

u•aspire



2024-25

IMPACT REPORT

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40 YEARS FORWARD

EXPANDING ACCESS AND OPPORTUNITY FOR EVERY STUDENT



For 40 years, uAspire has worked to remove financial barriers to postsecondary education, grounded in the belief that every student deserves the chance to build the life they envision. Higher education is one of the strongest drivers of economic mobility, and our mission has always been to ensure equitable and attainable access for all.





Since our founding, we've helped students secure financial aid, administered scholarships, and provided the guidance needed to pursue higher education and reach their goals. We have directly advised more than 125,000 students and used that experience to strengthen our Training, Policy, and Consulting work, extending our impact to more than 9 million students nationwide.

This milestone reflects the collective effort of our partners, funders, and communities who have stood with us to make opportunity possible. As we look ahead, we carry forward the progress of the past 40 years with renewed purpose—to innovate, expand access, and invest in the next generation of students.

40 YEARS FORWARD: IN PROGRESS

HIGHLIGHTING THE MOMENTS THAT MOVED US FORWARD

What began as a local effort to make college more affordable has grown into a national movement advancing access and equity in higher education. As uAspire has evolved, so has our impact by reaching more students, shaping more equitable systems, and fueling change that lasts.

1985

The Boston Plan for Excellence creates the **ACCESS** program, focused on financial aid advising and Last Dollar Scholarships



2001

ACCESS becomes a 501(c)(3) nonprofit organization



2003

Established **financial aid offer review** as a key support for students in addition to FAFSA and scholarships



2009

Expanded student advising program **beyond Boston**



2010

Introduced **text message-based advising** to help support students



2012

Changed organization name from ACCESS to **uAspire**





2013

Launched **Training & Technical Assistance (TTA)** to train school counselors and program staff nationwide



2014

Established **Succeed** programming to support college students



2014

Opened a uAspire site in **California**



2017

Launched **Policy** work to advocate for equitable financial aid and higher education systems



2018

Opened a uAspire site in **New York**



2018

Published the **Decoding the Cost of College** report on financial aid offers' lack of transparency and consistency



2019

Launched the **Consulting team** to partner with organizations to design student-centered financial aid solutions



2020

Published **Beyond the College Bill** report examining indirect expense communication and student impact



2020

Launched **Policy Fellowship** to build college students' advocacy skills and influence policymakers



2021

Launched **Customized Student Support** to offer flexible, personalized advising that meets students where they are



2023

Established a **Student Advisory Board** to help deepen the advising program's student engagement and impact



2025

Launched the **SF Crankstart Scholarship**, awarding up to \$3 million to 200 students from San Francisco in the Class of 2025



40 YEARS FORWARD: IN PURPOSE

A MESSAGE FROM OUR CEO AND CHAIR OF THE BOARD

Dear friends

This past year marked a momentous milestone for uAspire, our 40th year supporting students on their journey to securing an affordable postsecondary education.

When uAspire first started, we advised students and provided scholarships in the Boston Public Schools. Since those early days, we’ve continually listened to the students and families we serve in order to grow and adapt our work. We’ve scaled our impact beyond one-on-one advising by leveraging technology and innovative practices to serve more students in new ways that meet them where they are. We’ve also drawn on our decades of experience to train and consult with organizations across the country, ensuring their students have access to uAspire’s unique and critically valuable financial aid expertise.

A pivotal moment in our long history was the addition of resources and expertise to support systemic change. Our policy team now advocates for federal and state policies that are transparent, equitable, and built thoughtfully for the millions of students who face the biggest barriers to opportunity. We remain committed to supporting students as they navigate today’s systems, while recognizing that the real work lies in building a better postsecondary and financial aid system for tomorrow.

It is a challenging time for higher education. The rise of AI, a shifting economic landscape, and continued questions about the value of a college degree – these challenges also present an important opportunity. Data shows that by 2031, 72%¹ of all jobs will require a postsecondary credential. Our higher education systems must adapt to meet these job market demands while remaining accessible and affordable.

Building on 40 years of frontline experience, uAspire continues to demonstrate the power of our model. In 2024–2025, uAspire helped unlock \$292 million in financial aid for more than 10,000 students across our advising programs.² **Students who work with uAspire are 1.5 times more likely to graduate, and those who engage most deeply are 1.9 times more likely to graduate.**³

While not every student can have a uAspire advisor by their side, these metrics drive our mandate for scale. With your partnership, we will continue developing solutions that ensure all students have the chance to succeed, no matter their background or circumstance.

As we celebrate this milestone, we remain committed to our work supporting students and families, distributing scholarship funds, building innovative partnerships, and advocating

for policies that create the higher education system of the future. Thank you for walking with us over the past 40 years and for continuing this journey with us as we build a future of access, affordability, and success for generations to come.

With appreciation,



Jaclyn Piñero
Jaclyn Piñero
CEO



Kerry Ann James
Kerry Ann James
Board Chair

40 YEARS FORWARD: IN IMPACT

SCALING OUR IMPACT TO STUDENTS NATIONWIDE

Across the country in 2024-25, uAspire’s reach extended to more than 1.5 million students through advising, training, consulting, and policy work. Each number reflects a student supported and a step toward greater access and opportunity.

1,548,750 TOTAL STUDENTS IMPACTED

TRAINING 488,982

POLICY 805,882

ADVISING 10,289

California 2,221

New York 3,560

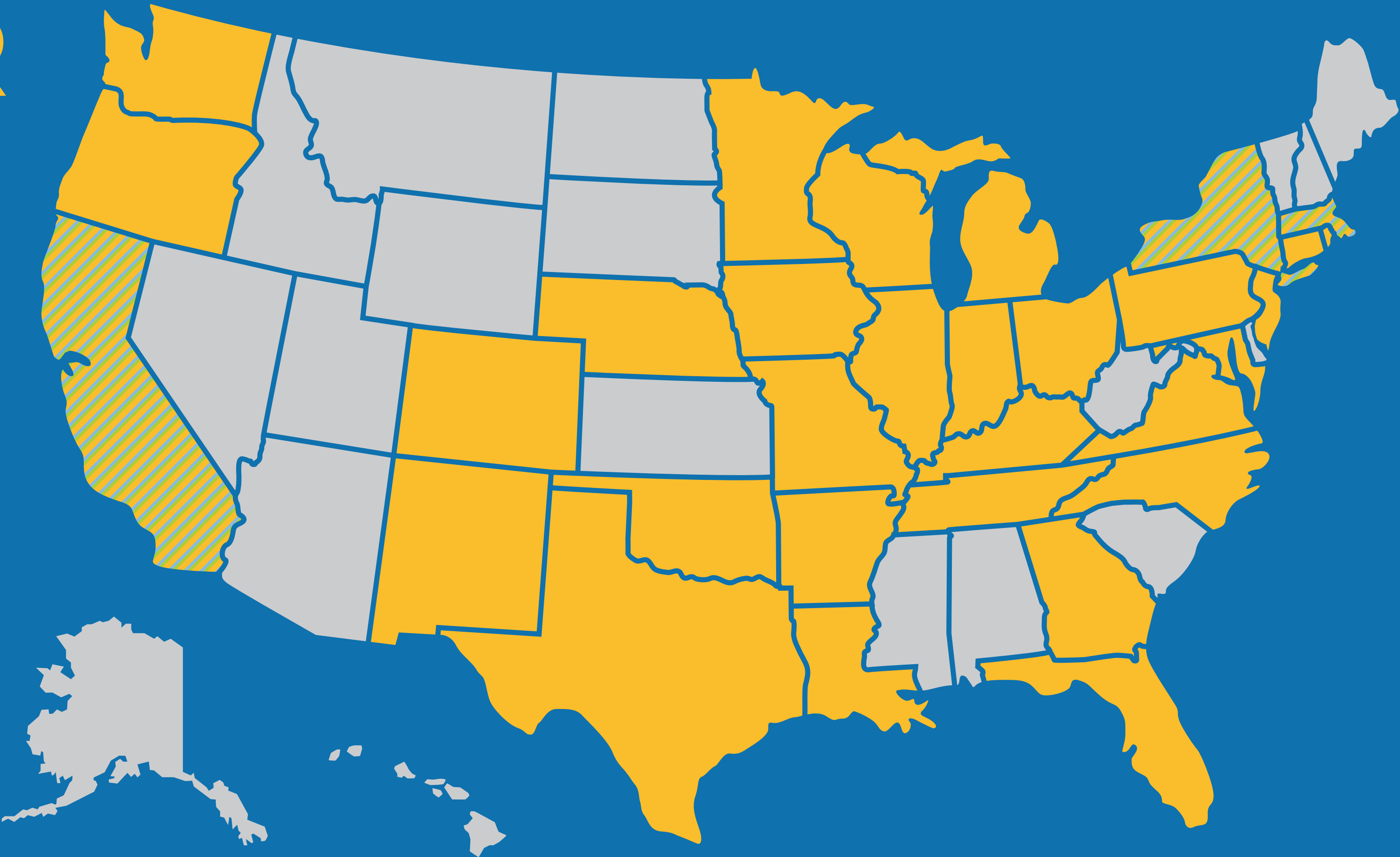
Massachusetts 4,508

CONSULTING

242,526

CUSTOMIZED
SUPPORT

4,061



MAP KEY: ● Training ● Training, Advising & Policy

While not listed on the map, the Consulting and Customized Support teams support partners nationwide.

40 YEARS FORWARD: IN ACCESS & SUCCESS

ELEVATING STUDENTS WITH PROVEN SUPPORT

For 40 years, uAspire has been a trusted partner for students navigating the financial aid process. Our advisors help students apply for and manage the aid they are eligible for by removing barriers to college access and ensuring they can pursue their postsecondary education with confidence.

ADVISING

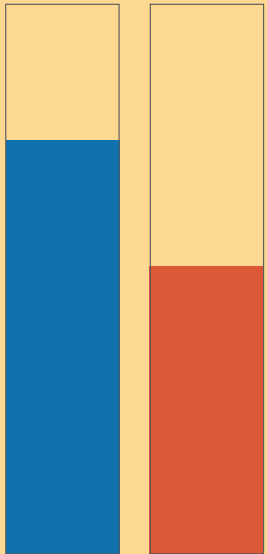
In 2024-2025, our core advising program supported 10,289 students across Massachusetts, California, and New York, including high school seniors applying for financial aid and current college students renewing it.

uAspire advisors guide students through every step—completing or renewing aid forms, reviewing financial aid offers, managing summer tasks, paying bills, and more. **With this support, uAspire students are 1.5 times more likely to graduate than their peers. Those who engage most deeply are 1.9 times more likely to graduate.**³

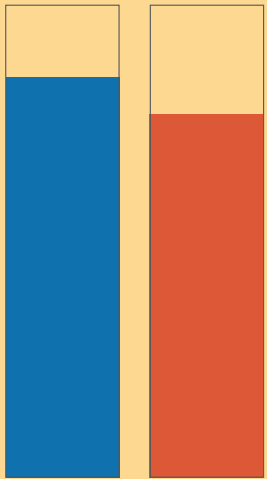


When our students engage deeply, they also enroll and persist at higher rates:⁴

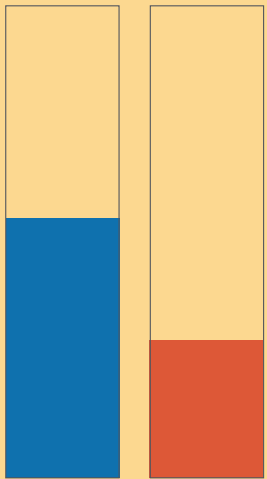
75% ENROLL
COMPARED TO
52% NATIONALLY
AMONG STUDENTS
FROM LOW-INCOME HIGH SCHOOLS



83% PERSIST
COMPARED TO
78% NATIONALLY



55% GRADUATE
WITHIN **6 YEARS**
COMPARED TO
29% NATIONALLY



40 YEARS FORWARD: IN ACCESS & SUCCESS

Who we serve

87%
IDENTIFY
AS BLACK,
INDIGENOUS,
AND/OR **A PERSON OF COLOR**

80%
IDENTIFY AS
LOW-INCOME

73%
ARE FIRST-
GENERATION
COLLEGE STUDENTS

Among fully engaged students:

83%
APPLY FOR, RECEIVE,
AND **SUCCESSFULLY**
MANAGE THEIR
FINANCIAL AID

76%
MAKE FINANCIALLY
INFORMED
COLLEGE CHOICES

89%
KNOW HOW TO
NAVIGATE
COLLEGE AFFORDABILITY
SYSTEMS



Partnering with uAspire has been a game-changer for Malden Public Schools. *In our highly diverse urban school setting, where 75% of students are high-need, uAspire’s personalized one-on-one guidance has provided critical support to hundreds of students. Their expert advisors help our students navigate complex and sensitive financial concerns, empowering them to make realistic and financially sustainable postsecondary choices. uAspire’s professionalism, knowledge, and unwavering support have made a tremendous impact on our students, families, and school community. I wholeheartedly recommend uAspire for any urban high school setting—it’s a partnership that truly transforms lives.*



— Erin Craven,
Director of School Counseling,
Malden Public Schools

40 YEARS FORWARD: IN ACCESS & SUCCESS

CUSTOMIZED SUPPORT

Through customized student support partnerships, we bring timely financial aid support directly to students and families nationwide. **In 2024-2025, we provided financial aid expertise to 4,061 students across the country.**

SUPPORTED
1,031
STUDENTS THROUGH
12 FINANCIAL AID
HELP DESKS

DELIVERED
147
STUDENT AND FAMILY
WEBINARS
TO 3,030
PARTICIPANTS

89%
OF PARTICIPANTS
REPORTED THE
INFORMATION WAS
HELPFUL



*When one of our scholars risked losing her spot due to delayed financial aid, her uAspire advisor stepped in immediately, guided her through the verification process, and helped her finalize her award just in time. **That hands-on, timely support made all the difference in keeping her enrolled and on the path to graduation.***

— Rosa,
Dell Scholars Program

40 YEARS FORWARD: IN PARTNERSHIP

LEADING THE FIELD TO EXPAND ACCESS AND OPPORTUNITY

Through our Training and Consulting teams, uAspire packages decades of financial aid expertise so partners nationwide can better support their students and communities. By working together, we expand access, remove financial barriers, and ensure that more students can pursue postsecondary education with confidence.

TRAINING

The uAspire Training team makes our financial aid expertise available to educators, counselors, and practitioners so students everywhere receive the guidance they deserve.

269
TRAININGS
DELIVERED
TO 4,090
PRACTITIONERS

75%
DEMONSTRATED
KNOWLEDGE
GAINED AFTER A
uAspire TRAINING

96%
SAID THAT **uAspire**
TRAINING CONTRIBUTED
TO THEIR ORGANIZATION'S
FAFSA
COMPLETION RATE



*uAspire's commitment to simplifying financial aid for students is incredibly valuable. **The tools are practical, the training is clear and supportive, and the mission is deeply appreciated.** Thank you for helping us make college more accessible for all.*

— Training participant

40 YEARS FORWARD: IN PARTNERSHIP

CONSULTING

uAspire’s Consulting team partners with organizations to apply our financial aid expertise to projects that help more students access and navigate financial aid successfully.

15
PROJECTS
COMPLETED IN
2024-2025

242,526
STUDENTS
IMPACTED



The product we received met our needs perfectly. Through this project, we provided new resources to our grantees, who used them in 25 workshops with tremendous success. The materials were clear, practical, and made a lasting difference for community organizations and students alike.

 — Hawai'i Community Foundation



40 YEARS FORWARD: IN POLICY

TRANSFORMING STUDENT EXPERIENCES INTO LASTING POLICY CHANGE

Informed by 40 years of experience and the daily insights of uAspire advisors, trainers, students, and educators, our Policy team works to make financial aid and higher education systems more equitable, simple, and transparent. Focused in states where our advising programs operate, we’ve advanced reforms that have **improved access for more than 805,000 students while driving progress nationwide.**

National



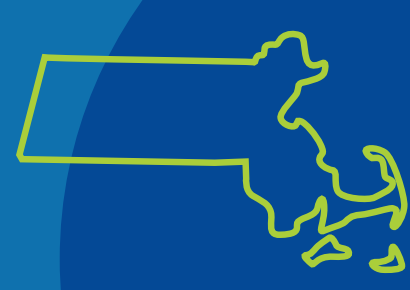
- Helped preserve Pell Grant eligibility and secure an additional \$10 billion through HR 1, the 2025 reconciliation bill.

California



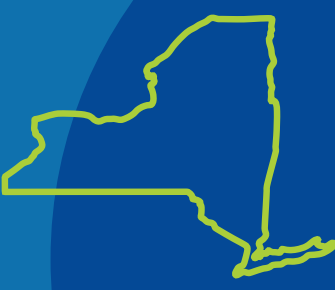
- Secured \$20 million to backfill financial aid for community college students from mixed-status households concerned about federal data privacy.
- Ended “benefits displacement” by ensuring student grants, awards, and scholarships no longer reduce CalFresh or CalWORKS benefits.

Massachusetts



- Passed a requirement that each school district notify students about the FAFSA and provide information about federal and state financial aid.
- Increased state financial aid funding with greater support for low-income students.

New York



- Expanded funding for CUNY ACE and ASAP programs, which provide wraparound supports to help low-income students graduate.
- Increased state funding for early college and dual enrollment programs.

40 YEARS FORWARD: IN POLICY

POLICY FELLOWSHIP

In 2024-2025, the uAspire Policy Fellowship trained 12 college students—each navigating the financial aid system firsthand—on how to advocate for change. Fellows learned to research solutions, write op-eds, speak at legislative briefings, and meet with policymakers, turning their lived experiences into meaningful influence.



40 YEARS FORWARD: IN POSSIBILITIES

ONE STUDENT'S JOURNEY TOWARD COLLEGE SUCCESS AND THE PROMISE OF WHAT'S NEXT

ELIAN (he/him) **Afford & Succeed Advising Student**

I moved from the Dominican Republic about five years ago, learned English from scratch, and graduated as my high school's valedictorian. College felt possible, but the financial aid process didn't. That changed when Angie, my uAspire advisor, came to my class and said, "When October hits, you'll need help. Come find me."

I did. During senior year, I spent my lunch breaks in her office, a quiet space where I got real answers. She walked me through FAFSA, reminded me about deadlines, and helped me tackle a big curveball when my U.S. resident card expired mid-application. We solved the problem with documentation and kept everything moving. I secured the aid I needed; it was enough to cover tuition—and even receive a refund.

It wasn't just forms. When considering skipping college altogether, Angie pushed back in a good way. "Try your first year," she said. "You've worked too hard to stop now." I thanked her in my graduation speech.

I'm currently studying Computer Science with a minor in Cybersecurity at Bridgewater State University. I'm applying to robotics and AI internships this summer so I can go straight into the field with experience after graduation.

Working with uAspire meant finding my path, while having someone who checked in, believed in me, and showed me what to do next.



40 YEARS FORWARD: IN SCHOLARSHIPS

INVESTING IN STUDENTS TO NAVIGATE COLLEGE AFFORDABILITY

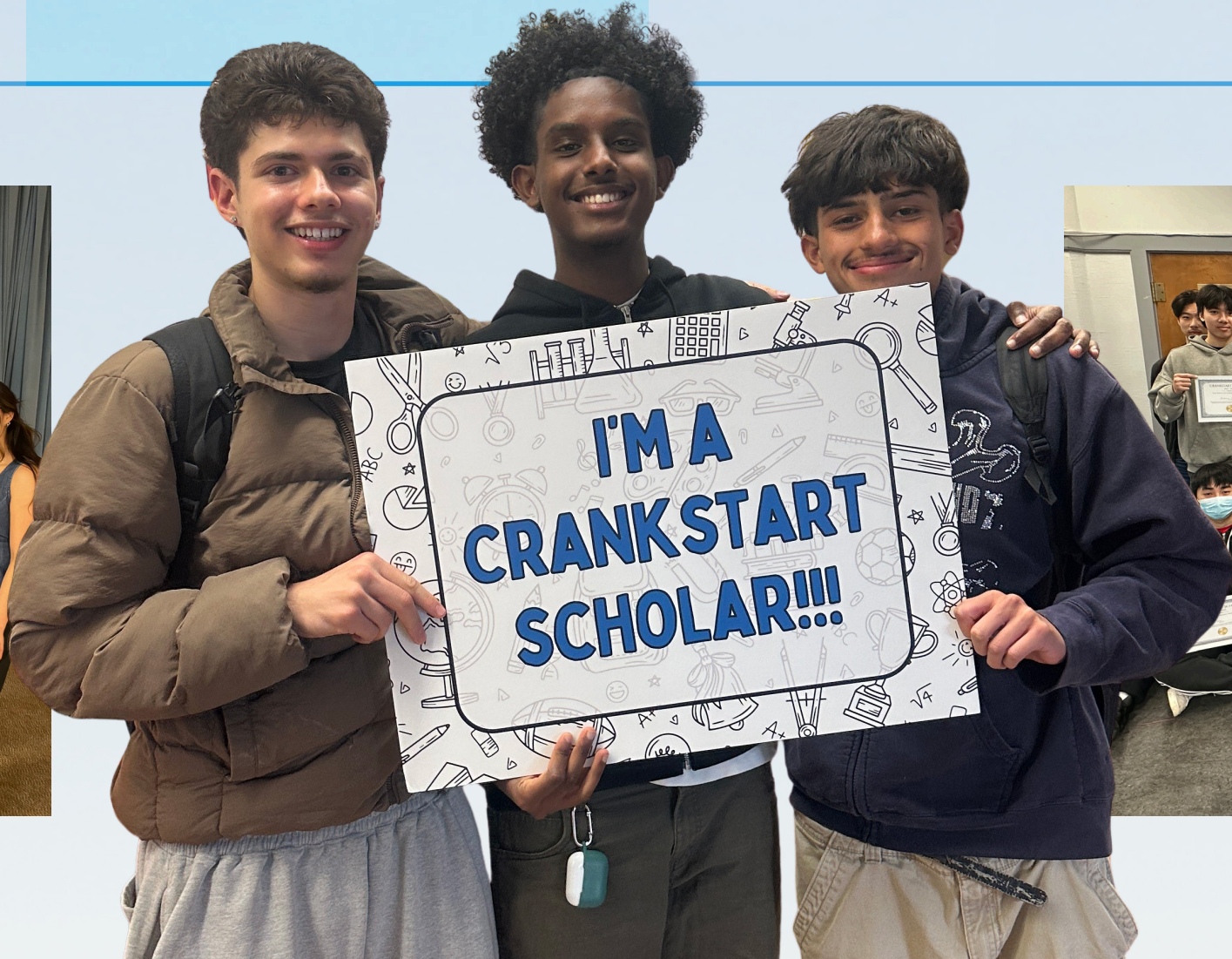
Since our founding, administering scholarships has been a cornerstone of uAspire’s mission to remove financial barriers to higher education. Each year, we award funds that make college enrollment and persistence possible for students who might otherwise be priced out of opportunity.

In 2024-2025, uAspire distributed \$400,538 in scholarships to 181 students through programs with partners including Bowdoin, CharlesNewtown, Chime, Harvard CBE, Massachusetts General Brigham, WinnCompanies, and the uAspire Last Dollar Program.

The need for scholarship support continues to grow, and so does our commitment. In collaboration with the Crankstart Foundation, Santander Bank, and Trailblazer Scholarship, uAspire is investing in new scholarships that will dramatically expand our reach over the next three years.

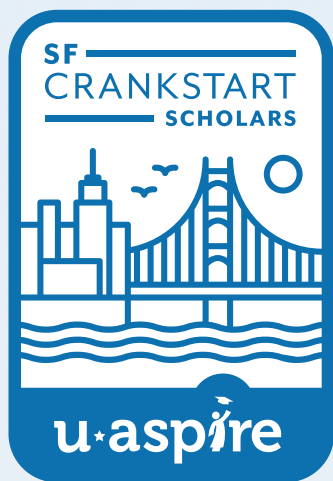
By 2027-2028, we anticipate increasing scholarship funds distributed to students by more than 17 times, reaching nearly 1,400 students.

Year	2025-26	2026-27	2027-28
Estimated Scholarship Recipients	415	1150	1400
Estimated Scholarship Funds	\$2,000,000	\$5,250,000	\$6,900,000



40 YEARS FORWARD: IN SCHOLARSHIPS

The Launch of the Crankstart SF Scholarship



In fall 2025, with generous support from the Crankstart Foundation, uAspire launched the SF Crankstart Scholarship in four San Francisco high schools. The program reduces financial barriers to a bachelor’s degree, lessens student debt, and supports scholars as they prepare for life after college.

The inaugural 200 scholars from the class of 2025 will receive up to six years of renewable scholarship support, totaling more than \$1.3 million annually, along with access to emergency funds, opportunity funds, and advising support that will help them persist and thrive through college.

Class of 2025

TOTAL SCHOLARS: 200

AVERAGE SCHOLARSHIP: \$7,005*

* Each scholar receives \$1,500 of these funds on a debit card to support indirect expenses

KATHY (she/her) Crankstart SF Scholar, attending UC Berkeley

Kathy didn’t expect a scholarship process to feel personal until Crankstart. “The portal was so straightforward,” she said. “And I loved that I could submit a video. It felt human.” At Balboa High School, school staff hosted in-person sessions, pulling seniors into the library, and guiding them step by step, so applying didn’t feel overwhelming.

Now at UC Berkeley (currently on the economics track), Kathy uses the debit card portion of the scholarship in the moments that matter: groceries between classes, laundry, and everyday necessities. In addition to direct cost coverage, the debit card is a unique yet valuable aspect of the scholarship, as “it doesn’t disappear into tuition,” she explained. “I can use it for real life.”

She’s also tapping into uAspire advising by texting quick FAFSA questions, attending budgeting workshops with guest professionals, and info sessions that keep college logistics manageable. “It’s like texting a friend who knows what to do.”

What stands out most to Kathy is the scholarship’s local focus. “It’s centered in San Francisco at specific high schools. It gives students like us more access to resources we don’t always have.”

“The scholarship makes the next four years feel stable,” she said. “It’s helping me adapt to college, focus on my goals, and figure out what comes next, at my own pace.”



40 YEARS FORWARD: IN GRATITUDE

CELEBRATING THE PARTNERS AND SUPPORTERS WHO MAKE OPPORTUNITY POSSIBLE



\$1,000,000+

Crankstart Foundation*
The Crimson Lion /
Lavine Family Foundation*

\$500,000 – \$999,999

Anonymous*

\$250,000 – \$499,999

ACCESS Education Fund
at the Boston Foundation*
Bloomberg Philanthropies
Evelyn and Walter
Haas, Jr. Fund*
MHEAC Fund for ACCESS
at the Boston Foundation*
The Boston Foundation*
The Kresge Foundation

\$100,000 – \$249,999

Altman Foundation*
Barr Foundation*
College Futures Foundation*
ECMC Foundation*
Gates Foundation*
Lincoln J. Robinson
Philanthropic Fund
Lloyd G. Balfour Foundation,
Bank of America, N.A., Trustee*

Sobrato Family Foundation
State Street Foundation, Inc.
The Carroll and Milton Petrie
Foundation*
The Frederick A. DeLuca
Foundation
The Manton Foundation
Tipping Point

\$50,000 – \$99,999

Highland Partners
Charitable Fund
Ho Nam and
Mary-Ragan Macgill
Loomis, Sayles & Company
Lori and EJ Whelan*
RBC Foundation USA
The Charles Hayden
Foundation
The Ichigo Foundation*
The Rowland Foundation, Inc.
Vicky and Ken Lang
Warriors Community
Foundation

* multi-year commitment

[See our Supporters online](#)

[Visit our Partners page](#)

40 YEARS FORWARD: IN GRATITUDE

\$25,000 – \$49,999

Anonymous
Anonymous
Bain Capital Community Partnership Fund
Gray Foundation
JFL Fund
Quest Foundation

\$10,000 – \$24,999

Agero, Inc.
Albert and Diane Kaneb
Cambridge Community Foundation
Charles and Deana Shirley
Dodge & Cox
Frances Hellman and Warren Breslau
John H. and H. Naomi Tomfohrde Foundation

John Hudson
Julie and Kevin Callaghan
Kerry Ann James
Liberty Mutual Foundation
Lovett-Woodsum Family Charitable Foundation Inc.
Ross Stores
Santander Bank, N.A.
State Street Corporation
The Hamilton Company Charitable Foundation
William E. Schrafft and Bertha E. Schrafft Charitable Trust
William G. Gilmore Foundation
Zachary Roberts

\$5,000 – \$9,999

Amit Patel and Madhu Punjabi
Ann Coles
Anonymous
BankFive
Bristol County Savings Charitable Foundation
Brookline Bank
Eddie & Alyce Mandell Memorial Scholarship Fund
EdVestors
HarborOne Foundation
Intuit
James and Maureen Mellowes
Jonathan Cox
M&T Charitable Foundation
Northern California College Promise Coalition
Stephanie and Brian Spector
United Way of Greater Fall River – Impact Grant

\$2,500-\$4,999

Bill and Susan McClements*
Eastern Bank Foundation
Mr. and Mrs. John H. Spurr, Jr.

\$1,000-\$2,499

BayCoast Bank
Brendan Bradley
Bruce and Marianne Thompson
Charles Couric
Cynthia Rivera Weissblum
Donna and Steve Tritman
E.J. and Chris Landry
Howard and Candice Wolk
Jenn Stredler

Joseph Realmuto
Kathryn Plazak and Allan Taylor
Laurie and Peter Thomsen
Michael and Deb Sabin
Morgan Stanley Private Wealth Management
Patty Mahoney
William and Janette Mandell and Family
Morgan Stanley Private Wealth Management

* multi-year commitment



40 YEARS FORWARD: IN STEWARDSHIP

INVESTING EVERY DOLLAR TO EXPAND ACCESS AND OPPORTUNITY FOR STUDENTS

Sound financial stewardship is essential to sustaining and growing uAspire’s mission.

We manage every resource with care and transparency, ensuring that each dollar directly supports students and strengthens the systems that serve them. Our continued financial health reflects the trust of our partners and the shared commitment to creating opportunity that lasts.

[See our Financials online](#)

Statement of Activities*

as of June 30, 2025

Revenue

Contributions	4461709
Fee for Service	1,272,317
Net Investment Income	762,011
Other Income	33,577
Total Revenue	\$6,529,614

Expenses

Program Services	6,974,402
Fundraising	1,044,995
General & Administrative	2,275,740
Total Expenses	\$10,295,137

Net Assets

Change in Net Assets	-\$3,765,523
Net Assets at Beginning of Year	16,240,629
Net Assets at End of Year	\$12,475,106

*Unaudited

Statement of Financial Position*

as of June 30, 2025

Assets

Cash	1,955,705
Accounts receivable	474,152
Pledges receivable	2,271,100
Pre-paid expenses	99,470
Investments	11,481,249
Total Assets	\$16,281,676

Liabilities

Accounts payable & accrued expenses	708,993
Scholarship passthrough funds	3,097,577
Total Liabilities	\$3,806,570

Net Assets

Without donor restriction	8,231,055
With donor restriction	4,244,051
Total net assets	12,475,106
Total Liabilities and Net Assets	\$16,281,676

*Unaudited

40 YEARS FORWARD: IN LEADERSHIP

OUR BOARD OF DIRECTORS PROVIDES STRATEGIC GUIDANCE AND STEADFAST COMMITMENT TO UASPIRE’S MISSION

Michael Boyle

Board Treasurer

*Managing Director,
Bain Capital Credit*

May Bumar

*Senior Analyst,
Project Management,
Liberty Mutual Investments*

Jonathan Cox

*Executive Director,
JPMorgan Chase & Co.*

Val Goncalves

*Student Development Counselor,
Boston Public Schools/John D.
O’Bryant School of Mathematics
and Science*

Simone Hill Okafor

*Founder & CEO,
Culture Frame Studio*

John Hudson

*Managing Director, COO,
Pension Practice,
Cambridge Associates*

Kerry Ann James

Board Chair

*Managing Director,
Morgan Stanley
Investment Management*

Bill Mandell

*Health Law Attorney,
Pierce & Mandell*

Bill McClements

Board Vice Chair

*Chief Financial Officer,
St. Andrews School*

Ho Nam

*Managing Director
Altos Ventures*

Pete November

*Market President,
City Year*

Bob O’Sullivan

*Client Relationship Manager,
US Bank*

Amit Patel

*Managing Director,
Owl Ventures*

Jaclyn Piñero

*Chief Executive Officer,
uAspire*

Charles Shirley

*Partner,
PricewaterhouseCoopers*

Jennifer Stredler

*Managing Director,
Common Group*

**Cynthia Rivera
Weissblum**

Board Secretary

*President & CEO,
The Edwin Gould Foundation*

Terry Vaughan III, PhD

*Associate Executive Director, Research,
Workcred*

[See our Board online](#)



ENDNOTES

- 1 Georgetown University Center on Education and the Workforce, “*The Future of Jobs: Employment Projections to 2031*,”** accessed Nov 3, 2025.
<https://cew.georgetown.edu/cew-reports/projections2031/>
- 2 uAspire internal data, “*Calculation of Average Financial Aid Award*,”** accessed Nov 3, 2025.
Calculated by determining the average amount of financial aid (grants and scholarships only; excluding loans) awarded per student, based on students’ financial aid offers, and multiplying that average by the total number of students advised.
- 3 uAspire internal data, “*College Graduation Rates of uAspire Succeed Advisees*,”** accessed Nov 3, 2025.
uAspire Graduation (all) 45%: % of uAspire Succeed advisees who graduated from college within 6 years of HS graduation, out of all Succeed advisees (regardless of if they initially enrolled in college).
uAspire Graduation (engage most deeply) 55%: % of uAspire Succeed advisees who graduated from college within 6 years of HS graduation, out of all Succeed advisees (regardless of if they initially enrolled in college) who engaged at the Transform level.
National comparison: 29% low-income high school graduation rate.
Source: **National Student Clearinghouse Research Center, “*High School Benchmarks*,”** Sept 12, 2025.
<https://nscresearchcenter.org/high-school-benchmarks/>
- 4 uAspire internal data, “*College Enrollment, Persistence, and Graduation of uAspire Succeed Advisees*,”** accessed Nov 3, 2025.
Enrollment: % of uAspire Afford advisees who enrolled in college in the first fall after HS graduation, out of Afford advisees who engaged at the Transform level.
Persistence: % of uAspire Succeed advisees who returned to college in the second fall, out of Succeed advisees who enrolled in college and engaged at the Transform level.
Graduation: % of uAspire Succeed advisees who graduated from college within 6 years of HS graduation, out of all Succeed advisees (regardless of if they initially enrolled in college) who engaged at the Transform level.
Transform definition: 20+ inbounds or 2+ meetings, see more here <https://nscresearchcenter.org/high-school-benchmarks/>
National comparison metrics: <https://nscresearchcenter.org/high-school-benchmarks/>