

The Broad Foundation

With the Best of Intentions: Lessons Learned in K-12 Education Philanthropy

April 25, 2005

✓ **Who We Are**

✓ **How We Fund**

✓ **Lessons Learned**

The Broad Foundation – History

- Founded in 1999 by Eli & Edythe L. Broad
- Eli Broad founded and led two Fortune 500 companies – Kaufman and Broad (now KB Home) and SunAmerica (now AIG SunAmerica)
- The Broads initially committed \$100M to the Foundation; today the Broad Foundation's assets are more than \$500M
- Based in Los Angeles, CA
- 16 full-time staff members
- In 2004, the Foundation gave away \$30M

Mission

The Broad Foundation's mission is to dramatically improve K-12 urban public education through better governance, management, labor relations and competition.

Vision

Student achievement in a critical mass of large urban school districts dramatically increases as they develop into high-performing instructional and operating organizations. These districts serve as exemplars that drive the improvement of all urban school districts.

Overview of The Broad Foundation Strategy

- **We focus our efforts where the need is greatest in K-12 education** (large urban districts) **and where the leverage is greatest for dramatic impact** (leaders)
- **We invest first and foremost in accomplished and future leaders** (by investing in recruitment, selection, placement and training)
- **We then support these leaders in building institutional capacity for success** (by investing in systems, tools and other critical “enablers”)
- **We also aim to influence the “external” environment so that our investments can flourish** (by investing in a limited way in research, public policy, showcasing success and competition)
- **We measure what matters most** (student achievement, achievement gaps closure, organizational and operational excellence)



We believe that the alignment of governance, management, labor relations and competition around improving student achievement will lead to dramatic performance results for students in K-12 urban systems

The Broad Foundation - Agenda

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Investment History

Investment Targets

- ✓ **Governance**
 - School Boards
 - Policy Leaders

- ✓ **Management**
 - Superintendents
 - Central Office Managers
 - Principals
 - Management Systems

- ✓ **Labor Relations**
 - Union Leaders
 - Incentives for Results
 - Teacher Equity

- ✓ **Competition**
 - Charter Management Organizations
 - Leadership
 - Infrastructure

- ✓ **Other**
 - Data
 - Showcasing Success
 - Policy

Investment Types

- ✓ **Flagship Initiatives**

- ✓ **National/Multi-site**

- ✓ **District**

- ✓ **Local**

- ✓ **Gift**

- **The Broad Institute for School Boards**
- **The Broad Center for the Management of School Systems**
 - Broad Superintendents Academy
 - Broad Residency in Urban Education
- **The Broad Prize for Urban Education**
- **www.SchoolMatters.com**

TBF Approach to Investing

- Philosophical insistence on entrepreneurship, innovation, and results
- Seek out talent and ideas
- Support ventures with both human and financial capital
- Require a return on investment – in our case, impact on student achievement
- Freedom to fund organizations in various stages of growth

The Broad Foundation - Agenda

- ✓ **Who We Are**
- ✓ **How We Fund**
- ✓ **Lessons Learned**

Lessons Learned

- 1. Your beliefs about how the world works should drive your grant-making**
- 2. Be open to broadening your scope, but don't dilute your focus**
- 3. Be willing to face inherent tensions in grant-making strategies**
- 4. Find ways to make program evaluation meaningful**
- 5. Communications support is vital to ensuring that effective practices travel**
- 6. Finding and working with valued partners is critical**

1. Your beliefs about how the world works should drive your grant-making

- ✓ Clarity on “unit of change”
- ✓ Failure is an option

3. Be willing to face inherent tensions in grant-making strategies

- ✓ Inside the Belly of the Beast vs. Charters & Competition
- ✓ Supporting Elected Boards of Trustees vs. Mayoral Control
- ✓ Educators vs. Non-Traditionals

4. Find ways to make program evaluation meaningful

- ✓ Link between our grants and student achievement
- ✓ Working with external evaluators
- ✓ Evaluation matrix

Lessons Learned

Evaluation Matrix

Elementary Literacy	vs. own school (3 yr. History)	vs. other newly placed principals	vs. schools w/ similar demographics	vs. district as a whole
Overall Improvement				
Reduction in income gap				
Reduction in ethnic gap				
Movement from bottom quartile				
Other (i.e., safety, attendance, grad rates)				