



**NEW SCHOOLS
FOR NEW ORLEANS**

Excellent Public Schools for Every Child in New Orleans.



Expanding Experiences. Changing Perspectives.

Annual Update 2010

Excellence is to do a common thing in an uncommon way.

– Booker T. Washington, Educator and Author

“With every additional step, you enhance immensely the value of your first.”

– Ralph Waldo Emerson,
Philosopher and Poet

Step by Step by Step

As Ralph Waldo Emerson said, “with every additional step, you enhance immensely the value of your first.” Five years ago, New Orleans took the first steps in the seemingly impossible task of reinventing education in New Orleans. The work, changing the education experience for most public school children in the city, has been challenging. Each milestone reached builds upon the first and in the process, changes perspectives and expands experiences citywide.

Change in 2010 was clearly evident in the validation of the greatest increase in student achievement in the city’s history. A \$28 million Investing in Innovation grant awarded by the U.S. Department of Education will allow New Orleans to expand what we know works: giving great educators autonomy, supporting them in their efforts, and holding them accountable for results. To date, this simple but powerful approach has led to dramatic changes in the quality of educational opportunities afforded to New Orleans’ families. This federal grant, and the \$5.6 million in private matching funds, will be used to turn around the remaining low-performing schools in the city. The award truly belongs to the entire city and continues the pattern of recognition and support for New Orleans as a leader in education reform.

Our work at New Schools for New Orleans serves to support the city to succeed. Recruiting and developing the teachers and leaders who influence students and families every day continues to be a priority. We support new charter management organizations to launch and existing ones to thrive and expand to turn around some of the highest-need schools in the city. We have funded high-quality providers to enhance instruction strategies and practices that effectively impact achievement. And, we work to inform and build the relationships that serve to protect the city’s progress.

Today, we’ve also begun to recognize real change in perceptions and expectations. People are involved and engaged. Best of all, students are responding positively. School Performance Scores are up nearly 20 points on average, and the achievement gap vs. the rest of the state has narrowed by nearly 50%. There’s evidence that we have begun to change the public education experience and, as a result, the expectations of students, parents and communities in New Orleans.

These are small but important first steps in a long journey. While dramatic progress has been made, there’s much to be done. Every step we take from this moment on makes every step we have taken that much more important. As you read through this update, you’ll note some key quotes from educators, entrepreneurs and leaders regarding their perspectives

on environment, experience, and life in general. I hope that they inspire you as the results inspire us. We look forward to continuing to work together to reach our goal of Excellent Public Schools for Every Child in New Orleans, step by step by step.



Best,

A handwritten signature in black ink, appearing to read 'Sarah Newell USDIN'.

SARAH NEWELL USDIN
Founder and CEO

“All great achievements require time.”

– Maya Angelou, Author and Poet

Financials in Review

STATEMENTS OF FINANCIAL POSITION

For the Year Ended September 30, 2010

ASSETS

Current Assets

Cash and Cash Equivalents	\$ 4,237,749
Grants Receivable – Current	1,909,142
Total Current Assets	6,146,891
Grants Receivable – Long Term	461,010
Property and Equipment, Net	89,926
Total Assets	\$ 6,697,827

LIABILITIES AND NET ASSETS

Current Liabilities

Accounts Payable	\$ 330,909
Accrued Expenses	0
Total Current Liabilities	330,909
Long-Term Liabilities	
Deferred Compensation Payable	74,214
Total Liabilities	\$ 405,123

NET ASSETS

Unrestricted	\$ 3,193,144
Temporarily Restricted	3,099,560
Total Net Assets	6,292,704
Total Liabilities and Net Assets	\$ 6,697,827

STATEMENT OF ACTIVITIES

For the Year Ended September 30, 2010

REVENUE AND SUPPORT

Grants and Contributions	\$ 4,353,185
Donated Services and Use of Facilities	112,000
Interest Income	33,241
Other Revenues	130,059
Total Revenue and Support	\$ 4,628,485

EXPENSES

Strategic Management/Fundraising	\$970,405
Talent/Human Capital	776,578
School Development Support	2,747,932
Advocacy/Governance	133,570
Total Expenses	\$4,628,485

Change in Net Assets

	0
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NET ASSETS

Beginning of Period	\$ 6,292,704
End of Period	\$ 6,292,704

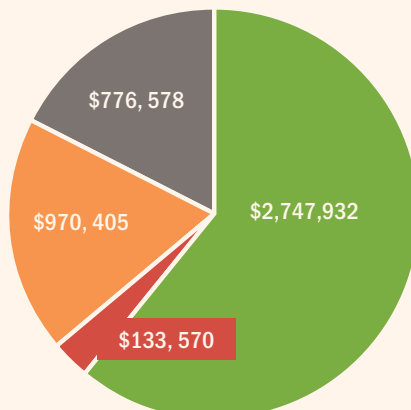
2010 FISCAL YEAR EXPENSES

Talent/Human Capital

- teachNOLA Teacher Recruitment and Placement
- New Leaders for New Schools Subsidies
- Leading Educators Development
- Communications and Outreach

Strategic Management/Fundraising

- Citywide Steering Committee
- Development/Fundraising
- Office Administration
- Technology



School Development/Support

- CMO Incubation and Launch
- Data-Driven Instruction/STEP/ANet
- Leadership Training and Coaching
- Leadership Transition and Closure Support
- CMO/School Capacity and Expansion
- School Review Program
- School Operations and Support

Advocacy/Governance

- Charter Board Development and Operational Support/The High Bar
- Community Engagement

Thank You to Our Donors

\$5,000,000 AND ABOVE

Bill and Melinda Gates Foundation

\$2,000,000 TO \$4,999,999

The Eli and Edythe Broad Foundation

Doris and Donald Fisher Fund

\$1,000,000 TO \$1,999,999

Booth-Bricker Fund

Bush-Clinton Katrina Fund

The Louis Calder Foundation

NewSchools Venture Fund

\$500,000 TO \$999,999

Ella West Freeman Foundation

Goldring Family Foundation

Greater New Orleans Foundation

Laurene Powell

Zemmurray Foundation

\$200,000 TO \$499,999

Ian Arnof

Reed Hastings

Eugenie and Joseph Jones

Family Foundation

RosaMary Foundation

Rosenthal and Jacobs Foundation Fund

The Reily Foundation

Toler Foundation

Walton Family Foundation

The Kemper and Leila Williams / Historic

New Orleans Collection

\$100,000 TO \$199,999

Anonymous

Capital One Bank

Annie E. Casey Foundation

Entergy Charitable Foundation

JPMorgan Chase Foundation

Chevron Corporation

Freeport-McMoRan

Charles and Elizabeth Goodyear

The Selley Foundation

Patrick F. Taylor Foundation

Toshiba America Foundation

Wachovia Foundation

\$25,000 TO \$99,999

Applecore Partners, Inc.

The Capital Group Companies Charitable Foundation

Clein/Lemann Esperanza Fund

Libby-Dufour Fund

Equal Justice Works

Ruth U. Fertel Foundation

Fidelity Charitable Gift Fund

GPOA Foundation

Mary Freeman Wisdom Foundation

Robert and Shirley Haspel Fund

The Franklin and Catherine Johnson Foundation

Pro Bono Publico Foundation

Share Our Strength's Hurricane Relief

and Recovery Fund

Smart Family Foundation

William M. Street

Whitney National Bank

\$24,999 AND BELOW

Frederic and Ellen Ball, Jr.

BHP Billiton Petroleum

Andy and Catherine Burka

Cala Colbert

The Community Foundation

Serving Boulder County

Joseph Donner Fund

Folwell and Lucia Dunbar

Foundation for the Mid South

Lloyd A. Fry Foundation

Garden State Discovery Museum

Gay Noe McLendon Foundation

Robert and Rose Maria Godlewski

Stephanie Green

Peter and Meryt Harding

Michael Keljo

Michael and Tabitha Lewis

Mr. & Mrs. J. Thomas Lewis Fund

Carolyn Leftwich and Michael Bolan

National Resource Center on Charter

School Finance and Governance

Richard and Sarah Newell

Peter Mayer Advertising

Donald H. and Eva S. McDaniel Foundation

“If you have respect for people as they are, you can be more effective in helping them to become better than they are.”

– John W. Gardner, Educator and Social Activist

The Montgomery County
Community Foundation
Gray and Mary Kay Parker
David and Marlis Perlis
The Perry Family
H. Eustis Reily Katrina Relief Fund
Matthew Rigby
Ropes & Gray
Allison Sattler
Sadie Gift Fund
Henry and Peggy Schleiff
Charles and Lynn Smith
Pierre and Allison Stouse
Lynne Stern
Walter and Nelsie Stern
Toni Verstandig
E. Burton and Jill White
Matthew Wisdom

THANK YOU TO OUR IN-KIND DONORS

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Cisco Systems
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Educational Initiatives at Tulane University
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Peter and Meryt Harding
Hertz Investment Corporation
Hewlett Packard
International House Hotel
Jazz and Heritage Festival Foundation
Microsoft Corporation
NewSchools Venture Fund
United Airlines
Universal Data, Inc.
Yale Law School

This list reflects support from NSNO launch through the end of 2010.

Board and Leadership

NSNO BOARD

Stephen Rosenthal

Board Chair

Jim Peyser

Board Vice-Chair

Stephen W. Hales, M.D.

Board Secretary

Mahlon Sanford

Board Treasurer

Ian Arnof

Mary Kay Parker

Hunter Pierson III

David Sylvester

Sarah Newell Usdin

Anthony Recasner, Ph.D.

Board Member Emeritus

NSNO LEADERSHIP

Sarah Newell Usdin

Founder and CEO

Neerav Kingsland

Chief Strategy Officer

Michael Stone

Investment Partner

Maggie Runyan-Shefa

Schools Partner

Michael Weaver

Chief Financial Officer

Change in Progress

NEW ORLEANS COLLEGE PREP CHARTER SCHOOL



The NOCP Board of Directors is one of the most talented and committed charter school boards in the city and has developed its effectiveness in governance over the past 5 years through the resources provided by NSNO. NOCP school leaders have benefited greatly from the *Leading for Excellence* training – the premier professional development program in school leadership in the country.

– Ben Kleban, Founder and Director

New Orleans College Prep (NOCP), located in Central City, currently serves over 600 students in grades K-3 and 6-9, growing to 850 students in grades K-10 in the 2011-2012 school year.

The NOCP Board is highly engaged as NOCP evolves from serving 120 6th-grade students at launch to serving over 600 in 2010 and actively utilizes *The High Bar* program to maximize efficiency in governance.

At NOCP, the pride of each student is evident as they discuss college plans, career paths and futures filled with opportunity. Since opening in 2007, New Orleans College Prep has maintained a focus on results and has posted significant student achievement gains. In 2010, NOCP 8th graders more than doubled the passing average of the RSD, ranking 7th in the city and 96% of NOCP 8th and 9th graders scored “good” or “excellent” on the state Algebra 1 exam – over twice the state average. Over the first 3 years of operation and expansion, NOCP has utilized NSNO-invested resources including *teachNOLA*, *The Achievement Network*, *The High Bar* and *Leading for Excellence* training with Nancy Euske.

If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude.

– Colin Powell, Statesman and Four-Star General

JOHN DIBERT COMMUNITY SCHOOL

John Dibert Community School (Dibert), located in Mid City, currently serves 398 students in grades K-8.

Recently added to the FirstLine Schools network in 2010, Dibert students are fortunate to have 3 *Leading Educators* on site (there are 6 *Leading Educators* across the FirstLine Schools network).

The experienced team at Dibert helps all students to develop a love for learning as they gain the skills necessary to be successful in school and in life. As one of the first schools turned around under an NSNO-funded operator expansion grant, Dibert is in its initial year of operation as part of the FirstLine Schools charter management organization. The new leadership team at Dibert utilizes NSNO-invested resources including *teachNOLA*, *The Achievement Network* and *The High Bar*. In addition, FirstLine Schools maintains a focus on building leadership capacity at all levels and was funded by NSNO to launch *Leading Educators* in partnership with *New Leaders for New Schools*. The school and network leadership teams have also participated in *Leading for Excellence* training with Nancy Euske. As with all FirstLine schools, the NSNO Schools Team has reviewed Dibert to provide real-time feedback to educators there.



NSNO's support for *Leading Educators* has helped us and other schools across the city to build a broad base of leadership in our schools."

– Jay Altman, FirstLine Schools CEO

Progress in Change

NEW ORLEANS CHARTER SCIENCE AND MATH ACADEMY



"The leadership training provided by Nancy Euske gives our team a common language and a framework for leadership best practices. Nancy has built herself into the DNA of effective institutions and is passionate about sharing that with our organization."

-Benjamin Marcovitz, Founder, School Leader and Principal

New Orleans Charter Science and Math Academy (Sci Academy), an NSNO-incubated high school located in New Orleans East, currently serves 240 scholars in grades 9-11.

Launched by Mr. Ben Marcovitz in 2008, Sci Academy is now the top performing open-enrollment high school in the city.

The innovation at Sci Academy is evident each day as high school students are prepared for college success, for careers and for life. Since 2008, the leadership, faculty, staff and board have worked to equip all scholars with the passion and tools necessary to begin innovative and world-changing pursuits. That work has included a significant focus on the leadership teams as primary drivers of student achievement. Nearly 100% of the school and CMO-level leadership have participated in the NSNO-supported *Leading for Excellence* training with Nancy Euske. In addition, the NSNO Schools Team has performed bi-annual school reviews since launch, providing feedback to the leadership each Fall and Spring. And, the Sci Academy Board is one of ten local charter boards selected to utilize the NSNO-invested resource *The High Bar* to maximize efficiencies in governance and operational support.

All labor that uplifts humanity has dignity and importance and should be undertaken with painstaking excellence.

- Dr. Martin Luther King, Jr., Civil Rights Leader

McDONOGH CITY PARK ACADEMY

McDonogh City Park Academy (MCPA) currently serves more than 400 students in grades K-8 in the Mid-City area of New Orleans.

Launched as a charter in 2006 and under the leadership of Ms. Christine Mitchell since 2008, the school has improved student achievement dramatically increasing their School Performance Score by 45%—from 48.6 to 70.5 points—2007-2010.

The MCPA team actively utilizes resources that align with their philosophy of engaged learning through data-driven instruction in a character-building environment. Over the course of its 4-year history, MCPA has participated in NSNO-invested resources including *teachNOLA* and *The Achievement Network*. In addition, the NSNO Schools Team has provided two on-site School Reviews to date for McDonogh City Park and has included MCPA leadership on other school reviews as a source of ongoing development and growth.



As a New Schools for New Orleans partner school, McDonogh City Park Academy has been afforded many learning opportunities. Our first NSNO school review in September 2009 provided valuable insight and resulted in significant programmatic and structural changes that contributed to an increased School Performance Score. Through NSNO, we have also been able to participate in numerous reviews of other schools. These experiences have helped strengthen collegial relationships and build a support network - essential to a school leader's survival in a stand-alone charter school.

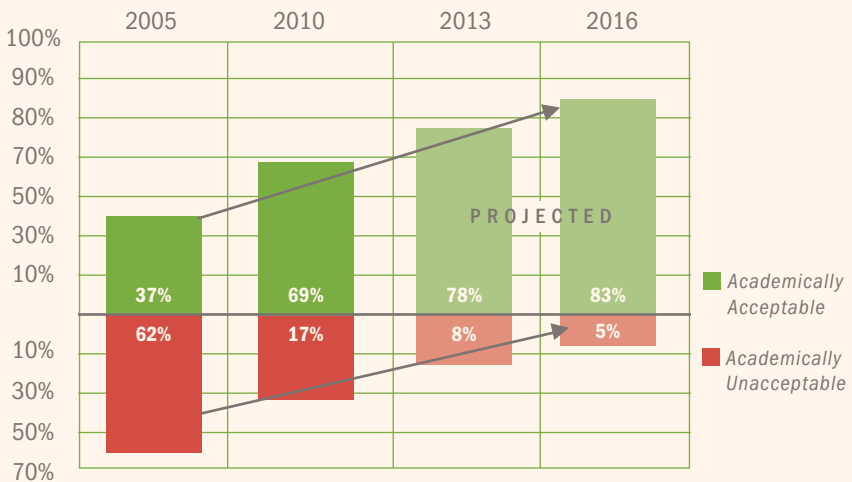
- Christine Mitchell, Principal

5-Year Perspective

The awarding of a \$28 million Investing in Innovation (i3) Grant by the Department of Education in 2010 is the strongest national validation to date of New Orleans' ability to impact education and the futures of children in our city. The demonstration of measurable results has reinforced the city's leadership position in school reform and provides the opportunity to advance a unique public/private partnership between New Schools for New Orleans and the Recovery School District to expand success locally and nationally. Over the next 5 years, high-performing charter schools and charter management organizations will be funded through The New Orleans i3 Project to assume the management of and turn around the remaining low performing schools in our city. By 2016, we expect significant impact:

- 19 charter schools developed in New Orleans
- 8 new charter schools opened in Tennessee
- Reduction of academically unacceptable schools in New Orleans to under 5%
- Parents and children in New Orleans continue to demand better, building a culture of high expectations
- Strategy documented and disseminated to district and government leaders across the country

THROUGH SUCCESSFUL IMPLEMENTATION OF THE NEW ORLEANS I3 PROJECT, IT IS PROJECTED THAT BY 2016 LESS THAN 5% OF NEW ORLEANS PUBLIC SCHOOL STUDENTS WILL ATTEND AN ACADEMICALLY UNACCEPTABLE SCHOOL



2005–2016 Comparison

note: OPSB and RSD schools combined for 2005-2010 comparison. In 2005, 1% of schools were nonrated. In 2010, 15% of schools were nonrated. 2013 and 2016 numbers are projected and utilize the 2005 "failing" definition.

“We cannot solve our problems with
 the same thinking we used when
 we created them.”
 – Albert Einstein, Physicist and
 Nobel Prize Winner

NSNO Vision, Strategy & Impact 2010

New Schools for New Orleans' Vision—Excellent Public Schools for Every Child in New Orleans—drives everything we do and every investment we make. Investments of time, resources and funding that change experiences and opportunities for children across New Orleans.

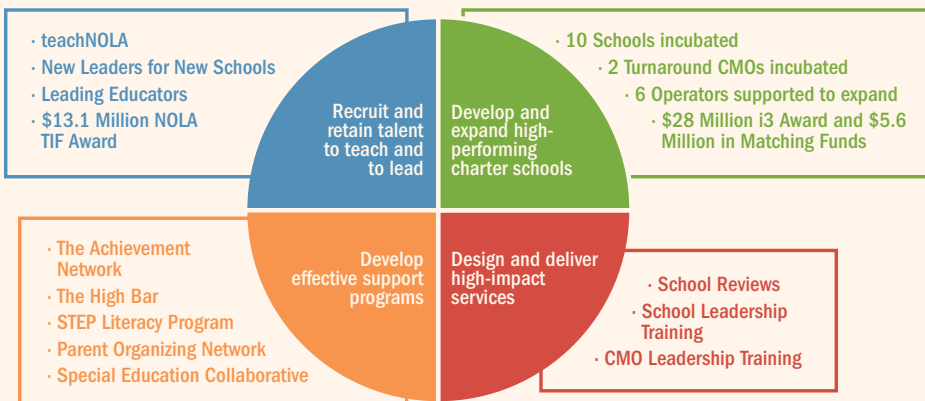
In 2010, an additional 65 *teachNOLA* teachers and 4 *New Leaders for New Schools* leaders were recruited and placed in open-enrollment charter schools. This focus on developing and retaining talent resulted in the award of a \$13.1 million dollar *Teacher Incentive Fund* grant by the U.S. Department of Education.

The dramatic increases in student achievement were validated by the U.S. Department of Education's award of

a \$28 million *Investing in Innovation* (i3) grant and \$5.6 million in matching funds in October 2010. This money will be used to turn around the remaining academically unacceptable schools in the city 2011-2016. Prior to receiving the i3 grant, NSNO invested in 2 charter management organizations to turn around 3 schools.

New Schools for New Orleans also led the effort in the city to develop, communicate and garner support for a *Gates Foundation District-Charter Compact*. As 1 of only 9 cities to formalize a commitment in 2010, New Orleans again demonstrated a unique willingness to maintain and build the relationships needed to support continued success. The *Louisiana Association of Public Charter Schools* will oversee the implementation of this agreement.

NSNO STRATEGIC INVESTMENTS TO DATE (2006–2010)



NSNO KEY IMPACT TO DATE (2006–2010)

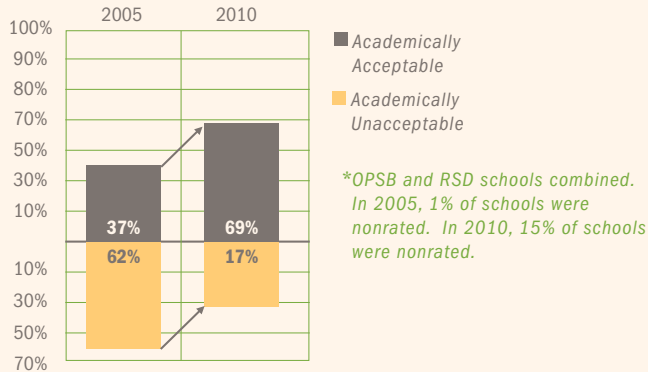
- NSNO has supported operators to launch or expand to develop 31% of all New Orleans charter schools and serve more than 12,000 students
- 81 *NSNO School Reviews* provided recommendations to increase student achievement at 24 open-enrollment charter schools
- School Performance Scores of NSNO-incubated schools are in the top 25% of all RSD schools and *New Orleans Charter Science and Math Academy*, an NSNO-incubated charter, is the highest-performing open-enrollment high school in New Orleans
- More than 505 teachers and 110 leaders have been recruited, trained or developed through NSNO-invested providers *teachNOLA*, *New Leaders for New Schools*, *Leading Educators* and *Leading for Excellence* to serve in over 84% of open-enrollment charter schools
- NSNO-invested school support programs and providers, including *The Achievement Network*, *STEP Literacy Program*, *teachNOLA*, *Leading Educators*, *New Leaders for New Schools* and *The High Bar*, impact 100% of New Orleans charter schools
- NSNO recruited and invested in the data-driven instruction provider *The Achievement Network* to launch in New Orleans, work with 21 schools, and increase academic performance at two times the state rate
- Over 250 board members, recruited and trained through the *NSNO Board Bank* and supported by NSNO-supported programs like *The High Bar*, provide management resources for 86% of open-enrollment charter schools

Innovative Success in New Orleans

It is nearly impossible to describe our work at New Schools for New Orleans without putting into context and celebrating the success noted for the city. New Orleans has now been recognized as a leader in urban education reform and there is clear evidence that our system of schools is working.

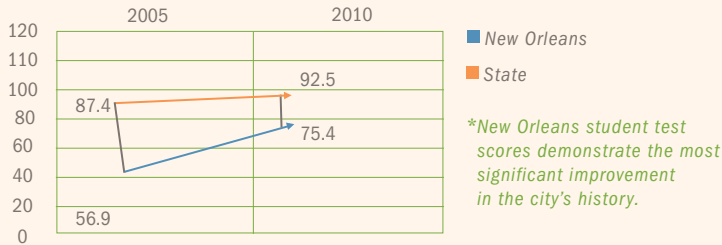
CHOICE

As of 2010, the number of students attending an academically unacceptable school in New Orleans has been reduced by over 70%—more than 45 percentage points. That means a considerably higher number of students and families have more choice and greater educational opportunities than ever before.



ACHIEVEMENT

Student achievement in New Orleans is increasing at twice the rate of other cities measured across the state. In fact, New Orleans has closed the achievement gap vs. the state by nearly 50%. These 5-year results demonstrate the most significant improvement in student achievement in the city's history.



RECOGNITION

The educational environment New Orleans has worked diligently to foster has now been recognized. A 2010 Thomas B. Fordham Institute study ranked New Orleans as the “#1 Reform Friendly City” in the country based on 6 critical categories.

City	Final Rank	Human Capital	Financial Capital	Charter Environment	Quality Control	District Environment	Municipal Environment
New Orleans	1	2	1	1	8	2	18
Washington DC	2	1	2	2	5	5	19
NYC	3	3	8	10	2	8	13
Denver	4	5	7	8	14	10	4
Jacksonville	5	14	21	11	1	3	8

COMMITMENT

While we recognize the long road ahead, we will work as an organization and as a city with both the courage and commitment necessary to maintain momentum locally and provide insight to other urban school districts nationwide.