



IN THE

FUTURE™

Annual Report
2022

It Began...

In 2012 a new ground-breaking organization was conceived out of crisis, tempered by necessity, and forged by commitment. It represented a new partnership between the clergy and the laity dedicated to the advancement of Catholic secondary education. Faith in the Future's Mission was simple: to provide a quality Catholic education, affordable and accessible, to all who desired it. It was committed to keeping Catholic secondary education in the Archdiocese of Philadelphia vibrant, stable and relevant to the students and families it served.

The Work of the Schools...

After the historic Management Agreement between Faith in the Future and Archdiocese was signed in September 2012, the management and operation of the then 17 high schools and 4 schools of Special Education set out to transform the schools to better meet the needs of their students. Through a series of management decisions, changes resulted in overall management efficiencies, fiscal stability, improved academic performance, better advancement outcomes, increased financial aid and stronger school governance.

Success Through Strategy...

Lead by its Board of Directors, Faith in the Future recognized the role of visionary strategic planning in its success. Parthenon/EY was engaged in July 2017 to provide new strategic planning to insure both system and school success. Next came the

establishment of the High School boards charged with specified jurisdiction over the management of the individual schools. In 2018 the central management structure was revamped to better serve the balance between the needs of the system of schools and the individual schools. Father Judge High School for Boys undertook a bold strategic plan to begin career and technical programming in 2019. Beginning with a welding offering, the program has enjoyed tremendous success. A new building is being built to house the new state of the arts programs and the school has received broad recognition for its forward-looking program. The decision to offer career options in addition to traditional post-secondary curriculum focus has had positive effects for the students and the school. The program at Father Judge exemplifies Faith in the Future's commitment to keeping Catholic secondary education relevant to the needs of students, families, and communities. Likewise Faith in the Future's commitment to keeping the high schools stable is evidenced by the landmark real estate transaction that directly impacted West Catholic Prep's ability to continue to honor its commitment to the West Catholic community. In partnership with a highly skilled Committee of its Board, a real estate transaction was undertaken with Faith in the Future to use a private developer to construct a mixed use building on the school's parking lot using federal tax credit programs and a ground lease structure. The proceeds of the transaction allowed West Catholic to pay off existing school

debt, complete certain capital improvements, and most importantly to establish a quasi-endowment to sustain scholarships and tuition assistance into the future. A way Faith in the Future worked to keep the schools vibrant and to maintain a true sense of community was the establishment in 2017 of the Summer Bridge program developed to remedy the academic deficiencies in some matriculating freshmen. The program conducted by teachers during the summer addresses weaknesses in students' readiness for high school and it not only immerses the students during the summer but follows and supports those same students throughout the academic year. Decline in failure rates were dramatic. During COVID-19 the program was expanded to more sites and included more students to address learning loss as well. July 2020 saw the creation of the Strategic Assessment Process to undertake a complete and thorough strategic review and assessment of the state of the individual high schools. This vital work was built on a forward look at the future sustainability of the schools and not a historic review of past results. Many new strategic initiatives resulted from the work and the outcomes have had a stabilizing effect on the schools and a positive impact on system of schools as well. Unfortunately one outcome of the review was the closure of two of the high schools, John W. Hallahan High School for Girls and Bishop McDevitt High School. While the closures were difficult on all affected, they were necessary based on the factual analysis produced by the

process. Following the completion of the 3 year strategic plan in 2021, Faith in the Future could report that enrollment stabilized with a 1% decline; and urban school test scores improved over prior year. In the 10 years of Faith in the Future, fund raising at the high school level increased 106% with a total of \$175 million raised to directly benefit the high schools.

The "Pause Button"...

The COVID-19 epidemic made the world hit pause and it was no different for our high schools. On March 12, 2020 Faith in the Future asked the Archbishop to establish a COVID-19 Task Force to coordinate the management of health and safety protocols for all the AOP schools through the pandemic. On March 27, 2020 all AOP schools closed for in-person instruction and the high schools immediately began remote instruction of students within 3 days of closing. Through a commitment and financial investment in technology over recent years, the high schools were prepared to make the shift from classrooms to computers. Not enough can be said for the dedication and tireless sacrifices made by faculty and staff to insure the best possible outcomes for the students. The continuous instruction of students was a monumental task and one for which no playbook existed. Through increased professional development and technical training and support coupled with technology and additional resources, our high schools succeeded where many others failed students and their

families. Test performance indicated very low signs of learning loss and actually performance in advance placement courses increased during COVID. Faith in the Future was equally focused and concerned about the social, emotional, and behavioral impact of COVID. Schools increased student-centered resources, counseling, and training using resources internally and by outside professionals. While most measures were very positive during the pandemic, Archbishop Ryan School for the Deaf saw enrollment decline rapidly. Remote learning did not support the special needs of its students as well as the positive impact of medical and technological improvements for deaf children. Demand from families fell to unsustainable levels. The school closed in the summer of 2020.

And Successes Continued...

A successful and important program continued during the COVID-19 period. Partnerships with local Colleges & Universities are critical to maintaining a viable pathway forward for students who seek post-secondary higher education settings. Dual enrollment, guaranteed acceptance and scholarship programs specific to AOP students are hallmarks of a joint program that focuses on making academic success and college attainment within the reach of our families. Similarly Faith in the Future's partnerships with many of the assets of Philadelphia like the National Constitution Center, the American Revolutionary Museum and the Freedoms Foundation provide otherwise unavailable exposure

and participation in curriculum enhancing programs for students.

Great strides have been made in each and every school, large and small, urban and suburban, co-ed or single gender. STEM labs have been greatly resourced and provide a new standard of excellence allowing students the tools and resources to compete in all areas of science, technology, engineering and math. Enhancements and improvements to schools' campuses have also made great strides. Roman Catholic and its Board have met the challenge of creating a campus setting with excellent facilities to compete well against other more expensive institutions. Athletics and academic improvements took place at Conwell-Egan, O'Hara, St. Hubert's and others.

While the majority of Faith in the Future's efforts, resources and strategies were directed toward schools and students, certain important advancements were made in maintaining the viability of the institutions. Investments were made in people development. For administrators, a review of market salary levels was undertaken to insure fair and market wages were available to both recruit and retain the best talent. A new method of employee accountability and achievement was put in place so that employees and managers jointly set goals and targets, and annual reviews are completed and performance is rewarded by a merit pay process. Lastly a Talent Management program was instituted in 2022 to complete the process of making the high

schools a better employer with better employee outcomes.

The Future is Present...

Faith in the Future participated fully in a smooth and organized transition for the oversight and management of the Archdiocesan high schools beginning in April 2022 when the decision was made to not renew the Management Agreement between Faith in the Future and the Archdiocese of Philadelphia. The overarching goal of the transition was to cause no disruption to the students, families, faculty or administrators of the high schools. In addition Faith in the Future fully executed its fiduciary duties in a manner consistent with its duty of care and faithfully exercised donors' intentions when disbursing donor restricted funds. The Board of Faith in the Future has achieved these goals to the best of its ability.

Faith in the Future built a solid and stable foundation for the future of Catholic secondary education and for the successful management of the high schools the Board expects that the high schools' management should continue to deliver on the Mission to provide a quality academic Catholic education to all who seek it. The impact and importance of a system of Catholic secondary schools is greater now than in recent times. The headwinds can't be ignored- unfavorable demographics, increasing educational costs, economic pressures, social issues. In part it is because of these factors that Catholic education must remain a strong and viable option

for the Archdiocese. Talented and innovative leadership combined with a deep commitment and appropriate resources will insure the future of Catholic education. Faith in the Future remains grateful to the unique and dynamic of system it led and to the dedicated teams of administrators, teachers, and volunteers who put the students of the Archdiocese first and foremost in all that they do.

Our Supporters and Donors...

None of the unique achievements and impressive student impacts would have been possible without the commitment and loyalty of our supporters and donors. On behalf of our students, families, and school communities we are grateful to everyone who understood and recognized the Mission of Faith in the Future and generously supported that Mission throughout the years. Donors from institutions like the Connelly Foundation, Maguire Foundation, Sullivan Trust, Ambassador Fund, Porticus Foundation, Snider Hockey and Howley Foundation joined with hundreds of individual and corporate donors to empower our schools and students through their generous financial support. Collectively the ten years of successful accomplishments are because of you.

From the Chairman...

Dear Friends of Faith in the Future:

Faith in the Future was established in the summer of 2012 to address a crisis impacting the Archdiocese of Philadelphia's High School system. At that time a report, issued by the "Blue Ribbon Commission" studying the future of Catholic Education in the Archdiocese had recommended the closure of four high Schools, due to an impending huge financial deficit. Several concerned individuals responded to that report with a recommendation to establish a new foundation, to be called Faith in the Future. This new Foundation would enter a unique partnership with the Archdiocese. That partnership agreement called for FIF to guarantee any operating deficit of the High School system in exchange for which FIF would assume strategic and operating oversight of the high school system. No high schools were closed and FIF began its mission "to ensure a high quality Catholic secondary education is available to any family who desires one".

Led by a diverse board of seasoned business and educational leaders who were committed to the success of Catholic education in Philadelphia and supported by contributions from like-minded organizations and individuals, FIF has materially strengthened the Archdiocese secondary system. The implementation of sound management practices, a reinvented school governance model, enhanced school level enrollment and fundraising practices, and significant investments in Technology, Academic programming and talent upgrades have not only led to stabilized enrollment and finances but have established a solid foundation on which further progress and growth can be built.

Faith in the Future and the Archdiocese of Philadelphia chose not to renew their partnership agreement when it expired June 30, 2022. While much has been accomplished over these last ten years, there is much more to do. As a tuition-based system, increased fundraising and identification of new revenue sources are needed to offset the increasing cost of attending one of the Archdiocese High Schools, which is an ongoing challenge for families. In addition, academic offerings must continue to evolve to meet the needs of increasingly diverse school communities. Faith in the Future provided the Archdiocese a final report which outlines our views on the importance of these and other areas and our recommendations for how to address both future challenges and opportunities.

On behalf of the Faith in the Future Board I want to extend our sincere thanks to all who contributed to the success of our Philadelphian Archdiocesan High Schools over these last ten years. Your support has enabled us to make a significant contribution to ensuring that Catholic secondary education in Philadelphia is alive and well, as it continues to educate young men and women as Saint John Neumann intended.



Ed Hanway
Chairman

The Final Chapter...

Joint statement issued by Faith in the Future and the Archdiocese of Philadelphia April 2022

April 8, 2022

Dear Friends in Catholic Education,

A decade ago, the Archdiocese of Philadelphia entered into a unique partnership with Faith in the Future under an agreement which is set to expire on June 30. It was created at a time when the Archdiocesan system of high schools faced many challenges threatening their viability.

As part of a highly integrated and multi-faceted response, Faith in the Future designed and executed an overarching strategic vision to bolster the system as a whole while addressing the unique needs of each school.

Since its inception, Faith in the Future has worked tirelessly alongside senior administrators in the Office of Catholic Education and local school leaders. It produced a targeted plan for specific investments to provide for an outstanding Catholic education for current and future students. Thanks to that hard work, as well as the generosity of numerous foundations and private benefactors, significant improvements were made. Over the past ten years, Faith in the Future has enhanced academic excellence; integrated technology components throughout the instructional model; delivered financial sustainability; increased affordability for families; stabilized enrollment in the system; and demonstrated a commitment to the Catholic identity at the core of Archdiocesan schools.

During the recent COVID-19 pandemic, the longstanding focus on state-of-the-art instructional technology improvements paid great dividends. Combined with Faith in the Future's ongoing emphasis on fostering strong leadership and professional development, it enabled the secondary schools to provide seamless instruction to all students in person and virtually.

Given those accomplishments, and with the conclusion of the agreement between the Archdiocese and Faith in the Future approaching, now is an appropriate time to embrace a new operational management structure. It will be centralized within the Archdiocese, which has always owned the schools. The Archdiocese and Faith in the Future are committed to implementing this new management plan and prepared to do so without disruption to the school system.

After June 30, operational management of the high schools will fall under the administrative purview of the auxiliary bishop designated as responsible for the oversight of Catholic education in the Archdiocese of

Philadelphia. The Chief Operating Officer for Secondary Education (COO) will report directly to this individual. The COO will provide supervisory oversight for high school presidents and work in collaboration with the local boards of each high school. The COO will also supervise the work of the Superintendent for Secondary Schools. The Superintendent will have administrative jurisdiction over the high school principals in collaboration with the high school presidents. The Superintendent will also supervise key staff within the Office of Catholic Education responsible for supporting the high schools.

Faith in the Future and its Board now have the opportunity to explore its plans and mission moving forward. The Archdiocese of Philadelphia is appreciative of Faith in the Future's significant contributions and is open to conversations on this topic.

Both Faith in the Future and the Archdiocese recognize that the many advancements and successes of the past ten years would not have been possible without the support of various foundations and individual donors who made contributions to Faith in the Future for a variety of worthy purposes. We take this opportunity to express our deep gratitude for their generosity and commitment to our young people. We understand that the majority of those gifts were made for specific purposes with donor restrictions. Those restrictions will be respected and the donated funds expended consistent with their express purpose.

Our shared top priority is to provide an exceptional Catholic education for the students and families served by the Archdiocesan high school system. Our schools exist to educate and form young men and women of character who graduate poised to lead through service to others with the heart of a missionary disciple. We are grateful for the trust placed in us by school families throughout the region and pledge to do our utmost for their benefit.

Sincerely,



Most Reverend Michael J. Fitzgerald
Auxiliary Bishop of Philadelphia



Mr. H. Edward Hanway
Chair, Board of Faith in the Future

The tables that follow illustrate four areas that are important markers for the High Schools—race, gender, and religion. This information is tracked to give a quick snapshot of what and who make up the High School population. Importantly the fourth table shows how much the schools and students are dependent on financial support to continue to provide a quality Catholic education.

Race

School Name	School Type	Asian	Black	American Indian	Pacific Islander	Two or More Races	White	(blank)	Grand Total
Archbishop John Carroll HS	Suburban	26	137	1	1	38	472		675
Archbishop Wood HS	Suburban	22	104	2		41	672		841
Bishop Shanahan HS	Suburban	21	17	3	1	30	836		908
Bonner & Prendergast HS	Suburban	17	451	4		49	326		847
Cardinal O'Hara HS	Suburban	43	257		4	48	498		850
Conwell-Egan Catholic HS	Suburban	26	59	1		42	389		517
Lansdale Catholic HS	Suburban	24	15			11	549		599
Pope John Paul II HS	Suburban	17	10	2		31	660		720
Archbishop Ryan HS	Urban	56	73	1	1	76	598		805
Father Judge HS	Urban	19	55	1	1	70	594		740
Little Flower Catholic HS	Urban	23	168	2	4	69	258		524
Roman Catholic HS	Urban	30	250	4	2	51	379		716
SS Neumann & Goretti HS	Urban	54	166			43	323		586
St. Hubert HS	Urban	14	26	2		43	374		459
West Catholic Preparatory HS	Urban	5	374		4	30	28		441
Grand Total		397	2,162	23	18	672	6,956		10,228

	White	% White	Black	% Black	Asian	% Asian	Two or More Races	% Two or More	Other	% Other	Un-known	% Un-known	Total
Suburban	4,402	73.9%	1,050	17.6%	196	3.3%	290	4.9%	19	0.3%	2	0.0%	5,959
Urban	2,554	59.8%	1,112	26.0%	201	4.7%	382	8.9%	22	0.5%	2	0.0%	4,273
	6,956	68.0%	2,162	21.1%	397	3.9%	672	6.6%	41	0.4%	4	0.0%	10,232

Gender

School Name	School Type	F	M	Grand Total
Archbishop John Carroll HS	Suburban	396	279	675
Archbishop Wood HS	Suburban	401	440	841
Bishop Shanahan HS	Suburban	501	407	908
Bonner & Prendergast HS	Suburban	391	456	847
Cardinal O'Hara HS	Suburban	478	372	850
Conwell-Egan Catholic HS	Suburban	246	271	517
Lansdale Catholic HS	Suburban	322	277	599
Pope John Paul II HS	Suburban	359	361	720
Archbishop Ryan HS	Urban	399	406	805
Father Judge HS	Urban		741	741
Little Flower Catholic HS	Urban	524		524
Roman Catholic HS	Urban		719	719
SS Neumann & Goretti HS	Urban	310	276	586
St. Hubert HS	Urban	459		459
West Catholic Preparatory HS	Urban	221	220	441
Grand Total		5,007	5,225	10,232

	F	% F	M	%M	Total
Suburban	3,094	52%	2863	48%	5,957
Urban	1,913	45%	2362	55%	4,275
Total	5,007	49%	5225	51%	10,232

Catholic Religion

School Name	School Type	Catholic	Non Catholic	Grand Total
Archbishop John Carroll HS	Suburban	513	162	675
Archbishop Wood HS	Suburban	696	145	841
Bishop Shanahan HS	Suburban	844	64	908
Bonner & Prendergast HS	Suburban	415	432	847
Cardinal O'Hara HS	Suburban	570	280	850
Conwell-Egan Catholic HS	Suburban	415	102	517
Lansdale Catholic HS	Suburban	554	45	599
Pope John Paul II HS	Suburban	669	51	720
Archbishop Ryan HS	Urban	655	150	805
Father Judge HS	Urban	630	111	741
Little Flower Catholic HS	Urban	310	214	524
Roman Catholic HS	Urban	429	290	719
SS Neumann & Goretti HS	Urban	373	213	586
St. Hubert HS	Urban	405	54	459
West Catholic Preparatory HS	Urban	80	361	441
Grand Total		7,558	2,674	10,232

	Catholic	% Catholic	Not Catholic	% Non Catholic	Total
Suburban	4,676	78%	1,281	22%	5,957
Urban	2,882	67%	1,393	33%	4,275
	7,558	74%	2,674	26%	10,232

Scholarship and Tuition Assistance

School Name	Total Applied	Total Applied and Enrolled	Total Need	Total Need and Enrolled	Total Awarded	Total Unmet Need
Archbishop John Carroll HS	418	325	\$2,845,871	\$2,360,676	\$1,373,112	\$1,472,759
Archbishop Ryan HS	760	587	\$4,705,188	\$3,629,482	\$884,598	\$3,820,590
Archbishop Wood HS	573	271	\$3,017,652	\$2,006,992	\$799,518	\$2,218,134
Bishop Shanahan HS	365	365	\$2,200,788	\$2,200,788	\$798,988	\$1,401,800
Bonner & Prendergast HS	805	540	\$5,917,489	\$4,081,772	\$1,804,276	\$4,113,213
Cardinal O'Hara HS	678	360	\$4,798,791	\$2,944,542	\$2,611,815	\$2,186,976
Conwell-Egan Catholic HS	388	347	\$2,288,114	\$2,086,846	\$1,825,658	\$462,456
Father Judge HS	721	621	\$3,889,129	\$3,299,438	\$1,920,571	\$1,968,558
Lansdale Catholic HS	208	58	\$984,853	\$429,049	\$476,625	\$508,228
Little Flower Catholic HS	531	469	\$3,556,146	\$3,155,737	\$627,576	\$2,928,570
Pope John Paul II HS	288	142	\$1,605,158	\$1,019,613	\$796,330	\$808,828
Roman Catholic HS	691	534	\$4,607,457	\$3,600,222	\$1,407,531	\$3,199,926
SS Neumann & Goretti HS	637	499	\$4,483,162	\$3,439,132	\$970,383	\$3,512,779
St. Hubert HS	495	414	\$3,008,541	\$2,503,696	\$879,567	\$2,128,974
West Catholic Preparatory HS	619	449	\$4,875,857	\$3,539,607	\$1,744,408	\$3,131,449
Total	8,177	5,981	\$52,784,196	\$40,297,592	\$18,920,956	\$33,863,240

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