



Growing Our Impact

BY EMPOWERING SCHOOL LEADERS



Board of Directors

Michael G. O'Neill, *Chairman*
Founder & Chief Executive Officer
Preferred Sands

Nicole Pullen Ross, *Vice Chair*
Managing Director
Goldman Sachs

William Marx, *Treasurer*
Partner, Corporate Tax
Grant Thornton LLP

Evie W. McNiff, *Secretary*
Education Advocate

Reverend Bonnie Camarda
Director of Partnerships
The Salvation Army
Eastern Pennsylvania & Delaware

F. William McNabb, III
Board Chair
The Vanguard Group

Stephanie Naidoff
Civic Activist

Megan Maguire Nicoletti
President and CEO
Maguire Foundation

Ben Persofsky
Senior Vice President
Brown Brothers Harriman & Co.

Janine Yass
Founder, Boys' Latin of
Philadelphia Charter School,
School Reform Advocate



Mark Gleason
Executive Director

We accomplish more working together

2017 brings clear evidence of collective impact

When Hazim Hardeman was named Temple's first ever Rhodes Scholar in 2017, he showed what is possible when a student and adults work together to create and take advantage of educational opportunity. From deep in North Philadelphia, Hazim's road from elementary school to college was bumpy—but neither he nor the adults in his life stopped believing.

Belief is essential but not enough. Hard work and a willingness to embrace change are also necessary. PSP was founded in 2010 to catalyze change and accelerate the advancement of educational opportunity in Philadelphia for all K-12 students. In 2017, we saw many markers of impact.

Across the entire city, the percentage of 3rd graders reading on grade level jumped four points to 42%. Among PSP's portfolio of startup and expansion schools, results were even better. Fifty-nine percent of 3rd graders reached proficiency. Standing out in that group, first-year elementary school MaST II saw 65% of 3rd graders on level.

Not far from MaST II, Robert Pollock Elementary recorded some of the biggest one-year gains in math and reading in the city. These occurred after Principal Dontae Wilson participated in an instructional-leadership program PSP first brought to Philadelphia in 2013. You can read about Dontae and MaST II inside this report.

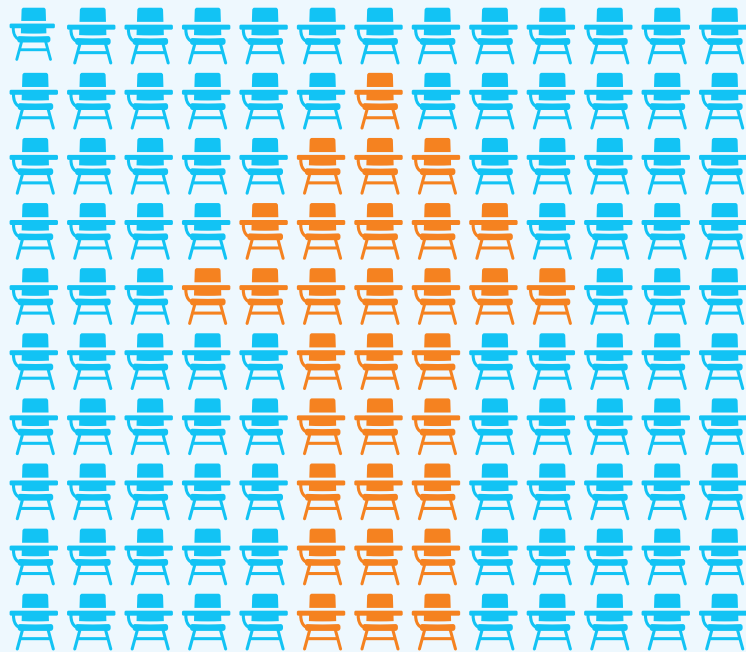
PSP continued to press on the gas in 2017. We made six school grants: two to new schools and four for expansions. One of the latter heralds a new priority for PSP: career education. Students engaged in career and technical programming graduate high school—and enroll in college—at higher rates, and the effect is stronger for low-income students.

Our investments in schools and leadership development are only made possible by the partnership of our more than 140 donors. Thank you. Together, let's stay committed to giving every student the chance to follow in Hazim's footsteps—or find their own road.

Thank you,

Michael G. O'Neill, *Chairman*

GIVING CHILDREN ACCESS TO GREAT SCHOOLS



1,850

NEW SEATS CREATED
IN 2017

26,600

OVERALL SEATS CREATED
SINCE 2011



352

educators have completed a PSP-supported training program since 2013

PSP has invested in **64** public district, public charter and private schools since 2011



130,000+ people used GreatPhillySchools in 2017

Seeking opportunity for all students, PSP invests in new school models and unsung innovators

PSP has invested to create, grow and transform 64 city schools since 2011

Donors formed PSP to catalyze the growth of high-opportunity schools in Philadelphia. Operating like a philanthropic version of a venture capital fund, PSP brings together many donors and invests behind entrepreneurial school leaders to create and scale urban schools that work. Recognizing that no one school is right for every child, PSP seeks out schools of all types (traditional public, public charter and private) with the ability to produce outstanding results for low-income and minority students.

Our School Investment Team—made up of former school leaders with experience creating and working in high-achieving urban schools—uses a rigorous vetting process. In 2017, we diversified

➤ As a result of PSP's support, **Finishing Trades Institute** doubled the number of high school students in its apprenticeship programs.



PSP’s investments in two ways. First, we prioritized innovative school models that create alternative career pathways for students. Second, we made grants to help schools build their management and talent depth in preparation for anticipated enrollment growth.

In total PSP invested \$5.3 million in schools in 2017, including grants to create or expand six schools (*see below*), and a capacity-building grant to KIPP Philadelphia Schools, which is preparing to open five more charter schools in the next five years.

Responding to Mayor Jim Kenney’s call for a citywide workforce-development campaign, PSP invested in the Finishing Trades Institute in 2017. This novel program brings students from up to 20 high schools to a training facility for part of their junior and senior years. Participants earn industry certifications and college credits that position them to enter a trade right out of high school. PSP’s grant helped to double FTI’s enrollment. ■

PSP supported the launch of 2 schools and expansions for 4 others in 2017

New Schools

SCHOOL	GRADES SERVED	NEIGHBORHOOD	HIGHLIGHTS
Deep Roots Charter School	K–8	Kensington	This community-centered school features a partnership with a leading teacher-development organization, Jounce Partners. School to open in the 2018-2019 school year
Big Picture Vaux High School	9–12	North Philadelphia	Opened in partnership with the Philadelphia Housing Authority, this new district high school takes students off campus regularly for immersive, real-world experiences.

Growth Investments

SCHOOL	GRADES SERVED	NEIGHBORHOOD	HIGHLIGHTS
Folk Arts Cultural Treasures Charter School (FACTS)	K–8	Chinatown	With a nationally recognized <i>English as a Second Language</i> program, FACTS provides a rigorous curriculum that incorporates elements of each student’s cultural traditions.
Russell Byers Charter School	K–8	Center City	Russell Byers features an inquiry-based curriculum and diverse student population.
Alliance For Progress Charter School	K–8	North Philadelphia	Alliance for Progress creates a technologically rich and individualized learning environment for a predominantly African-American student population.
Finishing Trades Institute	11–12	Northeast Philadelphia	This apprenticeship program for high school juniors and seniors gives students the opportunity to graduate with certifications in the finishing trades and college credits.



MaST II is a fortress of student achievement in the Northeast

Students at MaST II top city charts in 3rd grade reading

Through 18 years of operation, Math Science and Technology Charter School (MaST) has distinguished itself through a technology-infused curriculum, unconventional learning spaces, and a dedicated group of teachers and staff. Consistently outscoring city and state test averages by 30 or



“All students needed to be pushed to grow academically and reach new heights. By making school a place that is exciting and engaging, you can turn students into lifelong learners,” Principal Balara says.

more points, MaST is one of the highest performing schools in Pennsylvania. It’s also one of the most sought-after: more than 10,000 students enter the school’s admissions lottery each year.

With PSP support, in fall 2016 MaST opened a second campus in Northeast Philadelphia that serves a more diverse student body—and then immediately got to work. While a single year of data must be interpreted cautiously, the school is off to a tremendous start. On 3rd grade reading and math exams, MaST II students ranked in the top 15% of all schools in the city.

MaST II’s early success is rooted in a resourceful and creative leadership team that focuses on educating the whole child. Scott Balara, principal of MaST II, says that the key to strong student outcomes is balancing a good school culture and comprehensive curriculum to foster student learning while also making school fun.

“All students needed to be pushed to grow academically and reach new heights. By making school a place that is exciting and engaging, you can turn students into lifelong learners,” Principal Balara says.

This is exemplified through MaST II’s summer reading camp, Remarkable Readers. Using educational board games and individualized programming, this intensive summer school is a fun and engaging program designed to give young learners the extra academic support they need. As a result of its success, Remarkable Readers has expanded to become a school club, where students can continue their learning throughout the school year.

▲
MaST II Principal Scott Balara and students participate in Olympic Week to help build a stronger relationship between students and school staff.

MaST II also hosts an Olympic Week (Team Superman vs. Team Batman), during which students and school staff dress up in superhero gear and participate in team-building activities with an educational focus. Olympic Week is supposed to be fun, but it also creates stronger bonds between the students and educators.

MaST II and Principal Balara are proving that it doesn’t take a superhero to improve educational outcomes for students, but it helps to dress up like one every now and then. ■

Talent initiatives incubated by PSP are attracting, training and retaining city educators

352 educators have completed a PSP-supported program since 2013

Every great school starts with talented leaders and teachers who hold the belief that all children can learn. PSP invests to create and scale programs which focus on preparing and developing teachers and school leaders for the rigors of working in urban schools. PSP awards grants that enable the planning and design of educator development programs and supports their implementation.

All of the talent programs that have received support from PSP are partnerships. Partners range from entrepreneurial nonprofits to major universities such as Penn and Drexel. Philadelphia educators from every school type—public district, public charter, and private—have provided input on the designs for each program.

➤ Nearly 20% of the teachers and school leaders at **Mastery Charter Simon Gratz High School** have completed a PSP educator training program, including Principal Peter Langer (right) and 10th grade math teacher ReAnis Figs (left).



In 2017, PSP funded the incubation of a new teacher preparation program at the University of Pennsylvania, and continued to support a diverse set of teacher and leader development initiatives, including: Philadelphia Pathway to Urban Leadership (PhillyPLUS); Relay National Principals Academy Fellowship (Relay NPAF); Relay Teaching Residency; National Academy of Advanced Teacher Education (NAATE); and Drexel's Dragons Teach Middle Years (DTMY) teaching residency. ■

Educators who have completed one of the talent programs are choosing to work in Philadelphia

93% OF THOSE WHO HAVE COMPLETED THE RELAY TEACHING RESIDENCY ARE TEACHING IN A PHILADELPHIA SCHOOL

Drexel University leverages its co-op model to create a new pathway to urban teaching

Drexel University is renowned for its co-op model, whereby students blend coursework with semester-long internships in chosen fields. Seeking to apply that model to the preparation of teachers for hard-to-fill positions in Philadelphia middle schools, Drexel's School of Education partnered with PSP and TNTTP (formerly The New Teacher Project) in 2016 to launch a new, undergraduate teaching residency.

The resulting program, DragonsTeach Middle Years (DTMY), allows Drexel undergrads to keep their chosen major (math, chemistry, history, etc.) and become a certified middle years (grades 4-8) teacher. DTMY students experience teaching through inquiry-based instruction by taking education courses as their electives and serving in a local partner school for a student teaching co-op.

During the 2017-18 school year, 77 freshman students enrolled in the program, and 20 others are on track to complete the program by 2021. Participation in DTMY is expected to steadily increase in the coming years as it becomes more established.

➤ Principal Dontae Wilson makes an effort each day to learn about students' lives outside of school.

On the road to becoming a school leader, Relay is a path worth traveling

Students at Pollock showed significant progress after Dontae Wilson began implementing practices he learned at the Principals Academy

Being a school principal is not new to Dontae Wilson. The former high school science teacher became principal at Robert B. Pollock Elementary School in Northeast Philadelphia in the 2013-14 school year. However, as Dontae will tell you, it wasn't until he went through the National Principals Academy Fellowship (NPAF) in 2016 that he truly became a school leader.

Offered through the Relay Graduate School of Education, NPAF is a one-year program that prepares current or aspiring principals to become instructional and cultural leaders—not merely building managers. PSP brought NPAF to Philadelphia in 2013, and in a short time, the program has had a major impact. Of NPAF's 73 alumni from the first four cohorts (2013-2016), 85% are still in leadership roles in Philadelphia schools—29 are principals.

Participants begin NPAF over the summer with an intense, two-week professional development boot camp. For Dontae, that experience resulted in a lot of self-reflection and also motivation. "After going through boot camp, I realized that to become a high-quality school leader, I had to make many changes to the educational culture in my school," Dontae says.

“After going through NPAF boot camp, I realized that to become a high-quality school leader, I had to make many changes to the educational culture in my school,” Dontae says.





During the school day, you won't find Principal Dontae Wilson behind his desk. Instead, you can find him observing teachers in a classroom or walking the halls interacting with students.

Reinvigorated and fresh with ideas to help his teachers and students improve, Dontae convened his staff before the start of the 2016-17 school year and explained how they were going to implement the NPAF practices. While this was a big undertaking, fortunately Dontae's assistant principal, Lakisha Baxter—who also went through a leadership program at Relay—was there to help implement the educational shifts.

Their plan started with a few NPAF practices that would foster more positive connections between students, teachers, and the school leadership. First, Dontae and his staff began greeting every student as they walked into the building at the beginning of each school day. "By talking to the students as they arrive, we could address any issues they were experiencing outside school, so they could go into the classroom ready to learn," Dontae says.

The second shift came in the form of reimagining teacher professional development meetings, so that they were thoughtful and substantive. During these new meetings, teachers across the school were able to collaborate on identifying gaps in their lessons, and were challenged to use data and instructional prompts to improve their instructional practices.

POLLOCK STUDENTS SHOWED
SIGNIFICANT GROWTH ON STATE EXAMS
FROM 2015-16 TO 2016-17



Within that year, student performance began to improve. The year before Dontae enrolled in NPAF, 42% of Pollock students scored at or above proficiency in reading and 21% in math on the PSSA exams. In 2016-17, post NPAF, Pollock students scored 51% in reading and 31% in math.

"The steps we took to implement NPAF practices definitely contributed to the progress we made," Dontae says. "We plan to incorporate more of NPAF's practices in the years to come." ■

Information is power: PSP works to make school choice more accessible

More and more families are using GreatPhillySchools to learn about and apply to schools

School choice dates back hundreds of years and is enjoyed today by millions of families, especially those who are more affluent. PSP established GreatPhillySchools in 2012 to make the process of choosing easier and information-rich for all families—especially those whose choices have been limited by their ZIP codes or other obstacles. Today, GreatPhillySchools is the first stop for families looking to learn about school options—and school quality—in Philadelphia. In 2017, more than 130,000 people used one or more of the free, family-friendly resources made available by GreatPhillySchools: K-12 school ratings, preschool and early-learning center profiles, print guides, and school fairs.

In 2017, PSP and GreatPhillySchools aimed to make the process of applying to charter schools easier by establishing the Philadelphia Charter School Standard Application. More than 80 of the city’s roughly 100 charter schools accepted the Standard Application this past winter. Application forms were distributed to families at one of the GreatPhillySchools fairs or downloaded directly from the website.

In 2018, PSP hopes to make the Standard Application even more of a resource by enabling families to apply to multiple schools through a single online platform. ■

▼
Volunteers help direct some of the 13,000 people who attended the 2017 High school Fair.



GPS connected a record number of parents to schools in 2017

130,000+

PEOPLE USED GREATPHILLYSCHOOLS



80+

CHARTER SCHOOLS ACCEPTED
THE STANDARD APPLICATION



Thanks to GPS, a father chooses the right school for his daughter

Family-friendly resources enabled Abdullah to explore options beyond the neighborhood school

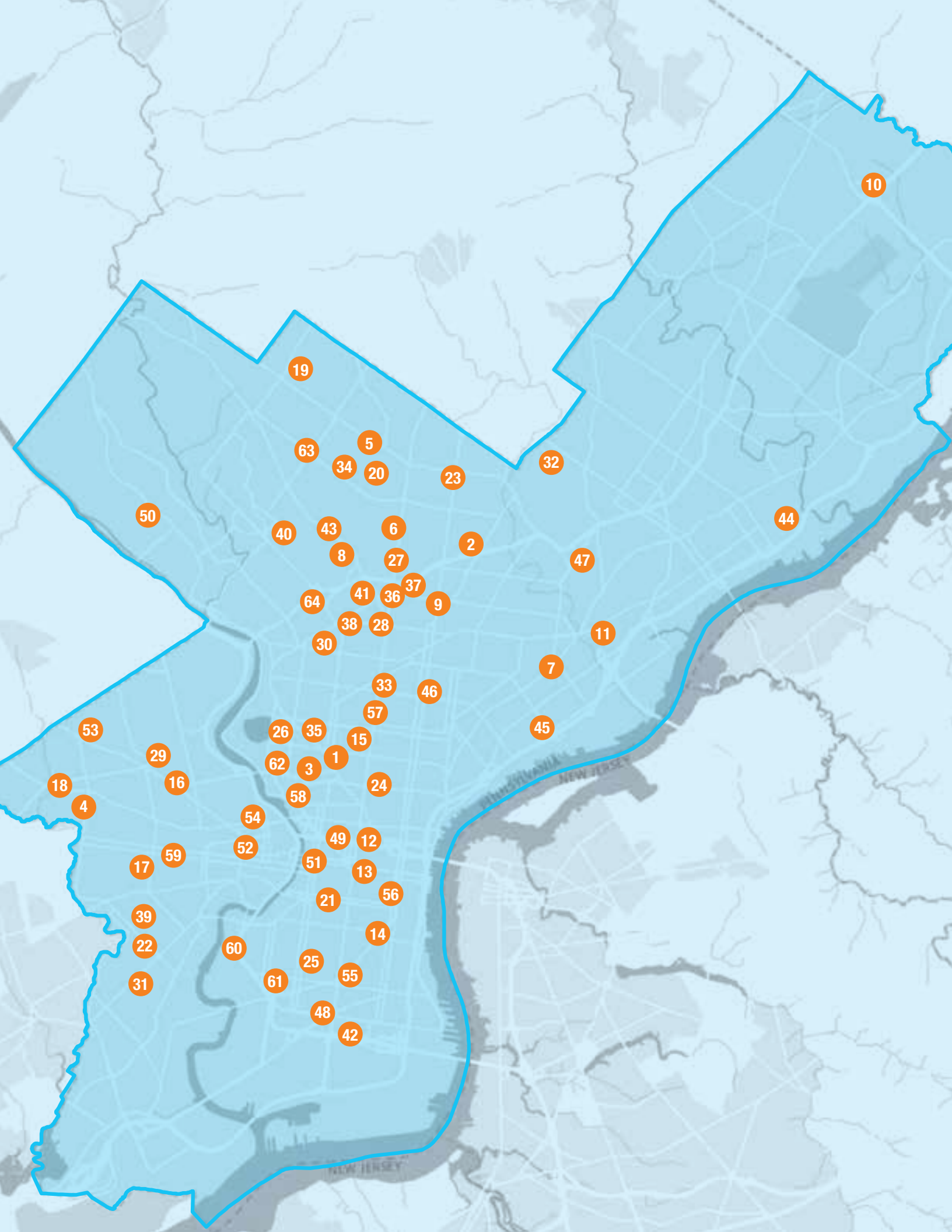
Waliyuddin Abdullah's daughter Florrie was excited to start kindergarten in the 2017-18 school year. While many of the parents in his North Philly neighborhood send their children to the nearby elementary school, Abdullah wondered if there were other options better suited for Florrie. He started the process of searching for schools by doing what over 100,000 parents do each year—he visited GreatPhillySchools.org.

“I didn’t realize there were so many other school options for my child until I started exploring the website,” Abdullah says. “I really liked that [GreatPhillySchools] had easy-to-understand ratings and other information about the schools in one spot.”

After an extensive search, Abdullah narrowed the options to four schools and he set up visits at each one. GreatPhillySchools resources helped prepare him for the visits by providing tips on what questions to ask the school leaders and what to look for in assessing the quality of the schools.

Ultimately, Abdullah chose Samuel Powel Elementary School—a PSP portfolio school—because he thought the school’s teachers, instructional programs and overall culture were the best fit for his daughter. To say he is happy about the decision would be an understatement. As Abdullah puts it, “Powel has been better than I expected and seems to keep getting better.”

Abdullah says he always recommends GreatPhillySchools to friends and neighbors when they are looking for schools. He plans to use the site again in a few years to explore what middle schools Florrie can attend. ■



10

19

32

50

63

5

34

20

23

44

40

43

6

2

8

27

47

64

41

36

9

38

28

11

30

7

33

46

53

26

35

15

45

29

62

3

1

24

18

16

54

58

49

12

4

17

59

52

51

13

56

39

22

60

25

55

31

61

48

42

PSP has invested in 64 schools since 2011

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 Philadelphia Elementary Academy Charter School
31. KIPP West Philadelphia Elementary Charter School
32. MaST II Charter School
33. Mastery Charter School — Clymer Elementary
34. Mastery Charter School — Francis D. Pastorius Elementary
35. Mastery Charter School — Frederick Douglass
36. Mastery Charter School — Gratz High School
37. Mastery Charter School — Gratz Prep Middle
38. Mastery Charter School — Grover Cleveland Elementary
39. Mastery Charter School — Hardy Williams
40. Mastery Charter School — Pickett Campus
41. Mastery Charter School — Prep Elementary
42. Mastery Charter School — Thomas Elementary
43. Mastery Charter School — John Wister Elementary
44. New Foundations Charter School
45. Our Lady of Port Richmond Regional Catholic School
46. Pan American Academy Charter School
47. Philadelphia Charter School for Arts and Sciences
48. Philadelphia Performing Arts: A String Theory Charter School — East and West
49. Philadelphia Performing Arts: A String Theory Charter School — Vine
50. Roxborough High School
51. Russell Byers Charter School
52. Samuel Powel Elementary School
53. Science Leadership Academy at Beeber
54. Science Leadership Academy Middle School
55. SS. John Neumann and Maria Goretti High School
56. St. Mary Interparochial School
57. TECH Freire High School
58. The City School at Fairmount
59. The Workshop School
60. Universal Audenried Charter High School
61. Universal Vare Charter School
62. William D. Kelley Elementary School
63. Wissahickon Charter School — Awbury
64. Wissahickon Charter School — Fernhill

2017 Financials

SUPPORT AND REVENUE

Contributions	\$13,244,139
Donated services and other income	53,806
Contractual services – affiliate	8,855
Interest income	2,030
Loss on uncollectible pledge	(10,000)
Total support and revenue	\$13,298,830

OPERATING EXPENSES

Great Schools Fund – investments (disbursed)	\$7,061,985
Other special purpose grants	0
Talent and collaboration grants	2,282,215
GreatPhillySchools	518,467
Staff expenses	1,747,542
Information technology	38,375
Marketing and communications	72,567
Office, administration and insurance	496,968
Depreciation and amortization	39,628
Total operating expenses	\$12,257,747
Change in net assets	1,041,083
Net assets, at Dec. 31, 2017	\$6,018,961

➤ Jordan is a high school senior from the **City School**, which received a grant from PSP to open a new campus and increase the number of seats available across all campuses.



We gratefully acknowledge our investors

2010-2017

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 Bill & Melinda Gates Foundation Jeannie and Mike O'Neill
The J. Mahlon Buck, Jr. Family Otto Haas Charitable Trust Charlie Ryan
Michael & Susan Dell Foundation Dorrance H. Hamilton (Deceased) Lee Rowan
Patricia Kind

Partners (\$100,000 – \$999,999)

Hallee and David Adelman Mike and Joyce Hagan Thomas P. Nerney
Anonymous The Haldeman Family Foundation Philadelphia Trading Inc.
Laura and John Arnold Foundation Hamilton Family Foundation Karina and David Reuter
Barbara and Ted Aronson 50CAN Pam and Tony Schneider
Barra Foundation Marcia and Ned Kaplin Kathleen and Frank Seidman
Lois Green Brodsky & Julian A. Brodsky The Brook J. Lenfest Foundation Shire Pharmaceuticals
The CHG Charitable Trust The Lenfest Foundation Connie and Sankey Williams
Chubb Evie and John McNiff Ruth W. (Deceased) and A.
Connelly Foundation The Estate of Thomas A. Mills, Sr. Morris Williams, Jr.
Hilda & Preston Davis Foundation Peter Morse Eustace Wolfington
Samuel S. Fels Fund Roy S. Neff Joan M. Wismer Foundation

Stakeholders (\$10,000 to \$99,999)

Anonymous The Goldenberg Group Nelson Foundation
van Beuren Charitable Foundation Bob and Joanie Hall Patriarch Family Foundation
Biocoat, Inc. Dee and Roger Hillas PECO
Bouncer Foundation Janney Montgomery Scott Marsha and Jeffrey Perelman
Chris Bravacos JPMorgan Chase Bank, N.A. Leo, Eve, Kate, Lexy & Julia Pierce
Cathy and Jack Brennan Michael Karp The Rubenstein Foundation
Brown Brothers Harriman & Co. Sarah and Kevin Kleinschmidt Jesse and Lauren Serventi
Bryn Mawr Trust Company The Kopelman Foundation William E. Simon Foundation
Donald E. & Hana Callaghan Lincoln Financial Foundation Elise Singer and Donald Perelman
Win and Ellen Churchill Christian R. and Mary F. Robert C. Ray
Comcast NBCU Lindback Foundation Bonnie & Harris Sklar
Cozen O'Connor Lurie Family Foundation The Snider Foundation
Sean and Felicia Daly Jordie Maine (Deceased) TD Charitable Foundation
Dell, Inc. Milestone Partners Univest Corporation
Dolfinger-McMahon Foundation Stephanie and Michael Naidoff Waste Management

Contributors (up to \$9,999)

American Airlines eXude, Inc. Bill Marx
Anonymous Susan and Robert Fahey Natalye Paquin
25th Century Foundation Gloria S. Feldman Jane G. Pepper
Aqua America, Inc Genesis Jewelry Permit Capital Advisors, LLC
Athenian Properties Goldman Sachs Nicole Pullen Ross
Jim and Janet Averill The Good Dog Matthew Ramer
The Barbara Bradley Baekgaard John J. Griffin Jr. Romona Riscoe Benson
Family Foundation Ellensue and Michael Gross Linda and Charles Schelke
Peter Benoliel and Willo Carey Emily Foote The Sidewater Family Foundation
Cheryl and Richard Binswanger John Fry Dana Spain
Rev. Bonnie Camarda The Allen Hilles Fund John B. Stine II
Cigna Foundation Deborah and Kurt Hilzinger Stradley Ronon Stevens & Young, LLP
CRW Graphics IGS Energy United Way (various individual donors)
Helen Cunningham and Ted Newbold Evan Kramer Callie Walsh
Natalie Dyen Charles Manning Elizabeth and Sam Warshawer
Bonnie Eisenfeld Jason B. Martin Your Part-Time Controller, LLC



ARE YOU READY TO MAKE AN IMPACT?

Contact us at
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

150 S. Independence Mall West, Suite 1200
Philadelphia, PA 19106
philaschoolpartnership.org

