

Realize what's possible.



FUND FOR  
EDUCATIONAL  
EXCELLENCE

Baltimore, Maryland





JOINT LETTER FROM THE CHAIR AND CEO

The Fund has enjoyed a year of excitement and success in working with our partners to improve educational outcomes for students in Baltimore City Public Schools. The highlights described in this report underscore the Fund's unique and expanding role in providing trusted expertise and critical human and financial resources to advance many of the priorities that are having a positive impact on our city's public school students.

Over the last 12 months, the Fund has succeeded in securing over \$12 million in grant support for vital programs that are serving students in schools and classrooms every day. This level of income represents a five-fold increase over our prior year. We also have assumed greater program and grant management responsibilities for critical reform priorities that include:

- designing programs for students most at-risk for dropping out;
- building national and local coalitions to strengthen school and classroom leaders; and
- supporting the district's literacy efforts.

We have increased our community outreach through our new Facebook and Twitter pages. Add us to your networks and keep an eye out for Roger's ongoing education blog, "Realizing What's Possible," on our website. The Fund is committed to generating public discussion on key education issues.

As we look forward, we welcome the challenge of finding responsible ways to meet the growing needs and requests of our key constituents and to make upfront investments of time and expertise on Fund-generated projects that will benefit students for years to come. Our expanding scope of work demonstrates the value our partners place on our expertise and the perspective we bring to furthering the education reform agenda in Baltimore City.

To belong to an organization like the Fund for Educational Excellence is a special privilege. Every day we have the honor of working with a diverse group of community, district and foundation leaders committed to one goal: improving outcomes for Baltimore City students.

On behalf of the Fund's Board and staff, we thank you, our many friends and partners, for your continued support of our efforts this year. Your investment in the Fund directly supports the design and implementation of educational programs that promote achievement and give Baltimore City's students the support they need to succeed.

We are honored by your trust and eagerly anticipate our continued work together to ensure educational excellence for all of Baltimore City's public school students.

Sincerely,

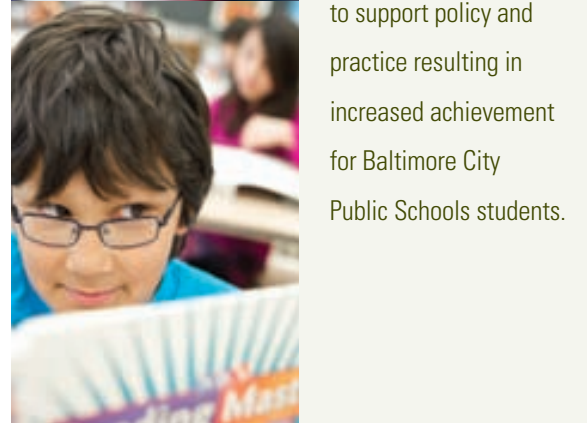
**Roger Schulman**  
*President and CEO*

**Jim Mathias**  
*Chair*

# About the Fund

At the Fund for Educational Excellence, we understand the critical connection between the strength of our public schools and the health of our city. As Baltimore's only local education fund, we are uniquely dedicated to increasing effectiveness within our public school system and aggressively pursuing innovative reforms that improve outcomes and prepare students for success by increasing graduation rates, decreasing chronic absence, and developing strong school and classroom leaders. Over the past year, the Fund has advanced the reform movement forward in each of our three primary areas of work:

- District Fundraising – attracting, securing, and managing private and public resources to support the groundbreaking work underway in City Schools;
- District Innovation Support – successfully identifying, adapting, and implementing innovative models to meet the unique needs of Baltimore City students; and
- Knowledge Development – becoming a thought leader on substantive issues affecting the quality of education for Baltimore City's students.



## OUR MISSION

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



# Making an Impact



## **Piloting innovative models for at-risk students to earn a high school diploma in less than four years**

- With the support of the Open Society Institute – Baltimore, the Fund designed and launched a new pilot accelerated credit program that combines social supports and work-based experiences, leading to a full high school diploma for over-aged and undercredited students, one of the groups most at risk for dropping out.
  - Building on the pilot year, the Fund now is working with City Schools and OSI to address challenges, due to life circumstances or interests, faced by students who would benefit from completing high school in less than four years. The Fund plans to establish up to four new programs over the next four years.



## **Encouraging regular school attendance in areas with chronically absent students**

- Through a grant from the Abell Foundation, the Fund provided hands-on project management to City Schools' School Every Day initiative to mobilize community resources to encourage regular school attendance in areas with high concentrations of absentees.
  - Absentee students contacted by the volunteers have shown increases in attendance, demonstrating the critical need to support school communities with stronger attendance messages and improved student contact data, so they can communicate more effectively with parents and students about the correlation between attendance and achievement.



## **Creating a new website to support the district's school choice process**

- The Fund has led the process of researching vendor options, outlining recommended functionality, and attracting funding to create a new City Schools' middle and high school choice website.
  - This online system will allow families and students to search by multiple criteria for schools that best meet their needs and will give the district the ability to use the search data to better tailor school offerings to student needs and demands.





## Ensuring access to high quality school choices

- The Fund welcomed Supporting Public Schools of Choice (SPSOC) as a new program within our organization last January. SPSOC is an independent, non-partisan project that supports charter, transformation, and other contract schools operating in City Schools.
  - Created by several Baltimore foundations, SPSOC provides support to the Coalition of Baltimore Charter Schools and the Coalition of Baltimore Transformation Schools and provides technical assistance to charter schools on such issues as charter renewal, school choice, and working with traditional schools on joint efforts.

## Securing over \$12 million for City Schools' priorities

- Flat city and state funding and rising operational costs mean that discretionary dollars to support innovation continue to decrease, making private investments and competitive public grants critical for implementing City Schools' reform agenda. The Fund's aggressive national and local foundation outreach over the past 12 months, combined with our trusted grant management expertise, addresses this issue directly. Our efforts resulted in the following major investments in educational excellence for Baltimore City:
  - \$4 million from the Open Society Institute – Baltimore to expand the accelerated pathways initiative and open four new programs over the next four years.
  - Over \$3 million to support a national and local coalition of partners in building a new school leadership pipeline to identify outstanding individuals who demonstrate early stage leadership abilities and provide them with significant professional training and opportunities that move them to becoming highly effective school leaders. Identifying and retaining effective principals is a critical need in Baltimore.
  - \$3 million from a federal Investing in Innovation (i3) grant — one of only 23 grants awarded out of nearly 600 applications — as well as \$465,000 in local matching funds to expand the district's proven Middle School STEM (Science, Technology, Engineering, and Mathematics) Summer Learning Program.
  - \$2 million from the Harry and Jeanette Weinberg Foundation as part of their effort to build and furnish up to 12 new libraries in elementary and middle schools.

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# Thank You

The following list includes individuals, corporations, and foundations that have contributed to the Fund for Educational Excellence's annual fund and/or to the Fund as a fiscal sponsor on behalf of Baltimore City Public Schools from July 1, 2011 through June 30, 2012. 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

### \$1,000,000+

The Harry and Jeanette Weinberg Foundation\*

### \$500,000+

The Michael and Susan Dell Foundation\*

### \$250,000+

The Abell Foundation+ Carnegie Corporation of New York\*

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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

## Financial Report consolidated\*

REVENUES	2011	2012
Corporations	\$167,274	\$377,850
Foundations	\$2,029,812	\$5,462,607
Individuals	\$118,607	\$99,107
Public Sector	\$497,933	\$100,000
Interest & Other	\$27,658	\$114,127
<b>Total Revenue</b>	<b>\$2,841,284</b>	<b>\$6,153,691</b>
EXPENDITURES		
Programs in Schools	\$3,733,342	\$3,362,751
Administration & Development	\$261,311	\$291,454
<b>Total Expenditures</b>	<b>\$3,994,653</b>	<b>\$3,654,205</b>
Excess (Deficiency) of Revenues Over Expenditures	(\$1,153,369)	\$2,499,486
Net Assets (Beginning of Year)	\$3,111,255	\$1,957,886
<b>Net Assets (End of Year)</b>	<b>\$1,957,886</b>	<b>\$4,457,372</b>

## Financial Report organizational

REVENUES	2011	2012
Corporations	\$100,099.00	\$168,000.00
Foundations	\$172,031.00	\$225,000.00
Individuals	\$100,107.00	\$89,647.00
Grant Management Fees	\$73,768.00	\$135,008.00
Fee for Service	\$144,519.00	\$116,650.00
Interest, Rent & Other	\$38,600.00	\$10,848.00
<b>Total Revenue</b>	<b>\$629,124.00</b>	<b>\$745,153.00</b>
EXPENDITURES		
Salaries & Benefits	\$478,422.00	\$510,465.00
Professional Fees	\$69,398.00	\$49,839.00
Office & Operations	\$115,276.00	\$109,049.00
<b>Total Expenditures</b>	<b>\$663,096.00</b>	<b>\$669,353.00</b>
Excess (Deficiency) of Revenues Over Expenditures	\$(33,972.00)	\$75,800.00
Net Assets (Beginning of Year)	\$700,360.00	\$666,388.00
<b>Net Assets (End of Year)</b>	<b>\$666,388.00</b>	<b>\$742,188.00</b>

\*Please Note: As required by Generally Accepted Accounting Principles (GAAP), revenue is recognized in the year it is pledged, which does not necessarily reflect the year it is projected to be spent.



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Fund for Educational Excellence  
800 North Charles Street, Suite 400  
Baltimore, Maryland 21201  
telephone: 410.685.8300  
[www.ffee.org](http://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.