



 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 12<sup>th</sup> 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.

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# 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\*  
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# 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
<b>Total Revenue</b>	<b>\$3,389,055</b>	<b>\$2,821,633</b>
<b>EXPENDITURES</b>		
Programs in Schools	\$4,005,392	\$3,719,766
Administration & Development	\$313,660	\$255,237
<b>Total Expenditures</b>	<b>\$4,319,052</b>	<b>\$3,975,003</b>
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

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+ 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



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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.