



 Realize what's possible.

2011 Annual Report
FUND FOR EDUCATIONAL
EXCELLENCE

Joint Letter from the Chair and CEO

At the Fund for Educational Excellence, we are proud to be one of Baltimore City Public Schools' closest allies in its efforts to guarantee every student, regardless of background, the opportunity to attend a high quality school. In the last four years, we've seen terrific progress. With the Fund's help, City Schools' dropout rate has decreased by 56%, the graduation rate has increased by 10%, and 15 new schools have opened, greatly expanding the options available for students in grades 6–12.

Still, much remains to be done. Our students continue to face significant challenges, and everyone committed to Baltimore City's children must step up our efforts to improve teaching and learning and engage our most vulnerable students and families in the education process. This is precisely the work of the Fund, and we are eager to continue to expand our efforts to support innovation that increases student achievement for City Schools' students.

We are delighted to share our recent successes with you in the pages that follow. One of our main priorities this year has been to reach out to our district, foundation, and community partners to find new ways of working cooperatively to meet the unique needs of Baltimore City's students. We took a fresh look at how we add value to the local education community, and we updated our mission and business plan to refocus our energies on three functional areas that promote greater district effectiveness: district fundraising; district innovation support; and knowledge development. The response has been encouraging, and we are pleased to have been asked to lend our program and grant management expertise to the groundbreaking work underway in Baltimore City.

We also made some transitions at the Fund. Twelve years ago, we launched the Achievement First literacy instruction program at a time when the district was struggling to raise reading performance. Since then, the district has adopted many key elements of our professional development model and is now in the process of rolling out a series of bold new literacy initiatives tied to implementation of the national Common Core Curriculum. For all these reasons, it was time to phase out the Achievement First program and focus our full attention on the priorities outlined in this report. We are grateful to our exceptional group of Achievement First professionals, as well as the program's many local supporters, whose dedication over the years allowed us to promote effective literacy instruction and benefit students and teachers in more than 50 of our city's public schools.

On behalf of the Fund's Board and staff, we want to thank you, our many friends and partners, for your continued support of our efforts this year and for recognizing that an investment in the Fund is an investment in improving public education in our city. We are honored by your trust and look forward to continuing to work together to ensure educational excellence for all of Baltimore City's public school students.

Sincerely,



A handwritten signature in black ink that reads "Roger Schulman".

Roger Schulman
President and CEO



A handwritten signature in black ink that reads "Jim Mathias".

Jim Mathias
Chair



Our Mission

To secure the financial, human, and knowledge resources necessary to support policy and practice resulting in increased achievement for Baltimore City Public School students.

About the Fund

As a local education fund wholly committed to improving educational opportunities for students in our city's public schools, the Fund for Educational Excellence provides essential expertise and flexible resources for many of Baltimore City Public Schools' most important reform initiatives. Our efforts span a broad range of programs and projects concentrated in three functional areas critical for fostering and sustaining innovation that leads to increased student achievement:

- District Fundraising — attracting and securing private and public resources to support the groundbreaking work underway in City Schools.
- District Innovation Support — identifying, adapting, and implementing innovative models with a track record of success to meet the unique needs of Baltimore City students.
- Knowledge Development — examining knowledge, policy, and practice with the potential to deliver promising outcomes and inform the district's reform efforts.

From building new programs for students most at risk of dropping out to promoting the importance of regular school attendance, the Fund is working side-by-side with district, school, and community leaders to realize what's possible for every student in Baltimore City's public schools.



Highlights of the Year—Realizing What’s Possible

“The Fund for Educational Excellence has long shared our vision of ensuring academic excellence for all our students. I am grateful for their ongoing support as we continue to build on our progress and increase educational opportunities for every student in Baltimore City Public Schools.”

— Andrés Alonso, Ed.D.
Chief Executive Officer,
Baltimore City Public Schools

SECURED OVER \$2 MILLION IN GRANTS FOR CITY SCHOOLS

- Successfully attracted over \$2 million to support such district priorities as: building school, teacher, and school leader effectiveness frameworks; rolling out new literacy initiatives; and promoting the importance of attending school every day.
- The Fund has been instrumental in securing and managing over \$8 million in grants from local and national foundations over the past five years.

DESIGNED NEW ACCELERATOR HIGH SCHOOL PROGRAM

- With the support of the Open Society Institute-Baltimore, worked with City Schools to expand the options available for the district’s large population of overage and undercredited students — one of the groups most at-risk to dropout — to access high quality accelerated credit programs leading to a full high school diploma.
- Played a central role in researching, designing, and launching a new accelerator pilot program for the 2011–2012 school year serving 80 students on the campuses of the Reginald F. Lewis and WEB DuBois high schools. This new accelerator program combines a workshop model lesson structure, individualized social supports, and work-based experience and internship opportunities.



“We appreciate the professional, high quality grant management services the Fund provides as fiscal agent for the Michael & Susan Dell Foundation’s investments in Baltimore City Public Schools. The Fund’s support is helping to keep the work moving forward and to strengthen our relationship with City Schools.”

— Joe Siedlecki
 Program and Policy Officer,
 US Education,
 Michael & Susan Dell Foundation

- Continuing to work with City Schools to ensure the success of the accelerator pilot program and explore opportunities for expanding the model to other high school campuses with significant populations of overage and undercredited students.

LAUNCHED SCHOOL EVERY DAY! INITIATIVE TO PROMOTE REGULAR ATTENDANCE

- Providing ongoing project management for City Schools’ new *School Every Day!* initiative, funded through a grant from the Abell Foundation. The initiative is mobilizing community resources to work with schools and families to help individual students with a history of chronic absence get to school.
- In 2010, 25.8% of City Schools’ students missed 20 or more days of school, putting them at greater risk of falling behind and ultimately dropping out. The Baltimore Educational Research Coalition has shown that 41.6% of students who are chronically absent in the sixth grade are likely to dropout of school by 12th grade, and only 20% are likely to graduate on time.
- Recruited an experienced program manager, developed a project plan, and launched the *School Every Day!* initiative in March, 2011. From March to June 2011, volunteers made a total of 142 contacts with students. For the 2011–2012 school year, 70 volunteers have been recruited to work with more than 400 chronically absent students in targeted schools and neighborhoods.

PLAYED A LEADING ROLE IN 2011 EDUCATION ENGAGEMENT GROUP

- Took a central role in convening a new education stakeholder engagement group, including local nonprofits, funders, and district leadership, to work together to educate community leaders and City and State delegations about the key issues facing Baltimore City’s public and charter schools.
- The Fund is continuing to play a leadership role in this educational engagement group as it looks to broaden its coalition and bring in more voices and perspectives on how community and legislative leaders can best support the district’s efforts to improve student achievement in Baltimore City.

BOARD OF DIRECTORS

- CHAIRMAN**
 Jim Mathias
- VICE CHAIRMAN**
 George A. Murnaghan
- VICE CHAIRMAN**
 Sylvia Eggleston Wehr
- TREASURER**
 Nancy Jordan-Howard
- SECRETARY**
 Lillian Suffol-Kilroy
- FUND PRESIDENT & CEO**
 Roger Schulman
- Lynne Michael Blum, Ph.D.
 Diane Cho
 Bonnie Copeland, Ph.D.
 Scott Gensler
 Lenneal Henderson, Jr., Ph.D.
 Penny Lewis
 Brian P. McLaughlin
 Dana Petersen Moore
 Russell M. Moore
 J. Michael Riley
 Ilene Salzman
 Paula Singer, Ph.D.
 James Thornton
 Rita L. Walters
- EX OFFICIO MEMBER**
 Dr. Andrés A. Alonso



Thank You

The following list includes individuals, corporations, and foundations that have contributed to the Fund for Educational Excellence's restricted programs and unrestricted annual fund from July 1, 2010 through June 30, 2011. We want to thank our community of supporters for recognizing that an investment in the Fund is an investment in improving public education in Baltimore City. Together, we can realize what's possible for every student in our public schools. Thank You!

Sustaining Grants

\$200,000+

The Abell Foundation+
The Michael and Susan Dell Foundation*
Open Society Institute-Baltimore*

\$100,000+

The Annie E. Casey Foundation*
The Alvin and Fanny B.
Thalheimer Foundation*

\$50,000+

The Aaron Straus & Lillie
Straus Foundation
Target Foundation*

\$20,000+

Bank of America
Jacob and Hilda Blaustein Foundation
T. Rowe Price Associates Foundation
The Wright Family Foundation+

\$10,000+

M&T Bank
George Murnaghan

\$5,000+

Citi Foundation
DLA Piper LLP (US)
Legg Mason Global Asset Management
Kathy and Jim Mathias
Sylvan/Laureate Foundation
Lorayne and Jim Thornton
Mr. and Mrs. Mark Vaselkiv
Susan A. and Paul C. Wolman Jr. Fund

FOUNDERS CIRCLE (\$2,000+)

Caplan Family Foundation, Inc.
Combined Charities Campaign

Ann K. Clapp
Harvey Curran
Mark Fetting and Georgie Smith
Lois and Philip Macht Family Philanthropic
Fund
Kristine and Russell Moore
James Riepe Family Foundation
Roger Schulman
Sylvia Eggleston Wehr and Richard T.
Johnson

STUDENTS CIRCLE (\$1,000+)

Lisa K. Bishop
Drs. Robert and Lynne Michael Blum
The Callanan Family Charitable Gift Fund
at The T. Rowe Price Program for
Charitable Giving
Diane Cho
Constellation Energy Matching Gifts
Program
Bonnie S. Copeland
Elizabeth Drigotas
Laura L. Gamble and Robert W. Gillison
Mr. and Mrs. Scott Gensler
Kent Family Foundation
Abraham and Ruth Krieger Family
Foundation
Barbara and David Labuskes
Maryland Charities Campaign
Nancy Patz Reading Fund
Mr. and Mrs. Steven M. Shapiro
Earle and Annette Shawe Family
Foundation
Dr. Paula M. Singer/The Singer Group
John Sondheim and Emily Greenberg Fund
Adena and David Testa

PRESIDENT'S CIRCLE (\$500 +)

Anonymous (1)
Suzanne Cohen Fund for Populations
at Risk

Richard and Rosalee Davison
Dragonfly Fund
Ellin & Tucker, Chartered
Dr. Lenneal J. Henderson, Jr.
Harley W. Howell Charitable Foundation
Michael and Sara Isch
Mark Joseph/Shelter Foundation
Steven King
Lillian Suffolk-Kilroy
Mr. and Mrs. John H. Laporte
Keith Lewis
Mr. and Mrs. Brian McLaughlin
Nancy A. Miller
Mrs. Elizabeth Moser
Mr. and Mrs. Frederick J. Thompson
Rita and Troy Walters

PRINCIPALS CIRCLE (\$200+)

Mr. and Mrs. Charles T. Albert
Sania Amr
Anonymous (1)
Morton J. Baum
Joann White Burnett
Albert Counselman/RCM&D
Doyle Charitable Fund
Sandra Levi Gerstung
Hiram Graham/Intac, Inc.
Mr. and Mrs. Benjamin Griswold, IV
Lara Hall
C. Yvonne Holt-Stone
Nancy Jordan-Howard
Frederick Singley Koontz
Dr. Frank C. Marino Foundation
Susan and Robert Mathias
Sally J. Michel
Herbert L. Miller
John O. Nikirk/All Network Systems, LLC
Mr. and Mrs. Robert Price
Honorable Samuel I. Rosenberg
Dr. Barbara Smith

ACHIEVEMENT CIRCLE (\$100+)

Baltimore Community Foundation Funding Opportunities Fund
 Loretta Banks
 Meta Packard Barton Fund
 Howell S. Baum
 Serena Savage Baum
 Kay Berney
 Deborah Winston Callard
 Mr. and Mrs. Anthony M. Carey
 Sean C. Egan
 Jerrelle F. Francois
 Dr. and Mrs. John M. Freeman
 Mr. and Mrs. Richard W. Frisch
 Honorable and Mrs. Alexander Harvey, II
 Nancy G. Harvey
 The Henson Development Co., Inc.
 Michelle and Jeffrey Hettleman
 Jonathan M. Hornbeck
 Elizabeth J. Huttar
 Jane C. McConnell
 Dana Petersen Moore
 Mr. and Mrs. Scott Moores
 Mary S. Johnson
 John R. Rockwell
 Honorable Paul S. Sarbanes
 Robert W. Schaefer
 Mr. and Mrs. Ronald M. Shapiro
 Victoria Stevenson
 Richard S. Swingle
 Penelope J. and W. Stewart Taylor
 Juliet A. Eurich and Louis B. Thalheimer
 Clara Tillette and Edna Earle Tillette

CIRCLE OF FRIENDS

Mr. and Mrs. Bernard L. Berkowitz
 Lynn D. Brown
 Erin K. Byers
 Yong M. Chong
 Dorothy M. Coleman
 L. Patrick Deering
 Sharon Drevitch Dondes
 Edwin N. Ewane
 Dorothy A. Godwin
 Mr. and Mrs. J. Alex Haller
 Myra Harris
 Patricia Henderson
 Carl Hossfeld
 Gail P. Jackson
 Miriam P. Jefferson

Financial Report

REVENUES	2010	2011
Corporations	\$82,500	\$96,274
Foundations	\$2,158,259	\$2,099,661
Individuals	\$190,611	\$100,107
Public Sector	\$922,858	\$497,933
Interest & Other	\$34,827	\$27,658
Total Revenue	\$3,389,055	\$2,821,633
EXPENDITURES		
Programs in Schools	\$4,005,392	\$3,719,766
Administration & Development	\$313,660	\$255,237
Total Expenditures	\$4,319,052	\$3,975,003
Excess (Deficiency) of Revenues Over Expenditures	(\$929,997)	(\$1,153,370)
Net Assets (Beginning of Year)	\$4,041,252	\$3,111,255
Net Assets (End of Year)	\$3,111,255	\$1,957,885

Gloria A. Knox
 Richard M. Lansburgh
 John E. Mann
 Bernadette T. Kelly-Nanton
 Mrs. Donald N. Rothman
 Eugene H. Schreiber
 Sally A. Sellman
 Beverly Stappler
 Maria A. Stephens
 Kathleen Wiess
 Gina and Edward Zawitoski
 Jian Min Zhang

IN-KIND DONORS

DLA Piper USA, LLC
 GKV

+ Both direct grant to the Fund and fiscal sponsorship grant to the Fund on behalf of Baltimore City Public Schools

* Fiscal sponsorship grant to the Fund on behalf of Baltimore City Public Schools



FUND FOR
EDUCATIONAL
EXCELLENCE

Realize what's possible.

Fund for Educational Excellence
12 West Madison Street, 2nd Floor
Baltimore, Maryland 21201
telephone: 410.685.8300
www.ffee.org

The Fund for Educational Excellence is a tax-exempt, nonprofit, educational organization under Section 501(c)(3) of the Internal Revenue Code. A copy of the Fund's most recent audited financial statement is available from the Business Office, 800 North Charles Street, Baltimore, MD 21201. Documents and information are submitted annually to the State of Maryland under the Maryland Charitable Solicitations Act and are available from the Office of the Secretary of State, State House, Annapolis, MD 21401 for the cost of copying and postage.