

ANNUAL REPORT
2015 – 2016



Individually Excellent, Better Together



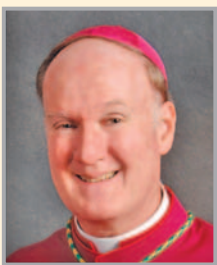
Most Reverend Archbishop Charles J. Chaput, O.F.M. Cap.
Archbishop of Philadelphia

We began the 2015–16 school year by welcoming Pope Francis to our city, as the spotlight was on Philadelphia for the World Meeting of Families—2015. I am certain you shared in the pride that we all felt as our Catholic school students shone brightly on the world stage.

Since the beginning of our liturgical year in December, our Holy Father has extended an invitation to all of us to participate in the Holy Year of Mercy. This invitation has been embraced by our students through the love, kindness, and unbounded generosity they demonstrate in their schools and through their service to the larger community.

When I consider the meaning of mercy through the lens of Catholic education, I am reminded of the amazing generosity that has been demonstrated through the work of the Faith in the Future Foundation. I am very grateful for the charitable and volunteer support of so many individual donors, foundations, and businesses to the work of this organization, support that is represented through the impressive results articulated in this Annual Report. The time and resources you have committed to this effort will be multiplied through the good works of our students as they continue to move through our schools and into society as responsible citizens.

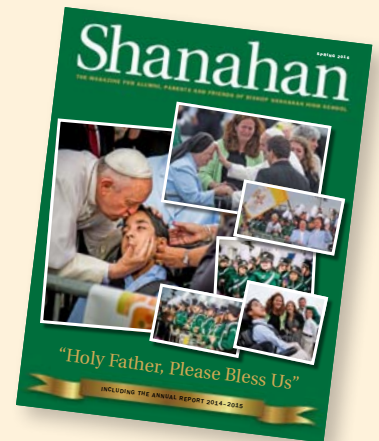
I thank you for embracing our mission to equip saints for this world and the next by affirming the value of our Catholic schools as exceptional places to educate our cherished young people.



Most Reverend Michael J. Fitzgerald, D.D., J.D., J.C.D., V.G.
Auxiliary Bishop of Philadelphia

Catholic schools are an essential part of the life of the Archdiocese of Philadelphia and will continue to be so because they are at the heart of the mission of the Church. I am pleased to serve with a group of dedicated people on the board of directors of the Faith in the Future Foundation. These Catholic and non-Catholic men and women believe passionately in the purpose and value of Catholic education and the impact it can have on a young person's future opportunities.

The 2015-16 academic year was another great year for our schools due, in large part, to the generosity of our donors who believe in Catholic education and in the option it offers to students who want it. Your support allows our foundation to continue to create positive outcomes for students and for families who want better choices for their children. I invite you to continue to support our work so that more young people can have the opportunity to attend one of our schools. There is no greater investment for forming our young people's future than a Catholic education.



The Bishop Shanahan High School Marching Band welcomed Pope Francis on his arrival at Philadelphia International Airport in September for the World Meeting of Families — Philadelphia 2015. Our Holy Father offered special blessings to Northeast Philadelphia's Keating family, headed by band director Chuck Keating, with son Michael, who suffers from cerebral palsy.



On the Cover:
Grand Prize winner, 14th Annual Poster Art Contest, 78th Annual Aberdeen Dad Vail Regatta on the Schuylkill River; painted by Christina Leone '16 of **Archbishop Wood High School** (see pg. 12)



Samuel Casey Carter is the chief executive officer of Faith in the Future and the author of two best-selling books, *No Excuses: Lessons of 21 High-Performing, High-Poverty Schools* and *On Purpose: How Great School Cultures Form Strong Character*.

Individually Excellent, Better Together.

This year's annual report is a summary of results for Faith in the Future's fourth year of operation. As an independent organization charged with managing the 17 high schools and four schools of special education owned by the Archdiocese of Philadelphia, Faith in the Future's mandate has been to provide the strategic direction required to turn these schools around after a long period of declining enrollment and supply the necessary resources to strengthen and ultimately rebuild them for the 21st century.

From the beginning, our vision has been clear: that if we *govern* these schools differently, we can *operate* them differently, and so yield different *results*. As a year-in-review, this annual report follows these same three themes of Governance, Operations, and Results so that our readers can see the power in this very simple framework and all the positive change that can flow from it.

“All significant change begins with quality people development . . .”

Governance

Two important governance milestones were achieved this year:

1. Our management agreement with the Archdiocese of Philadelphia was extended, 18 months ahead of schedule, until June 2022.
2. Our first cohort of high schools governed by boards of limited jurisdiction was successfully stood up, trained, and launched under this new model. Our goal is to have all 17 of the high schools governed by these more independent boards of directors by January 2017.



Athletics

Archbishop John Carroll High School girls' lacrosse team wins 16th consecutive Philadelphia Catholic League championship

The importance of having our management contract extended cannot be overstated. When Faith in the Future was founded in 2012, this effort was an experiment. No matter how bold our agenda, no matter how well-supported it was from the top, even some of our own supporters — who only stood to benefit from our success — were skeptical and were not sure we would last. As Archbishop Charles Chaput said back in February when the contract extension was formally announced, “This is an experiment that needed to be tested, but it is an experiment that has proven worthy.” And, now, because of the Archbishop’s continued support and the dedicated work of hundreds of teachers and school leaders committed to the great good of Catholic education in this region, we have an opportunity to prove what is possible and to offer our work as a model for other dioceses across the country.

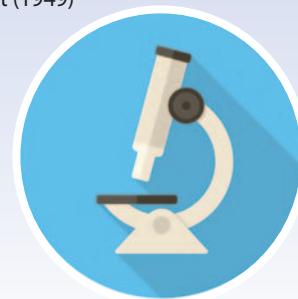
But the other opportunity created by our focus on governance and this move to more independent boards of directors is that ours is a *systems approach*. In addition to strengthening each school on its own, our goal is to strengthen and grow the system as a whole, so that the whole is greater than the sum of its parts. Each part, each school, is more likely to succeed and be better able to meet the needs of its families and students because of the benefits that come to it through the system. It is for this reason that we summarize our strategy with a slogan and title our annual report this year “**Individually Excellent, Better Together.**”

“... we also firmly believe that what all schools have to do, no school should have to do on its own. . . . This, ultimately, is what we mean by operating differently.”

The ultimate goal in setting up these independent boards of directors is to *decentralize* as much decision-making power as possible to the local schools while *centralizing* those services that will benefit all schools. So, while we want our schools to become more autonomous, more self-directed, and more nimble at the local level to better serve their local communities, we also firmly believe that what all schools have to do, no school should have to do on its own. This systems approach saves money, shares resources, and encourages the exchange of best practices, so that as times change and different challenges arise for each of our schools, no single school becomes the weakest link threatened with closure. Rather, all schools learn from the experience of the others and improve their performance across the system. This, ultimately, is what we mean by operating differently.

Academics

Nine **Bishop Shanahan High School** students earn five prizes and eight special awards at the annual competition of the 2016 Delaware Valley Science Fairs, Inc., one of the nation’s oldest (1949) and largest student science competitions, drawing more than 1,000 middle and high school students from Southeastern Pennsylvania, Southern New Jersey, and Delaware



Operations

Last year’s annual report documented the approach we have taken to strengthen the school system by pulling on what we call the five levers of our growth strategy: Enrollment, Development, People Development, Program Enhancements, and Technology. These are five major functions critical to the success of all our schools. By improving our resources and expertise in these areas, centrally, we create new opportunities for all of our schools to have much better support at lower cost, and more time and energy to focus on what matters most at the school level: teaching and learning, faith formation, and meeting the individual needs of individual students.

Of these five growth levers, last year’s report primarily focused on the two key drivers of our *financial stability*: enrollment management and school-level fundraising. Since 2012, instead of losing nearly 1,300 students per year, as was the case in the years prior to Faith in the Future, enrollment has now stabilized across the system. Although we are still trying to figure out how to grow the system as a whole, several of the schools are in fact growing, and we are working to build on that momentum.

Even better progress has been made introducing additional financial resources into the system by professionalizing the development offices at each of the schools. By attracting new talent and providing new fundraising tools and training, annual fundraising across the high schools is up from approximately \$12 million when we started to more than \$20 million this past year.

There is still a huge amount of work to be done to maximize the potential of the systems we have put in place to improve the financial stability of our school system. But this year, the shift in focus celebrated in these pages concentrates on improvements in *school quality* through new investments in people, programs, and technology. These are the kinds of new results that Faith in the Future aims to drive as we continue to move forward.

Results

All significant change begins with quality people development, first, so you will see throughout this annual report a regular emphasis on the *new leadership* we have put in place in certain key positions—supported by new talent development programs needed to evaluate these people and tie their own leadership development to the growth and development of the team around them.

Three key initiatives this year best illustrate how we are supporting our people and our schools differently from the top and getting improved outcomes as a result: technology planning, special education, and a comprehensive program to overhaul the instructional environment at **Saints John Neumann and Maria Goretti High School**. Let's take a brief look at each of these.

The recent instructional turnaround effort at Neumann-Goretti, funded by more than \$450,000 in grants from the Philadelphia School Partnership, is a textbook example of how a bold school leader in Bruce Robinson, supported by the expert resources of The New Teacher Project (TNT), can effect an extraordinary amount of positive change in a relatively short period of time. After 18 months of rigorously reconstructing how expectations are set in the classroom, how instruction is delivered, and how re-teaching is performed if necessary to ensure student mastery, the academic growth achieved at Neumann-Goretti in the last year reflects the largest gains observed across our entire system. Pre- and post-survey data also demonstrate how positively parents and students alike have received the professional learning community created by the teachers now squarely focused on producing quality instruction and reestablishing a great school culture. Neumann-Goretti's incoming freshman class (Class of 2020) is the school's largest in five years. We are confident that further investing in school quality across our system is the key to school growth from here.



Arts

Ss. John Neumann and Maria Goretti Catholic High School art student team wins the Vasily Kandinsky Award for abstract pastels and batik art at the conclusion of the Art Futures Program funded by the Philadelphia Museum of Art, The Delphi Foundation, and the Patriarch Foundation

We are similarly hopeful about our special education and technology planning efforts over the last year that you will read about in the pages that follow. We hired a new director of special education at the Office of Catholic Education who performed a systemwide assessment that produced four priority recommendations to improve services in our four special education schools and among students with special needs within the general education population. If we can fund and vigorously pursue these priorities in the years ahead, we will create a new capacity for all of our schools to offer more attractive options to parents of special needs students throughout the archdiocese.

“ . . . we create new opportunities for all of our schools to have much better support at lower cost, and more time and energy to focus on what matters most at the school level: teaching and learning, faith formation, and meeting the individual needs of individual students.”

Our efforts to rebuild our technology infrastructure and plan for the operational and educational technology needed to support teachers in a 21st-century classroom have been equally bold this year. We developed a comprehensive plan for technology, and the board approved dedicating \$1.2 million in high school surplus funds to implementing the plan. In the summer of 2016, the technology infrastructure at three of the high schools will be rebuilt, and we plan on completing 11 additional rebuilds and upgrades by 2018-19 at an additional cost of \$1.3 million. Three schools are already up to standard.

This is the transformational change that Faith in the Future was founded to create for our nation's first Catholic school system established more than 150 years ago here in Philadelphia. But this is just the beginning, and we cannot pretend to do it alone. We invite you to join us in this worthy and now proven experiment.

Our Schools



Archbishop John Carroll High School



Archbishop Ryan High School



Archbishop Wood High School



Bishop McDevitt High School



Bishop Shanahan High School



Monsignor Bonner and Archbishop Prendergast Catholic High School



Cardinal O'Hara High School



Conwell-Egan Catholic High School



Father Judge High School for Boys



John W. Hallahan Catholic Girls' High School



Lansdale Catholic High School



Little Flower Catholic High School for Girls



Ss. John Neumann and Maria Goretti Catholic High School



Pope John Paul II High School



Roman Catholic High School for Boys



St. Hubert Catholic High School for Girls



West Catholic Preparatory High School



Mercy Vocational High School*

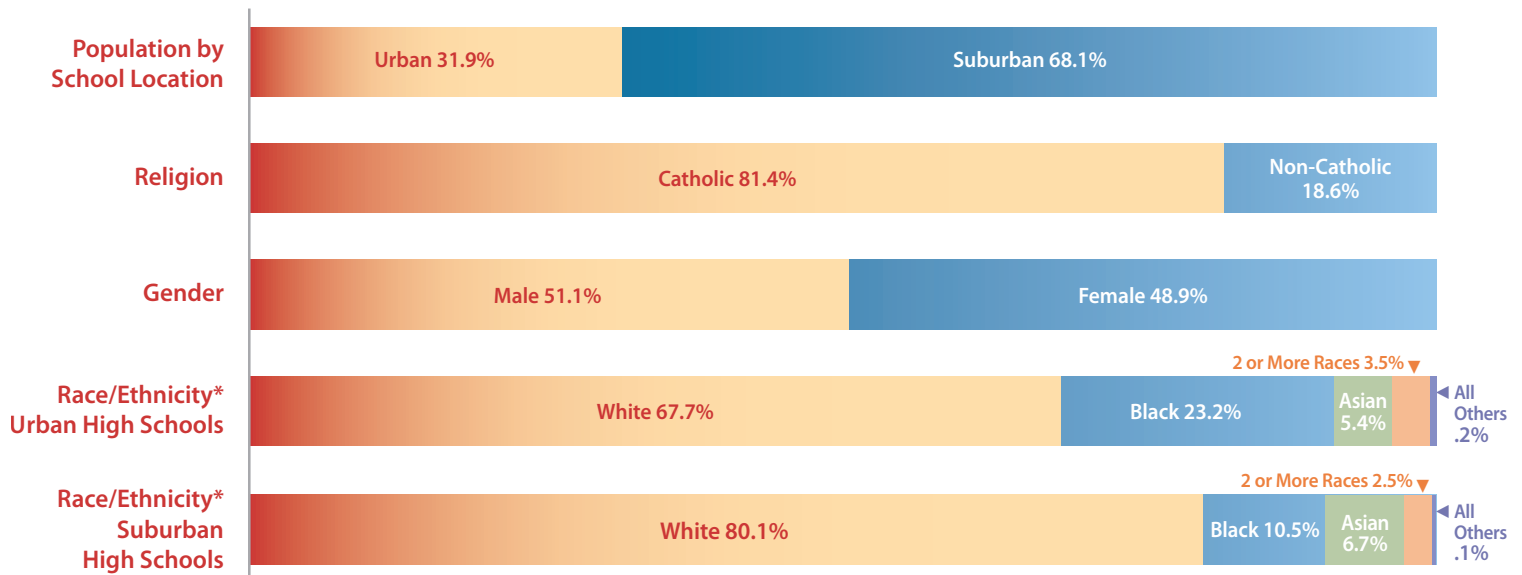
SCHOOLS OF SPECIAL EDUCATION

- Archbishop Ryan Academy for the Deaf
- Our Lady of Confidence Day School
- St. Lucy Day School for Children with Visual Impairments
- St. Katherine Day School

* An independent school supported in partnership with OCE and Faith in the Future. Name changed to Mercy Career & Technical High School as of July 1, 2016.

STUDENT DEMOGRAPHICS 2015-16

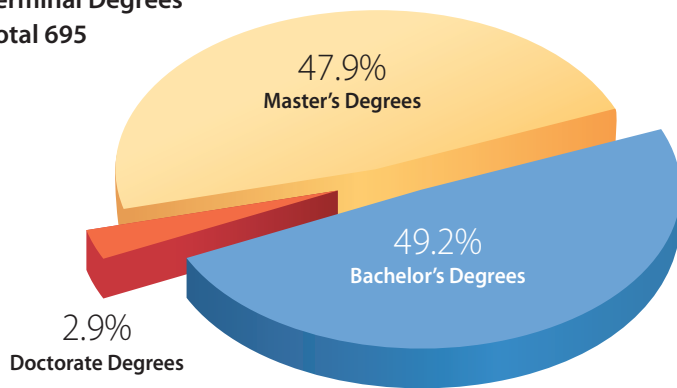
Total 13,369



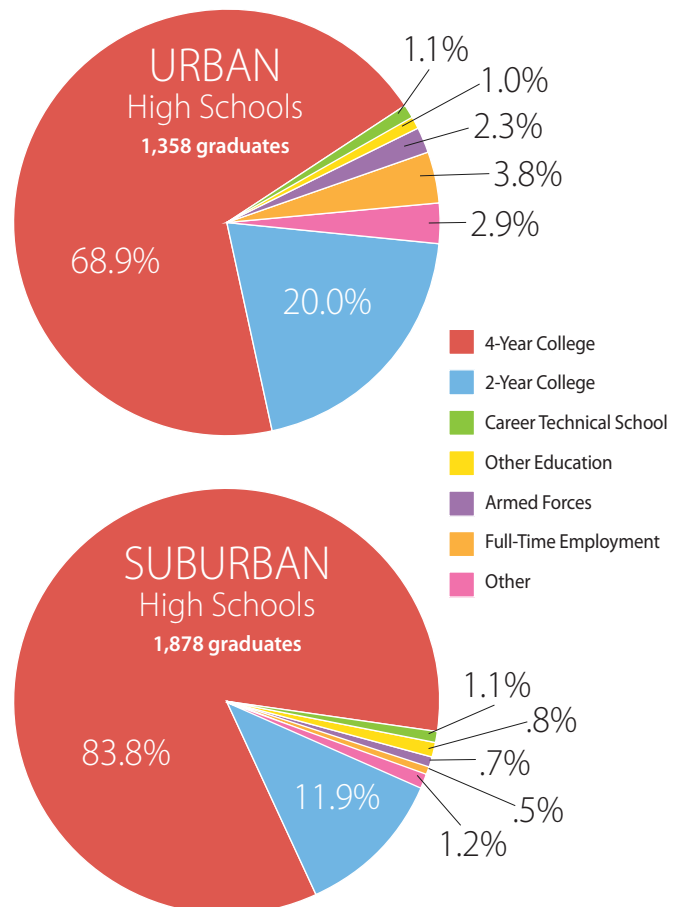
* Categories established by the National Catholic Education Association


Full-Time Faculty 2015-16

Terminal Degrees
Total 695



Class of 2016 Destination





CLASS OF 2016

Total College Scholarships and Financial Assistance Awarded: \$330,369,546

Urban High Schools: \$129,792,411
Suburban High Schools: \$200,577,135

55.7% awarded at least one scholarship

Presidents



Front L – R: Sr. Regina Plunkett, IHM; Sr. Donna Shallo, IHM; Janet Dollard; Steven Finley; Denise Kassekert; **Rear, L – R:** Thomas Fertal; James Casey; John Cooke; Sr. Rosemary Herron, RSM; Rev. Joseph Bongard; Denise LePera; Lizanne Magarity Pando; Frank Fox; Gary Zimmario; Brian Patrick King; Bruce Robinson; Louis Giuliano; Missing from photo: Bro. Richard Kestler, F.S.C. *Chapel, Archbishop John Carroll High School*

Rev. Joseph Bongard
Roman Catholic High School for Boys

James Casey
Lansdale Catholic High School

John Cooke, Ed.D.
Monsignor Bonner and Archbishop
Prendergast Catholic High School

Janet Dollard
Conwell-Egan Catholic High School

Thomas Fertal
Cardinal O'Hara High School

Steven Finley
Bishop McDevitt High School

Frank Fox
Archbishop John Carroll High School

Louis Giuliano, MBA, Ed.D.
Pope John Paul II High School

Sr. Rosemary Herron, RSM
Mercy Vocational High School
*An independent school supported in partnership
with OCE and Faith in the Future*

Denise Kassekert
John W. Hallahan Catholic Girls' High School

Bro. Richard Kestler, F.S.C.
West Catholic Preparatory High School

Brian Patrick King
Father Judge High School for Boys

Denise LePera
Archbishop Ryan High School

Lizanne Magarity Pando
St. Hubert Catholic High School for Girls

Sr. Regina Plunkett, IHM
Bishop Shanahan High School

Bruce Robinson
Ss. John Neumann and Maria Goretti
Catholic High School

Sr. Donna Shallo, IHM
Little Flower Catholic High School for Girls

Gary Zimmario
Archbishop Wood High School

GOVERNANCE

■ EMPOWERING SCHOOL BOARDS

Investing in people and the development of their talents and skills remain at the core of our growth strategy. This operating principle applies not only to our school leaders and teachers but also to each school's governing board.

Five Schools Launch New Model

The 2015-16 academic year began the transformation of the traditional volunteer advisory board into a true governing body. Armed with more local authority, and challenged with greater accountability than in the past, these new boards will also help the Office of Catholic Education steer the schools, *individually and systemwide*, to improved academic and financial outcomes.

Key accomplishments:

- Bylaws created and approved for all high schools
- Phased approach to implementing new governance model initiated in partnership with the **Healey Education Foundation**.
- **Bishop McDevitt High School, Cardinal O'Hara High School, Little Flower Catholic High School for Girls, Monsignor Bonner and Archbishop Prendergast Catholic High School, and Ss. John Neumann and Maria Goretti Catholic High School** selected as the first cohort of schools to implement the new governance model this year
- Board members and administrative leadership of first cohort of schools complete February training session on new governance model conducted by the Healey Education Foundation, the Office of Catholic Education, and Faith in the Future Foundation
- New board members in first cohort trained in principles governing school bylaws, board effectiveness, the role of board members, finance, development, and enrollment.

By January 2017, the boards of all 17 high schools are expected to be selected and trained to establish their roles as true governing bodies. Each board will establish clearly defined purposes, goals, and responsibilities, all directed at local accountability and sustainable business plans.

Foundation Builds Out Board Process and Structure

The Faith in the Future board also looked inward to develop its own guidelines and operating principles, revise its bylaws, and study its committee structure to ensure each has a charter appropriate for the foundation's work. As the academic year ended, standing board committees included Mission/Catholic Identity, Finance, Advancement, Nominating and Governance, Academic Affairs (and Special Education Advisory Committee), Marketing and Enrollment, and Board of Supervisors (over high school boards). Each committee welcomed a number of non-board members with relevant expertise for increased perspective.

Getting It Right ... As a System

Joanne Romano Guiniven

Working with the Healey Education Foundation and the Office of Catholic Education, I was pleased to take an active role as a point person from Faith in the Future's Nominating and Governance Committee to help define bylaws for the new high school boards of limited jurisdiction. We are fortunate to have guidance from the folks at Healey in this effort, who have experience in doing this in other dioceses.

Our model, however, did not fit an established governance mold. What we are doing here at Faith in the Future is pioneering among Catholic school systems in the United States. Our work is directed at making each of our schools individually excellent, and all of them better together. Our governance and operational model is to strengthen the schools as a system. Healey has a proven track record of bolstering individual schools. Their staff joined with ours to partner in a different and unique way on a design that would strengthen multiple schools as a system. Doing things differently takes careful planning and hard work to get it right, as governing is in the details. Great care was taken to get these details right.

The first payoff for me came at the training session for the first cohort of schools in February 2016. The enthusiasm, dedication, and sense of responsibility that the newly established boards have for the high schools is truly inspiring. I am confident that our schools will continue to realize payoffs in academic and financial outcomes as boards get off the ground in each of our 17 high schools over the coming months.

Joanne Romano Guiniven joined the Faith in the Future board in February 2014. She earned a bachelor's degree at Duquesne University and an MBA degree at Boston College. She is also a graduate of Cardinal Dougherty High School. She was a member of the high-tech practice leadership team for the global management consulting firm McKinsey & Company.



OPERATIONS

■ ADDRESSING ENROLLMENT CHALLENGES

Growing enrollment across the high school system, as a whole, remains a challenge. Although individual schools have seen growth, we will not be enrolling more students in 2016-17 than in 2015-16 across all the high schools combined.

Reducing Attrition

In order to help grow enrollment, we also have had to reduce attrition — the percentage of students who transfer out. Enrollment activity in 2015-16 continued to focus on reducing attrition and determining the reasons why students transfer out.

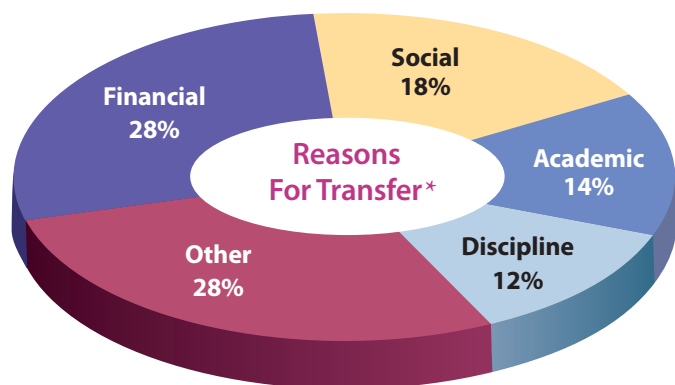
Students across the 17 high schools totaled 13,193 at year-end, with net retention recorded at 98.7 percent and freshman-year attrition at 4 percent. An important development is that attrition is down each class year after that, with the senior class showing a net retention of 99.2 percent.

2015-16 High School Enrollment

Grade Level	As of 10.1.15	As of 6.30.16	Transfer In	Transfer Out	Attrition	Net Retention
9th	3,396	3,321	61	136	4.0%	97.8%
10th	3,375	3,331	55	99	2.9%	98.7%
11th	3,333	3,303	36	66	2.0%	99.1%
12th	3,265	3,238	14	41	1.3%	99.2%
TOTAL	13,369	13,193	166	342	2.6%	98.7%

Our mission is to provide access to all who desire an excellent Catholic education.

We remain committed to ensuring that financially deserving students who meet our academic standards, participate well in their school community, and behave according to established principles are provided the tuition assistance to complete their secondary education in our system.

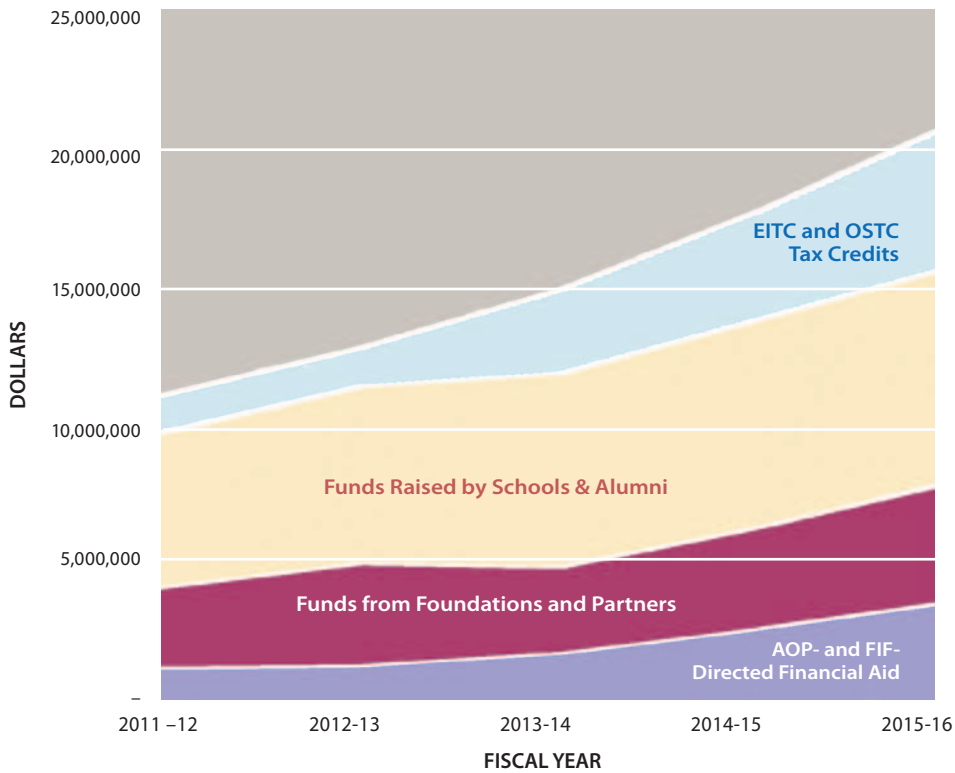


* Social — a lack of “fit” with the school from the student’s perspective
 Academic — students not measuring to academic standards
 Discipline — students not complying with conduct codes
 Other — medical withdrawals, transportation needs, family relocation, inability to play a preferred team sport, international students who registered but did not attend

- We now track the reasons for transfer in a more measured way and use that data to facilitate early alerts on various situations that can either help or hurt enrollment
- Students transferred out during the 2015-16 academic year for four major reasons: social, academic, disciplinary, and financial
- We are committed to ensuring that students who meet our academic standards and participate well in their school community do not leave school for financial reasons
- Nonetheless, family financial circumstances were a determining factor for 96 students who wanted to stay, but we were unable to retain them

Total Aid Increased

from **\$10.9 MILLION** in 2011-12 to **\$20.8 MILLION** in 2015-16



Source: AOP Educational Financial Services

Unmet Need of Applicants for Financial Aid

Affordability remains a challenge to enrollment. Of the families who applied for aid, we calculated a financial aid need of \$25.3 million across the 17 high schools. This year, we met approximately 76 percent of that need through four funding sources. Yet, we could not meet \$8 million in financial aid requests from students who wanted either to enroll for the first time or remain in our schools.

- For 2015-16, the average need per student who applied was nearly \$5,000.
- Whether in the city or the suburbs, thousands of students apply for financial aid that we are still unable to provide.



9 SUBURBAN HIGH SCHOOLS

\$10,992,067 Total Need
2,299 Applicants
\$4,781 Average Need



8 URBAN HIGH SCHOOLS

\$14,288,906 Total Need
2,785 Applicants
\$5,131 Average Need



17 HIGH SCHOOLS

\$25,280,973 Total Need
5,084 Total Applicants
\$4,973 Average Need

Source: OCE Office of Financial Aid/PSAS

Harrisburg Matters



Funds generated by the Pennsylvania EITC/OSTC tax credit programs for student scholarships often make the difference for families

struggling to make a quality education possible for their children.

Bill O'Brien knows this better than anyone. As the executive director of the 36-year-old **Business Leadership Organized for Catholic Schools (BLOCS)**, he's the point man on all things business tax credits for education.

"This past year was very challenging to all of our schools due to the state budget impasse," O'Brien says. "The delay in funding of both textbooks and the EITC/OSTC tax credit programs not only hurt Catholic schools, this year, but it will have lasting effects into the next year as well. It's important that we continue to fight for funding for our schools which is fair and commensurate with the public service that Catholic schools provide to those families who need it the most and who want the best education possible for their children."

Principals



Seated, L – R: Joseph McFadden; James Meredith; Tracey Rush; Sr. Susan Walsh; Michele Beachy; **Standing, L – R:** Eileen Murphy Vice; Mary Harkins; Michael McArdle; Mary Kirby; James Gallagher; Joanne Walls; Rev. James E. Dalton, OSFS; Rita McGovern; Patricia Sticco; Missing from photo: Marion Mann; Sr. Kathleen Klarich, RSM; Kevin Dugan; Andrew Bradley. *Library, Archbishop John Carroll High School*

Michele Beachy

John W. Hallahan Catholic Girls' High School

Andrew Bradley

Archbishop John Carroll High School

Rev. James E. Dalton, OSFS

Father Judge High School for Boys

Kevin Dugan

Ss. John Neumann and Maria Goretti Catholic High School

James Gallagher

West Catholic Preparatory High School

Mary Harkins

Archbishop Wood High School

Mary Kirby

Bishop McDevitt High School

Sr. Kathleen Klarich, RSM

Little Flower Catholic High School for Girls

Marion Mann

Conwell-Egan Catholic High School

Michael McArdle

Bishop Shanahan High School

Joseph McFadden

Archbishop Ryan High School

Rita McGovern

Lansdale Catholic High School

James D. Meredith

Pope John Paul II High School

Tracey Rush, Ed.D.

Monsignor Bonner and Archbishop Prendergast Catholic High School

Patricia Sticco

Roman Catholic High School for Boys

Eileen Murphy Vice

Cardinal O'Hara High School

Joanne Walls, Ed.D.

St. Hubert Catholic High School for Girls

Sr. Susan Walsh, RSM

Mercy Vocational High School

An independent school supported in partnership with OCE and Faith in the Future

BROADENING ACADEMICS & ACTIVITIES

Efforts increased to expand learning, strengthen teaching, and enrich student life.

Schools Increase Academic Options

Leaders of our 17 high schools reaffirmed their commitment to deliver newer, broader, and deeper academic offerings to their students this year. They significantly expanded their course offerings by creating new electives and introducing new college partnerships. Four additional schools joined the Jesuit Virtual Learning Academy. All 17 schools added the Physics First course for freshmen who are studying Algebra I, and Comparative Government for Grade 12 students.

Pope John Paul II High School, for example, introduced AP Macroeconomics, AP Human Geography, and Cinematic Studies as new electives and, through the JVLA, AP Psychology, AP Statistics, AP World History, C++ Programming, and Mandarin Chinese I in addition to Criminal Justice through a partnership with Cabrini University and Montgomery County Community College. New college partnerships also joined **Cardinal O'Hara High School** with Cabrini University, **Lansdale Catholic High School** with Delaware Valley University, and **Monsignor Bonner and Archbishop Prendergast High School** with Immaculata University.

Archbishop John Carroll High School presented Media Production, Piano Lab II, Trigonometry/Statistics, and Environmental Science as first-time electives. **John W. Hallahan Catholic Girls' High School** launched Introduction to Engineering/Robotics and Programming/Applications Development as electives while tapping the JVLA for six online courses that included AP Statistics, Computer Graphics and the Macintosh Computer, AP Chemistry, and Living as a Disciple of Jesus Christ in Society.

New on-site and online courses also included AP European History at **Little Flower Catholic High School for Girls** and **Bishop Shanahan High School**. The Jesuit Virtual Learning Academy delivered five new courses at **Cardinal O'Hara High School** and two new ones at **Archbishop Ryan High School**.

Our high schools offered close to 60 new courses across the system, including 11 Advanced Placement courses, five new courses through the Jesuit Virtual Learning Academy, and new partnerships with four area universities.

Memorable Moments Enhance Student Life

The arts, athletics, clubs, organizations, publications, community service, and other extended classroom experiences across our schools are far more than extracurricular activities that simply occupy time between closing bell and family dinner. They form the final element of a full-dimensional high school experience, many approached with a competitive spirit for personal best and best among league, district, region, state, and national peers.

Students throughout our system welcome these opportunities to further challenge their intellect, display artistic expression, and test athletic endurance — opportunities that provide balance to their lives and challenge them to reach for excellence in competitions that bring distinction, honor, and pride to their schools and to themselves. Several notable 2015-2016 student experiences follow.



▶ Jasmine Mays awarded 10th Gates Millennium Scholarship in **West Catholic Preparatory High School's** history, highest number earned by any high school in Pennsylvania. Since 2013, students from **Archbishop Ryan High School**, **John W. Hallahan Catholic Girls' High School**, and **Roman Catholic High School for Boys** have joined **West Catholic** in being named Gates Millennium Scholars. (See page 29 for Jasmine's reflections on her West Catholic Prep experience.)

Bishop Shanahan High School

▶ 2015 yearbook wins two prestigious national awards: Gold Medal 2016 by the Columbia Scholastic Press Association; 1st Place by the American Scholastic Press Association.



Father Judge High School for Boys

wins 13th straight 1st Place trophy at the **24th Annual Model United Nations Conference** hosted by De Sales University in March and 1st Place trophy in the **Temple Model UN** competition in October, with students winning individual trophies at De Sales and at the season-ending **Global Classrooms International Model UN Conference** in New York City in May.



The **Roman Catholic High School for Boys** Mock Trial team wins third consecutive John S. Bradway Philadelphia High School Mock Trial Competition at Temple University's Beasley School of Law. Roman competed among 40 public, parochial, and independent schools in defeating Germantown Friends School, 6-1, for the competition and the 2016 City Championship. Vincent Capitolo '16 won special recognition award as Best Attorney for the Defense and Paul Keene '17 for Best Witness.



Bishop McDevitt High School senior Robert Zigmund moves through four competition rounds to represent the Philadelphia Catholic Forensic League in the Extemporaneous Speaking category at the National Catholic Forensic League Grand National Tournament in Sacramento in May and earns a finalist place in his category at the National Speech & Debate Association Tournament in Salt Lake City.



Lansdale Catholic High School's Tori Paone '17 takes First Place in the Technology Division at the Network for Teaching Entrepreneurship (NFTE) event held in mid-June at WHYY public TV in Philadelphia. Tori's wireless EKG monitor will represent the Philadelphia Metro region in further competition slated for October in New York City.



Students from **Archbishop Ryan High School** and **Archbishop Wood High School** earn eight of the 10 prizes awarded in the 14th Annual Poster Art Contest held in conjunction with the 78th Annual Aberdeen Dad Vail Regatta, North America's largest and best-known collegiate rowing event. Philadelphia-area public, parochial, and independent school students compete for cash prizes awarded by Philadelphia's mayor and the regatta organizing committee for best depictions of the celebrated annual regatta on the Schuylkill River. Archbishop Wood's Christina Leone '16 (pictured with Fine Arts Department chair Chris Tamburini) awarded Grand Prize for her entry, as seven additional archdiocesan high school students win Second Prize, Third Prize, and five Honorable Mentions.



The **Archbishop Wood High School** Fighting RoboVikings robotics team concludes the season with the Excellence in Engineering Award won at the Mid-Atlantic Robotics District FIRST (For Inspiration and Recognition of Science and Technology) competition held at Lehigh University.



John W. Hallahan Catholic Girls' High School's Alexa Jo Palmer '16 recognized at the National Liberty Museum with Young Hero Award for ongoing volunteerism and fundraising to benefit senior citizens with Crohn's and colitis disease. She was also named an Honored Hero by the Crohn's and Colitis Foundation of America.

2016 PIAA State Basketball Championships

Class AAA, Ss. John Neumann
and Maria Goretti Boys

Class AA, Ss. John Neumann
and Maria Goretti Girls

Class AAA, Archbishop Wood Girls —
4th state title since 2010

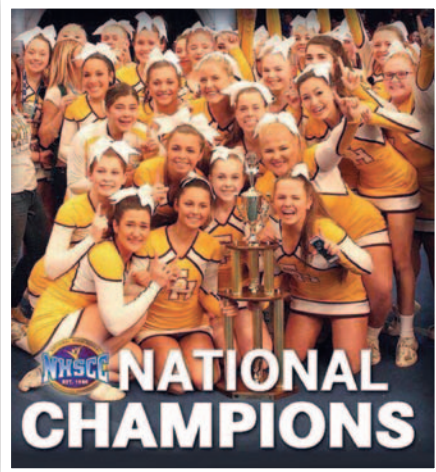
Class AAAA, Roman Catholic High School for Boys

Class AAAA, Runner-Up, Archbishop John Carroll
High School Girls



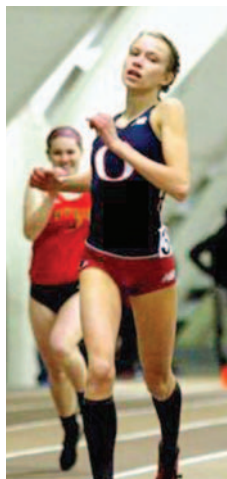
2016 PIAA State Baseball Championships

Class AA, Ss. John Neumann and Maria Goretti



▶ **St. Hubert Catholic High School for Girls** wins second consecutive National High School Cheerleading Championship, Large Junior Varsity Division, with three additional St. Hubert teams placing in the top 10 of their divisions.

▶ **Cardinal O'Hara High School's** Girls' Outdoor Track Team wins PIAA District 12 championship, with four team members capturing individual titles: Olivia Arizin, currently ranked #8 in the U.S. and #1 in Pennsylvania, wins the 800-meter in 2:06.75, earns the AAA state title, and sets new Delaware County record; Schola Eburuoh wins the high jump and the 400; Lorielle LaForest wins the shot put and discus; and Grace Mancini wins the 1600. The 4x400 and 4x800 relay teams rounded out the school's state championships.



▶ **Cardinal O'Hara High School** junior Emanuel Ardiles (pictured with teacher John Peters) achieves perfect score on 2016 National Latin Exam, one of 929 students out of 140,000 who tested from 20 countries. O'Hara students earned a total 47 awards, 22 of which were Gold Summa Cum Laude.



REFLECTIONS

On Excellence and Value



Chris Mominey,
*COO/Secretary for
Catholic Education*

As a parent, I am certainly aware of the challenges of rising tuition costs in our high schools. But, in fact, tuition is really just a down payment on a life filled with potential.

Parents invest in our Catholic schools with the expectation that their sons or daughters will be equipped to live as saints in this world and the next. With that in mind, we take very seriously our commitment to academic quality in each of our high schools across the Archdiocese of Philadelphia. Under the direction of our secondary school superintendent, **Sister Maureen McDermott, IHM, Ph.D.**, we have been able to reach new heights in building even more programs into our curriculum that recognize the changing needs of the young people entrusted to our care.

Study after study has shown that the principal's leadership and the excellence of the classroom teacher are the two key ingredients that most influence the quality of the school's academic program and the success of a student. That is why we have invested significant resources in training and developing our school leaders into the best instructional leaders they can be. As such, we expect them to settle for nothing less than excellence from their course offerings, their guidance programs, and their supervision of teachers.

To ensure that our teachers remain best-in-class, we continue to offer a strong supervision process that allows for constructive feedback on performance and defines clear and measurable standards of accountability. Our 700 high school teachers are dedicated men and women who know well the mission of Catholic education. As we continue to build 21st-century learning environments for our students, we are committed to supporting their teachers in their professional development, especially in the areas of critical reading and math instruction. There is no greater investment to be made than in the development of our leaders, of our teachers and, ultimately, of our students who benefit from excellence at all levels.

The changing landscape of education in the United States is a complex reality, but one that we embrace as America's first Catholic schools. When Saint John Neumann founded our nation's first system of parochial schools here, in Philadelphia, he did so with the expectation that these schools would offer a human and Catholic education where students were prepared for life in this world and the next. This is not a distant memory, nor is it simply a point of local Catholic nostalgia. Instead, it is the basis for our daily mission and a compass for our future.

■ SETTING A NEW COURSE FOR SPECIAL EDUCATION

Accomplished leadership now driving special education across our schools has articulated a vision for the future and what it will take to get there.

New Leadership Sets Top Priorities

Last August, **Andrew McLaughlin, Ed.D.**, joined the Office of Catholic Education as director of special education and conducted a systemwide assessment that produced four priority recommendations to improve services in our four special education schools and among students with special needs within the general education population. His top priorities include:

- building out programming for students with Autism Spectrum Disorders, beginning with 4½- to 7-year-olds
- increasing professional development in special education teaching practices for general education teachers
- devising educational options for students whose scores are too high for a school of special education yet require more academic support than minor adjustments to the traditional high school curriculum and teaching practices
- enhancing high school learning labs and learning supports

St. Katherine Day School educates children and teens with multiple impairments and Autism Spectrum Disorders and, together with **Our Lady of Confidence**, students with intellectual disabilities. **Archbishop Ryan Academy for the Deaf** and **St. Lucy Day School for Children with Visual Impairments** deliver quality education to children with healthy cognitive ability but suffer from sensory impairments.

If we can fund and pursue these priorities, both our four special education schools and our special education programs across all of our schools will offer more attractive options to parents of special needs students throughout the archdiocese.

Parents Want Our Special Education Strategy

Michele Haytko started her children at **Mater Dei Catholic School** in Lansdale, Montgomery County, “a wonderful school where I’ve never seen such a vocation to education as I did there.” She and her husband withdrew their son, in PreK3 and mildly autistic, and his twin sister when teachers determined he needed more instructional support than Mater Dei could provide. Nor could any other Catholic school in the area. The former librarian now home-schools their son and daughter while also tending to a 9-month-old and a 3-year-old. “We don’t want to segregate him from his siblings, we want them together,” Michele says. Finding one Catholic school that can meet everybody’s needs is a challenge. “Public school is not what we want for our children,” she continues. “I’m a convert, my husband is Catholic, we want Catholic education for our children. It’s been a hard transition, we love Mater Dei, our kids miss the school terribly.”



English language arts teacher Dana Smith-Papp can’t say enough about **St. Anthony of Padua Regional Catholic School**, merged from Annunciation and St. Nicholas of Tolentine in South Philadelphia. Her enthusiasm peaks when she speaks about Anthony. “His physical and learning disabilities couldn’t stop him, and his parents wouldn’t let him say, ‘I can’t.’” He struggles with Apert Syndrome and reads and writes at a lower level, though his communications skills have increased greatly. Dana, a **St. Maria Goretti High School** and Widener University alumna, says Anthony “blossomed because St. Anthony’s handled his disabilities, it lived its Catholic mission to inspire and motivate him. Our principal has created a culture that expects everyone to go the extra mile for our students, including Anthony.” He, in turn, “was such an inspiration to his classmates,” she gushes. “They cheered him on at his 8th-grade graduation this year, with honors, at age 16.” Anthony’s parents want to keep him in Catholic education, but they cannot find a Catholic high school that offers a level of resources for a young man with Anthony’s combination of physical and learning disabilities. As of mid-August, Anthony’s parents were uncertain as to his next move.



FUTURE-PROOFING OUR TECHNOLOGY INFRASTRUCTURE

Key technology investments introduced in the latter part of the 2014-15 academic year expanded greatly throughout 2015-16 to help administrators and teaching staff increase their productivity and improve results.

Reinvestment Pays Dividends

We formed an Information Technology Task Force focused on advanced information systems and consisting of our technology leadership, technology specialists from our board, and several industry experts. We engaged information technology specialist **Christopher Kallmeyer**, who also served on the task force, to work with technology director **William Brannick, M.S.**, and his senior tech team on creating a planning framework for our schools. Brannick is a former senior classroom teacher, archdiocesan instructional technology leader, secondary school administrator and principal.

Kallmeyer and the team built a detailed multi-year cost model that forecasts the resources needed and associated costs of technology improvements in three areas:

1. Infrastructure

Wiring and hardware to support the networking demands of the schools

2. Educational Technology

Devices and software tools that help teachers teach and students learn, best practices that contribute to the educational experiences and improve academic outcomes, and programs and instruction that heighten faculty professional development, all in support of 21st-century classrooms where teaching and learning are driven by technology integration across the curriculum

3. Operational Technology

Systems, data, and devices for staff and administrators to run the business — such as accounting, enrollment management, tuition and financial aid, student information, course scheduling — and better inform our decision-making processes

The team's cost model and detailed recommendations introduced a three-year program to future-proof the technology infrastructure at each of the high schools by reinvesting a \$1.2 million operating surplus back into the schools, beginning with rebuilds at **Hallahan**, **Neumann-Goretti**, and **West Catholic Prep**. These first major steps were completed during summer 2016 utilizing \$675,000 for the rebuilds. We will allocate the remainder of the \$1.2 million budget for tactical improvements at other schools and for outside resources needed to support the student information system replacement project.

Kallmeyer is all about the nuts-and-bolts of technology, but he makes a strong point of commenting on the essential factor that drives a good tech plan. "The people part needs to be built out, as the program is successful on a small scale, and they have a good leader in Bill Brannick to drive the bus through the intersection of education and technology," Kallmeyer says. "Bill thinks about the people part of the equation all the time. He hired a terrific technology integration coach, Alissa DeVito," Kallmeyer continues, "who in one year has significantly increased communication, professional development, and instructional resources for teachers across the system."

We now have the context and the validation of an independent expert consultant to plot our next steps in developing detailed implementation plans around each of the three key areas. This validation also assures our donors that they can invest in our technology program and people with confidence.

3-Year Infrastructure Recommendations

- 6 rebuilds and 8 upgrades to be completed from 2016 to 2018 at total net cost of \$2 million
- 3 schools already meet the standard

School	Status	Budget (000)	Year	Total (000)
West Catholic	Rebuild	\$250	2016	\$675
Neumann-Goretti	Rebuild	\$237		
Hallahan	Rebuild	\$188		
Father Judge	Rebuild	\$163	2017	\$562
Archbishop Carroll	Rebuild	\$148		
Bishop McDevitt	Rebuild	\$113		
Saint Hubert	Upgrade	\$105		
Lansdale Catholic	Upgrade	\$33		
Archbishop Ryan	Upgrade	\$169	2018	\$718
Archbishop Wood	Upgrade	\$162		
Roman Catholic	Upgrade	\$138		
Cardinal O'Hara	Upgrade	\$115		
Bishop Shanahan	Upgrade	\$86		
Little Flower	Upgrade	\$48		
Conwell-Egan	Maintain	\$12	Annual	
Pope John Paul II	Maintain	\$11		
Bonner-Prendie	Maintain	\$10		
TOTAL		1,987		

INVESTING IN TALENT DEVELOPMENT

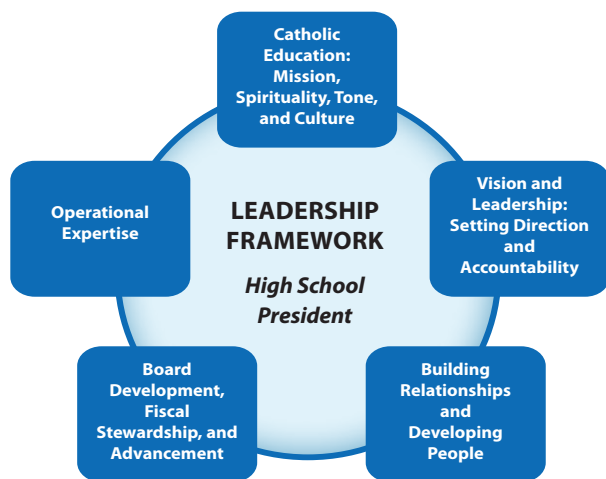
Great people are the key to our growth and success. At our inception, Faith in the Future established people and leadership development as our top priority. Our goal is to make Philadelphia the best city in the country to be a Catholic school leader by recruiting the best people available and giving them the tools and training needed to succeed on the job.

New Strategy and Leadership

We formalized a seven-part talent development strategy to create a new human resources capacity across our 17-school system that fosters continuous school improvement and increased academic achievement for all students. Now in the second year of a three-year, \$600,000 grant, an international foundation with Catholic funding priorities is investing in our initiatives to recruit, develop, and retain the highest quality school leaders and instructional staff available.

Charles Hughes joined the Office of Catholic Education in January to spearhead this effort as its first director of talent management. A graduate of the University of Minnesota and the University of Iowa, Hughes is a nationally recognized 30-year leader of Catholic and urban charter schools from Peru to Minnesota to Pennsylvania. He immediately set his primary attention on the performance management and leadership development elements of our seven-part strategy. He determined that the motor for our ongoing transformation includes the embedding of professional standards that guide all school leaders and offer them individual road maps for personal growth and success.

Hughes designed a leadership framework for presidents and principals, identifying core competencies specific to the two positions in addition to those they share in common.



Attracting, retaining, and developing talented Catholic school leaders requires innovation and world-class professional development. Hughes' second key move centered on leading the expansion and embedding of valuable work already conducted in partnership with **The Pacific Institute (TPI)**. This step ensures that each of our key leaders has access to personalized results and follow-up coaching on school culture and individual performance guided by one of industry's most respected leadership development tools, the Leadership Impact Survey created by Human Synergistic.

Additional attention to overseeing leadership training and improvement initiatives followed, as did building a bench of "next-up" potential leaders. Through our ongoing investment in new and emerging talent, based on the "right support for the right leaders at the right time," as Hughes explains, schools will be positioned to make unprecedented gains across multiple areas of operation to create 21st-century teaching and learning environments.

The integration of professional frameworks guided by necessary professional competencies, the use of research-based leadership development strategies, and a more intentional focus on career pathways to leadership — all reinforcing our commitment to adding capacity to our people to lead, teach, and operate 21st-century schools — are just a few examples of our work to leverage our people's talents to higher levels of expectation and performance.

School-Level Leadership

This year, we named three new high school presidents — two promoted from within, one drawn from industry — who demonstrate the shared virtues of enthusiasm, excellence, collaboration, integrity, and innovation that we look to incorporate into all areas of school operations.

Paul Colistra, West Catholic Preparatory High School (beginning July 1, 2016)

"I came to **West Catholic** [from LaSalle College High School Advancement Office] four years ago because of the vision shared by Faith in the Future to transform Catholic education and, of course, because of [former president] Brother Richard's vision and goals for this terrific school. Four years later, I feel a great sense of



opportunity for all of us here. This is a gem in West Philly, now 100 years old, and a landmark in the community.

"I believe that our school is in a growth phase, stemming from the new vision of the last few years, a solid foundation of loyal and effective faculty, and opportunities to create and to develop professionally through the talent development programs offered to

us by the Maguire Fellows Program and the OCE. The Maguire program is one of the best talent development items I've seen since I've been part of the archdiocesan system — a real spotlight program. This program, plus the supports from the archdiocese, is a great step in the right direction."



Lizanne Magarity Pando, St. Hubert Catholic High School for Girls

"I came to this position from a family business and some years in a religious nonprofit, but not from education. Yet, I never feel alone or unsupported.

"**St. Hubert** was in a good position when I came on board in April. Teachers are excellent and the students are wonderful. There's a real spirit here, a school culture that's very devoted to its academics, its Catholic legacy, its service work, and our 'sisterhood' that gives our girls the foundation for growing into 'women of faith and integrity.' Everyone protects that culture. I'm especially committed to this because I know very well from my own high school experience how valuable a single-sex learning environment can be.

"I'm the first president hired under Chuck Hughes' direction, and he prepared for this transition really well by visiting the school a few times prior to the hiring process and gathering information and input from many people. We're all looking forward to the next steps, the TPI training he plans for us following our 75th anniversary.

"Chuck has created a sound leadership model, a well-thought-out program, and he continues to reinforce my onboarding, which was very well-organized, with wonderful resources provided by the archdiocese and Faith in the Future. Everything is lined up on the runway for St. Hubert, and we're ready to fly higher."

Brian Patrick King, Father Judge High School for Boys

President of **Father Judge High School for Boys** since January, Brian King reveals that his scores in The Pacific Institute (TPI) personality testing showed "highs in the aggressive, achievement, and goal-oriented pieces" but team-building scores that could have been better. Follow-up personal coaching has taught him how to improve that "collaborative" piece of the picture.

His master's degree program at St. Joseph's University reinforces both this self-reflection and the TPI coaching provided by Faith in the Future Foundation and the Office of Catholic Education. Along with West Catholic Prep's Paul Colistra, he's a member of the inaugural class of 17 Maguire Educational Leadership Fellows, the selective graduate degree program funded by the **Maguire Foundation** that trains the next generation of Philadelphia-area Catholic secondary school leadership.

He comes to the presidency by way of five years in school advancement and operations, originally recruited by his predecessor, Father Joe Campellone, because of his reliable activity on the President's Board of Advisors. Following graduation from Judge in 1997, and equipped with an art degree from St. Joseph's University, Brian returned to St. Matthew's, his Northeast Philly grade school, to teach seventh grade art and, then, physical education. He also worked in community development for a state legislator.

This proud Crusader says that Father Judge is the "school for blue-collar scholars," boys coming from neighborhoods made up of police officers, court employees, firefighters, owners of small family businesses, plus a good many teachers, all of whom want educational options for their families.

In offering those options, the area also exposes the double-threat to Judge's enrollment stability and financial sustainability — multiple charter schools offering free education to families with far fewer children than those who not only populated St. Matt's and other parish schools more than 50, 60 years ago but also, and more important, fed a reliable enrollment pipeline of boys to Father Judge, and girls to St. Hubert's. That enrollment landscape is far different now.

"We *can* compete. We have a good STEM curriculum, we have robotics, but we need to collaborate and build out these resources to cement Judge as *the* Catholic school with an applied sciences, trades, and technology identity in our area of the Northeast. We send our share of boys on to Penn and other local Big 5 universities," Brian continues, "but we also need to prepare others for immediate employment, especially in technology and the skilled trades where they can make a good living and provide for their families."

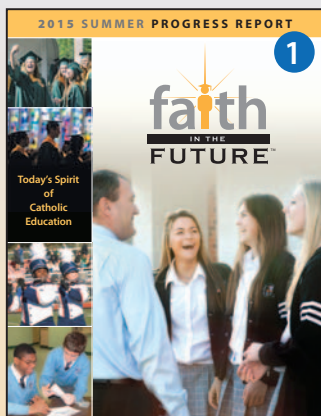
Brian's confident that Judge's faculty can produce these educational offerings and opportunities, and particularly for boys with special learning issues through Judge's learning labs and additional supports. "Some boys design the spaceship, some build the spaceship, and some fly the spaceship," he notes. "It's our job to give all of them what they need to get where they want to go. As our patron, St. Francis de Sales, says: 'To be who you are, and be that well.' "



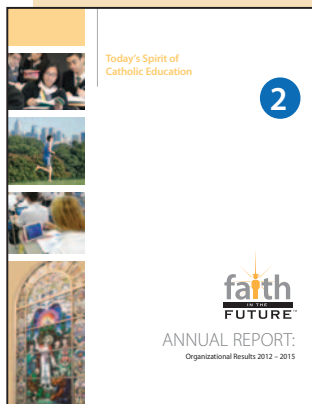
PROFESSIONALIZING ADVANCEMENT TO PRODUCE RESULTS

The second complete year of a formalized advancement program broadened communications with donors and the public, increased training and professional development programs for high school advancement staff, added funded programs for the Office of Catholic Education, launched a consolidated fundraising initiative with our special education schools, and introduced the foundation's first giving society.

Increasing Advancement Communications



Two print publications, electronic communications, and social media expanded Faith in the Future's reach with regional and national media as well as with individuals keenly interested in the rebirth of Catholic education.



- 1 Summer 2015 Progress Report
- 2 Our first Annual Report, highlighting results as of June 30, 2015 against goals established in the fall of 2012
- 3 E-communications with school leaders, donors, and friends
- 4 Social media outreach on Facebook and Twitter

Professionalizing High School Advancement

Advancement Conference

More than 100 presidents, admissions directors, advancement directors, and board members representing archdiocesan K-12 schools in Southeastern Pennsylvania, New Jersey, and Maryland gathered at Holy Family University in late June for "Entrepreneurial Discipleship: Creating Growth Through Catholic School Advancement," a two-day conference introduced and co-hosted by Faith in the Future and OCE.

Speakers included OCE and FIF staff, development professionals from area universities and Catholic prep schools; development, marketing, and admissions consultants; independent website designers; and marketing specialists. Participants discussed enrollment plans, women and philanthropy, governance, effective open house events, one-person development shops, millennial giving, annual fund basics and advanced tactics, the role of media and websites in school marketing, and other advancement elements they could incorporate into their annual operations.

High School Talent Development

This year's training on the Raiser's Edge data management system and monthly professional development workshops continued for high school advancement teams and presidents, with discussions delving into major event planning and management, elements of a robust planned giving program, and detailed database management practices.

Joint Professional Development Workshop

The Office of Catholic Education joined Faith in the Future in presenting their first systemwide workshop in March for more than 80 high school presidents, admissions directors, advancement staff, and communications directors on common interests and common goals in recruiting and retaining students for lifelong relationships with their schools. Workshop elements were incorporated into Fiscal '17 planning.

High School Development Planning

High school presidents and their advancement teams put their Fiscal '16 development plans into action following a planning process the foundation introduced four months earlier. Each school established annual fundraising goals and a calendar of associated direct mail appeals, special events, major publications, and other activities to support financial growth.

High School Development/ Fundraising*

	2014 – 2015			2015 – 2016		
	Fundraising	EITC/OSTC	Total	Fundraising	EITC/OSTC	Total
HIGH SCHOOL						
Archbishop Carroll	\$1,060,148	\$69,000	\$1,129,148	\$1,064,495	\$110,015	\$1,174,510
Archbishop Ryan	\$562,042	\$231,000	\$793,042	\$520,480	\$306,685	\$827,165
Archbishop Wood	\$709,472	\$142,000	\$851,472	\$398,523	\$191,050	\$589,573
Bishop McDevitt	\$460,786	\$272,250	\$733,036	\$470,509	\$341,050	\$811,559
Bishop Shanahan	\$1,982,017	\$208,400	\$2,190,417	\$1,259,185	\$211,538	\$1,470,723
Cardinal O'Hara	\$1,000,928	\$261,700	\$1,262,628	\$326,593	\$327,181	\$653,774
Conwell- Egan	\$455,373	\$341,334	\$796,707	\$662,464	\$337,477	\$999,941
Father Judge	\$795,256	\$265,779	\$1,061,035	\$730,597	\$487,692	\$1,218,289
John W. Hallahan	\$787,918	\$182,750	\$970,668	\$676,566	\$251,625	\$928,191
Lansdale Catholic	\$278,772	\$77,000	\$355,772	\$255,668	\$101,370	\$357,038
Little Flower	\$1,545,426	\$234,000	\$1,779,426	\$1,340,418	\$263,049	\$1,603,467
Monsignor Bonner & Archbishop Prendergast	\$1,118,883	\$410,657	\$1,529,540	\$1,321,134	\$566,382	\$1,887,516
Pope John Paul II	\$212,779	\$167,000	\$379,779	\$346,399	\$189,058	\$535,457
Roman Catholic **	\$708,026	\$117,500	\$825,526	\$2,927,963	\$315,000	\$3,242,963
Ss. John Neumann & Maria Goretti	\$346,933	\$284,000	\$630,933	\$410,072	\$439,833	\$849,905
St. Hubert	\$641,770	\$170,361	\$812,131	\$460,708	\$256,241	\$716,949
West Catholic Prep	\$1,186,487	\$990,750	\$2,177,237	\$671,904	\$954,611	\$1,626,515
TOTALS	\$14,309,243	\$4,425,481	\$18,278,497	\$13,843,678	\$5,649,856	\$19,493,534

Fiscal Year Comparison

2014 – 2015	2015 – 2016
School Fundraising ... \$14,309,243	School Fundraising... \$13,843,678
BLOCS - EITC / OSTC ... \$4,425,481	BLOCS - EITC / OSTC ... \$5,649,856
Total Raised \$18,278,497	Total Raised \$19,493,534

Percentage Increase: 6.6%

Year-over-year gain: \$1,215,037 in new revenue

* High school development/fundraising refers to charitable gifts raised by school advancement staffs from individuals, foundations, corporations, special events, and campaigns. The 2012-15 Annual Report over-reported 2014-15 totals for the 17 high schools by \$648,000 because of partial-year implementation of new data management practices and systems in some schools. The totals reported here are the adjusted corrected funds raised in 2014-15.

** Includes capital campaign conducted by Alumni Association

Note: The financial information provided was compiled from financial statements that have not yet been independently audited. An audit of the high schools is published annually on CatholicPhilly.com

Fundraising for Special Education Schools

Faith in the Future introduced a first-ever consolidated fundraising effort with the Archdiocese of Philadelphia's four schools of special education that it oversees. This new initiative:

- Tapped the nation's fourth annual 24-hour #GivingTuesday campaign to launch the new collaboration and goal, which produced a surprise \$10,000 matching gift challenge from an e-mail promotional alert the prior week
- Created two direct mail solicitations, generating a first-time combined direct mail return rate of 1.5 percent, higher than the .5 percent standard for exploratory and acquisition mailings, and more than 70 new donors with an average first gift of \$122
- Partnered with BLOCS and OCE to highlight special education as one of four donation stations at the May 3 CAPS event.



Joining Forces for Our Four Special Education

P.S. Your gift received by December 21 will turn operating needs into achievable results at this critical time of the year. We hope you are inspired to make your best gift possible.



Give the exceptional values of Pope Francis' inspiring call

In addition, the archdiocesan Catholic Charities Appeal dedicated a May mailing to special education needs. Funds raised from all of these sources provide resources that nurture the skills, knowledge, and confidence our special needs students require to develop to their full potential.



Little Flower's choral group led the congregation at the Legacy Society Mass; Bishop Fitzgerald and foundation CEO Casey Carter congratulate Legacy Society inductee Marita Madden Mugler (St. Hubert).



Funding Central Programs

Faith in the Future assisted OCE staff on four funding proposals that generated close to \$265,000 in grants awarded by **The Archdiocesan Educational Fund** for two pilot programs and expansion of an existing initiative during the 2016-17 academic year.

- **Office of Secondary Education** and the **OCE Technology Department**: on-demand webinar-based professional development program to increase teacher skill and integrate instruction-driven electronic devices into lesson planning and execution
- **Office of Catechetical Formation**: a Sophomore Rally pilot program to support school ministers/directors in connecting with second-year students
- **Office of Elementary Education**: a larger forum and increased outreach, communications, and participating schools for the fifth anniversary of the Showcase of Excellence of student work spanning the STREAM (STEM+Religion and Arts) disciplines.

The Archdiocesan Educational Fund was incorporated in 1967 to continue the mission and vision of Matthew H. McCloskey, former United States Ambassador to Ireland, who was passionate in educating people about the Catholic faith. Ambassador

McCloskey established his foundation to strengthen Catholic education throughout the Philadelphia area. Its grant program shifted focus this year from general operating support to novel, programmatic initiatives. The one exception was an operations grant awarded to the four archdiocesan **special education** schools managed by Faith in the Future.

Premiering Two Special Events

Two new events celebrated Philadelphia Catholic education, one recognizing donors for their perpetual financial commitments, the other toasting three Catholic school grads while raising funds for student scholarships and daily operations.

Inaugural Legacy Society Appreciation Evening

The foundation hosted 70 guests in launching its **Inaugural Legacy Society Appreciation Evening** on October 15. More than 195 donors from 12 participating high schools were recognized for their commitment to Catholic education through their estate planning.

Faith in the Future Legacy Society members are alumni, alumnae, families, and friends of the 17 foundation-managed high schools and **Mercy Vocational**, renamed **Mercy Career & Technical High School** beginning July 2016, who have designated their school, a number of schools, or Faith in the Future as estate beneficiaries.

Bishop Michael J. Fitzgerald, archdiocesan vicar for Catholic education and a Faith in the Future director, concelebrated the Memorial Mass of St. Teresa of Jesus at the Cathedral Basilica of Saints Peter and Paul. Students from three high schools assisted, including an 11-voice choral group from **Little Flower High School for Girls** and altar servers, readers, and greeters from **Roman Catholic High School for Boys** and **John W. Hallahan Catholic Girls' High School**. A reception at the Sheraton Philadelphia immediately followed, honoring individuals whose estates help provide for the ongoing fiscal health of one or more of our 21 schools.



CAPS 2016 (Celebrating Academics, Philanthropy, and Service)

Faith in the Future joined the Office of Catholic Education and Business Leadership Organized for Catholic Schools (BLOCS) to introduce the CAPS fundraising evening on May 3. Net proceeds reached a total just short of \$500,000 from this first-ever collaboration to benefit archdiocesan K-12 education.

Four students inspired more than 700 guests representing many of the region's leading businesses, industries, and professions with stories of challenge, achievement, and gratitude for scholarship assistance, each underscoring the reason for the night's festivities.

Three respected Philadelphians — Catholic high school graduates all — accepted the inaugural CAPS award for their commitment to the region and to the education of its future workforce:

Donna Crilley Farrell, executive director of the World Meeting of Families-Philadelphia 2015; **Ray Didinger**, celebrated sports writer and broadcaster; **Daniel J. Hilferty**, CEO of Independence Blue Cross.

The Fillmore Philadelphia — once the vast Ajax Metal Company factory — surprised guests as different, fresh, and unexpected. Departing from the standard seated dinner, new programming invited guests to move about freely and enjoy an eclectic mix of edibles and beverages before and after the award presentations.



(1) All-Catholic Jazz Combo entertains and (2-5) guests enjoy the CAPS evening; (6) Elsie Musu Boons, stellar **Neumann-Goretti** student, thanks donors for scholarship assistance; (7) Archbishop Charles Chaput congratulates honorees **Dan Hilferty**, **Donna Crilley Farrell**, and **Ray Didinger**, joined by event emcee and FOX 29 TV's Bob Kelly.



550 American Avenue, Suite 300, King of Prussia, PA 19406
faithinthefuture.com

September 2016



H. Edward Hanway

Dear Friends,

On behalf of the board of directors, I am pleased to welcome you to the financial and voluntary donor support portions — the “business side” — of the Faith in the Future 2015-16 Annual Report.

We are grateful to all of our donors who shared their passion for our work through their time, talent, and charitable gifts and to our strategic partners, both within the Philadelphia area and around the country.

Faith in the Future and the Archdiocese of Philadelphia established our historic partnership in 2012 to help strengthen and grow an outstanding Catholic education system. During this fourth year of our operations, our work produced significant progress in the areas of technology, academics, people development, and special education. I hope you have enjoyed what you have read so far.

I invite you to continue reading this publication to learn more about those who support our mission and, most of all, to hear from our students. To read these words is why we do what we do every day. It's the heart of the “business side” of our work.

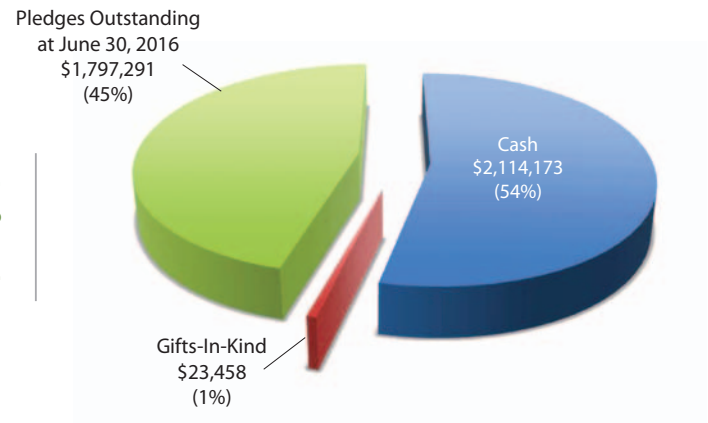
I never fail to be impressed with the outstanding students who attend our 17 archdiocesan high schools and four schools of special education. I hope you will consider learning more about our schools by contacting our office to schedule a tour of any or all of them. We promise that, if you do, you will be energized, encouraged, and excited to learn how they are working on being individually excellent and better together.

H. Edward Hanway
Chairman, Board of Directors

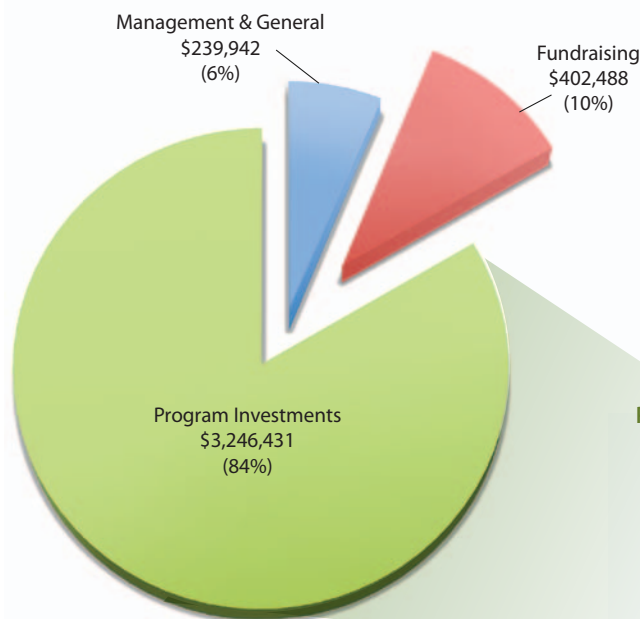
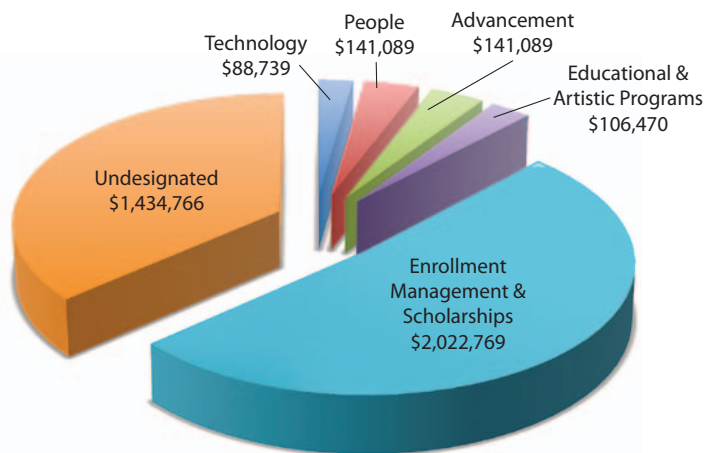
FINANCIALS

■ FISCAL 2015-16

Total Funds Raised
July 2015 – June 2016
\$3,934,922



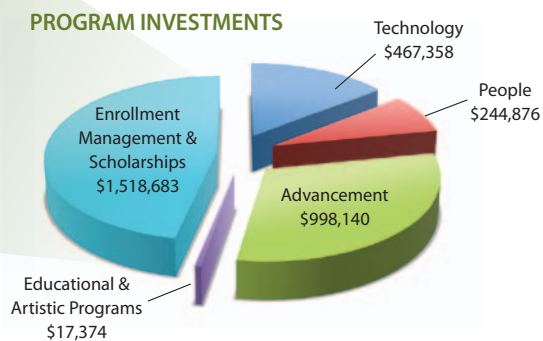
Total Funds Raised by Growth Lever
July 2015 – June 2016
\$3,934,922



Foundation Costs & Program Investments

July 2015 – June 2016

\$3,888,862



**FAITH IN
THE FUTURE
FOUNDATION**
**Statement
of Financial
Position**
As of June 30, 2016

ASSETS	June 30, 2016	Dec 31, 2015	Change	Change %
Current Assets				
Cash	\$2,858,320	\$2,288,271	\$ 570,048	25%
Pledges Receivable – Current	2,690,461	2,271,452	419,009	18%
Other Current Assets	48,921	33,043	15,878	48%
Total Current Assets	5,597,702	4,592,767	1,004,935	22%
Fixed Assets (Net)	225,889	244,757	(18,868)	-8%
Grants Receivable – Long Term	2,350,248	2,573,231	(222,983)	-9%
TOTAL ASSETS	8,173,839	7,410,756	763,083	10%
LIABILITIES AND NET ASSETS				
Liabilities				
Current Liabilities				
Accounts Payable	282,296	80,843	201,454	249%
Grants Payable	604,375	20,000	584,375	2922%
Other Current Liabilities	14,832	28,438	(13,607)	-48%
Total Current Liabilities	901,503	129,281	772,222	597%
Long-Term Liabilities				
Loan Guarantee	50,180	85,963	(35,783)	-42%
Grants Payable – LT	20,000	40,000	(20,000)	-50%
Total Long-Term Liabilities	70,180	125,963	(55,783)	-44%
Total Liabilities	971,683	255,244	716,439	281%
Net Assets				
Total Net Assets	7,202,156	7,155,512	46,644	1%
TOTAL LIABILITIES AND NET ASSETS	\$8,173,839	\$7,410,756	\$763,082	10%

**FAITH IN
THE FUTURE
FOUNDATION**
**Statement of
Activities**
July 2015 to
June 2016

	Unrestricted	Temporarily Restricted	TOTAL
INCOME			
Foundation Grants	\$753,215	\$1,875,000	\$2,628,215
Individual Contributions	650,719	652,785	1,303,504
Investments	3,203	–	3,203
Assets Released from Restrictions	1,905,643	(1,905,643)	–
Total Income	3,312,780	622,142	3,934,922
EXPENSES			
Awards and Grants	1,911,203		1,911,203
Business Expenses	2,000		2,000
Contract Services	56,694		56,694
Facilities and Equipment	52,999		52,999
Professional Fees	52,514		52,514
Program Expenses	827,050		827,050
Operations	57,947		57,947
Employee Benefits & Insurance	84,078		84,078
Payroll Expenses	751,558		751,558
Payroll Taxes	40,129		40,129
Travel and Meetings	52,689		52,689
Total Expenses	3,888,862		3,888,862
Net Operating Income	(576,082)	622,142	46,060
Net Other Income	583		583
Change in Net Assets	\$ (575,498)	\$ 622,142	\$ 46,644

Note: The financial information provided was compiled from financial statements that have not yet been independently audited. Audited financial statements will be available at Faith in the Future when the audit is complete.

■ GIVING TO A LARGER MISSION

Faith in the Future is proud to count among its donors and board members several individuals who not only support the system, as a whole, through their investment in Faith in the Future but also generously support their own high schools or schools whose particular characteristics touch their heart.



"I'm so pleased to be a part of an organization that's training the future leaders of our city, state, and country. The teachers and administrators in our schools establish and reinforce the ethics and the culture that creates good citizens, quality employees, and admirable leaders. As a person who is not Catholic, I find that supporting

these high schools is a great way to give these young men and women the resources that are so valuable to their education during their important foundational years."

Stanley W. Silverman

*Former President and CEO, PQ Corporation
Vice Chairman, Board of Trustees, Drexel University
Founder and CEO, Silverman Leadership*



"I've been a part of many nonprofits since 1979, but being a part of the Faith in the Future board has been THE most enjoyable experience with the greatest upside potential for the whole region. There are literally thousands of kids who are trapped in failing schools, and our Catholic schools can change that, our schools

have the ability to give them a chance for a better life. I'm totally committed to do what I can to make as many of these opportunities possible, and I strongly encourage others to join me. I promise you'll love the experience of seeing that you're making a big difference in these children's lives."

Francis Van Kirk

*Former Managing Partner
Pricewaterhouse Coopers and Heidrick & Struggles
Cardinal O'Hara High School, Class of 1967*



"What I found in my years of Catholic school was a mentoring that went beyond mere testing and grades. It was the daily stimulation of the classroom that challenged and shaped me. It was my fifth grade nun, Sister Clare Ursula, reading my essay aloud to the class and saying, 'Mr. Didinger, you should be a writer.' Thank you, Sister Clare."

Ray Didinger

*Pro Football Hall of Fame writer, sports and talk radio personality
St. James Catholic High School, Class of 1964*



"My wife, Joyce, and I are proud to be products of the archdiocesan Catholic school system, and we give to education because we feel it's the right thing to do. As a board member for **Conwell-Egan Catholic** and for **Faith in the Future**, I can honestly say that this has been a great

experience for me. I'm very pleased to be a part of what I consider to be a crucial mission and a world-class board of directors at Faith in the Future."

Mike Hagan

*Managing Partner, Hawk Capital Partners
Bishop Egan High School, Class of 1980*



"Faith in the Future is an inspiring example of what can happen when vision is matched with solid leadership and execution. As a result of the example of leaders like Ed Hanway, Jean and I are firmly committed to this effort. Even though we are not Catholic, we strongly believe in the gift of learning

in an academic environment of Christian faith and moral values. We continue to believe that the business acumen of the board, matched with the mission of a high-quality Catholic education, has created a winning combination."

R. David Yost

Former CEO, AmerisourceBergen



"I'm excited to serve on the [FIF board] Academic Affairs Committee and increase the quality of Catholic education across the secondary schools. As a graduate of an all-girls high school, I also see great value in a single-sex education that's available at several schools. Attending an all-girls school affords

young women the opportunity to learn differently and increase their leadership skills."

Denise C. Marbach

Former Partner, Pricewaterhouse Coopers

VOLUNTARY FINANCIAL SUPPORT

We thank all of our donors for investing in the mission and goals of Faith in the Future Foundation throughout the 2015-16 academic year. Your commitment provides access for thousands of families to a high-quality Catholic education.

In a special way, we appreciate the gifts made by organizations and individuals who, this year, inaugurated the **Aquinas Society of Donors**. The foundation's first giving society — named for St. Thomas Aquinas, Doctor of the Church and patron of Catholic education, and co-chaired by Rocco and Barbara Martino — welcomes donors of a minimum annual gift of \$10,000. The leadership-level giving demonstrated by these generous donors reinforces the new vision, new thinking, and new action driving today's Catholic education across our Philadelphia region.

We are pleased to report that gifts made by all donors to our 2015-16 Annual Fund totaled \$1,514,198, an increase of 10.7 percent over the prior year, and realizing an enviable donor retention rate of 92 percent.

Aquinas Society of Donors

Gifts of \$10,000 +

Anonymous	Michael J. Mahoney
J. Mark and Ann Baiada	Denise C. and Martin Marbach
Communications Test Design Inc. (Gerald J. Parsons)	The Rocco and Barbara Martino Foundation (Rocco and Barbara Martino)
Danaher Lynch Foundation (Thomas J. and Patricia Lynch)	James F.X. and Sharon O'Brien
James and Jacqueline Delaney	Lovett and Ruth Peters Foundation
Sean Patrick Flynn	Philadelphia School Partnership
Dominic and Michele Frederico	Charles and Elise Pizzi
John and Maureen Fries	Jack and Catherine Quindlen
Jennifer and Thomas M. Gallagher, Esq.	Clair and Jeanne Raubenstine
Hagan Foundation (Michael and Joyce Hagan)	Richard M. Schulze Family Foundation
H. Edward and Ellen Hanway	Charles and Helen Schwab Foundation
Barbara Henkels	Jerry and Mary Ann Sheridan
Gary and Patricia Holloway	Stanley W. and Jackie Silverman
Thomas and Rosanne Hoskins	Francis and Alicia Van Kirk
Ira Lubert	Gregory and Beth Webster
The Maguire Family Foundation (James J. and Frances Maguire)	J. Eustace Wolfington
	R. David and Jean Yost



Dr. Rocco and Barbara Martino chair the Aquinas Society of Donors. In addition to supporting **Faith in the Future** at this leadership level, Barbara supports **Little Flower Catholic High School for Girls** as an alumna and, with Rocky, funds a scholarship at **Bishop Shanahan High School** as past grandparents and past staff parents.

"The boys and girls in high school today will inherit our world in the near future. It is vital that we do everything possible to provide them with the finest temporal and moral education they will need. What Faith in the Future is doing pulls together everything we hope for in Catholic education in Philadelphia today."

Individuals

Clare Bohnett	Regina DiGuilio	Paul Mulholland
Robert Caldwell	Frank Farnesi	Kevin Patrick
Patricia Canning	Most Reverend Michael J. Fitzgerald	Rev. Joseph Quindlen
Charles Carroll Carter	Jim and Kristin Friend	Nicholas Regina
Rosemary Carter	Bill & Joan Gibson and Family	John Roberts
B.J. Cassin	Joanne Romano Guiniven	Diana Rodgers and Dr. Michael V. Genuardi <i>In Honor of Patricia Canning</i>
Alvin and Kathleen Clay	Charles Hughes	Don and Mary Ann Saleski
Charles Connolly	James Lynch	Kristen Seddon
Anthony and Linda Conti	Jerry Maginnis	Brian Tierney
Donna De Carolis	Joseph W. "Chip" Marshall III, Esq.	Clarence Yeager
Ray Didingar	Sr. Maureen McDermott, IHM, Ph.D.	

Foundations, Corporations, Organizations

The Barra Foundation
Bradley Charitable Fund
(David and Katherine Bradley)
GHR Foundation
Md Lieberman Foundation
William Penn Foundation

SPECIAL EDUCATION SCHOOLS GIFT DESIGNATION

More than 75 donors joined the Faith in the Future Foundation family this year by responding to our first-ever consolidated fundraising initiative with the four special education schools that we oversee. We welcome you, and we thank you for truly doing God's work for His very special children. Several of our existing donors also made gifts in support of this designated special education operations need in addition to gifts they made to the foundation's overall operations and dedicated programming. We are truly grateful.

Ian Ambron
Richard Antonucci
Thomas Berardi
Kathleen Black
Joanne Bowman
Seamus & Bernadette Boyle
Jeremiah Buckley
Louise Calabretta
Patricia Canning
Mary Capella
Samuel Casey Carter
Thomas Cavanaugh
Louis Cissone
William Collier
John Conway
Edward Cuscavage
Joseph Daly
Donna De Carolis
Joseph Devanney
James Dougherty
Frank and Marie Farnesi
Francis and Donna Farrell
Gina Fiorilli
Jim and Kristin Friend
Lawrence Furey
Catherine Gandolfo
Mary Kate Garvin
Rev. Gaspar Genuardi
Mark Gibbons
James Gillin
Paul Gorman
Sean Gorman
Joel Greenberg and Marcy Gringlas
H. Edward and Ellen Hanway
Mary Harbison
Ginny Heffernan
Thomas Higgins
Patrick Hogan
Walter Hook

Thomas and Roseanne Hoskins
John Hunter
Immaculate Heart Convent
International Catholic Deaf Association
Eileen Johnson
Janice Marie Johnson, RSM
Janixa Jones
Juniata Fitness
Richard Kane
Adam Knowles
Henry Kraszewski
Thomas Lambert
John Laumakis
Mary Lawnicki
Frank and Elizabeth Leo
Suzanne Lynch
David J. Magee, Ed.D.
James Martin and Family
The Rocco and Barbara Martino Foundation
(Rocco and Barbara Martino)
George Matekovic
William R. May Funeral Home, Inc.
Linda McGonigle
Bernard McKenna
Rev. Engelbert Michel
Eustace and Suzanne Mita
Kim Paczewski
Fran Peluzzo
Florence Perrin
Pfizer Foundation
Matching Gifts Program
Phillips 66 Company Marine
(Kevin Mulholland, *In Memory of Robert Regan*)
David Rahr and Family
Robert Regan
Regina Coeli Residence
Philip Ricci
Rita Riccio
In Memory of Henry Vordan
Pat Rizzotto
Elizabeth Romano
Richard Ruane
Kristen Seddon
Joan Shea
Patricia Simon
Meg Spokus
John Stanczak
Les Szekely
John Tichy
Vincent Toner
Villa Maria House of Studies
Barb Yeager
Clarence Yeager
Jeanne Zearfoss
Kathleen Ziolkowski

EVENT SPONSORS

We thank the businesses and organizations that supported two new Faith in the Future events introduced this year, the Inaugural Legacy Society Celebration Evening and the "Entrepreneurial Discipleship" Advancement Conference.

Active Image
American Philanthropic
CRW Graphics
Fit Education Consulting LLC
Gillespie Printing
John Patrick Publishing Company
Meadowood Senior Living
In Honor of Al Gabriele
Ruotolo Associates
Scholastic Testing Services
Schultz & Williams
SMART Tuition

CAPS 2016 (Celebrating Academics, Philanthropy, and Service)

Faith in the Future joined with the Office of Catholic Education and Business Leadership Organized for Catholic Schools (BLOCS) in launching this new collaborative fundraising event on May 3 at The Fillmore Philadelphia. Our three organizations thank the following sponsors and donors for supporting this festive evening that celebrated Philadelphia's Catholic schools and honored three prominent Philadelphians — all Catholic school grads — for their commitment to the region and to the education of its future workforce.

Cum Laude (\$50,000+)

Independence Blue Cross

Platinum Sponsor (\$25,000+)

FlynnO'Hara Uniforms
FVM
Mr. and Mrs. H. Edward Hanway
Porter & Curtis

Gold Sponsor (\$15,000+)

Beneficial Foundation
Connelly Foundation

Silver (\$10,000+)

Allied Barton Security Services
Aramark
Assured Guaranty Ltd.
Classic Management Inc. (CMI)
CTDI
Holt Logistics Corp.
Miller Investment Management
Edward P. Mooney
Stradley Ronon
United Healthcare
Young Capital

Media Sponsor

Relevant Radio 640 AM

Bronze (\$7,500+)

Aon Philadelphia
Fortis Partners LLP

CAPS Champions (\$5,000+)

Citizens Bank
Cozen & O'Connor
Ernst & Young LLP
Grant Thornton LLP
The O'Brien Family Fund
PwC
Charles Ryan

Friends of CAPS (\$3,000+)

Cardinal O'Hara High School
Deloitte LLP
J.W. Hallahan Catholic Girls' High School
JP Morgan Private Bank
Lansdale Catholic High School
M & T Bank
Philadelphia Energy Solutions
PNC Bank NA
Ss. John Neumann and Maria Goretti Catholic High School

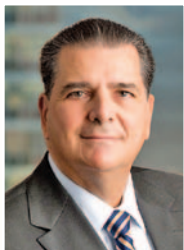
Patron (\$1,000+)

The Haverford Trust Company
Penn Liberty Bank
Philadelphia Phillies
TD Bank, N.A.

All gift information presented in this publication reflects total gifts received from each donor for all purposes from July 1, 2015 through June 30, 2016. Please report any errors to us at 484.370.2985, ext. 202

THE HEART OF OUR BUSINESS

The eighth grade students whose high school destinations were announced to be closed in February 2012 celebrated their graduations in June from Conwell-Egan Catholic, Monsignor Bonner and Archbishop Prendergast, St. Hubert Catholic High School for Girls, and West Catholic Prep. Four of these Class of 2016 grads share their thoughts on their journey from “Where will I go?” to “Thank you for keeping my school open!”



Investing in Their... and Our... Future

Being a product of our Catholic school system, I’m glad to serve on the board of **Faith in the Future** and have the opportunity to truly affect the lives of students who are eager to study hard, to participate in school activities, and to contribute their talents and services to their larger communities. I choose to financially support both **Bonner-Prendie** and **Faith in the Future** because I appreciate the many pressing needs that exist both at the local school level and in our school system overall. If you’re a member of the Catholic faith, and if you’ve been successful at any level, I really encourage you to get involved in our work. If you’ve attended one of our schools, and you have experienced some success, then you have to attribute some of that success to your formative years in our schools.

The more financial support that we can create in Catholic education here in the Philadelphia area, the more students we can bring into the system, and the more well-educated and well-guided graduates we will send into our larger community and greater society. Today we face tremendous economic and educational challenges as a region, our high school students are confronted by conflicts we never encountered, and stepping forward to offer workable solutions is what makes the mission and work of Faith in the Future so critical and so exciting.

Dominic J. Frederico

President & CEO, Assured Guaranty Ltd.
Monsignor Bonner High School, Class of 1970

“I don’t think, I *know* that had **St. Hubert Catholic High School for Girls** simply accepted the closure and shut its doors forever, I would not be who I am today . . . Our school, our home is a flourishing



sisterhood [daughter of Nicole Ferber Goschinski '92] . . . we stand as one, ‘with proud and eager loyalty’ . . . I hope to graduate [from college] as an officer in the United States Army, and serve my country to the best of my ability, as well as make the small Catholic high school in Mayfair — to which I owe so much — proud.”

Isabella Goschinski '16

NEXT STOP: *Virginia Tech, Army ROTC*

“I’m so glad **Conwell-Egan** survived. It’s my family’s school — my dad and two sisters are grads, my brother is a sophomore, my grandfather just retired as a math teacher for 50 years. I wanted to be involved in community service, the newspaper, the yearbook, and lacrosse. I love my great courses, my favorite is AP biology, and all of them prepared me well for my college choices.”

Olivia Schuler '16

NEXT STOP: *With admission offered to Penn State and scholarships awarded by Villanova and the University of Maryland, Olivia accepted a partial scholarship to Drexel University’s Pennoni Honors College for its five-year bachelor’s/master’s degree program in civil engineering.*



Olivia Schuler '16
with brother **Joseph**,
Class of 2018



"Bonner-Prendie Is My Life"

Dan Egan '16

"Some days I'm here from 7:30 in the morning to 11:30 at night because of clubs, plays, football, community service, you name it . . . I'm so grateful for everything, especially when my dad got sick two years ago and my mom had to take a second job. The financial aid made it possible for me to stay here so that I didn't have to go to Upper Darby [High School] . . . My dad wanted me to set First Honors as my goal, and I did, but I actually achieved Second . . . I struggled in calculus but my teacher helped me after school, then my best friend started tutoring me and I went from 70s to 89, but the key here is that this school makes it comfortable for you to ask for help . . . My mom is an **O'Hara** grad, but I've been so blessed to be **here**. I've loved every minute, from playing football to performing in the musicals — from my first role as a frog in *Seussical* to playing Gaston in *Beauty and the Beast* . . . but the big thing is faith, which is big in my family. I knew I wanted to incorporate my faith in my daily life, and you can do that here. I'd say to parents that if you send your children to **Bonner-Prendie**, they'll get an experience like no other."

NEXT STOP: *Lycoming College, living his dream of playing college football*

Dan Egan with **Sophia Cavalli**, Class of 2018 — and daughter, granddaughter, niece, and cousin of Archbishop Prendergast alumnae

Colleges Call It "Having Grit"

West Catholic Prep's Jasmine Mays '16

The eighth grader at Saint Francis de Sales Parish Elementary School, an Independent Mission School, had **Cardinal O'Hara** in Springfield, Delaware County, in her sights. She wanted a high school beyond her West Philadelphia neighborhood. Her mother encouraged her to take the **West Catholic Prep** scholarship exam when word came down that West would remain open.

"That was such great advice. West turned out to be a family and a home for me," Jasmine recalls.

She quickly learned just how much. "We lived with my grandmother, but then were basically homeless during my freshman year." Her grandmother died and left the family home to her uncle, who quickly moved to renovate and sell it. "We had to leave." Settled within blocks of West Catholic, Jasmine remembers long hours spent at school because "it became a place where I felt safe, and I was grateful. Plus, I wanted to do my best in school to relieve my mom of at least one worry."

Her "best" was a formidable set of personal goals by the time she graduated: to improve each year over the prior, to be #1 in her class, valedictorian, student body president, National Honor Society, newspaper and yearbook editor, community service, and a Gates Millennium Scholar.

Pretty heady dreams for a young teen facing some serious obstacles, including hospitalization in her junior year. She managed that crisis, as well, by her "constant contact with the faculty." Jasmine has no patience with classmates who complain about their results. "You're not taking the time or effort," she'd tell them, reminding them of the "crown jewels of the school," specifically, "Mr. Gallagher, Sister Ave, and Ms. Davis, and of course Brother Richard, who do everything possible to give you the resources to succeed. But you have to want to learn."

Those goals that Jasmine set for herself four years ago? Check off each one of them; she achieved all of them. "West Catholic prepared me well for my next steps," she says, noting the strong writing component that marked her high school program. "Phenomenal, amazing," is how Jasmine describes her West Catholic Prep experience, as she looks to a promising future.

NEXT STOP: *Villanova University as a Gates Millennium Scholar (scholarship sponsored by the Bill and Melinda Gates Foundation, fully funding college through the highest degree desired)*



Making a Difference . . .

SUPPORTING OUR MISSION

We invite you to consider several ways of supporting Catholic education across our system of schools and help them in their effort to be individually excellent, and better together.

Opportunities for Volunteerism and Giving

There are many different opportunities to volunteer your time and financial support.

- How do **you** want to grow quality Catholic education throughout our Philadelphia region?
- Where do **you** want your time and charitable gifts to make an impact?
- What aspect of growing Catholic education appeals to **you**?

Share your talents and resources as we plan for additional investments in our schools' physical plants, infrastructure, endowment, programming, and other major initiatives as determined by each school and through systemwide strategic planning across all schools.

CAPITAL INITIATIVES

Six strategic initiatives designed to increase access for students to attend our schools and to drive overall student achievement. More information on the next page.

STUDENT ACCESS & ACHIEVEMENT FUND

We encourage you to get engaged with our schools through the work of our foundation. Join a school committee or a board, make a gift and direct it to one of our schools, allow your business to direct its taxes through the EITC/OSTC programs (scholarships), sponsor a named scholarship and direct it through Faith in the Future to save administrative costs. Contact us for more details.

HIGH SCHOOLS AND SPECIAL EDUCATION SCHOOLS

Faith in the Future's mission is to provide access to all who desire an excellent Catholic education. The progress outlined in this Annual Report would not be possible without the financial support of our donors. We need your gift to continue our mission to effect even greater change throughout our system of schools. Make your gift today so that we can continue this renaissance in Catholic education and provide a brighter future for the children of Philadelphia.



**FAITH IN THE FUTURE
FOUNDATION**



STUDENT ACCESS AND ACHIEVEMENT FUND

Strengthening Catholic Education K-12

Now that our schools are on a stronger financial footing, we seek growth capital for a particular set of investments that individual schools would not be able to raise on their own, but will benefit all. Our plan builds **on our proven track record of results to-date** and aims to significantly expand access to underserved students and accelerate academic achievement for all.

In order to accomplish this, we need your help to **invest in a small number of highly leveraged focus areas** that together will help strengthen and grow the entire K-12 school system.

We welcome the opportunity to discuss these six key initiatives with you.

■ Urban Education Initiative

Increase access to underserved students and families in urban areas within the Archdiocese of Philadelphia. These investments will increase success rates of students by increasing passing rates, increasing retention rates, and providing much-needed social services to families.

■ Special Education Initiative

Enhance access to students with special needs in our four schools of special education and broaden inclusion among all K-12 schools. Particular attention will be given to the needs of children identified on the autistic spectrum. These investments will increase student achievement, increase the number of children we serve with special needs, and improve our institutional advancement capability to sustain this effort.

■ Technology Initiative

Create a state-of-the-art educational technology platform upon which all of our schools can improve and grow. We will upgrade the infrastructure of our high schools and create 21st-century classrooms where teaching and learning are driven by technology integration across the curriculum.

■ Academic Performance Initiative

Produce 21st-century learning environments with a special focus on improving critical reading skills, high school readiness, college counseling, educational leadership coaching, and increasing access to blended learning platforms.

■ People Development Initiative

Attract, develop, and retain current and emerging top-tier Catholic leaders committed to our educational mission and quality goals through leadership training, executive coaching, mentor networks, and development of non-teaching school staff.

■ Enrollment Growth and Marketing Initiative

Increase student enrollment and retention rates by focusing on the individual needs of students and families of diverse backgrounds.

BOARD OF DIRECTORS 2015 – 2016



H. Edward Hanway
Chairman
Chairman Emeritus
Cigna Corporation
Independent Chairman
Marsh & McLennan Companies



Samuel Casey Carter
Chief Executive Officer
Faith in the Future
Foundation
ex officio



Donna Marie De Carolis, Ph.D.
Founding Dean,
Charles D. Close School
of Entrepreneurship
Drexel University



Frank Farnesi
Former Partner
KPMG, LLP



The Most Reverend Michael J. Fitzgerald, D.D., J.D., J.C.D., V.G.
Auxiliary Bishop
Archdiocese
of Philadelphia



Dominic J. Frederico
President & CEO
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Michael J. Hagan
Managing Partner
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AlphaOne Capital Partners, LLC



Sister M. Carroll Isselmann, IHM, Ed.D.
Director of Strategic Initiatives
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Pricewaterhouse Coopers



James F. X. O'Brien
Assistant Coach
Philadelphia 76ers



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Founder & CEO
O'Neill Properties Group



Kevin D. Patrick
Senior Vice President & CFO
ML Food Group



Charles Pizzi
Former President & CEO
Tasty Baking Company



Jerry E. Sheridan
President & CEO
AmeriGas Partners, L.P.



Stanley W. Silverman
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PQ Corporation
Vice Chairman, Board of Trustees,
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Founder and CEO,
Silverman Leadership



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and Heidrick & Struggles

Ways of Giving

Gifts of Stock & Securities

A gift of appreciated stock or securities can provide a tax advantage to you while promoting the mission of Faith in the Future.

Planned Giving

Donors who remember Faith in the Future Foundation in their estate planning are welcomed into the foundation's Legacy Society in recognition of their commitment to the system-wide success of Catholic education.

Matching Gifts

Please check with your human resources or community outreach department for employer matching gift programs that could double the impact of your gift.

Tax Credit (EITC/OSTC) Programs

Pennsylvania businesses can earn tax credits on their corporate income tax for contributions made to qualified scholarship organizations that provide eligible students with financial aid to attend non-public schools.

United Way

Please select code 52981 to designate Faith in the Future Foundation as your preferred charitable organization. Gifts made through the 2016-17 United Way annual campaign are welcome through June 30, 2017.

Donor Advised Funds

Faith in the Future Foundation is registered to receive charitable gifts through accounts established with:

- Vanguard Charitable
 - Schwab Charitable
 - Fidelity Charitable
 - National Philanthropic Trust
 - The Catholic Foundation of Greater Philadelphia
- Please contact these organizations for further details.

Online: Make your gift online at www.faithinthefuture.com

Credit Card: Call 484.370.2985, ext. 202

Check Payable to:

FAITH IN THE FUTURE FOUNDATION
550 American Avenue, Suite 300
King of Prussia, PA 19406

Please contact Jim Friend at 484.370.2985, ext. 202, if you have any questions about making a gift.



550 American Avenue, Suite 300
King of Prussia, PA 19406
www.faithinthefuture.com



Samuel Casey Carter
Chief Executive Officer,
484.370.2985 ext. 201
scc@faithinthefuture.com



Christopher Mominey
COO and Secretary for
Catholic Education
215.587.3719
cmominey@archphila.org



James S. Friend, Jr.
Chief Development Officer
484.370.2985 ext. 202
610.574.6406 cell
jfriend@faithinthefuture.com





550 American Avenue, Suite 300
King of Prussia, PA 19406

CHANGE SERVICE REQUESTED

Individually Excellent, Better Together

All of the photography presented in this report captures actual students from our schools. They embody the spirit, passion, and promise of the young men and women throughout our system.

Photography:

Linda Johnson, Photographer

Tom Keenan

Alexis Leonard

Contributed Photos

Editor:

Patricia M. Canning

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Archbishop Charles Chaput and foundation chairman Ed Hanway sign the management agreement extending independent oversight and strategic management of the 17 high schools and four special education schools through 2022. Foundation CEO Samuel Casey Carter and Archbishop Ryan High School president Denise LePera pictured with students assembled at Ryan for the February event.