Dosage Tutoring

The lingering effects of the pandemic on student learning continues to necessitate additional academic support for students; research indicates that the pandemic left students significantly behind in both math and reading. High-Dosage Tutoring can help students catch up in specific subject areas in a shorter time period.

District Partner

South Whittier USD

+25 points on STAR 360 reading assessment

+33 points on STAR math assessment

156  
students received  
support with  
English and math  
over 40 weeks



## AVID

Think Together is the first and exclusive expanded learning partner of AVID (Advancement Via Individual Determination). AVID is a nationally recognized education leader in helping students excel academically.

The Think Together/AVID partnership demonstrates how expanded learning can impact the student’s school day when daytime and afterschool programs are aligned. Think Together middle and high school students who attend programs where AVID is incorporated receive seamless teaching and learning strategies designed to drive student success.

AVID at Think Together program helps me to stay organized and do homework after school. My grades improved because it helps me understand...more of what to do, and I have more time to do it.

—6th grade student, Baldwin Park Unified School District

10,600  
Students  
Served





# Supporting Students **through Teachers and Administrators**

Equity-Focused School Improvement



# School Improvement

Orenda Education partners with school and district leaders to improve systems and practices to close the historic achievement gap for students in under-served communities.

Founded in 1994, an affiliate of Think Together since 2014 and a division since 2022, Orenda’s equity-based, data-driven approach improves student outcomes and increases their chances of graduating high school college-ready with all of life’s options available. With new systems in place, Orenda districts find their students have improved grade-level mastery of math and English language arts and demonstrated higher graduation rates as well as higher completion rate of the requirements needed to enter a four-year university.

99 schools served

14 district partners

78,373  
Students  
Served

4,500 teachers  
100 counselors  
250 administrators  
trained

—The Orenda team is committed to ensuring that the work yields equity and academic achievement not only while we are engaged in the project but well beyond.

—Superintendent, Mojave Unified School District





# Supporting Students **with High-Quality Staff**

Education Staffing





# Talent Collaborative

3,020  
Students  
Served

43 schools served

656 staff hired

With state investments in Expanded Learning Opportunities Programs (ELO-P), districts have access to increased funding to offer their programs to more students; this created a need for more staff members to run these large-scale programs. To meet this need, Think Together launched the California Schools Talent Collaborative in July 2023 with the vision that every school and every student can be served by high-quality talent. The Talent Collaborative offers recruiting expertise and best-in-class hiring practices to help schools and districts meet their staffing needs.

California Schools Talent Collaborative is proud to support the following partners in 2024-2025:

- Fontana USD
- Long Beach USD
- Newport-Mesa USD
- Pomona USD
- Santa Ana USD
- Temecula Valley USD
- Vista USD
- Westminster SD

*The Collaborative came in and filled a large number of positions, and we reduced our [before and after school] waiting lists.*

**—Superintendent, Santa Ana Unified School District**

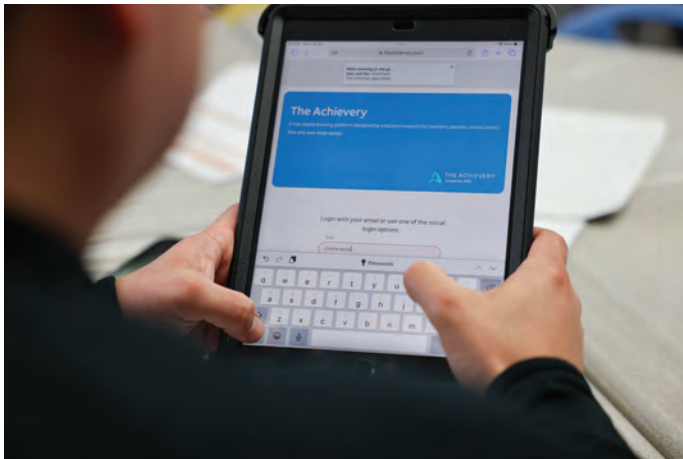


# Donor Stories

## Empowering Young Minds Through Strategic Partnerships

Part of Think Together’s mission is to develop meaningful partnerships with not only schools across California, but also various corporations, foundations and stakeholders who are champions for education.

By forging these relationships, Think Together provides program enhancements that impact students, parents, school partners and the communities we serve. These partnerships have led to initiatives that engage students in structured literacy programs, experiential STEM learning and many more innovative opportunities.



In collaboration with **AT&T**, Think Together implemented an expansive digital learning platform called The Achievery. The platform is being implemented at 175 school sites and supports K-12 learning with a variety of lessons focused on STEM, digital literacy, social-emotional learning, college readiness and many more. AT&T’s contribution of \$525,000 provided robust training for Think Together staff, IT support and crucial technology infrastructure to bring The Achievery to more than 30,000 students across California.

Think Together’s partnership with the **San Manuel Band of Mission Indians** has led to an investment of \$100,000 to support students’ foundational literacy skills. Their contribution provides technology that enhances our innovative early literacy program at 83 schools across our San Bernardino regions. Think Together staff receive training in the Systematic Instruction in Phonological Awareness, Phonics, and Sight Words (SIPPS)



curriculum and reach more than 5,000 students in transitional kindergarten (TK) to 3<sup>rd</sup> grade.

We welcomed a new partnership with **Honda**, who provided a \$50,000 contribution to introduce Think Together students to STEM coding and robotics activities across all 15 schools within Paramount Unified School District. Our STEM program focuses on visual and text-based code editing, robotics and drones, STEM career exploration and Invention Adventures activities. Our goal is to engage more than 900 elementary and middle school students with project-based STEM learning and open doors to develop the future scientists and problem solvers of tomorrow.

**CISCO Foundation** has been a trailblazer in supporting Think Together with ensuring our youngest learners in Alum Rock Union Elementary School District are receiving early literacy and numeracy lessons. They renewed their \$50,000 grant with Think Together

for the 2023-2024 school year to further implement the SIPPS program for students in TK to kindergarten. As a result, 94.73% of TK students improved in letter recognition, 96.6% advanced in number recognition and 82.34% showed progress in counting objects.

Think Together thanks these and all of our partners who support student learning and achievement.







# A Tribute to Shalimar

In 2024, Think Together made the difficult decision to close the doors of the Shalimar Learning Center and Shalimar Teen Center, a decision prompted by declining enrollment.

Thirty years ago, several mothers in Costa Mesa's Shalimar neighborhood met with community volunteers to address the need for a safe place where their children could go after school to receive help with their schoolwork. The children were bused to and from school but returned to the neighborhood with nowhere to go and little to no constructive activities to occupy their time

In response, volunteers from St. Andrew's Presbyterian Church (including Randy and Mary Barth), St. Joachim's Catholic Church, and Women of Vision, along with the Shalimar mothers, established the Shalimar Learning Center for elementary students and eventually the Shalimar Teen Center for middle and high school students. The centers quickly became a success.

I was one of the early students who benefited from the Learning Center, and it profoundly shaped my life in ways I'm still discovering decades later. I recently spoke of the experience of becoming a father and how I was confronted by thoughts that I didn't have capacity to reflect on before that experience. The most profound of those realizations was how different my son's life will be from the one I had. The opportunities he will have are the result of the opportunities I benefited

from. My involvement with Think Together and Shalimar brought me where I am today.

I'm very optimistic about the future and excited to continue serving thousands of students statewide, expanding opportunities like the ones offered at Shalimar at scale through Think Together.

Think Together, along with the original volunteers and dedicated donors who built and sustained Shalimar throughout the years, can be proud. Their vision and hard work led not only to supporting students like me, but also to policy shifts that now make similar programs accessible to high-need students throughout California.

Thank you.

## **PAOLO LEON**

Shalimar Learning Center Alumnus  
Think Together Board Member  
Partner, AO Architects



# Corporate and Foundation Partners

**VISIONARY**  
\$250,000 and above  
AT&T  
LA84 Foundation  
Silicon Valley Community Foundation

**INNOVATOR**  
\$100,000-249,999  
Broadcom Corporation  
The Boeing Company  
The David and Lucile Packard Foundation  
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Ralph M. Parsons Foundation

**PARTNER**  
\$50,000-99,999  
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Worah Family Foundation

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Jill Promotions  
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Orange County Department of Education  
PIMCO Foundation

Ready Office Furniture  
Ross Stores Inc.  
The Robinson Foundation  
TopGolf  
Trinity United Presbyterian Church  
YETI

THINK GIVING CIRCLE

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\$100,000 and above  
Judy Saxon

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Chief of Growth Strategy
- AMY HEMSERI-SABALA**  
Chief Financial Officer
- JOHN TURNER**  
Chief Revenue Officer
- DAVE CUMMINGS**  
Chief Digital Officer
- TOMMY E. BREWER, II**  
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Success & Innovation
- ROBIN AVELAR LA SALLE**  
Founder & President,  
Orenda Education
- ADRIANA GARCIA-PULVER**  
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California Schools Talent  
Collaborative
- PAUL GOTHOLD**  
President,  
Leadership for Student Success



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Consumer and Retail  
Jefferies Investment Bank
- STEVEN ROBERTSON**  
CFO  
HDMI Licensing Administrator, Inc.
- SUMMER TAYLOR**  
Managing Director  
Deloitte
- MARLENE WASHINGTON**  
Head of Sales, North America  
Thermo Fisher Scientific
- ANU WORAH**  
Owner and Director  
Rebalance Physical Therapy
- DAN YOUNG**  
*BOARD CHAIR*  
President  
Camino Enterprises



# Statement of Activities

For fiscal year ending on June 30, 2024.

## REVENUES

EXPANDED LEARNING (A,B)	213,783,594
EARLY LEARNING (A)	4,028,075
SCHOOL IMPROVEMENT (A)	7,758,014
OTHER	1,067,031
<b>TOTAL REVENUES</b>	<b>226,636,714</b>

## EXPENSES

PROGRAM SERVICES	
EXPANDED LEARNING (B)	185,530,598
EARLY LEARNING	4,332,766
SCHOOL IMPROVEMENT	11,206,151
<b>TOTAL PROGRAM SERVICES</b>	<b>201,069,515</b>

FUNDRAISING	1,784,580
GENERAL & ADMINISTRATIVE	17,130,313
<b>TOTAL EXPENSES</b>	<b>219,984,408</b>

<b>NET INCOME</b>	<b>6,652,306</b>
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<b>ENDING NET ASSETS</b>	<b>20,979,599</b>
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(A) Includes allocated portions of \$4.6m total combined philanthropic support received during the fiscal year.  
(B) Includes recognition of \$8.6m In-Kind program services, such as facility, snack costs, and administrative costs contributed by school district partners.



