



2014-2015 ANNUAL REPORT

Emerging TRANSFORMATION

Private Capital Helping Public Schools Prepare All Students for College & Career

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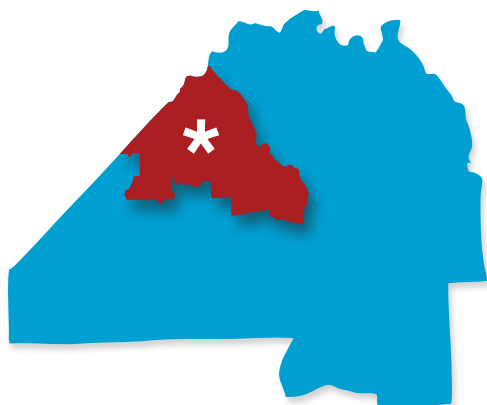


TRANSFORMATION SCHOOLS: *Targeting investment where it's needed most*



FOCUS ON BUILDING A PIPELINE OF GREAT TEACHERS AND LEADERS

The Duval transformation region, **where most Quality Education for All resources are being invested**, consists of Raines, Ribault and Jackson feeder pattern schools. These investments include:



- » Performance pay incentives for highly effective educators and principals
- » Teacher residency program for science and math majors
- » Leadership development to build the principal pipeline
- » Modernize and update human resource policies
- » Dedicated district staff focusing solely on the transformation schools
- » New data systems to strengthen infrastructure district-wide
- » Reading interventionists focused in QEA to increase student proficiency
- » Leadership training for assistant principals across the district

36 SCHOOLS | **1,165 TEACHERS** | **16,800 STUDENTS** | **87% QUALIFY FOR FREE OR REDUCED PRICE LUNCH**

HIGH SCHOOLS

Andrew Jackson
William M. Raines
Jean Ribault

MIDDLE SCHOOLS

The Young Men's
Leadership Academy
and Young Women's
Leadership Academy
at Eugene J. Butler

Northwestern

Jean Ribault

Matthew Gilbert

Highlands

ELEMENTARY SCHOOLS

John Love	S.P. Livingston	Carter Woodson	Garden City
R.L. Brown	West Jax	Pickett	Rutledge Pearson
Long Branch	G.W. Carver	Susie Tolbert	Biscayne
Andrew Robinson	Reynolds Lane	S.A. Hull	Henry Kite
Brentwood	St. Clair Evans	Biltmore	Dinsmore
North Shore	Rufus Payne	M.L. King	Sallye B. Mathis
John E. Ford K-8	Annie Morgan	Lake Forest	Jefferson



QUALITY EDUCATION FOR ALL FUND ADVISORY BOARD

Wayne Weaver, Chairman

Gary Chartrand

Laurie DuBow

Cindy Edelman

Matt Rapp

David Stein

Dr. Nikolai P. Vitti, ex-officio

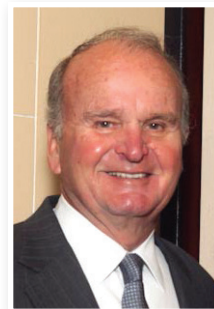
Nina Waters, ex-officio

Cheryl Grymes, ex-officio



LETTER FROM THE CHAIRMAN

FOR THE PAST TWO YEARS, I have had the pleasure of serving as the board chairman for the Quality Education for All Fund. In those two years, I have learned many things about the status of public education in Jacksonville, the need for transformative, courageous reform, and the importance of having strong leadership and community buy-in for that reform to be successful. Through the visionary leadership of Dr. Vitti and the Duval County Public School district and our partnership with The Community Foundation for Northeast Florida, the Jacksonville Public Education Fund and countless others, the Quality Education for All Fund is off to a promising start; but there is still much work to be done.



We know that with committed, qualified leadership and highly trained, passionate teachers in our classrooms, all kids can learn. That's why the strategy of the Quality Education for All Fund is to build a pipeline to ensure that the best teachers and leaders are working in schools where they are needed most."

As a businessman, I understand the importance of having a strong team of employees to be successful. Recruiting, training and retaining top talent is the main component of any thriving venture, and public education is no different. When the strategic plan for the Quality Education for All Fund was presented to me as an investment in human capital that would lead to transformative, systemic change in the district, I was immediately in support. Historically, we have seen the schools that need high performing principals and teachers struggle the most with filling positions and keeping talented individuals in teaching and leadership roles. I believe that the Quality Education for All Fund investments that you will read about on the following pages serve as **the catalyst to change that dynamic.**

We believe that every young person in Jacksonville deserves the opportunity for a great education and that education is the key that can open the doors to their dreams and aspirations. The Quality Education for All Fund advisory board and donors continue to be excited about the many ways in which this initiative can give that opportunity to every child in Jacksonville.

— J. Wayne Weaver, Chairman, Quality Education for All Fund Advisory Board



THE COMMUNITY
FOUNDATION
FOR NORTHEAST FLORIDA

The Quality Education for All Fund is an initiative of The Community Foundation for Northeast Florida, providing financial and programmatic oversight, while recruiting and stewarding donors.



Quality Education for All Advisory Board

- Makes decisions about Quality Education for All Fund investments
- Composed of major donors, President of The Community Foundation, Duval County Public Schools Superintendent, and School Board Chairman



Jacksonville Public Education Fund

- Contracts with The Community Foundation to serve as technical manager overseeing the day-to-day grantmaking
- Primary liaison with grantees and external evaluators

GRANTEES

Duval County Public Schools

- Teacher Performance incentives
- Jacksonville Teacher Residency (Partnership with University of North Florida)
- New Leaders for New Schools
- Reading Interventionists
- New data portal

The New Teacher Project (TNTP)

University of North Florida

Jacksonville Teacher Residency (Partnership with Duval County Public Schools)

Teach For America (TFA)

Jacksonville School Leadership Fellows (through Summer Principals Academy at Columbia University)

QUALITY EDUCATION FOR ALL FUND VISION STATEMENT

THE QUALITY EDUCATION FOR ALL FUND IS PRIVATE PHILANTHROPY

catalyzing change in public education. Established by local philanthropists, business and community leaders, the Quality Education for All Fund partners with Duval County Public Schools to improve the quality of public education for students that need it most. Through our collective efforts, we hope to make Jacksonville an economically and socially vibrant society in which all public school students have an equal shot at college, career and success.

Because the number one factor in student achievement is the teacher in the classroom, the Quality Education for All Fund invests in programs and activities designed to attract and retain high-quality teachers and leaders for Duval County Public Schools. Quality Education for All works in alignment with the district, providing resources that will complement, not supplant, public investments. These investments are focused on **36 of the district's historically high-needs schools**, with a goal of expanding the improvements over time to help students district-wide.

Quality Education for All plans to raise and spend \$50 million in private dollars over five years, and encourage a comparable investment of public dollars by Duval County Public Schools.

\$50 **MILLION**
IN PRIVATE DOLLARS
OVER **FIVE YEARS**

VISION

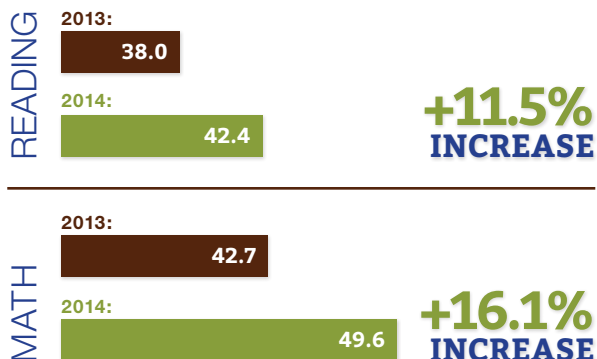


PERFORMANCE INCENTIVES: *Recruiting and retaining the best teachers*

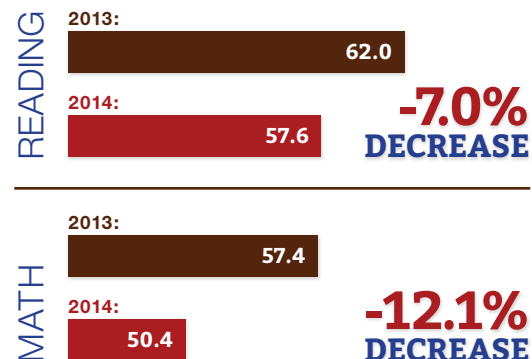
BY FAR THE MOST LEADING-EDGE INVESTMENT in the Quality Education for All Fund portfolio is the performance incentives plan implemented in the 2014-2015 school year. The performance incentives plan was approved by the Quality Education for All Fund Advisory Board in the Spring of 2014, but was a part of the initial Bridgespan Group recommendations presented in 2011. Bridgespan's research in Duval County and in other counties across the country revealed that teachers often left the field due to the minimal salaries they earned regardless of performance.

While understanding that money alone will not cause high-performing teachers and leaders to stay in urban schools, performance incentives do play a part in retention. With that in mind, the superintendent proposed a bold plan to the QEA advisory board in spring of 2014; to pay between **\$17,000 and \$20,000 per year** to highly effective teachers and leaders to incentivize them to either stay in low performing schools or come into low performing schools from elsewhere in the district. This level of performance pay was and still remains unprecedented in the country.

HIGH-PERFORMING teachers in core subjects: reading & math



LOW-PERFORMING TEACHERS in core subjects: reading & math





Corry Johnson

A JACKSONVILLE NATIVE

AND FATHER of two high school boys who attend Duval County Public schools, Corry is a stakeholder in and advocate for public education. A 2014 graduate of the University of North Florida, he earned a Bachelor's of Arts degree in Mathematics, and a minor in Professional Education.

Corry realized that he had a natural ability to connect with kids while coaching tee-ball. He believes **“that compassion is paramount to breaking down social barriers and that an honest, confident personality”** will help him build trust with his students. Corry was attracted to the Jacksonville Teacher Residency because he believes that a “hands-on experience teaching students” has value and will help him reach his goal of being an effective educator.

Building a pipeline of excellent SCIENCE AND MATH TEACHERS



THE JACKSONVILLE TEACHER RESIDENCY PROGRAM

completed its first year of implementation in June 2015, graduating nine residents from the inaugural cohort. The focus on theory and practice in real-life context has prepared the residents for success as they begin their journey in the classroom as some of Duval County's rising stars in **science, technology, engineering and math** (STEM) fields.

After completing their yearlong residency, their year concluded with an official “Signing Day” on May 26. The quality of the cohort was so stellar that the principal of each participating school requested their residents stay on board — they started the 2015-2016 school year as full-fledged teachers in Quality Education for All secondary schools. Despite being a young program, the Jacksonville Teacher Residency has been recognized by the national Urban Teacher Residency network as a unique model due to the strategic way in which both University of North Florida faculty and Duval County Public Schools instructional staff work together to co-teach courses. In the spring, it was awarded an AmeriCorps grant to help subsidize some operating costs and resident stipends. Finally, the Jacksonville Teacher Residency has been invited to apply for a Bill and Melinda Gates Foundation grant for further expansion.

Today, a second Jacksonville Teacher Residency cohort is beginning their journey. With just **10 percent of applicants selected for a residency**, the program has yielded an exceptionally strong cohort, and with it, a stronger pipeline of excellent science and math teachers in Duval County.



“Since the very beginning, we have been put into the communities and classrooms of the students we will be serving and have gained first-hand experiences to help us shape our pedagogical philosophies and strategies. These experiences have been guided by expert instructors and incredible leadership and have allowed us practice in the structure, experimentation and reflection that is required for effective teaching.” — Corry Johnson

Teach for America commits to high-needs schools

TEACH FOR AMERICA HAS GAINED NATIONAL RECOGNITION over the past decade as an organization that supplies some of the country's most challenged schools with enthusiastic, high-achieving first-year teachers. Teach for America came to Jacksonville in 2008 with 50 corps members, and since that time has brought **more than 500 high quality teachers to classrooms across the city**. Currently, Teach for America Jacksonville has 200 corps members who will directly impact more than a quarter of all low-income students in Duval County.

The Quality Education for All Fund investment in Teach for America is one that intentionally aligns with the Superintendent's strategic plan for Duval County Public Schools. Each year, Teach For America corp members are placed in some of the district's hardest to staff schools; however, prior to funding from the Quality Education for All Fund, this placement was primarily random assignment. Per the recommendation of the Quality Education for All Fund Advisory Board including the Superintendent, in the 2014-2015 school year, the district human resources office made an intentional effort to place TFA corps members in the Duval Transformation Office schools in high priority areas.

INCREASED retention of Teach for America corps members:



Giving educators THE DATA THEY NEED

IN AN EFFORT TO DISCOVER NEW WAYS TO STAY ON THE CUTTING EDGE of education and reform in the country, Duval County Public Schools has made great strides in the area of technology both within the administrative office and within individual schools. Research shows that access to accurate, real-time data is one of the leading indicators of effectiveness within an educational system. To that end, Duval County Public Schools has begun laying the groundwork for implementing a state of the art data portal system that would give access to information to students, parents and teachers in the district. The portal will be comprised of several elements unique to various stakeholders.

» **PHASE 1:** Scheduled for completion in the 2015-2016 school year, it will include a student, teacher and parent portal. These are currently well into development.

» **PHASE 2:** Development for community partners, and then the administrator and principal portal. Other subsequent stakeholders who will have access to the data portal system and functionalities that fit their roles are: guidance counselor, data analyst, HR/Finance/Procurement, community member/family engagement and operations.

Although each of these portal aspects are scheduled based on a gradual roll-out, it is possible that the student and teacher portal will be ready for use in the 2015-2016 school year. The entire portal is on schedule to go live for the 2016-2017 school year. Thanks to this investment, the district was able to qualify for **\$50 million in federal technology bonds**, leveraging the private investment to boost infrastructure — from retrofitting schools for wifi to devices for teachers — district-wide.





Engaging the community around transformation

THE 36 SCHOOLS THAT ARE THE FOCUS of the Quality Education for All Fund have a proud history. From The Leadership Schools at Eugene J. Butler — named so for the legendary educator who was the beloved principal at Matthew W. Gilbert Junior Senior High School — to the strong tradition of excellence and alumni support at William M. Raines High School, all of the schools carry a strong legacy in their surrounding communities. That's why a focus of the Quality Education for All Fund continues to be a strategy to **inform and engage community members** around the improvement efforts taking place.

At the same time, it has been key to also spread the word to community members throughout Duval County about the importance of prioritizing the work of the Duval Transformation Office, and to share how the improvements made here can be replicated to benefit students throughout the county. Focused efforts in 2014-2015 included summer community meetings and a Jacksonville Public Education Fund ONE by ONE Public Education Forum that reached nearly 1,400 people, a tour for donors and local leaders, and an informational toolkit created for principals and lead partners, as well as more than a dozen presentations and meetings with citizen groups.

Building a pipeline OF STRONG LEADERS



THE DUVAL TEACHER LEADERSHIP FELLOWSHIP, in partnership with the Summer Principals Academy, was the first investment made by the Quality Education for All Fund, starting in 2013.

This year, four fellows from Duval County Public Schools will be sponsored by the Quality Education for All Fund to participate in the program, a partnership with Columbia University's Teachers College designed to train the next generation of school leaders.

In the first year, the Summer Principals Academy Fellowship program sent two enthusiastic Duval County Public Schools teachers to Columbia University, both of whom completed the program in the summer of 2014. Erica Christina Little has since been placed at Andrew Robinson Elementary School as an assistant principal. She was also hired by Columbia University to be a Summer Principals Academy internship coach for new cohort fellows in Duval County who are completing the program.

Last summer, three new fellows began their journey at Columbia. Chelsea Matthews, Jovana Hackman, and Brian Ellis are all Teach For America Jacksonville alumni who will be completing the program this summer. They were placed at Andrew Jackson High School, Raines High School and Ribault Middle School, respectively, and partnered with exceptional principal mentors. They each have contributed greatly to their schools' success this year in various ways and have **become a part of the fabric of their administrative teams**. This fall, they are all serving as assistant principals in Duval County Public Schools. *(continued on next page)*



Building a pipeline *continued...*

Keeping in the tradition of bringing the best and brightest of Duval County Public Schools to the Summer Principals Academy program, in 2015-2016 four fellows will be following in the footsteps of the aforementioned leaders. Sabrina Hall — a finalist for Duval County Teacher of the Year, Jacksonville Teacher Residency program resident mentor, and recipient of the performance incentive — will be placed at Raines High School to work under Vincent Hall. Javaro Giles, Jasmin Esparanza and Kate Fugitini round out this group and will be placed at Ribault High School, Reynolds Lane Elementary School and Gilbert Middle School, respectively.

The Summer Principals Academy Fellowship program addresses the need within Duval County Public Schools to **establish a strong bench of school administrators** with experience moving students forward in the classroom and the desire to lead. The program continues to provide a leadership pipeline for the next generation of assistant principals and principals in our schools that need them most.

New investments to strengthen educators and emerging leaders

THE QUALITY EDUCATION FOR ALL FUND ADVISORY BOARD APPROVED TWO NEW INVESTMENTS in 2014-2015 to supplement the ongoing strategies to build a strong pipeline of teachers and leaders in the focus schools.

- 1** Approved in December 2014, the first is an investment in **New Leaders, a national organization specializing in leadership development for teachers and aspiring principals**. Their Emerging Leaders Program (ELP), is geared for assistant principals and offers training, professional development and technical assistance to selected assistant principals. It is designed to develop the leadership abilities of promising assistant principals. New Leaders has shown proven success in changing the way that districts approach principal training, and culture within schools. One of the key strengths of their approach is the willingness to adjust their work depending on the unique needs of the district in which they are working. This allows for a customized approach to principal training that benefits not only the schools with New Leaders principals, but also informs trainings district-wide.

The Quality Education for All Fund will pay for assistant principals to participate in the program this year, with the hope that Duval County Public Schools will support future New Leaders programming in the district. Through an intensive application, interview and selection process, 29 assistant principals were chosen to participate this year.

29 **ASSISTANT PRINCIPALS**
CHOSEN TO PARTICIPATE IN
NEW LEADERS

- 2** The second new investment, approved in the spring of 2015, was to pay for **additional reading interventionists** to work in Quality Education for All schools in the 2015-2016 school year.

From one-year investment to ongoing change: **BEYOND THE NEW TEACHER PROJECT STUDY**

ONE OF THE FIRST INVESTMENTS made by the Quality Education for All Fund was in a contract with The New Teacher Project (TNT), a national organization that works closely with school districts across the country to recruit, certify and hire great teachers. The New Teacher Project emphasizes not just teacher recruitment and development, but the **creation of supportive, nurturing and effective environments inside schools and districts.**

The New Teacher Project became a part of the Quality Education for All strategy in 2014, recommended and supported by both Superintendent Nikolai Vitti and staff from the Jacksonville Public Education Fund. Their work in Duval included a diagnostic study of human resources policies and practices, support to Duval County Public Schools in implementing key recommendations from the report, coordination between curriculum and instruction staff and principals, and generating a roadmap for teacher evaluation. This work included teacher surveys, audits of the human resources department and looking at district-specific data to understand its unique challenges. As a result of this work, the following strategies have been presented to the Duval County School Board for implementation:

- » **Reorganization of Human Resources staff** (including the realignment of staffing and the creation of a senior level position to focus on Talent Acquisition)
- » **Negotiate hiring timeline to include offering instructional positions earlier in the recruiting process**
- » **Negotiating new surplus placement procedures** (to include mutual consent)

Building off the initial accomplishments of the The New Teacher Project project that was supported by the Quality Education for All Fund, The New Teacher Project will continue to work with Duval County Public Schools to extend the body of work to other areas of talent pipeline development, thanks to funding from a Florida Department of Education Instructional Leadership and Faculty Development Grant and the Rainwater Foundation. The Insight Teacher survey and Student surveys will continue to be administered twice a year.



Effective practices spreading district-wide

WHEN THE BRIDGESPAN GROUP COMPLETED THEIR ANALYSIS of the strengths and weaknesses within Duval County Public Schools to help recommend an investment focus for the Quality Education for All Fund, many of the reported weaknesses in teacher retention stemmed from human resources hiring policies. Many teachers expressed frustrations with extended hiring timelines that led to leaving the district for other counties or other professions altogether. The Quality Education for All Fund sought to address this issue with its investment in The New Teacher Project and their work focused on analysis and diagnostic of the human resources department, as well as the recommendations that came out of that work. Led by Superintendent Vitti, district administrators committed to implement a human resources reorganization to create a stronger relationship with schools and a greater sense of urgency in hiring. At the onset of the 2014-2015 school year, **92% of Quality Education for All schools were fully staffed in instructional areas** — a first in that particular subset of schools, and for the district as a whole. The district has also begun hiring early and tracking vacancies through multiple district and school-level leaders. As a result of these efforts, there has been a **28% decrease in teacher vacancies** needing filling this year as of early July 2015. As of July 3rd, just 1 in 10 schools had two or fewer vacancies to fill. This is one example of the efforts of the Quality Education for All Fund serving as a catalyst for greater system change.



“The Quality Education for All Fund investment in The New Teacher Project has yielded the greatest return on investment in regard to securing state and national grants to expand leadership and teacher development district-wide beyond the Quality Education for All schools. It served as a catalyst that contributed to modernizing our staffing processes, curriculum selection, and teacher and principal professional development.” — Dr. Nikolai P. Vitti, Superintendent

Duval Teachers United: A partner in change

IN ADDITION TO THE PROGRAMMATIC INVESTMENTS that have been made through the Quality Education for All Fund, there have been several meaningful system changes at the district and school level that have contributed to the initiative's impact. One of the most significant has been the **memorandum of understanding between Duval County Public Schools and Duval Teachers United**, which allowed the implementation of teacher and principal performance incentives. This unprecedented agreement is the first of its kind in Florida. Terrie Brady, president of the Duval Teachers United, and Superintendent Vitti collaborated to craft an agreement to allow performance incentives to be given to high-performing teachers and leaders. The incentives are designed to recruit new teachers to and retain teachers within the Duval Transformation Office schools, which are chronically low-performing schools in the district. The agreement also gave school administrators the right to move or release teachers in their building who are not meeting the academic or social needs of the school's population. Giving principals this level of autonomy in determining the teachers who are coming into or going out of their schools has been an integral component of transforming school culture. The agreement was recently expanded to two additional high schools.

Let the wonder begin



Leveraging private dollars **FOR GREATER INVESTMENT**

PERHAPS ONE OF THE MOST POWERFUL EFFECTS that the Quality Education for All Fund has had outside its direct investments is that it has catalyzed more than **\$54 million** in additional grants from state, federal and private sources that are targeted toward helping students in Duval County, especially those in the 36 focus schools.

This is in addition to existing public investment from the district, which has refocused internal resources and priorities to improve the quality of education in the 36 schools, including an investment of \$7.2 million in additional personnel.



WHAT WE LEVERAGED	FUNDER	AWARD
TNTP Continuation (for teacher Insight survey)	Rainwater Fdn.	\$125,000
Race to the Top – TNTP (leadership training)	FL DOE	\$618,921
Instructional Leadership Grant	FL DOE	\$335,000
AWARE 4 Duval (improve access to mental/behavioral health services)	US DOE/HHS	\$200,000
QZAB II (federal bonds to upgrade technology)	US DOE/FL DOE	\$50,000,000
Turnaround Leaders Grant	US DOE	\$1,500,000
STRIVE (improve behavioral support in classrooms)	FL DOE	\$740,000
Instructional Leadership & Faculty Development Grant (2014)	FL DOE	\$335,000
Instructional Leadership & Faculty Development Grant (2015)	FL DOE	\$317,000
JTR – National Center for Teacher Residencies	Gates Foundation	\$91,114
JTR – Americorps Grant	Corp. Nat'l Service	\$172,326
+ \$7.2 million in additional personnel from DCPS	TOTAL	\$54,434,361



The importance of research

RESEARCH HAS PLAYED AN IMPORTANT PART FROM THE INITIAL DEVELOPMENT of the Quality Education for All Fund. With the assistance of the Bridgespan Group, the Fund was able to make informed decisions about what programs and initiatives would reap the outcomes desired over the next 5 years. **It is in this spirit of research-based strategy and a focus on impact and data that the formal evaluation plan for the Quality Education for All Fund was designed.** As with any investment, particularly one of this size and scope, formal external evaluation is imperative. Program evaluation has several benefits in both the long and short term. Program evaluation done over the course of a project allows for continuous improvement as challenges or missteps arise. The consistent monitoring of progress can be helpful to determine when and how the current course should be changed. It is this type of appraisal that allows the Advisory Board, school district, community members and other stakeholders to know if the Quality Education for All Fund has been successful, and will allow that success to be shared to the broader education reform and funder environment.

The three largest investments (Teach for America, Jacksonville Teacher Residency program, and performance incentives program) are being evaluated externally on an ongoing basis. The external evaluation firm selected to conduct an in-depth, formative evaluation of the performance incentives program and the Jacksonville Teacher Residency program is the American Institutes for Research (AIR). A nationally renowned research evaluation organization, American Institutes for Research focuses primarily on education with experience with similar programs in other cities. American Institutes for Research is tracking key implementation metrics (recruitment, selection, retention), as well as performance metrics (student achievement, teacher effectiveness). Teach for America's external evaluation is being conducted by a private research firm led by a Columbia University professor. This is the continuation of an evaluation that this firm completed last year through Race to the Top funding from the state. This year, the Quality Education for All Fund contractually required Teach for America to continue that evaluation as a term of their funding.

The Jacksonville Public Education Fund is completing the overall portfolio evaluation for the Fund. Jacksonville Public Education Fund research and data staff are working in conjunction with both external evaluators to complete yearly outcome data for each of the investments, and to determine what their collective impact on the 36 schools has been.

Transition to new standards, new assessment will pose challenges

IN THE 2014-15 SCHOOL YEAR,

public schools throughout the state officially transitioned to the new Florida Standards, which are math and English language arts guidelines for what students should know and be able to do at each grade level. These standards, which are similar to those adopted by states across the country, were designed specifically with college and career readiness in mind, and are crucial to helping more students graduate ready for success in post-secondary education and the workforce.

As with any transition, there are challenges. Teachers and students are still getting used to these new, more rigorous standards, and took the new Florida Standards Assessment (which replaced the FCAT 2.0) in spring 2015. Results of that test will not be available until January 2016, but as expectations of students rise, there is an adjustment period. The new scores and new school grades in the first year will likely experience a decline, even though students are performing at higher levels than ever before. Staff members of the Jacksonville Public Education Fund will keep all Quality Education for All Fund donors — as well as members of the public — informed about these changes and new scores and school grades as they are released.



A MESSAGE FROM SUPERINTENDENT NIKOLAI P. VITTI

WHEN I BECAME THE SUPERINTENDENT of Duval County public schools just over three years ago, I knew that I was embarking on a journey that would prove to be challenging in many ways. I came into the district at a time when the graduation rate was the lowest of the largest 7 school districts in Florida, and the community's opinion about the public school system was dismal. However, I saw in Duval County the **potential for large-scale, impactful reform and the strength of partnerships** within the city that could be leveraged to improve outcomes for children who need it most. The Quality Education for All Fund has been a crucial partner in my efforts to create long-term changes in the way that the district approaches human capital.

The Quality Education for All Fund's focus on human capital improvements is directly aligned with the district strategic plan for great teachers and leaders. As a former teacher and principal myself, I recognize the importance of having a strong team within a school building working together for the best interest of students. When I came to Duval County Public Schools, many schools were struggling to retain high performing teachers and lacked an adequate pipeline of principals to fill vacancies when needed. Through investments like the performance incentives and the summer principal academy, the Quality Education for All Fund has helped to bring talent in to the schools with the highest need, as well as keep top teachers in those classrooms. Investments such as Teach For America and the Jacksonville Teacher Residency program are supplying quality teachers in hard-to-staff subject areas, such as math and science, with a constant eye on retention. Through these and all of the dollars invested by the Quality Education for All Fund, we are seeing true transformation in our under-performing schools in Jacksonville.

On behalf of the school district, I would like to personally thank the donors to the Quality Education for All Fund for their continued commitment to children. An investment of this size and scope from private, local philanthropy is extraordinary and invaluable to those of us doing this work everyday. I look forward to continuing to partner with you all through the Quality Education for All Fund, and thank you again for your generosity.

— **Nikolai P. Vitti, Superintendent, Duval County Public Schools**



FINANCIALS*

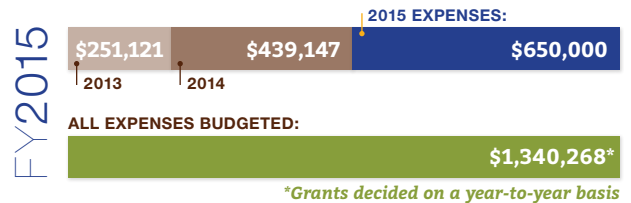
1 Performance Incentives for Transformation Schools

- » Attract and retain highly effective teachers and principals
- » Pay up to \$20,000 per year in retention bonuses to teachers within, and up to \$17,000 to those who transfer to the schools
- » Grantee: Duval County Public Schools



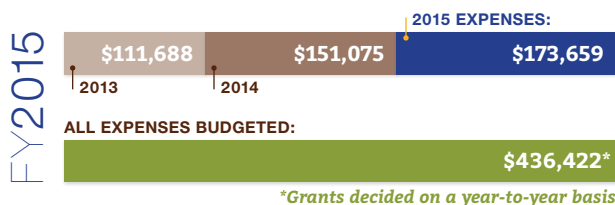
2 Jacksonville Teacher Residency Program

- » Florida's first urban teacher residency program
- » Puts high-achieving college graduates with science and math majors in Transformation Schools for four years
- » Grantee: University of North Florida Foundation and Urban Teacher Residency United



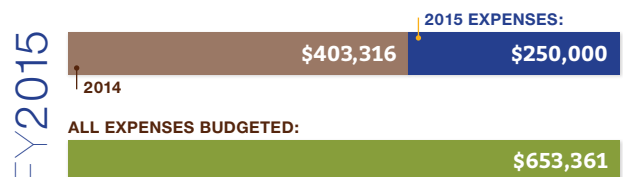
3 Jacksonville School Leadership Fellowship

- » Duval County Public Schools' Fellows to receive principal or assistant principal training for Transformation Schools and earn a Master's Degree in Educational Leadership.
- » Grantee: Individual Fellows



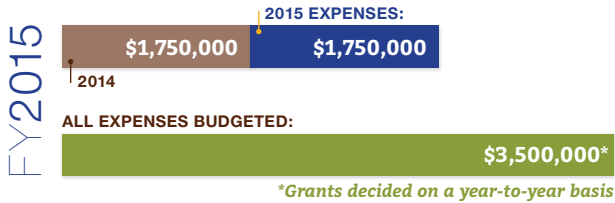
4 Human Resources Audit and Principal Development

- » Conducted a deep, 7-month audit of Duval County Public Schools' existing human resources policies and practices
- » Ensured they matched best practices for long term success
- » Grantee: The New Teacher Project



5 Teach For America

- » Supports the Jacksonville Teach for America site and its 200 corps members
- » Significant presence in Transformation Schools, particularly in math, English language arts and science subject areas
- » Grantee: Teach For America



6 Data System and Technology Enhancement

- » Developed a new data system so teachers, district leaders and community programs can make data-driven decisions
- » Match funds expanded the federal Qualified Zone Academy Board grant to put \$50 million into classroom technology
- » Grantee: Duval County Public Schools



7 Emerging Leaders Program

- » New investment approved in December 2014
- » Specializes in leadership development for teachers and aspiring principals
- » Adjusts to the unique needs of the district
- » Grantee: Duval County Public Schools

2016 Funds being disbursed in FY 2016



8 Reading Interventionists

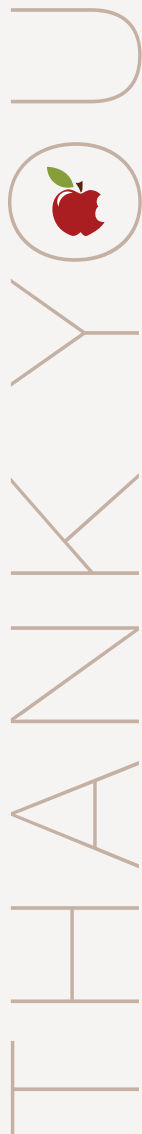
- » New investment approved in Spring 2015
- » Pay for additional reading interventionists to work in Quality Education for All schools
- » Grantee: Duval County Public Schools

2016 Funds being disbursed in FY 2016



“In order for Jacksonville to thrive, every child must have access to a high quality education.”

— Dr. Nikolai P. Vitti, Superintendent



\$5,000,000 and above

Gary and Nancy Chartrand

Dan and Cindy Edelman

PGA Tour, Inc. on behalf of THE PLAYERS Championship

David and Linda Stein

J. Wayne and Delores Barr Weaver

\$1,000,000-\$4,999,999

Dubow Family | Preston H. Haskell | The Petway Family Foundation, Inc.

Gilchrist B. Berg | Florida Blue | David and Ann Hicks | Jack and Mary Jane Uible

\$500,000-\$1,000,000

Edward L. (Ted) Baker | John Baker

FIS Foundations, Inc./FNF Capital, Inc./Black Knight Financial Services

Robert and Margaret Hill | Jay and Deanie Stein

\$100,000-\$499,999

The Newton CLT III-1997 | Bobby and Polly Stein | Hap and Brooke Stein | Joannie Wellhouse Newton

James H. Winston | Zimmerman Family Foundation

\$25,000-\$99,000

Bank of America | Everbank | Fletcher Management/Jerome Fletcher | Cris and Jerry Hayes

\$5,000-\$24,999

Dr. Sol and Leslie Brotman | Alex and Caroline Graham Charitable Fund | Drs. Michael and Sue Nussbaum | Billy J. Walker | Jim and Ellen Wiss

\$4,999 and below

Dr. Mark Clarke | Dr. and Mrs. Stephen Cochran | Dr. Steve Cuffe and Babette Kissam | Dr. Ron and Susan Elinoff | Dr. Bob Harmon | Dr. Luke and Marissa Henderson

Dr. Hank Hill | Helen Lane | The Lord's Foundation | Drs. Christopher and Gaelyn Scuderi | Dr. Guy Selander | Dr. and Mrs. Barry P. Setzer

Southeastern Council of Foundations | Tanya Wall and Staci Suggs | Mary and Frank Watson Advised Fund



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Invest, advocate, volunteer... **GET INVOLVED**



To learn more about investing in the Quality Education for All Fund, contact **Nina Waters**,
President of The Community Foundation for Northeast Florida: nwaters@jaxcf.org or **904.356.4483**

For more information about the Quality Education for All Fund programmatic investments, contact **Imani Hope**,
Program Director at Jacksonville Public Education Fund: imani@jaxpef.org or **904.394.0953**



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