



GO / FOUNDATION

2022

**Annual Report
& Calendar**



DEAR FRIEND OF GREAT OAKS,

For all of us, this past year was a difficult one. The pandemic has accelerated a number of trends, including the recognition of the power of High-Dosage Tutoring (HDT), which has been at the heart of our model since we opened the first Great Oaks (GO) school in Newark over a decade ago. We have never been prouder of the educators in our network, including AmeriCorps members, who show up every day in the face of enormous challenges.

We marked the occasion of our 10th anniversary last June at a board meeting where we welcomed Dr. Matthew Kraft of Brown University to talk to us about his research. Professor Kraft has written extensively on the efficacy of HDT and the need to scale it up across the United States to serve more students. It was at that board meeting that we formally revised our vision and mission:

The Great Oaks Foundation envisions an America where every child has the support of a tutor to enable them to realize their full human potential. The mission of the GO Foundation is to provide students with access to a quality education through High-Dosage Tutoring.

This represents a shift in the organization's focus from creating and supporting new charter schools to instead providing HDT to students through partnerships with existing charter schools, in addition to schools that Great Oaks has started and previously supported. That network has grown to now include Achievement First in Connecticut and the DREAM Charter School in East Harlem and the Bronx. Next year, we plan to grow to serve students at the Knowledge is Power Program (KIPP), Uncommon, and other schools throughout the Northeast.

Our goal is to expand over the next several years from 300 to 1,000 trained AmeriCorps Fellows ready to mentor and provide HDT and thereby reach 10,000 elementary, middle, and high school students each year. We are grateful for the support of our board, which has stepped up to help expand our work, and wish to thank Janine and Jeff Yass and our friends at Kohlberg Kravis Roberts (KKR), Barclays, and the Whitman Harsh Fund who have been especially generous in the current year as we scale to serve more children.



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President



ADAM WEINSTEIN
Board Chair





AmeriCorps

Over the last decade, the Great Oaks Foundation (GO Foundation) has launched and supported a network of urban charter schools, each designed to prepare students for college and career success. What sets these schools apart is the GO Fellowship — a cadre of AmeriCorps members trained to deliver high-dosage, individualized tutoring.

The GO Fellowship Model is fundamentally about equity, centered on core goals critical to all students' growth: instructing for mastery, mentoring for leadership, and developing community. We work to ensure that all children have access to the academic and emotional support they need to succeed. GO Fellows have become a diverse pipeline of effective classroom teachers and lifelong advocates for educational justice.

In fall 2021, GO and the Center for Public Research and Leadership at Columbia University completed a three-year study to examine the program's strengths and weaknesses and create a measurement framework to monitor the strategy's implementation and impact. The study highlighted encouraging signs of academic impact across program sites. This work has also led to increased standardization through an articulated theory of action and logic model, a sharpened focus on family connections and effective mentorship experiences, and strengthened professional learning for Fellows.





January

In summer 2021, the Board of the GO Foundation voted unanimously to revise the organization's vision and mission:

"The Great Oaks Foundation envisions an America where every child has the support of a tutor to enable them to realize their full human potential. Its mission is to provide students with access to a quality education through high-dosage tutoring."

The updated mission includes three ways the GO Foundation would accomplish its work: tapping the power of national service to tutor students; combating racism and investing in community; and creating a pipeline of talent to the classroom.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1 New Year's Day
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17 Rev. Dr. Martin Luther King, Jr. Day	18	19	20	21	22
23 30	24 31	25	26	27	28	29



This shift represents a recognition that the work of the Foundation has evolved from what it was when it started 10 years ago, "to launch and support a network of charter schools that prepare students for college success." In the years ahead, the GO Foundation will continue to provide specialized and intensive support to the Great Oaks schools in Bridgeport and the Lower East Side of Manhattan.



February

“Expanding national service to more young people is one tangible investment we can make in strengthening our republic and the ties that bind us together as a people. To do this, we will need a generation of recent college graduates to set aside their plans to write the great American novel, join a new tech startup, or go to law school and instead heed the call to serve their country through programs of national service like AmeriCorps.”

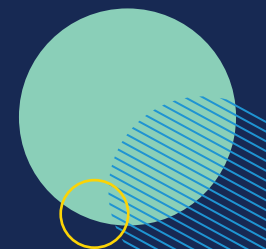
– Excerpted from an essay published in the *Baltimore Sun* in March 2021, co-authored by GO Foundation President Michael Duffy and Baltimore Collegiate School for Boys Founder Jack Pannell



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21 Presidents' Day	22	23	24	25	26
27	28					



The federal American Rescue Plan Act of 2021 signaled unprecedented bipartisan investment in the power of national service to help communities meet critical needs, with almost a \$1 billion increase in AmeriCorps. The GO Foundation is leveraging these additional dollars to provide a higher living allowance to Fellows and support program quality.





March

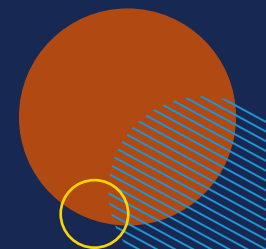
"I am inspired by many things at [Great Oaks Legacy Charter School (GOLCS) in Newark, New Jersey]. I am most inspired by the GOLCS Senior Leadership team. Ten years ago I began building a relationship with the school's founders. They were finding creative solutions to problems that they never anticipated. And most importantly, the conversations that they had were always centered around the students. Ten years later, they are all still here and continuing to fight for that mission that we all hold so dear, 'preparing students for success in college.' We are a community where everyone is known, valued, and loved- it's part of our DNA on paper, but also modeled daily."

- Tyree Barnes, Great Oaks Legacy Charter School, Newark, N.J.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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20	21	22	23	24	25	26
27	28	29	30	31		



Tyree Barnes (see previous page) served as a GO Fellow in 2012-2013, and has since held several positions at GOLCS, including as a math teacher and co-director of the Legacy Middle School. In his spare time, Tyree keeps busy with developing an educational mobile app called "CHIPS," with the goal of embedding learning into everyday society and building the world's largest database of student performance data.



April

In response to COVID-19, GO Fellows have delivered individualized tutoring and mentoring that speaks directly to the challenges that students, communities, and schools have faced. School leaders have depended on GO Fellows to reach especially disconnected students, support educators, and maintain connections to families in need. Fellows have allowed for smaller class sizes during virtual teaching sessions, which increases students' contact with caring adults. Fellows help maximize teacher knowledge via daily close-ups with students to review work, monitor learning, and target areas for extra attention. Further, Fellows also provide critical social-emotional support for students in small group advisories, which increases teacher capacity.

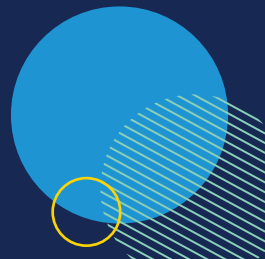


Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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24	25	26	27	28	29	30



“We know that post-pandemic schooling is going to require a new approach [...] We must learn from decades of research on effective school models [...] We should also use high-dosage tutoring, in which a tutor provides consistent in-school support to a small group of students. It’s a powerful tool to increase personalization and provide specific instruction to students.”

– Excerpted from an Op-Ed published in the Hechinger Report in July 2021, authored by GO Foundation Executive Vice President Josh Thomases





May

Culturally Responsive Education Designers (CRED) is a new GO professional learning community of teachers, leaders, and Fellows who are committed to improving teaching and learning by putting students at the center of the learning process. CRED supports GO educators to create a classroom environment where students and their families feel a deep sense of belonging and connection. Through consistent gatherings that include guest facilitators and collaborative work, members of the collective learn about and create highly engaging, culturally responsive expectations and curriculum across subject areas that mobilize students to work at their full potential.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30 Memorial Day	31				



"The CRED collective was an amazing opportunity that pushed myself and my colleagues to explore, discuss, and ultimately implement guiding principles and pedagogy of a culturally responsive classroom. The CRED collective was a safe, sacred, reflective, and professional learning community. Collaboratively, we pushed each other's thinking and understanding of ourselves to create the foundation for our work."

- Participating teacher from Great Oaks-Bridgeport



June

“I love how the community is constantly looking out for one another. Everyone there made sure we were doing what we were supposed to do to ensure that we were on our path to graduate. ‘EPIC’ was a core value that stayed with all of us throughout all our years in Great Oaks. Excellence, Perseverance, Integrity, and Compassion will be values I use every day of my life. After college, I dream to contribute to the world or my community in a way that I can help many.”

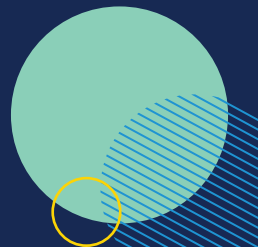
– Rosemary Falcones, a member of Great Oaks-Bridgeport’s inaugural high school graduating class of 2021 who is fulfilling a full-time internship at the school before attending college



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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12	13	14	15	16	17	18
19	20 Juneteenth	21	22	23	24	25
26	27	28	29	30		



Great Oaks-Bridgeport celebrated its first high school graduating class in June 2021. Of the 58 students who began 9th grade at the school, 51 graduated, which is a rate that far exceeds the district average. One graduating senior remarked that during middle and high school, GO "teachers and administrators always led me the right way, and never let me give up on my dreams."





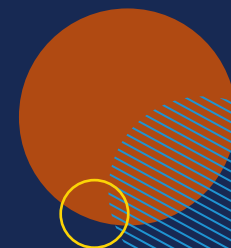
July

Over the past year, GO welcomed three new charter networks to its growing number of partner schools offering the GO Fellowship. In Connecticut, the GO Foundation received new AmeriCorps grant funding from the Connecticut Commission on Community Service to deploy Fellows in two Achievement First middle schools. GO also launched programs with Amber Charter Schools in northern Manhattan and the Bronx, and in the coming year will begin working with the DREAM Charter School in East Harlem. The deep commitment of the teachers and leaders across these communities is an inspiring reflection of the potential to scale integrated high-dosage tutoring programs to meet local students where they are in their educational growth.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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3	4 Independence Day	5	6	7	8	9
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24 31	25	26	27	28	29	30



At Great Oaks, of the 88 GOLCS students who graduated in the school year 2020-2021, 62% are attending college. Of those, 82% enrolled in four-year colleges and 18% enrolled in two-year colleges. By comparison, only 31% of graduates of the Newark School District's non-magnet high schools are enrolled in college.



August

In August 2021, GOLCS and the Metropolitan Baptist Church made national headlines by co-creating the Newark Unites Tutoring Center, a partnership to combat students' unfinished learning in the wake of the pandemic. "We see a responsibility that we've always had to serve the Newark community, even outside of our four walls," said GOLCS Executive Director Jared Taillefer.

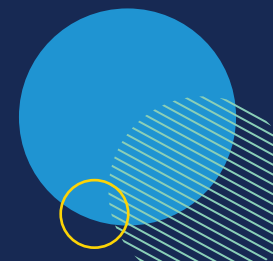
Reverend David Jefferson said the tutoring program is a significant step in the right direction: "This is a huge blessing for families in our community, who would never be able to afford to close that gap with high-dosage tutoring because they would not have the money to do it."



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			



In 2020 and in recognition of its 10th anniversary, the GO Foundation launched the “Power of Ten” campaign to build support to expand existing organizational infrastructure in order to bring high-dosage tutoring and more GO Fellows to additional partner schools. Generous philanthropic partners — including KKR, Barclays, and the Whitman Harsh Fund—have been catalytic in helping GO set the stage for growth and achieving its vision.





September

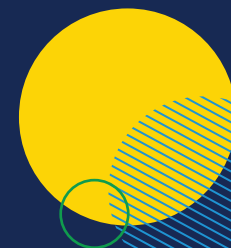
"My favorite thing about middle school at GO-NYC was the connections I made with my tutors. The tutors felt like older siblings that you can talk to about anything. Great Oaks helped prepare me for the load and responsibilities that come with becoming a high schooler, such as work load and overall maturity for the setting.

"Somebody who was super important to me was my 8th grade ELA tutor, Ms. Hughes. She definitely helped me learn new strategies for reading, but was also there for me when I needed somebody the most. 'Til this day I keep in contact with her, and I'm glad that Great Oaks helped build long-lasting connections between its students and Fellows. After I graduate college, I want to be a civil engineer."

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 Labor Day	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	



Wilson Hernandez (see previous page) attended middle school at Great Oaks-NYC where he benefited from more than 1,000 hours of tutoring from GO Fellows. Now as a high school senior preparing to enter college next fall, Wilson points to his close relationships with Fellows as a meaningful influence in his successful high school journey.



October

“The [GO] Teacher Residency program is unlike others. The scariest part of entering the education system as a profession is the idea that you are going to fail the students. The Residency gives people the possibility to determine whether the position is right for them without throwing them into the deep end. I was given the opportunity to work with a teacher, Mr. Williams, who had been in the classroom years before [me]. This gave me the chance to feel confident in myself when I took over the classroom, as I had small bites of practice and I had seen it done well.”

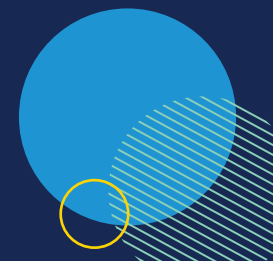
– Sam Dalli, second-year GO Teacher Resident at Great Oaks-Wilmington



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10 Indigenous Peoples' Day	11	12	13	14	15
16	17	18	19	20	21	22
23 30	24 31	25	26	27	28	29



In 2022, GO will launch the Teacher Residency "Gateway Program," which will engage prospective Residents in the midst of their service year, inspiring them to teach while laying the groundwork for them to become highly effective classroom teachers. Combined with a well-designed Residency experience, the Gateway Program will ensure that GO Residents are prepared to build classrooms that bring together academic instruction, mentorship, and community development to empower and inspire all students to shape the world around them.





November

"As a recent alumnus of the AmeriCorps program [..], I know this investment could not be more timely, or more needed [..] AmeriCorps offers something unique: a chance to engage a diverse and versatile group of young professionals to become tutors and channel their energy toward helping students succeed.

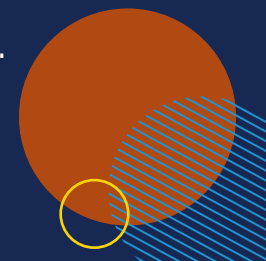
"It is true that tutoring supports academic achievement, but when done well, it can also be a powerful tool for social-emotional and identity development.

"Over the next few months and years, students will need more resources, more support, and more empathy than many of our schools are prepared for or able to offer. Tutors can be an important part of the solution, and programs like AmeriCorps can help us get there."

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10	11 Veterans Day	12
13	14	15	16	17	18	19
20	21	22	23	24 Thanksgiving	25	26
27	28	29	30			



In April 2021, Francis Frimpong (see previous page) authored an editorial essay that ran in the *New York Daily News* reflecting on the bipartisan federal CORPS Act, which included three-year investment in AmeriCorps programs to help communities respond to and recover from the impacts of COVID-19. Francis is a Bronx native and an AmeriCorps alumnus who also served as a Fellow Lead at Great Oaks-NYC, a public charter school in Manhattan.



December

“Tutoring is among the most effective education interventions ever to be subjected to rigorous evaluation.”

In a research paper he co-authored entitled “A Blueprint for Scaling Tutoring Across Public Schools,” which was published by the Annenberg Institute for School Reform, Dr. Matt Kraft posits that in spite of the massive demand for tutoring in the United States and research that points to its efficacy, student access to tutoring is unequal.

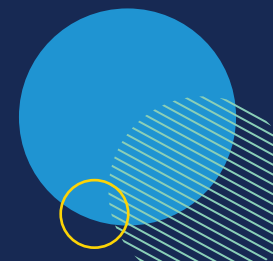
The GO Foundation has set out to harness the power of high-quality, personalized instruction and mentoring to shift this landscape so that all students, regardless of family income level, have equitable access to a caring tutor as an embedded aspect of their educational experience.



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25 Christmas	26	27	28	29	30	31



GO AmeriCorps members are more than tutors and mentors, they are a key part of the glue that makes the school experience cohesive for students. In GO schools, all children have a champion — someone who won't let them fall through the cracks. Members are in regular touch with families, support after-school and Saturday programs, and are a set of adults present and supportive throughout the school.



Financials

2021 Statement of Activities

REVENUES

	AMOUNTS
Contributions & Other Revenue	\$1,028,078
Government Grants	\$4,353,353
Management Fee Income	\$3,168,413
Other Income	\$513,713
TOTAL	\$9,063,557

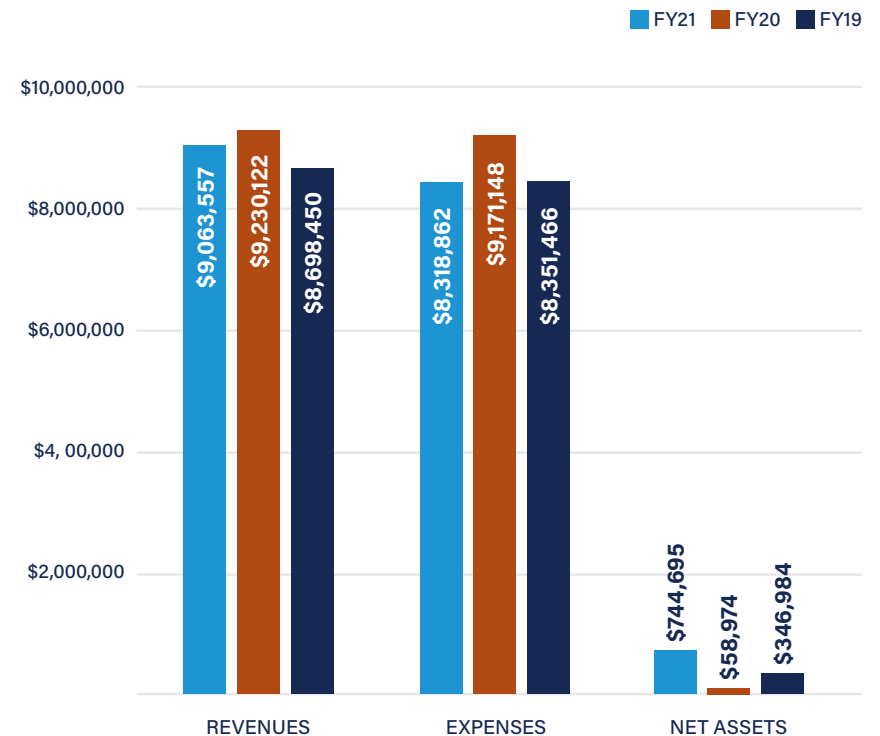
EXPENSES

School Program Services	\$7,121,808
Management and General Services	\$1,101,409
Fundraising	\$95,645
TOTAL	\$8,318,862

CHANGE IN NET ASSETS **\$744,695**

NET ASSETS - BEGINNING OF YEAR **\$908,364**

NET ASSETS - END OF YEAR **\$1,653,059**



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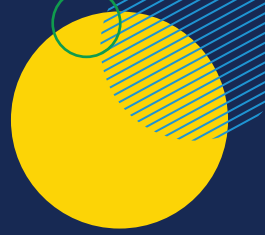
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GO/FOUNDATION

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