



# Putting Student Achievement First

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Annual Update 2011



**NEW SCHOOLS  
FOR NEW ORLEANS**

Delivering on the Promise of Excellent Public Schools for Every Child in New Orleans.



## A Year of Transformation

At New Schools for New Orleans, student achievement is our overriding priority. Every decision we make reflects this focus. In 2011, our city's schools posted the highest student performance scores to date, leading the state in student achievement growth for the sixth consecutive year. We're graduating more students, we're sending more to college, we're keeping more kids in school, and we're sending fewer kids to failing schools.

Yet much work remains. Too many students still attend failing schools and nearly half of all students score below proficient in reading and math. And even "proficient" isn't good enough. If we want career and college readiness for every child, we must set our sights higher. We must remain focused on driving better outcomes for kids and providing every child the opportunity to attend an excellent school, not just a school that's better than before.

Our overarching endeavor in 2011 was administering our \$33.6 million U.S. Department of Education Investing in Innovation (i3) grant held jointly with the Recovery School District. Through this grant, we expect to reduce the proportion of students attending academically unacceptable city schools to less than five percent by 2016. The inaugural i3 selection process yielded three awards totaling \$2.3 million for 2011 openings. With another seven schools set to open in fall 2012, these ten i3 schools will ultimately grow to serve over 4,700 students (including 2,000 high school students) in what were once failing schools.

We're also working to support teacher development. We invested in MATCH Teacher Coaching to transform early career teachers into exceptional educators. And we're implementing the federally financed Teacher Incentive Fund (NOLA TIF) program, which uses observation, evaluation, and professional development to help teachers and leaders improve student performance.

And, lastly, we're evolving internally. We reshaped our strategy to focus our efforts on meeting the changing needs of our city, and we added staff to better execute our work. In the spring, Sarah stepped down from leading NSNO's day-to-day operations — turning the reins over to Neerav — she will remain an integral part of NSNO as an advisor, fundraiser, and board member. It has been an exciting year of growth for us and the city.

Through your support and the diligence of educators, parents, and communities who put student achievement first, New Orleans can become the first city in the country with an excellent public school for every child. Our mission demands nothing less.



Sincerely yours,

Sarah Newell Usdin, Founder

Neerav Kingsland, Chief Executive Officer

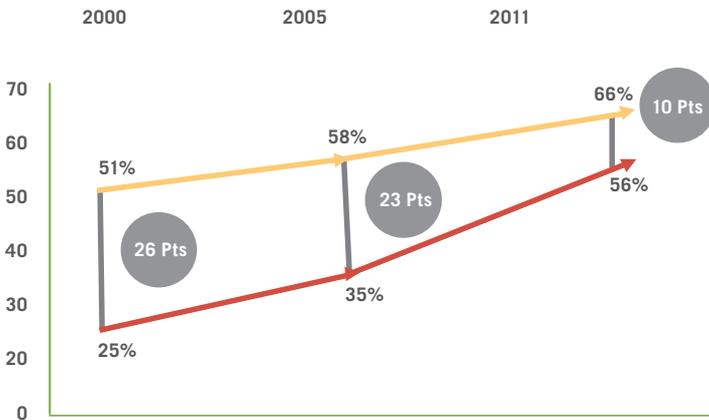


# Our Progress

In 2011, we saw Louisiana raise its performance standards. The number of students in failing schools dropped 49% in five years. That momentum, combined with the school transformations expected through the i3 Project, should shrink the proportion of New Orleans children attending failing schools to below 5% by 2016.

## NEW ORLEANS CLOSES CITY VS. STATE PROFICIENCY GAP BY MORE THAN 50% IN 5 YEARS

In 2011, the city's schools posted the highest student performance scores to date—and the RSD maintained its Number 1 ranking in growth across the state. With its intrepid commitment to improving public schools, New Orleans continues to be recognized as a leader in urban public education reform.



### New Orleans Poised to Surpass the State Performance

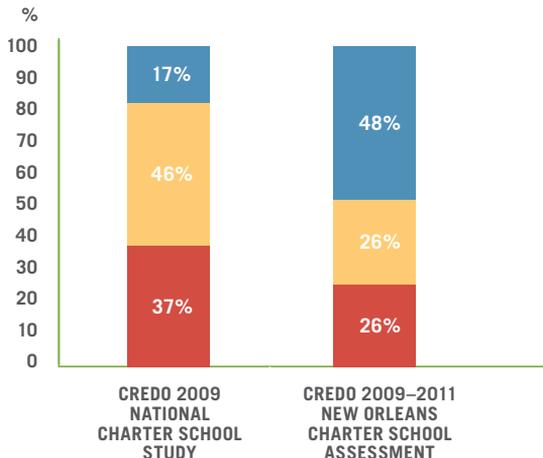
- State
- New Orleans

+ **Note:** Based on All Grades, All Tests (E, M, S, SS), 2005-11 is a five-year window due to lost school year of 2005-06.  
 + **Source:** LA Department of Education Data/Analysis by EducateNow!

## OUTPACING THE NATION

In addition, a Stanford University Center for Research on Education Outcomes (CREDO) assessment of New Orleans' open-enrollment charters demonstrates that New Orleans charter schools are vastly outperforming charter schools in other parts of the country.

We hope that this begins to prove that thoughtfully designed charter sectors can deliver both quality and scale.



### Almost 3x as Many New Orleans Charters Achieve Superior Results

Compared to National Averages

- Results Superior to Statewide Traditional Public Schools
- Results Same as Statewide Traditional Public Schools
- Results Worse than Statewide Traditional Public Schools

+ **Note:** New Orleans data based on open-enrollment charter school achievement data only.  
 + **Source:** LA Department of Education Data/Analysis by Center for Education Outcomes at Stanford University (CREDO)



# Thank You to Our Donors

## NSNO CONTRIBUTORS

### \$3,000,000 and Above

Robertson Foundation

### \$1,000,000–\$2,999,999

The Eli and Edythe Broad Foundation

Carnegie Corporation of New York\*

Michael and Susan Dell Foundation\*

Doris and Donald Fisher Fund

W.K. Kellogg Foundation\*

### \$250,000–\$999,999

The Louis Calder Foundation

National Philanthropic Trust\*

New Schools Venture Fund

Hastings/Quillin Fund, an  
advised fund of Silicon Valley  
Community Foundation

The Walton Family Foundation

### \$100,000–\$249,999

Booth Bricker Fund

J P Morgan Chase Foundation

Emerson Collective Education Fund

Entergy Charitable Foundation

Goldring Family Foundation

Zemurray Foundation

### \$50,000–\$99,999

Ella West Freeman Foundation

Patrick F. Taylor Foundation\*

Toler Foundation

Woldenberg Foundation

### \$25,000–\$49,999

Baptist Community Ministries

Capital One Bank

Freeport-McMoRan Copper  
& Gold Foundation

### \$10,000–\$24,999

Eugenie and Joseph Jones

Family Foundation

Gay Noe McLendon Foundation

Pro Bono Publico Foundation

Ruth U. Fertel Foundation

### \$9,999 and below

Cherkin-Brawarsky Family Trust

Dana & Lewis Shepard

Detroit Parent Network

Gustaf Westfeldt McIlhenny

Family Foundation

Joseph E. Ramsak, Jr., In Memoriam

Michael and Tabitha Lewis

Mr. & Mrs. J. Thomas Lewis Fund

Mr. and Mrs. Pierre Stouse III

National Classification

Management Society

Richard and Sarah Newell

United Way of New York City

## 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*

### Members

Michael Brown

Neerav Kingsland

Mary Kay Parker

Hunter Pierson III

David Sylvester

Sarah Newell Usdin

### Members Emeritus

Ian Amof

Anthony Recasner, Ph.D.

### NSNO LEADERSHIP

Neerav Kingsland  
*CEO*

Michael Stone  
*Chief External  
Relations Officer*

Maggie Runyan-Shefa  
*Chief Schools Officer*

Sarah Newell Usdin  
*Founder*

\* These organizations contributed matching grants that facilitated the U.S. Department of Education's Investing in Innovation award.



# NSNO Mission, Strategy & Impact 2011

New Schools for New Orleans' Mission – delivering on the promise of excellent public schools for every child in New Orleans – drives every decision we consider, every investment we make.

Over the next 3 years, New Orleans will implement strategies designed to sustain and expand the now-proven system of independent and accountable charter schools. In the absence of a decentralized school district, New Schools for New Orleans plays a vital role in proactively monitoring needs, developing innovative solutions, and above all, maintaining focus on academic excellence across three strategic pillars:



## City Leadership

Be a leading voice for academic excellence in New Orleans and influence education leaders to execute New Orleans reform model.

## Landscape Monitor

Identify citywide gaps directly limiting academic excellence.

## National Reform

Increase national awareness and learning of New Orleans model by capturing and sharing knowledge.



## Expand What Works

Support the expansion of high-performing open-enrollment charter schools.

## Launch and Innovate

Invest selectively in new Charter Management Organizations (CMOs) and schools.

## Turnaround and Crisis

Enable the turning around of low-performing schools and support charter boards in times of transition, academic crisis, or strategic planning.



## Citywide Support

Facilitate the establishment of scalable and sustainable providers to drive academic excellence in New Orleans. Maintain focus on recruiting and developing human capital (school leaders, teachers and boards).

## Local Capital

Mobilize, coordinate, or provide early stage local capital to attract and support initial growth of support providers.

## NSNO – 2011 KEY IMPACT

### Strategic Leadership: Advocating for Academic Excellence in New Orleans, the Nation

- NSNO partnered with the Louisiana Association of Public Charters Schools and numerous charter operators on the Gates-Charter District Compact. New Orleans is one of 16 cities where charter and district leaders have formally committed to work together to ensure that all children have access to high-quality public schools.
- NSNO co-authored *New Orleans-Style Education Reform: A Guide for Cities* with Public Impact, for release in 2012. The guide will be used to advocate for New Orleans-like reforms through presentations to elected officials, funders and policy-makers across the country.

### School Development Accelerator: Turning Around Failing Schools and Supporting CMOs

- NSNO awarded nine Investing in Innovation (i3) awards to turn around 10 academically unacceptable schools and ultimately serve more than 4,500 students – effectively transitioning more than half of all RSD failing high schools.
- NSNO assisted 3 CMOs – FirstLine, KIPP and ReNEW – in developing performance-based compensation systems through a federal Teacher Incentive Fund (TIF) grant.
- NSNO conducted 27 school reviews in support of 17 schools.

### Landing Pad: Investing in Human Capital Support Organizations

- 91 teachers recruited, trained and placed through the NSNO-invested teachNOLA program to serve students in more than 90% of open-enrollment schools.
- 67 teacher-leaders developed through the NSNO-invested program Leading Educators to prepare the next generation of middle leadership in New Orleans.
- Invested in launch of MATCH Teacher Coaching, slated to train 28 teachers using this highly successful intensive-coaching model.
- Invested in Achievement Network (ANet) which used data-driven coaching with 28 schools and helped increase academic performance at twice the state rate.

**New Schools for New Orleans' Mission—delivering on the promise of excellent public schools for every child in New Orleans—drives every decision we consider, every investment we make.**



## Investing in Innovation

In 2011, the first three selected schools began their journey with funding from the federal Investing in Innovation (i3) grant administered by a partnership between NSNO and Louisiana's Recovery School District. Choice Foundation, Collegiate Academies, Friends of King, Future is Now, New Orleans College Prep and Rite of Passage were also awarded i3 grants to open an additional seven schools starting in 2012. These ten new schools will serve more than 4,700 students who once attended failing schools.

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### JOSEPH S. CLARK PREPARATORY HIGH SCHOOL

#### *FirstLine Schools*



Joseph S. Clark Preparatory High School (Clark Prep), located in Tremé, currently serves 400 students through three programs: a Freshman Academy, a 10th–12th grade Core Program, and the NET@Clark, an alternative school for students who have struggled in traditional school settings. Funding from the i3 project supported initial implementation prior to the school's August 2011 opening and additional leadership team members who make Clark's differentiated programming possible.

**Clark Prep, one of the initial schools funded by i3, will serve 500–600 students when it reaches full capacity.**

FirstLine Schools took the pioneering step of partnering with a group of alumni and community members to charter Clark Prep High School and lead its transformation in 2011. In the calm, orderly environment that characterizes this once-turbulent campus, Clark Prep students (only 6% of whom performed at grade level last year) can now concentrate on the school's college-focused curriculum and enriching experiences. FirstLine's intent is to develop the whole scholar, through the school's core values of *Discipline*, embodied by hard work and perseverance in a safe, supportive environment; *Scholarship*, achieved through high expectations, rigor and urgency because every second counts toward achieving students' goals; and *Community*, where each and every member of the Clark Prep community is expected to work together and support one another to be successful in college and life.

To support this mission, the i3 grant has enabled Clark Prep to provide intensive support services to older students and wrap around support for homeless students. It has also enabled Clark to provide more personalized academic support. Now that they have established clear goals and a calm but focused atmosphere, school leaders expect significant academic improvement over last year's test scores.

## KIPP BELIEVE PRIMARY SCHOOL

*KIPP New Orleans*



In August 2011, KIPP New Orleans opened its newest school, KIPP Believe Primary, welcoming 99 kindergartners in its inaugural class. The Gentilly school, currently located on the former F.W. Gregory campus, will ultimately serve 500 students through fourth grade by August 2015.

By empowering students with academic knowledge, community partnership, and character education, KIPP Believe Primary addresses three main factors that help first-generation college students prepare for and succeed in their college careers. Two full-time kindergarten teachers lead each of four classrooms that are named for local colleges. The Dillard, Xavier, Tulane, and Loyola class names highlight the school's partnerships with these institutions of higher learning and emphasize the college-bound expectations of KIPP Believe Primary students.

KIPP Believe Primary students receive intense one-on-one instruction with teachers and in literacy centers to ensure that academic readiness goals are met, but do so in a warm and loving atmosphere. As of now, 77% of KIPP Believe Primary's kindergartners are already at or above grade level.

**More than 75% of KIPP Believe Primary students are at or above grade level in the school's first year.**

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## HARRIET TUBMAN CHARTER ELEMENTARY SCHOOL

*Crescent City Schools*

Crescent City Schools, with assistance from an i3 grant, opened Harriet Tubman Charter Elementary School to 538 students in August 2011. This enrollment represented a 100-student increase from the prior year for the K-8 school, located in Algiers. Tubman students are surrounded by faculty and staff who hold steadfastly to the belief that all students can and will learn. Crescent City's mission is to assist them in building the academic skills, personal values, and intellectual habits to succeed in high school, college, and beyond.

The school's Craftsman-era building has seen more than \$200,000 of renovation, creating an entirely new physical environment for Tubman students. Much of that work was done by the more than 1,000 volunteers who put in tireless hours in improvements before students crossed the threshold at the start of the school year.

With a clear focus on creating a values-driven culture, Harriet Tubman Charter students have already made tremendous strides in reading. Average attendance remains steady at 95%, demonstrating the very real transformation in student, parental, and educator attitudes toward student achievement and the school community.



**One of Harriet Tubman Charter's goals is to help students develop the courage to make great choices and lead.**



## NSNO Investments

Our work to develop and sustain excellent public schools for every child in New Orleans depends heavily on the presence of excellent teachers and leaders on the ground, interacting with and influencing children.

### NOLA TIF

In 2011, NSNO began implementing the NOLA Teacher Incentive Fund (TIF) program, financed by a grant from the U.S. Department of Education. The program's overarching goal is to dramatically increase student achievement by ensuring that an effective teacher teaches every child, and that an effective leader supports every teacher. Through regular observation, teachers and administrators receive detailed evaluations along with professional development aligned to their needs. These evaluations, combined with student achievement results, determine which teachers and leaders are eligible for monetary awards at the end of each school year.

To date, the grant supports teachers and administrators at 13 schools (serving about 6,330 students collectively) run by FirstLine Schools, ReNEW Charter Schools, and KIPP New Orleans Schools. NSNO will recommend a new cohort of partner schools to join the grant in 2012.

### teachNOLA

A partnership between the RSD, NSNO and The New Teacher Project, teachNOLA provides a pipeline of prepared teachers (including new college graduates, mid-career professionals, and proven educators) for New Orleans schools where the achievement gap is most significant. In 2011, teachNOLA recruited, trained, and placed 91 teachers in New Orleans schools.



### LEADING EDUCATORS

Dedicated to increasing the leadership capabilities of mid-level teacher-leaders, Leading Educators has recruited, trained or developed more than 67 teacher-leaders (including 25 new participants in 2011) through NSNO-invested providers to impact achievement for more than 12,200 students. In Leading Educators' spring survey, 26 of 29 teachers enrolled would highly recommend it to colleagues.



### THE ACHIEVEMENT NETWORK

A data-driven instruction provider, The Achievement Network (ANet) provides quarterly assessments and data reports to determine levels of student mastery, intensive coaching to help schools use this data, and a peer network of leaders and teachers for best practice sharing and collaboration. While working with 28 schools in New Orleans, ANet has helped increase academic performance at twice the state rate.



### MATCH TEACHER COACHING

This intense professional coaching program, based on Boston's MATCH Charter Public School's successful teacher training, launched in New Orleans in 2011. Using individual and in-depth coaching, the program's goal is to transform early career teachers into exceptional educators. Still working with its inaugural class, MATCH works with nearly 30 teachers in schools across New Orleans, affecting more than 1,800 students.





# 2011 Financials in Review

## STATEMENT OF ACTIVITIES

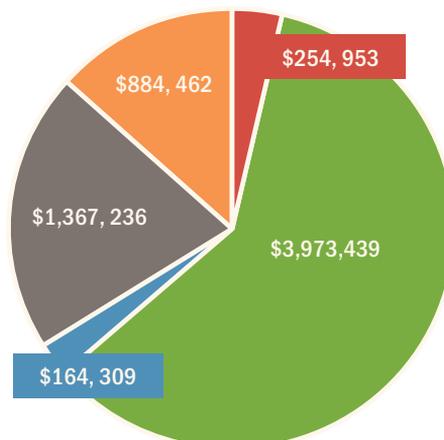
For the Year Ended September 30, 2011

REVENUE AND SUPPORT	Unrestricted	Temporarily Restricted	Total
Grants and Contributions	\$3,070,272	\$8,408,176	\$11,478,448
Donated Services and Use of Facilities	112,000	-	112,000
Interest Income	27,365	-	27,365
Other Revenues	116,760	-	116,760
<b>Total Revenue and Support</b>	<b>3,326,397</b>	<b>8,408,176</b>	<b>11,734,573</b>
<b>NET ASSETS RELEASED FROM RESTRICTIONS</b>	<b>5,864,788</b>	<b>(5,864,788)</b>	<b>-</b>
<b>Total Revenue, Support and Net Assets Released from Restrictions</b>	<b>9,191,185</b>	<b>2,543,388</b>	<b>11,734,573</b>
<b>EXPENSES</b>			
Program Services			
School Support and Investment	3,973,439	-	3,973,439
Advocacy	164,309	-	164,309
Teach and Lead	1,367,236	-	1,367,236
Supporting Services			
Management and General	844,462	-	844,462
Fundraising	254,953	-	254,953
<b>Total Expenses</b>	<b>6,604,399</b>	<b>-</b>	<b>6,604,399</b>
<b>CHANGE IN NET ASSETS</b>	<b>2,586,786</b>	<b>2,543,388</b>	<b>5,130,174</b>
<b>NET ASSETS</b>			
Beginning of Year	3,193,144	3,099,560	6,292,704
End of Year	\$5,779,930	\$5,642,948	\$11,422,878

\* **Note:** In accordance with U.S. Generally Accepted Accounting Principles (GAAP), we recognized as revenue all pledged i3 philanthropic match funds, which resulted in a significant increase of our net assets. These funds will be expended annually over the remainder of the i3 grant.

## 2011 FISCAL YEAR EXPENSES

- School Support and Investment
- Advocacy
- Teach and Lead
- Management and General
- Fundraising



The TIF grant awarded to NSNO totals \$13.17 million, 100% funded by the ED.  
 The i3 grant totals \$33.6 million - \$28 million (88.33%) from the Federal Department of Education (ED) and \$5.6 million (16.67%) in private matching funds - awarded to NSNO, RSD, and Tennessee ASD.