

people
ARE **talking**



A N N U A L R E P O R T 2 0 1 1



The Mind Trust



people
ARE **talking:**

▀▀ The Mind Trust has done this city a tremendous favor with today's release of its dramatic plan to overhaul Indianapolis Public Schools... This is the start of what needs to be a long conversation. ▀▀

— *The Indianapolis Star* in Dec. 18, 2011 editorial about our Opportunity Schools report

Dear friend,

Last August, I had the opportunity to meet a young man named Lawrence Hemphill, who overcame his difficult upbringing to excel. While a student at Emmerich Manual High School, Lawrence assumed he'd follow his father's path and become a drug dealer. But attending a summer workshop hosted by College Summit, a college-access initiative The Mind Trust brought to Indianapolis, made him realize he could achieve much more. He's now a junior at IUPUI with plans of attending law school (read more about Lawrence on page 6).

Students such as Lawrence support the belief at the heart of The Mind Trust's mission: Every child, regardless of his or her circumstances, can succeed when given the right support. We have recruited five of the best nationally recognized education-reform initiatives to Indianapolis and have incubated seven new and groundbreaking efforts to improve K-12 education through our Education Entrepreneur Fellowship. Every day, those programs ensure more students thrive because they get the support they need – in the form of great teachers and school leaders, inspiring college-access programs and summer enrichment, to name a few examples.

Since The Mind Trust's launch in 2006, we've impacted more than 41,800 students through the initiatives we've brought to Indianapolis or helped to launch here. But even with the many success stories, large numbers of students remain to be served. And major changes must be made to achieve our mission of giving *every* child in Indianapolis the opportunity to receive an excellent education.

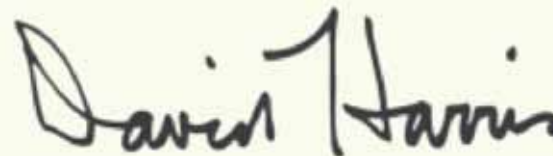
In 2011, The Mind Trust launched three innovative and ambitious efforts designed to bring about the dramatic change needed to help all kids excel.

- In May, we publicly launched a fundraising campaign called Grow What Works to support the proven programs we recruited here and new initiatives we incubated that are driving the most significant change in our community.
- In October, we started a nationally unique Charter School Incubator through which we'll award \$1 million grants to empower the nation's most innovative school leaders to start networks of life-changing charter schools in Indianapolis.
- In December, we released, "Creating Opportunity Schools: A Bold Plan to Transform Indianapolis Public Schools." It is the nation's first report on how to totally overhaul an urban school system.

We've already seen exciting momentum build in each of these initiatives, and we know it will continue. The programs we support through Grow What Works are increasing their capacity to make a difference in the lives of more students and teachers. We'll soon announce our first Charter School Incubator award winners from a rich and diverse pool of applicants. And our Opportunity Schools report has generated about 70 articles, blog posts, editorials, and letters to the editor, and has sparked a robust discussion about how to create the best Indianapolis Public Schools district possible. In coming months we'll continue the significant community conversation around our report.

With each of these efforts, we'll bring Indianapolis closer to a place where stories such as Lawrence's are the norm. We look forward to sharing this journey with you.

Sincerely,
David Harris

A handwritten signature in black ink that reads "David Harris". The signature is written in a cursive, slightly slanted style.



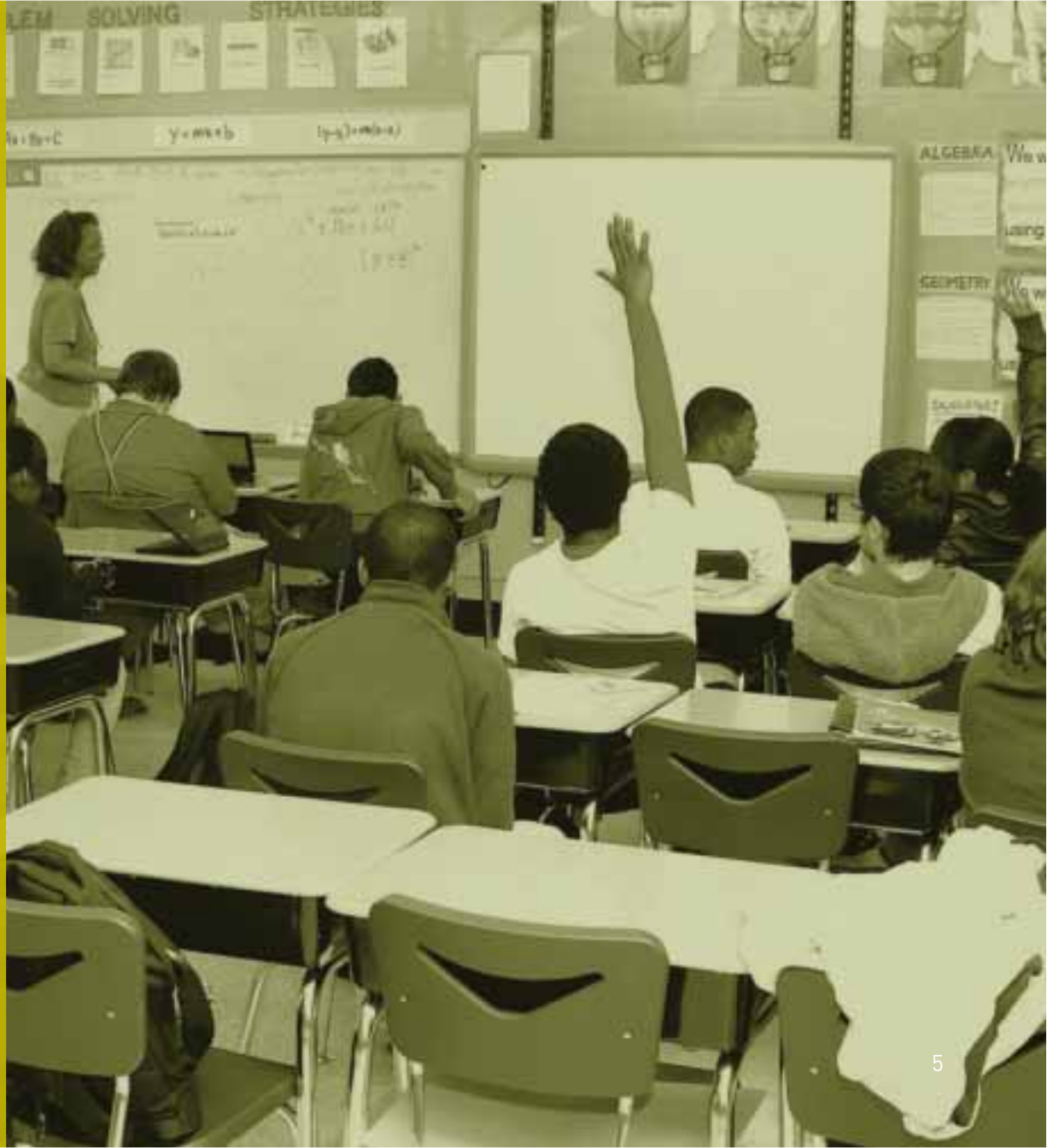
We're **improving** student outcomes.

At The Mind Trust, we're working tirelessly to drive long-term, systemic change in K-12 education in our city. But we're also making an incredible impact on student lives every day. The proven organizations we've recruited to Indianapolis and the programs that we've incubated are helping to place and retain inspiring teachers in classrooms, increase the number of students going to college, mobilize parents and teachers around education reform, help kids advance – rather than fall behind – during the summer months and much more. In 2011, we expanded the reach of these efforts through the launch of our Grow What Works campaign. Here are a few examples of people they've touched.

people ARE talking:

■ The (Mind Trust's Grow What Works) initiative is one of the most important the city has seen. After all, the education groups are already doing wonderful work, but if they are given adequate resources to take their efforts to scale, they'll have a dramatic and transformative impact on the city's education landscape. ■

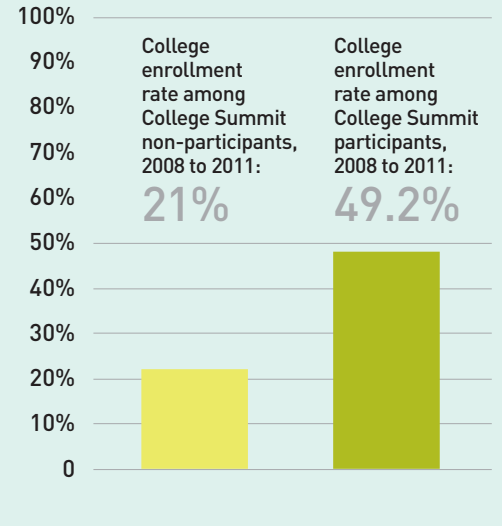
— Columnist Matthew Tully in *The Indianapolis Star* on our Grow What Works campaign, Sept. 9, 2011



IMPROVING STUDENT OUTCOMES: **College Summit**

Impact:

College Enrollment at Emmerich Manual High School



College Summit participants at Emmerich Manual High School have posted significantly higher college enrollment rates than non-participants since the program started at the school in 2008.

Lawrence Hemphill, College Summit alumnus

The Mind Trust brought College Summit to Indianapolis to increase college-enrollment rates among low-income students.

Lawrence Hemphill grew up in poverty on Indianapolis' south side. His home life was unstable with both of his parents drifting in and out of prison. School meant little to him, and college seemed to be an unattainable dream. In 2007, when he was a junior at Emmerich Manual High School, Hemphill believed he would become a drug dealer like his father. But that summer, he attended a four-day workshop hosted by College Summit, a nonprofit The Mind Trust brought to Indianapolis. College Summit works to increase the number of low-income students attending college by fostering a college-going culture in high schools and helping students to navigate the college application process.

The experience changed Hemphill's course. He connected with a College Summit staff member, Darin Kenley, who had a background similar to his and had received a master's degree from Harvard University. Kenley convinced Hemphill he also could attend college. "I thought, 'If he can do this, then I should be able to do this,'" Hemphill said. "It gave me a view I had not seen so far."

During his senior year at Manual, Hemphill volunteered to participate in College Summit workshops. He graduated and went on to complete a two-year degree from Ivy Tech Community College. He now studies communications and philosophy at IUPUI and aspires to become a lawyer and run for political office after he graduates. And he remains involved in College Summit.

Starting in 2011, Hemphill took the lead on an effort to help College Summit alumni stay connected on campus by starting College Summit clubs at the Indiana schools where they have a strong presence. J.T. Ferguson, executive director of College Summit Indiana, said he sees endless possibilities for Hemphill in the future.

"I don't just think he'll graduate college and complete law school," Ferguson said. "I think one day he'll be mayor."



people ARE talking:

▀▀ The Mind Trust has shown me what's possible in life through education by bringing College Summit to Indianapolis and providing it with support. I have The Mind Trust to thank for helping me realize my potential. Without it, I would have lost my future. And losing one's future is not like losing an election or losing money in the stock market. It's like losing your life. ▀▀

— Lawrence Hemphill, a 2007 participant in College Summit, a national program The Mind Trust brought to Indianapolis

IMPROVING STUDENT OUTCOMES: **The New Teacher Project**/Indianapolis Teaching Fellows

Impact:

90 percent of principals surveyed in 2011 reported that their first-year Indianapolis Teaching Fellows were “as good as,” “better,” or “much better” than all other first-year teachers.

87 percent of principals surveyed in 2011 reported that their first-year Indianapolis Teaching Fellows were effective at raising student achievement by one or more grade levels.

69 percent of Indianapolis Teaching Fellows who began teaching in Indianapolis in 2007 are still teaching in Indianapolis area schools.

Sheila Akinleye, The New Teacher Project teacher

The Mind Trust helped to bring The New Teacher Project to Indianapolis to help talented professionals transition into teaching math, science, special education and foreign languages. It is known locally as Indianapolis Teaching Fellows.

It’s been more than three decades since Sheila Akinleye was a sixth-grade Indianapolis Public Schools student in Mrs. Pickering’s class, but she still vividly remembers dressing up as Madam C.J. Walker for a public speaking presentation and discussing books such as George Orwell’s “Animal Farm.”

Akinleye also recalls the tremendous impact Mrs. Pickering had on inspiring her love for learning. Today, as a math teacher at IPS’ Sidener Gifted Academy, it’s something she strives to replicate.

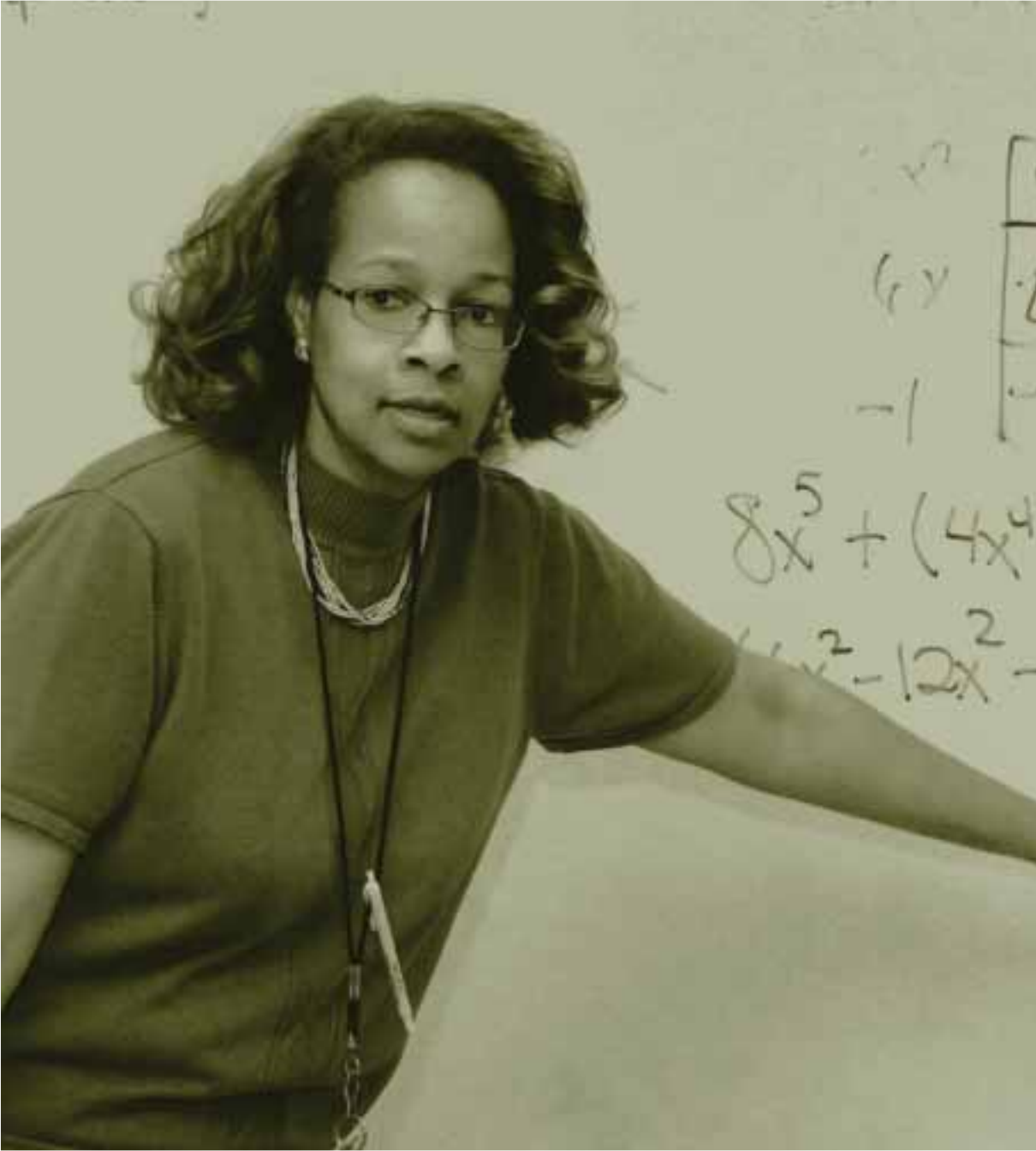
“I don’t want the kids to give up,” said Akinleye. “I always try to put them in the frame of mind, ‘You can do it if you really want to. It’s not how intelligent you are. It’s how driven you are to really work hard.’”

Akinleye found her way into teaching after working as a manufacturing engineer with Ford Motor Co., getting a master’s degree in landscape architecture and working as a field researcher for RAND Corp.

She would not have made the transition to teaching, she said, without the ability to become a full-fledged classroom teacher at the same time she was earning a master’s degree in education. Akinleye accomplished that as a member of the first local cohort of The New Teacher Project, a program The Mind Trust helped to recruit to Indianapolis. The program, known locally as Indianapolis Teaching Fellows, helps talented professionals from non-education backgrounds transition into teaching.

Akinleye’s work has made a tremendous impact on her students. In her first year at Sidener, the fifth, sixth and seventh grade students she taught had a 95 percent pass rate on the Algebra 1 ISTEP+ End of Course Assessment. Five years after Akinleye became a teacher, she remains dedicated to the profession and is taking on a new assignment at Sidener in the fall as a plant and soil sciences instructor. She aims to one day complete her PhD in education and is considering becoming a school administrator.

For now, though, she thrives on working with students and seeing they’ve made progress. And, like Mrs. Pickering, she hopes to make an impression they’ll remember for years to come.



people ARE talking:

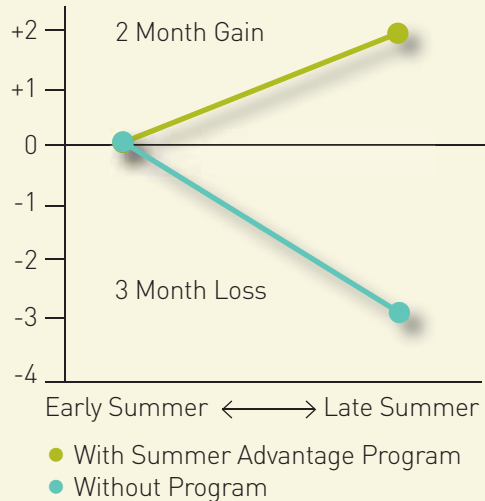
▀▀ As someone who had not previously considered teaching, The Mind Trust opened a world of opportunity to me in a profession I had no idea would be so challenging and rewarding. By bringing The New Teacher Project to Indianapolis, they provided me with the framework I needed to succeed. ▀▀

— Shelia Akinleye, who became a standout IPS math teacher through The New Teacher Project, which The Mind Trust helped bring to Indianapolis

IMPROVING STUDENT OUTCOMES: **Summer Advantage USA**

Impact:

Reading, Writing and Math Levels Among Low-Income Students



Summer Advantage participants gain five months on average when compared to low-income students who do not participate in the program.

Tyler McClure, Summer Advantage USA participant

The Mind Trust helped to launch Summer Advantage USA to reverse summer learning loss among low-income students.

Jacqueline Fleming has experienced the heartbreak of seeing her child struggle through school. For most of his life, her son, Tyler McClure, has confronted a learning disability that made school a challenge and made him self-conscious. As an eighth grader at Lincoln Middle School, Tyler was reading at a fourth-grade level and struggling tremendously with reading comprehension.

Fleming tried her best to help him. At times, she even read the books he was assigned for class so she could coach him through it. She wanted so badly for him to improve, for “the light bulb to come on,” as she put it. But nothing seemed to work.

Then, in 2011, Fleming enrolled Tyler in Summer Advantage USA, a summer engagement program The Mind Trust helped to launch in Indianapolis through its Education Entrepreneur Fellowship. Summer Advantage helps low-income students make academic gains during the summer, rather than following the typical pattern of falling behind because they lack learning opportunities.

The program provided a breakthrough for Tyler. After his summer in the program, his reading ability improved by more than three grade levels. Because of his ability to read, Fleming said, his confidence has soared.

“The program has helped him figure out things for himself,” Fleming said. “They’ve given him a way to do it – it’s amazing. I’ve never seen him so gung ho and out to conquer the world.”

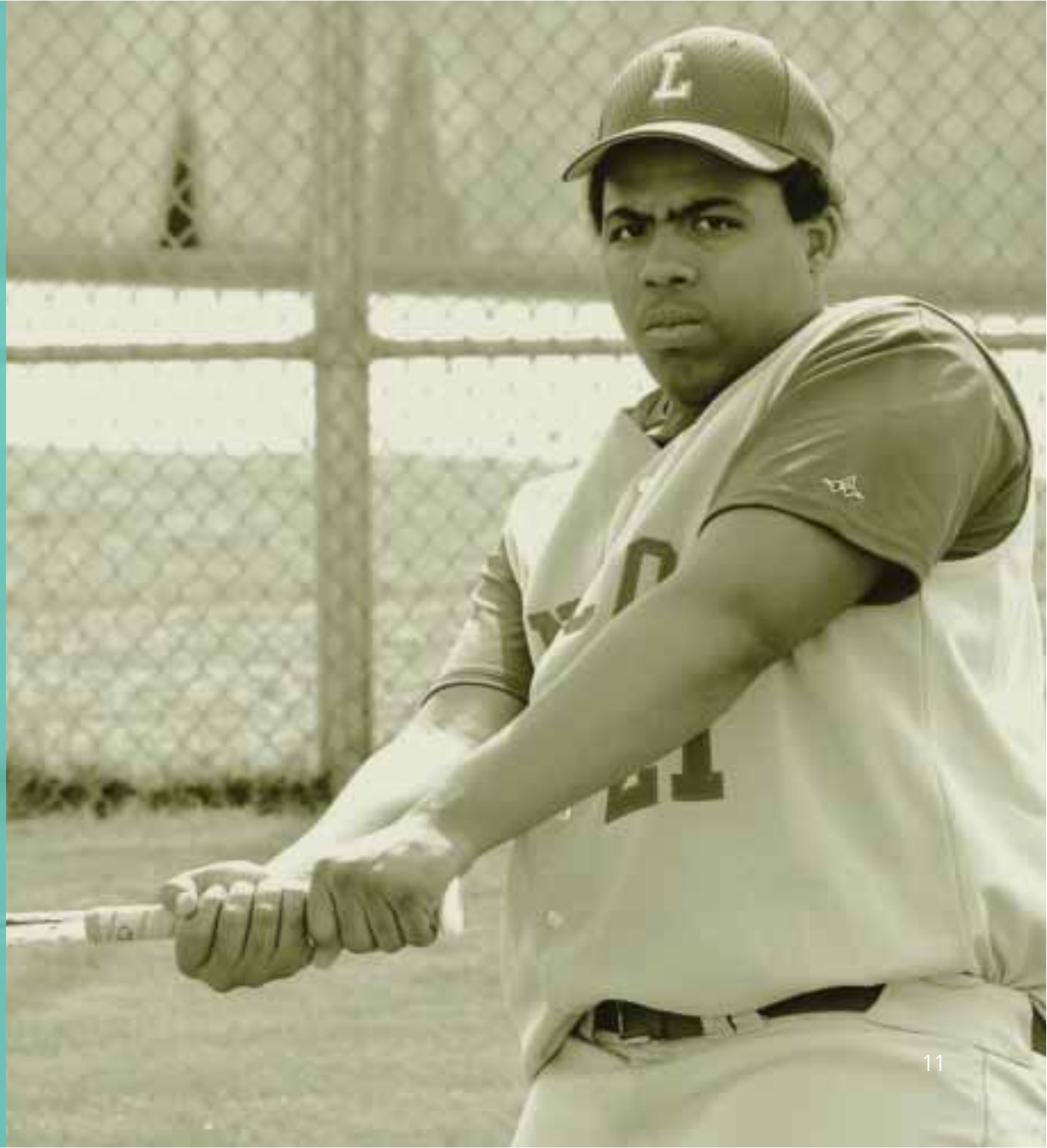
Now Tyler is taking the kinds of classes he would never have been able to take before, including science and social studies, and has maintained B averages in those classes. He also started playing two new sports this year – baseball and wrestling – and won a championship in wrestling.

“He’s an amazing kid – he always has been – but now I’m seeing him in another light,” Fleming said. “To see him have this confidence, it’s almost like seeing him take his first steps over again.”

people
ARE talking:

▀▀ The Mind Trust's program not only helped my son, it's helped our family as a whole. My son is so inspirational. Nothing holds him back. ▀▀

— Jacqueline Fleming, parent of Tyler McClure, a 2011 participant in The Mind Trust's Summer Advantage USA program



We're paving the way for **transformative** new schools.



Every student deserves the opportunity to attend a world-class school. But in Indianapolis, we face a sad reality: The supply of high-quality public school programs is not sufficient to meet the needs of kids. This is evidenced by the fact that last year more than 2,000 Indianapolis students were left on waiting lists for public charter schools.

The Mind Trust aims not only to grow the capacity of excellent charter schools in Indianapolis, but to bring the very best charter models to our city – schools that are truly life-changing for students.

That's why in October The Mind Trust launched a first-of-its-kind Charter School Incubator. Through it, we are offering \$1 million grants to entice teams of exceptional school leaders to start networks of powerful charter schools in Indianapolis. We will award grants to innovative teams this summer. Over the next five to seven years, the incubator is expected to help to start 15 to 25 excellent charter schools serving thousands of Indianapolis students.

The Charter School Incubator has received financial support from some key institutions and individuals, including the City of Indianapolis, the Richard M. Fairbanks Foundation, the Walton Family Foundation, the Eli Lilly and Company Foundation, and Jane Pauley, a former NBC anchor and a board member of The Mind Trust.

In the first round of applications, we received an outpouring of interest in the program, particularly among national groups. Thirty-five teams from across the nation applied for the awards. Thirty-one of those teams hail from 18 states across the U.S., and the remaining four are from Indianapolis. Applicants represent a diverse array of talent from the education-reform and private sectors and academia. Some applicants have worked for leading reform organizations, while others have founded successful charter schools and charter networks.

Putting their talent to work to launch new schools in Indianapolis will dial up the already high level of charter school quality in our city. And in so doing, it will enable many more students, regardless of background, to achieve outstanding academic results – and reach their true potential.

By the numbers:

\$1,000,000

Largest award of its kind nationally

35

Number of teams
that applied for
the first round of
awards

18

Number of
states represented
in applications

15

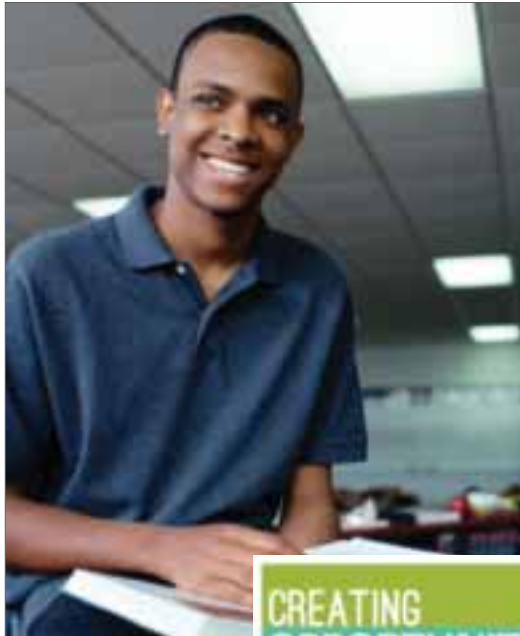
Number of
new Indianapolis
schools to open
over the next five
to seven years

people
ARE **talking:**

▣▣ If a meaningful turnaround in public education is going to happen here, it's going to come from the fresh ideas and innovative thinking the grants are trying to leverage. Getting the desired results won't be easy, but the odds improve when groups such as The Mind Trust make their bold moves. ▣▣

— *Indianapolis Business Journal* in Oct. 15, 2011 editorial about our Charter School Incubator

We're proposing dramatic **systemic change.**



A glance at a few statistics makes clear the need for dramatic change within Indianapolis' largest school district, Indianapolis Public Schools. Less than half of IPS students meet basic state standards on both the math and English portions of Indiana's standardized test, less than two-thirds graduate on time and less than half graduate without a waiver exempting them from state proficiency exams.

Our city's kids deserve better, and that will require the district to do things differently.

In December, The Mind Trust released a groundbreaking report proposing a dramatic overhaul of IPS. At its heart, our report, "Creating Opportunity Schools: A Bold Plan to Transform Indianapolis Public Schools," proposes giving schools autonomy so that talented teachers and school leaders would have the freedom to do whatever it takes to help students learn.

We recommend channeling tens of millions of dollars from the control of IPS' centralized bureaucracy to individual schools; investing in initiatives such as pre-school for all 4-year-olds, without raising taxes; and empowering all parents within IPS to choose where to send their children to school.

At schools that meet high performance standards – called Opportunity Schools – school leaders would be able to make critical decisions, such as how to spend the school's money, who to hire, how long the school day should be, and what kind of curriculum should be taught. And to ensure that IPS has an ample supply of talent and great schools, our plan calls for setting aside \$10 million annually for recruiting school leaders and educators to Indianapolis and starting excellent new schools to replace failing programs.

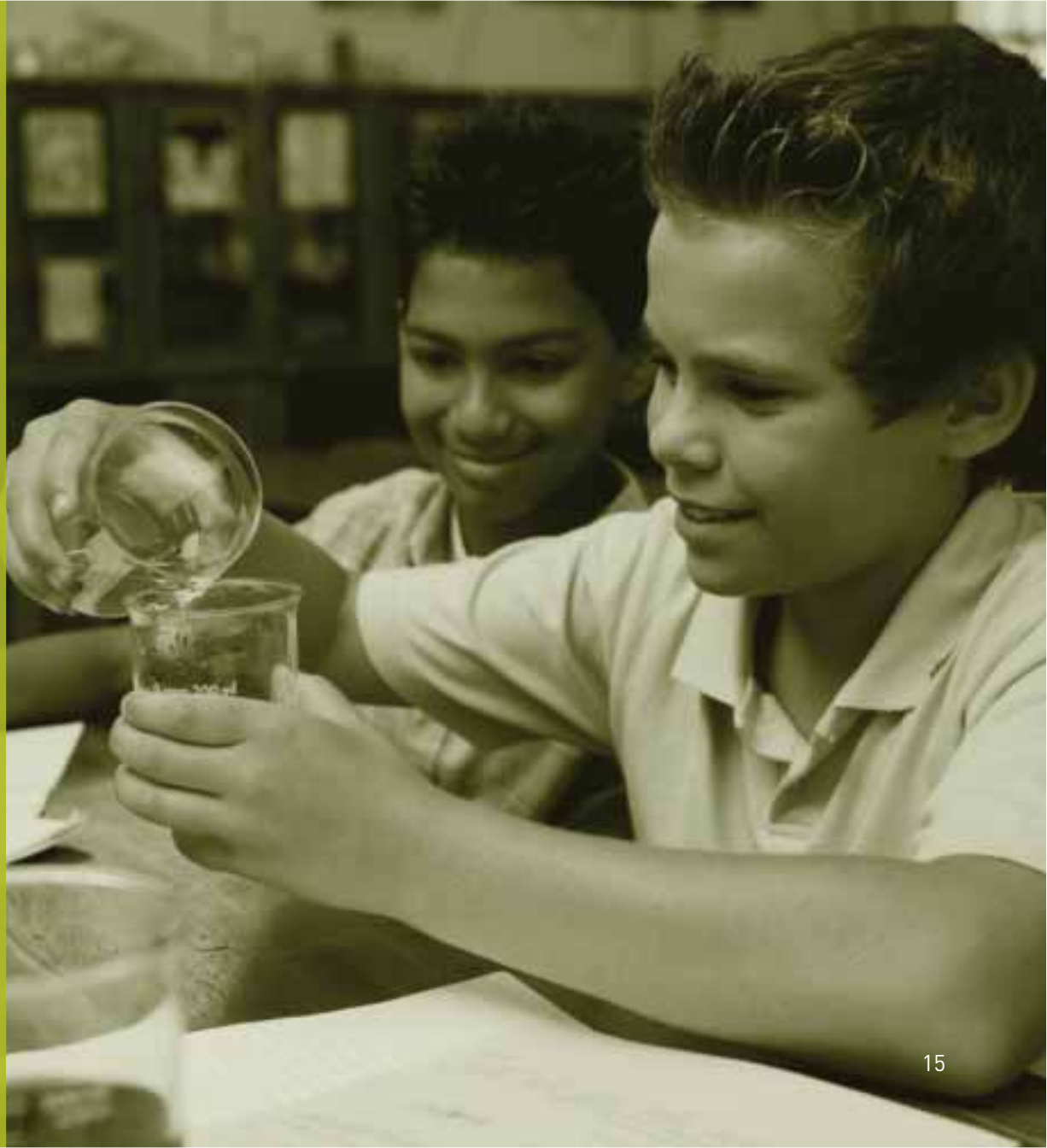
Ours is the first report in the nation proposing a comprehensive overhaul of an urban school district, and it has sparked significant conversations. Since its December release, there have been about 70 articles, blog posts, editorials, and letters to the editor on our Opportunity Schools report in outlets ranging from *The Indianapolis Star* to *Education Week*. The report also has generated interest among leaders in other cities, including Cleveland Mayor Frank Jackson, who issued a district-reform report in February that cited our plan and offered similar prescriptions.

If our Opportunity Schools plan is implemented, Indianapolis could set a reform model for urban districts across the U.S., while ensuring its most needy children get access to the kind of education they deserve.

people ARE talking:

▀▀ The reform agenda proposed by The Mind Trust puts Indianapolis 'on the leading edge of local think-tank and philanthropy-driven efforts to redefine the school system.' ▀▀

— Paul T. Hill, director of the Center on Reinventing Public Education at the University of Washington, in *Education Week*, Jan. 25, 2012



2011 Contributors

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David Frick

In honor of Bart and Amy Peterson
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In memory of Dr. Roy Forbes
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In memory of Gene Smith
SKL Classes XXXI and XXXV

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people ARE talking:

▀▀ We need to change the whole format of how education is delivered. When we started hearing about The Mind Trust and the work it's doing to change the status quo, we decided to invest in that idea. ▀▀

— Mary Benson, retired IPS teacher

Mary Benson retired from teaching in 1990, spending the last 20 years of her career as an English teacher at what is now IPS George Washington Community High School on Indianapolis' west side. Her time there opened her eyes to the ways in which teaching provides an avenue for bringing together students from diverse backgrounds. It also convinced her of the need to reform the K-12 system so that all children have the chance to succeed. That's why Mary and her husband, Ray, donated to The Mind Trust in 2011.

Board

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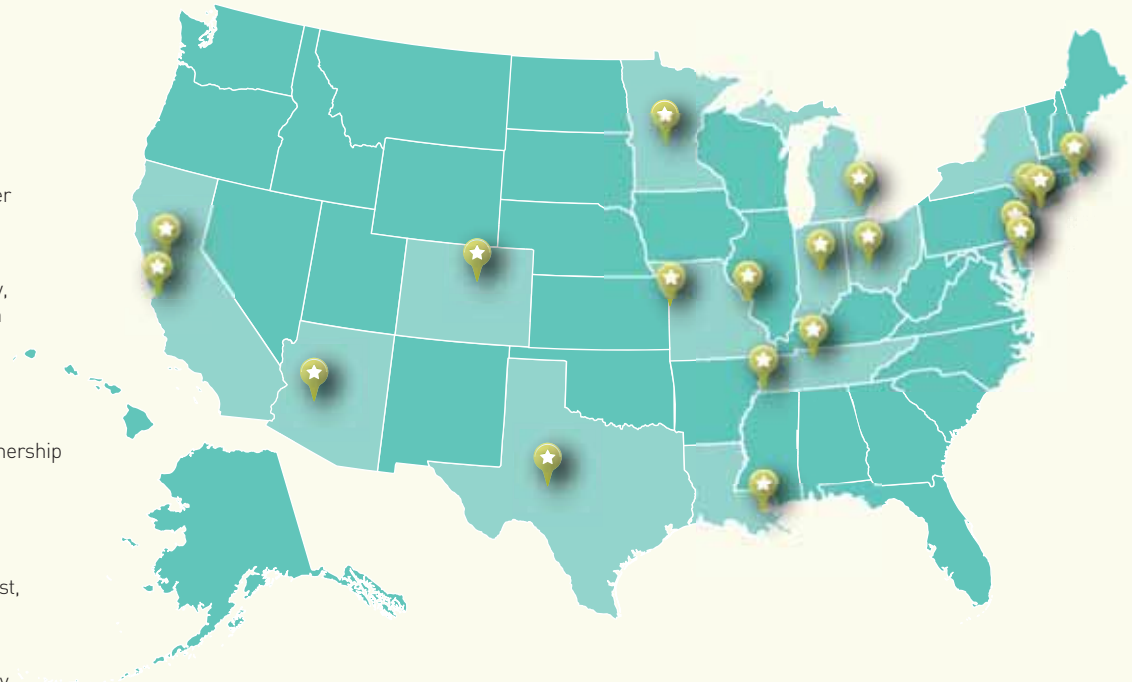
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A national reach: Cities for Education Entrepreneurship Trust

The Mind Trust has continued to expand its national influence through its leadership of the Cities for Education Entrepreneurship Trust (CEE-Trust), a growing national network of 20 city-focused foundations, non-profits, and mayors' offices that work together to promote education innovation and reform. The Mind Trust designed and launched CEE-Trust in 2010 to share the most successful education reform strategies among cities, facilitate the growth of innovative K-12 programs, and increase the number of cities nationwide that have robust ecosystems for education reform. Since its launch, CEE-Trust has helped three of The Mind Trust's Education Entrepreneur Fellows accelerate the national growth of their programs by planning expansions into CEE-Trust member cities. In September 2011, The Mind Trust received a grant from the Bill & Melinda Gates Foundation to expand CEE-Trust's capacity and develop new programming for its members related to "blended learning" school models that combine online learning with powerful classroom instruction. Nearing its second anniversary, CEE-Trust has grown to become the nation's leading network of city-focused education reform champions.

2011 Financial Report

The Mind Trust, Inc. • Summarized Statement of Activities
For the twelve months ending December 31, 2011

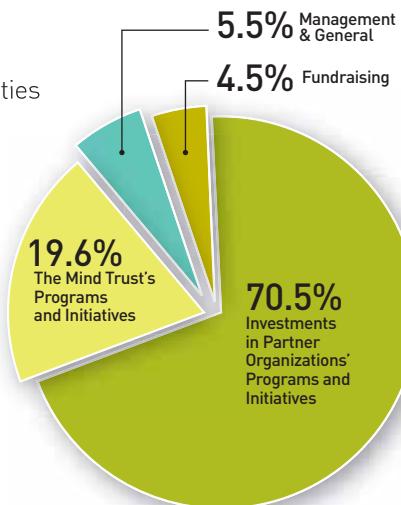
Revenue & Support

Gifts, Grants, & Sponsorships to The Mind Trust	\$9,727,155
Interest & Dividends	9,195
Total Revenue & Support	\$9,736,350

Expenditures

Investments in Partner Organizations' Programs and Initiatives	4,713,098
The Mind Trust's Programs and Initiatives	1,309,836
Management & General	364,651
Fundraising	298,160
Total expenses	\$6,685,745

Additional Contributions to be Distributed to Partners & Projects	\$3,050,605
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The Mind Trust Expenditures

The Mind Trust, Inc. • Summarized Statement of Financial Position
As of December 31, 2011

Assets

Cash & Investments	\$5,740,565
Receivables & Prepaid Expenses	3,624,709
Fixed Assets	20,093
Total Assets	\$9,385,367

Liabilities & Net Assets

Accounts Payable	65,515
Grants Payable	1,580,866
Total Liabilities	\$1,646,381
Unrestricted Net Assets	395,080
Temporarily Restricted Net Assets	7,343,906
Total Net Assets	\$7,738,986
Total Liabilities and Net Assets	\$9,385,367

people
ARE talking:

As we think about our city's future, one of the most important things we must do is work together to ensure that every child has access to an excellent education. The Mind Trust's efforts to drive innovative K-12 education reform are helping to bring Indianapolis closer to making that aspiration a reality. That is why we have enthusiastically supported their critically important work.

— Rob Smith, president of Eli Lilly and Company Foundation, which has invested more than \$2.5 million in The Mind Trust since 2009



The Mind Trust

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www.TheMindTrust.org