



Activities Report
2011



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The need to invest in education has become a consensus – one of the few in an area that still gives rise to passion and controversies. Most challenging now is finding the best strategy to make a difference. In recent years Brazil has made great strides in the sector but student performance still needs to improve significantly. Considering this may be the country's main obstacle to growth, it becomes even more urgent to find solutions.

Since its creation, the Lemann Foundation has sought to contribute to enhancing the quality of education. We believe that Brazilian students deserve to learn at the highest levels of developed countries. By offering projects aligned to the most significant advances in education worldwide, the Lemann Foundation helped set benchmarks in areas such as education management and others.

In 2011, we underwent a restructuring to determine how best to increase our effectiveness. The ambitious work plan approved has a clear goal: To contribute in targeted areas so that each and every one of the Brazilian students can learn effectively. For this purpose, the Foundation is betting on four complementary strategies:

Investing in innovation to promote large scale change: To simply enhance what already exists will not improve learning at the speed that is needed. By wagering on innovation, the Foundation is seeking ideas and solutions to help teachers and school managers increase student learning. We believe innovation is more than about debating hardware for schools, and that with technology



successful programs can rapidly be expanded. This has the potential to improve the lives of thousands of children at a scale previously impossible.

Designing and implementing programs that will enhance the management of education and teacher efficacy: We have observed the positive results of training strong leaders. In 2011, we began to update the courses we offer to public school managers, so they stimulate teachers to get even closer to the classroom and have student learning be the main focus. We also started to offer a teacher training program based on planning and classroom management techniques.

Carrying out and funding educational research and spreading the results: Partner with some of the best universities in the world, the Lemann Foundation believes that top level research is fundamental to guarantee a high level public debate on education. However, simply having reliable data is not enough. We seek to spread the results to those who make decisions and influence public policy in the sector.

Investing in talent engaged with transforming Brazil: Excellent ideas and projects will only produce results at scale when they are led by qualified professionals who think big. To train such leaders, the Lemann Fellowship Program offers study grants to people who are committed to finding solutions to the enormous social challenges in Brazil. We also invest in creating a network among these Fellows, helping them attain key positions in the public and private sectors.

There is no magic solution to improve education. It is our believe however that innovative ideas, good managers, teachers who are able to teach all of



their students, public policies based on sound information and a pool of talented people who can lead large projects will dramatically help students finish their basic education prepared for a Brazil of the future.

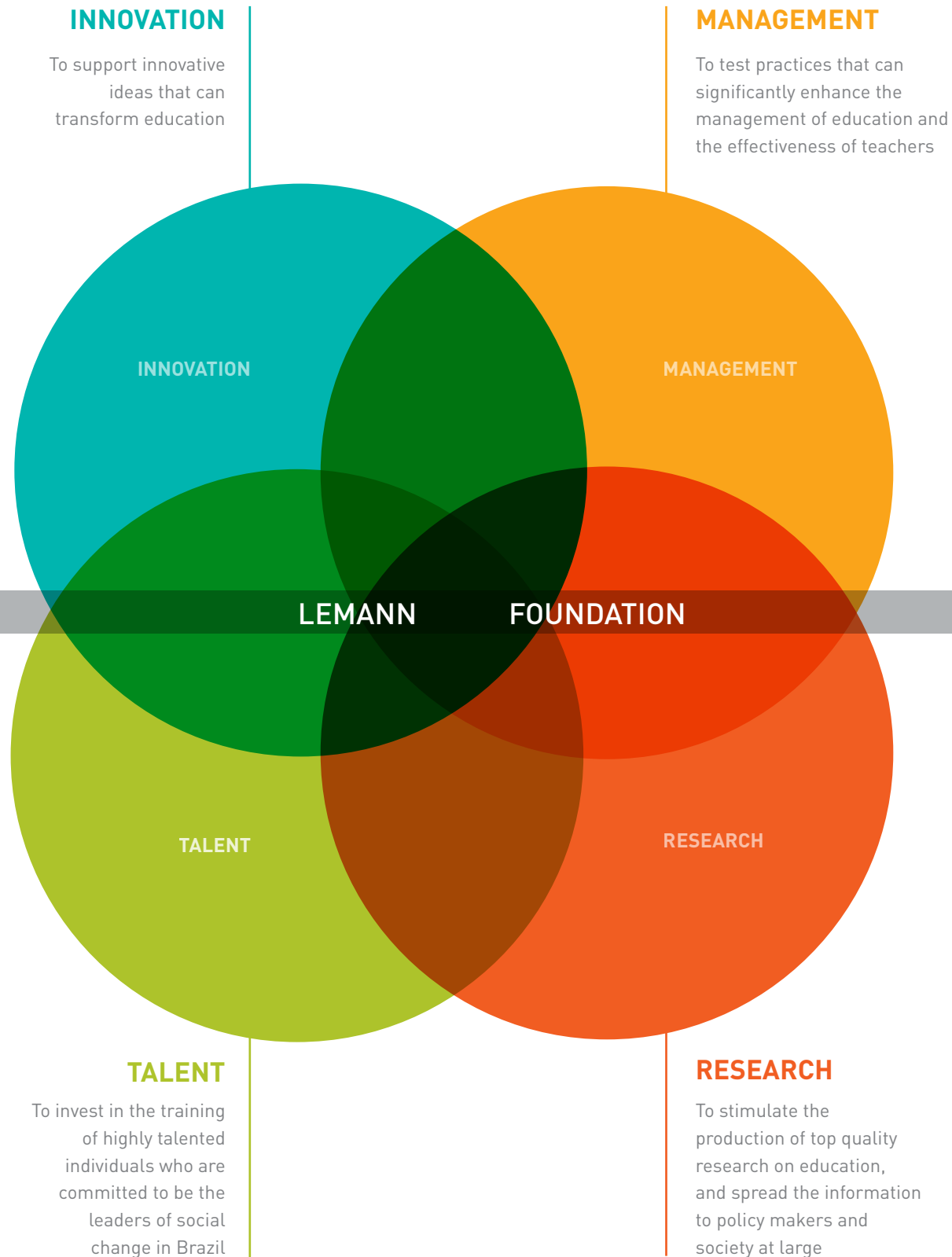
As you will read in the following pages, last year the Foundation put many of these ideas into practice. We brought Khan Academy, one of the most promising educational innovations, to Brazil. During its first month 200,000 videos were watched. We also trained almost 2,500 professionals in our courses, including one innovative teacher training program based on the book “Teach Like a Champion”, by Doug Lemov. We designed and established a partnership with Stanford, the Lemann Center for Educational Entrepreneurship and Innovation in Brazil, led by Professors Martin Carnoy and Paulo Blikstein, which will produce research for our country, train professionals and help guide reforms. We supported dozens of outstanding students in graduate programs at Harvard, Yale, Columbia, Stanford, Illinois and UCLA.

We know Brazil needs a revolution to guarantee the right to quality education for all. We also know, no matter how great our impact may be, we will achieve little on our own. We hope that this report will serve as a stimulus to accomplish more together with all of our current and future partners. Read on and enjoy!

Denis Mizne
CEO

INTEGRATED INTERVENTIONS TO TRANSFORM AT A LARGE SCALE

The Lemann Foundation works to enhance the quality of public education in Brazil, with a focus on guaranteeing that every student learns. Our goal is to enable the country to offer high level education for all. To fulfill this mission, as there is no isolated solution when it comes to education, we have a strategy that encompasses four complementary fields of action.



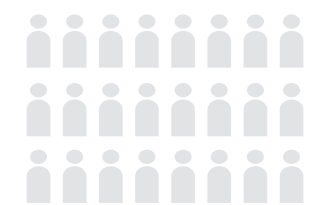
Excellence with equity is the guiding principle of our work at the Lemann Foundation:
It is necessary to guarantee high level education for all students in the country.

UNIVERSITIES >>



Some of the best universities in the world are institutional partners of the Lemann Foundation: Harvard, Stanford, Illinois and Columbia are examples. Through this close relationship with state of the art international institutions, we seek to obtain inputs for each of our four lines of action.

>> LARGE SCALE IMPACT



To guarantee that educational advancement come about rapidly, we seek solutions that can be implemented at scale. By investing in these four fields of action and building partnerships that will expand our results, we believe it will be possible to have an impact on a large number of students throughout the country.

ALIGNED INTERVENTIONS TO INCREASE IMPACT

Education networks are complex systems. It is necessary to influence a great variety of players and factors to change practices and improve student learning. Whenever possible, and to speed up changes and increase their impact, the Lemann Foundation attempts to align its interventions with different projects within the same network.



MUNICIPAL SECRETARIES OF EDUCATION AND TECHNICAL TEAMS WITHIN THE SECRETARIATS

The Lemann Foundation offers graduate courses and professional development programs for educational leaders in municipalities, focused on changing pedagogical and management practices.



PUBLIC SCHOOL PRINCIPALS

The Lemann Foundation offers graduate courses in school management for principals. To finish the course, principals present a plan to renovate the education system in their school.



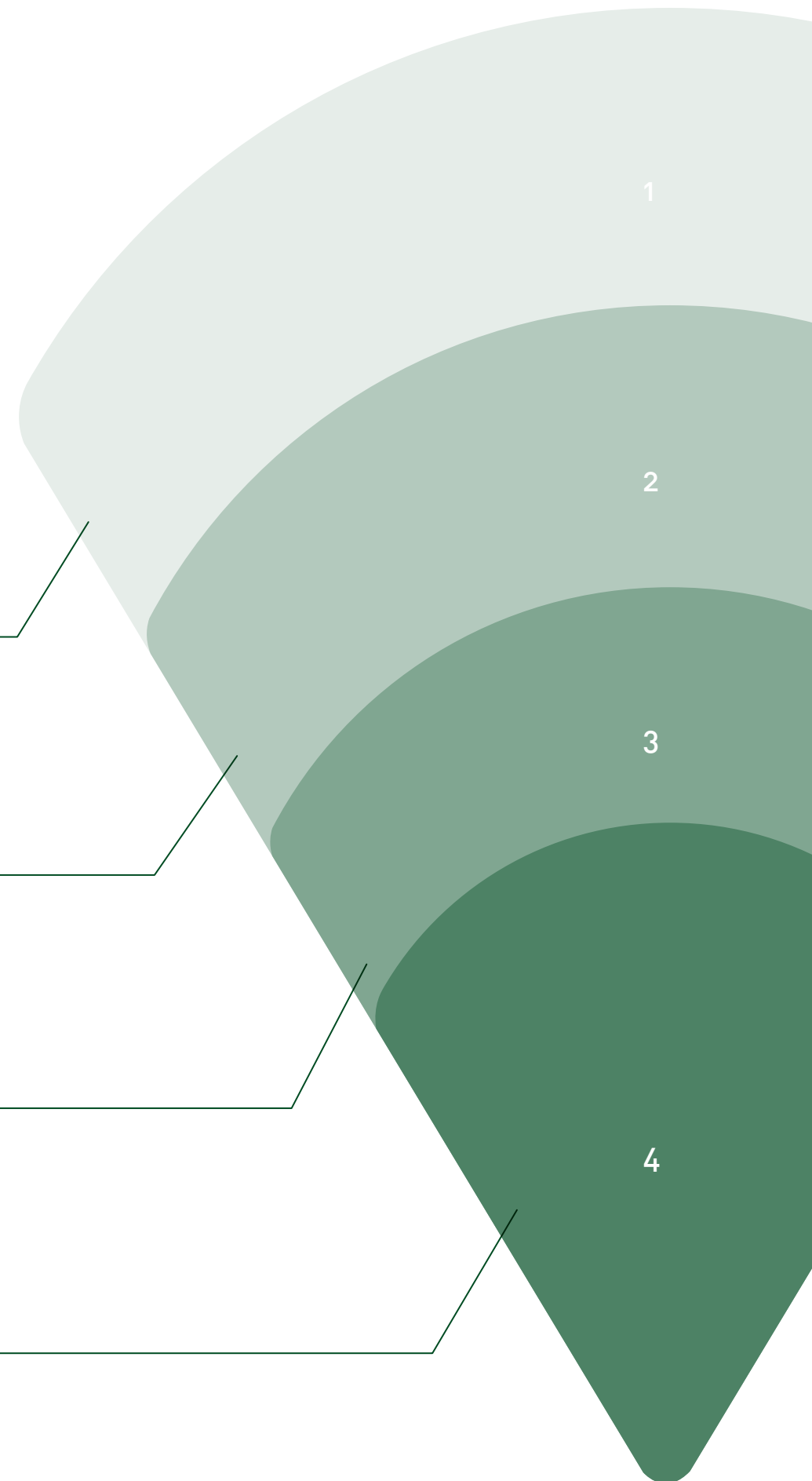
TEACHERS

More recently, the Lemann Foundation began offering training courses for teachers, to enhance teaching techniques and classroom management.



STUDENTS

Finally, some projects reach students directly, as is the case of activities with technology in classrooms.



PROJECTS AND ACTIVITIES IN 2011

Training thousands of professionals in school management, reformulating the Lemann Fellowship program, establishing a partnership with Stanford and investing in new initiatives such as teacher training courses and Khan Academy were all activities the Lemann Foundation carried on last year. Reported in the following pages, the 2011 projects illustrate our efforts to improve public education in the country.

As noted projects are aligned to one of the four broad areas of strategic action. On our website you can find more detailed information on each of these. There you can follow-up on research and seminars about Brazilian education produced by the new Lemann Center at Stanford, watch videos of lectures presented to over 300 Municipal Secretaries of Education at the Seminar Leaders in Education Management, or get to know how some exemplary teachers use the techniques from the book "Teach Like a Champion" in their classrooms.

A joint analysis of these initiatives verifies the guiding principle underlying investments at the Lemann Foundation: Projects with the capacity to positively impact a large number of students and with a great multiplying effect will best speed the pace of urgent changes needed in Brazil.



MANAGEMENT

To test practices that can significantly enhance the management of education and the effectiveness of teachers

MANAGEMENT FOR SCHOOL SUCCESS COURSE

The graduate course that focused on developing the educational leadership of public school principals had 483 new professionals enrolled, covering 21 cities in the State of São Paulo.

LEADERS IN EDUCATION MANAGEMENT COURSE

The course geared to the technical team in schools and in the education secretariats graduated its first group of students, with 76 professional in the city of São José dos Campos.

MASTERS IN EDUCATION MANAGEMENT

This graduate program offered through a partnership with University Anhembi Morumbi had two new groups and 77 students in all, 49 of which received grants and are active in the public school network.

LEADERS IN EDUCATION MANAGEMENT SEMINAR

More than 300 Municipal Secretaries of Education participated in the third edition of this seminar. There were three days of lectures on topics of interest to managers, as well as an intense exchange of experiences.

WORKSHOPS – TEACH LIKE A CHAMPION

1,529 teachers and managers participated in workshops based on the contents of the book Teach Like a Champion. Launched in January in Brazil, the book sold 30 thousand copies in a year.

TALENT

To invest in the training of highly talented individuals who are committed to be the leaders of social change in Brazil

LEMMANN FELLOWSHIP

28 grants were given at Columbia, Harvard, Illinois, Stanford and Yale, in areas such as public policy, education and government. The program focused on strengthening the network and initiatives to support the career of fellows.

BRAZILIAN SCHOLARS

This program motivates research on Brazil at institutions such as Harvard, Illinois, UCLA and Yale. Seventeen Master and Doctorate grants were given, in areas like medicine, business and history.

RESEARCH

To stimulate the production of top quality research on education and spread the information to policy makers and society at large

LEMMANN CENTER AT STANFORD

The Lemann Center for Educational Entrepreneurship and Innovation in Brazil was inaugurated in 2011. This project is aimed at accelerating advances in the sector, through funding research and offering grants to train researchers.

LEMMANN DIALOGUE

The 1st Symposium held jointly between the Lemann Center for Brazilian Studies at Columbia, Harvard, Illinois and Stanford dealt with the challenges in developing the country and brought together professors and the Brazilian Government.

INNOVATION

To support innovative ideas that can transform education

KHAN ACADEMY

The Lemann Foundation signed a partnership with Khan Academy to translate its videos into Portuguese and implement the project in public schools. In 2011, 47 videos were published in Chemistry, Physics and Arithmetic, out of 342 classes.

10 YEARS
is the initial duration of the partnership with Stanford, to support studies and training for researchers

45 GRADUATE GRANTS
were given in 2011, at outstanding universities in the United States

200 THOUSAND
classes were watched during the first month of the Khan Academy project in Portuguese

2,465
managers and public school teachers have completed our training programs

SPONSORED PROJECTS

The Lemann Foundation believes that changes in the country also depend on a strong and active civil society. For this reason, we support programs from other institutions of renowned excellence that can contribute to the fulfillment of our mission, or those which complement the investments we make in our own projects. In the following texts, you will find brief descriptions of the programs and their websites, where more detailed information can be found.

■ PROA

Prepares low-income youth to enter the labor market. Candidates that are selected undergo a professional training course at Senac and receive guidance for their personal development, to enable them to undertake a promising career. A prerequisite is to have finished high school or to be enrolled in the last year of this cycle.

www.proa.org.br

■ ESTUDAR FOUNDATION

Offers scholarships and professional development programs for young Brazilians with high intellectual potential and with the desire to improve the country. In 20 years, it has already granted approximately 500 undergraduate and graduate fellowships in Brazil and abroad. Candidates are screened by Fundação Estudar, based on their merit and leadership potential.

www.estudar.org.br

■ ISMART

Stimulates the development of young low-income talent, by means of study grants and support to their careers. After a stringent selection process, students from public schools

who show very high academic potential gain the opportunity to continue their studies at schools of excellence and may receive financial support during their higher education.

www.ismart.org.br

■ PARCEIROS DA EDUCAÇÃO

Through this program, the Lemann Foundation holds a partnership with two public schools in Rio de Janeiro and in São Paulo. The goal is to enhance learning opportunities for the 3,000 students presently enrolled in both institutions. The project also offers the Foundation a chance to better understand the complex reality and multiple challenges facing the country's public education system.

www.parceirosdaeducacao.org.br

■ DAQUIPRAFORA

Offers pro bono consultancy for low-income athletes, enabling them to obtain grants to study at American universities. The focus is youth up to 23 years of age that stand out in the sports they practice. The program covers costs for the selection process and air tickets to the United States, besides offering additional benefits.

www.daquiprafora.com.br

■ SAINT GALLEN - INSPIER

Two exchange programs between the Swiss university and Inspier are sponsored for teachers and students. For students, the exchange extends for a semester and partial scholarships are offered. Selection processes are defined and led by the universities.

www.unisg.ch/en
www.insper.edu.br

■ SÃO PAULO GRADED SCHOOL

The program grants full scholarships for children of the school employees, selected on their academic potential. At present the program is sponsoring eight students from elementary school and high school. Scholarships are managed by the school.

www.graded.br

■ SOU DA PAZ

Works towards the prevention of violence in Brazil, seeking to influence public policies in this field. To build effective solutions against violence, it focuses work on five broad areas: Adolescence and Youth, Weapons Control, Local Management of Public Security, Police and Criminal Justice.

www.soudapaz.org

■ TENNIS INSTITUTE

Offers training for young tennis players and coaches, geared at fostering and developing the practice of tennis in the country. The institute supports young and high yield professional tennis players who, without support, would not be able to take part in key championships.

www.institutotenis.org.br

■ LOB WOMEN'S TENNIS INSTITUTE

Trains and motivates young athletes to attain worldwide levels of competitiveness and become classified among the one hundred top tennis players in the WTA ranking. These athletes live at the Institute and count upon medical follow-up, physical and nutritional evaluation, and consultancy in marketing.

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



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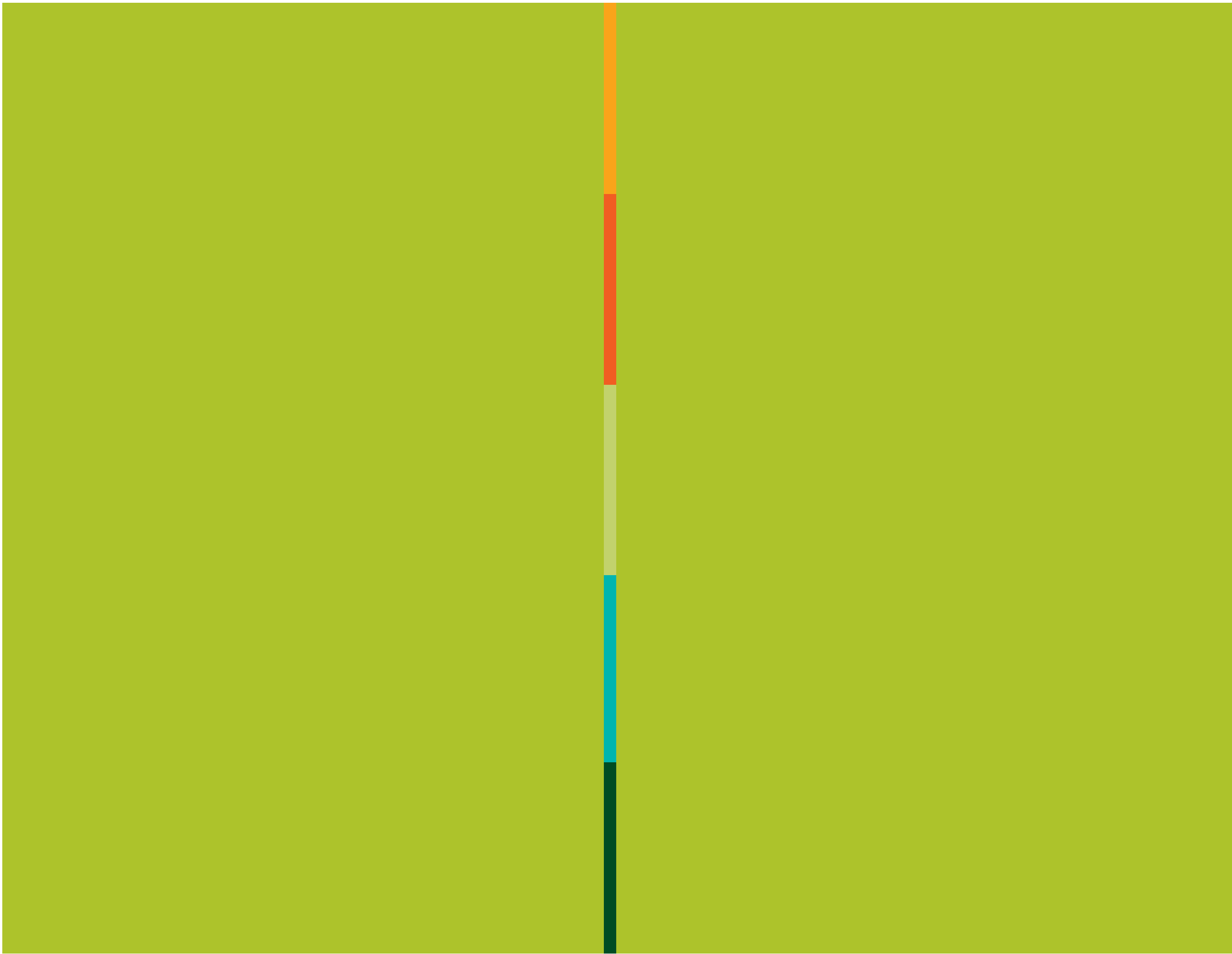
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