



The Path to 50,000

New Schools for New Orleans 2013 Annual Update



**NEW SCHOOLS
FOR NEW ORLEANS**

Delivering on the promise of excellent public schools for every child in New Orleans.

Achieving 50,000 High-Quality Seats

When New Schools for New Orleans launched in 2006, academic performance in Orleans Parish ranked near the bottom of Louisiana's 68 school districts. Children rarely achieved Mastery in reading or math, nearly half dropped out of school altogether, and less than 10% completed college. Over the last eight years, New Orleans' schools have been transformed: the city has nearly caught the state in math and ELA proficiency, and more students than ever are graduating from high school with college acceptances. New Orleans' educational turnaround is among the most significant in our nation's recent history; the city is now on pace to become the first high-poverty urban district in the country to score higher than its state average.

The improvement in New Orleans' schools is in large part due to a reimagining of the role of government in schooling. This structural shift—from government as school operator to school regulator—has empowered thousands of excellent educators, given families choices, and dramatically increased student learning. The New Orleans system no longer relies on the strength of an individual superintendent; rather, the success of our students relies on the entrepreneurship, innovation, accountability, and the empowerment of teachers and school leaders.

Eight years into the transformation, our schools are better, but they are not yet excellent. Since 2005, New Orleans has reduced the performance gap with the state average by 73%, but Louisiana's performance remains near the bottom nationally, ranking between 47th and 49th on the National Assessment of Educational Progress (NAEP). So, while we celebrate the recent progress in our schools, we know there is a tremendous amount of work to be done before all of New Orleans' students are competitive on a national and global level.

Moving forward, we propose an ambitious goal for the next ten years: by 2023, every child in New Orleans will have the opportunity to go to a school that earns either an "A" or a "B" on the state accountability system. To get there, we will maintain a strict investment focus on excellent charter school operators and human capital providers and work to ensure the city maintains a policy environment focused on academic achievement.

This year, NSNO made exciting progress toward realizing this new goal. We invested in six schools—expanding four of the city's highest-performing operators and supporting the launch of two new schools. We also recruited and funded the expansion of the Relay Graduate School of Education and Education Pioneers, programs designed to build the skills of educators already in the city and attract additional talent to the New Orleans educational system.

To supplement the amazing work of schools and human capital providers, NSNO also expanded its direct programming to help address additional gaps limiting student achievement, including challenges faced during the transition to the Common Core. Each time we considered expanding our work, one question grounded our decision-making: "Will this choice lead to an increase in the number of high-quality seats available to New Orleans' children?"

While much has changed since NSNO's founding, we remain committed to delivering on the promise of an excellent public school for every child in the New Orleans. When this goal is accomplished, New Orleans will truly become the first urban district in the country to provide every public school child with a quality education.

Our students deserve nothing less.



Sincerely,

A handwritten signature in black ink that reads "N. Kingsland". The signature is fluid and cursive, written in a professional style.

Neerav Kingsland, Chief Executive Officer

NSNO Mission and Strategy 2013

New Schools for New Orleans' mission—delivering on the promise of excellent public schools for every child in New Orleans—drives every decision we make. In the absence of a centralized school district, NSNO plays a vital role in proactively monitoring needs, developing innovative solutions, and above all, maintaining a focus on academic excellence across three strategic pillars:



**NEW ORLEANS
STRATEGIC
LEADERSHIP**

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 the New Orleans model by capturing and sharing knowledge.



**SCHOOL
DEVELOPMENT
ACCELERATOR**

Expand What Works

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

Launch and Innovate

Selectively invest in new charter management organizations (CMOs) and schools.

Turnaround and Crisis

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



**LANDING
PAD**

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.

STRATEGIC PILLARS SPOTLIGHT: SPECIAL EDUCATION

Over the past three years, the number of students in New Orleans with individualized education plans (IEPs) has grown by 24%, outpacing overall enrollment growth. Currently, there are 3,600 students in the city with IEPs, 90% of whom qualify for free or reduced price lunch. To ensure that all students with special needs receive equitable resources, NSNO is:



New Orleans Strategic Leadership

Advocating for equitable funding and a robust set of therapeutic services



School Development Accelerator

Investing in the expansion of high-quality programs serving the needs of children with IEPs as well as supporting schools to design new programs



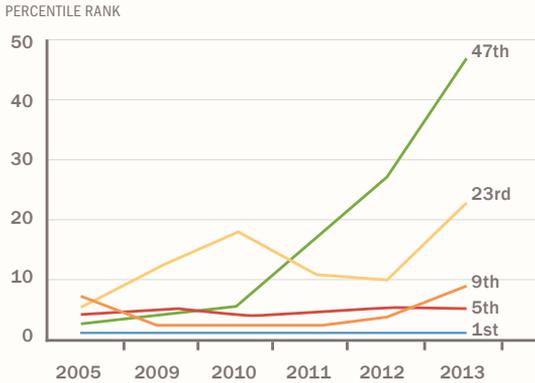
Landing Pad

Creating a high-quality human capital environment for serving students with special needs

Academic Performance and Equity

ACADEMIC PERFORMANCE HAS RAPIDLY INCREASED

In 2005, Orleans Parish ranked 67th of 68 school districts in Louisiana (3rd percentile); today, New Orleans ranks at the 47th percentile and is on pace to become the first high-poverty urban district in the country to surpass the average proficiency in its state.



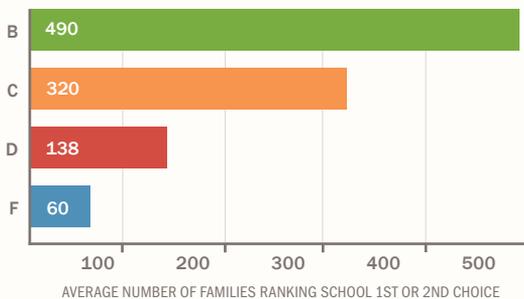
District Percentile Rank of the Five Lowest-Performing Districts in 2005

- All NOLA
- East Feliciana
- City of Baker
- Madison
- St. Helena

Source: Louisiana Department of Education
Analysis: New Schools for New Orleans

SYSTEM IS BECOMING MORE EQUITABLE

New Orleans continues to build a system in which all students—regardless of ability, income, or background—can access a high-quality education. New Orleans’ centralized enrollment process, OneApp, allows families to have equitable access to nearly all public schools. As seen in the chart below, families are utilizing the system to select high-quality schools on OneApp at a higher rate than mid-to-low performing schools. Additionally, the city’s improved expulsion policies created a fairer system for students across schools, resulting in an expulsion rate that is 20% lower than the state average.



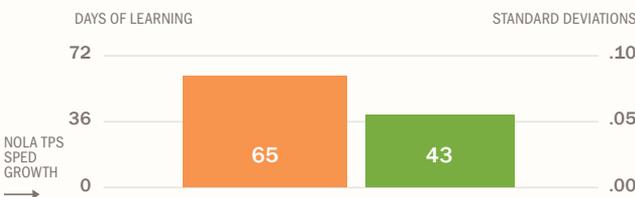
OneApp Preference for 2013-14 by School Letter Grade

- B
- C
- D
- F

Source: Louisiana Department of Education
Analysis: New Schools for New Orleans
Note: 2011-12 letter grades were available to parents and are shown here

STUDENTS WITH SPECIAL NEEDS LEARNING AT RAPID RATE

Analysis conducted by the Center for Research on Educational Outcomes (CREDO) demonstrates that students with special needs are achieving significant educational growth by attending New Orleans charter schools.



Impact with Students with Special Needs in New Orleans

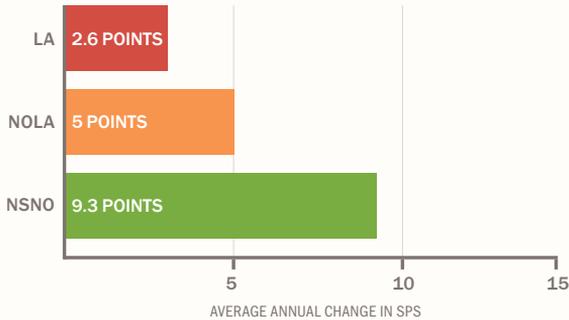
- Reading
- Math

Source: Charter School Performance in Louisiana Report, Center for Research on Education Outcomes at Stanford University (CREDO)
Note: TPS is “Traditional Public Schools”

Charter School Investments and Performance

NSNO-FUNDED SCHOOLS LEAD NEW ORLEANS' ACADEMIC GAINS

In 2010, NSNO made a strategic shift to invest in charter management organizations (CMOs) rather than stand-alone charter schools. Since that time, NSNO has funded the launch of 17 charter schools. They have demonstrated accelerated academic growth — outpacing the state average by three-and-a-half times and all New Orleans' schools by two-times — while serving the city's highest-need students.



Weighted Average Change in SPS (Per Year)



Source: Louisiana Department of Education Analysis: New Schools for New Orleans
 Note: This shows the average of the change in growth SPS for the last 3 periods, weighted by enrollment (i.e., Growth SPS in 2009-10 vs. 10-11; 10-11 vs. 11-12; 11-12 vs. 12-13).
 All schools evaluated on 0-200 scale

\$30 MILLION NOLA CHARTER EXCELLENCE FUND LAUNCHES



NOLA CHARTER
 Excellence Fund

In 2013, NSNO and the Charter School Growth Fund partnered to launch the NOLA Charter Excellence Fund (NOLA CEF) to expand high-performing charter schools in Orleans Parish.

By 2017, NOLA CEF investments of \$30 million will create 15,000 new high-quality seats in New Orleans by providing a combination of financial and strategic support.

HIGH-QUALITY SCHOOLS SERVING ADDITIONAL STUDENTS

Five NSNO-invested schools opened in 2013: Einstein Extension, Mildred Osborne Charter School (ARISE Schools), Paul B. Habans Charter School (Crescent City Schools), Bricolage Academy, and L.B. Landry-O.P. Walker College and Career Preparatory High School (Algiers Charter School Association). A sixth school, KIPP East Community Primary, will open in fall 2014. These new schools—three full-school transformations, one newly launched charter, and one unification—will collectively grow to serve nearly 3,500 New Orleans students, moving us closer to our goal of providing 50,000 high-quality seats.

INVESTMENT SPOTLIGHT: BRICOLAGE ACADEMY

As families explore the charter school landscape to determine the best fit for their child, Bricolage Academy offers a high-quality education in a setting that is economically and racially diverse by design.

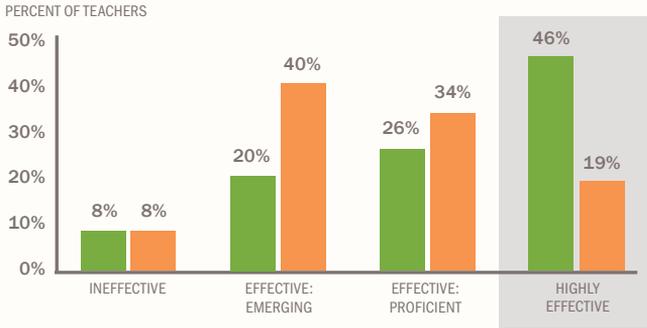
Bricolage opened in the fall of 2013 with 75 kindergarteners and will ultimately grow to serve 650 students in grades K-8. Founder Josh Densen designed Bricolage as a mixed-income model, with 42.7% of students qualifying for free and reduced lunch and 54.6% identifying as students of color. The school, which offers a class in innovation and utilizes an inquiry-based model in content area studies, has a keen focus on preparing students to be creative thinkers who will change the world.



Human Capital Investment and Performance

NEW ORLEANS' TEACHERS RATED HIGHLY EFFECTIVE AT NEARLY 2.5X STATE AVERAGE

New Orleans' decentralized system allows schools to meet their distinct needs by working with a variety of human capital providers to customize professional development opportunities. Targeted support is leading to a growing number of high-performing teachers: RSD-New Orleans teachers were rated as Highly Effective at nearly two-and-a-half-times the state average on Louisiana value-added ratings.



2012-13 State Value-Added Ratings, Percent of Teachers at Each Level

■ RSD-NO Teachers ■ State Teachers

Source: Louisiana Department of Education
 Analysis: New Schools for New Orleans
 Note: Value-added measures (VAM) are calculated based on student performance on standardized tests

HUMAN CAPITAL ECOSYSTEM CONTINUES TO EVOLVE TO MEET SCHOOLS' NEEDS

Human capital providers offer a robust set of professional development opportunities to build and retain teacher and leader talent in the city. More than 85% of the 39 CMO and school leaders NSNO recently surveyed reported that NSNO-supported human capital programs are effective at raising student achievement in their schools.



INVESTMENT SPOTLIGHT: TEACHNOLA

Charter schools' ability to attract and retain top talent is driving RSD-NO teachers' high level of performance on value-added ratings. teachNOLA has played an instrumental role in building teaching talent in the city; during its seven years in New Orleans, teachNOLA has trained over 800 teachers.

They welcomed 99 new Fellows who joined their ranks in fall 2013. Building on Fellows' past success and incorporating lessons learned, teachNOLA ensured that the new cohort had a strong start to the school year by prioritizing classroom culture and management during both summer training and early coaching.

teachNOLA's targeted effort paid off: at the end of October 2013, 61% of Fellows were rated in the two highest categories on the first round of evaluative observations, exceeding the program's goal of 40% and last year's performance of 29%. With at least one teaching Fellow or alumnus in 85% of the city's open-enrollment charter schools, teachNOLA has recruited, selected, and trained a substantial portion of the city's teachers and is driving academic excellence for thousands of students across the city.

NSNO Direct School Support Programming

The percent of failing schools in New Orleans has dropped substantially since 2007, yet schools throughout the city still face significant challenges on the path to becoming high-quality. NSNO addresses these gaps by designing specific programs to support the work of teachers, school leaders, and charter operators.

REPLICATING QUALITY SCHOOLS

RQS gives high-performing charter operators the skills, information, and resources necessary to expand their networks and serve more students. Seven of New Orleans' charter operators completed the program in 2013.

SCHOOL QUALITY REVIEWS

During each review, a team of local educators analyzes the school's leadership, culture, and instruction to provide the school leader with support and resources to enhance the school's performance. In 2013, NSNO's Schools Team conducted 32 reviews of local schools.

HIGH SCHOOL CONSORTIUM

NSNO is working with 13 local high schools and five middle schools to develop common interim assessments, share best practices, and provide Common Core support to enhance high school performance.

NSNO SCHOOLS TEAM DIRECT PROGRAMMING

TEACHER INCENTIVE FUND

In 2010, NSNO received a five-year \$13.17 million US Department of Education Teacher Incentive Fund (TIF) Grant that currently supports a partnership with 31 local charter schools to drive teacher improvement through a cycle of observation, feedback, and targeted professional development.

EARLY LEARNING INITIATIVE

As part of the Early Learning Initiative, NSNO coordinates data-sharing across schools, trains leaders to support teachers using data to drive instruction, and facilitates information-sharing on how to build and expand outstanding Pre-K opportunities.

COMMON CORE IMPLEMENTATION

To prepare New Orleans' students to compete on a global level, teachers are aligning instruction to more rigorous standards. NSNO is facilitating professional development opportunities, resource-sharing, and collaboration among 61 schools in support of effective implementation of the Common Core.

REAL TIME COACHING

NSNO's Director of Teacher Support delivers in-the-moment feedback on classroom culture to teachers via an earbud. This innovative strategy has enhanced classrooms all over New Orleans, impacting more than 1,500 students in its first five months.

2013 Financials in Review

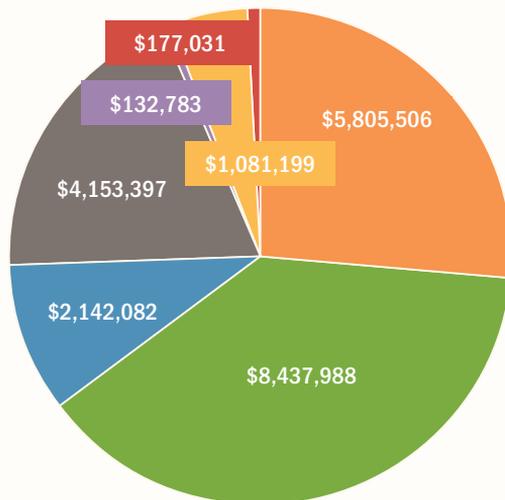
STATEMENT OF ACTIVITIES

For the Year Ended September 30, 2013

REVENUE AND SUPPORT	Unrestricted	Temporarily Restricted	Total
Grants and Contributions	\$19,400,366	\$1,490,847	\$20,891,213
Donated Use of Facilities	107,975	-	107,975
Interest Income	9,884	-	9,884
Total Revenue and Support	19,518,225	1,490,847	21,009,072
NET ASSETS RELEASED FROM RESTRICTIONS	1,725,740	(1,725,740)	-
Total Revenue, Support and Net Assets Released from Restrictions	21,243,965	(234,893)	21,009,072
EXPENSES			
Program Services			
School Development Accelerator	14,243,495	-	14,243,495
Landing Pad	6,295,479	-	6,295,479
Strategic Leadership	132,783	-	132,783
Supporting Services			
Management and General	1,081,199	-	1,081,199
Fundraising	177,031	-	177,031
Total Expenses	21,929,987	-	21,929,987
CHANGE IN NET ASSETS	(686,022)	(234,893)	(920,915)
NET ASSETS			
Beginning of Year	5,071,063	5,194,780	10,265,843
End of Year	\$4,385,041	\$4,959,887	\$9,344,928

2013 FISCAL YEAR EXPENSES

- School Development Accelerator
- i3
- Landing Pad
- TIF
- Strategic Leadership
- Management and General
- Fundraising



Thank You to Our Donors

2013 NSNO CONTRIBUTORS

\$3,000,000 and above

US Department of Education

\$1,000,000–\$2,999,999

Bill and Melinda Gates Foundation

Laura and John Arnold Foundation

Robertson Foundation

\$250,000–\$999,999

Donald and Doris Fisher Fund

Charter School Growth Fund

Carnegie Corporation of New York*

Michael and Susan Dell Foundation*

Eli and Edythe Broad Foundation

The Walton Family Foundation

\$100,000–\$249,999

Booth-Bricker Fund

Emerson Collective Education Fund

Baptist Community Ministries

The Louis Calder Foundation †

Woldenberg Family Foundation

JP Morgan Chase Foundation

The JP Morgan Charitable Giving Fund*

Entergy

Patrick F. Taylor Foundation

W.K. Kellogg Foundation* †

Zemurray Foundation

\$50,000–\$99,999

Colorado League of Charter Schools

Goldring Foundation

Rosenthal and Jacobs

Foundation Fund

Stephen and Sandy Rosenthal
Foundation

Toler Foundation

\$25,000–\$49,999

Ken Hirsh

Leslie Jacobs

Capital One Bank

The Reily Foundation

\$10,000–\$24,999

Charles and Helen Schwab Foundation

Reily Legacy Fund

Pro Bono Publico Foundation

\$9,999 and below

Ruth U. Fertel Foundation

Gustaf Westfeldt McIlhenny

Family Foundation

Gray and Mary Kay Parker

Gifts in honor of the wedding of
Hannah Blumenthal and Quentin Chu

Brees Dream Foundation

Mr. and Mrs. Thomas J. Lewis Fund

A friend of NSNO

Allison Lewis and Pierre Stouse
Family Fund

Ms. Stephanie Green

Ms. Bonnie Conway

Mr. Pranav Kothari

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

†Funds were received prior to the start of FY 2013, but were used to support programming in FY 2013

Board and Leadership

NSNO BOARD

Stephen Rosenthal
Board Chair

Hunter Pierson III
Board Vice-Chair

Stephen W. Hales, M.D.
Board Secretary & Treasurer

Members

Jodi Jacob Aamodt

Michael Brown

Christine Jordan

Neerav Kingsland

Ruth Kullman

Mary Kay Parker

David Sylvester

Sarah Newell Usdin

Members Emeritus

Ian Arnof

Anthony Recasner, Ph.D.

NSNO LEADERSHIP

Neerav Kingsland
CEO

Maggie Runyan-Shefa
Chief Schools Officer

Michael Stone
*Chief External
Relations Officer*

Beth McAlear
Chief Financial Officer

New Schools for
New Orleans'
mission—delivering
on the promise of
excellent public
schools for every
child in New
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every decision
we make.