Delivering on the promise of excellent public schools for every child in New Orleans.
“While we can build off the foundation of what has worked in the past, the challenges we face today will also require new approaches and new solutions.”

Patrick Dobard, CEO of New Schools for New Orleans
This year, as we celebrate the 300th anniversary of New Orleans’ founding, our city also embarks on the unification of all public schools under the Orleans Parish School Board (OPSB). Both events mark storied histories of struggle, progress, and rebirth. Public education in this city has come from a history of chronic failure and devastation in the wake of Hurricane Katrina to an academic resurgence unlike that of any city in our country.

And our story is not finished. This year, New Orleans will become the first charter school district governed by a democratically elected school board.

OPSB will begin managing a vastly improved set of schools and an infrastructure centered on academic quality and equity. But they will also inherit a system where academic growth has stalled. Our district performance score has decreased by 14.2 points, and statewide academic performance now outpaces New Orleans.

We must confront these disappointing results and their causes directly. While we can build off the foundation of what has worked in the past, the challenges we face today will also require new approaches and new solutions. This year, we adjusted our strategy to meet the needs of this changing landscape. In the following pages, we’ll outline the challenges, strategies, and goals across four priority areas: portfolio, curriculum, talent, and policy.

For generations, New Orleans students have carried the burden of entrenched, systemic inequity. While education alone will not overcome what is so deeply rooted in our history, our imperative must remain ensuring that public education in New Orleans positions every child to reach a high-quality life outcome. We will need schools that are both higher-performing and serve a wider variety of students’ needs and interests. We will need a sustainable, well-prepared teaching force that delivers a rich and rigorous curriculum to their students. And we will need a policy environment that puts students first.

Reaching these goals will be challenging, but we will deliver on this vision and unlock the limitless potential of all of our children.

Sincerely,

Patrick Dobard
Chief Executive Officer
NSNO by the Numbers

In 2017, NSNO provided nearly $6,000,000 in grants to support educators, schools, and talent organizations.

$2,650,000
Schools
Since our founding, NSNO has facilitated the launch or expansion of 35 New Orleans schools—including some of the city’s highest performing charter schools. Our investments help ensure quality school operators and promising entrepreneurs have the resources they need to grow—so that every year, families have access to more high-quality schools.

The Career Center and these four schools will grow to serve over 3500 students annually.

$1,250,000
Special Education
NSNO has made key investments in programs that build New Orleans’ capacity to better serve students with disabilities. We work to ensure these students have access to the programs, services, and educators they need and deserve.

These organizations recruited and trained 80 special educators and 19 special education coordinators this year.

2017 INVESTMENTS
Morris Jeff High School
Rooted School
Élan Academy Charter School
Bricolage Academy
New Orleans Career and Technical Center

2017 INVESTMENTS
Special Education Leader Fellowship
New Orleans Therapeutic Day Center
Achievement Partners
National Center for Special Education in Charter Schools
Teach For America
teachNOLA/TNTP
Relay Graduate School of Education
“NSNO gave us the chance to launch an idea that didn’t exist anywhere so young people could have more options in our city.”

Jonathan Johnson, Founder & CEO of Rooted School
“Thank you NSNO for celebrating so many great New Orleans teachers. I’m honored to have received this award and grateful for the opportunity I get each day to work with my students.”

Christy Swauncy, Winner of 2017 New Orleans Excellence in Teaching
NSNO grants to university and non-profit teacher preparation programs have helped strengthen and expand the pipeline of effective teachers entering New Orleans classrooms.

57 teacher residents and 228 new teachers were recruited and trained by these organizations this year.

NSNO partnered with Educate Now! and the Next Generation Learning Challenges to support schools in their adoption of personalized learning—accelerating student learning by tailoring the instructional environment to address individual needs, skills, and interest of each student. As part of this initiative, we began the personalized learning fellowship program to bring teachers together from different schools so they could share ideas, learnings, and challenges related to integrating personalized learning strategies in their classrooms.

22 teachers representing 20 New Orleans schools were selected for the 2nd cohort of Personalized Learning Fellows.
NSNO Through the Years

We helped schools build the capacity to serve all students with disabilities.

Since 2013, we’ve invested over $3 million in local schools to start or expand programs that served students with moderate to intensive disabilities.

Funding from NSNO helped launch Collegiate Opportunities Academy — a college-like learning experience for 18–22 year olds with mild to significant disabilities.

NSNO has implemented a $2.4 million federal grant to recruit, train, and develop educators serving students with disabilities.

The Special Education Leader Fellowship launched with support from NSNO. The two-year fellowship provides current and aspiring special education coordinators from schools throughout the city with high-quality professional development.

We invested in efforts to strengthen teacher compensation and development.

Since 2010, NSNO has leveraged two federal Teacher Incentive Fund grants totaling over $32 million to help build an infrastructure for performance-based compensation. This funding has provided additional pay and professional development opportunities to teachers and leaders at over 30 schools in New Orleans at eight charter organizations over the last seven years.

Choice Foundation
Collegiate Academies
FirstLine Schools
KIPP New Orleans

New Orleans College Prep
ReNEW Schools
Sophie B. Wright Charter School
Success Preparatory Academy
We hosted the inaugural NOLA Senior Shout Out in 2014 to celebrate graduating seniors’ admissions to college, technical schools, and the military. The event has grown from a small celebration with 50 seniors on the steps of Gallier Hall to a citywide event with over 600 students representing every school in the city. Capital One sponsored the 2017 event which proved to be the largest gathering yet.

Launched in 2015, the New Orleans Excellence in Teaching Award is a citywide award to recognize outstanding public school teachers. By honoring these exceptional educators, we celebrate the nearly 3,500 teachers across New Orleans and the amazing work they do to better the lives of our city’s students.
New Orleans by the Numbers
System at a Glance

Approximately 49,000 students attend public schools in New Orleans.

- Economically Disadvantaged: 82%
- Students of Color: 92%
- Students with Disabilities: 12.3%

Approximately 49,000 students attend public schools in New Orleans.

- Economically Disadvantaged: 67%
- Students of Color: 55%
- Students with Disabilities: 11.7%

The majority of schools are now under OPSB for the first time since 2004. By the fall of 2018, all RSD schools will be back under our locally elected school board.

Current (2017–18):
**86 schools**

- OPSB: 41
- RSD: 38
- BESE: 6
- LA Leg.: 1

Projected (2018–19):
**85 schools**

- OPSB: 78
- BESE: 6
- LA Leg.: 1
OneApp made the New Orleans system more fair for families in 2017.

In 2017, the Urban League of Louisiana report Advancing Educational Equity stated that OneApp “is democratizing access to open enrollment in New Orleans public schools.”

- 92% of students returned to their school and didn’t need to apply via OneApp
- 76.4% of applicants got one of their top 3 choices
- 60% of families chose schools outside their geographic zone
- 100% of kindergarteners were assigned to the same school as their sibling through the Sibling Priority and Family Link initiatives
- 94% of applicants were assigned to their siblings’ school

93% of New Orleans public school students attend charter schools.

No data available for 2005–06
New Orleans by the Numbers

Numbers to Celebrate

New Orleans has achieved what few thought possible—the transformation of a school system that was mired in chronic failure. Tulane’s Education Research Alliance said in 2015, that they were not “aware of any other districts that have made such large improvements in such a short time.”

More students are graduating high school, receiving state scholarships, and heading to college.

<table>
<thead>
<tr>
<th></th>
<th>Graduation Rate</th>
<th>College Entry Rate</th>
<th>TOPS Eligibility Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>54% → 72%</td>
<td>37% → 59%</td>
<td>25% → 47%</td>
</tr>
<tr>
<td>2004</td>
<td>2004</td>
<td>2004</td>
<td>2004</td>
</tr>
</tbody>
</table>

Academic performance of New Orleans' students with disabilities improved at over two times the state rate.

Growth in percent of students with disabilities achieving proficiency or basic or above on state tests (all grades, all subjects) from 2005 to 2017

New Orleans is outpacing and outperforming similar districts nationally on the ACT.

ACT Composite scores, 2010 vs. 2017

<table>
<thead>
<tr>
<th>City</th>
<th>2010</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detroit*</td>
<td>15.5</td>
<td>16.5</td>
</tr>
<tr>
<td>Memphis***</td>
<td>16.6</td>
<td>17.7</td>
</tr>
<tr>
<td>Chicago**</td>
<td>17.3</td>
<td>18.5</td>
</tr>
<tr>
<td>Denver*</td>
<td>17</td>
<td>18.3</td>
</tr>
<tr>
<td>New Orleans</td>
<td>17.4</td>
<td>18.9</td>
</tr>
</tbody>
</table>

* Data is from 2015-16 school year.
** ACT is not required by all students.
*** ACT is not required by all students. This is the weighted average of Composite scores between Shelby County Schools and Memphis Area High Schools in the Achievement School District.
More students are scoring Basic and Above on LEAP.

Percent of students who scored at basic or above on state assessments (K-8)

11% of New Orleans students attend Louisiana’s lowest performing schools—down from 60% in 2004.

Percent of students in schools performing at bottom ten percent in Louisiana
According to research from Stanford’s Center for Education Policy Analysis, of the largest 2000 districts in the United States, New Orleans was in the top ten for academic growth.

New Orleans was the only city serving primarily black students to rank in the top ten.

Of the top ten districts, New Orleans serves the highest percentage of economically disadvantaged students.
“NSNO is an important partner in the city, and I appreciate their support in continuing to improve academic achievement in New Orleans. As the city moves toward unification, their focus on strengthening the talent pipeline and quality of instructional materials is critical to raising our schools to the next level of success.

Kunjan Narechania, Superintendent of RSD

“I want to thank NSNO for their many years of partnership and hard work. As we begin what is a new era for our public schools, we know that we’ve come a long way and have a long way to go. It is more important than ever to have non-profit leaders like NSNO to help continue making progress on ensuring high quality schools for all our young people.”

Henderson Lewis, Superintendent of OPSB
Following more than a decade of unprecedented improvement, academic gains have stalled in the last few years. For the first time in over a decade, statewide performance has begun to outpace New Orleans.

The percent of students in Louisiana’s top performing schools has barely increased in the last 3 years.

Student achievement has remained flat for the past 3 years.
“I love all kinds of books. I want to find and read the biggest book there is.”

Destiny, 3rd grader at KIPP East Community Primary
“NSNO’s work to support schools and find solutions to larger, citywide challenges is essential to the shared work of continuing to improve the quality of education across New Orleans.”

Jay Altman, CEO of FirstLine Schools
NSNO Strategic Priorities

New Schools for New Orleans has identified four areas of focus for the coming years. Each of our strategic priorities aims to address the root causes of our recent limited achievement gains.

**Portfolio**
We invest in schools and partner with OPSB to improve the quality of New Orleans’ school options.

**Curriculum**
We help schools make the curricular and instructional shifts necessary to meet more rigorous standards.

**Talent**
We take a leading role in coordinating solutions to the city’s teacher recruitment and retention challenges.

**Policy**
We provide communications and policy support to maintain a reform-friendly environment.
Portfolio
NSNO Strategic Priority

We invest in schools and partner with OPSB to improve the quality of New Orleans’ school options.

CHALLENGES

A New Orleans family had a slightly more than one-in-ten chance to get their child into a top performing school in 2004.

While families have much better chances today—more than one-in-three families now send their children to A or B schools—too many families still do not have good options.

1 in 3 families now send their child to an A or B school.

GOAL

By 2021, schools in New Orleans will be outperforming more than half the districts in Louisiana.

STRATEGIES

We will broaden our effort to identify and support new school models that have promising approaches or fulfill specific citywide demands from students and families.

We also recognize that far too many children are being underserved in our schools. We will work with the district and other support organizations to ensure students are not required to remain in schools that do not meet their needs.
Curriculum
NSNO Strategic Priority

We help schools make the curricular and instructional shifts necessary to meet more rigorous standards.

**CHALLENGES**

Districts across the state adapted more effectively to more rigorous academic standards. Only one in three New Orleans elementary schools are using fully aligned curricula for English Language Arts, and only one in five high schools are using aligned Math curricula.

**STRATEGIES**

The NSNO Instructional Quality Initiative will ensure all schools move to adopt standards-aligned instructional materials and ultimately improve implementation of those instructional materials so that students are better prepared to master more rigorous standards.

**GOAL**

By 2021, 75% of elementary and high schools will be using curriculum fully aligned to rigorous state standards.
Talent
NSNO Strategic Priority
We take a leading role in coordinating solutions to the city’s teacher recruitment and retention challenges.

**CHALLENGES**
Teacher recruitment and retention deficits continue to limit our ability to make sustainable progress. Like most urban school districts, about 20% of our workforce leaves annually and as a result New Orleans schools hire nearly 900 teachers each year.

**STRATEGIES**
- NSNO and partners were awarded with a U.S. Department of Education Supporting Effective Educator Development (SEED) grant to recruit, prepare, and develop nearly 900 highly-effective, culturally competent teachers from diverse backgrounds by 2020. (See facing page.)
- We are working with experts and local stakeholders on teacher retention to identify how our schools—and the city—could make teaching a more sustainable career choice.

**GOAL**
By 2021, 1,800 teachers from NSNO-funded teacher preparation programs will join New Orleans public schools.
New Schools for New Orleans helped secure a nearly $17 million grant to recruit and train teachers.

NSNO and five partners—Xavier University of Louisiana, Loyola University New Orleans, Teach For America Greater New Orleans, teachNOLA/TNTP, and Relay Graduate School of Education—won a highly-competitive federal Supporting Effective Educator Development Grant. The grant includes $12,586,449 million (75%) from the Department of Education and an additional $4,195,483 (25%) in private matching funds over three years.

The partnership among the two New Orleans universities and four non-profits aims to recruit, prepare, and develop nearly 900 highly-effective, culturally competent teachers from diverse backgrounds by 2020. The organizations will work together to address teacher pipeline challenges across the city by implementing their unique teacher preparation models to meet the needs of schools with high concentrations of economically disadvantaged students. The partners will place additional emphasis on efforts to increase the number of teachers of color and enhance the cultural competency of their teachers.

“The partnership that this award will help foster is an important step for our city. We will come together across the full range of ways teachers are prepared to work in our city’s schools – residencies, university programs, and alternative routes.”

Dr. Renee Akbar, Chair & Associate Professor of Xavier University’s Division of Education and Counseling
Policy
NSNO Strategic Priority

We provide communications and policy support to maintain a reform-friendly environment.

**CHALLENGES**

New Orleans’ policy and political environment has consistently held a high bar for academic performance and equity. Maintaining these principles will be imperative as schools fully transition back to OPSB.

**STRATEGIES**

NSNO will diligently monitor the policy landscape and collaborate with our partners to help OPSB implement policies that allow great schools to thrive.

We will help share the stories of the great work happening in our schools, while also shining a light on the challenges our system still faces and how our city is working to solve them.

**GOAL**

By 2021, OPSB will have successfully implemented Act 91 (unification) while upholding the citywide commitment to autonomy, accountability, and equity.
# Financials

<table>
<thead>
<tr>
<th></th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE AND SUPPORT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>8,894,635</td>
<td>636,133</td>
<td>9,530,768</td>
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<tr>
<td>Donated use of facilities</td>
<td>22,050</td>
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<td>22,050</td>
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<tr>
<td>Interest income</td>
<td>27,443</td>
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<td>27,443</td>
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<tr>
<td>Total Revenue and Support</td>
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<td>636,133</td>
<td>9,580,261</td>
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<td><strong>NET ASSETS RELEASED FROM RESTRICTIONS</strong></td>
<td>4,789,715</td>
<td>(4,789,715)</td>
<td>–</td>
</tr>
<tr>
<td>Total Revenue, Support, and Net Assets Released from Restriction</td>
<td>13,733,843</td>
<td>(4,153,582)</td>
<td>9,580,261</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Services</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Seat creation</td>
<td>2,064,331</td>
<td>–</td>
<td>2,064,331</td>
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<tr>
<td>Seat improvement</td>
<td>3,664,922</td>
<td>–</td>
<td>3,664,922</td>
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<tr>
<td>Strategic leadership</td>
<td>6,809,181</td>
<td>–</td>
<td>6,809,181</td>
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<tr>
<td>Supporting Services</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Management and general</td>
<td>993,166</td>
<td>–</td>
<td>993,166</td>
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<tr>
<td>Fundraising</td>
<td>119,399</td>
<td>–</td>
<td>119,399</td>
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<tr>
<td>Total Expenses</td>
<td>13,650,999</td>
<td>–</td>
<td>10,434,056</td>
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<td><strong>CHANGE IN NET ASSETS</strong></td>
<td>82,844</td>
<td>(4,153,582)</td>
<td>(4,070,738)</td>
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<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Beginning of year</td>
<td>5,397,085</td>
<td>5,423,497</td>
<td>10,820,582</td>
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<tr>
<td>End of year</td>
<td>5,479,929</td>
<td>1,269,915</td>
<td>6,749,844</td>
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</table>
**2017 FISCAL YEAR EXPENSES**

- **Seat Creation**
- **i3**
- **Seat Improvement**
- **TIF**
- **Strategic Leadership**
- **CSP**
- **Management and General**
- **Fundraising**

*Investing in Innovation Grant (i3): $29 million—83.33% - from the Federal Department of Education and $5.6 million—16.67% - in private matching funds over seven years.*

*Teacher Incentive Fund (TIF3): $13.9 million funded 100% from the Federal Department of Education over six years.*

*Teacher Incentive Fund (TIF5): $19.8 million funded 100% from the Federal Department of Education over five years.*

*Charter Schools Program (CSP): $2.4 million funded 100% from the Federal Department of Education over three years.*
“NSNO helped lead the effort to further educational equity in New Orleans. I’m excited to be part of the NSNO board and help ensure more of our young New Orleanians receive the quality education they deserve.”

Former U.S. Attorney Kenneth Polite on joining the NSNO board
Donors and Board
Contributions to the 2017 Fiscal Year

$3,000,000 & ABOVE
Laura and John Arnold Foundation
U.S. Department of Education

$1,000,000—$2,999,999
Robertson Foundation
The Walton Family Foundation

$250,000—$999,999
Baptist Community Ministries
Bloomberg Philanthropies
Booth-Bricker Fund
Hastings Education Fund at Silicon Valley Community Foundation
National Center for Teacher Residencies
Oak Foundation

$100,000—$249,999
Charter School Growth Fund
Rosenthal Family Fund
Zemurray Foundation

$50,000—$99,999
Capital One
Methodist Health System Foundation
The RosaMary Foundation
The Stephen & Sandy Rosenthal Family Foundation
The Toler Foundation

$25,000—$49,999
Pro Bono Publico Foundation

$5,000—$24,999
Gray and Mary Kay Parker
Loving Family Fund
Robert D. Reily Family Trust
Relay Graduate School of Education
Rosenthal and Jacobs Foundation Fund

$4,999 & BELOW
Allison Lewis and Pierre Stouse Family Fund
Dorothy W. Phillips
Erik Bengtsson
Mr. & Mrs. J. Thomas Lewis Fund
Stephanie Green

A special thank you to the Oak Foundation, the Greater New Orleans Foundation, and the 125 individual donors who helped us raise $47,500 to support victims of the tornado that struck New Orleans in February 2017.

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