Guided By

Faith and Values

I would like my son to get the best education possible and to go to a school where he can grow with integrity and faith.

—Partnership Parent
A Transformational School Network

Partnership Schools (PNYC) is a trailblazing private school management organization shaping the next generation of urban Catholic education.

At Partnership Schools, we believe that great schools are guided by faith and values, grounded in rigorous content, supported by quality professional development, and animated by a clear vision. Our mission is to develop outstanding Catholic elementary schools that provide students from disadvantaged communities with the academic preparation and skills they need to break the cycle of poverty and lead fulfilling, productive lives.

Guided By
Faith and Values

Supported By
Quality Professional Development

Grounded In
Rigorous Content

Animated By a
Clear Vision

...And Delivering Transformational Results

In 2018-19, Partnership Schools demonstrated achievement gains for the fifth year in a row.
Expanding Horizons for Students and Our Schools

In 2018-19, Partnerships Schools experienced its sixth consecutive year of transformational results. Student academic achievement increased for the fifth straight year. Three-fourths of our 2019 graduates matriculated to top-tier high schools. Philanthropic support exceeded our goal and topped $10 million for the first time. And we added a seventh school, St. Charles Borromeo in Harlem.

We accomplished all this as we continue to refine and improve our comprehensive school turnaround model. This model unlocks the potential of the seven urban Catholic schools we serve by providing a clear academic, operational, and school culture turnaround plan. Importantly, our focus of “doing more with less” helps us achieve game-changing results at less than half what New York City public and charter schools spend per pupil.

Looking ahead to our seventh year, we are buoyed by what we have achieved thus far, and we have begun to think about how to extend our impact even further. In the pages that follow, we will outline our progress in 2018-19, lessons we have learned, and the work we plan to do in the years ahead.

Serving the Underserved

Partnership Schools serves two of the poorest Congressional districts in the nation. Our team of 250 dedicated teachers, staff, and school leaders are supported by 24 network staff, including nationally recognized education, finance, and operational leaders. We are steered by a Board of Trustees that includes 28 accomplished professionals and visionary leaders from both the business and nonprofit fields.

In 2018-19, our network was comprised of our six flagship schools: Mt. Carmel-Holy Rosary, Our Lady Queen of Angels, and St. Mark the Evangelist in Harlem; and St. Athanasius, Immaculate Conception, and Sacred Heart in the South Bronx.
Five Years of Academic Gains

Our schools have demonstrated sustained achievement gains on the New York State test in English language arts (ELA) or math every year for the past five years. Those results are built on the strong foundation of faith and values that is at the heart of Catholic education, and they are amplified by the clear vision of curriculum, instructional excellence, and sustained professional development that we provide our teachers, leaders, and schools.

Importantly, our Catholic mission compels us to serve as many students as we can. Therefore, we accept new students in open slots at every level at all times of year, from kindergarten through eighth grade. We do so with the full knowledge that accepting transfer students who may be struggling behaviorally and academically will affect our average achievement results. Yet this “open-enrollment” policy has not prevented us from demonstrating sizeable year-over-year and “matched cohort” achievement gains. Even more critically, this allows us to provide new students an opportunity to grow in academics and virtue at any grade, which isn’t possible in some top performing charter schools.

As evidence of the strength of our model, in 2018-19, our overall math results increased so that more than half (52%) of Partnership students passed New York’s ambitious proficiency bar. Our students now consistently outperform New York State and City averages. Even more importantly, our results demonstrate that the more time students spend in a Partnership school, the higher their results. In 2019, students who had been at a Partnership school for four years or more scored, on average, 11 percentage points better in math than their peers who attended for shorter periods of time.

Likewise, while we did experience our first-ever achievement dip in English language arts, students who have been with us four years or more performed, on average, eight percentage points better in ELA than their peers who have attended for shorter periods of time. Our graduating class of eighth graders also demonstrated a 12 percentage point gain between seventh grade and eighth grade, and 63% passed the New York State ELA test. Said more simply: the cumulative impact of our knowledge-driven approach to literacy has helped us graduate a cohort of students who are more prepared than ever for rigorous high school work.

Math Results
percent passing

<table>
<thead>
<tr>
<th>Year</th>
<th>ELA Results</th>
<th>Math Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>17%</td>
<td>22%</td>
</tr>
<tr>
<td>2019</td>
<td>48%</td>
<td>52%</td>
</tr>
</tbody>
</table>

Grounded In

Rigorous Content

As a student, I rose to the challenges presented to me... I learned valuable lessons that I still rely on today.

–Aldayr Ochoa, Partnership Alumnus
Improving Options for Graduates

While test scores are important for benchmarking our progress, the most significant outcome of a Partnership Schools education is the opportunity it unlocks for each student. To that end, we combine rigorous academic preparation with character development and habit formation to position young people for life-long success and fulfillment.

To ensure that each of our graduates is put on a path where s/he will continue to grow in knowledge and virtue, we offer high school placement assistance to all students, beginning in sixth grade. In 2019, **74% of our graduating eighth graders—155 students out of 210—went on to attend some of the top high schools in the City**, including Cristo Rey, Xavier, Fordham Prep, Notre Dame, and even some of the City’s most selective free public schools, including Bronx Science and LaGuardia High School of Music & Art and the Performing Arts.

To put students on the path to high school success, we also work with parents to unlock financial opportunities for our students. As the result of our personal high school placement support, the Partnership Schools Class of 2019 earned more scholarship assistance than ever—$2.6 million, well over double the amount of just four years ago. Total awards expanded from 91 to 114. And that doesn’t even include the opportunities our students achieve attending selective public high schools and top-tier free private schools like Cristo Rey.

Thus our graduates are both increasingly prepared for the most rigorous high school coursework the city has to offer and receiving the means they need to access it.

Recruiting and retaining our students

Our results demonstrate that the longer a student spends in a Partnership school, the better s/he does. Therefore, our enrollment efforts focus not just on recruiting new students, but on retaining as many of our current families as possible. Each year, our schools retain 85% of the students we serve. Particularly given the transience of the communities we serve, this provides tangible evidence of parents’ satisfaction with Partnership Schools, and it is a heartening indicator of the strength of our schools and the commitment our families make as they pay tuition.

Further, each year we have more than three inquiries for every open seat in our network. And, while our overall enrollment is down approximately 6% over six years, that comes at a time when charter enrollment exploded by nearly 80%, neighboring public schools saw enrollment decline by 10%, and Catholic school enrollment dropped by 32%. There is also reason to celebrate and hope for the future, as one of our schools, St. Athanasius, not only reached its capacity goal, but had so much demand it added an additional classroom this year.

**Supported By**

**Quality Professional Development**

To think after 15 years of teaching, I can still be inspired and continue to improve as a teacher is wonderful.

—A Partnership Teacher
Advancing Our Impact

Making Every Dollar Count

We stretch every dollar we receive to keep our schools accessible to families, even in neighborhoods with the highest percentage of children living in poverty in the entire nation. Given that New York Catholic schools do not (yet) have access to substantial public funding, we rely on shrewd stewardship and powerful generosity to continue the unbroken 164-year record of service of our schools in the Harlem and the South Bronx.

We maximize economies of scale where they exist, minimize administrative costs, and make strategic choices. As a result, 79% of our overall budget in 2018-19 went directly to our schools and students.

Together with the academic gains our schools have achieved, our spending is truly a story of doing more with less. The Partnership’s 2018-19 per pupil spending rose modestly to $10,250, less than half the $26,000 per pupil spending of New York public schools and far below New York charter schools. **Partnership Schools provides an unparalleled educational return on parents’ and donors’ educational investment.**

### Annual per-pupil cost to educate¹

- NYC Public Schools: $26,290
- NYC Charter Schools: $21,280
- Partnership Schools: $10,250

### Philanthropic Support is Crucial

85% of our families qualified for scholarships, and of those, more than half received funding that covered 50% or 75% of tuition. That means that, on average, we collect $2,880 per student from families, just a fraction of the $10,250 it costs to educate each child in our schools.

Aside from modest government support—approximately $760 per student—we must raise the remaining $6,610 per student to cover the cost of the life-changing education we provide.

Simply stated, we rely on philanthropic support to fill the spending gap and provide students with the rigorous education they deserve. Our total expenses in 2018-19 were $21 million, including capital. To fund this, philanthropic support of $13.5 million was required. For the first time ever, we raised $10 million from donors, surpassing our goal, with the remaining funds coming from the Partnership’s endowment earnings and reserves.

---

Expanding Our Base of Support

Partnership Schools is coming off the heels of an exciting and historic year of donor support, with a series of remarkable firsts driving us closer to long-term sustainability. This year, for the first time ever, the Partnership raised over $10 million, surpassing our programmatic goal of $9.9 million and almost doubling the $5.3 million in annual giving we raised just five years ago. Further, we launched several successful initiatives resulting in $1 million in increased giving from current donors and another $1 million in new contributions. Those who share our vision can help us extend our impact by supporting our students and securing the futures of the seven schools we serve for generations to come.

Building Character, Tracking Results

As leaders in Catholic education, we understand that our success depends not just on how well we prepare students for academic challenges, but also on the values we teach and on the strength of the character of our graduates. Yet, measuring character and evaluating how well we are making good on our promise to form good citizens is difficult, and there is currently no existing tool that can help us define, measure, and track our progress when it comes to character development and values-driven education.

To address this challenge, in 2018-2019, Partnership Schools launched an ambitious three-year project called “Codifying the Catholic School Advantage.” For this project, the Partnership is working with nationally recognized researchers and leaders in the field to build and pilot tools that will help us assess not just our schools’ academic effectiveness, but also how strong the culture, character development, and faith formation are at each of the schools we serve. Thanks to support from Porticus North America, we will soon begin piloting a holistic dashboard of metrics so that we can hold ourselves accountable for forming the whole child. When the pilot is complete, we hope that the resulting tool can help not just our schools but all those nationwide who seek to monitor and improve their impact on the character and habits of students.

Required philanthropic support: $15 million

$5.0 million

Provided from Partnership investment earnings and reserves

$10 million

Annual funds raised by Partnership in 2018-19

Includes funding for legacy obligations and special projects.

Animated By a Clear Vision

We don’t separate what happens in the academic realm from what happens in the personal realm. What students learn in the classroom is very much connected to our students’ personal lives and the people they become.

–Will Beller, Partnership Dean
Extending Our Impact

For the first time, our network added a school in the spring of 2019. Harlem’s St. Charles Borromeo School joined the Partnership, a testament to the Archdiocese of New York’s confidence in our proven model for urban Catholic school renewal.

In our sixth year of sparking academic gains and putting schools on a path to sustainability, it is only fitting that we seek to impact even more families deserving of a top-notch Catholic education.

Changing the Conversation

Every day, our schools transform the lives of our students and their families, and we strive to do even more: to deepen our impact, through initiatives such as the Catholic School Advantage project, and to broaden it, as we are doing through the addition of a new Partnership school. Through our proven model of school turnaround and strategic innovations, we hope to be a catalyst for change across the sector and to provide a scalable way to increase parent choice in underserved communities across the country.

Your support and generosity are indispensable for our impact—in our schools and beyond. Most significantly, the lives of deserving young people and their families are substantially improved by the education you make possible.

At a time when urban Catholic schools around the country are struggling, Partnership Schools has been a valued ally in stabilizing enrollment, improving achievement, and putting graduates on the path to succeed in life. We’re thrilled to demonstrate our commitment to Catholic education in Harlem by deepening our connection with Partnership Schools.

– Cardinal Dolan, Archbishop
Partnership Supporters in 2018–19

Thank you for your support and we look forward to your continued partnership this year and in all the years to come.

**Trustees**
Russell L. Carson
Patricia W. Chadwick
Elizabeth Cogan Fascitelli
Samuel A. Di Piazza, Jr.
Most Reverend Timothy Michael Cardinal Dolan
Charles P. Durkin, Jr.
Norman Eig
Barbara R. Evans
Jose Fernandez
William Finneran +
William E. Flaherty
Amandine Freidheim
Brendan Gallagher
William Goodloe
Peter T. Grauer
Cecilia Greene
Donald J. Herdrich
Janine Hill
Bonnie B. Himmelman
Fr. Joseph LaMorte
Helen T. Lowe
Pete Maulik
Jane B. O’Connell
Frank Porello
Thomas C. Quick
Brian T. Regan
William Sales
Amy M. Stevens
Nancy Wall

**Foundations & Organizations**
Alfred E. Smith Foundation
Altman Foundation
Anonymous (2)
Carson Family Charitable Trust
Charina Endowment Fund
Charles Hayden Foundation
Children’s Scholarship Fund
Edward & Joan B. Steiniger Charitable Foundation
Fred Snite Foundation
Hyde & Watson Foundation
Inner-City Scholarship Fund
Robert Mize and Isa White Trimble Family Foundation
Robin Hood Foundation
The Clark Foundation
The Francesco & Mary Giambelli Foundation, Inc.
The Pumpkin Trust
The Seth Sprague Educational and Charitable Foundation
The Shubert Organization
The Thomas and Agnes Carvel Foundation
Third Point, LLC
William E. Simon Foundation
William Sheehan Foundation

**Major Donors**
Roger Altman and Jurate Kazickas
Anonymous (2)
Frank Bisignano
Amb. Daniele Bodini
Geoff Boisi
Matthew Bonnano
James and Nancy Buckman
Edward and Aileen Burdick
Russell and Judith Carson
Michael Castillo
Robert Castrignano
Elizabeth Cogan and Michael Fascitelli
Kee Colen and Laura Picard
Daniel and Kathleen Denihan
Sheila Dharmarajan
Samuel and Melody Di Piazza, Jr.
James and Susan Dunne
Charles P. Durkin Jr.
Bradford and Barbara Evans
William Finneran +
Brigid Flanagan
Robert Foran
Amandine and Stephen Freidheim
Mark Gallogly and Elizabeth Strickler
Michael Gerstner
John Kevin and Mary Ellen Gilgan
Amy and Sidney Goodfriend
Rosemarie Goodnough
Richard Grasso
Peter and Laurie Grauer
Gregory & Sarita Hanley
Judy Hart Angelo
Thomas Healey
Donald and Frances Herdrich
Frank Nickell and Carol Hertling
Roger Hertog
J. Tomilson and Janine Hill
Bonnie B. Himmelman
David and Laurie Hodgson
Paul and Danielle Kylap
Kenneth and Elaine Langone
Eric Lee
Helen Lowe
Alan Mintz
Carrol Muccia +
Clémente and William von Mueffling
Thomas Murphy, Jr. and Karen Murphy
Anthony and Christie de Nicola
Willard Overlock
Frank and Madeline Porcelli
Thomas C. Quick
Dr. Robert Reardon
Brian and Lindsay Regan
John van Rens and Sarah Lutz
Charles and Deborah Royce
William and Suzanne Sales
Priscilla and Richard J. Schmeelk
Lois Severini and Enrique Gittes
Thomas and Diane Smith
Peter Smith and Linda Mahoney
Frank Stanley
Paul and Kimberley Tanico
Michael Vitulli
Nancy and Thomas Wall

+ Passed away in 2018-19
We appreciate your support!

Jill Kafka
Partnership Schools
1011 First Avenue, Suite 1800
New York, NY 10022
Tel.: 646 794 3355
Fax: 212 688 2956
www.partnershipnyc.org