
REPORT TO THE COMMUNITY

WORKING IN PARTNERSHIP TO
Improve Newark's Schools

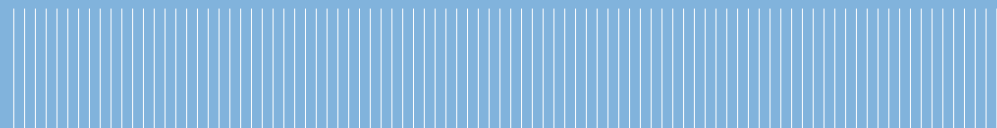


FOUNDATION FOR
**NEWARK'S
FUTURE**



Mission

To create systemic reform within Newark that results in demonstrable high academic and developmental achievement for all youth.



Vision

To ensure that all of Newark's children receive a high quality education and that all students, even the hardest to reach youth, are given a real path to college and career.

CONTENTS

Introduction

- 4 FNF: A Catalyst for Change
- 5 A Message from the President/CEO

Creating Systems Change in Newark Public Schools

- 6 Newark Teacher Contract
- 7 Excellence and Equity
- 8 High Quality District School Options
- 9 Extended Learning Time

Promoting City/District Partnerships

- 10 South Ward Community Schools Initiative
- 11 Opportunity Youth Network

Partnering with Newark's Charter Sector

- 12 Partnership and District Charter Collaboration
- 13 High Quality Charter School Options

Seeding Innovative Education Strategies

- 14 Newark City of Learning Collaborative
- 15 Teacher Innovation Fund

Investing with Local Philanthropy

- 18 Early Childhood Education
- 19 Funders Collaborative

Collaborating with an Integrated Approach

- 20 Making Improvements Together
- 21 Impact at a Glance

Building a Culture of Literacy

- 22 My Very Own Library
- 23 A Shared Commitment to Literacy

Engaging Youth, Families, and Communities

- 24 Action-Oriented Community Partnership
- 25 South Ward Children's Alliance
- 26 The Future Project
- 27 Newark's Summer Youth Employment Program

Responsibly Stewarding Resources

- 28 FNF Financial Overview
- 29 Investments by Program Area
- 30 Boards and Staff
- 31 Partners and Local Funders

FNF: A CATALYST FOR CHANGE

THE FOUNDATION FOR NEWARK'S FUTURE (FNF)

is a non-profit, time-bound organization, with five years to provide the “shot in the arm” necessary to create systemic change in Newark. With the understanding that we are not a panacea, FNF has been committed to improving educational experiences for all Newark schoolchildren to ensure that they are ready for college, career and life beyond as active citizens.

As part of a \$200 million campaign for Newark's public schools, FNF was established in 2010 with a \$100 million matching challenge grant from Facebook founder Mark Zuckerberg. This challenge was quickly met with a \$25 million contribution by Pershing Square Foundation, the largest matching donor, and by other national and local foundations and individuals.

FNF's partners include national funders, local

philanthropy, the Newark Charter School Fund, the NewSchools Venture Fund and individual donors. Together, along with our partners, we have invested significant grant dollars in programs and initiatives across Newark that have resulted in large-scale systemic change in Newark's educational system via short-term philanthropy. Through our collective funding efforts, we are on a path toward realizing the full potential of our goal of \$200 million raised and spent.

All told, over \$100 million will be directly invested by FNF in programs and initiatives to help turn our collective vision into a reality, with the rest being managed and directed by partners who are aligned to our work and strategy areas. In this report, we are pleased to highlight our direct programs, along with the work of some of our funding partners.

FNF plays an integral role in a \$200 million campaign to bring systemic change to Newark's public schools.



Message from the President/CEO

FROM THE MOMENT I ARRIVED AT FNF my philosophy for the organization has been to work in partnership toward a collective goal of improving Newark's schools and communities. I recognized that long before our arrival, Newark was blessed to have a strong group of advocates, stakeholders, and practitioners who dedicate their lives to its children. From the hard-working teachers and principals, to the dozens of community-based organizations pursuing laudable missions on behalf of Newark's families, to an outstanding group of local philanthropic organizations that have been longtime investors in the city, we are proud to have worked among such dedicated people. So many have wrapped their collective arms around Newark's children – it has been my pleasure and privilege to join them in the quest to provide students with the resources and opportunities they need to succeed.

FNF's mantra, *working in partnership*, was an easy operating vision to pursue. FNF was founded based on a historic partnership between Senator Cory Booker, Governor Chris Christie, Facebook founder Mark Zuckerberg, and a variety of funders and stakeholders. Since that time, we have partnered with others at every turn, working with schools, communities, neighborhoods, teachers, and students. As a foundation, we charted a grant-making course that prioritized our goals to ensure high quality school options and to remove systemic barriers to success. With the help of many interested individuals and organizations, we have begun to see progress. But educational improvement takes time, and we have no doubt that the best is yet to come.

We have assembled this comprehensive report outlining FNF's work to share our collective successes and express our gratitude to all who made them possible. Whether it is a landmark teacher contract, a first of its kind Teacher Innovation Fund, differentiated learning options to celebrate the unique genius of each of our children, incredible strides in early learning, or a common vision of doubling the number of Newarkers with a college degree...we have come a long way.

As success stems from a unified and concerted effort to do what is best for the children, we consider it our

obligation and part of our legacy to wind down responsibly and respectfully, exiting the landscape in a way that is not disruptive, but will instead foster the continued innovation and resources needed to improve the Newark school system. Though we say our goodbyes, we put our faith in and rely on key institutions, community partners, teachers and principals, and families to sustain this work once we are gone.

So as you read about our work, take a few moments to reflect back and celebrate how far Newark has come. Then please join us in looking forward to the work still ahead, for while we can highlight the milestones of progress we know the journey is not yet complete. We must continue to work feverishly and urgently with a zeal that will result in an educational system in Newark that serves all kids well. Our children can't wait and we won't accept anything less.

—Kimberly McLain



Partnering with Newark Public Schools

NEWARK TEACHER CONTRACT

Balancing Accountability with Continuous Improvement

WE KNOW THAT OUR PRIMARY PATH TOWARD LASTING SCHOOL IMPROVEMENT IN NEWARK IS TO ensure that there is an excellent teacher in front of every child. At the same time, we recognize the commitment, hard work, and long hours that it takes to be a successful educator and know that teachers must be given the opportunity to continuously develop and improve. FNF believes that a teacher contract, agreed upon by Newark Public Schools and the Newark Teachers Union, and ratified by over 60% of Newark teachers, maintains this careful balance between accountability and continuous improvement. The contract brings key changes to a system that previously focused largely on seniority over performance and theory-based coursework.

The process toward achieving agreement itself should not be ignored. It was a partnership among the Newark Teachers Union, the Newark Public Schools, the American Federation of Teachers, the New Jersey Department of Education and the Office of the Governor. FNF provided a \$48.5 million commitment over three years, an investment that was critical to the contract becoming a reality.

By funding significant one-time costs (retroactive pay, transition costs, etc.) to get the contract off the ground, FNF created the budget room necessary to continue this contract’s key tenets in the next negotiations, should the parties choose to proceed in that direction. Laying the groundwork for transformational change to unfold is precisely the role we envisioned as part of our mission here.

Key Contract Measures

- **COMPENSATE** teachers for their work retroactively to the date the last contract expired
- **TRANSITION** teachers to a more equitable universal salary scale that offers more money earlier in a teacher’s career, while determining pay increases based on performance
- **INCENTIVIZE** peer review and intensive coaching and training of teachers
- **REWARD** highly effective teachers with up to \$12,500 per year in bonus pay (made possible by an FNF grant)
- **ENCOURAGE** teachers to continuously improve by funding coursework aligned to their craft
- **EXPAND** site-based decision-making so schools can adopt new strategies for improvement

Partnering with Newark Public Schools

EXCELLENCE & EQUITY

Supporting A Vision of Great Schools for All

*a vision that
all students
in Newark are
in excellent
schools in
thriving
communities,
and are on the
path to excel in
college and
21st century
careers*

One of our top priorities is to ensure that every Newark student is able to go to an excellent school regardless of its location, model, or governance structure. The City of Newark has a growing charter sector and increased district options through magnet and innovative school models. While some parents want their children to go to the closest neighborhood school, others focus more on the school’s model regardless of its location. Since FNF believes all Newark families should be aware of their options and have the opportunity to access them, we supported the spirit and intent of a system that empowers parents to select the best school for their children. The central tenet of this system ensures equity by allowing families to complete a single application to access every school in Newark – no more lotteries and no more traveling from school to school to satisfy different enrollment requirements. Now parents have a chance for enrollment in schools they deem best for their children with equal opportunities and access to ALL schools. We view this as critical to ensure that every school in Newark is serving a student body that is representative of the city, and that school choice is no longer limited to parents with the resources and technology to navigate a complex web of options.



The Foundation for Newark’s Future has played a key role in increasing access to educational opportunity for Newark’s students. FNF has helped to seed the conditions necessary for our long-term success. Their support for our educators and strategic investments in our schools has had a significant impact on the children and families that we serve. We are grateful for their partnership and the work they’ve done on behalf of all Newarkers.

—Superintendent Chris Cerf, Newark Public Schools

HIGH QUALITY DISTRICT SCHOOL OPTIONS

Innovative School Models

NO TWO CHILDREN ARE CREATED ALIKE. Our students thrive in different environments and have varying interests and learning styles. Therefore, we felt that it was important to identify and financially support new, innovative school models within Newark Public Schools that use differentiated learning techniques to great results. Families in Newark have shown an overwhelming interest in these new school models and programs.

The Foundation for Newark’s Future’s affirmation of our “all-hands-on-deck” approach not only benefits students, but the community that rises up around them. We are inspired and invigorated by their generosity to work tirelessly to make a difference in the lives of each and every one of our Eagles.”

-David Banks, President, Eagle Academy Foundation

Bard High School Early College

FNF GRANT
\$550,000

CHALLENGE: The rising costs of college and lack of access to rigorous college-prep coursework has resulted in low college completion rates, especially for urban youth.

SOLUTION: Bard High School Early College offers students a tuition-free, liberal arts college education as part of their four-year public high school program. Students can earn up to 60 college credits and an associates degree concurrent with a high school diploma.

Eagle Academy for Young Men

FNF GRANT
\$550,000

CHALLENGE: Nationwide, only 47% of African American males and 44% of Latino males graduate from high school.

SOLUTION: An all-boys school that emphasizes parental involvement, academic rigor, college prep, rituals and traditions, extended day, Saturday and summer programming, and mentoring to help every young man reach their full potential.

Youthbuild Newark

FNF GRANT
\$500,000

CHALLENGE: Too many of our inner city youth become disconnected from school or drop out, creating a significant population of young people who are “over-age and under-credited.”

SOLUTION: Youthbuild Newark operates a program in partnership with Newark Public Schools called Newark Leadership Academy that combines academics, vocational training, social emotional support, and community service to re-engage youth in the education system and the workforce.



EXTENDED LEARNING TIME

From Programs to Pilots to a System

EXTENDED LEARNING GRANT DOLLARS AT A GLANCE

\$1,100,000

GRANTEES
Citizen Schools, BELL, NJ After 3, Newark Public Schools
IMPACT: Creation of pilot Extended Learning Time (ELT) Programs, blending academic support and enrichment that impacted 2,200 students at 9 schools.

\$115,000

GRANTEE
New Jersey School-Age Care Coalition
IMPACT: High quality professional development for after school providers and support for community-based organizations working in schools.

\$65,000

GRANTEE
NJ After 3
IMPACT: Systems-building work at Newark Public Schools that created a new district plan to expand ELT programming in Newark to reach as many students.as possible.

\$30,000

GRANTEE
New Jersey Performing Arts Center (NJPAC)
IMPACT: Summer learning program in partnership with Newark Public Schools tying academic pursuits to the performing arts.

A COHESIVE SYSTEM THAT MAXIMIZES LEARNING THROUGHOUT THE YEAR

In addition to seeding innovative ideas, FNF has also sought to build on what works. We know that extending the school day with quality programming is one such proven concept. In 2011, the Ford Foundation invested \$1.1 million with FNF to help Newark Public Schools develop a comprehensive ELT strategy that focused on quality, access, scalability, and sustainability. We worked with the district to build the Office of Extended Learning Time, and supported professional development for out-of-school time providers. Today, ELT is no longer a series of one-off programs in Newark, but a cohesive system that serves more and more Newark youth each year and our participating local foundations and community members are working to create a citywide out-of-school time network.



SOUTH WARD COMMUNITY SCHOOLS INITIATIVE

Urgency for a New Approach



LEFT TO RIGHT: Principal of Malcolm X. Shabazz High School Damon Holmes, Newark Public Schools Superintendent Chris Cerf, City of Newark Chief Education Officer Lauren Wells, Mayor Ras J. Baraka, Foundation for Newark's Future President and CEO Kimberly McLain

“The South Ward Community Schools Initiative has been a dream for so many of us, and I am proud to be working with community stakeholders to ensure this project will be a success.” -Monique Baptiste-Good, Director, Strong Healthy Communities Initiative

For our most vulnerable student populations, even the best school leadership and instruction may not be enough to counteract all of the effects of poverty that can impede a child’s ability to learn. It is also critical to ensure that educational, social service, and municipal institutions create a web of interconnected, wraparound services to address the holistic needs of these children and their families.

After seeing how community schools have been transforming learning and improving outcomes for children across the nation, FNF was happy to support a similar pilot program in Newark’s underserved South Ward. In an unprecedented alliance between Newark Mayor Ras J. Baraka and Newark Public Schools Superintendent Christopher D. Cerf, the South Ward Community Schools Initiative was launched with a planning grant of \$600,000, with

up to \$10 million in additional funds available as the program takes shape. Community schools are a groundbreaking approach to education that require every stakeholder — students, parents, educators, universities, local organizations, and city agencies alike — to work together to provide opportunities and resources so that all children may thrive.

The South Ward Community Schools Initiative promotes city and district partnership whereby a number of community-based organizations (CBOs) can work in tandem to offer services and support to families in need in the South Ward. Smart, innovative, life-changing programs will help lift up this community and improve student achievement and youth development outside of the classroom, through weekend, summer and before-and-after school activities.

NURTURING THE WHOLE STUDENT



A New Approach to Holistic Improvements

- Increased educational offerings
- Support of students’ academic success
- School decision-making at grassroots level
- Greater budgetary flexibility and control
- Health, emotional and social services
- Organized community resources
- Strengthening of families
- Improving communities

OPPORTUNITY YOUTH NETWORK

Targeting Those At-Risk



“Newark and the state of Nj owe a great deal to students we have failed along the way. By seeing these young people as assets to be developed we can include them into the larger economic picture of the city. Through an integrated job training and education infrastructure, we can create pathways for young people in need today and ensure that more children will not be destined to poverty.”

-Robert Clark, Founder and Executive Director, YouthBuild Newark

THE STATISTICS ARE STAGGERING: Approximately 20 percent of Newark’s young people, age 18 to 24, do not have a high school diploma. Over 3,800 of Newark’s out of school youth are either unemployed or underemployed. Nearly 1,000 students fall behind their classmates each year, placing them in danger of dropping out or not being able to find a job.

THE RESPONSE: Shed light on these disengaged youth to determine the intervention needed to turn them into opportunity youth. Embracing the concept that “it takes a village,” the Foundation for Newark’s Future is seeding a groundbreaking partnership between Newark Mayor Ras J. Baraka and Newark Public Schools Superintendent Christopher D. Cerf. Spurred by their support, FNF provided \$600,000 to develop the Newark Opportunity Youth Network (NOYN), to be housed within the Newark City of Learning Collaborative. With a total of up to \$2.5 million in funding, NOYN will have the ability to address this crisis and establish a network of campuses and programs led by local community-based organizations to provide educational, social and job training services throughout the city.

As an intermediary organization with local control, NOYN is poised to align systems and resources to best serve Newark’s opportunity youth population. In addition, it will look to continue the partnership with Newark Public Schools to identify issues, develop interventions and build in-school capacity to serve students each year who enter high school off track and are at risk of leaving before completion.

PARTICIPATING PROVIDERS: Newark Public Schools, the City of Newark, Rutgers University-Newark, La Casa de Don Pedro, Urban League of Essex County, New Community Corporation, Rutgers TEEM Gateway, and Leaders for Life

STRATEGIES TO TARGET OPPORTUNITY YOUTH

Systems + Network Management

Establish rigorous accountability goals, performance benchmarks, and program operation standards that result in a data-driven approach to supporting CBOs and in-school alternative program options.

Knowledge Management

Ongoing codification of alternative education best practices and integrated data collection and analysis to drive program development and inform broader policy needs.

Early Interventions

Continued school-based interventions and identification aimed at supporting the needs of NPS middle and secondary students at risk.

Direct Services

Oversee the recruitment, re-engagement and placement of opportunity youth in appropriate settings. Codify processes for student transfers, long-term suspensions, CBO enrollment, and out of district transitions and placements.

In supporting work that offers Newark's children a pathway to a college education and a promising career, the Foundation is changing lives for the better. The Newark Charter School Fund is proud to partner with the Foundation in ensuring the quality growth of Newark's public charter school sector."

-Mashea M. Ashton, President and CEO, Newark Charter School Fund

Partnering with Newark's Charter Sector

PARTNERSHIP & DISTRICT CHARTER COLLABORATION

Charters Form a Compact to Serve All Students

FNF FORMALLY ENTERED INTO a funding partnership with both the Newark Charter School Fund (NCSF) and the NewSchools Venture Fund (NSVF) to ensure both the responsible growth and high quality of charter schools in Newark.

The Newark Charter School Fund leads the way in advocacy for the charter sector in Newark and supports local and independent charter schools by providing the training, tools, resources, and support needed to consistently grow and improve. Additionally, NCSF leads a concerted effort to increase district charter collaboration, while ensuring a transparent and open charter sector that serves students with diverse needs.

To this end, the Newark Charter School Fund has spearheaded the Charter Compact, which has been signed by 17 of 20 Newark charter schools and charter management

organizations. It has also led the charter participation in universal enrollment.

The NewSchools Venture Fund supports the use of national best practice to inform its investments in Newark and maintains a focus on innovation and talent development. It has made significant investments in two of Newark's highest performing charter management organizations, TEAM and North Star, to allow them to fulfill their growth plans and meet the increasing parent demand for their models.

The charter sector is a crucial part of our plan to ensure that all of Newark's students attend excellent schools. We are proud to provide our support, which will allow parents to have access to high quality options that fit their families' needs, regardless of school type.

CHARTER COMPACT

- **SERVE** all students in the city, especially the highest-need students
- **SHARE** transparent data on population served and school performance
- **COLLABORATE** with Newark Public Schools to improve the educational outcomes for all Newark students

Partnering with Newark's Charter Sector

HIGH QUALITY CHARTER SCHOOL OPTIONS

New Charter Models In Pursuit of Excellence

In addition to the work of our funding partners, FNF is pleased to directly support the work of three new charter schools in Newark. All three opened in the fall of 2011 with a total FNF investment of \$1 million. All three have a deep commitment to academic, social, and emotional excellence for their students. Each brings its own model to Newark. Great Oaks Charter School, People's Preparatory Charter School, and Roseville Community Charter School, collectively serving 1,500 students at full growth, all take part in the goal of making a system of great schools in Newark a reality.

People's Preparatory Charter School

People's Prep serves students from across the city, from roughly 30 different Newark middle schools. The current population is 100% students of color, 95% are first generation future college-goers and 91% receive free or reduced-price lunch. Its mission is to ensure that all students in grades 9 through 12 achieve academic excellence, continue to develop strong character and build a sense of commitment to community advancement. FNF's support of \$350,000 enabled People's Prep to fund numerous professional development opportunities and retention efforts for their teachers, while solidifying their operational structure. In June 2015, People's Prep graduated their first class, with 85% of graduates being accepted to college.



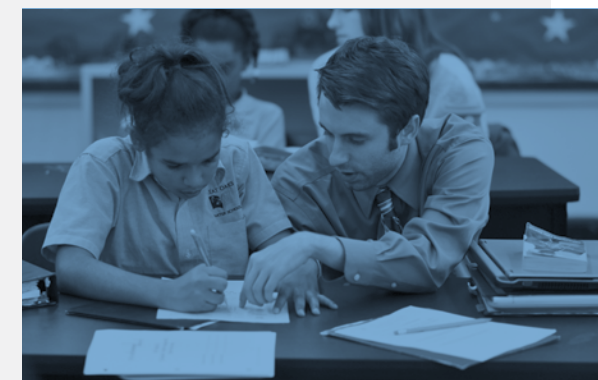
Roseville Community Charter School

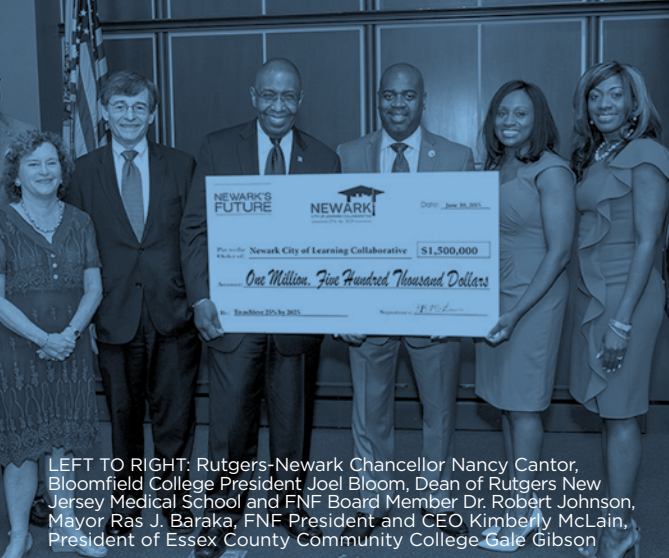
The mission of Roseville Community Charter School is to prepare every student (grades K-4) for academic excellence with a focus on character development and high expectations within a warm, nurturing, and disciplined environment. FNF's grant of \$350,000 funded essential elements of the Roseville model including additional student support services, teacher support and professional development, curriculum, and the integration of technology into the classroom.



Great Oaks

Launched in 2011, the Great Oaks Charter School - Newark (GO-NWK) will serve over 500 students in grades 6-12 at full growth. What sets Great Oaks Newark apart from other college preparatory charter schools is its high-dosage tutoring model: every student at Great Oaks gets at least two hours of small group tutoring every day in addition to their regular class schedule. A grant of \$300,000 from the Foundation for Newark's Future made it possible for GO-NWK to partner with NYU's Steinhardt School of Education to launch the Great Oaks Teacher Residency, a program that grooms excellent future teachers of Newark.





LEFT TO RIGHT: Rutgers-Newark Chancellor Nancy Cantor, Bloomfield College President Joel Bloom, Dean of Rutgers New Jersey Medical School and FNF Board Member Dr. Robert Johnson, Mayor Ras J. Baraka, FNF President and CEO Kimberly McLain, President of Essex County Community College Gale Gibson

NEWARK CITY OF LEARNING COLLABORATIVE

Seeding Innovative Education Strategies
*25% of Newarkers
with College Degrees by 2025*

“With its grant to the Newark City of Learning Collaborative (NCLC), the Foundation for Newark’s Future made a powerful statement about the fundamental importance of cross-sector collaboration to building and broadening the pathways to degree completion. Increasing college going is a critical aspect of community capacity-building in Newark and doing that is up to all of us—the public, private, and nonprofit sectors, as well as community members across our neighborhoods.

-Nancy Cantor, Chancellor, Rutgers University, Newark

THE NEWARK CITY OF LEARNING COLLABORATIVE (NCLC), is a citywide postsecondary network that is committed to increasing the percentage of Newark residents with postsecondary degrees, certificates, and quality credentials from 17% to 25% by 2025. The goal grew organically as a product of a highly inclusive community-driven process to craft Newark’s latest Master Plan. The work of NCLC is led by Rutgers University–Newark’s Cornwall Center for Metropolitan Studies, which is serving as a vital community anchor institution. However, it is a true community-driven, collective-impact partnership, and is reflective of a deliberate process to build relationships among higher education institutions, Newark Public Schools (NPS), college attainment groups, the City of Newark, and the public and private sectors.

Only a community-wide, multi-pronged approach can achieve NCLC’s bold vision; the type of approach that FNF embraces wholeheartedly, as we know that comprehensive and collaborative efforts toward change are more likely to be sustainable over time. NCLC has over 60 partners at the table (and growing) and is working with unprecedented collaboration to help its vision become a reality.

FNF’s infusion of \$1.5 million, the largest gift to date, helped jumpstart its critical programming. This initiative serves as an example of partnership, consensus-building, and unified action. We believe it crucial to provide Newark’s children with the opportunity to get to and through college for our work to be complete.

Benefits of FNF’s Investment in NCLC

- Cohort models at multiple higher education institutions to take Newark students to and through college
- A citywide college knowledge and access infrastructure including 10 College Success Centers
- Clear pathways to college and career for 4,000 youth who have left school
- The Cornwall Center as a capacity-builder, convener, and data and research clearinghouse for the initiative



Seeding Innovative Education Strategies

TEACHER INNOVATION FUND

Teacher Designed and Teacher Driven

What the Teacher Innovation Fund grant meant first to me was my ability to complete a project I had been working on for three years and couldn’t get funded. Now, it has evolved into an opportunity to dare to do something really great with my kids. -Patrick Murray, teacher, Malcolm X. Shabazz High School

IT STARTED WITH A SIMPLE QUESTION: Why not put grant dollars directly into the hands of the people who know the needs of their schools and students the most...teachers? Research shows that teacher collaboration is the best way to strengthen teacher skills and a school’s overall culture and impact.¹ Informed by our core beliefs and research, FNF launched the Teacher Innovation Fund in 2011 with a commitment to make grants of up to \$10,000 to teams of 3-5 teachers in Newark for the implementation of new, innovative programs in their schools. Along the way we unleashed the expertise and ingenuity of teachers across the city and witnessed inspiring stories:

Janet Mino, a teacher at the John F. Kennedy School, an ungraded school for students with special needs. After first purchasing an iPad with her own money to help her students, she and her fellow teachers are all now able to use iPads to enhance instruction of autistic and speech delayed students.

Ann Pereira, a special education teacher at NJ Regional Day School, who along with her teacher team designed a school-wide behavior modification program by creating a school store that rewards behavior embodying the school’s mission. The store also serves as a job training site to transition students with special needs into the workforce.

Monika Lewis, a Pre-K teacher. Along with her colleagues, she is encouraging parental involvement and literacy in the home by distributing rotating “literacy bags” with books and activities for parents to engage in with their children. Family meetings are held to share best practices with parents on bringing literacy into the home.

When considering the needs of our students, we must consult and engage those who are with them every day and have the greatest potential for impact: the teachers and principals. The Teacher Innovation Fund has allowed us to put the power of change into their hands.

¹ Carrie R. Leana, “The Missing Link in School Reform,” *Stanford Social Innovation Review*, Fall 2011, 30-35.

**\$600,000
Funded**

**37
Schools**

**50
Teacher
Teams**

**200
Teachers**

**9,500
Students**



EARLY CHILDHOOD EDUCATION

A Call to Action

IN 2013, THE ANNUAL ADVOCATES FOR CHILDREN OF NEW JERSEY (ACNJ) KIDS COUNT REPORT

revealed alarming findings: half of children in Newark age five and under live in poverty. From that group, half fall under the category of “extreme poverty.” In the aftermath of this report, there was a collective imperative to address the struggles of the city’s youngest citizens and their families.

The Foundation for Newark’s Future responded by pledging \$250,000 through a challenge grant to identify systemic changes needed and to support parent recommendations on how to improve the early school experience of their children. In 2014, we exceeded the challenge grant and raised an additional \$750,000 for a total of \$1 million to focus toward the needs of children ages zero to three.

Among others, donors included members of the

Newark Early Learning Funders Group, led by the Turrell Fund, which gave \$500,000 to the effort.

Acting on the recommendations of a community-based, parent-led Early Childhood Policy Board, FNF worked with the Early Learning Funders Group to develop a set of investments that share a primary goal: increasing the quality of, and access to, vital services for children 0-3, particularly Early Head Start. We are also partnering with Programs for Parents, the Child Care and Resource Referral Agency for Essex County, to conduct critical programming.

FNF has seeded an approach that has large-scale implications on policy and practice. However, it is just the beginning. A continued, collective focus on this population of children and families is critical to the city’s success.

“The alignment of resources was truly historic for local foundations, and could not have been accomplished without FNF guidance and leadership.”

-Dale Anglin, Senior Program Officer, Victoria Foundation

FUNDERS COLLABORATIVE

Collective Action for Great Schools

Together over this past year, we have achieved a remarkable milestone – an aligned strategy of multiple stakeholders that will have a demonstrable impact on early learning in Newark. I appreciate FNF’s partnership in developing impactful programs and their spirit of solution-oriented collaboration.

-Curtland Fields, President and CEO, Turrell Fund



INCREASED QUALITY, EXPANDED ACCESS

Family Engagement

Funds were used to align efforts of service organizations and maximize resources for families. Access to information is now easier with a first of its kind Parent Resource Guide and app.

Teacher Credentialing

FNF grants funded an increase in the effectiveness of early childhood teachers at targeted centers.

Center Quality

In addition to the high quality credentials programs at early childhood centers citywide, ongoing professional development among directors was facilitated by FNF and center improvement grants were issued.

4000
Students

15
Schools/
providers

10
Foundations

1
Goal

RESPECTING THE DEDICATION AND RESOURCES OF THE FUNDING

community that preceded us, The Foundation for Newark’s Future met with local funders in 2011 to strategically allocate resources in support of high quality schools for Newark students.

Over the last five years, FNF contributed almost \$700,000 to a pool of dollars that totaled over \$3 million in support of innovative or additional programming at school sites throughout the city. Some of these schools are new district school models, while others are existing district schools that are seeking to deepen the quantity and quality of services they offer their students.

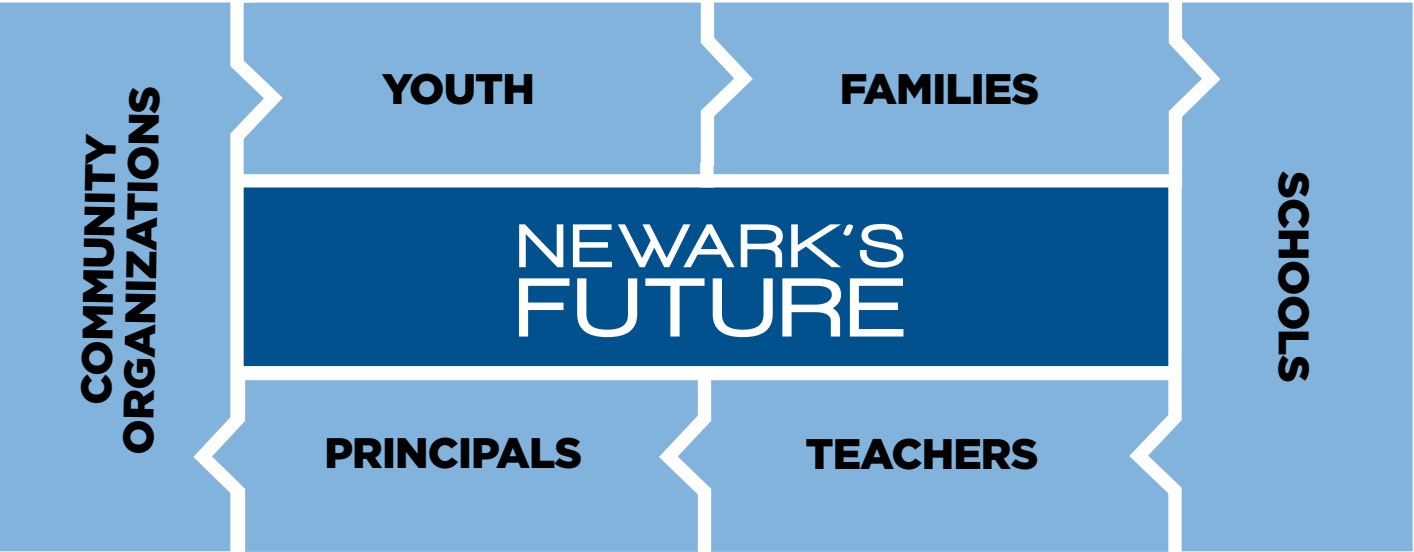
FNF is proud to be part of a funding community that is seriously committed to ensuring that the resources and strategies are in place to provide access to quality schools for all Newark students.

SERVICES MADE POSSIBLE BY FNF GRANTS

- *Development of student support plans*
- *Professional development for teachers on new literacy and math curriculums*
- *Provision of extended learning time programming focused on academics and enrichment*
- *Development of community engagement initiatives and school-based community and family engagement events*
- *Curriculum development for differentiated high school academies*

OUR COLLABORATIVE,

MAKING IMPROVEMENTS TOGETHER



The Early Learning Funders Group joined by Senator (and FNF Board Member) Cory Booker

INTEGRATED APPROACH

IMPACT AT A GLANCE

Youth

- 5,000** children prepared for school with supplies, family resources, etc.
- 4,000** out of school youth eligible for assistance and support to re-enter school and graduate
- 2,600** high school students employed for the summer
- 1,000** high school students empowered by the Future Project to have leadership and voice in their schools and communities
- 200** freshmen engaged through the Newark College Freshman Institute
- 10** College Success Centers Created throughout Newark

Families

- 520,000** books in **14,000** home libraries
- 2,000** parents/caregivers empowered to be their child's first teacher
- 1,000** families with access to wraparound services in Newark's South Ward
- First** Newark-specific family resource app created, **aXcess Newark**

Schools

- 15** schools serving **4,000** students through the Funders Collaborative
- 6** new high quality school models opened, offering **2,500** new seats to Newark children
- 4** full-service community schools created in South Ward

Teachers

- 3,000** teachers provided with resources to improve their classrooms
- 600** teachers recognized for excellence with performance bonuses
- 50** teacher teams received grants to lead programs in their schools

Principals

- 68** principals empowered to enhance community outreach
- 15** principals enabled to collaborate, use resources and promote best practices on shared campuses

Organizations

- 15** community organizations supported to grow their ability to serve Newark children and families



MY VERY OWN LIBRARY

Making Books Accessible to All



RESEARCH SHOWS THAT WHEN A CHILD GROWS UP IN A HOME WHERE BOOKS ARE PLENTIFUL, he or she gains three more years of schooling than a peer without access to quality books. Further, The Kids & Family Reading Report™ found that 92% of kids say they are more likely to finish a book they picked out themselves.²

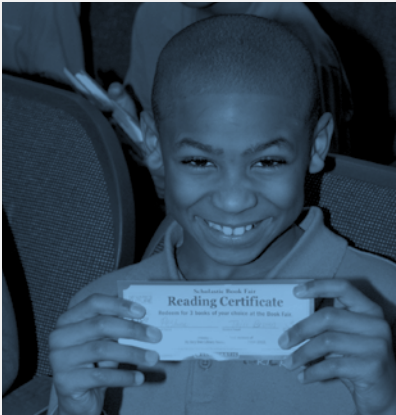
This insight is at the heart of My Very Own Library (MVOL), a research-based, citywide Newark literacy initiative that harnesses the power of reading and affords students the opportunity to choose 10 new, free books at three book fairs during the school year, coinciding with holidays to curb learning loss. Participating schools host family engagement events and provide students the chance to meet at least one author a year.

My Very Own Library was founded in 2011 by the late Anne Feeley, with additional funding and support from the Foundation for Newark's Future. Scholastic Books is the official book fair partner, which gives students the opportunity to take advantage of special Scholastic book fairs at no cost. FNF is proud to have provided the seed funding and administrative support necessary for the launch of MVOL and the distribution of over 500,000 books in 4 years.

FNF is proud to announce that we are transitioning My Very Own Library to the United Way of Essex and West Hudson, so it will continue to grow, thrive and have tremendous impact on thousands of kids. We look forward to it becoming a permanent presence in the city of Newark for years to come.

²M.D.R. Evans, Jonathan Kelley, Joanna Sikora, Donald J. Treiman, "Family scholarly culture and educational success: Books and schooling in 27 nations," Research in Social Stratification and Mobility, (2010) Volume 28, Issue 2, 171-197.

“My Very Own Library has given my son Eric and me the opportunity to read together and spend time working together. Since Eric started to build his own library at home, thanks to MVOL, he is truly beginning to become an independent reader. The pride that he has when he is able to read his own books is truly priceless.” -Evelyn Martinez, Parent, Abington Avenue School



520,000

New,
free books

15,000

Newark Students

60

Unique family
engagement events
per year

21

Author visits
per year

Raising a Reader in Action

Develop



Parents receive training in research-based practices to develop the habit of reading books together.

Practice



High quality multicultural books are rotated into family homes weekly to assure the availability of books to read every day.

Sustain



Families are connected to afterschool programs and local libraries to sustain the habit of reading through the sharing of books.



Building a Culture of Literacy

A SHARED COMMITMENT TO LITERACY

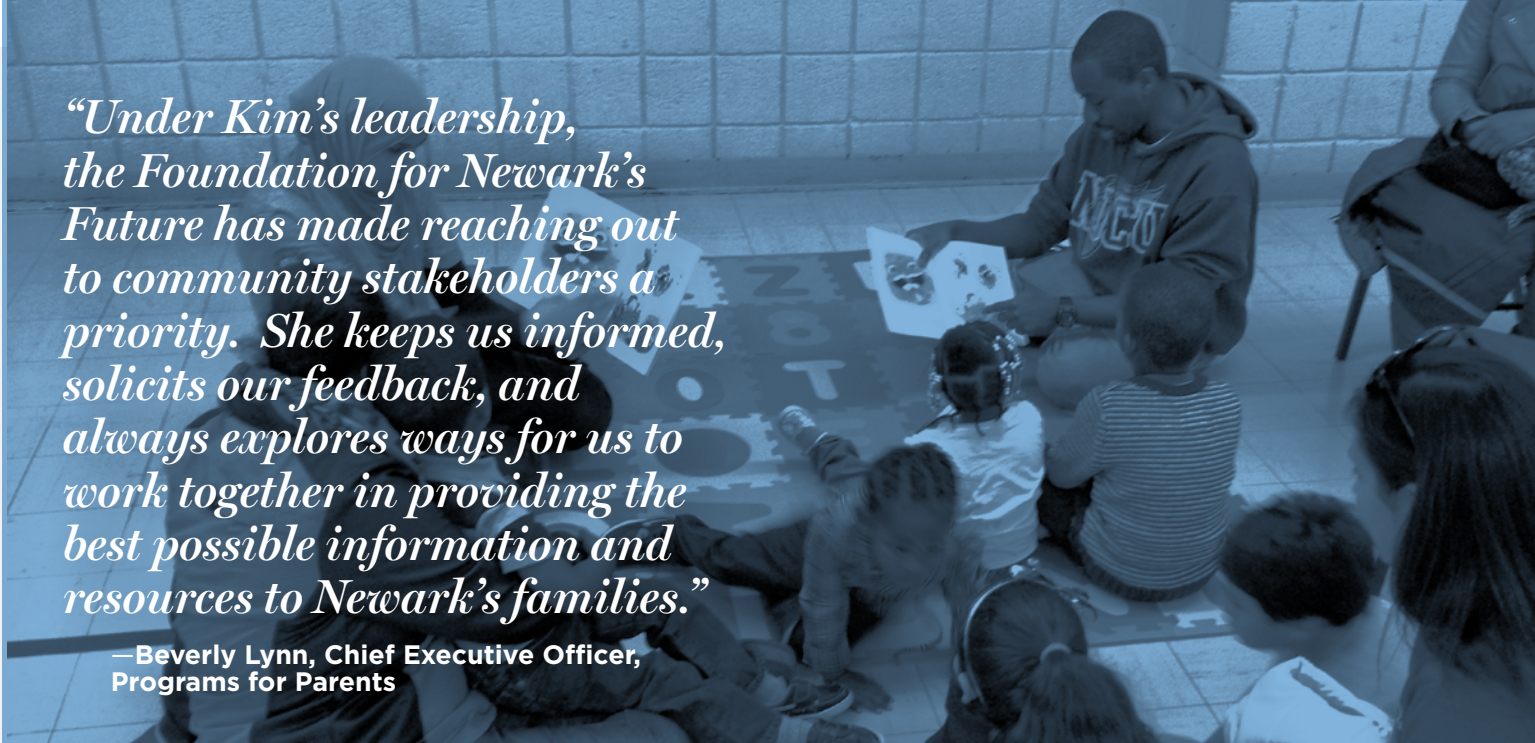
Raising Readers

THE FOUNDATION FOR NEWARK'S FUTURE HAS BEEN PROUD to work with local philanthropy, the City of Newark, community-based organizations, and high quality programs to introduce a citywide literacy campaign. Family literacy and a goal to target thousands of families and children from Pre-K to 8th grade with high impact literacy initiatives are key components of our early learning strategy.

In order to reach our youngest readers (ages 3 and 4) per year, and to complement My Very Own Library, FNF led the effort to bring the Raising a Reader program to Newark through a \$431,000 implementation grant to the United Way of Essex and West Hudson. Raising a Reader helps families of children ages 0-8 develop, practice and maintain the home-based literacy routines necessary for school success.

Twenty three independent evaluations have shown that Raising a Reader achieves statistically significant results in building family reading habits and impacting literacy skills, cognitive development, communication and comprehension skills, school readiness and social competence. Early results from the Newark program indicate that it is already having a positive impact on participating kids and families, one we hope will translate to improved literacy rates for years to come.

Most importantly, it is a solution that is respectful of local context. With community consultation built in along the way, the United Way is using multiple delivery mechanisms, like Head Start, Pre-K Centers, family visiting programs, community centers, etc., to work with 2,000 children and their parents in Newark each year.



“Under Kim’s leadership, the Foundation for Newark’s Future has made reaching out to community stakeholders a priority. She keeps us informed, solicits our feedback, and always explores ways for us to work together in providing the best possible information and resources to Newark’s families.”

—Beverly Lynn, Chief Executive Officer, Programs for Parents

Engaging Youth, Families and Communities

ACTION-ORIENTED COMMUNITY PARTNERSHIP

Inform, Engage, Give Back

YOU CANNOT IMPACT CHANGE IN A COMMUNITY WITHOUT BEING PART OF THE COMMUNITY.

This is a belief we put into effect in several ways at FNF. We wanted to engage the expertise of a diverse group of Newark leaders in our decision-making, so we established a Community Advisory Board (CAB). The CAB is composed of local organization members, faith leaders, and practitioners. We include our Community Advisory Board in the critical conversations of our work, seek input, and provide them with the information they need on education developments in Newark to take back to their constituencies.

It also means giving back to the community where we work. Each year we partner with various community and faith organizations including the Urban League of Essex County, the New Hope Baptist Church, the Willing Heart Community Care Center, La Casa de Don Pedro, New Community Corporation, the United Way, and the Ironbound Community Corporation to ensure that Newark’s kids start the school year with the supplies, health screenings, and other resources they need to be successful.

But our partnership with these and other community organizations does not end with the beginning of the school year. It is continuously incorporated into our daily work. We firmly believe that the people who live in Newark and are committed to this city for the long-term should decide its future. Our role as an education funder is to support them in creating an education system that serves all of Newark’s kids.

Grant Spotlight: Building the Capacity of Community Organizations in Newark

FNF is also supporting a capacity building and leadership program for 15 community-based organizations that are working to improve educational outcomes for youth. Since children need a variety of supports, institutions providing assistance through early childhood education, after-school programming, and services for at-risk youth will be added to this partnership.

Embracing the belief that there is no “one size fits all” approach to this work, the organizations involved represent a cross-section of the Newark community and all five wards. Each organization will receive assistance to create its own roadmap to growth and improvement. As a result of this capacity building program, community-based institutions like Big Brothers Big Sisters, the Boys and Girls Club, Leaders for Life, the Ironbound Community Corporation, the Newark Chess Club, and many more, will be even better prepared to provide hundreds of Newark children in every ward the supports that they need in the classroom and in life.

As Newark prepares for local control, we must strengthen and combine forces to ensure that our residents and community leaders are prepared to assume leadership of education in the city. This program sets a tone for that collective preparedness.

Engaging Youth, Families and Communities

SOUTH WARD CHILDREN’S ALLIANCE

Stabilizing Families in Need

THE PROBLEM

Of the 17,000 children that live in Newark’s South Ward:

- 90% are living in poverty
- 63% live in a home headed by a single-mother
- 70% of third graders do not read on grade level

THE SOLUTION

The South Ward Children’s Alliance targets families with children who attend one of the South Ward’s elementary schools – both district and charter. Leaders of those schools refer their most at-risk students and families to the Alliance.

Once families are referred, they receive case management support in four key areas of need:

- education
- mental and physical health
- housing
- economic empowerment

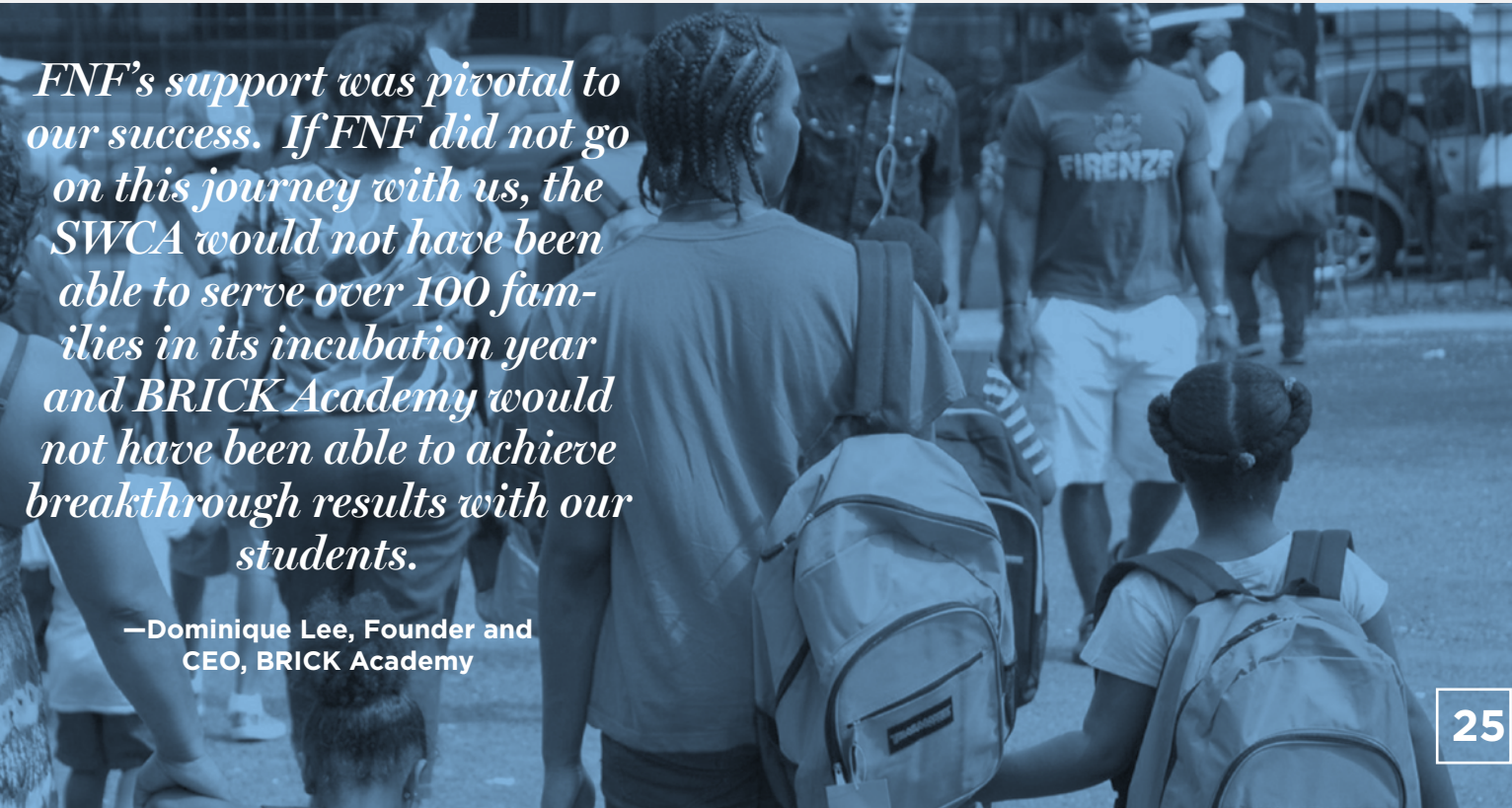
Through this Hub initiative, community-based organizations assist families living with the burden of poverty and provide them access to the tools and resources they need. The ultimate goal of the South Ward Children’s Alliance is to stabilize the family so children in the household are able to go to school ready to learn and, more importantly, to stay in the same school year after year.

THE SOUTH WARD CHILDREN’S ALLIANCE

(SWCA) is a collaborative action network that is anchored by neighborhood schools, both district and charter. It uses a two-generation approach to meet the needs of children and families living in Newark’s South Ward. The Foundation for Newark’s Future provided it with its largest individual startup grant – \$125,000 – in 2014.

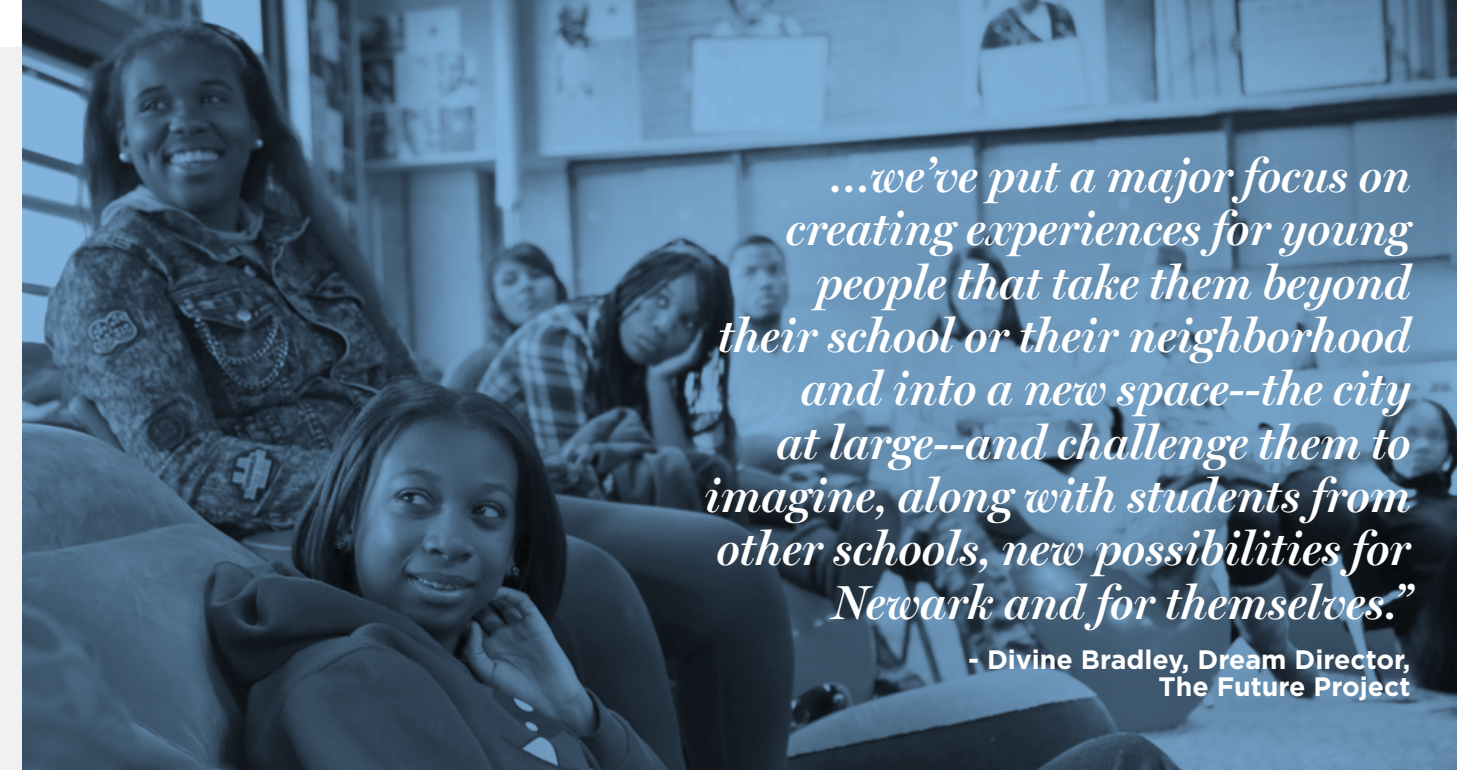
SWCA is spearheaded by BRICK (Building Responsible Intelligent Creative Kids), a highly successful education management organization that has turned around two district schools – Avon Avenue and Peshine Avenue – with a focus on strong culture, excellent teaching and leadership, family and community involvement, and strong wraparound services for students. FNF is a leading supporter of BRICK schools, as its model greatly benefits kids and their families.

FNF knows that to succeed, students need support in – and out of – the classroom



FNF’s support was pivotal to our success. If FNF did not go on this journey with us, the SWCA would not have been able to serve over 100 families in its incubation year and BRICK Academy would not have been able to achieve breakthrough results with our students.

—Dominique Lee, Founder and CEO, BRICK Academy



...we've put a major focus on creating experiences for young people that take them beyond their school or their neighborhood and into a new space--the city at large--and challenge them to imagine, along with students from other schools, new possibilities for Newark and for themselves."

- Divine Bradley, Dream Director, The Future Project

Engaging Youth, Families and Communities

THE FUTURE PROJECT

Youth Leadership and Voice

EMERGING SCIENCE SHOWS THAT A YOUNG PERSON'S MINDSET CAN PREDICT WHAT HE OR SHE achieves. The Future Project is an innovative new program that creates change in the culture of schools by empowering students to have voice and agency in both their school experience and their dreams for the future.

At the core is a "Dream Director" assigned to each school who recruits a "Dream Team" of students and staff. With a school change strategy they are able to engage the student body, one by one, with projects to help identify, pursue, and achieve dreams for the future. The result is students who are more invested in school and their future, a vastly improved school atmosphere, and youth who are better prepared to make a difference in their community.

THE MODEL

The Dream Director

Dream Directors are placed in schools full-time to unleash the passion and sense of purpose the students hold within them.



Dream Teams

To multiply their impact, Dream Directors build Dream Teams of coaches, teachers, and students, and charge them with transforming schools from the inside out.



Future Projects

Dream Directors challenge students to create ambitious projects like clubs, campaigns, companies, etc. Research suggests there may be no more transformative experience for a student.



Whole School Change

As students lead their peers, Dream Directors partner with principals to re-imagine spaces, rethink policies, and remove any barriers to inspiration. Within months, the school's new culture inspires everyone within it.

AFTER SEEING THE IMPACT AT MALCOLM X. SHABAZZ HIGH SCHOOL, FNF FUNDED THE EXPANSION OF THE FUTURE PROJECT'S WORK AT SEVERAL OTHER NEWARK HIGH SCHOOLS



LEFT TO RIGHT: Kevin Callaghan Program Officer, and Kimberly McLain, President, FNF, Mayor Ras Baraka, Jeremy Johnson, Newark Philanthropic Liaison



Students gather for the first day of summer youth employment

Engaging Youth, Families, and Communities

NEWARK'S SUMMER YOUTH EMPLOYMENT PROGRAM

2,600 Youth Employed

"This grant empowers the youth of Newark, enabling them to become the next generation of entrepreneurs, artists, executives, activists, and advocates. What they learn today will enable them to become our leaders tomorrow."

-Mayor Ras Baraka, City of Newark

IN MAY OF 2015, MAYOR RAS BARAKA ACCEPTED a symbolic check from the Foundation for Newark's Future in support of the City of Newark's Summer Youth Employment Program. FNF's contribution of \$1.5 million enabled the city to provide summer jobs and internships for 2,600 Newark youth in corporate, business, government, education, and non-profit sites throughout the city.

In addition to meaningful employment for Newark youth, FNF's grant seeded a new summer employment model that diversifies children's experiences and expands their horizons. Through a partnership with the New Jersey Institute of Technology (NJIT), 200 youth participated in classes on landscape and architecture design and coding.

In partnership with Rutgers-Newark and the Newark City of Learning Collaborative, 800 youth received weekly leadership training focusing on college preparedness, arts and culture, financial literacy, and more.

With the natural correlation between education and employment, it's clear that the Summer Youth Employment Program is a powerful, research-based policy solution to put Newark students on the path to success. We are happy to partner with the Mayor's office on this initiative knowing that it will have a lasting impact on the community of children served and provide a new model for what is possible.

Other foundations were more targeted,

We take this opportunity to thank each and every donor, large and small, for making the \$200 million goal a reality.

Funding Source	Amount
Startup:Education	\$100,000,000
National Foundations	\$61,000,000
Local Newark Foundations	\$21,000,000
Individuals	\$18,000,000

This comprehensive list shows the grants made directly by the Foundation for Newark's Future, as of December 1, 2015. The remaining balance of the \$200 million initiative was invested by Newark education partners, including Charter School Fund and NewSchool Venture Funds, along with local Newark funders.

*These initiatives were funded by Foundation for Newark's Future with an initial planning grant of \$600,000. FNF donors have committed up to \$10 million for community schools and \$2.5 million for opportunity youth.

BOARDS AND STAFF

BOARD OF TRUSTEES

Paul Bernstein, Pershing Square Foundation (Chair)
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Enrico Gaglioti, Goldman Sachs
Jen Holleran, Startup: Education
Dr. Robert L. Johnson, Rutgers New Jersey Medical School

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Raymond Ocasio, Executive Director, La Casa de Don Pedro

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Kimberly Baxter McLain, President and CEO
Kevin Callaghan, Program Officer
Cody Evans, Office Manager
Shannon Boehmer, Project Director



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City of Newark
Council of New Jersey Grantmakers
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Newark City of Learning Collaborative
Newark Clergy
Newark Public Schools
Newark Trust for Education
Newark’s Community Based Organizations
NewSchools Venture Fund
New Jersey Department of Education
Programs for Parents
Rutgers University - Newark
Strong Healthy Communities Initiative
United Way of Essex and West Hudson

LOCAL FUNDERS

Community Foundation of New Jersey
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FUTURE**

foundationfornewarksfuture.org

info@newarksfuture.org
twitter: @newarksfuture