

ACHIEVE excellent results through continuous improvement. ATTRACT and develop high-caliber people as the source of our strength. BUILD and maintain positive relationships. CREATE opportunities that would otherwise not exist. ACHIEVE social justice.

TRANSFORMING HOUSTON:  
10,000 STUDENTS  
COLLEGE READY



# YES Prep Public Schools 2010 Annual Report



# Letter from the Founder & Chair

It gives us both great pleasure to serve as leaders of an organization that has made such extraordinary efforts to change the face of Houston education over the last 13 years.


In this annual report, you will see the accomplishments of YES Prep teachers, parents, and staff who are truly dedicated to giving every student the opportunity to achieve their dreams by preparing them for college. Last year was a time of significant capital growth for YES Prep. We opened our eighth school, YES Prep North Forest, and completed construction on a permanent academic building at YES Prep Southeast. We are proud to report that, with this growth, the system continues to deliver an even higher quality of academic excellence than at its inception in 1998. We are also grateful for the growing awareness of the nationwide achievement gap and the need for policy change in favor of education reform. Even with these successes, the struggle still continues. The fact remains that the average sixth-grader in Houston has less than a 10 percent chance of graduating from college.

As we move further into the year, YES Prep and other Texas educational institutions will face many new challenges. These challenges will provide numerous opportunities for public schools, charter management organizations (CMO), and other agencies to build lasting partnerships to remedy Houston's educational crisis. We must prepare *all* of Houston's youth, whether affluent or impoverished, to become successful in their future roles as the leaders of this city. Houstonians possess a strong pioneer spirit and determination, and this is the same spirit that inspired YES Prep and will continue to guide us as we transform Houston by growing to serve 10,000 students.

On behalf of all of the teachers, staff, and parents of YES Prep, we want to thank all of our loyal supporters and donors and hope that you all will continue to support YES Prep throughout its growth and development. We would also like to encourage any schools or organizations that promote education to stand with us as we aim to produce more college-ready graduates who will steer our city into the next century. We hope that you will become as inspired as we are to invest in YES Prep's mission.



Chris Barbic, Founder and CEO



Joseph Greenberg, Chair



## Our Mission

To increase the number of low-income Houstonians who graduate from a four year college prepared to compete in the global marketplace and committed to giving back to their communities.

# Transforming Houston: 10,000 Students, College Ready

YES Prep has evolved from a small project at Houston's Rusk Elementary School into one of the country's most successful CMOs. YES Prep currently operates eight schools and serves more than 4,200 students from some of Houston's most impoverished neighborhoods. Guided by five core values, YES Prep aims to impact an even larger proportion of Houston's underserved communities and will:



- **Open an additional five campuses and grow to serve 10,000 low-income students by 2020**
- **Add 1,100 college-ready graduates to the city each year, increasing Houston's long-term economic prosperity**
- **Continue to provide all students access to high quality education regardless of their economic or social background**

## Top Ten Things to Know About YES Prep in 2010

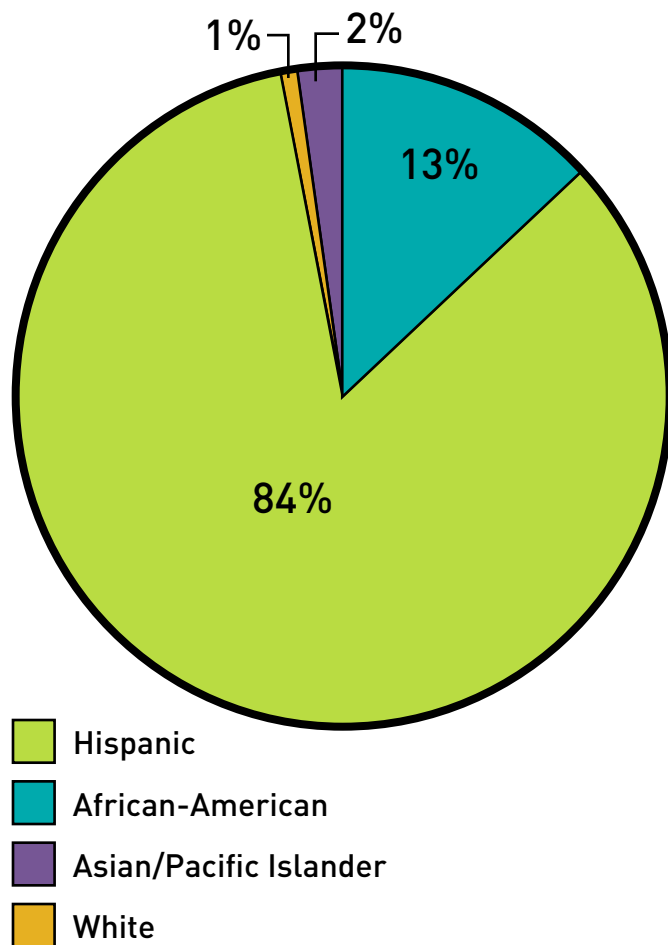
- 1** 100 percent of YES Prep's 2010 senior class were accepted to a four-year college or university.
- 2** In June 2010, YES Prep was named one of the "Best Places to Work" by the *Houston Business Journal*. YES Prep was ranked amongst top-performing companies in Houston and is the only public school system to ever make this list.
- 3** Last year, YES Prep seniors received more than \$6.1 million in scholarships and grants from top colleges and universities nationwide including Rice, Columbia, Harvard, Stanford, Cornell, Texas A&M University, and University of Texas.
- 4** YES Prep has expanded its local and national media coverage and established itself as a thought leader in education. In 2010, YES Prep appeared on *The Oprah Winfrey Show*, was featured in *Bloomberg* and *Forbes*, and appeared in a two-page spread in *U.S. News & World Report*.
- 5** The YES Prep system was rated *Exemplary* for the second year in a row. Less than 6 percent of the school districts in the state have earned this rating.
- 6** YES Prep's schools won several national awards this year, including the 2010 EPIC Silver Gain award (Southwest campus).
- 7** In July 2010, YES Prep partnered with North Forest ISD to open its eighth campus, YES Prep North Forest, with 210 students in sixth and ninth grade. In only four years, YES Prep aims to produce more than 100 college and career-ready graduates annually in this struggling, economically disadvantaged school district.
- 8** All YES Prep campuses outperformed other districts and the state on grade level statewide assessments for Mathematics and Reading/ ELA; this includes YES Prep's newest campuses (YES Prep West and YES Prep Brays Oaks), which have been in operation for only one year.
- 9** Both YES Prep Southeast and YES Prep North Central graduated students in the 2009-2010 academic year, marking the first year YES Prep has graduated seniors from multiple campuses.
- 10** U.S. Secretary of Education Arne Duncan was the keynote speaker at YES Prep's 2010 Senior Signing Day. A video of his speech appeared on the U.S. Department of Education's website and became the second most watched video to be featured on its webpage. (See photo above)

# Achieving Social Justice

## System Demographics

YES Prep offers a high-quality, college preparatory education to students of diverse racial, cultural, and economic backgrounds. The majority of YES Prep students live in neighborhoods with an average household income of \$30,000 a year.

80% of YES Prep students are economically disadvantaged



Most students enter YES Prep one grade level behind in reading and mathematics



## School Locations

YES Prep has developed a plan to strategically place all campuses in economically disadvantaged communities throughout Houston, especially where the local school district feeder pattern demonstrates poor student performance. YES Prep enrolls students through a random lottery selection process and sets no admission requirements.

## Phase II Growth Plan

Thanks to YES Prep's numerous donors and community supporters, YES Prep has been able to successfully carry out plans for growth. The waiting list, which currently includes 9,000 names, has driven plans to expand to five more schools in order to serve 10,000 students across Houston. This is almost double the number of students currently enrolled. The initiatives of the growth plan focus on:

- Acquiring and maintaining low-cost, quality facilities
- Increasing the levels of academic excellence throughout the growth period
- Sustaining an efficient Home Office to accommodate growth

In 2010, YES Prep opened its eighth school, YES Prep North Forest, and completed the first year of operation for two other schools, YES Prep West and YES Prep Brays Oaks (see photo to the right, YES Prep Brays Oaks' permanent location). YES Prep has also secured permanent locations for YES Prep West, YES Prep Northside, and YES Prep Fifth Ward, which are all set to open in July 2011.

YES Prep has completed construction on a new permanent academic building at YES Prep Southeast with a \$1 million grant from **Kinder Foundation, Inc.** and will begin the construction of an academic building at YES Prep East End thanks to a **\$2 million grant from The Brown Foundation** and a **\$1 million grant from Oprah's Angel Network.**

**90% of YES Prep students are first-generation college bound**



YES Prep Brays Oaks



Academic building at YES Prep Southeast campus

# Achieving Excellent Results

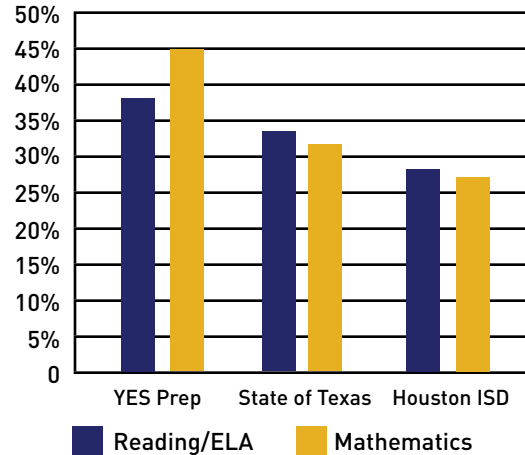
## Through Continuous Improvement

YES Prep is committed to doing “Whatever it Takes” to close the widening achievement gap in Houston education. Last school year, YES Prep outperformed its counterparts in statewide tests, marking the twelfth year of YES Prep’s continued success. Despite consistently high levels of achievement on state exams, the focus of YES Prep’s model is still on success in college to prepare for the competitive workplace.

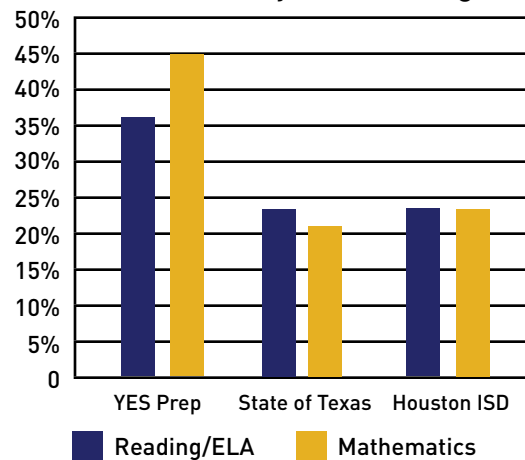
### System-wide Student Achievements

YES Prep assesses the academic progress of its students through statewide tests such as the Texas Assessment of Knowledge and Skills (TAKS) and internally developed and rigorous common assessments. TAKS is a state mandated proficiency test that is administered from Grades 3-12. Students may be tested on a number of subjects, including Reading/English language arts (ELA), Mathematics, Science, Social Studies and Writing. A score of 70 or higher is required to pass. Since the TAKS is only a basic skills test, YES Prep uses the TAKS Commended scores as its preferred measure of student performance. A Commended score reflects a score of 90 or higher on any of the subject tests. The following graphs represent YES Prep’s 2009-2010 Commended TAKS scores in Reading/ELA and Mathematics, relative to the Houston ISD (HISD) and other schools within the state of Texas.

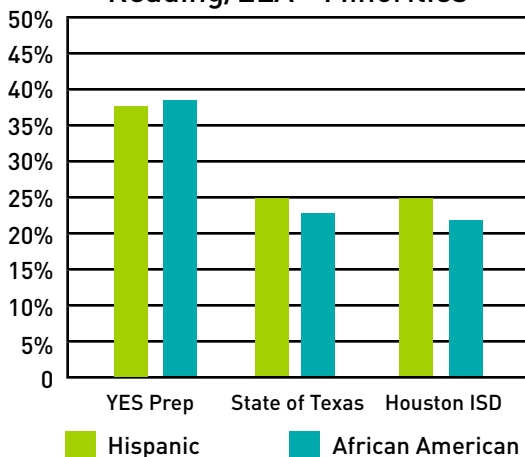
2010 TAKS Commended Rates



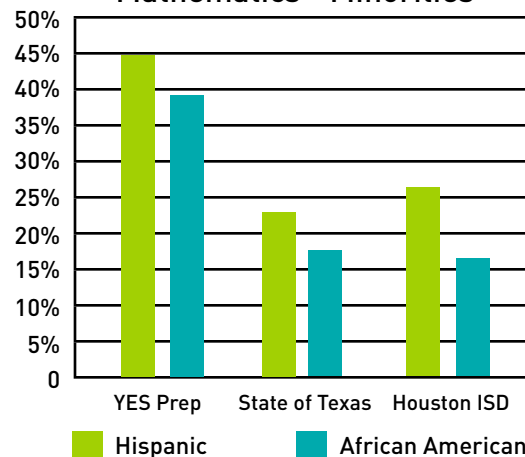
2010 TAKS Commended Rates Economically Disadvantaged



2010 TAKS Commended Rates Reading/ELA - Minorities



2010 TAKS Commended Rates Mathematics - Minorities



# Building Positive Relationships



Students at YES Prep North Forest

YES Prep continues to pursue and maintain partnerships not only to enhance our own programs, but to also share and replicate best practices at educational institutions across Houston and nationwide. YES Prep works with other charter management organizations, colleges and universities, and other institutions that align with our mission.

In 2010, YES Prep began a partnership with North Forest ISD (NFISD), a school district located in northeast Houston, where it was reported that only half of its students graduate from high school. Chris Barbic and Chief Growth Officer Anne McClellan worked closely with NFISD Superintendent Dr. Adrain Johnson and Executive Director of Federal and State Programs Edna Forte to open YES Prep North Forest in a building that once served as Kirby Middle School.

The YES Prep North Forest endeavor was the first major partnership any organization has ever initiated with NFISD, and the students are already showing tremendous improvement in academic performance. Students at YES Prep North Forest have already exceeded benchmarks in reading and mathematics testing for YES Prep common assessments (MAP) administered in Fall 2010 and Winter 2011. According to YES Prep North Forest School Director Eldridge Gilbert, "both organizations have made their best efforts to ensure that our students have whatever they need to be successful this year. I have been pleased with the way the NFISD community has welcomed



YES Prep CEO Chris Barbic (standing) and NFISD leadership

our school and I look forward to the growth in this relationship in the coming years." YES Prep North Forest opened its doors to 210 students in Fall 2010 and serves Grades 6 and 9 but will eventually expand to serve 800 students in Grades 6-12 and graduate more than 100 college ready students each year.

**Both organizations have made their best efforts to ensure that our students have whatever they need to be successful this year.**

- Eldridge Gilbert, YES Prep North Forest School Director



YES Prep North Forest Mascot  
The Legends

# Creating Opportunities That Would Otherwise Not Exist

The YES Prep program takes a comprehensive view of student development and is aimed at making our students college and career-ready while emphasizing values like community service and good citizenship. We achieve these goals through various approaches:



The Honorable Alberto Gonzales  
former US Attorney General

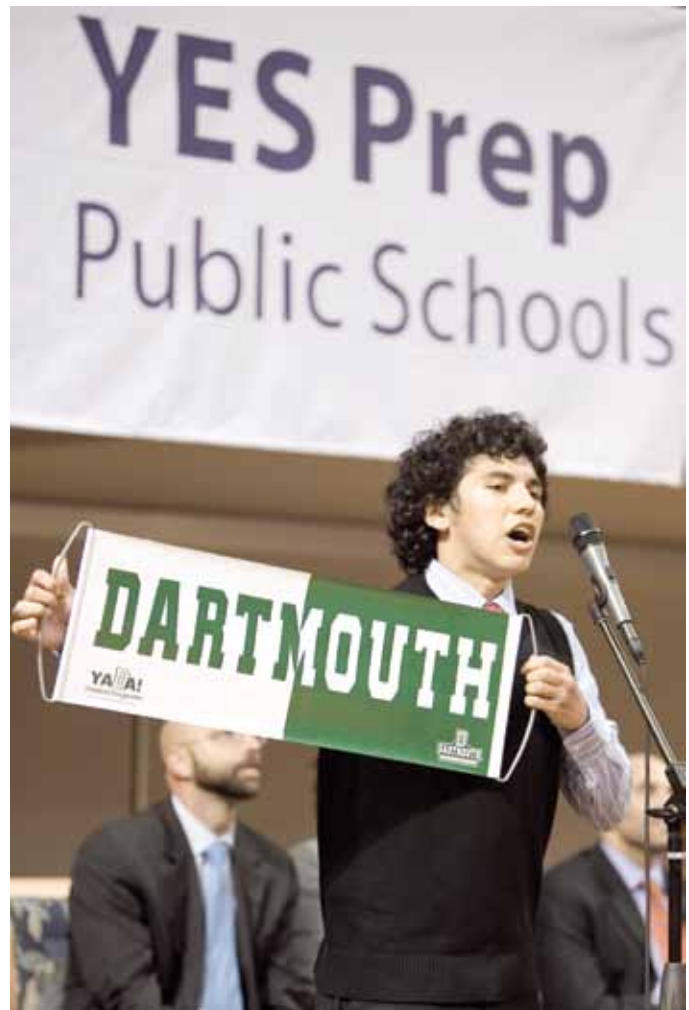
**Summer Opportunities** match juniors and seniors with internships and summer programs in businesses, non-profits, and colleges around the world. In Summer 2010, students were provided insight into the working world with access to a wide range of exciting opportunities, including:

- **Duke University Talent Identification Program (TIP)**
- **U.S. Space Camp in Huntsville, Alabama**
- **Service learning opportunities in Korea, Costa Rica, and Turkey**
- **Music Theory and Voice with Houston Grand Opera**
- **Leadership training with the National Outdoor Leadership School (NOLS) and Outward Bound**

**Annual Spring College Trips** give many students their first opportunity to travel outside of Houston and to visit dozens of colleges and universities throughout the country. These trips help students make more informed choices during the college application process. Last year, YES Prep students visited more than 50

colleges and universities across the country, including Baylor, Vanderbilt, Purdue, Princeton, University of Chicago, University of Notre Dame, and Rutgers University.

**Community Service Programs** give every student an opportunity to take part in service learning in low-income communities in Houston. Every year, students log hundreds of volunteer hours annually through a range of service learning opportunities which are integrated into the curriculum. For the second year in a row, **Capital One Bank** sponsored “Capital One Real World Experiences” at YES Prep Gulfton, in which students engage in community service projects and enrichment programs at various non-profit organizations across Houston.

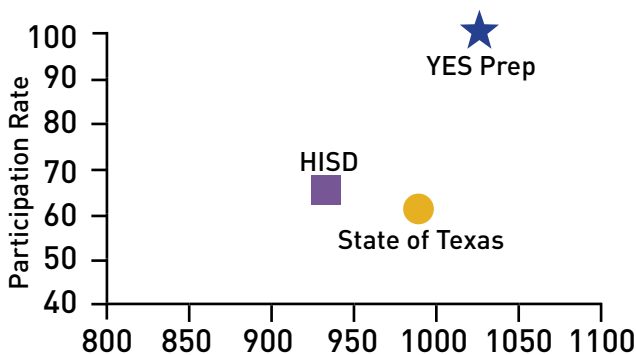


YES Prep student announcing his college choice at Senior Signing Day

## College Initiatives Program

YES Prep equips its students with the skills necessary to succeed in a rigorous college environment. At YES Prep, 100 percent of seniors take the SAT. Among the Class of 2009, the average SAT score was higher than the state and local averages.

2009 YES Prep Average SAT Scores Compared to Houston ISD and State Average



The **College Counseling Program** provides comprehensive and personalized college counseling and support throughout the college application process. The program enables students to receive individualized support in test preparation, applications, college selection, and applications for grants, scholarships, and financial aid.

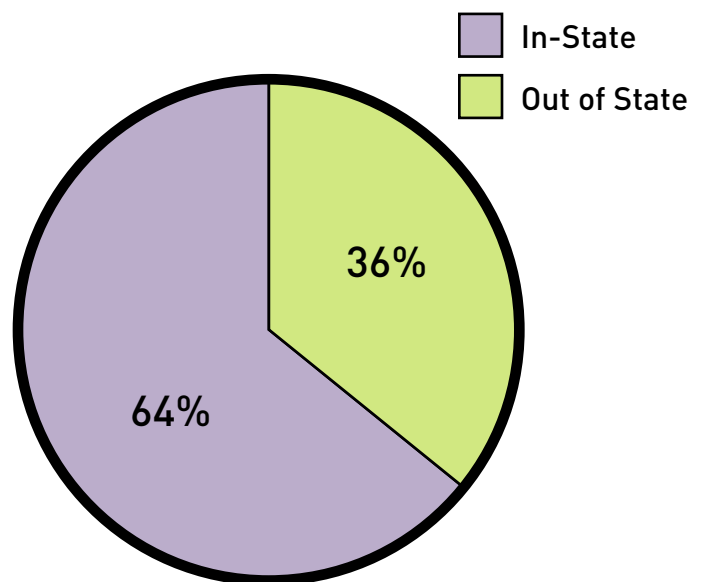
In December 2010, YES Prep held its **first annual Fall Senior Summit**, a gathering for seniors from YES Prep Southeast, YES Prep North Central, and YES Prep Southwest. The seniors were given the opportunity to interact with YES Prep staff and other community members to discuss the college application process and issues they will encounter once they get to college. **The program included a speech by The Honorable Alberto Gonzales, former United States Attorney General.**

**95% percent of YES Prep alumni have matriculated to a four year college or university**

**76% of YES Prep alumni who have graduated from college finished within four years**

**YES Prep's Alumni Support Program** was created to provide ongoing support to YES Prep alumni enrolled in college and to offer them direct links to community leaders, continued support with scholarship and financial assistance, and individual support from alumni at their respective colleges and universities. Getting students to and *through* college is at the core of the YES Prep mission and we are proud to report that to date, **76 percent of YES Prep alumni have either graduated from college or are currently persisting in college.** In an effort to ensure our students persist and complete college, YES Prep recently hired a Director of Alumni Persistence to raise our current persistence rate of 76 percent to over 90 percent.

Percentage of YES Prep Students Who Matriculate to an In-State College, 2001-2009



# Attracting and Developing High-Caliber People as the Source of Our Strength

Every year, YES Prep aims to be the best place in the nation for people to develop as educational leaders in both the classroom and in school administration. According to the *Houston Business Journal*, YES Prep has “achieved the often difficult balance of maintaining a stable, productive work environment that is also fun and fulfilling for employees.”

## Teaching Excellence Program

The Teaching Excellence program is a comprehensive training, mentoring, and alternative certification program for new teachers that YES Prep developed over the past six years. YES Prep is the first CMO in Texas to receive approval from the state to certify its own teachers upon successful completion of the program. Through this program, YES Prep is also providing training to KIPP Academy teachers in Houston. Teaching Excellence is a 12 month program which includes 300 hours of professional development combining coursework and multiple assessments, as well as full-time teaching.



Joel Munoz, Dean of Students at YES Prep West and YES Prep Alumnus

To date, 38% of YES Prep staff are Teach For America corps or alumni, including YES Prep founder, Chris Barbic, and five out of eight current school directors

## Recruiting More Talented Teachers

Last year, YES Prep attracted an unprecedented number of applicants for teaching positions. There was a 67 percent increase in the total number of teacher applicants from 2009. With an acceptance rate comparable to that of an Ivy League university, YES Prep received 1,788 applications and only accepted 7 percent of these applicants for teaching positions.

## Kinder Teaching Award Winners

In 2009 and 2010, a total of 10 YES Prep teachers were recipients of the prestigious Kinder Teaching Award. The Kinder awards are given by Houston philanthropists Nancy and Richard Kinder who give \$20,000 each to teachers working at Houston’s two largest CMOs. The following YES Prep teachers were honored for their outstanding achievements:

Karen Autrey  
Craig Brandenburg  
Jennifer Greene  
Sally Houston  
Roberto Martinez  
Joel Munoz  
Katie Norwood  
Erin Palkot  
Leigh Anne Rayburn  
Jesi Zenker Nasser

## Financial Report

FYE August 31, 2010

### Revenue, grants, and support

Governmental  
Fundraising  
**Totals**

### Expenses (see detail pie chart below)

School Program  
Transportation  
Food Services  
Facilities (including depreciation and interest)  
Home Office  
Fundraising  
**Totals**

### Statement of Financial Position

#### Assets

Current Assets  
Furniture and Equipment  
Land and Buildings  
Accumulated Depreciation  
Deposits  
**Totals**

#### Liabilities and Net Assets

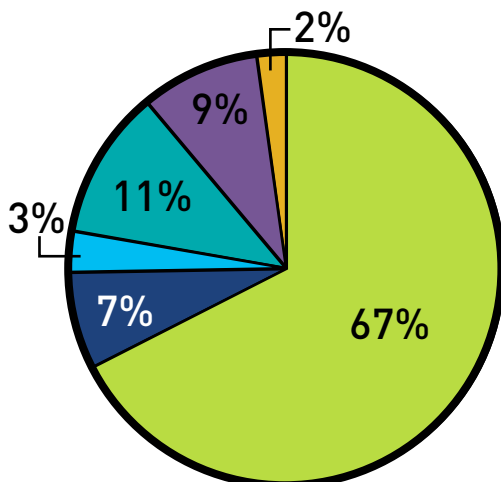
Current liabilities  
Debt  
Net Assets  
**Totals**

Fiscal Year Ended	
8/31/2010	8/31/2009
32,801,285	24,305,431
9,957,076	12,503,339
<b>42,758,361</b>	<b>36,808,770</b>

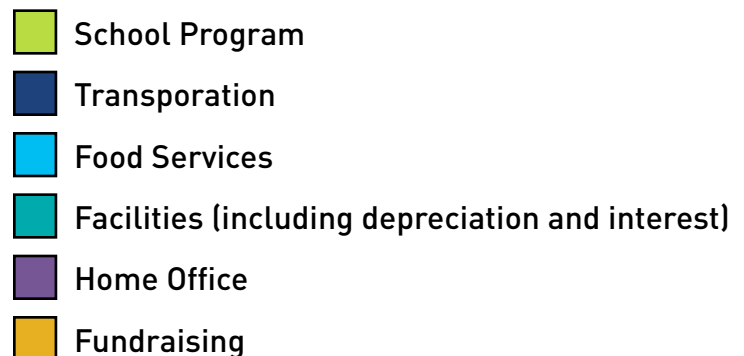
25,671,880	19,043,324
2,597,343	2,026,461
1,241,102	955,182
4,370,067	2,879,114
3,463,693	1,680,865
719,867	720,726
<b>38,063,952</b>	<b>27,305,672</b>

31,018,204	12,876,936
3,495,694	2,745,315
43,850,021	33,934,618
(7,359,550)	(5,281,422)
652,593	34,362
<b>71,656,962</b>	<b>44,309,809</b>

5,423,208	4,425,715
26,270,000	4,614,750
39,963,754	35,269,344
<b>71,656,962</b>	<b>44,309,809</b>



Detail: Expenses by Percentage



# Special Thanks to Donors and Supporters

**YES Prep is truly grateful to all our donors who continuously support our mission. Thank you for saying “YES” to investing in Houston’s future in 2010!\***

## Foundations

AIM Foundation  
The Annunziato Family Foundation  
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