MISSION
To enable public schools in high-poverty Bay Area communities – serving students of color and English Learners – to achieve educational equity through school-based reform

VISION
We envision a thriving system of urban schools that fosters the growth of all of its students and eliminates the achievement gap by creating vibrant places to teach, learn and grow, with rigorous standards and an unwavering focus on results.

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Welcome Partners, Colleagues, Supporters and Friends,

The Annual Report in your hands illustrates a powerful inflection point for Partners in School Innovation, one that holds exceptional promise for our expanded impact, while honoring and deepening our work in the communities that have sustained us and helped us learn so much in the past 15 years. I am thrilled to serve as Partners in School Innovation’s new Chief Executive Officer. I want to thank the former Executive Director, Becky Crowe Hill, for leading us to this critical point and for building a strong reputation and formidable springboard from which this organization can soar.

The wind is at our back. The time is NOW for growth. We aim to spread the strategies that led to exceptional results in deeply challenged partner schools this year (see page 9) to benefit more students and families, more teachers, and more school leaders beyond the Bay Area.

No doubt there will be challenges ahead. The economic climate that impacts us all also weighs heavily upon the children, teachers and leaders in the under-resourced schools we serve. Now, more than ever, we who aspire for excellence in these schools must have the resolve to sustain and grow the equity-based reforms which will enable continuous improvement.

Over the past 15 years, PartnersSI has developed an approach that, with ample investment, can become a national model for school transformation over the next five years (see our Strategic Vision on page 5). With our eye toward expanding to ten districts by 2015 and doubling the state-wide rate of improvement in our schools, we will start by refining, codifying and confirming the power of our program over the next 18 months. At the same time, we will deepen our presence in the larger education community by disseminating our knowledge of what it takes to build capacity to achieve extraordinary results in the most challenged schools.

We know we cannot single-handedly accomplish the task of eliminating low performance in schools. There are agents of transformative change in EVERY community who can accomplish miraculous things for the kids who need it most. Through strategic partnerships and alliances, we will empower these agents of change by arming them with the proven tools, strategies and expertise needed to break the cycle of failure in schools once and for all.

Thank you for believing in our mission and for supporting us to foster thriving public schools that will enable each and every one of our children to reach his or her highest aspirations.

Sincerely,

Derek S. Mitchell, Ph.D.
15 YEARS OF IGNITING SCHOOL TRANSFORMATION

1993 A Bold Idea
McKinsey & Co. partner Julien Phillips and Rhodes scholar Kim Grose co-founded PartnersSI with the vision of creating a national service organization to spark social change across multiple sectors.

1993 – 1997 Rapid Expansion
PartnersSI’s focus on social justice starts with school reform. We recruit talented and civic-minded AmeriCorps volunteers to become school-based change agents.

1997 – 1999 Comprehensive School Reform
PartnersSI strives to become the next leading comprehensive Bay Area school reform organization. We join forces with the Bay Area School Reform Collaborative and adopt the Cycle of Inquiry and other research-based tools and theories.

1999 – 2002 Opportunity and Challenge
Expecting a significant new infusion of funding, PartnersSI chooses to scale up rapidly to the national level. Dot-com bust thwarts expansion plans.

2001
Jeremy Singer becomes Executive Director.


NUMBER OF SCHOOLS SERVED

0 2 4 6 8 10 12 14 16 18
2002 – 2004 Renewed Energy
Focus turns to transforming literacy achievement in Bay Area schools and growing into a highly effective, on-the-ground school reform partner.

2003
Becky Crowe Hill becomes Executive Director.

2005 School Improvement Fellows
PartnersSI pilots two-year fellowships and provides a training ground for experienced and passionate teachers driven to propel school change and develop into educational leaders.

2006 Next Generation of Change Agents
- From 1993 to 2006, more than 200 AmeriCorps volunteers complete their service at PartnersSI, contributing a total of 400,000 hours.
- PartnersSI decides to phase out the AmeriCorps model and begins hiring exceptional former educators and leaders to bring a higher level of expertise and innovation to the program.

2006 – 2009 School to District Transformation
- Partnerships expand from school-level to district-level with rapidly increasing annual investments from district and funding partners.
- English Language Development and Leadership Development Initiatives mark a major investment in PartnersSI’s intensive research, program and knowledge development efforts.

2008 – 09 Inflection Point
- Team evolves into School Innovation Partners – outstanding former teachers and principals who have multiple internal career pathways at PartnersSI which extend beyond the two-year School Improvement Fellowship.
- PartnersSI codifies a robust, scalable core service model for transforming leadership and quality of instruction in schools and districts.
- PartnersSI pilots less resource-intensive and more cost-effective service delivery models in preparation for scaling.

2009 – 2015 New Vision and Leadership
- Dr. Derek Mitchell becomes Chief Executive Officer.
- Organization restructures and prepares to launch five-year strategic growth plan toward becoming a national model for school transformation.
"We called ourselves Partners in a change agent is to be a teachers, coaches and principals at differently in a way that would is one of the central guiding lights
Partners in School Innovation believes that the greatest civil rights issue of our generation is to develop public schools that enable children of all races and economic backgrounds to excel academically and to thrive as learners. We are proud to have enabled such success for tens of thousands of students in the San Francisco Bay Area since our founding in 1993. Now, we are ready to demonstrate our ability to transform public education and children’s lives on a wider scale, first by expanding to serve the state of California and then, through partnerships, making our imprint on the national education reform agenda.

BY 2015 PartnersSI AIMS TO...

- Demonstrate breakthrough student learning results on an unprecedented scale in urban school districts in and outside California
- Cultivate national awareness and understanding of how to implement our model for transforming low-performing schools
- Build a sustainable funding model that allows for further growth and impact

OUR STRATEGIES FOR GROWTH AND IMPACT

- **Replication and Expansion** - Grow from 3 to 10 districts, intensively implementing our core service model at select school sites and doubling the statewide rate of improvement in student learning at these schools
- **Strategic Services** - Partner with district and school leaders to develop their internal capacity to implement our model and lead the process of school transformation without intensive on-site support
- **Knowledge Sharing** - Refine and codify our methodology for broad dissemination through the Web and publications
- **Strategic Alliances** - Collaborate with vision-aligned and high-impact organizations to integrate respective areas of expertise and extend our influence nationally

OUR GOALS TO ACHIEVE FINANCIAL SUSTAINABILITY

- Secure $10 million in growth capital over the next 5 years to develop organizational capacity and infrastructure
- Increase earned income in the form of public funding
- Reduce cost to serve while maintaining high quality of results

School Innovation because we said the way to be partner – to live with, to be with, **to strive with** the schools as they learn how to do their work **achieve greater success.** This idea of **partnership** of the organization today.” — Julien Phillips, PartnersSI Co-Founder
WHO WE ARE
A flourishing democracy and economy require an educated populace. As educators, we believe that routinely underserved African American, Latino and English Learner students deserve to be highly educated, prepared to excel in college and equipped with the skills they need to become thriving and productive citizens in the 21st century. We are committed to helping our students master the literacy and language skills they need to be at grade level in elementary school so that they are on track to thrive in middle and high school. We are also committed to the success of the teachers and leaders in our partner schools and districts because we know that excellence in teaching and leadership will lead to outstanding results in student learning. Finally, we focus on the systemic and continuous improvements necessary to sustain life-changing results for students far beyond the end of our partnerships.

WHAT WE DO
In contrast to quick-fix solutions or top-down reforms, our “classroom-up” approach to achieving transformational change in schools is built on a strong foundation of theory and research, as well as 15 years of practice on the ground. We bring the expertise, tools and implementation support required to build the capacity of teachers and leaders in order to achieve extraordinary gains in student achievement and sustain long-term improvement.

We build a strong core instructional program in literacy and English language development that ensures that all students learn at high levels;
We create an integrated system for professional learning so that all teachers are able to deliver excellent instruction;
We strengthen results-oriented leadership so that leaders can carry out the daily actions necessary to successfully lead whole school improvement efforts.

In addition, three key mindsets permeate and inform all that we do: a focus on social justice, a commitment to continuous improvement and an orientation toward results.

HOW WE WORK
We establish authentic partnerships with our school and district colleagues by working side-by-side with them and sharing responsibility for student outcomes. Our partnerships follow a series of phases that mirror the continuous improvement cycle, ensuring that the work we do is explicitly agreed upon, planned, implemented and adjusted, along the way, based on data.
What produces **breakthrough results** in chronically low-performing schools? Across three diverse urban districts (San Francisco Unified, San Jose Unified and Oakland Unified), each with distinct challenges, strong partnerships with leaders and teachers and substantial implementation of the PartnersSI model **significantly narrowed the achievement gap this year**.

- Partner schools that substantially implemented our core service model outperformed the literacy gains on the 2009 California Standards Test in English Language Arts (CST-ELA) compared to their respective districts, similar schools around the state and the state as a whole.

- **English Learners** in these schools outpaced the reading growth of their fluent English speaking peers.

These results hold great promise. As we continue to study what truly works, we will consistently implement the proven practices in our model across all our schools in order to increase and expand our impact on children in need.

**IMPLEMENTATION MATTERS:**
Schools Using Our Model Outperform their Districts and California Elementary Schools

---

*In 2008-09, 9 (of 17) partner schools implemented at least 75% of PartnersSI’s core program elements. Low-performing schools that implemented less than 75% of the core service model continued to under-perform (average growth was only 2.9 percentage points).*
2008-09 SCHOOL SPOTLIGHTS

OAKLAND
This year we partnered with New Leaders for New Schools* to pilot an approach for accelerating school transformation by linking results-oriented leaders with our core service model. All five pilot schools made gains, including Brookfield in Oakland Unified, which significantly outpaced the district for all students and more than doubled district gains for English Learners.

Growth in Proficient/Advanced Students on 2009 CST-ELA

SAN FRANCISCO
Cesar Chavez was one of several PartnersSI schools in San Francisco Unified to achieve significant growth this year. As a new partner school, Cesar Chavez fully embraced the core service model, and has set a solid foundation for further gains in the coming year.

SAN JOSE
Empire Gardens had the second highest reading gains of all the elementary schools in San Jose Unified this year. The school leveraged our core service model components that were closest to the classroom: building individual teacher capacity and a stronger core instructional program.

Growth in Proficient/Advanced Students on 2009 CST-ELA

DATA SOURCE: CALIFORNIA STANDARDIZED TESTING AND REPORTING (STAR) RESULTS (8/18/09)

*New Leaders for New Schools is a national non-profit that recruits and prepares outstanding leaders in urban public schools.

Number of points: 8
Our teachers and their school and district leaders work with us to overturn the predictive power of demographics on student achievement. We all share the belief that each and every child deserves an equal opportunity to a high quality education. By supporting our partners’ ambitions and commitment to transform, we are igniting the change that will provide more and more students with a brighter future.

What teachers say...

“I thought the School Innovation Partners had great skills as motivators and lead learners at our sites. They presented and helped us implement quality strategies that reached all students to achieve higher educational goals. They remained on the cusp of the latest news and strategies in education and were a wealth of knowledge.”

“I think I changed more last year and the year before with PartnersSI than in all the 13 years I’ve been teaching.”

“I am very thankful that PartnersSI was at our school for the past two years... I have become a stronger teacher. I will continue to use the tools and ideas they gave me to better my instruction. They have so much knowledge and so many resources to help support teachers and students.”

“PartnersSI really helped our school’s reform effort. They helped us create structures and look at data to help inform our instructional practice... PartnersSI are an excellent resource for professional development... We loved the collaborative work we have done with them over the years.”
“PartnersSI differs from other school reform organizations in that they are at the schools. They share the school vision — they don’t just consult. They come into the school, they get their hands dirty and they’re side-by-side with teachers. PartnersSI was key in helping us analyze, interpret and present the data to the staff. We’re very data-driven at our school and PartnersSI was key in driving that focus.” – Principal

“PartnersSI worked with us last year and it was a great experience. For the first time, our school was focused and had a well thought out structure to underpin our efforts. Grade levels collaborated around attaining self-selected [literacy goals] using data to measure how effective our teaching methods were in achieving those goals. Kudos to our School Innovation Partners for their leadership, enthusiasm and support!” – Reading Coach

“Their experience as educators and their experience in terms of working with schools has been a tremendous help for us because it’s given us a different perspective to be able to plan strategically — to be able to look at our goals, see what our mission is and see exactly how we want to be able to move forward in closing the achievement gap.” – Principal

“PartnersSI differs from other school reform groups in that there’s a heart and soul that you can’t teach people to have... They’re there for us. They’re there with us. They’re in our neighborhoods, they know our kids, they know our families, and they’re emotionally engaged in our success. That’s the best kind of partner I could ask for.” – Don Iglesias, Superintendent, San Jose Unified School District

“Without PartnersSI, we could not do this challenging and essential work. With them, we’re focused on getting results for our students and on developing the systems to sustain our efforts. We’ve built a professional learning community among our PartnersSI schools that could truly serve as a model for our district.” – DeeDee Desmond, San Francisco Unified Coaching and Leadership for Equity
“Growing up, I experienced the impact of mediocre schools that serve students of color. Over the course of my life, I’ve heard my former classmates say ‘school just didn’t work for me.’ This deeply troubles me, and is also what brought me to PartnersSI. As a teacher, I got great results with the students in my class, and felt a need to impact educational outcomes for more than just my 20 children. I see our work at PartnersSI – working alongside school leaders to transform schools into systems that work for all students – as a way to achieve that broader impact.” – Nefertiti Orrin, School Innovation Partner

“When I joined PartnersSI in 2007, we focused on grade level collaboration as the key lever for increasing student achievement. Through careful attention to data and the leading educational research, we’ve expanded our scope far beyond this, focusing now on results-oriented leadership, a school’s integrated system for professional learning, and a sound core instructional program. The positive effects that this has had on student achievement and school capacity remind me why I do this work.” – Gretchen Stewart, School Innovation Partner

We are a diverse, highly motivated and experienced group of educators. School Innovation Partners (SIPS), who make up 60% of our staff, are exceptional former school teachers and leaders who work side-by-side with school partners to affect profound change for kids. PartnersSI’s Board and senior management team leverage their combined expertise in the areas of education reform, business and organizational change management to fulfill the bold vision of deepening and broadening our impact nationally.

2008-09 SIP Snapshot

<p>| | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>SIPS</td>
<td>19</td>
</tr>
<tr>
<td>Have an advanced degree in education</td>
<td>60%</td>
</tr>
<tr>
<td>Aggregate years of teaching experience</td>
<td>94</td>
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<tr>
<td>Are people of color</td>
<td>60%</td>
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<tr>
<td>Taught in urban schools</td>
<td>90%</td>
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</tbody>
</table>
We thank our donors and partners whose investments and relationships sustain and propel us to continuously learn, grow and improve in the service of more children in need.

“In today’s world of school reform fads, too few organizations can show the measurable achievement year after year that PartnersSI has accomplished. I have visited several of the schools in San Jose and San Francisco which it supports. The focus, clarity of goals and evidence of effective instruction on the walls instantly tell you that these are schools at work and improving.” – Ken Sorey, Director of Development and Outreach, California Business for Education Excellence

“Our foundation believes that excellent teaching is a prerequisite for increasing achievement in public schools, but that a systematic and strategic approach to organizing the delivery of that teaching is just as important. We like PartnersSI because it improves school results by creating sustained change at all levels of the system.” – Derry Kabcenell, Dirk and Charlene Kabcenell Foundation

“I’ve seen the results of this organization in... the improvement of student achievement as measured by test results. But more importantly, the entire educational conversation is shifting from what the teacher is teaching to what the student is learning.” – Lynda Greene, Education Consultant, Applied Materials Foundation

“PartnersSI has consistently shown that their continuous school improvement process helps to close the achievement gap. Equally important though, is their ability to engage teachers in deep professional learning and observable changes in teaching.” – Michael Moore, Executive Director, New Leaders for New Schools, Bay Area

“When I think about what it takes to effectively drive reform, you need the right people in place... and you need the right systems and structures for accountability and continuous improvement. What PartnersSI does that’s very unique is it works with the people that are already in place to build the right structures.” – Eric Scroggins, VP, Growth Strategy and Execution, Teach for America
**FINANCIALS**

### Growth in Organizational Income (in millions)

- **Contributed Income (Foundations, Corporations, Individuals)**
- **Earned Income from Districts & Schools**
- **Federal Grants**
- **In-Kind, Interest Income & Other**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Income</th>
<th>Income Growth (in millions)</th>
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<tr>
<td>2004-05</td>
<td>$176,239</td>
<td>$371,600</td>
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<tr>
<td>2005-06</td>
<td>$19,184</td>
<td>$541,858</td>
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<td>2006-07</td>
<td>$43,976</td>
<td>$1,448,400</td>
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<td>2007-08</td>
<td>$42,259</td>
<td>$1,735,498</td>
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<td>2008-09</td>
<td>$72,634</td>
<td>$1,948,603</td>
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<tr>
<td>2009-10</td>
<td>$1,300,000</td>
<td>$2,100,000</td>
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</tbody>
</table>

**2008-09 Resource Allocation***

- **District & School Service:** $1,236,250
- **Program Development:** $648,000
- **Evaluation & Research:** $189,000
- **Administration & Executive:** $259,000
- **Development & External Relations:** $307,000
- **Professional Development:** $544,000
- **Evaluation & Research:** $189,000
- **Non-Profit Partnerships:** $128,750
- **Individuals:** $189,253
- **Corporations:** $497,600
- **Foundations:** $1,133,000
- **In-Kind Gifts, Interest Income & Other:** $72,634 (2%)

**2008-09 Income by Source***

- **Districts & Schools:** $1,236,250
- **Foundations:** $1,133,000
- **Corporations:** $497,600
- **Individuals:** $189,253
- **Non-Profit Partnerships:** $128,750
- **In-Kind Gifts, Interest Income & Other:** $72,634 (2%)

We gratefully acknowledge those who invested in our work between August 1, 2008 and July 31, 2009. For every dollar given, more than 80 cents directly support our district and school services and organizational capacity building. We are committed to ensuring your contributions are not only translating into direct results now, but also planting the seeds for greater impact in the coming years.

**$300,000+**
- Applied Materials Foundation
- San Francisco School Alliance

**$100,000 to $299,999**
- S. H. Cowell Foundation
- Dirk and Charlene Kabcenell Foundation
- Morgan Family Foundation
- New Leaders for New Schools
- W. Clement and Jessie V. Stone Foundation

**$25,000 to $99,999**
- Civic Ventures
- J. Taylor and Suzanne Crandall
- Fordham Street Foundation
- Walter & Elise Haas Fund
- Laurence and Gay Hoagland
- E. Richard Jones Family Foundation
- Leslie Family Foundation
- David and Lucile Packard Foundation
- Julien Phillips and Susan Stoddard-Phillips
- Severns Family Foundation
- Sobrato Family Foundation
- Symantec Foundation
- Wachovia Foundation
- Wells Fargo Foundation
- Yahoo! Employee Foundation

**Special Thank You to Encore Fellows**

Thank you to our Encore Fellows, **Leslie Louie** and **Lyle Hurst**. As part of the Silicon Valley Encore Initiative sponsored by Civic Ventures, the David and Lucile Packard Foundation and Hewlett-Packard, Leslie and Lyle have been providing Partnerships with extraordiary expertise in designing improved performance management, communications and HR systems. Their support has bolstered our capabilities to launch our growth plan in 2009-10.

**$10,000 to $24,999**
- Bank of America Foundation
- Jeanne and William Barulich Foundation
- Family Foundation
- Juniper Networks Foundation
- Eric and Suzanne O’Brien
- Orbs Investment Management
- San Francisco Foundation
- Silicon Valley Community Foundation
- Gary and Nancy Steele

**$1,000 to $9,999**
- John and Melinda Adams
- All Stars Helping Kids
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- Shellbrook Foundation
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**$1 to $999**
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Partners in School Innovation

Tom Tisch
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Catherine Jovicich Walcott
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WestEd
Escritura
2008-09 PARTNER DISTRICTS AND SCHOOLS

San Francisco Unified School District
- Bryant Elementary School
- Cesar Chavez Elementary School
- Daniel Webster Elementary School
- Fairmount Elementary School
- Hillcrest Elementary School
- Monroe Elementary School

San Jose Unified School District
- Almaden Elementary School
- Walter Bachrodt Elementary School
- Anne Darling Elementary School
- Empire Gardens Elementary School
- Grant Academy
- Selma Olinder Elementary School
- Washington Elementary School

Leadership Development Network Only:
- Ernesto Galarza Elementary School
- Gardner Academy
- Horace Mann Elementary School
- River Glen Elementary School
- Merritt Trace Elementary School

Campbell Union School District
- A 12-School Leadership Development Network Partner

2008-09 NEW LEADERS FOR NEW SCHOOLS PARTNERSHIP

Oakland Unified School District
- Brookfield Elementary School
- Fruitvale Elementary School
- New Highland Academy
- Piedmont Avenue Elementary School

San Jose
- VOICES College-Bound Language Academy

CONTACT INFORMATION

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Fax: 415.824.6198
www.partnersinschools.org

Partners in School Innovation is a registered 501(c)(3) organization with the Internal Revenue Service. All donations are tax-deductible as allowed by law. Our tax ID number is 94-3205455.

Partners in School Innovation is committed to equal employment opportunity in its hiring and employment practices and policies for all staff members and applicants for employment without regard to race, color, religion, gender, sexual orientation, national origin, age, physical ability, marital status or veteran status.

Design: Stefanie Liang
Photography: Evan Blaser and Natassia Pura