

Philadelphia School Partnership

2015 Annual Report



Dear Partners,

Philadelphia faces big challenges in providing a quality education to all. Achievement gaps and funding shortfalls abound. But when we take a step back, **there is meaningful, measurable progress**. By investing to expand and transform schools, train principals, empower parents and advocate for school funding and policy changes, PSP is helping to expand educational opportunity in every corner of the city, especially for minority and low-income students.

Now at 70 percent, the city’s on-time high-school graduation rate has increased dramatically in the past 15 years. Across all types of schools, 4,000 more students graduate each year. While still too few are truly college- and career-ready, this represents progress. The share of residents with a college degree has almost doubled in the same period, to one in four.

The proliferation of effective schools is powering this progress. By next fall, 15 new schools will have opened since PSP’s founding in 2010. Two dozen great schools have expanded enrollment during the same period. More than 10 schools have attempted turnarounds, with the majority achieving meaningful improvement. PSP has played a major role, providing startup, expansion and turnaround grants of over \$51 million to more than 50 schools across the city. As a group these grantee schools will eventually serve almost 20,000 students—a big number in a city of 235,000 school children.

In 2015 alone, PSP invested to expand enrollment by more than 2,700 students in seven schools. We also invested to transform three under-performing schools that serve another 1,800 students.

PSP invests in a wide variety of school types, focusing not on labels but on the fundamental levers found in all highly effective organizations: leadership, vision and tall expectations. We have invested \$20 million to expand the city’s best public charter schools, \$12 million in district schools, \$14 million in charter-led turnarounds of district neighborhood schools and \$5 million in private schools.

In 2015 alone, PSP invested to expand enrollment by more than 2,700 students in seven schools. We also invested to transform three under-performing schools that serve another 1,800 students. Collectively, our portfolio outperforms the state average on a range of metrics, including college matriculation.

During 2015, PSP strengthened the city’s pipelines of school leaders and teachers. PhillyPLUS, the principal training program incubated and funded by PSP, graduated 27 school leaders, all but one of whom were hired by schools in the city.

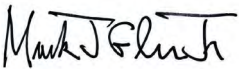
With its free information and resources easily accessible in print, on the web and on mobile devices, PSP’s GreatPhillySchools initiative helped thousands of families break the information barrier in 2015. The citywide High School Fair drew a record 12,500 attendees. PSP also stepped up its efforts to break policy barriers, participating in a working group that helped design and recommend a new funding formula for schools statewide, and advocating in Harrisburg and Philadelphia for more urgency and accountability in transforming the city’s longest-struggling public schools.

Thousands of students—nearly one in 10 citywide—have greater opportunity to attend a good school today.

In a city with so many students and not enough financial resources the ecosystem must be dynamic. There must be opportunities for new schools to open. Good schools must have the ability to grow, and pressures must be brought so struggling schools improve or close. By bringing together more than 100 donors—people and institutions both—then pooling their contributions and investing them in schools of all types, PSP has helped to catalyze a more dynamic, responsive and accountable ecosystem. As a result, thousands of students—nearly one in 10 citywide—have greater opportunity to attend a good school today.

A forest of obstacles remains. But we can see the path forward. By continuing to expand PSP’s donor base and invest in mission-driven schools, and by shifting energy away from unproductive debates that divide stakeholders into “us” and “them” and toward the key levers found in effective schools, we will expand access to educational opportunity.

Sincerely,



Mark J. Gleason
Executive Director, Philadelphia School Partnership

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School Spotlight

A High-Demand School Adds a Campus in West Philadelphia

At Independence Charter School, a K-8 school in Center City Philadelphia, student academic performance exceeds the city average, and 95 percent of graduates are accepted to selective high schools. Unsurprisingly, demand is great: Each year, ICS receives at least 500 applications for 50 kindergarten spots.

The school's leadership team knew it could serve more students. And with the assistance of a growth grant, in fall 2016 they will open another campus—Independence Charter School West—in a southwest Philadelphia neighborhood in need of better schools. Barely a third of students in the area are on grade level in reading and math, and 55 percent of students opt out of their neighborhood schools. Now 500 more students will have the chance to receive a top education.

"We've always been really invested in our children getting a great education, but our local public school isn't good enough. Independence Charter School will give our kids a chance to attend a school where providing an engaging, well-rounded education is the priority."

Cecilia Chambers

Parent, Independence Charter School West



Growing Great Schools and Creating More

Since 2011 PSP has invested in more than 50 K-12 schools of all types—charter, district and private—with the demonstrated ability to achieve outstanding results for underserved students.

These schools will ultimately serve 20,000 students—nearly one in 10 of all students in Philadelphia. Pursuing citywide impact leads us to invest in schools where leadership, mission and vision yield educational opportunity, regardless of sector.

Public Charter Schools

Charter investments enable the expansion of high-demand operators with successful models, as well as the turnaround of low-performing schools. In 2015, the SRC approved new charter applications for the first time in seven years; we invested in all five, who agreed to locate in neighborhoods where the need for better schools is acute, and where they ultimately will enroll more than 3,000 students.

Public District Schools

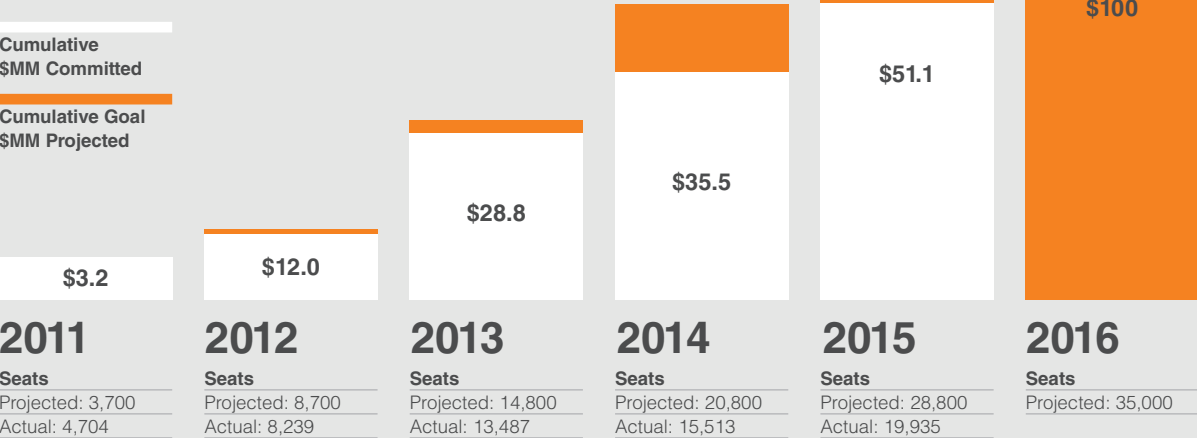
District investments support great leaders and provide them with the resources needed to grow or transform their schools. For example, in 2015 we invested in the leadership team at Roxborough High School to better integrate core academic subjects and career training programs, so that the promise of college and career readiness can be more fully realized by the school’s nearly 600 students.

Catholic and Independent Schools

Investments in the city’s Catholic sector have helped to bring innovation and transformation to a system known for its traditionalism. For example, following a successful planning period, St. Thomas Aquinas School in south Philadelphia received turnaround funds to implement data systems and more rigorous curricula. This will help the school better serve its diverse body of 500 students.

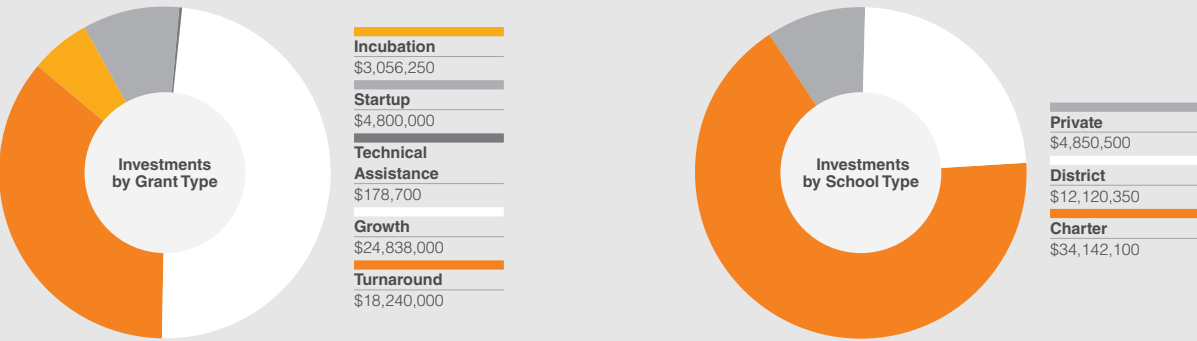
Our Impact

To date, we have invested more than **\$51 million** through the Great Schools Fund to create great schools for **19,935 students**.*



*As of December 31, 2015. The \$100 million Fund includes 12% overhead.

Our Investments



- Incubation**
Support teams in developing school plans
- Startup**
Help proven leaders launch new schools
- Growth**
Fund expansion or replication of existing successful schools
- Turnaround**
Fund turnaround of struggling schools by a proven team

Great Schools Start with Talented Leaders

To date, we’ve invested to train more than 120 school leaders—reaching 1 in 5 schools citywide.

In a city of 15,000 educators, Philadelphia needs 1,000 new teachers and 50 principals each year just to fill vacancies. School partners report that they struggle to find great teachers and leaders. In 2015 we invested to address this need.

71 more current and aspiring school leaders are now serving thousands of students:

27 school leaders graduated from the second cohort of the nationally recognized PhillyPLUS program; it is now being replicated in Camden, Detroit and San Francisco

15 current school leaders completed the Relay National Principal Academy Fellowship

29 aspiring leaders, including educators outside of the KIPP network, received training through KIPP’s Emerging Leaders Program

We helped launch two pilot programs to lay the foundation for a broader campaign to transform how teachers are prepared to lead in classrooms across the city:

A national best practice program, the Relay Teacher Residency, opened a Philadelphia campus with a grant from PSP

KIPP partnered with St. Joseph’s University to create the Urban Teacher Residency

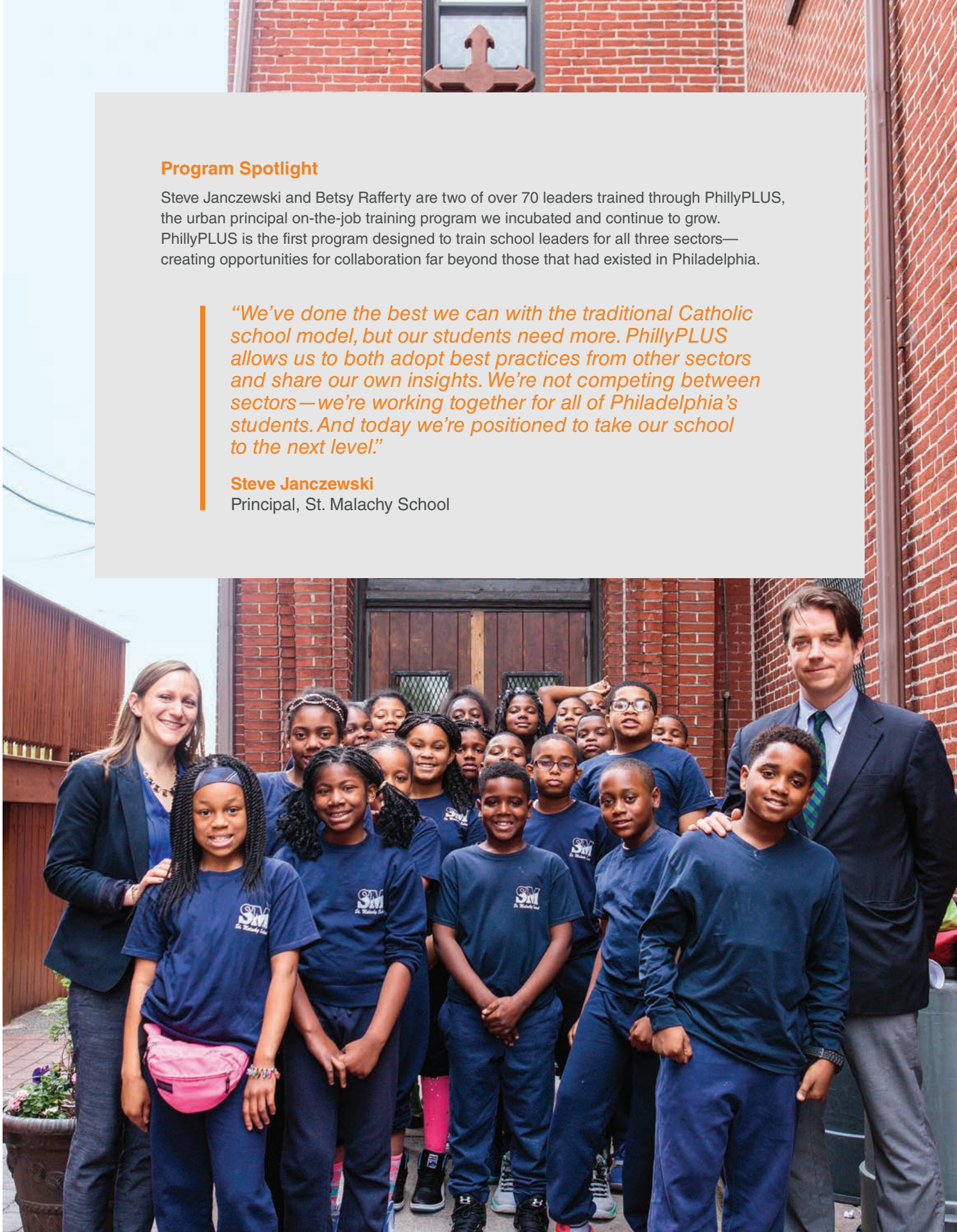
Both programs take a new approach to teacher preparation, with an emphasis on student outcomes over theory. At scale we expect them to train about 150 teachers annually.

Program Spotlight

Steve Janczewski and Betsy Rafferty are two of over 70 leaders trained through PhillyPLUS, the urban principal on-the-job training program we incubated and continue to grow. PhillyPLUS is the first program designed to train school leaders for all three sectors—creating opportunities for collaboration far beyond those that had existed in Philadelphia.

“We’ve done the best we can with the traditional Catholic school model, but our students need more. PhillyPLUS allows us to both adopt best practices from other sectors and share our own insights. We’re not competing between sectors—we’re working together for all of Philadelphia’s students. And today we’re positioned to take our school to the next level.”

Steve Janczewski
Principal, St. Malachy School



Supporting Families, Removing Barriers

We supported more than 100,000 families in 2015 with information to help them demand great schools, and advanced policies to expand access to a quality education.

Parent Empowerment

Today, parents throughout Philadelphia are more engaged in the school-selection process thanks to GreatPhillySchools, our multimedia resource that features profiles for over 400 public and private K-12 schools. Last year, thousands of parents became champions of their children's education through GreatPhillySchools:

100,000 families learned about their school options through GreatPhillySchools resources

12,500 individuals interacted with 100+ schools of all types at the 2015 High School Fair

3,500 families accessed school applications through GreatPhillySchools.org

GreatPhillySchools now includes an early childhood education edition—thousands of Philadelphians gained information about 300+ quality early childhood education centers featured on GreatPhillySchools.org or learned about their options in person at dozens of training and outreach events. GreatPhillySchools will be a key resource in the city's campaign for universal pre-K.

Policy Advocacy

In partnership with our sister advocacy organization, Philadelphia School Advocacy Partners, we advanced key policies to flow resources to support high-needs students, reward great teaching, enable quality schools to grow and ensure accountability for schools that are not working. We also supported an emerging parent-led organization, Educational Opportunities for Families, which now has over 11,000 members.

School Spotlight

A Top STEM School Expands in North Philadelphia

George Washington Carver High School of Engineering and Science is a citywide magnet school in north Philadelphia with a student body that is more than 60 percent low-income. Yet it is among the highest performing high schools in the city—and its low-income students perform as well as their higher-income peers. School leaders at Carver recognized that low-income students don't have enough opportunities to explore the sciences, especially at a young age, and so with the help of two grants from PSP—a \$147,150 incubation grant in August 2014, followed by a \$200,000 growth grant in May 2015—they proposed and executed a plan to add a middle school. Now 120 more children have the chance to receive a magnet school-quality education that puts them on track for college and career.

Our work is reaching underserved students in neighborhoods across much of the city.

- School Investment
- Talent Investment
- School and Talent Investment

- 1 Mastery Charter Schools Clymer*
- 2 Mastery Charter Schools Simon Gratz*
- 3 Mastery Charter Schools Hardy Williams*
- 4 Universal Vare Middle School
- 5 Universal Audenried High School
- 6 Aspira Olney Charter High School
- 7 Cristo Rey Philadelphia High School
- 8 String Theory School for Arts & Sciences-Edmunds
- 9 Freire Charter School*
- 10 Wissahickon Charter School*
- 11 Esperanza Academy Charter School

- 12 Samuel Powel Elementary School*
- 13 Young Scholars Kenderton
- 14 KIPP Philadelphia Elementary Academy*
- 15 KIPP Dubois Collegiate Academy*
- 16 Hill Freedman World Academy
- 17 Science Leadership Academy at Beeber
- 18 The Workshop School*
- 19 Boys' Latin of Philadelphia Charter School*
- 20 DePaul Catholic School
- 21 Mastery Charter Schools Thomas
- 22 Mastery Charter Schools Pastorius-Richardson
- 23 Mastery Charter Schools Pickett

- 24 Mastery Charter Schools Grover Cleveland
- 25 James G. Blaine Academics Plus School
- 26 William D. Kelley STEM Academy
- 27 Independence Charter School
- 28 First Philadelphia Preparatory Charter School
- 29 St. Thomas Aquinas School*
- 30 St. Helena-Incarnation Regional Catholic School
- 31 Carver High School of Engineering & Science*
- 32 New Foundations Charter School
- 33 Building 21*
- 34 The City School*

- 35 St. Mary Interparochial School
- 36 SS Neumann & Goretti High School*
- 37 Roxborough High School
- 38 MaST Community Charter School II
- 39 Global Leadership Academy
- 40 Mastery Charter Schools Frederick Douglass
- 41 Russell Byers Charter School
- 42 Folk Arts-Cultural Treasures Charter School
- 43 Independence Charter School West
- 44 Imhotep Institute Charter High School

*More than one grant made to listed school

Note: Schools listed in chronological order by grant date; schools with location TBD excluded
Talent investments include PhillyPLUS, Relay Principal Fellowship, Emerging Leaders, Relay Teacher Residency and Urban Teacher Residency

2015 Financials*

Support and revenue	
Contributions	\$13,607,447
Donated services	\$1,500
Contractual services – affiliate	\$210,005
Interest income	\$3,236
Net assets released from restriction	\$3,615,339
Other income	\$7,400
Total support and revenue	\$17,444,927
Operating expenses	
Great Schools Fund - Investments (disbursed)	\$7,073,212
Other special purpose grants	\$1,453,311
Talent & Collaboration grants	\$1,128,852
Staff expenses	\$1,683,990
Professional services**	\$2,741,416
Marketing and communications	\$220,481
Office, administration and insurance	\$246,827
Depreciation and amortization	\$35,034
Total operating expenses	\$14,583,123
Change in net assets	\$2,861,804
Net assets, at Dec. 31, 2015 (unrestricted)	\$7,981,258

*From preliminary audit
**Professional Services includes \$1,926,370 in payments to TNTP to administer the PhillyPLUS residency/certification program for school principals

Donors (2010-2015)

- Lead Investors (\$5 million and above)

The Maguire Foundation
The Walton Family Foundation
William Penn Foundation
Janine and Jeff Yass
- Champions (\$1 million - \$4,999,999)

Anonymous
The J. Mahlon Buck, Jr. Family
Michael & Susan Dell Foundation
Bill & Melinda Gates Foundation
Dorrance H. Hamilton
Hamilton Family Foundation
Patricia Kind
Jeannie and Mike O'Neill
Charlie Ryan
- Stakeholders (\$100,000 - \$999,999)

Anonymous
50CAN
Hallee and David Adelman
Barbara and Ted Aronson
The Barra Foundation
Lois Green Brodsky & Julian A. Brodsky
Chubb
Connelly Foundation
Hilda & Preston Davis Foundation
Samuel S. Fels Fund
Otto Haas Charitable Trust
Mike and Joyce Hagan

- The Haldeman Family Foundation
Marcia and Ned Kaplin
The Brook J. Lenfest Foundation
The Lenfest Foundation
Evie and John McNiff
Peter Morse
NACSA
Thomas P. Nerney
Philadelphia Trading, Inc.
Karina and David Reuter
Pam and Tony Schneider
Kathleen and Frank Seidman
Shire Pharmaceuticals
Connie and Sankey Williams
Ruth W. and A. Morris Williams, Jr.
- Contributors (\$5,000 to \$99,999)

Anonymous
The 25th Century Foundation
Jim and Janet Averill
Cheryl and Richard Binswanger
Biocoat, Inc.
The Bouncer Foundation, Inc.
Chris Bravacos
Cathy and Jack Brennan
The Bryn Mawr Trust Company
Donald E. & Hana Callaghan
The CHG Charitable Trust
Win and Ellen Churchill
Cigna Foundation
Comcast NBCU
Cozen O'Connor
- Sean and Felicia Daly
Dolfinger-McMahon Foundation
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Sarah and Kevin Kleinschmidt
Lincoln Financial Foundation
Christian R. and Mary F. Lindback Foundation
Lurie Family Foundation
Jordie Maine
Milestone Partners Management Co., L.P.
Stephanie and Michael Naidoff
The Nelson Foundation
Patriarch Family Foundation
PECO
Jane G. Pepper
Marsha and Jeffrey Perelman
Leo, Eve, Kate, Lexy & Julia Pierce
The Rubenstein Foundation
Jesse and Lauren Serventi
William E. Simon Foundation
The Snider Foundation
John B. Stine II
TD Charitable Foundation
Univest Corporation
Waste Management



Our work is driven by a set of core beliefs about educational equity:

- Overcoming achievement gaps requires urgency, intentionality and the conviction that all children can learn. Excuses slow progress.
- Great schools come in all types.
- In educational systems that have struggled for too long to produce results, we must catalyze disruptive change.
- All students should have access to a variety of school choices.
- Student needs must come before adult interests in policy setting and resource allocation.
- Evidence matters more than intentions.
- Every great school starts with an effective, accountable school leader, rises through the teamwork of well-prepared, well-supported teachers and perseveres through partnership with parents and the community.

Our mission is to create and expand great schools in Philadelphia.

We invest in the incubation, startup, expansion and turnaround of schools in order to close opportunity gaps for low-income students, and we endeavor to create the conditions that enable great schools to thrive.

Our vision is that every child in every neighborhood has the opportunity to attend a great school and graduates with the knowledge and learning skills needed for a fulfilling life.