



**DC PUBLIC
Education
★ ★ ★ FUND**

**2012 REPORT TO
THE COMMUNITY**

Bold Steps to Bold Changes



Our partnerships with the public, private, and non-profit sectors continue to bring resources to the most innovative and impactful initiatives driving positive change at DC Public Schools.

— Mark Ein
Chairman of the Board
DC Public Education Fund

Letter from the **President** and **Chairman**

Bold changes. That's what the DC Public Education Fund is striving for and uniting with DC Public Schools (DCPS) to accomplish. Founded in 2007, we are the primary organization in Washington, DC, focused on catalyzing philanthropy for education reform in DCPS and have successfully invested nearly \$75 million to date. We support effective teaching, leadership, and high achievement in every classroom, in every school, in DCPS.

2012 was marked with several important accomplishments for the DC Public Education Fund. We provided DCPS leadership with strategic planning support, including the design of *A Capital Commitment*, DCPS' plan that set ambitious goals and a bold deadline to meet select results by 2017. Through our work supporting DCPS' IMPACT and IMPACT*plus* performance assessment and compensation systems, we have helped to create a performance-based culture, which has received praise as a national model for teacher evaluation and retention. Our funding for DCPS' leadership initiatives is helping to develop and promote principals so that schools have the leadership necessary to thrive. We are beginning to see impressive results from our partnership with Flamboyant Foundation, whose program to engage parents is having a positive impact on school culture and student achievement. And through our annual *A Standing Ovation for DC Teachers*, a star-studded tribute event at the Kennedy Center which honors teachers and principals, we are continuing to celebrate and reward DCPS' best and brightest educators.

Our ongoing partnerships with the public, private, and non-profit sectors bring important resources to the most innovative and effective initiatives driving change at DCPS. In the following pages, you will read about some of these partnerships and the major milestones achieved in 2012 that will serve as the foundation for future results.

We look forward to your support, guidance, and partnership as we continue to strive for bold changes and help DCPS become one of the best school districts in the country.



Catherine Townsend
President & Executive Director



Mark D. Ein
Chairman of the Board

The DC Public Education Fund: Accelerating Innovation in DC Public Schools

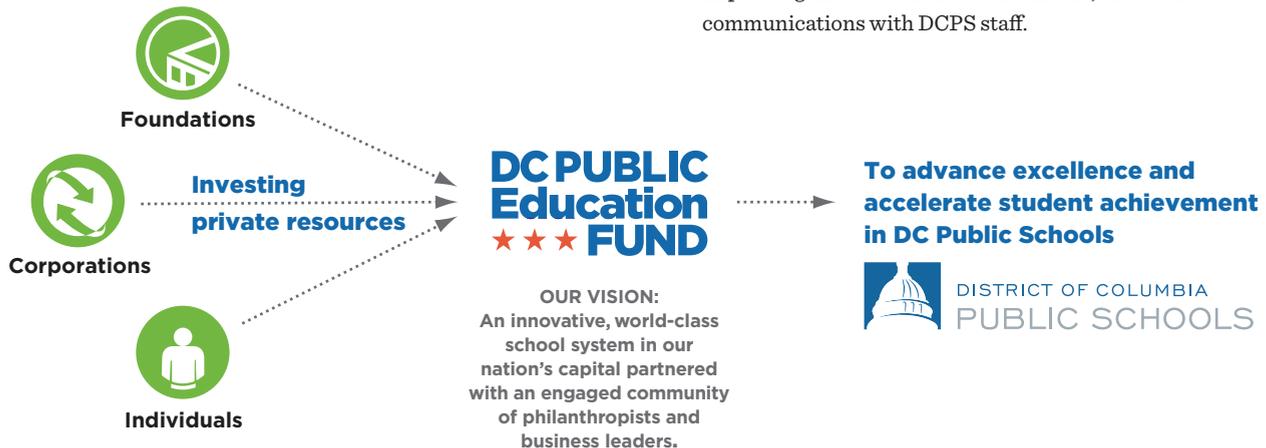
DC Public Education Fund is the independent not-for-profit formed to catalyze philanthropy in support of strategic reform in DC Public Schools. Through our initiatives, we collaborate with the school system's leadership and the philanthropic community to accelerate improvement, sustain excellence, and ensure accountability.

We play three unique roles:

- We ensure that the outside support is **strategic** and closely aligned to DCPS' most important priorities;
- We allow the school system to invest in the kinds of **high-impact innovations** that otherwise are not financially feasible; and
- We hold DCPS **accountable** for meeting established performance benchmarks so that private donors know that their investments are getting results.

We do this through four main areas of work:

- **Thought Partner:** We help DCPS set priorities for high impact initiatives; provide assistance on program design and resource allocation; and evaluate DCPS initiatives to assess their fit for private funding, potential effectiveness, and sustainability.
- **Partnerships and Fundraising:** We arrange opportunities for the philanthropic community to learn about ways to support DCPS, match potential partners' expertise and objectives to DCPS priorities, and help potential donors perform their own due diligence.
- **Implementation Support:** We serve as the fiscal agent on behalf of DCPS for all grants; hold DCPS accountable for implementation; ensure grant funds are spent according to grant guidelines; and negotiate contracts, manage budgets, and pay vendors.
- **Communication and Evaluation:** We work with donors to develop a reporting schedule, track progress and impacts against established benchmarks, and facilitate communications with DCPS staff.



DC Public Schools: Taking Bold Steps

DC Public Schools, with its 4,000 teachers and over 250 principals and assistant principals, strives to provide an innovative and rigorous learning environment for its 45,000 students. Since the bold reform efforts began in 2007, DCPS has made tremendous strides. To achieve the ambitious goals set forth, DCPS is taking a three-pronged approach.

- **First, DCPS will continue and expand efforts to recruit and retain the best educators and school leaders and reward them accordingly. DCPS has:**
 - Become a national leader on teacher evaluation and recognition, including teacher performance pay and bonuses, with up to \$25,000 in annual bonuses.
 - Established a principal evaluation and pay structure that makes our best principals among the highest paid in the region.
- **Second, DCPS will intensify efforts to provide our students with rigorous academic content, focusing in particular on literacy instruction. DCPS has:**
 - Implemented the Common Core State Standards with the greatest fidelity of any other school district in the country.
 - Invested in providing teachers and students with the tools and supports they need to improve student outcomes, including challenging texts for advanced learners and intensive supports for struggling readers.
- **Third, the critical work in all DCPS' schools requires engaged and motivated students and families. DCPS is:**
 - Working closely with Flamboyan Foundation, a national leader in parent engagement work, to help schools develop deeper connections with the families they serve.
 - Investing in teachers for art, music, foreign language, and physical education to give students the opportunity to enrich the full spectrum of their interests.

DCPS' Vision for 2017

- Goal 1 Improve achievement rates**
At least 70% of DCPS students will be proficient in reading and math, and DCPS will double the number of advanced students in the district.
- Goal 2 Invest in struggling schools**
DCPS' 40 lowest-performing schools will increase their proficiency rates by 40 percentage points.
- Goal 3 Increase graduation rates**
At least 75% of entering 9th graders will graduate from high school in four years.
- Goal 4 Improve satisfaction**
90% of students will say they like their school.
- Goal 5 Increase enrollment**
DCPS will increase its enrollment over five years.

Partnering for Bold Changes

The DC Education Fund is committed to supporting the Chancellor and the priorities of DCPS and is proud to have been a part of the design and communication of *A Capital Commitment*, DCPS' vision for improving outcomes by 2017.

We are committed to supporting:



**Excellent
Teachers
and
Leaders**



**Innovative
Classrooms
and
Schools**



**Engaged
Students
and
Families**

We will also continue to support the Chancellor and the leadership team with system-wide operational planning and improvements as DCPS continues to strive for excellence.

1

Bold Investments in Our Teachers and Leaders

We believe that investing in the development of quality teachers and leaders is critical to increasing student achievement. DCPS has set a bold agenda to recruit, reward, and retain quality teachers and leaders. The following initiatives have set the bar for excellence and are models for other districts.

IMPACT^{plus}: Creating a Performance- Based Culture

In 2010, DCPS signed a groundbreaking new contract with the Washington Teachers' Union

(WTU), providing the context and environment for DCPS to recruit, reward, and retain the best educators in the country. Utilizing IMPACT, DCPS' cutting edge performance assessment system, DCPS identifies its strongest performers as Highly Effective. These Highly Effective educators have the opportunity to opt into IMPACT^{plus}, DCPS' performance-based compensation system that rewards teachers with an accelerated



“Before the WTU Contract, all of our Human Capital decisions were based on seniority. Now, they are all driven by performance.”

—Jason Kamras, DCPS Chief of Human Capital

2012 DCPS Principal of the Year



David Pinder
Principal, McKinley
Technology High School

2012 DCPS Teacher of the Year



Hope Harrod
5th Grade, Burroughs
Education Campus

compensation ladder and eligibility for a performance bonus of up to \$25,000. In 2012, DCPS awarded over 700 highly effective teachers nearly \$7 million in bonuses for outstanding performance.

Critical to the success of this program were four national funders—Laura and John Arnold Foundation, The Eli and Edythe Broad Foundation, Robertson Foundation, and the Walton Family Foundation—who came together in a unique partnership to help DCPS achieve its goals. The DC Education Fund provided oversight, advice, and implementation support for this innovative initiative. Starting in School Year 2012-2013, DCPS has successfully transitioned teacher performance pay costs into the DCPS budget.

Align: Improving the Way DCPS Evaluates Its Teachers

In order to create a consistent practice to evaluate teachers across the district, DCPS needed a state-of-the-art online training and standardized platform to train evaluators. The DC Education Fund worked closely with the Bill & Melinda Gates Foundation to secure and manage two grants to support the creation of **Align**, a training system combining online and in-person support for school administrators and master educators responsible for evaluating DCPS teachers. The project began training staff for School Year 2012-2013 and will fully launch its online training component in School Year 2013-2014.

“DCPS stands out from the pack for creating a policy environment that is more conducive to smart retention than any other urban school district in the country.”

—TNTP, *Keeping Irreplaceables In DC Public Schools: Lessons In Smart Teacher Retention*

2012 Excellence in Teaching Awards



Sarah Bax
Math
Hardy Middle School



Mayra Canizales
Instructional Coach
Columbia Heights Education Campus



Valyncia Hawkins
5th Grade
Beers Elementary School



Kristin Schrauth
Preschool
Francis-Stevens Education Campus



Brian Thompson
World History
Cardozo High School



Camille Townsend
4th and 5th Grade
Ketcham Elementary School

Education Portal⁺: An Innovative Approach to Professional Development

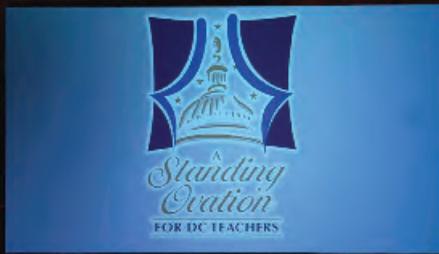
In August 2012, DCPS celebrated the successful phase one launch of its new **Educator Portal⁺**—an online professional development platform for DCPS educators that contains a library of videos, documents, presentations, lesson plans, complete units, and courses. This new website is part of the in-depth support teachers receive under DCPS’ **Teaching and Learning Framework (TLF)**.

The **Educator Portal⁺** will serve as an important tool for all those who support teachers, including principals, assistant principals, master educators, instructional coaches, related service providers, and central office employees. As a result of this system, DCPS will continue to transform the way in which teachers are developed and advance its goal of improving student outcomes. Support of this platform comes from the Bill & Melinda Gates Foundation.

Mary Jane Patterson Fellowship: Bold Cultivation of New Principals

School leadership is a critical component of DCPS’ reform strategy, which is based on the belief that great school leaders are key to driving dramatic student achievement gains. In 2012, DCPS created a new leadership development program to cultivate aspiring DCPS principals—the Mary Jane Patterson Fellowship. This eighteen-month fellowship prepares cohorts of 10 to 15 assistant principals and other eligible staff to become high-performing DCPS principals.

In partnership with Georgetown University’s McDonough School of Business and several other nationally respected leadership development consultants, the Mary Jane Patterson Fellowship is a rigorous leadership training program designed with targeted guidance and expert input from some of DCPS’ highly respected leaders. Freddie Mac Foundation, CityBridge Foundation, Gephardt Government Affairs, and The Boeing Company have also provided funding to support design and implementation for the program launch, which took place in January 2013.



“Last night was the most incredible night of my life. I stood on stage at the Kennedy Center, before my colleagues, friends, and family to accept an award for the work that I do as a teacher. I am so grateful to have had the opportunity to address all of them and thank them for their support and love.”

— Hope Harrod, 5th Grader Teacher
Burroughs Education Campus
2012 Excellence in Teaching Award Winner and
DCPS Teacher of the Year

Standing Ovation Honors the Best and Brightest

This year marks the third annual *A Standing Ovation for DC Teachers*, which brought together over 2,000 attendees at the John F. Kennedy Center for the Performing Arts to celebrate and reward DCPS’ Highly Effective educators. Over 1,000 teachers and their guests cheered on as seven Excellence in Teaching Awards and one Excellence in Leadership Award were presented to outstanding educators. Twenty-seven additional educators were recognized with Rubenstein Awards. The awardees received bonus awards made possible by the generous support of David Rubenstein.

Thanks to the bold vision of George Stevens, Jr., Emmy Award-winning producer/director who created the show, support of Grammy Award-winning performer Roberta Flack, and a star-studded line-up of prominent presenters, including Jim Lehrer, Andrea Mitchell, Vernon Jordan, David Rubenstein, Actor Lamman Rucker, and Mayor Vincent C. Gray, Standing Ovation has become an established tradition that is considered one of the premiere education events in Washington, DC. Support for the program comes from contributions by the business, arts, and philanthropic communities. Co-chairs for the event were Gina Adams, Katherine Bradley, Debra Lee, David Rubenstein, and George Stevens, Jr.

“Standing Ovation is our way to give recognition to Washington’s finest teachers and engage the broader community in the transformation of our public schools.”

— George Stevens, Jr.
Producer of the
Kennedy Center Honors



2

Bold Investments in Our Classrooms and Schools

Through our dynamic partnerships, we are supporting initiatives to create the most innovative classrooms and schools and increase student outcomes.

DC Catalyst Project: Supporting Bold Gains in Student Achievement

School Year 2011-2012 was the third and final year of philanthropic support of the DC Catalyst Project, a school improvement strategy that aligns teaching and learning around one of three themes: STEM (science, technology, engineering, and math), arts, or world cultures, and develops a culture that effectively supports students, educators, and communities. Each school has developed robust partnerships with local and national organizations, including: the National Children's Hospital, NASA, The Phillips Collection, and The John F. Kennedy Center for the Performing Arts. Rigorous theme-based professional learning, instruction, and student field experiences have supported positive gains including:

- Five Catalyst elementary schools were among the **top 10 DC CAS gainers** with schools growing by as many as 18 percentage points in reading and math.
- Student **enrollment has increased** across all Catalyst schools by an average of 16% from 2008 to 2012, over five times the district average for this time period.

Blended Learning: Bold Steps towards Leveraging Technology

Technology is a key lever for DCPS to pull to increase student achievement. To build on best practices of how to use technology, motivate students, and meet their personalized learning needs, DCPS launched a blended learning initiative aligned with its academic strategy and implementation of the Common Core State Standards. Support from Google enabled DCPS to hire a two-member team to lead its blended learning work and to pilot

New Classrooms' Teach to One: Math program at Ward 8's Hart Middle School in School Year 2012-13.

After a two-week pilot during the spring of 2012, Hart began its transformation, including renovations, new technology, and teacher professional development, to enable students across all three grades to learn math in a blended environment.

DCPS plans to further expand its blended learning work by investing in technology-rich schools, launching a Technology Instructional Coaching program, selecting models to support diverse student needs, and ensuring student access to blended learning across their entire K-12 career.

Targeted Literacy Initiative: Providing the Best Tools to Accelerate Achievement

In 2012, DCPS was chosen as one of two school districts in the country to receive a multi-million dollar grant from Target to strengthen the culture of reading in participating schools and increase student reading proficiency. The grant supports literacy consultants for teacher development and helps teachers improve their practice through family engagement, formative assessments, technology, and reading materials. Six DCPS elementary schools, four of which were identified as DCPS' 40 lowest performing schools, benefit from this private investment. The grant is part of Target's commitment to give \$1 billion to education by the end of 2015.

"Participation in the Targeted Literacy Initiative has moved us closer to reaching our goal of having all students reading on or above grade level.

— Zakiya Reid
Principal at Bancroft Elementary School

3

3 Bold Investments to Engage Students and Families

Students are in school for a portion of their day, and much of their continued learning happens at home with their parents and caregivers. Research shows that students do better in school and in life when parents are engaged in their education. The DC Education Fund is proud to support the innovative efforts at DCPS to engage parents in their child's school and help their student to achieve.

Family Engagement Partnership: Bold Steps to Engage Parents

Through a partnership with Flamboyan Foundation and DCPS Office of Family and Public Engagement, the DC Education Fund supported the development and implementation of meaningful parent engagement strategies—home visits and academic parent teacher team meetings—at 15 DCPS elementary and K-8 schools. Teachers and school leaders are building trusting relationships with families and engaging them as partners in their students' academic success.

DCPS will expand this work to additional schools in SY 2013-2014 and beyond.

Bold Results at Stanton Elementary School— An Example of Success

	SY 2010- 2011	SY 2011- 2012	Change in percentage points
Tuency Rate	28%	11%	-17
DC CAS Reading Proficiency	9%	18%	+9
DC CAS Math Proficiency	9%	27%	+18



Academic parent teacher team meeting for 4th grade class at DC Scholars Stanton Elementary School.

“Our family engagement work focuses on building the capacity of principals and teachers to build trusting relationships with families and effectively partner with them around academics. Teachers are only with children an average of 14% of their time, so it is essential that they give families the tools to reinforce learning outside of school.”

— Kristin Ehrgood
President and Board Chair, Flamboyan Foundation

United to Ensure Bold Changes

The DC Education Fund strives to advance excellence in DCPS by investing private resources in strategic reforms. Since 2007, we have united the business and philanthropic community with DCPS to invest nearly \$75 million in progressive programs. Yet we know that additional investments in excellent teachers and leaders, innovative classrooms and schools, and engaged students and parents are required in order for DCPS to achieve its bold goals for 2017. With support from the business and philanthropic community, we believe that we can create a world-class school system in our nation's capital that provides every DCPS student with a safe, academically challenging, and inspiring learning experience.



In June, 2012, our Young Professionals Committee hosted the third annual **Art Night: A Celebration of Student Artists**. Nearly 100 attendees gathered to celebrate artistic expression from four DC Catalyst Project arts integration schools and raise funds for art supplies and support for the DC Education Fund.

2012 by the Numbers

1

EXCELLENT TEACHERS AND LEADERS

4000+ educators can now access professional development resources online through the Educator Portal+, which means teachers are better supported and can better instruct students.

977 teachers were invited to be guests of honor at the third annual *Standing Ovation* event—a record-setting number of Highly Effective educators in DCPS.

2

INNOVATIVE CLASSROOMS AND SCHOOLS

1,200 DCPS elementary school teachers participated in robust professional development focused on guided reading instruction, which accelerated proficiency and strengthened the culture of reading in schools.

5 Catalyst Elementary Schools—schools whose curriculum is infused with arts, STEM, or world cultures—were among the top 10 DC CAS gainers with schools growing as much as 18% in reading and math.

500 students received math instruction via New Classrooms' Teach to One: Math, an innovative blended learning program at Hart Middle School building fundamental math skills aligned to the Common Core State Standards.

3

ENGAGED STUDENTS AND FAMILIES

1,600 home visits by teachers built trusting relationships between teachers and students' parents, which positively impacted student achievement.

600 students at Eastern Senior High School benefit from the Advisory Program that supports student learning and provides tools to be college and career ready.

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Catherine Townsend, *President & Executive Director*

“We can’t do this work alone. We need philanthropic partners to help our students achieve at the highest levels. The investments from national and local foundations, corporations and individuals in our groundbreaking initiatives are important partnerships in our efforts to achieve our ambitious reforms by 2017.”

—Kaya Henderson, Chancellor of DC Public Schools



Financials

10/1/2011 - 9/30/2012

In fiscal year 2012, the DC Education Fund received \$18.1 million to support key initiatives of DCPS. We are proud to report a clean audit for 2012. You may request a copy of our audit by calling 202-549-3711.

Revenues

Contributions	18,135,418.00
Loss on pledge write off*	(1,500,000.00)
Special Events	439,047.00
Other	63,839.00
TOTAL	17,138,304.00

Expenses

		% OF TOTAL
Program Services	15,141,763.00	96%
Supporting Services	640,321.00	4%
TOTAL	15,782,084.00	100%

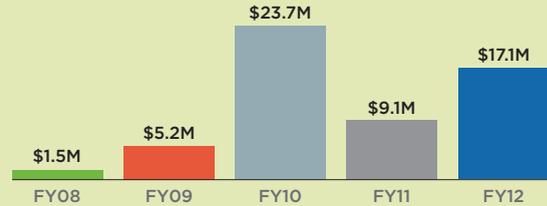
Net Assets

Beginning Net Assets	6,682,780.00
Change in Net Assets	1,356,220.00
TOTAL	8,039,000.00

*During the year, one of the DC Education Fund's donors entered into receivership. The DC Education Fund determined that the outstanding portion of this donor's pledge of \$1,500,000 would not be received. Accordingly, the DC Education Fund wrote off the entire outstanding portion of the pledge.

Funds Raised FY08-12

- FY08 (10/1/07-9/30/08)
- FY09 (10/1/08-9/30/09)
- FY10 (10/1/09-9/30/10)**
- FY11 (10/1/10-9/30/11)
- FY12 (10/1/11-9/30/12)**



**In fiscal years 2010, 2011, and 2012 the DC Education Fund recognized a large set of contributions associated with the implementation of the WTU Teachers' Contract. While we expect to continue to grow in support of our mission to advance excellence in DCPS, these funds represented an exceptional set of contributions.

Funders*

1,000,000 +

Laura and John Arnold Foundation
Bill & Melinda Gates Foundation
The Eli & Edythe Broad Foundation
Robertson Foundation
Target
The Walton Family Foundation

250,000 - 999,999

CityBridge Foundation
Michael & Susan Dell Foundation
Freddie Mac Foundation
Google

100,000 - 249,999

The Flamboyan Foundation
Marriott Foundation Fund of the Community
Foundation for the National Capital Region

25,000 - 99,999

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List reflects gifts received from 10/1/2011 - 9/30/2012



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