

PROJECT
IMPACT
Start & Stay Ahead

2017 Report to the
COMMUNITY

Celebrating our first anniversary
and enhancing children's futures



Project IMPACT

Project Impact is a community initiative to provide additional operating funds to the Winston-Salem/Forsyth County Schools to address critical student achievement gaps and improve third-grade reading and math proficiency scores.

Using strategies proven successful in other districts, Project Impact will fund:

- **Pre-kindergarten expansion**
- **Extended learning options**
- **Expanded staff development and instructional support**

Focus areas include intensive early intervention among at-risk groups and lower-performing schools. Project Impact is funding programs to be evaluated during six years, to enable designated local public schools to implement programs and measure their effectiveness. The first initiatives funded by Project Impact launched during the 2016-17 school year.



A Path to **SUCCESS**



WHEELER

From the beginning, Project Impact has been defined by collaboration and partnerships. Together, we can enable Winston-Salem/Forsyth County Schools to implement innovative programs proven successful in similar school districts, to address critical student achievement gaps, and to improve third-grade proficiency in reading and math.

Today, over 40% of all third-grade students in our school system read below grade level. The greatest gaps are among children of poverty. Many students entering our schools also face a second barrier—limited English proficiency.



JONES

In addition to significant literacy gaps among the students within the Winston-Salem/Forsyth County Schools, there remains a sizable gap in our district in comparison to other urban North Carolina school districts. Taken together, these are obstacles to our community's children reaching their potential—and these gaps are likely to widen if not addressed.

In Project Impact, we have a unique opportunity to face these challenges head-on. Through the additional operating funds Project Impact injects into Winston-Salem/Forsyth County Schools, we can expand resources for early intervention among at-risk groups. Despite the ever-growing demands on our schools, we can accelerate progress and place disadvantaged children on a path to success. Education is necessary to break the cycle of poverty, and is key to local economic development.

In response to these challenges, the Winston-Salem/Forsyth County School system has set three ambitious goals:

- By 2020, 90 percent of third-grade students will read at or above grade level.
- By 2018, our graduation rate will be 90 percent.
- By 2018, we will close the achievement gap between subgroups by 10 percentage points while increasing the performance of all subgroups.

By working in tandem with other local initiatives, we can help our community's children reach their full potential in school and in life.

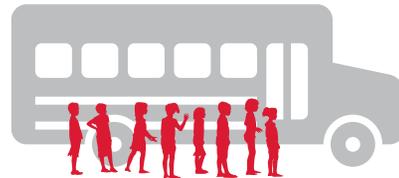
In Project Impact's first year, we've reached over 2,600 of the district's highest-need students. Thanks to the support and generosity of Project Impact's many partners, we will touch thousands more over the next five years.

Janet Wheeler
Chair, Project Impact
Advisory Board

Dana Caudill Jones
Chair, Winston-Salem/Forsyth County
Schools Board of Education

Today over 40% of 3rd graders in Winston-Salem/Forsyth County schools read below grade level

School system goal: 90% of 3rd graders reading at or above grade level



Poverty is an obstacle to education.
Over half of our public school students qualify for free or reduced lunch.

A Very Successful **FIRST YEAR**



Project Impact's first year has been a tremendously exciting one. In the summer and fall of 2016, Project Impact launched its first three initiatives, reaching more than 2,600 students across the Winston-Salem/Forsyth County Schools.

In July of 2016, we introduced Pathway to K—a new program centered on children who had been on a pre-kindergarten waitlist but had not yet had a Pre-K experience. Project Impact's support of Pathway to K allowed 259 of our youngest students to attend a program led by experienced teachers and support staff.

Over the course of three weeks, students were introduced to the academic, social, and emotional experiences of kindergarten. We were thrilled to find that students made significant improvements in all five of the kindergarten Entry Assessment constructs measured during their time in the program—letter naming, book orientation, self-selected activities, grip and manipulation, and object counting. Thanks to Project Impact's support, more students arrived at school prepared for success in kindergarten.

After several years of contracting summer school services, the Winston-Salem/Forsyth County Schools used a Project Impact grant to supplement the existing 2016 summer school budget. As a result, we were able to both staff summer school with highly experienced teachers from the school system and double the number of students served in first through fifth grade. In 2015, two third-grade students gained reading proficiency over the course of the summer—versus in 2016, the number increased dramatically to 157.

In 2016, we also saw the introduction of six new pre-kindergarten classrooms funded by Project Impact at Ashley, Cook, Easton, Hall-Woodward, Ibrahim, and Old Town Elementary Schools. In total, an additional 105 students were served

in these classrooms. We will track these students' progress from their entry to kindergarten through the primary grades to validate the relationship between Pre-K learning and third grade literacy.

In January of 2017, we welcomed Victoria Fulton, a native of Winston-Salem and a graduate of Winston-Salem/Forsyth County Schools, as Project Impact Program Manager.

Project Impact has exciting plans in store for 2017–18, which are detailed later in this report. Pathway to K will be offered again in 2017—this year's program will serve at least 280 students and will add an additional day of instruction. Project Impact will also add an additional eight to ten pre-kindergarten classrooms for the 2017–18 school year. Finally, we'll be supporting a series of leadership development programs aimed at building capacity and enabling administrators to lead the change in the District.

Project Impact's first year has been one of hard work, partnership building, and implementing evidence-based programming. We are so grateful for the community support that has made this work possible, and we look forward to continuing to make meaningful changes in the lives of our students.

Dr. Beverly Emory
Superintendent, Winston-Salem/Forsyth County Schools

New Project Impact Program Manager

VICTORIA FULTON



In late 2016, Victoria Fulton joined the Winston-Salem/Forsyth County School system as the Program Manager for Project Impact. Victoria brings a wealth of experience in project management, with an emphasis on non-profit organizations and community service.

Victoria serves as the district's internal and external liaison and is responsible for planning, budgeting, implementing, monitoring, and evaluating the progress of projects funded through Project Impact.

Prior to joining Winston-Salem/Forsyth County Schools, Victoria served as Director of Historic Bethabara Park since 2014. Earlier in her career, Victoria was Special Projects Assistant for the Forsyth County Aging Services Planning Committee. In addition, she was a Co-teacher and Graduate Assistant for the "I Was There" program in Providence, Rhode Island. She is also a two-term alumna of AmeriCorps' City Year Greater Philadelphia program, where she served as a Corps Member and Team Leader at South Philadelphia High School.

Victoria is a graduate of R.J. Reynolds High School in Winston-Salem. She holds a Bachelor's degree from the University of North Carolina-Chapel Hill and a Master's degree from Brown University.

“As an alumna of the Winston-Salem/Forsyth County school system, I am honored to be a part of the critically important work Project Impact is doing. I am continually inspired by the generosity and energy I've witnessed from everyone involved in Project Impact: from teachers, students, and administrators; from local partners and stakeholders; from the philanthropic and corporate communities. With Project Impact, we can make a real and lasting difference in the lives of children—we owe it to them, and to our community, to make the most of this opportunity.”

-Victoria Fulton



FIRST THREE INITIATIVES

Funded by PROJECT IMPACT

Project Impact began providing operating funds beginning in Summer 2016 to Winston-Salem/Forsyth County Schools to address critical student achievement gaps. The first three initiatives funded by Project Impact included:

- \$308,300 for Pathway to K
- \$400,000 for Winston-Salem/Forsyth County Schools summer school
- \$856,470 for six new pre-kindergarten classrooms

Detailed information about these first three initiatives funded by Project Impact follow on pages 4 through 6 of this report.

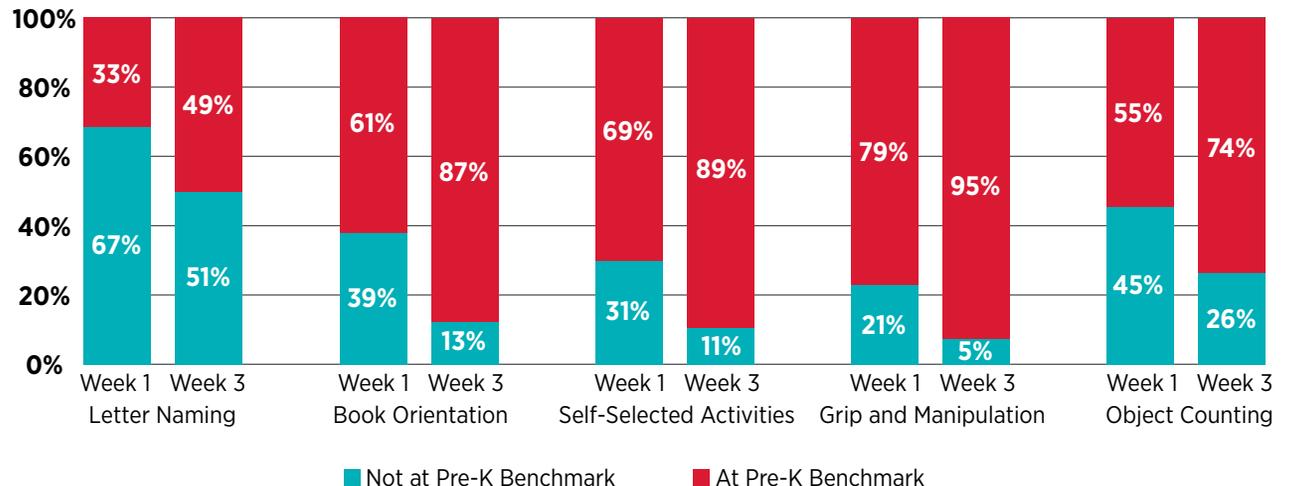
PATHWAY TO K

Pathway to K was a three-week program during the summer of 2016 focused on 259 children who had been on a pre-kindergarten wait list but who had not participated in a pre-kindergarten experience. The goal was to improve the children's readiness for kindergarten academically, socially, and emotionally. In 2016, the program was offered at 10 sites by teaching and support staff from Winston-Salem/Forsyth County Schools.

Progress Report

Last summer's Pathway to K data demonstrates significant gains in pre-kindergarten benchmarks, including letter-naming, book orientation, self-selected activities, grip and manipulation, and object counting. The graph below summarizes percentage gains in each of these areas, using pre- and post-program assessments.

WS/FCS Pathway to K Summer 2016 Program
% of Children by Pre-K Benchmark



Winston-Salem/Forsyth County Schools SUMMER SCHOOL

After several years of contracting summer school services, in the summer of 2016 the Winston-Salem/Forsyth County Schools used Project Impact funding to staff summer school with highly experienced school system teachers. Teachers were paid one additional month of their state salaries for teaching summer school during July, at Easton Elementary, Kimmel Farm Elementary, Gibson Elementary, Forest Park Elementary, Kernersville Elementary, Hall-Woodward Elementary, Ashley Elementary, Diggs-Latham Elementary, Mineral Springs Elementary, North Hills Elementary, Winston-Salem Preparatory Academy (middle school) and Flat Rock Middle School. The summer program has grown to support nearly 2,300 students in first through eighth grades.

Progress Report

The 2016 summer school program funded by Project Impact served 774 third-grade students (vs. the 536 students served by the school system in 2015). Also, 157 third-grade students met the state's Read to Achieve requirements (vs. two third-grade students in 2015). Distinct differences: Instruction was tailored to the student's needs (vs. packaged curriculum) and the school system was able to recruit its best teachers to serve.





New pre-kindergarten **CLASSROOMS**

Serving More Children

Project Impact's pre-kindergarten initiative served additional children in classrooms at six highest-need schools in 2016-17. These pre-kindergarten classrooms were established at Ashley, Cook, Easton, Hall-Woodward, Ibrahim, and Old Town Elementary Schools. The school system is tracking the progress of these students from their entry into kindergarten through the primary grades to validate pre-kindergarten learning's relationship to third-grade literacy.

New Programs

With funding from Project Impact, the school system implemented two new pre-kindergarten initiatives during the 2016-17 school year: *Connect4Learning* and the *Early Literacy Program*, both generously provided by Kaplan. *Connect4Learning* is a research-led, interdisciplinary pre-kindergarten curriculum that weaves learning and teaching across science, math, literacy, and social emotional dimensions.

Developed through funding and support from the National Science Foundation, *Connect4Learning* was created by nationally-recognized experts in early childhood education. Nemours *BrightStart! Happy Readers, Healthy Kids* also has been implemented in five out of six Project Impact classrooms and will be expanded to new classrooms.

A reading intervention program created by Nemours children's health system, *BrightStart!* applies an integrated pediatric, neuroscience, and public health mindset alongside a developmentally-appropriate educational framework to promote reading success.

Major Funded Programs

WHAT'S AHEAD FOR 2017-18

Pathway to K

This summer, Project Impact will again provide funding for Pathway to K, a transition to kindergarten summer program for children who registered for kindergarten in a Winston-Salem/Forsyth County elementary school with little or no preschool experience. This three-week summer program, which was offered for the first time in Summer 2016 through Project Impact's support, focuses on the development of kindergarten readiness and social-emotional skills including familiarization with classroom routines, behaviors, and basic academic concepts. This year's Pathway to K program will serve a minimum of 280 students in 28 classrooms at 7 sites—Diggs-Latham, Kimmel Farm, Mineral Springs, Petree, Smith Farm, South Fork, and Speas Elementary Schools. Students will attend this year's program for 13 days—adding an additional day of instruction to last year's program.

Pre-K Expansion

In 2017-18, we will maintain the existing six Project Impact classrooms at Ashley, Cook, Easton, Hall-Woodward, Ibrahim, and Old Town Elementary Schools, while adding an additional eight to ten classrooms. In the current school year, Winston-Salem/Forsyth County Schools are serving 105 students in Project Impact classrooms. This expansion will allow the Winston-Salem/Forsyth County Schools to serve between 249 and 285 students in Project Impact classrooms during the next school year.

Leadership Programs

In 2017-18, Project Impact will support multiple leadership development programs that offer opportunities for teachers and administrators to advance in their careers—from teacher to assistant principal, from assistant principal to principal, from principal to district leadership—while providing them with specialized support along the way. Providing instructional and leadership support for teachers and administrators is one of Project Impact's key strategies for improving outcomes in third-grade reading and math. Quality teaching is an essential element of student achievement in grades K-3 and beyond. Additionally, because these programs collectively target administrators at Winston-Salem/Forsyth County's highest-need schools, they make certain that administrators in those schools are armed with the necessary tools to ensure the success of their students and teachers. Leadership from every Priority and Title I school will participate in at least one of these programs.

Goals for 2017-18

- **Help 280 students prepare for kindergarten**
- **Pre-K classrooms for almost 300 students**
- **Leadership programs for approximately 100 teachers and principals**

Community Commitment and Resources

CAMPAIGN PROGRESS

In Project Impact's first year, a range of corporate partners, foundations and individuals have made commitments of approximately \$24 million toward Project Impact's \$45 million six-year goal.

Founding Partners



Corporate and Foundation Lead Donors



Individual Lead Donors

Thomas R. Adams
Sally and David Blanco
Wendy and Mike Brenner

Mary Louise and John Burress
Susan Cameron
Claire and Hudnall Christopher, Jr.

Madlon and Kirk Glenn
Norma Sink and Charlie Hemrick
Frances and Steve Porter

Anna Reilly and Matt Cullinan
John C. Whitaker, Jr.

Project Impact ADVISORY BOARD

An advisory board serves as stewards of the Project Impact funds, reviewing grant requests from Winston-Salem/Forsyth County Schools, monitoring expenditures and assessing progress toward goals, and reporting the impact of the grants to donors and the community.

The Advisory Board consists of 10 academic and community leaders—educators, education advocates and experts, business leaders, and parents.

The Project Impact Fund is a component fund of The Winston-Salem Foundation, which serves as the fund administrator.



Dr. Matthew Cullinan
*Community Leader and
Former University Administrator*



Will Sutton
*Executive Vice President
and Director – The BB&T
Leadership Institute*



Mona Lovett
*President and CEO – Crosby
Scholars Community Partnership*



Dr. Corey Walker
*Dean – Winston-Salem
State University*



Jose Rodriguez
Senior Partner – KPMG



Janet Wheeler, Chair
*Community Leader and Retired
Vice President of R.J. Reynolds*



LaKia Scriven
*Parent Representative –
Kimberley Park
Elementary School*



Paul Wiles
*Former Novant Health CEO
BEST NC board member*

Note: Two non-local, non-voting members who are experts in early childhood education also will be identified to serve as advisors.



For more information about Project Impact, contact:

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You Can Make an Impact!

For more information or to make a tax-deductible contribution to Project Impact, please visit

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