

2018 ANNUAL REPORT

Measuring IMPACT



The Mind Trust
Great schools. Innovative ideas. Every student.

Every student in Indianapolis, no exceptions, deserves access to a high-quality, world-class education.

The Mind Trust works toward this goal by:

Amplifying the Conditions for School Success



We engage civic leaders, families, and communities to build support for changes that give every student equitable opportunities to attend a great school.

Growing Great Schools



We provide talented educators with the time, expertise, and supports to design and launch new schools in Indianapolis.

Supporting Great Schools



We recruit talent and provide schools with the individualized supports they need to attain and sustain high-quality outcomes for every student.



Dear Friends,

Over the past 20 years, a hallmark of Indianapolis' effort to give every student access to a great public school has been its consistent progress in the midst of change. Continually, our city has worked to empower talented educators with the school-level autonomy and accountability necessary to meet the unique needs of every student.

This past year has been no exception. Even amid change, we've accelerated our progress.

In April, our Founder David Harris stepped down as CEO to become a founding partner at The City Fund, a national nonprofit focused on supporting city-based education efforts across the country. As I've transitioned into the CEO role at The Mind Trust over the past several months, I've been struck by the strength of the organization and broader education landscape David helped build. On this remarkable foundation, our team has continued Indianapolis' momentum toward educational equity. In the past year, we:

- Celebrated the launch of **seven new schools**, including the 20th Innovation Network School in Indianapolis Public Schools and the **24th school launched** with The Mind Trust's support;
- Welcomed our **fifth cohort** of Innovation School Fellows, **100 percent** of whom identify as people of color;
- Welcomed **Shannon Williams**, former president of The Indianapolis Recorder, as our Senior Vice President of Community Engagement;
- Launched a **new school supports strategy** to provide schools with world-class academic and operational supports; and
- Raised over **\$30 million** in local and national support to continue this progress.

Most significantly, two separate academic studies from Stanford University and Indiana University Purdue–University Indianapolis (IUPUI) have provided the strongest evidence to date that Indianapolis charter schools and Innovation Network Schools are helping students make meaningful academic progress relative to their peers in local traditional public schools.

While this improvement is cause for celebration, we must remain firmly focused on ensuring this progress continues so that every child in our city has the opportunity to attend an excellent school. I have never been more convinced that we are closer than ever to that reality.

With gratitude,

Brandon Brown
CEO

Our Core Values

COMMUNITY We value the diverse perspectives of our community and stakeholders, particularly those who share the backgrounds of our city's students. We seek to strengthen our work by acting with empathy, learning from others, and leading through partnership.

ENTREPRENEURSHIP We encourage and seek innovations that challenge the status quo. We forge new paths by responding to problems with visionary solutions and pursuing implementation with courage.

EQUITY We operate with the unwavering belief that all students and communities deserve the opportunity to thrive. Because of this, we invest in ideas and leaders to build systems that eliminate barriers, elevate opportunity, and amplify the power of communities.

IMPACT We act boldly and persistently to create outstanding educational opportunities for all students across our city, both now and in the future. We believe that great schools not only lead students to academic success, but also transform communities and create new opportunities in the lives of their students.

INTEGRITY We act firmly in accordance with our values. We make tough decisions when necessary, follow through on our commitments, and are responsible stewards of our resources.

TEAM We collaborate to spark innovation and develop transformative ideas. We care for our colleagues, laugh together often, and encourage excellence in one another.

MEASURING IMPACT

Since 2006, The Mind Trust has worked to transform Indianapolis into one of the best-positioned cities in the country to give every student access to a great school.

24 We've supported the launch of 24 schools serving 8,448 students. These include **16 Innovation Network Schools** and **8 Independent Charter Schools**.

\$108 Million
We've raised over \$108 million to support education in Indianapolis.

100 We've provided over 100 schools with expert supports.

1,400 We've supported the placement of over 1,400 educators in Indianapolis through Teach For America and TNP's Indianapolis Teaching Fellows.

11 We've built an ecosystem of 11 education nonprofits that support schools in Indianapolis.

50 We've hosted over 50 community events and countless meetings to elevate important education issues to the Indianapolis community.

SCHOOL LAUNCHES SUPPORTED

School Name	Year	Students Served
George and Veronica Phalen Leadership Academy	2013	216
Tindley Collegiate	2013	276
Enlace Academy	2013	491
Christel House Academy West	2014	377
KIPP Indy Unite Elementary School	2014	509
Christel House DORS	2015	647
Phalen Leadership Academy at Francis Scott Key 103	2015	451
Cold Spring School	2016	315

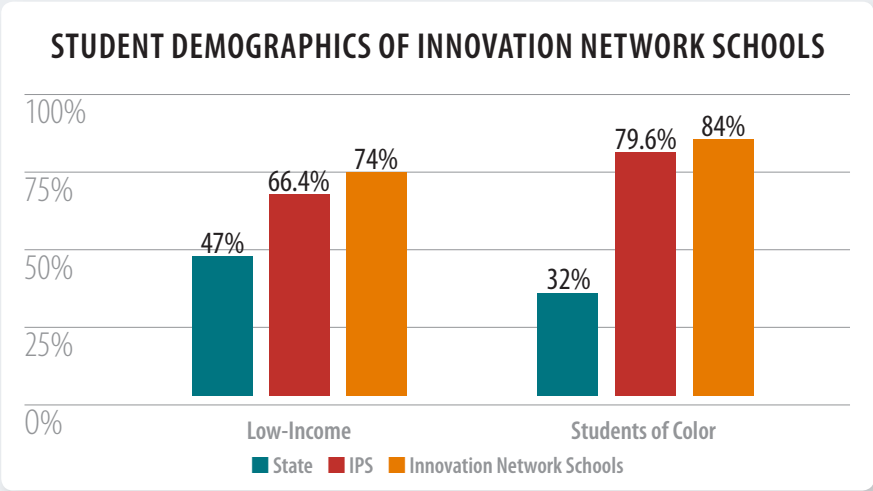
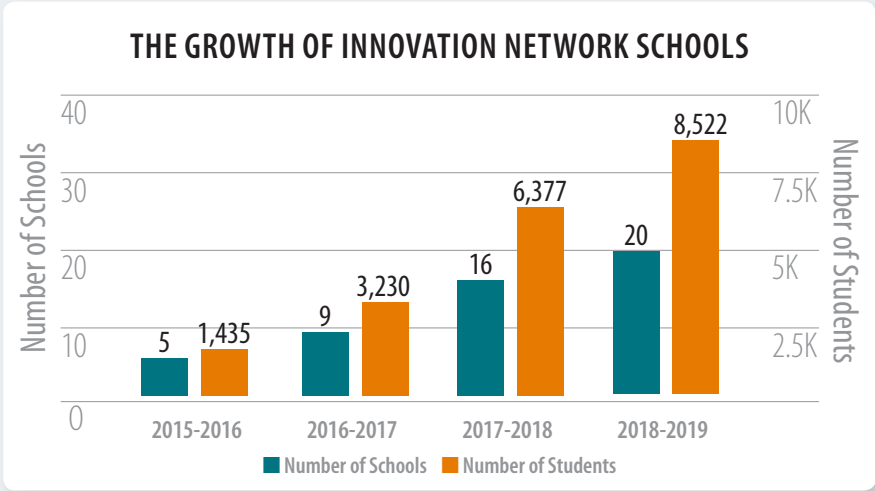
School Name	Year	Students Served
Global Preparatory Academy at Riverside 44	2016	673
Kindezi Academy at Joyce Kilmer 69	2016	395
Phalen Leadership Academy at George H. Fisher 93	2016	434
Avondale Meadows Middle School	2017	185
Circle City Preparatory	2017	129
Edison School of the Arts 47	2017	593
Ignite Achievement Academy at Elder Diggs 42	2017	534
Purdue Polytechnic High School	2017	260

School Name	Year	Students Served
Riverside High School	2017	282
Allegiant Preparatory Academy	2018	37
Matchbook Learning at Wendell Phillips School 63	2018	567
Paramount Community Heights	2018	103
pilotED Schools: Bethel Park	2018	85
SUPER School 19	2018	494
Thrival Academy: Indy	2018	50
URBAN ACT Academy at Washington Irving 14	2018	345

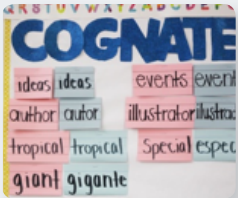
In partnership with Indianapolis Public Schools (IPS) and the Mayor's Office of Education Innovation, we've made Innovation Network Schools a national model.

20 There are now 20 Innovation Network Schools in IPS, serving nearly 28 percent of IPS students.

15% Enrollment has increased by almost 15 percent at IPS schools that have converted to or restarted as Innovation Network Schools.



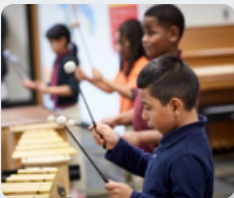
We've helped give Indianapolis students access to an array of innovative school models.



Dual-language
Immersion



Classical Liberal Arts



Arts-integration



Blended Learning



Social Identity-based
Learning



Industry-focused
Experiential Learning



Study Abroad

MEASURING IMPACT

Evidence continues to show that great school leaders empowered with autonomy and accountability are making a difference for Indianapolis students.

Two separate academic studies from Stanford University and IUPUI added to the growing body of evidence supporting the success of charter schools and Innovation Network Schools in Indianapolis.

MONTHS OF ADDITIONAL LEARNING

Researchers at Stanford University's Center for Research on Education Outcomes (CREDO) found that students in Indianapolis charter schools and Innovation Network Schools achieved months of additional learning compared to their traditional public school peers in IPS.



Both charter schools and Innovation Network Schools share the **key conditions for school success**.

- **Exceptional school leaders** with the talent and vision to build schools where teachers are supported 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

RELATIVE TO THEIR TRADITIONAL PUBLIC SCHOOL PEERS IN 2016-2017:

Students in Indianapolis charter schools made learning gains equivalent to

77

days of additional learning in reading.

100

days of additional learning in math.

Students in Innovative Network Schools made learning gains equivalent to

53

days of additional learning in reading.

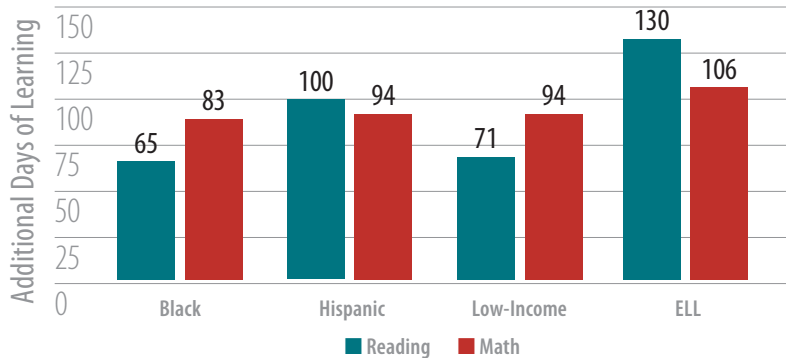
89

days of additional learning in math.

SERVING ALL STUDENTS

CREDO also found that charter schools are helping Black, Hispanic, low-income, and English language learners beat the odds.

SUBGROUP LEARNING GAINS FOR CHARTER SCHOOL STUDENTS RELATIVE TO TRADITIONAL PUBLIC SCHOOL PEERS



“As a society, we know that students from low-income households and students of color often face additional obstacles to academic achievement. The importance of schools that help students make accelerated progress in the face of adversity, therefore, cannot be understated.”

— **Bart Peterson and Greg Ballard**
Former Mayors of Indianapolis
in *The Indianapolis Star*



“It’s time to move beyond the debate about whether or not charter schools are effective and start talking about, when they are effective, why, and for whom?”

— **Dr. Hardy Murphy, Ph.D**

Clinical Professor of Education, Educational Leadership and Policy Studies,
Indiana University School of Education, Indianapolis



Recent independent research from IUPUI’s School of Education found that students in fourth and fifth grade who were continuously enrolled in a Mayor-sponsored charter school since kindergarten outperformed their peers at traditional public schools in Indianapolis on state assessments.

Researchers Dr. Hardy Murphy and Dr. Sandi Cole found:

- Students in Mayor-sponsored charter schools perform better academically than their peers in Indianapolis traditional public schools on almost all measures.
- Mayor-sponsored charter school student achievement is higher than their traditional public school peers for both ELA and Mathematics.

Amplifying the Conditions for School Success

Direct and authentic engagement with communities impacted by education change is vital to ensuring that all children have access to quality schools. To this end, we facilitate partnerships between communities and schools, volunteer extensively throughout the city, and convene discussions on public policy and other education issues.



We believe that a diversity of thought and perspective strengthens Indianapolis' ability to achieve meaningful and sustainable change. Acting from this belief, we've helped strengthen the conditions that make Indianapolis the best-positioned city in the country to give every child the education they deserve.

ONE CONVERSATION AT A TIME

In order to give every child in our city an excellent education, it is essential that our communities have an ongoing conversation about what students need. To help start these conversations, The Mind Trust partners with UNCF to hold Community Conversations on important education topics. We host Educational Bus Tours that give community members the opportunity to visit high-performing schools in our city, deepening their understanding of the conditions a school needs to succeed. We also convene leaders from Indianapolis' faith community to discuss how to improve education outcomes in their communities.



The Mind Trust's Senior Director of Community Engagement Marquisha Bridgeman discusses Innovation Network Schools with Pastor Ivan Hicks of First Baptist Church North.

A ONCE-UNPRECEDENTED PARTNERSHIP

In most cities across the country, the idea of charter schools and traditional public school districts collaborating is unimaginable. But over the past four years in Indianapolis, education leaders have set aside old debates about school type to put students first. In 2014, the Mayor's Office of Education Innovation, IPS, and The Mind Trust created the Innovation School Fellowship, a partnership designed to support the launch of Innovation Network Schools.

Since then, our city's charter schools and district schools have partnered in the creation of Enroll Indy, Indianapolis' first unified enrollment system, and Teach Indy, a citywide campaign to recruit great teachers to Indianapolis.

"Our Innovation Network Schools strategy is about creating **a third way of imagining school and school systems structures**—how do you marry empowering schools with flexibility with the resources that are available to schools in a traditional public school district structure."

— Aleesia L. Johnson
IPS Interim Superintendent



"Quality education is the engine of the American dream. The **partnership between the Office of Education Innovation, Indianapolis Public Schools, and The Mind Trust** is essential to developing the education leaders who can make this dream a reality for children in Indianapolis."

— Joe Hogsett
Mayor of Indianapolis



Enroll Indy and its OneMatch unified enrollment system work to make school choice more equitable, efficient, and transparent for all families. Launched in 2016 through the Mind Trust's Education Entrepreneur Fellowship, the nonprofit provides families in Indianapolis' urban core with a one-stop enrollment process for IPS and the city's charter schools. This fall marked the completion of Enroll Indy's first year managing enrollment for Indianapolis families.



101 schools

8,500+ students

1 Application Process

IN YEAR ONE, ENROLL INDY:

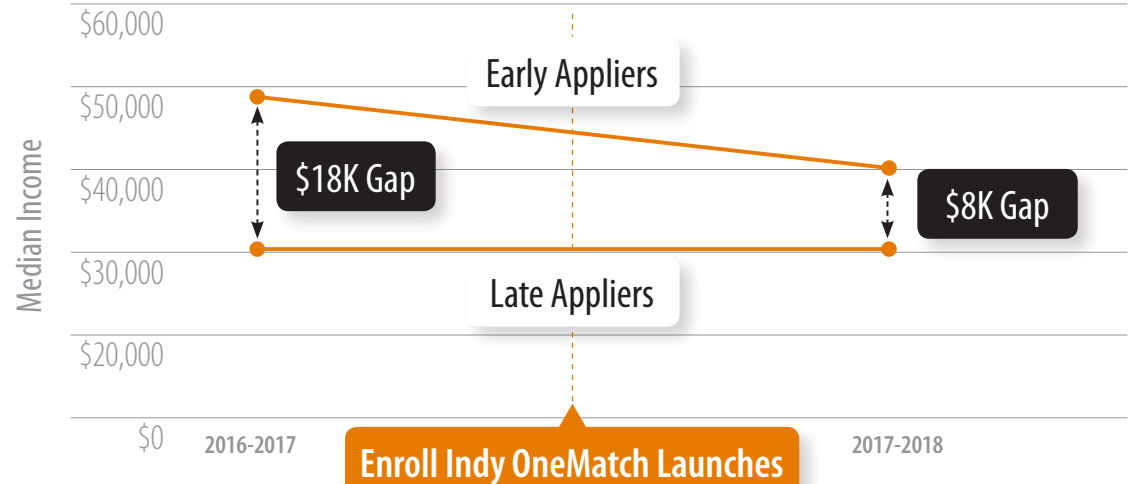
- reached **25,000** households through phone banking and canvassing.
- engaged over **29,000** attendees at community events.
- processed nearly **10,000** applications.
- forged **61** new community partnerships.
- matched **81.9%** of applicants with one of their top three schools.

Enroll Indy reduced the inequity of the previous first-come, first-served enrollment process. This year, it reduced the income gap between families who apply early and later by more than half.



© PHOTO COURTESY ENROLL INDY.

REDUCING THE INCOME GAP BETWEEN EARLY- AND LATE-APPLYING FAMILIES





School leaders from across the country visit Global Preparatory Academy at Riverside 44 to learn about education in Indianapolis.

Growing Great Schools

The Mind Trust supports the launch of high-quality schools in Indianapolis through our school leader fellowships, which provide talented school leaders the time, expertise, and support necessary to launch and lead great schools.



OUR FELLOWSHIPS

Through our Innovation School Fellowship and Charter School Fellowship, The Mind Trust provides entrepreneurial school leaders with one or two full years of planning time, resources, and expert supports to design and launch a high-quality school. During their fellowship, Fellows receive individualized coaching, build meaningful partnerships with the communities their schools will serve, and visit high-performing schools across the country to ensure their schools start strong from day one.

63% of our Innovation School Fellows identify as school leaders of color.



A school is only as strong as its ability to partner with and engage families, neighbors, and community organizations. That’s why Fellows at The Mind Trust prioritize engaging the neighborhoods across Indianapolis during their Fellowship. With the support of our Community Engagement team, Fellows have the opportunity to build new relationships and gain a better understanding of how their schools can best meet the needs of the students and communities they will serve.

12 SCHOOLS CURRENTLY UNDER DEVELOPMENT



Believe: Circle City
Innovation School Fellow
Kimberly Neal



Christel House Academy High School
Charter School Fellow
Naomi Nelson



Indianapolis Classical Schools III
Charter School Fellow
Carroll Bilbrey



Invent Learning Hub
Charter School Fellow
Aleicha Ostler



KIPP: Indy Legacy High
Innovation School Fellow
David Spencer



Paramount Englewood
Charter School Fellow
Darius Sawyers



The PATH School
Innovation School Fellow
Alicia Hervey



Phalen Leadership Academy



Purdue Polytechnic High School North
Innovation School Fellow
Keeanna Warren



Rooted School
Charter School Fellow
Jonathan Johnson



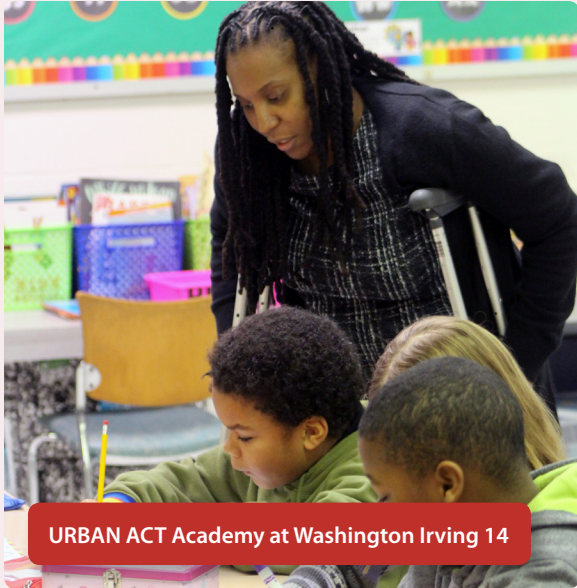
Sankofa School of Success
Innovation School Fellow
Tihesha Henderson



Wildflower Schools

THE MIND TRUST SUPPORTED THE LAUNCH OF 7 SCHOOLS IN 2018





URBAN ACT Academy at Washington Irving 14



Allegiant Preparatory Academy



Thrival Academy: Indy



SUPER School 19

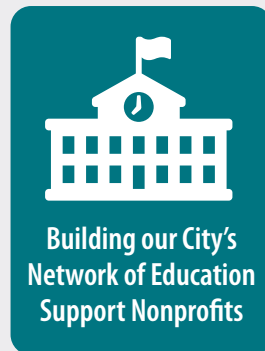
A man with a shaved head and a goatee, wearing a brown blazer over a plaid shirt, is standing and speaking to a group of people seated at a table. He is gesturing with his right hand. The people at the table are seen from behind, including a woman in a pink top and a man in a dark shirt. The table has glasses, water bottles, and other items on it. The background is a bright, out-of-focus interior space with large windows.

Supporting Great Schools

Since 2006, The Mind Trust has worked to build an ecosystem of supports that help Indianapolis schools give every student an excellent education. We provide existing schools with the targeted, school-specific supports they need to attain and sustain success.

This year, we launched a new, unprecedented effort to provide schools across our city with academic supports that help teachers, school leaders, and network executives improve their craft; to invest in strategies that strengthen schools' teacher talent pipelines; and to grow innovative nonprofit organizations that partner with Indianapolis schools.

WE SUPPORT SCHOOLS BY:



Providing World-Class Academic Supports

The Mind Trust's academic supports strategy provides schools with a menu of individualized and differentiated supports that help schools attain and sustain high-quality outcomes for students. These supports include:

Standards Capacity Building

Indiana's College and Career Ready Academic Standards are four years old, but teachers and school leaders across Indianapolis continue to request support on implementing the full rigor of these more demanding standards. To meet this need, we provide teachers, instructional leaders, and systems leaders citywide with access to high-quality standards capacity building.

Instructional Systems Support

Great schools continuously improve the quality of teachers' instruction through cycles of classroom observation, feedback, and coaching. The Mind Trust helps schools create individualized plans for developing and maintaining robust instructional systems and routines.

Ongoing Instructional and Executive Coaching

The Mind Trust provides leaders and executives with continued opportunities to learn, develop new skills, and collaborate with peers. These opportunities help develop the leadership practices of schools' current and future leadership teams.



RELAY'S NATIONAL PRINCIPALS ACADEMY

As a cornerstone of The Mind Trust's academic supports strategy, the Relay Graduate School of Education's National Principals Academy gives at least 20 Indianapolis school leaders annually the opportunity to participate in a nationally-recognized, year-long Fellowship. The program provides the opportunity to engage with and learn from national experts on high-impact practices in teacher observation and feedback and data-driven instruction.

“Following Relay's training, we were able to implement strategies that immediately led to a stronger start to our school year.”

— **Nathan Tuttle**

Head of School and CEO of Edison School of the Arts

Building our Teacher Talent Pipelines

The Mind Trust supports schools in their efforts to attract, train, and retain talented, high-performing educators, helping ensure that schools have the talent needed to give every child an excellent education.

Recruiting Great Teachers

The Mind Trust has helped bring national nonprofit teacher training programs to Indianapolis and foster a vision of Indianapolis as an exceptional place to work.

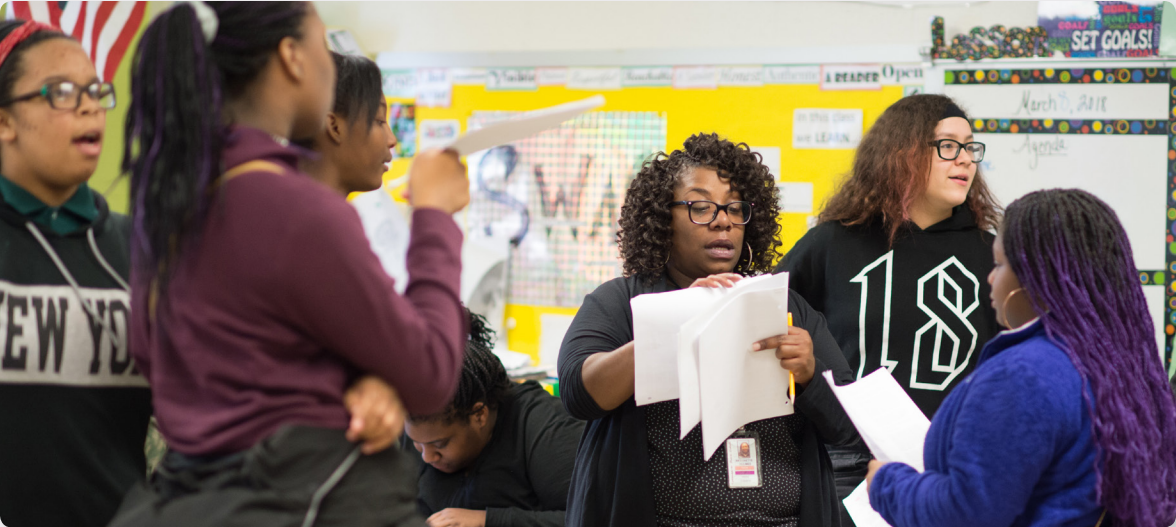


Supporting Top Teacher Prep Programs

Teach For America Indianapolis and TNP’s Indianapolis Teaching Fellows provide critical teacher pipelines for Indianapolis classrooms by recruiting, training, supporting, and placing high-quality teaching candidates in high-need schools. This year, these organizations helped place 135 first-year teachers in public schools across the city. They continue to act as two of Indianapolis’ strongest pipelines for teachers of color, a critical asset in a city where over 73 percent of students within IPS boundaries identify as black or Hispanic while 76 percent of teachers identify as white.

In 2018:

Teach For America	Indianapolis Teaching Fellows
75 teachers placed	60 teachers placed
33 schools	29 schools
36% teachers of color	57% teachers of color



Teach Indy: Live Here, Teach Here, Love it Here.

Launched this year, Teach Indy is a collaborative effort between The Mind Trust, IPS, and the Mayor’s Office to recruit outstanding educators from across the state and country to teach in the public schools of Indianapolis’ urban core. Through its website, **teachindynow.org**, Teach Indy assists current and prospective teachers in finding the right position through a wealth of resources and a comprehensive online job board.



“School leaders not only need access to expert instructional supports, they also need the time and capacity to focus deeply on instructional leadership.”

— **Joe White**
Vice President of School Support

Building Our City's Network of Education Support Nonprofits

The Mind Trust has recruited national nonprofits and helped incubate and launch local nonprofits to help provide holistic supports to schools. So far, we've helped build a network of 11 education nonprofits currently serving Indianapolis schools.

National Nonprofits Recruited

Teach For America

TNTP

Stand for Children

Nonprofits Launched

Center for Innovative Education Solutions

Enroll Indy

FosterEd

Global Citizen Year

Stemnasium

Summer Advantage USA

Teach Plus

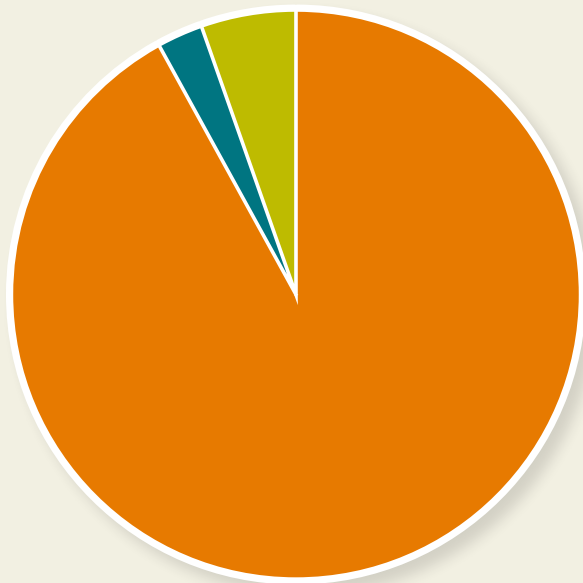
The Expectations Project

• MAXIMIZING TIME FOR INSTRUCTIONAL LEADERSHIP

School leaders' most precious commodity is time. The Mind Trust awarded David Rosenberg and Brian Anderson an Education Entrepreneur Fellowship to launch the Center for Innovative Education Solutions, a nonprofit that offers schools access to high-quality, cost-effective operational, financial, and state reporting services. These services will support schools in Indianapolis by reducing the amount of time school leaders spend on administrative duties, allowing them to maximize their focus on instructional leadership.



FINANCIALS July 1, 2017–June 30, 2018



OVERALL BREAKDOWN:

	TOTAL	%
Management and general	\$644,228	5.4%
Fundraising	\$282,375	2.4%
Program	\$10,976,949	92.2%
Total	\$11,903,552	100.0%

The Mind Trust, Inc. Summaried Statement of Position As of June 30, 2018

Assets

Cash and Investments	\$7,868,424
Receivables and Prepaid Expenses	\$2,974,654
Fixed assets	\$185,492

Total Assets	\$11,028,570
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Liabilities and Net Assets

Accounts Payable	\$314,603
(includes accrued expenses)	

Total Liabilities	\$314,603
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Unrestricted Net Assets	\$2,760,768
Temporarily Restricted Net Assets	\$7,953,199

Total Net Assets	\$10,713,967
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Total Liabilities and Net Assets	\$11,028,570
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The Mind Trust, Inc. Summaried Statement of Activities For the twelve months ending June 30, 2018

Revenue/Support

Gifts, Grants, and Sponsorships to The Mind Trust	\$5,920,193
Grants for Partner Organizations	\$43,374
Interest and Other Income	\$117,672

Total Revenue and Support	\$6,081,239
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Expenditures

Investments in Partner Organizations	\$1,653,374
Programs and Initiatives	\$9,323,575
Management and General	\$644,228
Fundraising	\$282,375

Total Expenses	\$11,903,552
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BOARD OF DIRECTORS

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Principal, GRE Capital

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Vice President of Community Engagement, TNTP

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Shannon Williams
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Kristin Grimme
Vice President of School Incubation

Joe White
Vice President of School Support

Marquisha Bridgeman
Senior Director of Community Engagement

Corrie Conner
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Oscar Gutierrez
Senior Director of Facility Strategy and Financing

Patrick Jones
Senior Director of School Incubation

Tina Seymour
Senior Director of School Support

Amber Audrain
Director of Alignment and Schools Investments

STAFF

Stacy Helmuth
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Nick Murray-Vachon
Director of Communications and Strategic Alignment

Madeline Poulakidas
Director of Finance and Operations

Jordan Johnson
Manager of School Support

Sonja Peters
Manager of School Incubation and Programming

Michael Prihoda
Manager of Development and Communications

Holly Merchant
Community Engagement Manager



CEO Brandon Brown with The Mind Trust founder and board member David Harris

OUR DONORS

The following list represents contributions received from generous donors who supported The Mind Trust during the time period of July 1, 2017 through June 30, 2018.

INDIVIDUALS

John and Kathy Ackerman
David and Karen Amstutz
Anonymous (3)
Raymond and Mary Benson
Ted and Peggy Boehm
Kenneth and Kenya Bradshaw
Ryan and Francesca Brady
Doug and Angela Braly
Brandon and Taylor Brown
Marty and Lauren Brown
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Rick and Lisa Hurst
Jay Kennedy
Mr. Jeffrey and Dr. Jennifer Kittle
David and Anne Knall
Emily Krueger
Nancy Mann

In honor of David Harris

John Martin
Patricia Martin
Kay Mason
Melinda Mears
In honor of Michael and Hope Harris
Holly Merchant
Mark and Helen Miles
Jim and Ann Murtlow
John and Carolyn Mutz
Sam and Alexis Odle
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Palmer Family Foundation Trust
Terrance A. Smith Distributing, Inc.
Steel House
The National Bank of Indianapolis
Walker Family Foundation
The Walton Family Foundation
Steve Weyreter Major Tool & Machine



OUR HISTORY

Our work began with one question:

What if every child in Indianapolis could have the opportunity to receive a life-changing education?

2001

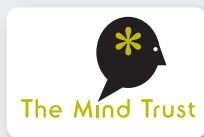


Indianapolis Mayor Bart Peterson becomes first mayor in the nation to authorize public charter schools. Today, his mayor-sponsored charter school initiative has grown to 35 schools on 43 campuses serving over 16,000 students.

2006



The Mayor's Office wins Harvard University's Innovations in American Government award for its charter school initiative.



The Mind Trust is founded by David Harris and Bart Peterson.

2008



The Mind Trust recruits Teach For America and TNTF to Indianapolis. The Mind Trust launches its Education Entrepreneur Fellowship to support the development of new education support nonprofits.

2011



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



The Mind Trust launches its Charter School Incubator to support the launch of new charter schools.

2014



Mayor Greg Ballard and IPS Superintendent Dr. Lewis D. Ferebee successfully advocate to Indiana legislators for the passage of a law empowering Indiana school districts to launch Innovation Network Schools, a new type of fully autonomous district school.



The Mind Trust develops the Innovation School Fellowship in partnership with the Mayor's Office and IPS to support the launch of Innovation Network Schools.

2018

20/28%



The number of IPS Innovation Network Schools grows to 20 schools, serving nearly 28 percent of IPS students.

Stanford University's CREDO releases findings that students in Indianapolis charter and Innovation Network Schools are making strong academic gains.

Brandon Brown becomes CEO of The Mind Trust.



WORK HARD. BE NICE.



The Mind Trust

Great schools. Innovative ideas. Every student.

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