

The Indianapolis Opportunity

AN IMPACT REPORT FROM THE MIND TRUST

December 2017



The Mind Trust

Great schools. Innovative ideas. Every student.



"I want the **opportunity** to look at each of my children's interests and needs individually and determine what school has the program that will be a good fit for what I want them to achieve."

De Meita Vincent, Indianapolis Parent



"As we searched for the right city to launch pilotED schools, every other city had something missing. We picked Indianapolis because it gives new schools the greatest **opportunity** to succeed."

Jacob Allen and Marie Dandie, Co-Founders of pilotED Schools and 2017 Innovation School Fellows



"Innovation Network Schools are the best **opportunity** our city has had in a generation to give every student the education he or she deserves."

Maggie Lewis, Indianapolis City-County Council President — Al Hubbard, Chairman and Partner, E&A Industries and former Economic Advisor, President George W. Bush Administration

Dear Friends,

Eleven years ago, we launched The Mind Trust and set out with a simple guiding principal: talented educators with big ideas—if given time and the right supports—can unleash the revolution needed to give every student access to a high-quality education. Over the past two years, The Mind Trust and its partners have accelerated the pace of progress toward realizing this ambitious goal.

In unprecedented partnership with Indianapolis Public Schools (IPS) and the Indianapolis Mayor's Office, we've catalyzed a promising start for Innovation Network Schools. Since 2015, we've launched or supported the conversion of ten Innovation Network Schools and witnessed encouraging enrollment and early ISTEP+ results in the schools that operated in 2016-2017. With nine more schools under development through our school incubators, Indianapolis is well-positioned to ensure that this promising start continues.

We've launched a school support strategy that is providing school leaders with premier professional development, as well as a talent innovation fund designed to spur innovative approaches to finding and retaining top education talent.

We've continued to build the conditions that give public schools in Indianapolis the greatest opportunity for success. We've worked to increase the resources available to Indianapolis' high-quality charter school sector and led robust community engagement efforts to develop new advocates for education innovation. Enroll Indy—a nonprofit launched through our Education Entrepreneur Fellowship—recently launched its OneMatch unified enrollment system for students in 101 district and charter schools across Indianapolis.

To make this progress possible, individuals, foundations, and companies have contributed over \$24 million to our work since 2015. We are humbled by this generosity, both because of the impact it has every day on Indianapolis students and because it affirms what we have come to believe over the past eleven years:

We have an opportunity to be the first city in the country to give every child the education they deserve.

Sincerely,



David Harris
Founder and CEO

OUR MISSION:

At The Mind Trust, we aim to provide every student in Indianapolis with access to a high-quality, world-class education. We do this by recruiting and developing talented, innovative educators, launching high-quality schools, and engaging neighborhoods and communities to help lead education innovation.

WE BELIEVE:

Children – no matter their background or circumstances – can excel under the right conditions.

Great teachers and school leaders are the most important ingredients for student success.

Great schools have the autonomy to innovate and make decisions at the school and classroom levels.

Great schools are held accountable for achieving excellent results for their students.

Neighborhoods and communities must help lead educational innovation and transformation.

BUILDING THE Indianapolis Opportunity



2001-2007:

Indianapolis Mayor Bart Peterson becomes first mayor in the nation to authorize public charter schools. In 2006, the Mayor's Office wins Harvard University's

Innovations in American Government Award for its charter school initiative.



2008-2012:

The Mind Trust develops six education nonprofits through its Education Entrepreneur Fellowship.



The Mind Trust recruits national nonprofit Stand for Children to Indianapolis to engage families and grassroots stakeholders in education change.



2013-2014:

IPS hires innovative Superintendent Dr. Lewis D. Ferebee.

The Mind Trust and UNCF forge a partnership to engage communities in leading education innovation.



The Mind Trust is founded in 2006 by Mayor Peterson and his former Charter Schools Director, David Harris.



The Mind Trust recruits Teach For America and TNTP to Indianapolis



to expand the city's pipeline of great teachers.



The Mind Trust releases its groundbreaking report, *Creating Opportunity Schools*, which proposes a dramatic restructuring of IPS. The report drives a robust conversation and makes school autonomy a central issue of the next school board election.



Charter School Incubator

The Mind Trust creates its Charter School Incubator to help launch new public charter schools.



Innovation School Fellowship

Network Schools, a new type of autonomous district school. IPS, the Indianapolis Mayor's Office, and The Mind Trust form a partnership to develop Innovation Network Schools through The Mind Trust's Innovation School Fellowship.

Mayor Greg Ballard and Dr. Ferebee successfully advocate for the passage of a law empowering IPS to launch Innovation

"Since 2015, Indianapolis has dramatically accelerated its progress toward transforming the quality of our public education system."

— David Harris, Founder and CEO of The Mind Trust



2015:

4 Innovation Network Schools that The Mind Trust has supported open in IPS, including the first opened by one of our fellows.

- Phalen Leadership Academy (PLA) @ School 103
- KIPP Indy College Prep
- KIPP Indy Unite Elementary
- Enlace Academy

2016:

The Mind Trust supports the opening of 4 more Innovation Network Schools.

- Global Preparatory Academy at Riverside 44
- Kindezi Academy at Joyce Kilmer 69
- Cold Spring School
- PLA at George H. Fisher 93

2017:

The Mind Trust supports the opening of 5 more Innovation Network Schools.

- Riverside High School
- Purdue Polytechnic High School
- Ignite Achievement Academy at Elder Diggs
- Avondale Meadows Middle School
- Edison School of the Arts



The Mind Trust awards an Educator Entrepreneur Fellowship to Caitlin Hannon to launch Enroll Indy, a nonprofit which would develop a unified enrollment system for public schools.

RELAY/GSE

The Mind Trust launches its partnership with Relay Graduate School of Education to provide next-level training to Indianapolis school leaders.



The Mind Trust launches its Grow Great Schools Campaign to realize the Indianapolis Opportunity by raising \$32 million and creating high-quality schools for an additional 7,500 students by 2019.



Nationally-ranked Herron High School joins IPS as an Innovation Network School.

The Mind Trust and Indianapolis are featured in *New York Times* best-selling author David Osborne's *Reinventing America's Schools*.



From **Opportunity** to Impact

Since our founding in 2006, we—along with a host of partners and other civic leaders—have helped create an ecosystem that gives talented education leaders the opportunity to innovate and thrive in Indianapolis. As a result, Indianapolis is now among the nation's very best places to launch and grow high-quality schools and education nonprofits.

To take advantage of this once-in-a-generation opportunity to transform public education, in 2016, The Mind Trust launched a comprehensive plan focused on three key strategies:

- **Growing Great Schools**
- **Investing in World-Class Talent**
- **Amplifying the Conditions for Success through Policy and Community Engagement**

These strategies are yielding significant results.

10 SCHOOLS We've helped incubate or convert 10 new charter schools and Innovation Network Schools since 2015.

5,768 STUDENTS These 10 schools, along with the 6 schools The Mind Trust helped launch before 2015, currently serve 5,768 students.

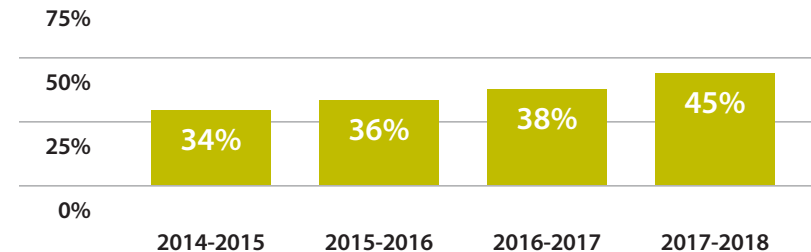
\$24 MILLION Since 2015, we've raised \$24 million in local and national contributions to help realize Indianapolis' opportunity to transform public education.

45% Over 45 percent of students within IPS boundaries attend autonomous schools (charter schools and Innovation Network Schools) that possess the key conditions necessary for schools to succeed.

THE KEY CONDITIONS FOR SCHOOL SUCCESS

- **Exceptional school leaders** with the talent and vision to build schools where teachers are supported and empowered and students achieve at high levels
- **School-level autonomy** that empowers leaders and teachers to make the critical decisions necessary to meet the needs of students and families
- **High levels of accountability** that hold schools to rigorous academic, financial, and governance standards

Percentage of students attending autonomous schools



Public school students in IPS boundaries, IDOE data, November 2017

“Innovation schools saw some of the largest gains on ISTEP+ in Indianapolis Public Schools.”

Dylan Peers McCoy, *Chalkbeat Indiana*, September 7th, 2017

A Promising Start for Innovation Network Schools

Since 2014, The Mind Trust has worked with Mayor Greg Ballard, Mayor Joe Hogsett, and IPS Superintendent Dr. Lewis D. Ferree to catalyze a promising start for Innovation Network Schools in Indianapolis.

14 SCHOOLS

We've helped launch or convert 10 and supported another 4 Innovation Network Schools in IPS.

20%

Over 20 percent of students in IPS now attend Innovation Network Schools.

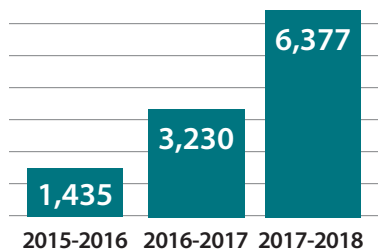
↑17%

Enrollment has increased by 17 percent at IPS schools that have converted to or restarted as Innovation Network Schools.

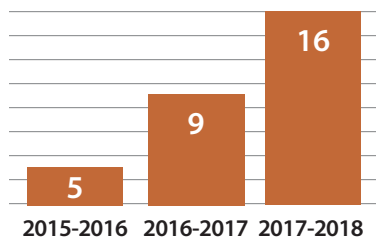
↑4.6 PTS.

The 8 Innovation Network Schools tested in 2016-17 improved the percentage of students passing Math and English Language Arts ISTEP+ by 4.6 percentage points.

Innovation Network School Enrollment



Number of Innovation Network Schools



IDOE data, November 2017.



“Providing educators the flexibility to utilize their talents in the ways they know will best meet their students’ academic needs is paramount. **Innovation Network Schools** are an integral tool in helping us transform IPS into a high-performing school district. We’re pleased to partner with the Indianapolis Mayor’s Office and The Mind Trust to maximize the power of these schools and leverage this unique **opportunity** to make our district among the best in the nation.”

Dr. Lewis D. Ferree, Superintendent, Indianapolis Public Schools

GROWING GREAT SCHOOLS



MARIAMA CARSON, 2014-2016 Fellow at The Mind Trust and Innovation Network School Leader

An award-winning principal with over 20 years of experience, Mariama Carson received a fellowship from The Mind Trust in 2014 to develop a Spanish language immersion school. In 2016, she restarted a chronically underperforming school as a dual-language Innovation Network School and charter school called Global Preparatory Academy at Riverside 44. In her first year, Mariama doubled the number of students passing both Math and English ISTEP+ exams at the school, taking the school from an “F” to an “A” on the state’s growth-only letter grade system for new schools.

The Mind Trust launches high-quality schools in Indianapolis that expand opportunities for students across the city. Through our fellowships and robust continuum of ongoing school supports, we give talented school leaders the time and supports necessary to launch and lead great schools.

7 Seven schools have been launched through The Mind Trust’s Charter and Innovation School Fellowships since 2015.

School Name	Year Launched	Grade Levels	Students Served *
Avondale Meadows Middle School	2017	6-8 (6)	91
Global Preparatory Academy at Riverside 44	2016	K-6	549
Ignite Achievement Academy at Elder Diggs	2017	K-6	501
Kindezi Academy at Joyce Kilmer 69	2016	K-6	387
PLA @ School 103	2015	K-6	461
Purdue Polytechnic High School	2017	9-12 (9)	151
Riverside High School	2017	9-12 (9)	140

3 Three existing schools in IPS have converted to Innovation Network Schools since 2015 with the support of The Mind Trust’s Educator Empowerment Awards, which are given to high-performing schools whose leaders and staff seek the freedom and flexibility of school autonomy.

School Name	Year Converted	Grade Levels	Students Served*
Cold Spring School	2016	K-6	317
Edison School of the Arts	2016	K-6	590
PLA at George H. Fisher 93	2016	K-6	415

* IDOE data, November 2017 **Innovation Network School

9 NEW SCHOOLS

The Mind Trust currently has 9 schools under development through our school incubation fellowships.



Invent Learning Hub

Charter School Fellow
Aleicha Ostler



KIPP Indy High School

Innovation School Fellows
Daniel Spencer and Emily Pelino



Matchbook Learning

Innovation School Fellows
Sajan George and Dr. Amy Swann



Paramount School of Excellence II

Innovation School Fellows
Kyle Beauchamp and Tommy Reddicks



pilotED Schools

Innovation School Fellows
Jacob Allen and Marie Dandie



Purdue Polytechnic High School

Innovation School Fellows
Scott Bess and Keeanna Warren



Rooted School

Charter School Design Challenge Winner
Jonathan Johnson



Thrival Academy: Indy

Innovation School Fellows
India Hui and Emma Hiza



URBAN ACT Academy

Innovation School Fellow
Nigena Livingston

Great Schools Never Stop Improving.

In addition to our fellowships for developing new schools and nonprofits, in 2017 The Mind Trust launched a new initiative that provides a group of almost 30 existing schools with ongoing support from local and national experts. This expert support focuses on curriculum development, instructional systems, and strategic planning.

29+ We're providing over 29 schools with access to expert supports.

13 13 school leaders are currently attending Relay's National Principals Academy.

The Relay National Principals Academy Fellowship

In 2016, we launched a partnership with the Relay Graduate School of Education to provide next-level training for school and school systems leaders. We sponsored 13 leaders from five networks or districts and plan to double the number of leaders attending next year.

"The Relay National Principals Academy Fellowship has helped me organize my thinking as a school leader and develop a road map focused on student growth and school success. It's the best professional development I've ever been a part of."

Principal Bakari Posey, *James Whitcomb Riley School 43 and 2017 Relay National Principals Academy Fellow*

INVESTING IN WORLD-CLASS TALENT

Great schools require high-quality pipelines for recruiting and developing talented teachers and school leaders. To this end, The Mind Trust has supported an array of initiatives designed to help schools recruit, prepare, develop, and retain a workforce of talented and diverse teachers.

The Teacher Pipeline

\$14 MILLION

We've invested \$14 million in top teacher talent organizations like Teach For America and TNTP since 2006.

1,000+

Teach For America and TNTP have recruited over 1,000 educators to Indianapolis schools since 2008.

**TEACHFOR
AMERICA**

2017 TFA Indianapolis Corps

136 corps members

Teaching in 51 public schools

37% teachers of color

TNTP

2017 Indianapolis Teaching Fellows

55 fellows

Teaching in 36 public schools

42% teachers of color

The Principal Pipeline

\$1 MILLION

We've invested \$1 million in Teach For America's Indianapolis Principal Fellowship since 2010.

34 LEADERS

This fellowship has placed 34 leaders in public schools across Indianapolis.



New Approaches to Teacher Talent

In 2017, The Mind Trust created its Talent Innovation Fund to encourage local schools to develop innovative approaches for attracting and retaining high-quality teachers and school leaders. This year, The Mind Trust invested in new initiatives at IPS, Christel House Academy, and KIPP: Indy.

Rethinking Teacher Recruitment & Training in IPS

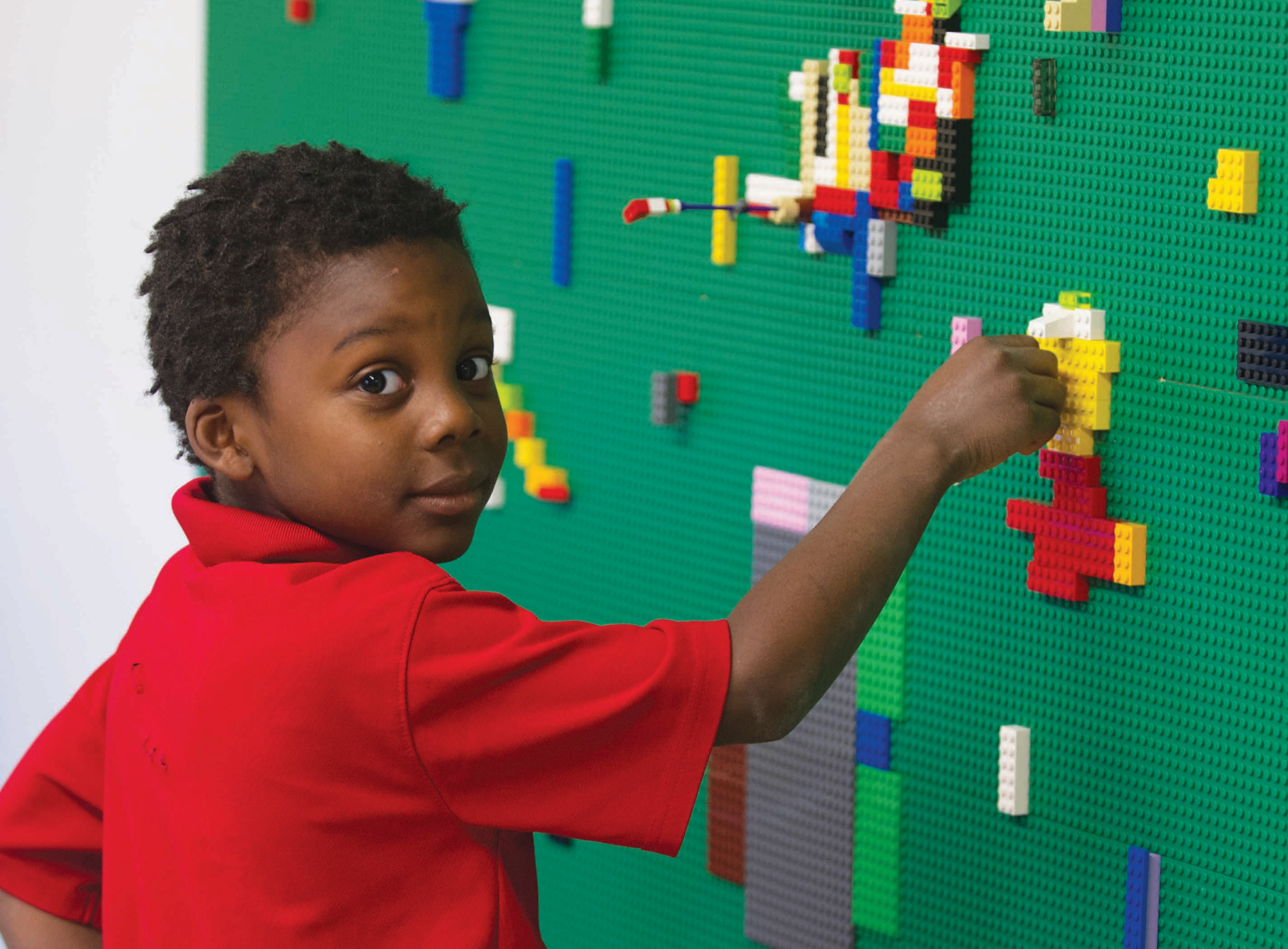
- This investment has allowed IPS to partner with the National Council on Teacher Quality to overhaul its student teaching program, which will prepare 150 student teachers each year to take full-time positions at IPS schools. It has also laid the groundwork for the development of a Special Education Residency Program and an Aspiring Teacher Residency Program.

Christel House Academy: IndyTeach Teacher Residency Program

- The IndyTeach Teacher Residency Program is an in-house teacher residency program designed to recruit, prepare, support, and retain exceptional K-12 teachers. The Mind Trust's investment has helped IndyTeach secure accreditation to license teachers of secondary grades and launch a pilot program with four teacher apprentices in the 2017-2018 school year.

The Emerging Leaders Program at KIPP: Indy

- The Emerging Leaders Program provides select KIPP teachers with yearlong leadership development designed to support teacher retention and develop a pipeline of school leaders. Four teachers completed the program in 2016-2017 and another four teachers are currently participating in the program for the 2017-2018 school year.



AMPLIFYING THE CONDITIONS FOR SCHOOL SUCCESS

Indianapolis' opportunity to transform education exists because our city now has a unique combination of ideal conditions for growing high-quality schools.

Strengthening our High-Quality Charter Sector

#1 RANKED

Indiana has the #1 ranked charter school law in the United States.

#2 HEALTHIEST

Indiana's charter school sector is rated the 2nd healthiest in the country.

\$60 MILLION

With assistance from The Mind Trust, The IDOE received a \$60 million grant to support new charter schools.

Since 2001, the leadership of three mayors and numerous school and civic leaders has developed Indianapolis' charter school sector into one of the strongest in the country. The National Alliance for Public Charter Schools (NAPCS) has named Indiana's charter school law the strongest in the nation and its charter school environment the second healthiest. Through our community engagement, school incubation fellowships, and policy expertise, The Mind Trust helps talented school leaders expand the superior impact of charter schools in Indianapolis.

In 2017, The Mind Trust provided critical assistance in crafting the IDOE's proposal for the United States Department of Education's Expanding Opportunity Through Quality Charter Schools Program (CSP) grant. The proposal resulted in a grant of close to \$60 million to support a minimum of 50 new charter schools.

* NAPCS 2016, 2017

** NAPCS 2016

Uniting Schools with One Application

101 SCHOOLS

101 public charter and district schools are participating in Enroll Indy's One-Match enrollment system.

In November 2017, Enroll Indy launched OneMatch, a unified enrollment system for charter schools and IPS. OneMatch is the culmination of the Education Entrepreneur Fellowship The Mind Trust awarded in 2015 to Caitlin Hannon, who sought to develop a system that would improve families' access to the many different school choice options in Indianapolis and support better planning and data analysis by school operators and policymakers.



Empowering Schools through Indiana's Innovative Policy Framework

Originally passed in 2014 and expanded in 2015, Indiana's Innovation Network School legislation empowers school districts to voluntarily transform schools into autonomous Innovation Network Schools. In contrast to similar laws in other cities, Indiana's law gives schools full operational autonomy and provides pathways for both traditional and charter schools of various levels of quality to pursue Innovation Network School status. The Mind Trust's Innovation School Fellowship and Education Empowerment Awards give talented school leaders the time and supports necessary to launch great schools through this nationally-unique law.

Engaging Civic Leaders

15 CIVIC LEADERS

15 civic leaders have supported education innovation as members of the Lewis-Hubbard Group.

Since the Lewis-Hubbard Group's formation in 2014, this group of 15 Indianapolis civic leaders has achieved significant influence on education policy. Led by Indianapolis City-County Council President Maggie Lewis and

businessman and former Economic Advisor in President George W. Bush's administration Al Hubbard, the group has raised public awareness about and advocated for innovative uses for underutilized school facilities, as well as the strong potential and early success of Innovation Network Schools.

Elevating Parent Voice

8 SCHOOLS

We've supported 8 schools with Parent Organizing Awards.

Since 2016, The Mind Trust has supported the community engagement efforts of new high-quality schools through its Parent Organizing Awards, which support school-based parent and family engagement. Parent organizers like Azia Watts help lay the ground work for strong partnerships between community members and new school operators and elevate the voices of parents and families.

" Our students' families not only have an amazing willingness to volunteer at school events and donate to bake sales. They have a deep desire to be a part of the change our schools are helping create in their neighborhoods and communities."

Azia Watts, Parent Organizer, Indianapolis Classical Schools

Building Support for Innovation, One Conversation at a Time

30 EVENTS

We've held 30 community events to build understanding of education innovation since 2015.

The Mind Trust engages neighborhoods, communities, and local organizations to ensure they have an active voice in our work with their local schools. Since 2015, The Mind Trust has partnered with UNCF to host over 30 Community Conversations and Education Bus Tours. These events raise awareness of the issues facing public schools across Indianapolis and educate community members on the variety of high-quality school options available in Indianapolis.



AZIA WATTS, Parent Organizer, Indianapolis Classical Schools

When the families of new students at Riverside High School and Herron High School—the two campuses of Indianapolis Classical Schools (ICS)—meet Parent Organizer Azia Watts, they meet a proof point for the education their students are receiving. A graduate of ICS' Herron High School herself, Azia knows firsthand how her rigorous classical liberal arts high school set the stage for her smooth transition to and graduation from Hanover College. She also knows how essential parent outreach and engagement are to building the thriving school communities that define Riverside and Herron High School. Through The Mind Trust's Parent Organizing Award, Azia is working to engage ICS parents in the daily life of their students' schools and create a parent group that can advocate on behalf of students and the broader community.

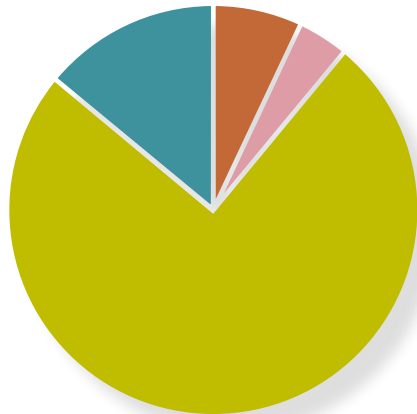
FINANCIALS

Jan. 1 -Dec. 31, 2016

Overall breakdown:	Total	%
Management & General	\$463,396.00	6.7%
Fundraising	\$247,982.00	3.6%
Program	\$6,233,274.00	89.7%
Total	\$6,944,652.00	100.0%

Program breakdown:

TMT Programs & Initiatives	\$5,274,941.00	84.6%
Investment in Partner Orgs	\$958,333.00	15.4%
Total	\$6,233,274.00	100.0%



- Management & General
- Fundraising
- The Mind Trust's Programs & Initiatives
- Investment in Partner Organizations' Programs & Initiatives

The Mind Trust, Inc.
Summaried Statement of Position
As of December 31, 2016

Assets

Cash & Investments	\$14,658,554.00
Receivables & Prepaid Expenses	\$3,072,945.00
Fixed assets	\$117,183.00

Total Assets **\$17,848,682.00**

Liabilities and Net Assets

Accounts Payable	\$224,928.00
(includes accrued expenses)	
Grants Payable	\$85,000.00

Total Liabilities **\$309,928.00**

Unrestricted Net Assets	\$2,140,707.00
Temporarily Restricted Net Assets	\$15,398,047.00

Total Net Assets **\$17,538,754.00**

Total Liabilities and Net Assets **\$17,848,682.00**

The Mind Trust, Inc.
Summaried Statement of Activities
For the twelve months ending December 31, 2016

Revenue/support

Gifts, Grants, & Sponsorships to The Mind Trust	\$14,240,141.00
Donated Professional Services	\$15,625.00
Interest & Dividends	\$25,807.00

Total revenue and support **\$14,281,573.00**

Expenditures

Investments in Partner Organizations' Program and Initiatives	\$250,000.00
The Mind Trust's Programs and Initiatives	\$5,983,274.00
Management and general	\$463,396.00
Fundraising	\$247,982.00

Total expenses **\$6,944,652.00**

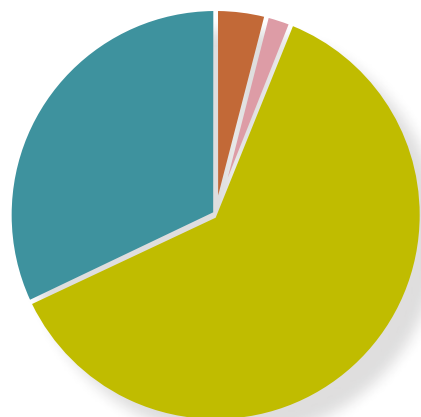
FINANCIALS

Jan. 1 - June 30, 2017*

Overall breakdown:	Total	%
Management & General	\$251,067.00	3.9%
Fundraising	\$115,809.00	1.8%
Program	\$5,997,160.00	94.2%
Total	\$6,364,036.00	100.0%

Program breakdown:

TMT Programs & Initiatives	\$3,944,309.00	65.8%
Investment in Partner Orgs	\$2,052,851.00	34.2%
Total	\$5,997,160.00	100.0%



- Management & General
- Fundraising
- The Mind Trust's Programs & Initiatives
- Investment in Partner Organizations' Programs & Initiatives

The Mind Trust, Inc. Summarized Statement of Position As of June 30, 2017

Assets

Cash & Investments	\$11,531,539.00
Receivables & Prepaid Expenses	\$5,378,773.00
Fixed assets	\$98,525.00

Total Assets	\$17,008,837.00
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Liabilities and Net Assets

Accounts Payable (includes accrued expenses)	\$175,557.00
Grants Payable	\$297,000.00

Total Liabilities	\$472,557.00
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Unrestricted Net Assets	\$2,289,242.00
Temporarily Restricted Net Assets	\$14,247,038.00

Total Net Assets	\$16,536,280.00
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Total Liabilities and Net Assets	\$17,008,837.00
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The Mind Trust, Inc. Summarized Statement of Activities For the six months ending June 30, 2017

Revenue/support

Gifts, Grants, & Sponsorships to The Mind Trust	\$5,323,461.00
Donated Professional Services	\$0.00
Interest & Dividends	\$38,10.00

Total revenue and support	\$5,361,562.00
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Expenditures

Investments in Partner Organizations' Program and Initiatives	\$2,052,851.00
The Mind Trust's Programs and Initiatives	\$3,944,309.00
Management and general	\$251,067.00
Fundraising	\$115,809.00

Total expenses	\$6,364,036.00
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* Effective July 1, 2017, The Mind Trust changed its fiscal year from the calendar year to a July-to-June fiscal year. The six-month period from January to June 2017 reflects the final six month period prior to the fiscal year change.



THE MIND TRUST BOARD OF DIRECTORS

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Community Engagement Manager



OUR DONORS

The following list represents contributions received from generous donors who supported The Mind Trust during the time period of January 1, 2016 through June 30, 2017.

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Marty and Lauren Brown
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The Mind Trust

Great schools. Innovative ideas. Every student.

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