Anthony Ruggiero Lecture Series


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A Vision For The Future

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A Vision for the Future:
Growing Philadelphia’s Catholic school system to transform education in the region

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OUR MISSION

- Faith in the Future is a partner in a first-of-its-kind educational joint venture with Philadelphia’s Office for Catholic Education. The Foundation exists to strengthen and transform the Catholic educational experience for students and their families creating more vital communities in the Catholic tradition.

- Our immediate goal is to leverage the available capacity in 17 high schools and four schools of special education so that we can serve an additional 6,000 students by 2017.

- By leveraging the favorable economics of a fixed-cost business model that we have already brought to break-even, our aim is to make high quality educational opportunities available to an increasingly larger number of families each year and ultimately to insure a high quality Catholic education to any child and family that desires it.
OUR SCHOOLS

- **High Schools (14,219 students)**
  - Archbishop John Carroll
  - Archbishop Ryan
  - Archbishop Wood
  - Bishop McDevitt
  - Bishop Shanahan
  - Cardinal O'Hara
  - Conwell-Egan
  - Father Judge
  - John W. Hallahan
  - Little Flower
  - Mercy Vocational
  - Monsignor Bonner/Archbishop Prendergast
  - Pope John Paul II
  - Roman Catholic
  - St. Huberts
  - Ss. John Neumann-Maria Goretti
  - West Catholic

- **Schools of Special Education (215 students)**
  - Archbishop Ryan Academy for the Deaf
  - Our Lady of Confidence
  - St. Katherine Day School
  - St. Lucy Day School for the Visually Impaired

- **Independence Mission Schools (3,985 students)**

- **AOP Elementary Schools – (41,00 students)**
NEW MODEL

- **New Governance:** Faith in the Future is a first-of-its-kind foundation that has contracted with the Archdiocese of Philadelphia to independently operate its schools.

- **Growth, Leadership, and Innovation:** By reinvesting our surplus funds in improving our educational services at lower costs, we will make high quality educational seats available to an increasingly larger number of families each year.

- **Required Investment:** Our plans require investment for three years to support five key focus areas: (1) Enrollment Management (2) Fundraising (3) Leadership Development (4) Program Enhancements and (5) Technology.

- **Growth Strategy:** Our growth strategy focuses on creating a unique selling proposition for each school so that we can expand in all segments.

- **Enrollment Progress:** Four schools originally targeted for closure have been saved and freshmen enrollment across the system is the highest it has been in ten years.

- **Operational Progress:** The current year operating deficit, originally forecast at $6 million has been brought to break-even in FY 2012. Through increased enrollment, operational efficiencies and expense reduction the system will surplus funds in FY13.
Current State

Financial Health v. Program Outcomes

Our highest performing schools are an asset that we are investing in further to help lead programs and build capacity across the system.

To grow and thrive, our schools in the middle need to differentiate their offerings and target new market segments to attract students.

Schools in critical financial condition are focusing first on driving enrollment toward break even.
FIVE GROWTH LEVERS

1. Enrollment Management
2. Fundraising
3. Leadership Development
4. Program Enhancements
5. Technology
In this scenario all schools at better than break-even in year three and have improved their outcomes to lead in their segments. Neumann-Goretti’s financial health is supported by a successful residential international program.

The suburban schools successfully compete against the privates, lead on technology-enabled personalized learning, and continue to improve their instructional offerings to the benefit of all the schools across the system.

Financial Health

The 8 city schools, Bonner, and McDevitt benefit from increased enrollments funded by OSTC, alumni-supported tuition assistance, and local donors. Girls’ schools thrive by differentiating their offerings. Ryan and Judge break-out financially and reinvest funds in high-end programming.
Before Faith in the Future, the Office of Catholic Education’s most optimistic projected growth goals were very modest resulting only in a net increase of 300 seats over the next three years in the eight city high schools. It must be noted, however, that hitting even these modest goals requires significant investment in new practices not within the Office of Catholic Education’s budget.

Our plan is to pursue an accelerated growth target resulting in nearly 4,000 additional students in our city schools and another 2,000 students across the system. This level of growth will require significant investment not only in the people and the infrastructure to manage the system differently, but a new kind of investment in tuition assistance and instructional support programs for children now attending failing public schools.
FIVE REFLECTIONS

- How do we best flip the classroom?
- How do students best encounter the grammar of humanity?
- How do we learn to solve problems if we do not have the categories even to perceive them?
- How are home, school, and our local communities related as centers of formation?
- How committed are we to the Great Commission?