



It is impossible to decide whether this annual report should look ahead or behind. Do we reflect on our many accomplishments, or re-ignite our tenacious ambitions in preparation for challenges to come? This year, four items top the list: culture, climate, attitude, and atmosphere. Perhaps these are all words that mean the same thing, the same humming, rhythmic accord that joins all of us, the folks working in the Boston office and those who work elsewhere.

In short, we see real teams working alongside real teams. There is a deliberate blur between the hard work of our leadership and that of the school leadership teams on the ground – all executing to a high degree of proficiency. Low attrition in Fellowship numbers this year (21 Fellows dropping only to 19), and an anticipated 20+ for the 2017-2018 Fellowship cohort, push us all to high organizational pride. And though the growth has been challenging, we have every reason to believe that it will be a success.

This need to increase the impact of our work is what defines BES. It is an urgency that permeates every corner of our organization. We do not sit on the sidelines and watch the achievement gap widen. We choose to act – swiftly, ambitiously, and audaciously – because we owe it to the student at the desk.

Let urgency prevail,



Linda Brown
Founder and Chief Executive Officer

Board of Directors

Steven Wilson
Board President
Ascend Learning

Kenneth Campbell
IDEA Public Schools

Anita Landecker
ExED

Linda Brown
Building Excellent Schools

Mark Culliton
College Bound Dorchester

Martin West
Harvard Kennedy School

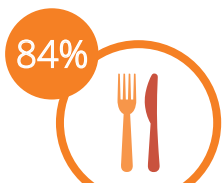
Malka Borrego
Equitas Academy

Stephen Kramer
Bright Horizons

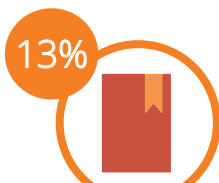
Shantelle D. Wright
Achievement Prep

100+ schools in 26 cities

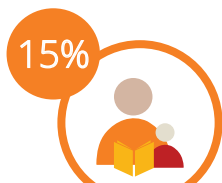
across 16 states educating 27,000+ students



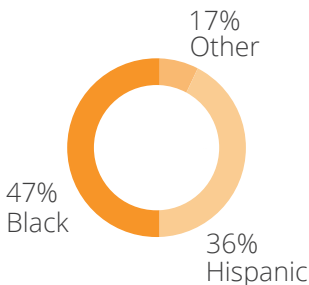
Qualify for free or reduced lunch



English language learners



Students with special needs



On average, public schools across the country enroll 16% Black and 25% Hispanic students.

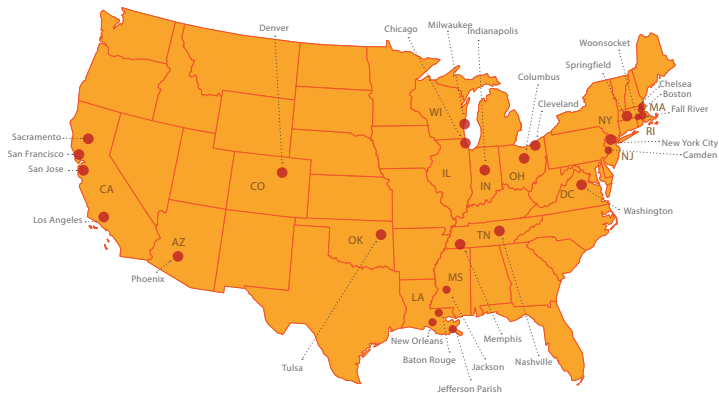
●●●●●●●●●●●●●●●● 38% of BES schools and
76% of Network schools ●●●●●●●●●●●●●●●●●●●●
have replicated to impact more students.

For two decades, BES has been selecting and training Fellows to effectively found and lead high-performing charter schools. Through The Fellowship, BES has established 100+ schools in 26 cities nationwide.

Fellows:

- receive approximately 100 days of training across the country and in Boston
- complete extended residencies in urban charter schools under the supervision of experienced school leaders
- receive coaching and support for board and charter application development
- visit more than 45 exceptional schools across the country

2016 **BES Fellows** are working to open high-impact schools in California, Indiana, Nevada, New Mexico, New York, Mississippi, Tennessee, and Texas.





FOLLOW-ON SUPPORT.....

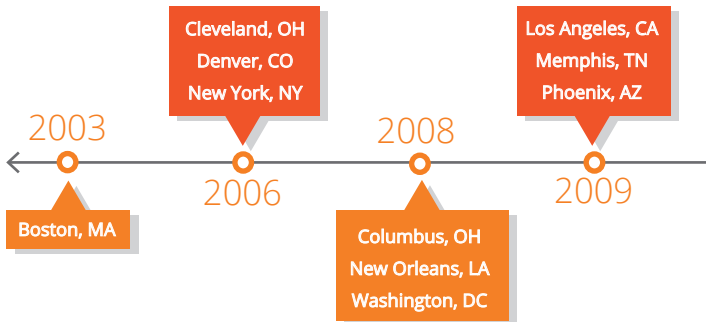
Schools that start strong, stay strong.

Our dedicated team challenges and guides each founder in the planning year through the second year of operation to effectively deliver on the school's mission and vision and achieve its ambitious goals.

Follow-on Support provides BES schools with targeted, on-demand, on-site support as well as professional development by top practitioners.

Coaches assist schools in the following areas:

- Leadership growth
- Staff development
- Instructional coaching
- Culture building
- Operational strategy
- Board governance





PRE-NETWORK

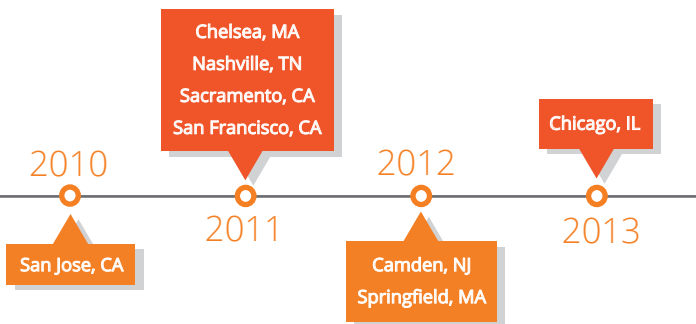
To stay strong, schools must be smart about growth.

Schools in their second year of operation that meet Network criteria are invited to join the Pre-Network. BES offers support to these schools as they continue to grow into long-lasting, high-performing organizations.

At the end of the Pre-Network year, schools undergo an extensive organizational audit. This thorough process produces a detailed report and action plan intended to equip leaders to accelerate student achievement and ensure operational health.

Participants in the Pre-Network are eligible for several benefits, including:

- BES organizational audit
- Strategic planning and coaching
- Participation in LENS for one emerging school leader
- Invitation to the bi-annual BES Network Leaders Meetings
- Access to BES trainings and resources





THE NETWORK.....

The strongest schools constantly raise the bar for excellence.

The Network challenges and supports high-capacity leaders to examine and improve the quality growth of their organizations.



21 schools, educating 18,000+ students

Of the 15 Network schools that tested in 2016, 13 outperformed their districts in English language arts and math.

2014

Baton Rouge, LA
Fall River, MA

Jackson, MS
Jefferson Parish, LA
Tulsa, OK
Woonsocket, RI

2015

2016

Indianapolis, IN
Milwaukee, WI

Aurora, CO
Atlanta, GA
Las Vegas, NV
San Antonio, TX

2017



THE TALENT.....

Schools that are smart about growth attract, grow, and retain strong leaders.

LENS: Leaders for Emerging Networks of Schools

LENS supports the growth of high-performing schools by developing the capacity of their leadership bench. In 2016, LENS equipped 34 individuals with the skills required to take on heightened leadership roles within their schools.

Weekend Warriors

This past year, nearly 140 participants visited nine outstanding schools across 12 campuses during these intensive, two-day trainings aimed at sharpening their leadership skills.

Summer Leaders Internship

The Summer Leaders Internship is for qualified individuals who wish to develop their leadership capacity and eventually pursue a career in entrepreneurial school leadership through The Fellowship. In 2017, BES trained five leaders, one of whom will join the 2017 Fellowship cohort.

2018

Albuquerque, NM
Buffalo, NY
Clarksdale, MS
Houston, TX
Richmond, CA

2020

200+ BES schools in
more than 35 cities
will educate over
45,000 students.



SUPPORTERS

The generous support of our donors makes it possible for BES to train outstanding leaders to build more excellent schools.

With their engagement and investment, we are working harder and aiming higher, ensuring that all children have equal access to a quality education and a future filled with opportunity.

- Cedar Street Foundation
- Charles Hayden Foundation
- Cullen Foundation
- Daniels Fund
- Eli and Edythe Broad Foundation
- Great Public Schools Now
- Irene E. and George A. Davis Foundation
- Jim and Wendy Mnookin
- W.M. Keck Foundation
- Kern Family Foundation
- Louis Calder Foundation
- Michael and Susan Dell Foundation
- New Schools for New Orleans
- Opportunity 180
- Ms. Rosalind Gorin and Dr. Matthew Budd
- Sidney A. Swensrud Foundation
- Walton Family Foundation



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