



Fulfilling the Promise

Philadelphia School Partnership
Annual Report 2016

Philadelphia should be a city where every child receives a great education

If you live in Radnor or Queen Village or northeast Philadelphia, the odds are good that the quality of public schools is a reason why. For Philadelphians who can't afford to live in those or other affluent areas, odds are they don't have access to the same caliber of public schools. We formed PSP six years ago to change that reality: to make our city one where every family has the opportunity to choose a great public, or private, school.

Our mission is not a choice. It's a responsibility. If we don't do this—if we don't come together to make educational opportunity universal—Philadelphia will not be the engine of economic growth that our families, our businesses, and our communities need.

Through PSP's investments to create and transform schools—and to support educators and parents—we have opened new doors of opportunity for more than 25,000 students. In 2016 our efforts touched far west Philadelphia, where Center City's sought-after Independence Charter School opened a second campus in economically challenged Kingsessing. On the other side of town, MaST Charter School opened a new campus at a site where the poverty rate is nearly 50% higher than in the flagship MaST's home zip code. In the city's far northwest, Roxborough High saw its enrollment jump as it embarked on an ambitious school turnaround.

Thank You

Partners, your contributions to Great Schools Fund I—\$80 million worth—have powered this work. We also tip our hats to the many others responsible for narrowing Philadelphia's opportunity gap: Mayors Michael Nutter and Jim Kenney, the School Reform Commission and Superintendent William Hite, leaders of charter and Catholic schools, and most important, thousands of teachers, staff and school leaders. With school revenues in too short supply, ensuring that great schools grow and under-performing schools transform or close only happens through a collective and collaborative effort.

At PSP, our work is catalyzing that effort. Incubation grants support ambitious educators in exploring new ideas. Growth grants help successful schools expand. Talent investments prepare teachers and leaders for the rigors of urban education. GreatPhillySchools gives families information they need to make choices for their children.

Making Change Happen Here

Philadelphia has been a beacon of opportunity for three centuries. William Penn Charter School first offered financial aid to students lacking economic means in 1701. In the 1800s, the city welcomed America's second public high school, its first African-American higher-education institute and the first parochial school system.

In 2016, our city is also emblematic of the failed American promise. We boast some of the world's elite universities, yet two thirds of 4th graders don't read on grade level. Area companies create products that transform daily life across the globe, yet many of our own citizens can't secure good-paying jobs. Enormous wealth rubs shoulders with unthinkable poverty.

That enormous wealth was built on the democratization of education and broad-based productivity that made America the envy of the world. Closing Philadelphia's opportunity gap is not about charity. It's about all of us surviving and thriving.

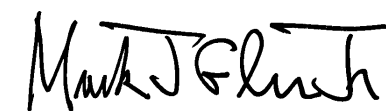
Great Schools Fund II: Accelerating Progress

As we enter 2017, PSP launches **Great Schools Fund II**. We will raise \$60 million and invest it in four levers of change:

- **launching, expanding and transforming schools**
- **training teachers and leaders**
- **removing barriers and empowering families**
- **advocating for equity, excellence and collaboration**

Two pivots will mark Fund II, driven by what we've learned in Fund I. First, startup investments in schools will be joined by investments in capacity-building and technical assistance, so that grantees are growing not only in size but also in skill. Second, we will invest more broadly in training and developing teachers. All of our portfolio schools note the challenges of finding and retaining effective educators. We seek a variety of partners to build the nation's most amazing ecosystem of teacher-training initiatives.

Education, like national politics, is divisive because there's not enough of the good stuff to go around. Here in Philadelphia, we have taken big strides away from division and toward collective vision and effort. Let's now accelerate and build on that progress.



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We’re investing in great schools, and the leaders who make them great

Portfolio Schools

→ **Project-Based/Competency-Based Learning**

- 1 Building 21*
- 2 Russell Byers Charter School
- 3 Science Leadership Academy at Beeber
- 4 Science Leadership Academy Middle School
- 5 The Workshop School

→ **Career Education/Internships**

- 6 Cristo Rey Philadelphia High School
- 7 Roxborough High School*
- 8 Universal Audenried High School

→ **Blended Learning**

- 9 DePaul Catholic School
- 10 St. Malachy School

→ **STEM/STREAM****

- 11 Carver High School of Engineering & Science*
- 12 Imhotep Institute Charter High School
- 13 James G. Blaine School
- 14 MaST Community Charter School II
- 15 Universal Vare Charter School
- 16 William D. Kelley School

→ **Technology, Arts and Culture**

- 17 Folk Arts Cultural Treasures Charter School
- 18 Freire Charter School
- 19 Global Leadership Academy at Huey

- 20 String Theory School for Arts & Sciences—Edmunds

- 21 Hill-Freedman World Academy

- 22 TECH Freire Charter School

→ **Languages**

- 23 Boys’ Latin of Philadelphia Charter School*

- 24 Esperanza Charter School*

- 25 Independence Charter School*

- 26 Independence Charter School West

→ **Literacy**

- 27 First Philadelphia Preparatory Charter School

- 28 Our Lady of Port Richmond Regional Catholic School

- 29 KIPP Philadelphia Elementary Academy*

- 30 Samuel Powel Elementary School*

- 31 St. Helena- Incarnation Regional School

- 32 St. Thomas Aquinas School

→ **Environment/Service Learning**

- 33 Wissahickon Charter School*

→ **Neighborhood School Turnarounds**

- 34 Mastery Charter Schools Cleveland

- 35 Mastery Charter Schools Clymer*

- 36 Mastery Charter Schools Frederick Douglass

- 37 Mastery Charter Schools Hardy Williams*

- 38 Mastery Charter Schools Pastorius

- 39 Mastery Charter Schools Pickett

- 40 Mastery Charter Schools Simon Gratz*

- 41 Mastery Charter Schools Thomas

- 42 Mastery Charter Schools Wister

- 43 Olney Charter High School

- 44 Young Scholars Kenderton*

→ **College Prep**

- 45 KIPP DuBois Collegiate Academy

- 46 SS John Neumann and Maria Goretti High School*

- 47 New Foundations Charter School

→ **Socioeconomically Diverse Private Schools**

- 48 The City School*

- 49 St. Mary Interparochial School

Talent Programs

→ **Leaders**

Philadelphia Pathways to Urban Leadership (PhillyPLUS)

Relay National Principal Academy Fellowship (Relay NPAF)

→ **Teachers**

KIPP Emerging Leaders Program

Relay Graduate School of Education (Relay GSE)

Drexel Dragons Teach Middle Years (DTMY)

→ **Teachers and Leaders**

National Academy of Advanced Teacher Education (NAATE)

- Portfolio Schools
- Portfolio Schools with Talent Programs
- Other Schools with Talent Programs

* More than one grant made to listed school

** STEM stands for Science, Technology, Engineering and Mathematics. STREAM stands for Science, Technology, wRiting, Engineering, Arts and Mathematics.

School investments in 2016 will produce new opportunity for 3,000 students each year

PSP has invested \$58 million in schools since 2011

PSP’s mission is to improve outcomes for low-income students and respond to the demand of families by expanding access to great schools, all across the city of Philadelphia. Our strategy consists of four primary activities:

- **making grants** to power the creation, expansion and transformation of schools
- **incubating and scaling programs** that certify and train teachers and leaders for urban schools
- **empowering parents and students** with information about all types of schools
- **advocating for policy changes** that promote equitable access to great schools, and autonomy and performance-based accountability for all schools

In 2016, PSP investments funded a diverse mix of schools that will yield new educational opportunity for 3,024 students annually, once the schools reach full enrollment. This will bring the total number of seats created to 25,305.

Investments by PSP’s Great Schools Fund range from project-based learning programs to career and technical schools, from a school teaching all students Latin to another built around environmental education. Our grantees also range in school type: most are public (charter and district), while others are private (Catholic and non-Catholic).

We invest in proven and promising leaders

All schools in the portfolio share crucial characteristics. First and most important, they feature strong leadership: mission-driven, determined and resourceful. They set high expectations for all students. And they serve predominantly low-income and minority children.

Through a rigorous vetting process, we seek out schools of all types that demonstrate the ability to produce outstanding results for underserved students. So far it’s working—we judge four out of five portfolio schools in operation during the 2015-2016 school year to be on track or within reach of achieving their performance goals.

PORTFOLIO SCHOOLS

84%

students from economically disadvantaged backgrounds

91%

students of color

16%

students who require special education

5 new schools opened and 4 reopened with PSP support in 2016-17

New Schools

SCHOOL	SECTOR	LOCATION	HIGHLIGHTS
Independence Charter School West	Charter	Southwest	2nd campus for one of the city’s highest-performing K-8 schools is located where better options are sorely needed
TECH Freire Charter High School	Charter	North Central	Offers a college-prep program specializing in computer programming and entrepreneurship
Science Leadership Academy Middle School (SLAMS)	District	West	New neighborhood school brings the project-based learning approach pioneered by two SLA high schools to the middle grades for the first time
KIPP West Philadelphia Elementary	Charter	West	New elementary school gives KIPP a full K-12 feeder pattern (ES/MS/HS) in West Philadelphia
MaST Community Charter School II	Charter	Lower Northeast	MaST I is one of the top charter schools in Pennsylvania; by virtue of its location, this replication will serve a more low-income student body

Turnaround Schools

SCHOOL	SECTOR	LOCATION	HIGHLIGHTS
Mastery Charter Schools John Wister	Renaissance Charter	Northwest	The Renaissance program converts neighborhood district schools to charter management; enrollment at Wister jumped 40% after Mastery took over
Roxborough High School	District	Northwest	The leadership team at Roxborough is working with outside partners to reinvigorate the school’s career focus; enrollment is rising in response
St. Malachy Catholic School	Catholic	North Central	This struggling K-8 school has new leadership that seeks to emulate a prior grantee, DePaul Catholic School, where a blended-learning model and increased academic rigor drove a 50% enrollment increase
Global Leadership Academy Southwest	Renaissance Charter	Southwest	A decade ago, GLA successfully turned around a poorly performing charter school; now it has the opportunity to do the same at the former Samuel Huey K-8 school



KIPP Philadelphia Elementary Academy, an early PSP investment, has built a strong elementary-reading program.

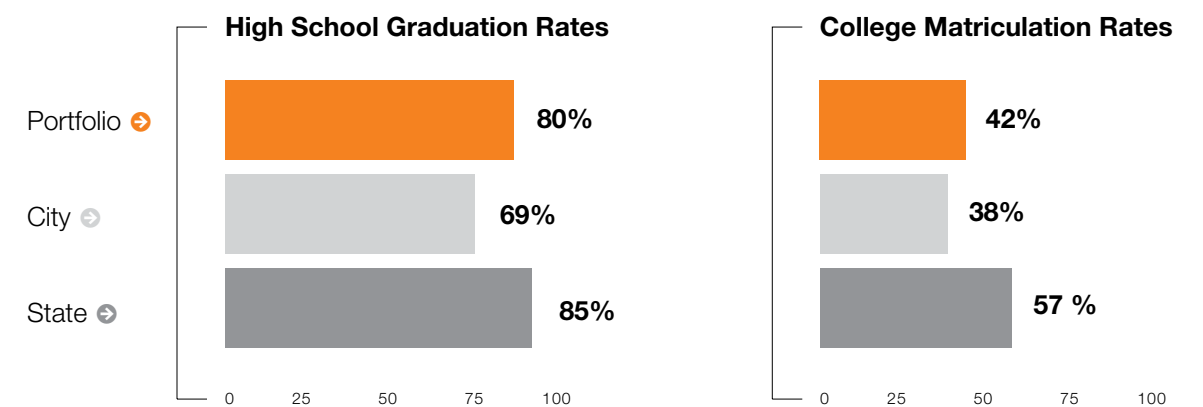
We fund schools that families want

Enrollment data show PSP’s investments are addressing community needs. Across the entire portfolio, enrollment has met or exceeded targets in all but two schools to date. Many schools already have waiting lists. The evidence is most dramatic in turnaround schools. After years of academic struggle, these schools were mostly under-enrolled prior to a leadership change. But again and again we have seen new vision, renewed community engagement, and raised expectations for staff and students bring families back to their neighborhood schools. Turnaround investments, which account for about 40% of the Great Schools Fund, have on average produced enrollment gains of 22%.

We fund schools that work

While PSP’s first school investments date back to 2011, most go back only a few years. Also, like nearly all schools across Pennsylvania, portfolio schools are still adapting to “Common Core” standards that were introduced in grades K-8 three years ago. Thus it’s early for assessing academic results across the entire portfolio, but the data we do have is promising. Expansions and replications of successful schools have mostly started strong. High schools innovating with new models have struggled to deliver high test scores but are showing progress across a range of qualitative indicators.

In addition to registering strong enrollment gains, turnaround schools have increased student attendance, graduation rates and college-going rates. Across all high schools in the Great Schools Fund, graduation and matriculation rates exceed the city average.



To get them to college, send them to work

98% of the first graduating class of Cristo Rey Philadelphia High School matriculated to college

June 2016 marked the first graduating class of Cristo Rey Philadelphia High School. Following graduation, 79 of the 81 seniors matriculated to college, supported by over \$9 million in scholarships. The school, the first of its kind in Philadelphia, had opened back in the fall of 2012—thanks to a \$1.3 million startup grant from PSP.

PSP decided to invest in Cristo Rey following the remarkable success of Cristo Rey's multi-city network. The unique work-study model combines

a rigorous college preparatory curriculum with professional internships, creating a path for low-income students to receive private education at a highly subsidized cost.

"PSP's investment in Cristo Rey was critical and timely, providing the financial capital required for opening. We are extremely grateful to PSP for recognizing the value Cristo Rey's innovative model had and continues to have for Philadelphia families," said John. R. McConnell, founder and president of the school.



We’re training Philadelphia’s next generation of teachers and leaders

Over 600 teachers and school leaders have participated in PSP-funded talent initiatives, benefiting 3 out of 5 schools in the city

Every great school starts with a talented leader and effective teachers who hold the belief that all children can learn. Urban schools present challenges for educators that aren’t found everywhere, including lesser resources, inconsistent parent and family engagement, and myriad impacts stemming from poverty. Since 2012, PSP has invested to incubate and scale programs focused on preparing and developing teachers and leaders for the rigors of working in the city.

All of PSP’s talent-development initiatives are the products of partnerships. Schools from every sector have provided input on program design. Implementation partners have included local universities, school operators expanding in-house programs so teachers from other schools can participate and nonprofits bringing proven programs from other cities to Philadelphia.

Typically, an initial grant from PSP enables planning and design. A larger grant helps fund startup costs over a period of several years. Over time, as training programs scale and as schools and educators become convinced of the programs’ merits, the programs can achieve sustainability with a mix of tuition and philanthropy.

85% of talent program participants remain in Philadelphia schools

Partnering with Drexel University to respond to a critical need

Each year, schools across the city hire hundreds of newly minted teachers. Schools report that too few have adequate teaching experience to prepare them for the challenges of urban classrooms. Half or more of all new hires typically come from undergraduate certification programs, where a 12-week student-teaching track is the norm. In 2016 PSP made incubation and startup grants to support Drexel University in creating a new undergraduate program that provides aspiring teachers with 29 weeks of in-classroom, student-teaching experience in carefully chosen city schools. The program is named Dragons Teach Middle Years (DTMY) and focuses on preparing math and science teachers for hard-to-staff middle-school positions.

The incubation grant enabled Drexel to engage in a planning and design process that included forming a partnership with The New Teacher Project, a national leader in practice-based teacher preparation. District, charter and Catholic schools also participated in the planning process, to ensure that the program aligned with their hiring and training needs. In January 2017, DTMY recruited its first cohort of sophomores and juniors. A second grant from PSP, approved in late 2016, will help offset startup costs as DTMY ramps up over the next three years.

Creating a constellation of coordinated initiatives

No single provider or program can meet the educator training and development needs of a large city like Philadelphia. Our strategy is to catalyze the creation of a range of coordinated initiatives.

PROGRAM	CATEGORY	TOTAL PROGRAM PARTICIPANTS*	HIGHLIGHTS
Philadelphia Pathways to Urban Leadership (PhillyPLUS)	Pre-Service (Leader)	134	PLUS recruits, selects, and prepares outstanding principals for Philadelphia’s schools. The program includes a full-year residency as an apprentice principal and two years of personalized leadership coaching.
Relay National Principals Academy Fellowship (Relay NPAF)	Development (Leader)	100	Relay NPAF is a selective, national development program for sitting principals and principal managers. This year-long fellowship includes job-embedded coaching and reflection.
KIPP Emerging Leaders Program	Development (Teacher)	126	KIPP Emerging Leaders Program enrolls teachers from in and outside KIPP schools, emphasizing key leadership skills, including change management and meeting facilitation.
Relay Graduate School of Education (Relay GSE)	Pre-Service (Teacher)	173	Relay GSE is a two-year residency focused on the specific challenges of urban teaching. Strongly emphasizing diversity in recruiting, the program came to Philadelphia after becoming a linchpin of the urban teacher pipeline in New York and New Jersey.
Drexel Dragons Teach Middle Years (DTMY)	Pre-Service (Teacher)	50	DTMY is a brand-new undergraduate certification emphasizing pedagogy, practice-based coaching and theory, formed through a partnership between Drexel University and The New Teacher Project. It focuses on filling critical and hard-to-staff positions (middle-school science and math).
National Academy of Advanced Teacher Education (NAATE)	Development (Teacher & Leader)	29	NAATE is a unique Whole School Change program that trains teachers and leaders as a group, building collective and distributed leadership skills. The curriculum is modeled on a Harvard Business School case-study approach.

A PhillyPLUS graduate strikes a chord with students

Job-embedded training model helps talented leaders like Aaron Gerwer create atmospheres that inspire students

PSP founded Philadelphia Pathway to Leadership in Urban Schools (PhillyPLUS) in 2013 in partnership with schools across the city to certify and prepare dynamic school leaders to lead vibrant, urban schools. PhillyPLUS combines a highly selective admissions process with a two-year, in-school residency experience, aided by intensive group and individual coaching. To date, PhillyPLUS has certified 73 leaders, with 43 more in newer cohorts.

Aaron Gerwer is one of these leaders.

“I chose PhillyPLUS because of its commitment to creating communities that value innovation and individuality. I am the type of leader interested in building consensus and supporting teachers and students in becoming the best versions of themselves,” Gerwer says.

PhillyPLUS recognized Gerwer’s commitment to finding ways to design, create, and support learning environments that innovate and cater to student needs. During his second year of training, he was placed at Science Leadership Academy (SLA), an inquiry-driven, project-based high school that focuses on 21st century learning*.

“I developed strategies for many aspects of leadership including supporting teachers, facilitating PD [professional development], planning initiatives,



▲ Aaron Gerwer, a 2015 graduate of PhillyPLUS who is now the co-principal of Science Leadership Academy in Center City, joins two of his students in their music practice during lunch period.

and thinking about data. I appreciate that PhillyPLUS supported my development in a way that incorporated my personal vision and leadership style.”

PhillyPLUS residents work shoulder to shoulder with current school leaders, usually taking direct responsibility for a cohort of teachers, which may explain why 100% of residents’ managers report that their resident positively impacted student outcomes.

Aaron Gerwer was no exception. Following his completion of PhillyPLUS, Gerwer was appointed as co-principal of SLA, where he continues to create an atmosphere for his students to thrive.

Gerwer was also selected as a 2017-2018 Neubauer Fellow in Educational Leadership**.

*SLA’s innovative model pioneered the way for two of PSP’s portfolio schools—Science Leadership Academy at Beeber and Science Leadership Academy Middle School.

**The Neubauer Fellowship in Educational Leadership is a highly selective, two-year leadership development program for high-performing principals. Two PhillyPLUS alumni besides Gerwer have been chosen: Jessica Ramos and Shakeera Warthen.

➤ This image is part of a multimedia campaign to raise awareness of the GPS website. All GreatPhillySchools resources are published in English and Spanish.



Finding the right school: information matters

GreatPhillySchools helps families learn about, apply to and enroll in all kinds of schools

Launched in 2012, PSP’s GreatPhillySchools (GPS) has become families’ No. 1 resource for information on schools of all types in Philadelphia. Annually, more than 100,000 people visit the website, use the free print guides, or attend the GreatPhillySchools High School Fair.

In 2016, working with the city’s education office and other groups to support the city’s “universal pre-K” plan, we upgraded the GPS website and improved the quality and quantity of pre-K listings to ensure that GPS has all of the information families need to find educational options for their young children. GPS now lists profiles for more than 1,900 city preschools and early-learning centers, with labels that help families identify those that are accredited as quality providers.

For families seeking elementary, middle and high schools, GPS recently added a “guided search” capability. This feature, which most users access on their mobile phones, asks a series of questions designed to tailor search results to a family’s particular priorities and interests. Questions enable users to rank the importance of academic quality, location, preparation for college, safety and other variables. GPS uses that information to generate a list of schools that best fit the user’s preferences.

School profiles on GPS give families a range of information, including location, school mission, admissions policies, demographics and extracurricular activities. For all types of public and Catholic schools, profiles include ratings that enable users to compare schools on reading and math performance, student attendance, safety data and college matriculation rates.

Notably, website page views for schools rated 7 or higher on the GPS 10-point scale jumped 33% in 2016, a clear sign that families throughout the city care about school quality.

A standard application helps families

Philadelphia has more than 100 charter schools—most with their own application form and deadline—which can make the application process confounding for parents. GPS has worked with schools across the city to create the *Charter School Standard Application*. In 2016, half of all charters agreed to accept the application, which families can obtain at the High School Fair or on the GPS website.



➤ More than 12,000 students and family members came to the 2016 High School Fair, which showcased over 100 district, charter and private schools. Here, a representative from The Workshop School talks to students about enrollment opportunities.

Zip codes shouldn’t determine educational opportunity

Informed by the needs and challenges of families and educators, PSP advocates for policy changes at the local and state level

Efforts and outcomes in 2016 included:

- **Weighted student funding:** PSP participated in a working group that drafted key components of the weighted student funding formula which became Pennsylvania law in 2016, increasing the share of education spending directed to schools serving disadvantaged students
- **Equitable access:** PSP advocated for enrollment policies that improve access to all types of schools for low-income families; these include a standard application for charter schools, common enrollment deadlines, and more family-friendly enrollment procedures and timelines
- **Management & staffing autonomy:** PSP has leveraged a variety of communications efforts to advocate for public schools receiving more autonomy on matters including budget, hiring and professional development
- **Citywide focus on early literacy:** PSP sits on the Advisory Council of Philadelphia’s collective-impact literacy campaign, *Read by 4th*

2016 Financials

SUPPORT AND REVENUE

Contributions	\$9,959,083
Donated services and other income	2,477
Contractual services – affiliate	143,051
Interest income	1,476
Net assets released from restriction	3,901,549
Total support and revenue	\$14,007,636

OPERATING EXPENSES

Great Schools Fund – investments (disbursed)	\$11,564,478
Other special purpose grants	565,592
Talent and collaboration grants	2,972,435
Staff expenses	1,740,026
Professional services	647,102
Marketing and communications	259,300
Office, administration and insurance	263,268
Depreciation and amortization	29,882
Total operating expenses	\$18,042,083
Change in net assets	(4,034,447)
Net assets, at Dec. 31, 2016 (unrestricted)	\$3,946,811

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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.