



Lemann Foundation
Activities
Report 2010



www.fundacaolemann.org.br



Activities Report 2010



Lemann Foundation

Board

Jorge Paulo Lemann – President
Paulo Lemann
Paulo Renato Souza
Peter Graber
Prof. Dr. Peter Nobel
Susanna Lemann

Secretary to the Board

Dr. Christoph Peter

Staff

Alessandra Sanchez
Camila Cardoso Pereira
Denis Mizne
Elizabeth Jaskow MacNicol
Fabíola Dotta
Ilona Becskeházy
Mila Molina

Dufourstrasse 29
PO Box 1372
8032 Zurich – Switzerland

Avenida 9 de Julho, 5109/Mezanino
01407-200
São Paulo – SP – Brasil

www.fundacaolemann.org.br

Design

ICI Comunicação

The Lemann Foundation team thanks Nancy Englander for kindly revising the present report.

04	INTRODUCTION
06	IMPROVING THE QUALITY OF PUBLIC EDUCATION
08	Graduate programs for education leaders
08	Online courses
10	Face to face – traditional teaching
12	Dissemination of best practices in education management
12	Cases, seminars and books
14	Brazil Report Card on Education
16	Website and seminar for leaders in education management
18	Partnership with public schools
20	SCHOLARSHIP PROGRAMS
22	Lemann Fellowships
26	Other programs
26	College and university access scholarships – Brazil and abroad
27	Scholarship for low income students
28	Tennis scholarships

Education: bottleneck or springboard?

The Lemann Foundation will be ten years old in 2011. This has been a singular decade. During this period, Brazil has consolidated stability, retrieved its capacity for growth and now plays a major role on the international scene. Development is a reality for the first time, but it is also true that a lot remains to be done. In order to make the most of the good moment in the economy, both the country and its enterprises will depend, more and more, on highly educated people. If education has always been one of the critical bottlenecks to Brazil's development, today it is clear that the absence of a high quality educational system is the main factor to hold us back from reaching our full potential.

Some important steps were already taken in Brazilian education. Today, the universal access to elementary school is a reality and all government levels have developed assessment systems, which are essential to identifying and correcting problems. The country also takes part in international exams, such as PISA, and the quality of education is a subject that mobilizes several important sectors of our society. Challenges, however, are still huge: the

performance of our students, in spite of an improvement, is still much below par. We lack good management, standards and highly qualified teachers. The sense of urgency and the speed of current improvements are far below what is needed for us to enjoy the window of opportunity and create the boost in quality and development the country needs.

Aware of challenges presented by the education sector, the Lemann Foundation has been working, since the beginning, to identify problems and build strategies to contribute to the design and implementation of public policies that can really lead Brazil to new levels. A major investment has been made in the development and training of good school managers, based on the belief that good leaders at schools contribute to fostering students' learning. Through the investment in research and case studies, the Foundation has identified best practices in Brazil and abroad that offer directions to public managers. Studies such as Merit Pay and Education Quality, The Impact of Structured Materials in Classrooms and, more recently, Brazil Report Card on Education helped frame the debate and promote new initia-

tives and modified practices. Well known for producing high quality information, the Lemann Foundation has become a source of information for both the media and other players in the educational sector looking for good and well-founded analysis.

Also, through strategic partnerships with universities in the United States and Europe, the Foundation has been offering to highly talented individuals, the opportunity to study and conduct research at some of the best institutions of the world. Many of the beneficiaries have already returned to Brazil and are contributing, both in the private and public sector, to the development of Brazilian education.

Our awareness of the huge challenges ahead doesn't diminish our motivation. Ten years of experience and grass roots work in the area allow us to understand even better the nature of the barriers we need to overcome. In 2011, the Lemann Foundation inaugurates a new cycle to pursue an even greater impact through its activities and amplify its capacity to make education not an obstacle but the springboard of Brazil's development.

Improving the Quality of Public Education

Projects in this category are based on the strategy of improving the quality of educational leadership as a means to achieve a positive impact on the largest number of students. They focus both on developing human capital for the education sector (on line and traditional teaching) and on raising the awareness of the general public, opinion makers, public administrators, researchers on education and the press.

The content comprises five strategic themes: the importance of educational standards and quality control in the classroom; transparent evaluation systems and use of the data to improve learning; the balance between more support to school based management and responsibility for students performance; the teaching career and the balance between teachers' rights and obligations; investment focused on classroom improvement and learning opportunities.



Delegates from municipal departments of education at the 2nd Leaders in Education Management Seminar (above); presentation of the study about the impact of structured teaching systems (left); the Brazilian version of the book *Teach Like a Champion*, distributed free of charge to 2,500 professionals of the public education system (left page).

Graduate programs for education leaders

Online courses

The online training programs offered free of charge by the Lemann Foundation are designed to enhance the leadership skills of public school principals and staff at educational departments so that they are able to provide the kind of oversight in their schools and districts that ultimately contributes to the academic success of students.

All impact evaluations so far have shown a strong positive change in the way participants approach student performance and an improvement in learning among students.

A LARGE SCALE PROGRAM WITH PROVEN IMPACT

1500 school principals graduated from the programs since 2003	Over 900,000 students in 373 cities throughout Brazil benefit annually from these better trained principals	There is a 5% difference in performance of 8th grade students between participating and non-participating schools	20% more teachers from participating schools are likely to be engaged by their principals' leadership than their counterparts in non-participating schools
---	--	--	---

ALBERTO MARQUES

Head of the Municipal Department of Education of São José dos Campos, São Paulo

During the last eight years, the São José dos Campos educational network has invested heavily in the improvement of its management processes. Therefore, we were very happy to sign a partnership with the Lemann Foundation which would allow us to offer the course *Leaders in School Management* to ninety of our educational managers, including members of the Secretariat's technical team and school principals. We were especially pleased because the Foundation has shown ways to improvement and innovation through educational processes based on evidence and not on speculations. This, for us in São José dos Campos, is imperative in making our decisions.

In conversations that I have held with the managers participating in the program, it is clear that the course deals in a profound way with topics that are really relevant to the improvement of school success. It has imbued the educators with renewed energy thanks to the level of the virtual work environment, to the support materials and to the excellence of the tutors. I am convinced of its great importance to our school network, which today has 60 thousand students and 150 schools.

I believe that, at the end of the course, I will be able to count on more well-prepared managers on my team, who will be in a position to introduce innovative methods and promote change for the better in our schools. It is fundamental that we invest in this development because it is these leaders who will, on a daily basis, form the future of our city in each of our school units.



“We were especially pleased because the Foundation has shown ways to improvement and innovation through educational processes based on evidence and not on speculations.”

Graduate programs for education leaders

Face to face – traditional teaching

In 2009, the Lemann Foundation and University Anhembi Morumbi (affiliated with Laureate International) created a graduate program aimed at educational managers. The Lemann Foundation offers full scholarships to managers from the public sector. Each year, 2 new classes begin, with 35 participants in attendance. The program is also attracting managers from the private sector, making the academic experience even more beneficial for the students.

DIFFERENT BACKGROUNDS, BETTER CLASSES

Profile of participants of the first two classes

19 participants are municipal secretaries of education. In their school systems, they are responsible for 48.559 students	16 are staff members of departments of education	15 come from the private sector	9 are teachers at public schools	7 are public school principals
--	--	---	--	--

PARTICIPATING CITIES IN THE STATE OF SÃO PAULO

In 2010, 29 different municipalities of the State of São Paulo were represented in the graduate program



Dissemination of best practices in education management

Cases, seminars and books

The Lemann Foundation commissions and finances studies on different topics related to school management and presents the findings in seminars and/or publications. This provides administrators and other authorities involved in education with objective and current information to help them make decisions. The initiative also mobilizes opinion makers, the press and education researchers around solutions that, despite having proven impact on educational outcomes, are politically difficult to implement.

A LEADING VOICE IN ADVOCACY FOR EDUCATION

3,218	91	7	18,000
people attended our seminars in the last five years	articles about seminars, studies and books sponsored by the Lemann Foundation were published in 2010 in Brazilian newspapers, magazines and websites	front page articles and editorials were published in major nationwide newspapers and magazines	books sponsored/translated by the Lemann Foundation were distributed free of charge to education managers. These include: <i>Aspects of School Management and the Skills Required</i> , <i>Cuba's Academic Advantage</i> and <i>Teach Like a Champion</i>

MATT ANDREWS

Professor at the Harvard Kennedy School of Government



My first contact with the Lemann Foundation goes back to 2009, when the organization supported a case study I produced on educational reform in Brazil. The case was presented in São Paulo, to an audience of school principals and education policymakers. It seemed to me that the case approach, which was new to many of the participants, allowed for new questions to emerge and facilitated discussions about complex matters. I have also taught the case at Harvard a couple of times and my students have benefited a great deal from it.

In the end of 2010, I worked again with the Lemann Foundation, in a seminar about effective school reforms. The Vice Principal from Brockton High, in Massachusetts, joined me in presenting to an audience of school managers, superintendents and other policymakers in the education arena. Brockton is a school that has every excuse to perform poorly. Yet, after a well designed and implemented reform, it is today a high performing school in the US. From this concrete example, participants were exposed to useful and practical ideas of going past excuses to solutions for educational problems.

Having comparative lessons through case studies and bringing examples such as the one of Brockton High has proved an interesting and effective way of provoking discussion about the future of education in Brazil.

“From this concrete example, participants were exposed to useful and practical ideas of going past excuses to solutions for educational problems.”

Dissemination of best practices in education management

Brazil Report Card on Education

The report cards in education are an initiative of PREAL (Partnership for Educational Revitalization in the Americas) and have already been published in ten countries in Latin and Central America. In each country, an independent non-profit organization is responsible for producing the report. Based on the approach used in schools to evaluate students, the report card attributes grades to topics considered indispensable to promoting educational development in the country. The publication is aimed at monitoring the evolution of educational indicators and following the implementation of public policies considered crucial to the development of education.

REINFORCING A MONITORING CULTURE

1,688

people attended lectures on the report card findings in 2010 alone. There were 11 lectures throughout Brazil

2,000

issues of the Report Card were distributed among education managers, researchers and policy makers

JEFFREY PURYEAR

Co-director of Partnership for Educational Revitalization in the Americas (PREAL)



PREAL thoroughly enjoyed partnering with the Lemann Foundation to produce the *Brazil Report Card on Education: Overcoming Inertia?* The Foundation's leadership and staff did a first-rate job of combining basic data with analysis by leading specialists to monitor and evaluate the state of education in Brazil, and make practical recommendations for change. The result is both authoritative and user-friendly, making it a benchmark for anyone interested in Brazilian education.

Since its launch in early 2010, the report card has sparked healthy debate, and served as a model for municipal education profiles in at least one state. We have circulated the English and Portuguese versions widely, and are pleased that several universities have used it to further discussion with their faculty and students.

PREAL shares the Foundation's commitment to expanding and improving the quality of education in Brazil, and is happy to have been part of such a successful endeavor. The Lemann Foundation is becoming a regionwide leader in promoting better education, and a great example to other nongovernmental organizations that share its desire to improve student learning and performance.

“PREAL shares the Foundation’s commitment to expanding and improving the quality of education in Brazil, and is happy to have been part of such a successful endeavor.”

Dissemination of best practices in education management

Website and seminar for leaders in education management

The Lemann Foundation annually promotes a seminar for the municipal secretaries of education in the state of São Paulo. It is an opportunity to present decision makers with effective public policies and solutions in education, within a short period of time. The seminar is also important to foster professional interaction among them.

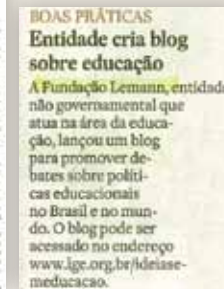
There are over 550 municipal secretaries of education in the state of São Paulo. In their position, they are responsible for implementing policies that directly affect more than 2 million students under their responsibility. Most of these managers lack technical support for decision making and the Lemann Foundation has become a trusted source of information for this audience.

All material produced by the Foundation is permanently available on the Leaders in Education Management website.

HELPING EDUCATION LEADERS MAKE A DIFFERENCE

403	277	6.750	2
people attended the 2nd Leaders in Education Management Seminar	cities of São Paulo were represented at the event	visits per month, on average, were made to the website Leaders in Education Management, with peaks of 850 visits per day	major newspapers – Folha de São Paulo and O Estado de São Paulo – published articles based on blog posts

POWERFUL DISSEMINATION TOOLS



Two of the biggest Brazilian newspapers, Folha de São Paulo (left) and O Estado de São Paulo, recommended the blog Ideas in Education, hosted at our website: “Best practices: The Lemann Foundation, a non governmental institution that works in the education sector, has just released a blog to promote debates about education policies in Brazil and abroad”, says the note in O Estado de São Paulo.



Partnership with Public Schools

Since 2007, the Foundation has been a partner of a middle and high school in São Paulo. In 2009, a high school in the city of Rio de Janeiro also became a partner.

With the partnerships, the Lemann Foundation aims to enhance learning opportunities for 3,000 students currently enrolled in both schools. The project also gives the Foundation the chance to understand the complex reality and challenges of public school systems. Initiatives at the schools include implementing remedial classes, helping school principals and staff to cope with teacher absenteeism and infrastructure deficits and providing complementary material and activities to students.

HELPING PUBLIC SCHOOLS OVERCOME THEIR DAILY CHALLENGES

1,766 students are enrolled at the school supported in São Paulo and 1,200 students are enrolled at the one supported in Rio	Over 10,000 books were distributed directly to students in both schools	US\$ 1,116,000.00 has been invested by the Lemann Foundation in both schools	240 students attended remedial classes at the school in São Paulo	1,200 students benefited from online English course at the school in Rio
---	---	--	---	--

TIM LINDEN
Student at Harvard College

In 2010, I applied for Harvard’s Public Policy Immersion Program in Brazil and was chosen to work as a volunteer for two months at the Lemann Foundation. I was assigned a project at a public school the Foundation has partnership with - Vicente Rao.

It has been an invaluable experience, to say the least. While working with the students of Vicente Rao was extremely enjoyable, it has also been an important influence on my professional and academic aspirations. I’d had no teaching experience prior to working at Vicente Rao, but thanks to the support from the Lemann Foundation and the personnel at the school, the English program we implemented there was very successful. The combination of this success and the enjoyment I experienced at the school has lead me to consider pursuing a career in the education field.

I plan to continue my work teaching English and researching education policy and practice in Brazil in the coming months, and hope to write a senior thesis related to education in Brazil. Ten years from now, I am sure that I will look back and consider my experience at Vicente Rao to be one of the most significant factors in shaping my personal and professional development.



“While working with the students of Vicente Rao was extremely enjoyable, it has also been an important influence on my professional and academic aspirations.”

Scholarship Programs

These diverse programs are unified by a belief that investing in the outstanding individual makes a difference to society. They include graduate and undergraduate fellowships to the finest universities in the United States, special assistance to athletes and opportunities for public school students of exceptional promise, including vocational training.

Jorge Paulo
Lemann and some
of the Lemann
Fellows at Harvard:
304 beneficiaries
since 1999.



Lemann Fellowships

The Lemann Foundation is one of the main private institutions to provide scholarships for Brazilian students at some of the best American universities. The intent is to help build the human capital needed for the country to overcome its social problems and continue its development.

Over 400 scholarships were granted so far, covering many different areas of interest, with a focus on programs that can foster Brazil’s sustainable growth, such as economics, government, health and education.

The programs at Harvard and Illinois have been in existence for 15 years. More recently, the program has expanded to include Columbia, Stanford, University of California and Yale.

FUTURE BRAZILIAN LEADERS BEING PREPARED FOR BIG CHALLENGES

Columbia	Masters program at the School of International and Public Affairs
Harvard	Masters program at the Graduate School of Education, School of Public Health, Kennedy School, and Business School Doctoral program at Harvard Graduate School of Arts and Sciences
Illinois	Masters and doctoral programs for research focusing on Brazil
Stanford	Masters program in International Comparative Education
University of California	Undergraduate, masters and doctoral programs, for students focusing on Brazil
Yale	World Fellows Program

WERNER BAER

Jorge Paulo Lemann Professor of Economics, at University of Illinois

At the University of Illinois, Lemann scholarships in economics for talented Brazilians goes back a long time. We have been recruiting Brazilian students since the 1980s and many came at first with scholarships from the Brazilian government. But when these began to decline, Jorge Paulo Lemann began to invest in our PhD program and we were able to continue to recruit some exceptional individuals to our program.

Many of the graduates have returned to Brazil and are teaching at various universities, including the University of São Paulo, Fundação Getulio Vargas/São Paulo, INSPER, IBMEC/Rio, Federal University of Pernambuco, University of Brasilia and Federal University of Rio de Janeiro. Others have gone into the private sector and government service. The latter included Rodrigo Azevedo (former director of Brazil’s Central Bank) and Alexandre Tombini, the new President of Brazil’s Central Bank.

The presence of Brazilian students at the University of Illinois has also helped to increase the interest of American students in knowing more about Brazil. The Lemann scholarships – that culminated in the creation of the Lemann Institute for Brazilian Studies, 2 years ago – are definitely an important project for both Brazil and the University of Illinois.



“Many of the graduates have returned to Brazil and are teaching at various universities. Others have gone into the private sector and government service.”

Lemann Fellowships

Specialized in areas such as Public Policy, Health, Education and Economics, many of the Lemann Fellows now hold key positions in Brazil's public sector, universities or as consultants to NGOs and private companies. Whether returning to Brazil or continuing their studies abroad, they create a network of talented professionals, who have in common the potential and desire to help the country to overcome some of its serious social problems.

A NETWORK FOR BRAZIL'S DEVELOPMENT

"I am now in Osh, Kyrgyzstan, where I am a medical delegate at the International Committee of the Red Cross. Although I'm in Central Asia, I never forget that I am Brazilian. I am part of the Lemann Fellows Network and I am helping to put the spotlight on public health issues. My willingness to dedicate the work of a lifetime to Brazil grows more and more as I spend more time abroad."

*Ana Luiza Gibertoni Cruz MPH '10,
Lemann Fellow (2009-2010)*

"The Lemann Fellowship made it possible for me to attend the Harvard Graduate School of Education and to connect to other Brazilians who were also focused on public policy. The program not only reconfirmed my resolve to contribute to public education in Brazil from within the government, but it gave me the tools necessary to occupy a decision-making role, as Undersecretary of Education for the State of Rio."

*Teca Pontual EdM '08,
Lemann Fellow (2007-2008)*

"The Lemann Fellowship had a very positive impact in my career. The training I received at the Master of Public Health played an important role in the Harvard Global Course in Clinical Research Methodology that I founded and now direct. As of this writing, my program has trained 350 participants from more than 35 countries worldwide; but importantly the largest group is from Brazil (200 participants from Brazil to date)."

*Felipe Fregni MMSc '06, MPH '07,
GSE '12 Lemann Fellow (2007-2008)*

DREW GILPIN FAUST

President of Harvard University



Letter to Mr. Jorge Paulo Lemann

"(...) The Lemann Fellowship program is a superb example of the transformative impact of your support. The current Lemann Fellows are an extraordinary group of students whose backgrounds and talents are as diverse as their approaches to addressing critical issues in Brazil.

Equally impressive is the robust and growing Lemann Fellows alumni network, which speaks to your investment in this group as one with the potential to spur significant change in Brazil. (...)

Through your involvement and gifts, you are empowering talented and driven individuals to make a positive difference in Brazil and beyond. (...)"

"The current Lemann Fellows are an extraordinary group of students whose backgrounds and talents are as diverse as their approaches to addressing critical issues in Brazil."

Other programs

The Lemann Foundation supports diverse scholarship programs at other institutions and organizations. Following is a brief description of these programs and an indication of their website, where more detailed information is available.

COLLEGE AND UNIVERSITY ACCESS SCHOLARSHIPS – BRAZIL AND ABROAD

ESTUDAR FOUNDATION

The Estudar Foundation offers scholarships to students accepted by undergraduate and graduate programs at the best educational institutions in Brazil and abroad. Candidates are selected based upon merit and leadership potential. The main objective of the program is to promote Brazil’s development by training potential leaders. Partial scholarships are provided mainly to programs in business administration, economics, engineering, public policy and international relations. There are also scholarships to academic exchange programs in the same fields. The application process is administered by the Foundation.

Additional information: www.estudar.org.br

DAQUIPRAFORA

The program helps Brazilian athletes younger than 23 years of age identify the best opportunities for receiving a scholarship at an American university and then guides them through the application process. The program pays for all related costs including air tickets to the United States. Successful athletes in sports such as tennis, volleyball, soccer, swimming and golf are eligible. Athletes are selected by Daquiprafora.

Additional information: www.daquiprafora.com.br

SAINT GALLEN - INSPEER

An exchange program between the two institutions is sponsored by the Lemann Foundation. There are two exchange programs annually: one for faculty and another for students. The former selects two faculty from each university to give lectures in the other country. In the student exchange program, there are eight scholarships per year: four for Brazilians and four for Swiss. The application process is administered by the universities. An annual international conference on Law & Economics is also part of the program.

Additional information: www.unisg.ch
www.insper.org.br

SCHOLARSHIPS FOR LOW INCOME STUDENTS

PROA

ProA prepares low-income young men and women to enter the work force. After a rigorous selection process, those who qualify attend the program of vocational education at Senac (national network for commercial training), which is highly regarded by employers. They also receive personal mentoring to ready them to enter the labor market. It is a prerequisite to have completed high school or to be enrolled in the last year. The application process is administered by ProA.

Additional information: www.proa.org.br

ISMART

The target audience for this project is students from 6th grade on with high academic potential coming from low income families. Ismart provides the opportunity for students with this profile to move from the public system to high quality private high schools. First, candidates approved in a rigorous selection process are given a prep course to make up subjects they

may not have had access to in the public school system, enabling them to be competitive in the entry exams to top private high schools. If they succeed and maintain good grades they receive a scholarship through high school and university. The application process is administered by Ismart.

Additional information: www.ismart.org.br

SÃO PAULO GRADED SCHOOL

Created in 2003, the program provides full scholarships to qualified children of the school's employees who otherwise would not have access to world class education. Students are selected based on their potential to be successful in the American School's very demanding international curriculum. The program currently sponsors nine students, from middle to high school. The application process is administered by the school.

Additional information: www.graded.br

TENNIS SCHOLARSHIPS

TENNIS INSTITUTE

The program enables the Tennis Institute to grant scholarships to talented athletes who do not have the means to participate in tournaments. It offers training to tennis players and coaches, in order to encourage competitive tennis in Brazil.

Additional information: www.institutotenis.org.br

LOB WOMEN'S TENNIS INSTITUTE

The program enables The Women's Tennis Institute to offer training and incentives to female tennis players. The ultimate goal is that they reach world class levels and rank among the top 100 players of the Women's Tennis Association (WTA). Athletes live at the Institute and support includes medical care and physical and nutritional evaluations, in addition to advice on marketing and public relations.

Additional information:

www.kirmayr.com.br/site/instituto-lob