The Schott Foundation for Public Education is a national leader in social justice philanthropy and public education advocacy. For over twenty years, the Foundation has focused on helping future generations have the resources, the voice, and the opportunity to learn and succeed. Rooted in the commitment of the Leeds and Jobin-Leeds family to ensuring all children have access to a high quality public education regardless of race, class or gender, Schott has successfully transitioned from a family foundation to a public charity with national reach, influence, and impact. Schott strategically resources advocacy campaigns to provide students with an opportunity to learn through a hybrid of direct investment, network building, communications, and policy advocacy. Schott makes it possible for communities across the country to address the race- and income-based “opportunity gaps” that underlie achievement gaps – ultimately helping thousands of students, district by district, state by state.

The Schott Foundation for Public Education seeks an investment of $4.5M over the next three years to increase the impact of the Opportunity to Learn Campaign (OTL), a nationwide coalition of advocates and organizers working to ensure all students have access to a high quality education. The OTL Campaign advocates for a supports-based policy agenda (see “What Works,” below) that provides students with the resources and opportunities they need to succeed.

THE NEED

Children and youth in the U.S. today face education, health, and wealth challenges unique to their generation – that will affect their success and the success of the nation:

- Nearly half of all students who enroll in college do not graduate six years later – a worse on-time completion rate than in 1980.1 At the core of U.S. disparities are the huge race and economic gaps which outpace the majority of other developed countries.2
- While life expectancy for most people is increasing, life expectancy for those without a high school education has been decreasing since the 1990s.3

Less than 1 in 8 grant dollars goes toward efforts to work for policy reforms and other structural changes that increase opportunity for those who are least well off politically, socially, or economically.4

OUR SOLUTION

- A key driver of economic health in the U.S. and other countries is to increase opportunities to learn and develop relevant skill sets – the public educational system is the primary mechanism to achieve this goal.
- There is clear evidence of what works and the supports needed to provide a fair and substantive opportunity to learn for all children (see “What Works,” right).
- With $626B in government dollars versus only $1B in private foundation dollars supporting public education nationwide, the imperative is to focus philanthropy on systemic, supports-based solutions – and the ability of well-resourced campaigns to have a tremendous impact.5,6
- With over 20 years of experience in its pivotal role as funder and advocate, Schott is uniquely positioned to create the conditions for donors and organizers nationwide to collaborate to do the hard work of systemic education reform.

WHAT WORKS FOR THIS ISSUE

When districts and states are successful at addressing race- and income-based opportunity gaps, they implement policies that focus on:

- High quality early education – Ensuring access for all students
- Wrap-around student supports – Addressing the academic, health and wellness, and socio-emotional needs of students
- Teaching quality supports – Ensuring the supports to recruit, retain and develop high-quality teachers for all students
- Fair and just school climate – Creating/maintaining learning environments that are welcoming, safe, and intellectually challenging, and do not push students out through discipline or other policies
- Fair and just public school resources – Ensuring that each school has the resources to provide each student a fair and substantive opportunity to learn
RESOURCING CAMPAIGNS FOR POLICY REFORM

Too many children – nearly half of the nation’s 49 million public school students – face opportunity gaps that hinder their ability to succeed in school. To create a robust education pipeline for student success that provides all children with the opportunity to learn, the Schott Foundation resources district- and state-level advocacy campaigns to put in place policies that open doors for millions of students. Recognizing that dollars alone are not sufficient to set the conditions for systemic impact, Schott provides four core supports for its grantees and other local, state, and national activists as part of the national OTL Campaign:

- **Philanthropic resourcing:** Schott provides funding directly and generates support from other funders to maintain strong education equity campaigns
- **Network building resourcing:** Schott expands local campaigns’ grassroots networks and engagement to empower communities, which helps to align state and national efforts, strengthen the democratic process, and enhance the campaigns’ likelihood of success
- **Communications resourcing:** Schott provides a variety of communications, social and new media supports for local advocacy campaigns thereby increasing the public and political will to support the educational equity effort
- **Policy advocacy resourcing:** Schott provides policy and data resources to support local campaigns to be solution-oriented in addressing local, state, and federal challenges

SCALING IMPACT

To generate the public and political will necessary for systemic change and connect local efforts to a national movement, Schott has two primary strategies to scale its impact:

- **Work with states and districts to shift from small scale individual solutions to high impact systemic solutions:** Schott builds networks of organizations, advocates (parents, students, teachers, and others), school and policy leadership, and others to move public interest beyond individual programs and implement well-researched systemic solutions that will benefit more students, on a larger scale. Working at the state and district levels (where changes in education policy are more likely to be sustained), Schott supports local and statewide campaigns driven by parents, youth, and other community stakeholders to increase supports and resources across their public school system.
- **Impact the national tone:** Schott strategically targets states and districts in four regions, identifies organizations and/or initiatives already working in those areas, and links them together to build a strong national OTL Campaign. In doing so, Schott ultimately seeks to shift the national tone from a focus on achievement gaps and low standards to a focus on addressing the supports and resources necessary to close opportunity gaps, make it possible for all students to achieve a higher set of standards, and implement more robust assessments. To this end, Schott prioritizes opportunities to work in areas where it can: reach large numbers of low income students and students of color; strengthen existing grassroots capacity to organize locally, statewide, or nationally; increase the national OTL Campaign’s geographic diversity; and impact states and districts that tend to exist in the public eye – thus impacting other states and the national tone.
Financial Sustainability

The Schott Foundation receives an annual grant from the Caroline & Sigmund Schott Fund and draws a board-approved amount from its endowment. These funds provide a recurring, reliable source of revenue and represent the foundation’s on-going commitment to equity and excellence in public education. Today, for every dollar from the Caroline & Sigmund Schott Fund, the Schott Foundation raises an additional $2.50 to sustain and grow its work. Since making the transition to an independent public charity in 2007, the Schott Foundation has increased its budget from $3.3M to $5M, with the majority of this growth fueled by other foundations working in partnership with Schott to further its goals. Today, the Schott Foundation is actively working to identify new national and family foundation partners and specifically, to increase its donor base to include more family foundations and individuals who share a common interest in advancing systemic, supports

INVESTMENT NEEDED TO INCREASE IMPACT, FY15-FY17 PROJECTED

Over the next three years, Schott seeks to grow its impact by strengthening its resourcing in the Northeast, growing its work in the Midwest (both northern and southern states), and developing a stronger presence in the West. Building the organizational capacity to do so requires an investment of $4.5M over and above the nearly $5M Schott currently generates each year. With this investment, Schott will be able to invest directly in campaigns in each region of the country annually, expand and strengthen the network of organizations working on the OTL agenda to fifteen states, build an OTL-specific communications platform comparable to that of other national advocacy organizations, and support the introduction of policy proposals in each of the fifteen states.

**Program Performance and Organizational Health**

The following sample measures track the extent to which Schott is able to provide support to and advance state/district advocacy efforts as well as Schott’s own financial and organizational health.

<table>
<thead>
<tr>
<th>FY14 (P)</th>
<th>FY15 (P)</th>
<th>FY16 (P)</th>
<th>FY17 (P)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network Building Resourcing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of individuals networked through the OTL campaign</td>
<td>51,000</td>
<td>100,000</td>
<td>250,000</td>
</tr>
<tr>
<td># of groups participating in the OTL campaign</td>
<td>44</td>
<td>50</td>
<td>60</td>
</tr>
<tr>
<td>Communications Resourcing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of website visitors annually</td>
<td>134,193</td>
<td>150,000</td>
<td>200,000</td>
</tr>
<tr>
<td># of organizations supported on the communications platform</td>
<td>31</td>
<td>40</td>
<td>55</td>
</tr>
<tr>
<td>Policy Advocacy Resourcing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of state/district policy proposals introduced by allied organizations</td>
<td>30</td>
<td>50</td>
<td>85</td>
</tr>
<tr>
<td># of states/districts working on the OTL agenda</td>
<td>10</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>Philanthropic Resourcing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of annual campaigns that Schott resources through direct investment</td>
<td>8</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td># of philanthropic partners</td>
<td>14</td>
<td>20</td>
<td>45</td>
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</tbody>
</table>

**ORGANIZATIONAL HEALTH**

| Total # of board members | 12 | 13-14 | 14-15 | 16 |
| Dollars raised from family foundations | $300,000 | $300,000 | $450,000 | $600,000 |

**LEADERSHIP & GOVERNANCE**

Collectively, the Schott team has an unwavering commitment to social justice, coupled with extensive background and expertise in a wide range of fields, including: philanthropy, education, law, policy research and development, advocacy, community organizing, online communications, public relations, and graphic design.

**Senior Staff Leadership**

- John H. Jackson, Ed.D. J.D., President and CEO
- Cassie Schwerner, Ph.D., Senior Vice President for Programs

**Board Leadership**

- Greg Jobin-Leeds, Co-Chair of the Board and Co-Founder
- Rinku Sen, Co-Chair of the Board, President and Director, Applied Research Center, NY

**KEY INVESTORS**

- Caroline & Sigmund Schott Fund (family foundation)
- W.K. Kellogg Foundation
- The Atlantic Philanthropies
- The Open Society Foundations
- Arcus Foundation
- Nellie Mae Education Foundation
- Rauch Foundation (family foundation)
- The Winthrop Rockefeller Foundation
- Charles A. Frueauff Foundation (family foundation)
- The California Endowment

(Note: Fiscal year is July 1st-June 30th)
Social Impact: Improving Life Outcomes

The support that Schott provides has resulted in substantial progress toward policy reform. Below are selected highlights:

<table>
<thead>
<tr>
<th>STATE &amp; NUMBER OF PUBLIC SCHOOL STUDENTS</th>
<th>POLICY ADVOCACY PROGRESS &amp; WINS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Massachusetts - 955K public school students</td>
<td>• Early Education for All Campaign: Schott seeded Strategies for Children, the organization that led the successful statewide campaign, Early Education for All, which resulted in the nation’s first, state-level consolidated department of early education, a $340M increase in public investment in early education and care, and an increase from 29% to 87% of kindergartners enrolled in full-day programs over 13 years (2000-2013).</td>
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<td></td>
<td>• Chapter 222 legislation: MA OTL grantees (MAC, YOUNG) secured passage of Chapter 222 legislation, addressing out-of-school suspensions. Boston Public Schools implemented the new policy.</td>
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<td></td>
<td>• Hancock fiscal equity lawsuit: Schott was one of the few foundations to support the Hancock fiscal equity lawsuit, which was victorious at the lower court level but ultimately lost in the MA Supreme Judicial Court. However, because of this litigation, MA has one of the most equitable funding formulas in the country and Schott is actively working with its grantees to further improve this formula for low-income districts.</td>
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<td>Arkansas - 483K public school students</td>
<td>• Data collection bill and discipline policy improvement: AR OTL grantees were instrumental in passing a bill improving data collection and implementing initial steps to improve school discipline policies.</td>
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<td>• Mandate to spend down poverty formula funding: The AR OTL Campaign successfully won provisions within AR legislation mandating that districts use their “poverty formula funding” on programs with proven track records rather than saving for “rainy day funds.”</td>
</tr>
<tr>
<td>New York - 2.6M public school students</td>
<td>• Ready for Kindergarten, Ready for College: The NY OTL grantee-led campaign, Ready for Kindergarten, Ready for College, successfully advocated for the state to fund a full-day Pre-K program for the first time at $25M in 2013. Then, this year, with the help of other prominent advocates, the state increased funding for full-day Pre-K to $340M. The Governor has committed to continued expansion of the program in the future.</td>
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<td></td>
<td>• Buffalo &amp; NYC suspensions and code of conduct: Both Buffalo and NYC grantees and allies won victories around out-of-school suspensions and code of conduct issues. Schott is now working with its grantees to bring this issue to the state level.</td>
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<td></td>
<td>• $1.1B increase in state education budget: NY OTL grantees and allies won a $1.1B increase in the state education budget along with reform of the foundation aid formula, which helps drive more funds to the poorest districts in the state. This was $500M more than Governor Cuomo had proposed.</td>
</tr>
</tbody>
</table>

THREE YEAR GOALS

• Network Building Resourcing: Grow the number of individuals participating in the OTL campaign to 325,000 and the network of groups to 75
• Communications Resourcing: Grow the number of annual website visitors to 235,000 and the number of organizations supported on the communications platform to 75
• Policy Advocacy Resourcing: Support the introduction of 100 state/district policy proposals and expand the number of states/districts working on the OTL agenda to 15
• Philanthropic Resourcing: Resource 17 campaigns annually through direct investment and grow philanthropic partners to 50

ADVANCING BLACK MALE ACHIEVEMENT

In 2004, the Schott Foundation was the first philanthropic institution to disaggregate national education data sets by race and gender to report on Black males and public education—an example of Schott’s “race and gender lens” in practice. This groundbreaking work helped to launch a multi-sector focus on the opportunities and challenges around success and achievement for Black men and boys, with the White House most recently moving into action through its “My Brother’s Keeper” Initiative. Schott’s biennial Black Boys Reports continue to show that there are places and spaces where Black males are performing well—that with equitable access to key education resources, change happens. At the same time, the reports reveal stunning disparate results across the country between Black and white graduation rates. Thousands of advocates, community leaders, and educational leaders use the data—tracked from state to state, city to city—to garner media coverage, spark action, generate resources, and hold policymakers accountable.

Citations (from front page):
2. OECD (2010). “Viewing Education in the United States through the Prism of PISA.”