

# Transforming the Education Landscape

BY EXPANDING ACCESS  
TO GREAT SCHOOLS



PUBLIC  
DISTRICT



PUBLIC  
CHARTER

CATHOLIC

PRIVATE

CAREER  
EDUCATION

Philadelphia School Partnership  
Annual Report 2018





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# Change Agent

**We are responding to Philadelphia's need  
for more high-achieving schools**

Philadelphia, America's poorest large city, has a stubborn poverty rate, driven by a shrinking middle class, and is struggling to attract and retain jobs in many sectors. In order to change the economic trajectory, the city needs to create dramatically better educational opportunities as swiftly and effectively as possible.

Philadelphia School Partnership (PSP) is accelerating the proliferation of effective schools across the city through philanthropic investments that spread the impact of high achieving schools and leaders and incentivize innovative and transformative educational practices in schools of all types. Our investments are increasing the number of quality school options available to families and ensuring all families have greater opportunity to enroll in the school of their choice, regardless of their income, color, or zip code.



Those of us in the national educational reform scene need to be paying attention to Philly because things are growing and happening there."

**—MIKE PETRILLI,**  
*President of the Thomas B. Fordham Institute*

# One organization. Schools of all types. Total impact.

▶ PSP strategically deploys funds pledged by many donors in three investment areas:

Quality Schools	<ul style="list-style-type: none"><li>▶ <b>Incubation Grants</b> to develop new school ideas</li><li>▶ <b>Startup Grants</b> to open new schools</li><li>▶ <b>Growth Grants</b> to expand or replicate effective schools</li><li>▶ <b>Turnaround Grants</b> to support operators capable of improving low-achieving schools</li><li>▶ <b>Pathway Grants</b> to increase career education opportunities in schools/programs</li></ul>
Teachers & Leaders	<ul style="list-style-type: none"><li>▶ <b>Talent Grants</b> to enable the planning and design of educator talent-development programs and support their implementation in partnership with schools, educators and other institutions</li></ul>
Access to Quality Schools	<ul style="list-style-type: none"><li>▶ <b>GreatPhillySchools</b> provides families with comprehensive info and resources to make the best educational choices for their school-aged children</li><li>▶ <b>Apply Philly Charter</b> is the easy way for families to apply to most Philadelphia charter schools with one application</li></ul>

▶ PSP is helping to move students into higher performing schools:

Since 2013, the number of Philadelphia students enrolled in public schools that are in the state's top quartile has increased by 6,600



28,200

Overall seats in great schools created since 2011



Since 2013, the number of Philadelphia students enrolled in public schools that are in the state's bottom quartile has decreased by 12,300



# High Expectations

**We support schools that expect greatness from all their students**

PSP provides grants to support the incubation, startup, and growth of quality schools of every type (public district, public charter and private/Catholic) and turnaround grants to improve schools by establishing partnerships or bringing in proven leaders. Since 2011, our school investments have created 28,200 seats in high-potential schools, 80 percent of which are or will be filled by low-income students. By the end of 2021, our aim is to fund the creation of over 10,000 additional seats.



Schools receive grants after the PSP School Investment Team—made up of former school leaders with experience overseeing high-achieving urban schools—conducts a rigorous vetting process and sets data-driven benchmarks.

This deliberative and thoughtful approach to awarding grants helps ensure that we invest in schools that produce results.

High schools that have received PSP startup and growth grants are graduating students at a higher rate than the city averages, and sending two thirds of graduates to college.

	4-Year Graduation	First Fall College Matriculation
▶ City Public District Schools*	67%	56%
▶ City Public Charter Schools*	83%	57%
▶ PSP Startup & Growth Schools	89%	68%

Schools that have received PSP startup and growth grants outperform the city overall by significant margins in elementary and high school level reading.

	Grades 3 to 5	Grades 9 to 12
▶ City Public District Schools*	34%	55%
▶ City Public Charter Schools*	47%	58%
▶ PSP Startup & Growth Schools	50%	62%

*\*Does not include turnaround schools.*

**Stacey thought her two daughters, Camryn (left, 4th grade) and Denise (right, 2nd grade), were not receiving the academic support they needed in their neighborhood elementary school. She explored other options but couldn't find a suitable one near her home in Kensington. When Deep Roots Charter School opened in her neighborhood, she jumped at the opportunity. As a result, she has high hopes for her girls' futures. "Deep Roots has been incredible for me and my family," said Stacey. "We are on our way to greatness."**



▲ KIPP North Philadelphia Academy Charter School



## ▶ PSP Startup Grants

### **Deep Roots Charter School**

*K-8 grades | 540 students*

- ▶ The first new charter school operator in Philadelphia in 10 years

### **Mastery Prep Elementary Charter School**

*K-6 grades | 588 students*

- ▶ A new school model within Mastery Charter Schools

### **KIPP North Philadelphia Academy Charter School**

*K-8 grades | 860 students*

- ▶ The first K-8 school in the KIPP Philadelphia network of charter schools

## ▶ PSP Turnaround Grants

### **West Catholic High School — Archdiocese of Philadelphia**

*9-12 grades | 461 students*

- ▶ Established partnership with TNTP teacher and leader development organization





▲ Alexander Adaire School



West Catholic High School ▲

## **PSP Growth Grants**

### **Science Leadership Academy @ Beeber Middle School — School District of Philadelphia**

*Grades 5-8 | 240 students*

- Addition of middle grades to project-based learning high school

### **Alliance for Progress Charter School**

*K-8 grades | 125 students*

- More seats in a technologically rich and individualized learning environment for a predominantly African-American student population

### **Alexander Adaire School — School District of Philadelphia**

*Grades K-8 | 60 Students*

- A growing neighborhood school that has seen significant gains in student achievement

# Career Ready

**We are investing in schools that offer students career pathways and work-based experiences**

All Philadelphia students should have the opportunity to graduate high school prepared to succeed on a path of their choosing. For many that will be college, but for others a career-training path will be a better fit. Whether aiming for college or a career path, students who graduate high school with one or more work-based experiences will have even more pathways available to them.

About half of all science, technology, engineering and math (STEM) jobs require more education and training than a high school diploma but less than a bachelor's degree. These are known as "middle skills" jobs. To meet this need, PSP is scouting for investments that will create, reimagine or enhance 1,500 or more seats in schools that offer work-based experiences through partnerships with employers in the region.



We cannot overstate the importance of preparing our young people with tech-based skills which are already critical for today's jobs and will dominate the landscape in the future."

—JIM KENNEY, *Philadelphia Mayor*





While the city has several career and technical schools today, offering dozens of career-pathway programs, quality varies and fewer than 1 percent of high-school students are participating in on-site employer experiences.

PSP's investments in schools that offer career pathways will be focused on four high-opportunity career sectors:

## Healthcare

**In Philadelphia, health care alone provides about 141,000 jobs, with about 41,000 of them considered middle-skills jobs**

## Construction

**In Pennsylvania, construction is expected to increase by 30,000 jobs statewide by 2026**

## Manufacturing

**The National Association of Manufacturers predicts as many as 2.4 million manufacturing jobs in the United States will be unfilled by 2028**

## Information Technology

**Computer-related occupations are expected to increase 10% across the state by 2026 with about 12,000 openings per year**

**The Vocational Internship Program at the PSP-supported Finishing Trades Institute in Northeast Philadelphia offers high school juniors and seniors hands-on career training one or four days per week. Since 2012, nearly 38% of the 343 senior graduates of VIP have been accepted into apprenticeship programs in the building trades.**

# Talent Unleashed

We are creating educator development pipelines that help schools strike gold

Great schools start with great leaders, always. Since 2012 PSP has invested to create and support a robust and intentional leadership pipeline for Philadelphia schools. More recently we have invested to create new and scalable teacher pipelines—with a focus on preparing teachers for work in urban schools.

School Leaders	<ul style="list-style-type: none"><li>▶ <b>Philadelphia Pathway to Leadership in Urban Schools (PhillyPLUS)</b> recruits, selects, and prepares outstanding principals for Philadelphia’s schools</li><li>▶ <b>Relay National Principals Academy Fellowship (Relay NPAF)</b> is a selective, national development program for sitting principals and principal managers</li></ul>
Teachers	<ul style="list-style-type: none"><li>▶ <b>Drexel Dragons Teach Middle Years (DTMY)</b> allows Drexel undergrads to keep their chosen major (math, engineering, etc.) and become a certified middle years (grades 4-8) teacher</li><li>▶ <b>Relay Teaching Residency</b> is a two-year residency that develops a diverse cohort of aspiring teachers for the challenges of urban teaching</li></ul>

Schools across the city are taking advantage of the talented school leaders coming out of these development programs

82%

OF PHILLYPLUS COMPLETERS HOLD LEADERSHIP POSITIONS IN PHILADELPHIA AND 50% ARE EMPLOYED AS PRINCIPALS OR CENTRAL OFFICE DIRECTORS

50%

OF HIRED PHILADELPHIA SCHOOL DISTRICT PRINCIPALS FOR THE 2018-19 SCHOOL YEAR COMPLETED PHILLYPLUS

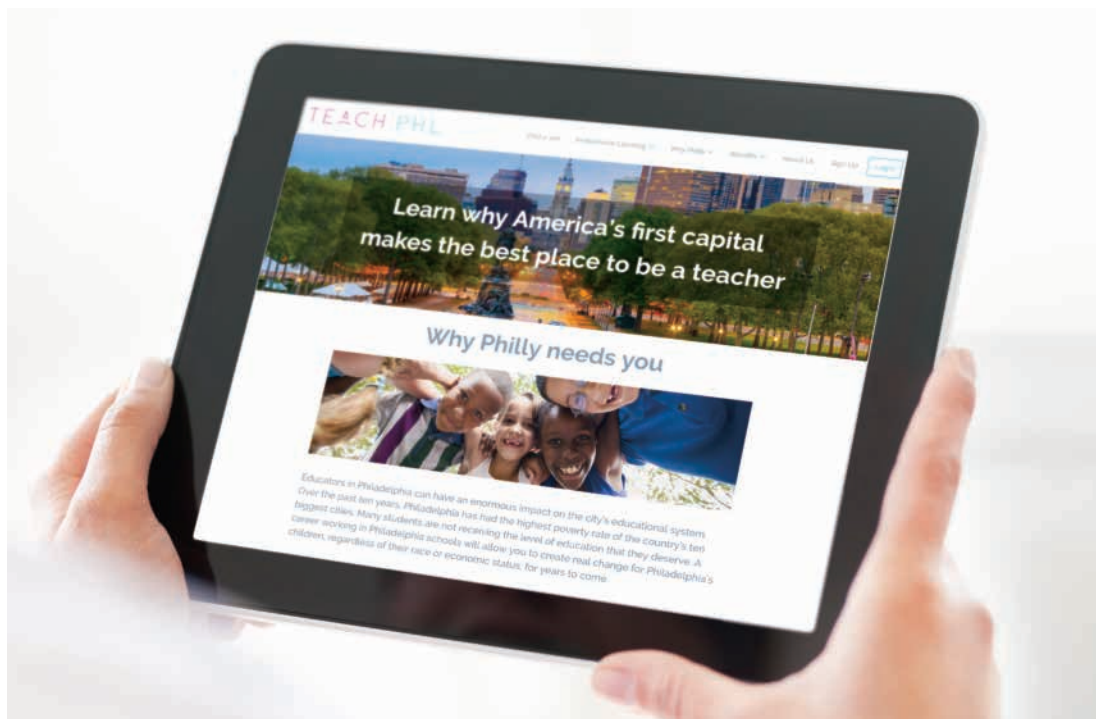
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OF THE PUBLIC SCHOOLS HONORED BY THE PHILADELPHIA SCHOOL DISTRICT FOR SIGNIFICANT AND MULTI-YEAR PROGRESS ON THE 2018 SCHOOL PROGRESS REPORTS (SPR) HAVE PRINCIPALS WHO PARTICIPATED IN A PSP-FUNDED LEADERSHIP PROGRAM

# Fostering Collaboration

**PSP brought all sectors together to attract more educators to the city**

In 2018, in collaboration with the School District and other schools, PSP created TeachPHL.org, a new website that enables educators to explore job openings across all sectors, as well as events and professional-development opportunities. PSP was joined by Mayor Jim Kenney, Superintendent Dr. William Hite, and charter and private school representatives to announce the launch.



We are excited about joining a citywide effort to attract more people to live and teach in Philadelphia. Our collective efforts will expand the pool of talented educators for Philadelphia schools and will help us continue to create safe, supportive, and academically rigorous school environments for our students and school communities.”

—**DR. WILLIAM R. HITE**, *Superintendent of Philadelphia Public Schools*



# Learning and Leadership

**A principal invests in learning and fosters a culture of teacher and student growth**

Ariel Lajara became principal at Philadelphia School District's Hon. Luis Muñoz Marin Elementary School in the 2016-17 school year. Ariel had the passion and drive to make a difference in the lives of his students, and chose to attend Relay's National Principal Academy (2017-18 Cohort) in order to grow as an instructional leader. Relay helped Ariel advance his skills in professional development, teacher observations and feedback, and data-driven instruction.

Data-driven instruction, specifically, has helped guide his staff in making a major impact on the academic achievement of their students. As Ariel's Assistant Principal Mr. Angikindsnows Senatus explains, "Every week, our teachers analyze student work samples to see where our students are at and identify a reteach plan to bridge any gaps." The progress students at Muñoz Marin—a majority Hispanic population (76 percent)—have experienced the last few years has been remarkable:

- ▶ The school was marked with a High Academic Growth indicator on its GreatPhillySchools profile rating, indicating significant student growth on state assessments.
- ▶ On the Pennsylvania System of School Assessment (PSSA), the school went from 10 percent of students earning proficient or advanced in reading in 2016 to 25 percent in 2018, and from 2 percent earning proficient or advanced in math to 13 percent.



## The Joy of Leadership

Three years ago, Joy Kingwood was an elementary English teacher. She wanted to become a school leader, but there was no pathway available at her Philadelphia district school. Then Joy was accepted into the PhillyPLUS residency program, which allowed her to serve as an assistant principal, receive real-time support from her PhillyPLUS leadership coach, as well as earn an administrator certification. Joy was hired by the Philadelphia School District to be the

principal of Rhawnhurst Elementary School starting in the 2018–19 school year.

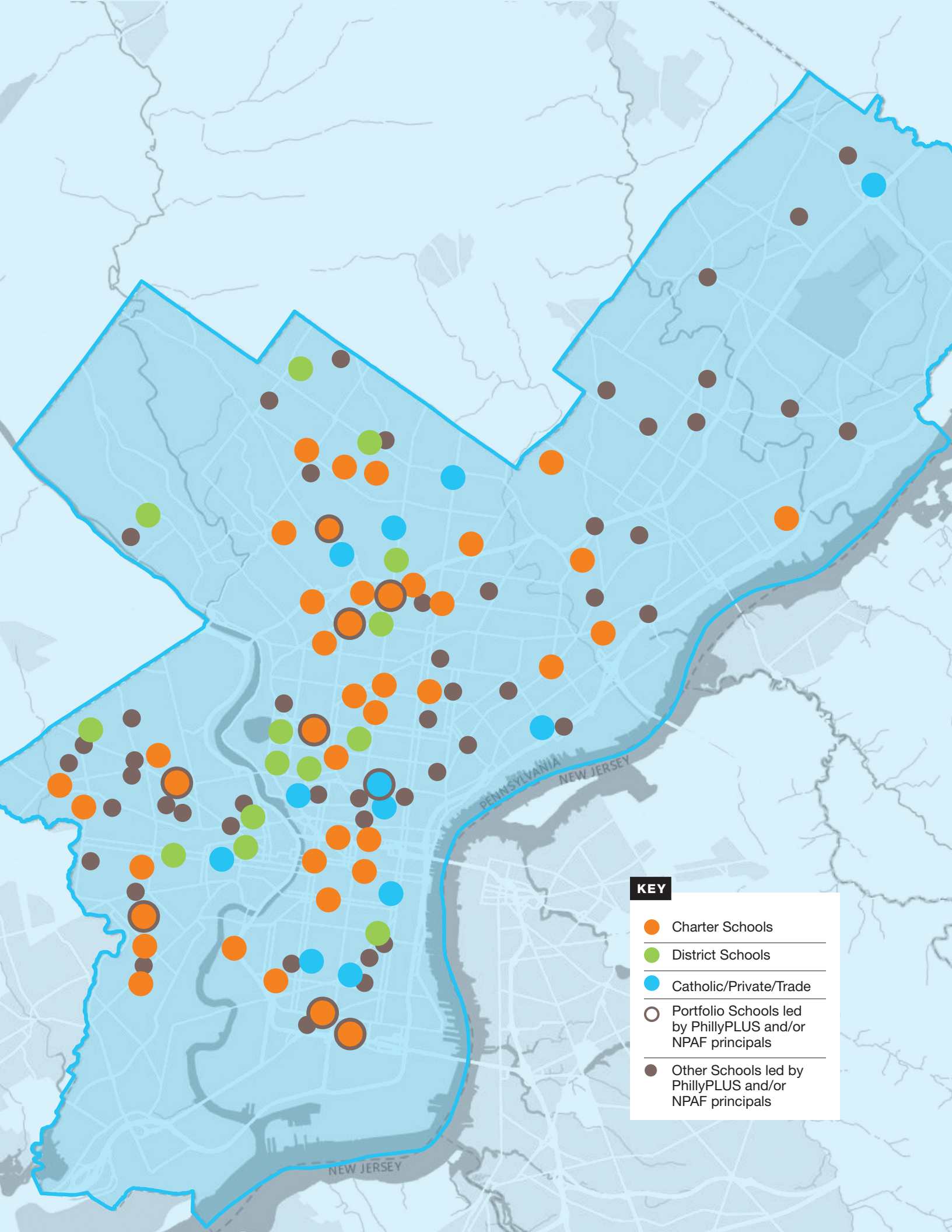
"I wouldn't be where I am without PhillyPLUS because it, honestly, gave me the hands-on experience I needed," Joy said. "I had the background knowledge, but I needed to get my hands dirty in the trenches doing the work, and PhillyPLUS provided that."



“

We have momentum, and our staff has bought into the process of building a culture of high accountability because of the accelerated growth we’re experiencing.”

—**ARIEL LAJARA**, *Principal of Hon. Luis Muñoz Marín Elementary School*



**KEY**

- Charter Schools
- District Schools
- Catholic/Private/Trade
- Portfolio Schools led by PhillyPLUS and/or NPAF principals
- Other Schools led by PhillyPLUS and/or NPAF principals



# Total Impact

**PSP has invested in 67 schools of all types, and 49 schools have principals from PSP-funded programs**

1. Alliance For Progress Charter School
2. ASPIRA Olney Charter High School
3. Big Picture Vaux High School
4. Boys Latin of Philadelphia Charter Middle School
5. Building 21 High School
6. Cristo Rey Philadelphia High School
7. Deep Roots Charter School
8. DePaul Catholic School
9. Esperanza Academy Charter Middle School
10. Finishing Trades Institute
11. First Philadelphia Preparatory Charter School
12. Folk Arts Cultural Treasures Charter School (FACTS)
13. Freire Charter Middle School
14. George W. Nebinger School
15. George Washington Carver High School of Engineering and Science
16. Global Leadership Academy Charter School
17. Global Leadership Academy Charter School — Southwest
18. Harambee Institute of Science and Technology Charter School
19. Hill-Freedman World Academy
20. Imhotep Institute Charter High School
21. Independence Charter School
22. Independence Charter School West
23. Independence Mission Schools — St. Helena
24. Independence Mission Schools — St. Malachy
25. Independence Mission Schools — St. Thomas Aquinas
26. James G. Blaine Academics Plus School
27. Jay Cooke Elementary School
28. Kenderton Elementary (formerly a Young Scholars Charter School)
29. KIPP DuBois Collegiate Academy Charter School
30. KIPP North Philadelphia Academy
31. KIPP Philadelphia Elementary Academy Charter School
32. KIPP West Philadelphia Elementary Charter School
33. MaST II Charter School
34. Mastery Charter School — Clymer Elementary
35. Mastery Charter School — Francis D. Pastorius Elementary
36. Mastery Charter School — Frederick Douglass
37. Mastery Charter School — Gratz High School
38. Mastery Charter School — Gratz Prep Middle
39. Mastery Charter School — Grover Cleveland Elementary
40. Mastery Charter School — Hardy Williams
41. Mastery Charter School — John Wister Elementary
42. Mastery Charter School — Pickett Campus
43. Mastery Charter School — Prep Elementary
44. Mastery Charter School — Thomas Elementary
45. New Foundations Charter School
46. Our Lady of Port Richmond Regional Catholic School
47. Pan American Academy Charter School
48. Philadelphia Charter School for Arts and Sciences
49. Philadelphia Performing Arts: A String Theory Charter School — East and West
50. Philadelphia Performing Arts: A String Theory Charter School — Vine
51. Roxborough High School
52. Russell Byers Charter School
53. Samuel Powel Elementary School
54. Science Leadership Academy at Beeber
55. Science Leadership Academy Middle School
56. SS. John Neumann and Maria Goretti High School
57. St. Mary Interparochial School
58. TECH Freire High School
59. The City School at Fairmount
60. The City School at Poplar
61. The Workshop School
62. Universal Audenried Charter High School
63. Universal Vare Charter School
64. West Catholic High School
65. William D. Kelley Elementary School
66. Wissahickon Charter School — Awbury
67. Wissahickon Charter School — Fernhill



PSP is all about quality, and it's tri-sector, which is very unique."

—MICHAEL G. O'NEILL, *Chairman of PSP*

# School Choice

**62% of students in Philadelphia attend a school other than their assigned neighborhood school**



**GreatPhillySchools (GPS)**, established and managed by PSP, provides free, convenient and unbiased resources to help parents, guardians, and students find, compare, and choose schools in Philadelphia that best fit their needs.

In a city with so many school options, and a growing but still too-small number of great ones, information and easier ways to apply to schools are critical to closing the opportunity gap.

## Reaching Families in All Corners of the City

**200,000+**

UNIQUE VISITORS TO  
THE GPS WEBSITE

**100,000+**

GPS GUIDES  
AND TOOLKITS  
DISTRIBUTED

**15,000+**

ATTENDED HIGH  
SCHOOL AND K-8  
FAIRS



In 2018, PSP helped 71 public charter schools launch **Apply Philly Charter**, which provided families with a new, free, easy-to-use standard application system. Families were able to apply to multiple schools with one application and on one timeline.



▲ Apply Philly Charter social media ad

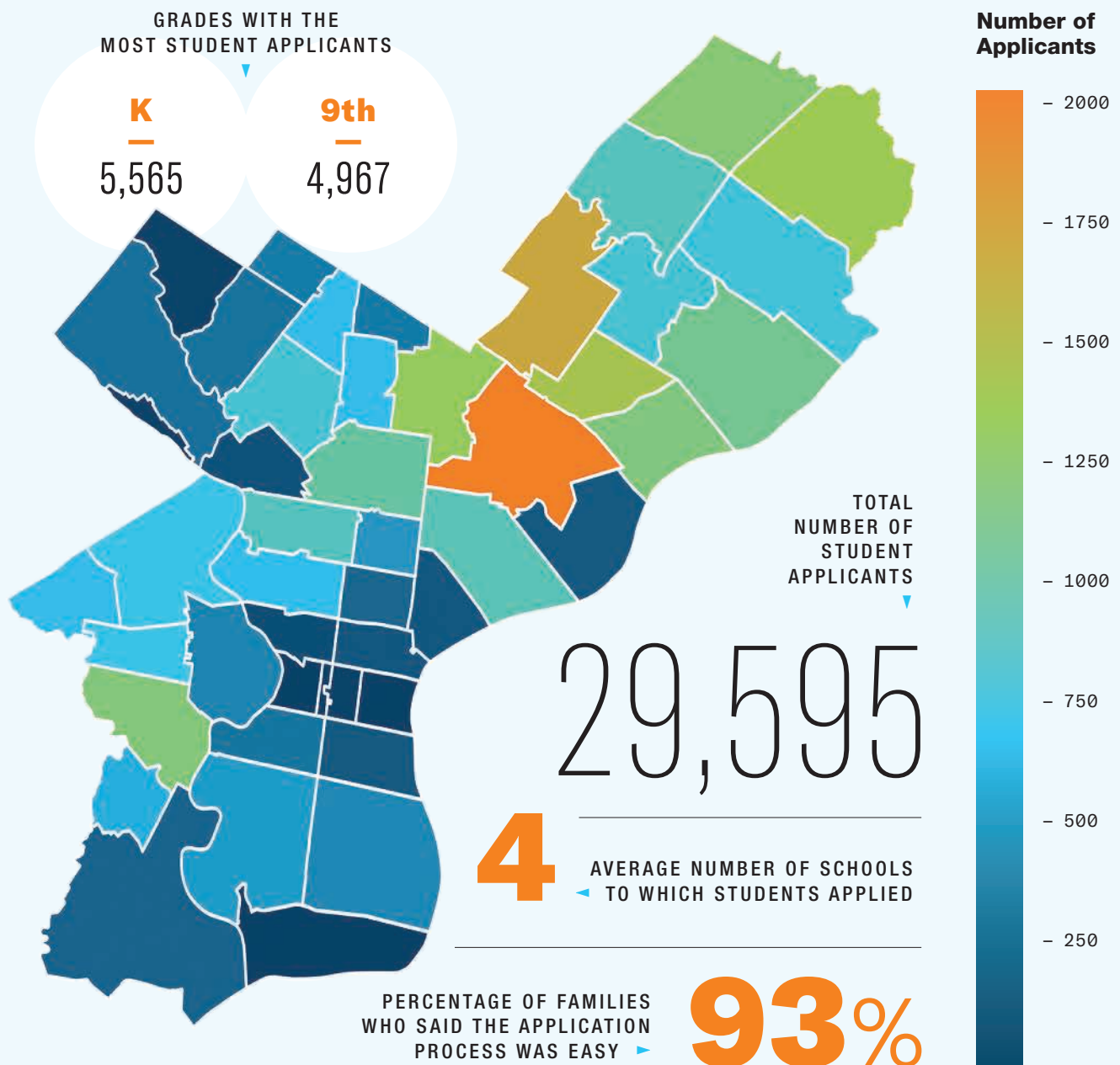


I found Apply Philly Charter to be VERY helpful, and easy to use. There is a vast constellation of charter schools, information, applications and deadlines. Pulling that information into one place is extraordinarily helpful.”

—**DOUG JEROLMACK**, *who used Apply Philly Charter to apply to schools for his twins entering kindergarten*

APPLY PHILLY CHARTER DATA:

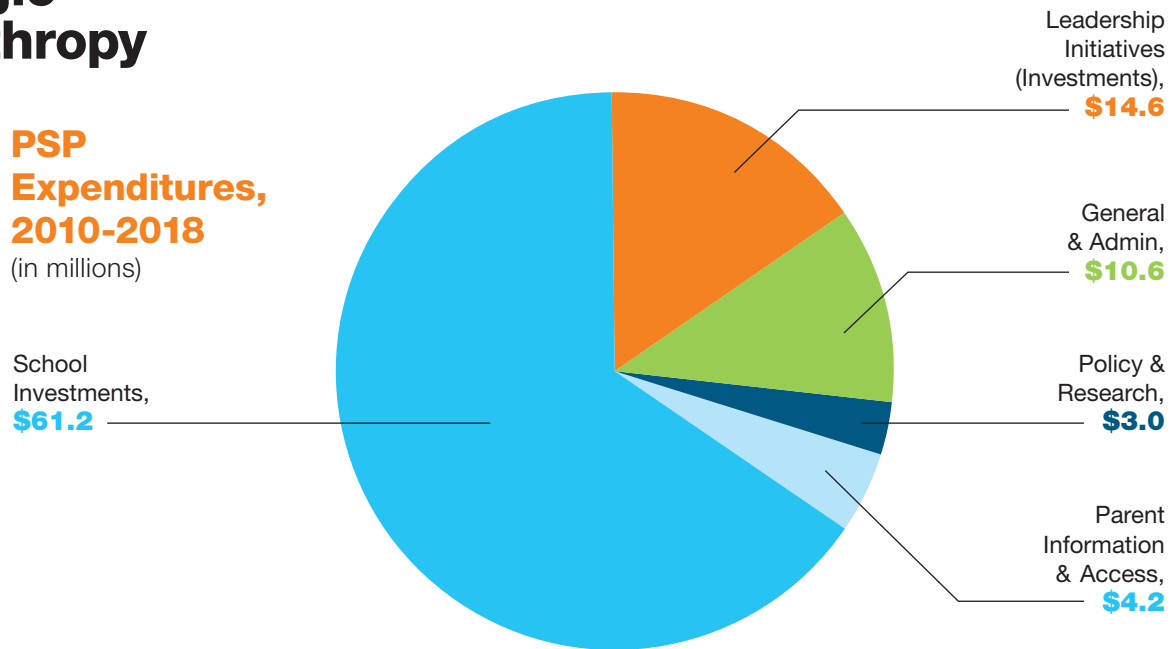
# Charter schools are in demand in every part of the city.





# Strategic Philanthropy

## PSP Expenditures, 2010-2018 (in millions)



## 2018 Financials

SUPPORT AND REVENUE	2018	2017
Contributions	\$7,812,716	\$13,244,139
Donated services	50,571	52,682
Other income	5,621	12,2009
Loss on uncollectible pledge	(565,000)	(10,000)
<b>Total support and revenue</b>	<b>\$7,303,908</b>	<b>\$13,298,830</b>
<b>FUNCTIONAL EXPENDITURES</b>	<b>2018</b>	<b>2017</b>
School investments (disbursed)	\$3,895,817	\$6,961,985
Talent investments (disbursed)	2,393,175	2,282,315
Special purpose investments (disbursed)	310,000	0
Investment management (evaluation, technical assistance)	1,092,380	939,313
Subtotal – investments	\$7,691,372	\$10,183,613
Access to quality schools (GreatPhillySchools, Apply Philly Charter)	1,572,766	924,928
Policy and research	5,037	10,421
General and administrative	1,195,492	1,038,785
<b>Total operating expenses</b>	<b>\$10,464,667</b>	<b>\$12,157,747</b>
Change in net assets	(3,160,759)	1,141,083
<b>Net assets</b>	<b>\$2,958,202</b> (at Dec. 31, 2018)	<b>\$6,118,961</b> (at Dec. 31, 2017)

# Making an Impact

OUR DONORS SINCE 2010

## \$5,000,000 and above

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► [invest@philaschool.org](mailto:invest@philaschool.org)

## OUR VISION

is a Philadelphia where every family has the opportunity to send their children to a great school of their choice.

## OUR MISSION

is to improve outcomes for low-income students and respond to the demand of families by expanding access to great schools.



**philadelphia**  
school partnership

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