



Perspectives Charter Schools

A Disciplined Perspective

2009 Annual Report

Ronald Brown, student at Perspectives Rodney D. Joslin Campus

A Disciplined Perspective

Perspectives was founded in 1997 by two public school teachers who believed that quality education is the great equalizer. Together they created an education model that provides students with the academic rigor and relevant experiences necessary to prepare them for success in a changing, competitive and diverse society. Perspectives model is rooted in *A Disciplined Life*®, a set of principles they developed to support a school culture of success, helping students further become intellectually reflective, just and compassionate people engaged in meaningful lives.

Over time, *A Disciplined Life*® has become integral to every aspect of Perspectives, informing our behavior, communication and productivity. It is the foundation of our curriculum and professional development. We work to build a culture of success, understanding that character growth and academic achievement are interdependent. Principles such as *Expect Only Quality Work From Yourself*, *Challenge Each Other Intellectually*, *Be Reflective*, *Be Generous* and *Demonstrate Honesty and Integrity* are but a few values that drive student success.

The next pages tell our story of last year: the opportunities we created, the challenges we faced and **our greatest outcome** — the number of Perspectives graduates who enroll in college and stay in college.

Perspectives is a five-school network of non-selective charter schools educating students in grades six through twelve in the neighborhoods of Auburn Gresham, South Loop and Grand Boulevard. For details about us, please visit www.perspectivescs.org or call 312-604-2200 to tour our schools and see first hand the amazing work of our students and teachers.

A Disciplined Life®

The principles of A Disciplined Life® form the foundation of our Perspectives Charter Schools experience.

Self Perception

Accept only quality work from yourself
Take responsibility for your actions
Seek wisdom
Be open-minded
Think critically and be inquisitive
Love who you are
Demonstrate honesty, integrity, and decency
Be generous
Be a life-long learner
Live a healthy lifestyle

Communication

Communicate effectively
Challenge each other intellectually
Show gratitude
Solve conflicts peacefully
Respect each other's differences
Be positive and supportive of each other
Show compassion

Productivity

Demonstrate a strong work ethic
Use your time wisely
Listen actively
Be punctual and prepared
Be organized
Be reflective
Be reliable
Take initiative
Demonstrate perseverance



A Disciplined Approach to Assessment and Evaluation

At Perspectives, we have designed and implemented an exemplary practice of data collection and analysis, effectively using the information we gather to inform student and teacher outcomes. Common evaluation metrics used across all campuses provide a disciplined approach that drives instructional and attitudinal decisions. Our education model is stronger now than ever before, merging our rigorous curriculum with an inherent data-driven culture.

We recognize that both academic and personal development is critical to student success. We approach data collection in the same way. We collect data using standardized tests, interim assessments, teacher assessments and quarterly learning walks. We are also beginning to measure the social-emotional aspects in our students' educational experience that impact their ability to achieve—including self-esteem, adherence to school culture and participation in after-school activities.

Information is collected and teachers collaborate using data as the essential tool. The ability to interpret data to improve classroom learning and personal growth is a critical stepping stone toward better outcomes. Additionally, we have created a comprehensive school report card and teacher and administrative assessment rubrics.

Our focus on assessment and evaluation has catapulted our education model to new ground, ensuring a disciplined approach to measuring student outcomes.

Our Greatest Outcome For the past three years...

89% of our seniors have graduated from high school

92% of our graduates have enrolled in college

76% of our students are still in college today

Disciplined Fiscal Decisions — Disciplined Growth Plan

The impact of the economy compelled us to reevaluate our financial structure and growth plan. This year, Perspectives developed key strategies to ensure the strength of our school network, while paving the way for future growth.

- We further strengthened our data collection and evaluation practice—creating meaningful metrics that inform the improvement of student outcomes.
- We exercised fiscal discipline by recasting budgets and reducing costs across the network to bring expenses in line with the economic reality—all without compromising our mission.
- We slowed the pace of growth at our five schools, strengthening the efficacy of our academic model and exercising caution while charting a course for future expansion.



A Disciplined Life® principles

- We prepared for the transition of our network leadership from twelve years of founder-led direction to that of a Chief Executive Officer.
- We downsized our Board of Directors and created an Advisory Board, clarifying responsibilities and deepening our focus as a network of schools.



Achieving a Sustainable School Network

A goal of Perspectives Charter Schools has been to create a network of public schools that would be self-sustaining on public revenue. By fiscal year 2012, Perspectives will achieve this long-held financial goal as the enrollment in our five schools surpasses 2,500 students. This means that all operating costs, including central office overhead, debt service and building maintenance, will be covered by public revenue.

Since the beginning of our growth efforts in fiscal year 2005, Perspectives has raised \$13.6 million to cover the inherent costs of growth to a fully-enrolled school network. These costs result from the diseconomies of only partially enrolled schools during a new campus' three year ramp up phase, the capital needs not provided in public funds and the decision to provide all students with the fully-enriched *A Disciplined Life*® education model.



Students at Perspectives Calumet High School of Technology working in the computer lab

To achieve self-sustaining operations by 2012, our remaining need is \$5 million in contributed funds. Reaching this fundraising goal will fill the narrowing gap between public revenue and operating costs, leaving Perspectives with adequate financial reserves.

Our Commitment to Community

Three years ago, we opened our first of three schools in Auburn-Gresham and committed to investing in community relationships. Since then, we have partnered with many new community friends who care about the success of our young scholars.

We have strong ties to the Greater Auburn Gresham Development Corporation. Our relationship with GAGDC evolved into a full partnership, together securing funding from Atlantic Philanthropies and LISC/Chicago. The results have been tremendous. We have launched the Elev8 initiative in our middle school which provides after-school programs and an on-site health center for our students and their families.

Perspectives' model naturally connects our students to the community. Students engage in *community service work*, *community action projects* and every junior has both an *internship* and a professional mentor. We have welcomed many elected officials to our schools for student led tours and speaking engagements. We also hold quarterly *community forums* to ensure that we access our neighbors' input.

We initiated a *Peace Alliance* with other community friends to discuss strategies to keep our students safe between the hours of 3pm and 6pm, and our parent led after school *Peace Patrol* continues to grow.

Perspectives students in Auburn-Gresham benefit from strategic community partners!



Our Community Partners
(from the bottom)
Ernest Sanders, New Communities Program Director, GAGDC; **Christina Page**, Co-Principal, Perspectives High School of Technology; **Calvin Bridges**, Chicago Praise; **Carlos Nelson**, Executive Director, GAGDC; **Tenisha Jones**, Program Director, Elev8; **Albert Cooper**, Urban Gateways; **Glennese Ray**, Principal, Perspectives Calumet High School; **Tamara Davis**, Principal, Perspectives Calumet Middle School; **Adrienne Leonard**, TAC Lead/Community Liaison; **Kim Day**, Chief Education Officer & Perspectives Co-Founder; **Chris Brown**, Director of Education Programs, LISC/Chicago; **Diana Shulla-Cose**, President & Perspectives Co-Founder



Our Greatest Outcome: College Attendance and College Persistence



Students, Ellis Gary and Isis Garner, with Kamilah Dowell, Program Manager, Perspectives Calumet High School

For the past three years, 89 percent of our seniors have graduated, 92 percent have enrolled in college and after three years of tracking, 76 percent are still in college.

Attending college is a common expectation for every student at Perspectives Charter Schools. The majority of our graduates will be the first in their families to attend college and our *College for Certain* practices are fundamental to ensuring their individual success. Beginning in sixth grade, Perspectives students are challenged to embrace our *College for Certain* culture.

Our top 10 *College for Certain* practices:

1. All students are in A Disciplined Life® class, providing ongoing discussion in decision-making, problem-solving, persevering, goal-setting and more
2. Middle school students and parents visit local colleges and universities and “adopt” college names and fill their classrooms with college pennants, building awareness of college options and experience
3. All students are taught a rigorous curriculum that is aligned to both the Illinois Learning Standards and the ACT College Readiness Standards
4. All students participate in multiple learning opportunities outside of the classroom, such as internships, field studies and community justice projects
5. All students have a college counselor who customizes the college preparatory process; the student/counselor ratio is smaller than at a traditional school
6. All high school students attend college tours
7. All juniors and seniors participate in a college preparatory seminar twice monthly
8. All seniors apply to at least five colleges and/or universities and all apply for at least ten scholarships
9. All seniors complete and present a five-year, post-high school life plan
10. Upon college enrollment, all students are provided access to our “college dad,” a staff member, who provides support and encouragement during college transition

Our *College for Certain* practices give students access to opportunities that help level the playing field, offering our young scholars the chance to become a part of the pipeline that leads to college—changing their life forever.

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Annual Report 2009

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Our donor list reflects cash gifts and payments received from July 1, 2008 to June 30, 2009.



Perspectives Charter Schools
www.perspectivescs.org
312.604.2200

2009 Annual Report

Welcome

Dear Friend of Perspectives,

We began our journey more than a decade ago with a promise—to give Chicago youth access to schools where students would be challenged, nurtured and expected to achieve. From one small campus in the South Loop, we began delivering on that promise.

Today Perspectives is a network of five schools and **for the past three years, 89 percent of our seniors have graduated, 92 percent have enrolled in college and after three years of tracking, 76 percent are still in college.** These levels surpass nearly every school in Chicago that accepts all applicants. This success is proof that our disciplined approach to education works.

This past year was one of great opportunities and great challenges. Our disciplined approach has also helped us confront the economic realities of this past year and stay on course. Key steps for strengthening our infrastructure included:

- Moved closer to financial sustainability by exercising fiscal restraint and using the extreme economic situation to get leaner, stronger and better
- Further melded our exemplary practice of data-driven decision making into the culture of our network
- Prepared for the transition of our network leadership from twelve years of founder-led direction to that of a Chief Executive Officer, who will ensure that Perspectives' strategic growth and culture of excellence continues

Every day at Perspectives we are living out our promise. We provide our students access to schools where academic achievement and personal development are cornerstones. Student success stories are lived every day!

Your past support has contributed to this promise and we are so grateful to you. Today, we respectfully ask that you continue to partner with us by investing in the success of our young scholars at Perspectives Charter Schools.

Respectfully,



Diana Shulla-Cose
President & Co-Founder



Kim Day
Chief Education Officer
& Co-Founder



Larry Ashkin
Board Chairman

Financials

Statement of Financial Position

Assets	Year Ended June 30, 2009
Cash	\$ 1,105,347
Pledges/other accounts receivable and prepaid expenses	2,499,797
Property and equipment, net	8,756,543
Total assets	\$ 12,361,687

Liabilities

Accounts payable, accrued salaries and related liabilities	\$ 5,231,609
Capital lease obligations and deferred rent liability	754,112
Bond payable	5,300,000
Total liabilities	\$ 11,285,721
Total net assets	\$ 1,075,966
Total liabilities and net assets	\$ 12,361,687

Statement of Activities

Revenues	Year Ended June 30, 2009
All government sources	\$ 19,149,594
Contributions:	
Individuals	851,215
Corporations/Foundations	2,370,972
Other	438,795
Total revenues	\$ 22,810,576

Expenses

Program services	\$ 22,532,694
Management and general	1,950,658
Fundraising	326,557
Total expenses	\$ 24,809,909

Change in Net Assets (1,999,333)

Net assets, beginning of year	\$ 3,075,299
Net assets, end of year	1,075,966





Perspectives Charter Schools

3663 South Wabash Avenue
3rd Floor
Chicago, Illinois 60653

Perspective Charter Schools

Support Hub of Perspectives

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T 312.604.2200
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Kim Day
Founder & Chief Education Officer

Diana Shulla-Cose
Founder & President

John Hayner
Chief Operations Officer

Rodney D. Joslin Campus

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T 312.225.7400
F 312.225.7411

Traci Wright
Principal

Perspectives/IIT Math & Science Academy

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F 773.358.6055

Mary Cummane
Principal

Calumet Campus

8131 South May Street
Chicago, Illinois 60620

Calumet Middle School

T 773.358.6300
F 773.358.6399

Tamara Davis
Principal

Calumet High School of Technology

T 773.358.6120
F 773.358.6129

Christina Page & Tony Pajakowski
Co-Principals

Calumet High School

T 773.358.6100
F 773.358.6199

Glennese Ray
Principal

Our Mission

All Perspectives Charter Schools will provide students with a rigorous and relevant education, based on A Disciplined Life[®], that prepares them for life in a changing world and helps them further become intellectually reflective, compassionate, and ethical people engaged in a meaningful life.