



Great Oaks Foundation

2015/16 Annual Report & Calendar



GREAT OAKS



FOUNDATION

Dear Friend of Great Oaks,

Paul Light, a professor at NYU's Wagner School of Public Service developed a way of thinking about the life of non-profit organizations that he describes as a *development spiral*. All organizations start with a simple idea for a new program or service and then move up the spiral toward greater impact. In doing so, non-profits progress through five landings along the climb:

- (1) the organic phase of life: they struggle to create a presence in their environment;
- (2) the enterprising phase: they seek to expand their size and scope;
- (3) the intentional phase: they become focused more tightly on what they do best;
- (4) the robust phase: they strengthen their organizational infrastructure to hedge against the unexpected;
- and (5) the reflective phase: they address longer-term issues of succession and legacy.

Almost exactly five years after the incorporation of the Great Oaks Foundation, last year marked the point when the organization went from the first *Organic* phase of life into the *Enterprising* phase. We have left behind a time when we struggled just to exist and have entered a period in which the size and scope of Great Oaks' (GO) reach is measurably expanding.

As Professor Light describes it, the goal of a non-profit in the *Enterprising* phase is to achieve impact, and I think that Great Oaks has created significant impact in the last 12 months. We completed the first year at the GO-Bridgeport school, opened the doors to 200 students at the GO-Wilmington school, and continued to expand both the GO-New York City and GO-Newark schools.

Collectively our five Great Oaks schools now serve more than 1,000 students, putting these young people on a path to college success. Part of Great Oaks' growth was facilitated through the federal Charter School Program grant. The Great Oaks Foundation was awarded this grant last fall by the U.S. Department of Education. These federal funds will provide a total of \$3,200,000 over three years to help with the critical tasks of getting our schools set up with furniture, SMART boards, computers, books and other similar equipment and learning tools.

One question that Paul Light suggests that every *Enterprising* non-profit faces is coping with the increasing breadth of its programs. This was especially true for Great Oaks as we dealt with the dramatic expansion of our Tutor Corps. What makes Great Oaks special is tutoring. Every student at each of our schools is provided with several hours of individual attention from a tutor for almost every day that student is in school.

Each school has a ratio of one tutor for every five students. As the size of the Tutor Corps expands, the sourcing and placement of tutor candidates has become a critical part of our work. Over the last 12 months we have recruited 240 tutors, screening over 2,000 applicants to find and place the outstanding young people we need to provide a year of service to our students. In doing so, we were able to secure a dramatic expansion in our support from the federal AmeriCorps program. Last year, Great Oaks had 20 tutors funded through AmeriCorps, in just our Newark school; this year we have 128 AmeriCorps tutors, with a presence at each one of the five Great Oaks campuses.

Professor Light's analysis explores a number of capacity building activities that he suggests for *Enterprising* non-profits to engage in, one of which is creating a map for the future. Last year, Great Oaks did just that, in developing a three-year strategic plan. Creating such a plan doesn't have the power to awe, like the gleaming facility at our newest school in Wilmington, or the inspiration of bringing our students to the brink of admission to college, as we are doing at our most established school in Newark. However, the strategic plan lays the foundation for even greater impact tomorrow. The many conversations among staff, school leaders, funders and board members that are synthesized in the strategic plan have created a shared sense of who we are.

In thinking about Great Oaks' mission, imagine a cross between a high-performing, national charter network like Uncommon Schools or KIPP, a talent development organization like City Year or Teach For America, and a community development organization like the Harlem Children's Zone. Schools and tutors are the common threads in each one of the three strands of the mission of Great Oaks.

Thank you for your support of our vision and mission as we continue to develop as a non-profit organization.

Michael Thomas Duffy

President
Great Oaks Foundation

The Great Oaks Mission

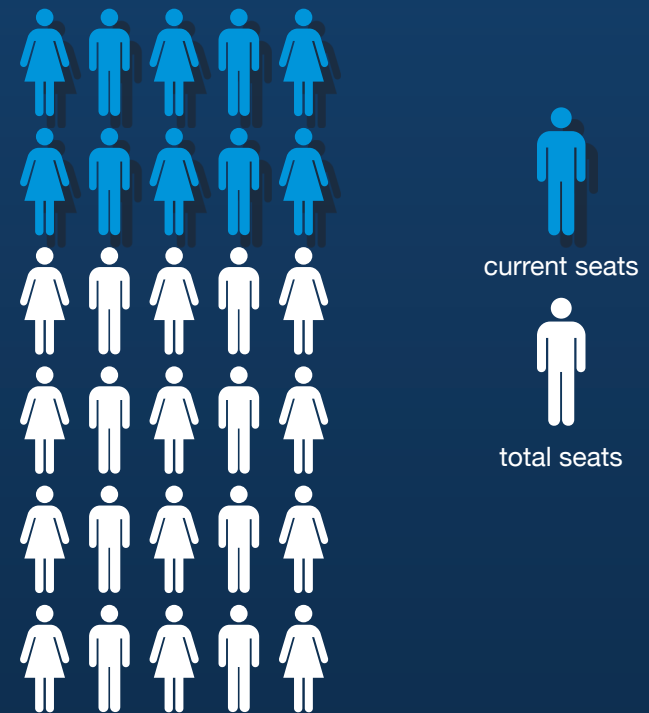
The mission of the Great Oaks Foundation is to launch and support a network of charter schools that prepare students for college success through high-dosage tutoring. By design, our schools contribute to the vitality of the urban neighborhoods where they are located by attracting and creating social, human and investment capital.

Where are our schools?



3,000 STUDENTS



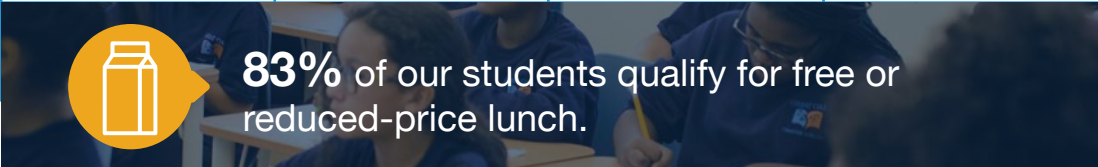
Great Oaks currently serves 1,000 students. With our existing schools at scale, we will serve 3,000 students.





Each week, every student at Great Oaks receives many hours of high-dosage, individualized tutoring from the same tutor.

January

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1 New Year's Day	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18 Martin Luther King, Jr. Day	19	20	21	22	23
24	25	26	27	28	29	30
31	 <p>83% of our students qualify for free or reduced-price lunch.</p> 					



Our goal is for students to be on or above grade level by 8th grade and college-ready by 12th. Nationally normed assessments show our students making 1.5 years of growth in just one year.

February

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15 Presidents' Day	16	17	18	19	20
21	22	23	24	25	26	27
28	29					



Across our network, **17.5%** of students receive Special Education services.



INDIVIDUALS
RELATIONSHIP

The Great Oaks Teacher Residency provides a pathway to certification and a Master's Degree from NYU's Steinhardt School of Education.



March

<u>Sun</u>	<u>Mon</u>	<u>Tue</u>	<u>Wed</u>	<u>Thu</u>	<u>Fri</u>	<u>Sat</u>
		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	26
27	28	29	30	31		
			 54 teachers across our network work tirelessly to educate Great Oaks students.			



Our flagship school, Great Oaks - Newark, consistently ranks in the 99th percentile for math growth across the entire state of New Jersey.

99th

April

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					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	26	27	28	29	30
						



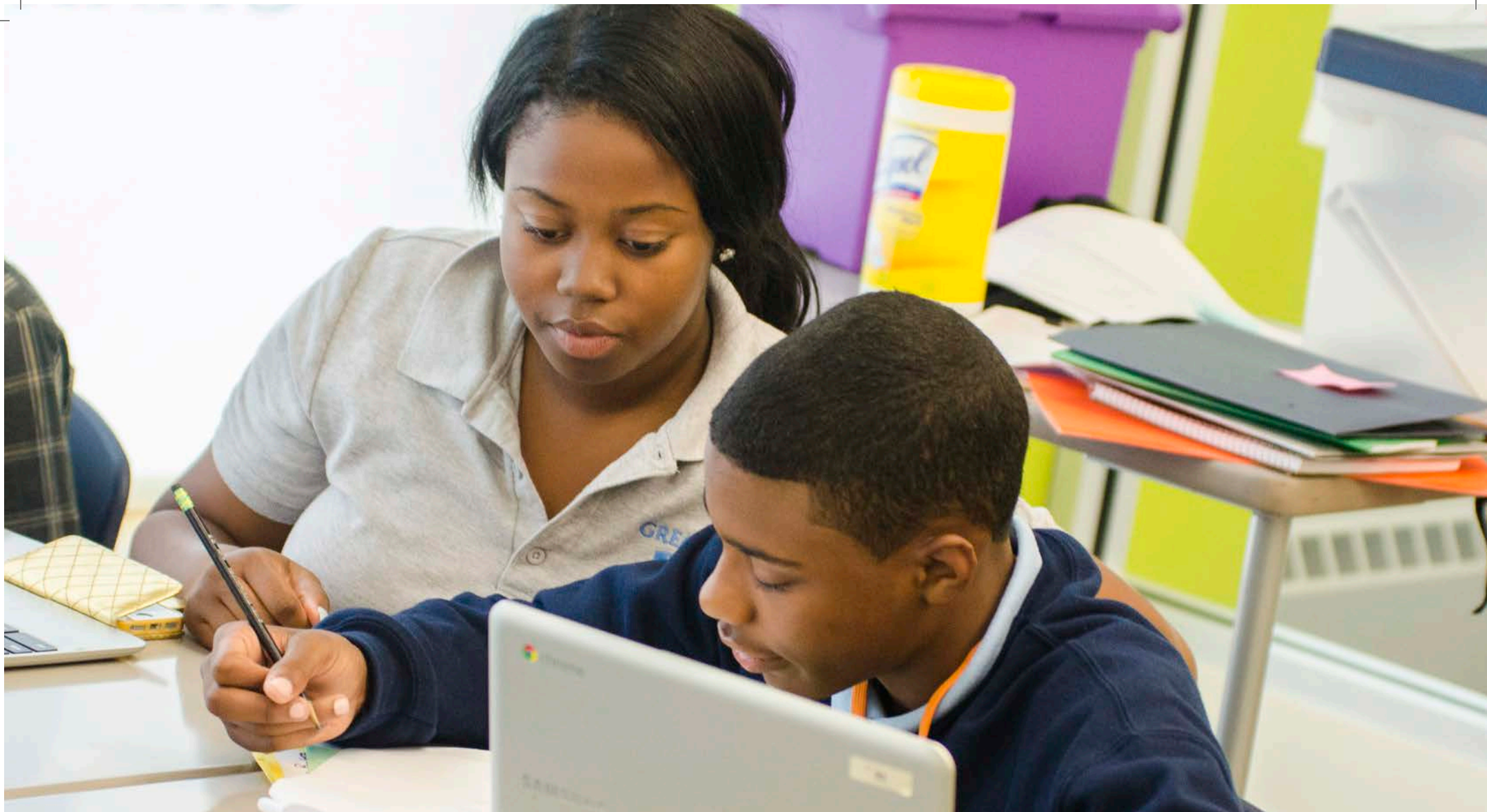
Great Oaks creates a pipeline of talented educators to the communities we serve. One-third of the Tutor Corps alumni remain in education after their year of service.

May

Sun	Mon	Tue	Wed	Thu	Fri	Sat
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	26	27	28
29	30 Memorial Day	31				



GO-BPT and GO-NYC have a focus on serving English Language Learners; close to a quarter of students in those schools speak a language other than English at home.



At Great Oaks - New York City, we work with Kunskapsskolan, a Swedish network of public schools, to help students develop agency for their own learning through a combination of goal setting, coaching and a vibrant online curriculum.

June

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			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
26	27	28	29	30		
			Only 10% of those who apply to become part of the Tutor Corps are selected; Corps members come from across the country for a year of service at Great Oaks.			



Great Oaks' goal is to prepare students for success in college. By 12th grade, the average Great Oaks student will have visited more than a dozen colleges and received over 2,000 hours of tutoring.

July

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
					1	2	
3	4 Independence Day	5	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	
31				Great Oaks - Newark Grades 6 - 11 81% Black and 19% Latino			



Each summer the Great Oaks Foundation gathers the incoming members of the Tutor Corps for an induction ceremony known as Tutorpalooza to train and inspire them for the year of service they are about to undertake.

August

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	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	26	27
28	29	30	31			



Great Oaks - New York City | Grades 6 - 8
45% Latino, 25% Black, 21% Asian, 1% White, and 8% Other



Every Great Oaks school is an AmeriCorps site, with over 100 members serving at five Great Oaks campuses in Connecticut, New York, New Jersey and Delaware.



September

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				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	
				Great Oaks - Bridgeport Grades 6 - 7 57% Black, 37% Latino, 2% White, and 4% Other		

Great oaks, from little acorns grow

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GREAT OAKS

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Great oaks, from little acorns grow



“When I walked in here, I was blown away by the beauty of this building. What it must say to those children when they come in here and see this. And the feeling they must get, reinforced by the teachers and tutors and this amazing school leader.”

– Former NYC Schools Chancellor Joel Klein
on the opening of Great Oaks - Wilmington

October

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
9	10 Columbus Day	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	  Great Oaks - Wilmington Grade 6 70% Black, 14% Latino, 7% White, 2% Asian, and 7% Other				



Great Oaks - Bridgeport Board Chair Ed Farrow celebrates the announcement of Great Oaks' new facility with tutors and students at the future school site.

November

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		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 Day	25	26
27	28	29	30			



Great Oaks is dedicated to preparing all students, regardless of their circumstances, for success in a competitive, four-year college.

December

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				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 Day	26	27	28	29	30	31
						

The Great Oaks Foundation

is deeply appreciative of the generosity of those listed below.

Champion Oaks (\$250,000+)

AmeriCorps

Fried, Frank, Harris, Shriver & Jacobson LLP

Longwood Foundation

Peter and Carmen Lucia Buck Foundation

Public Square Partnership

Willkie Farr & Gallagher LLP

Mighty Oaks (\$100,000 - \$249,000)

The Bouncer Foundation

Louis Calder Foundation

Major Oaks (\$50,000 - \$99,000)

Rodel Foundation

Welfare Foundation

Live Oaks (\$2,000 - \$49,999)

Richard Descherer

Foster Friess

Adam Weinstein

Cover & Rossiter, P.A.

Victoria Foundation

As of November 2015



The Great Oaks Foundation

is deeply appreciative of the generosity of those listed below.

Friendship Oaks (\$100 - \$1,999)

Susan & Ira Akselrad

Neha Bajaj

Robert Bodian

Anthony Boswell

Michael Breit

Marianne & Michael Brown

Perry Cacace

Mario Caracappa

Serena Carbonell

Elizabeth Case

Christian Correia

Xenia Cox

Jay Cross

William D'Alonzo

Jennifer DiNicola

David Drewes

Michael & Gloria Feldman

Frederique Henriot

CJ Ingersoll

Kazi Islam

John Kiely

Marc Kornblau

Carol Levin

Garrett B. Lyons, Jr.

Joseph & Elizabeth McDonald

Annise Maguir

Richard Mancino

Steven & Kate Mankoff

Jessica Muse

Barry Niziolek

Michael Owen

Ronald Papa

Patrick Ryan

Liz Sexton

Jennifer Schanes

Margaret Shaughnessy

Adam Sherman

Caroline Snowberger

Riccardo Stoeckicht

Alexandra Traber

Jay & Gayle Waxenberg

Edward Zuckerman

Lawrence Zutz

Barbacane, Thornton & Company LLP

Buccini/Pollin

Christiana Care Health Services

Glenmede Trust

Innovative Schools

M&T Bank

As of November 2015

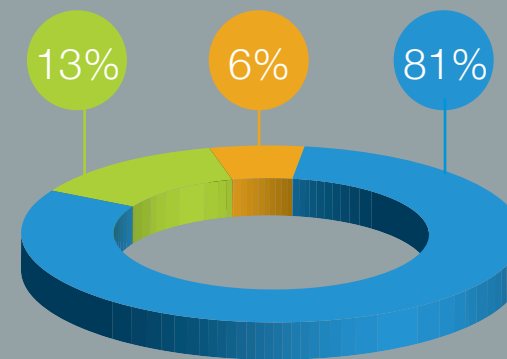
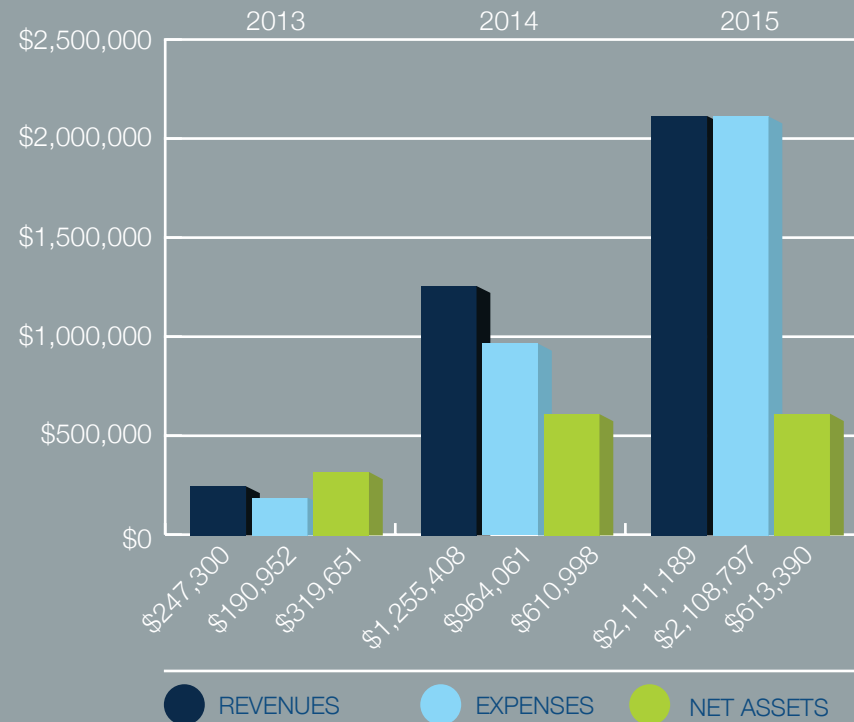


Financials

2015 Statement of Activities

Revenues	
Contributions	\$1,402,614
Government Grants	150,000
Management Fee Income	558,575
Total Revenues	\$2,111,189
Expenses	
Program Services	\$1,704,499
<u>Supporting Services</u>	
Management & General	\$281,460
Fundraising	122,838
Total Supporting Services	\$404,298
Total Expenses	\$2,108,797
Change in Net Assets	\$2,392
Net Assets—Beginning of Year	\$610,998
Net Assets—End of Year	\$613,390

Three-Year Financial Analysis



FY 2015 Expenses



Board of Trustees

Steven Klinsky, Chair

Steven Klinsky is the Founder and CEO of New Mountain Capital, a growth-focused private equity firm. He also led the creation of New York State's first-ever charter school (the Sisulu-Walker Charter School of Harlem), and is active in a range of philanthropies, particularly in the fields of children, education and health.

Adam Weinstein, Treasurer

Adam Weinstein is a Managing Director of New Mountain Capital and is the treasurer of the Great Oaks Foundation board. Adam previously worked at Deloitte & Touche in the merger and acquisition and private equity investor services areas.

Maureen Sherry

Maureen Sherry is an author of children's literature, and was named to list of "Best New Voices" by the American Booksellers Association.

Jay Cross

Jay Cross is President of Related Hudson Yards, leading development efforts of the 26-acre Hudson Yards site on the west side of Manhattan. Jay previously served as the President of the New York Jets.

Peggy Shaughnessy

Peggy Shaughnessy is a Director at Kohlberg Kravis Roberts, a global investment firm. Peggy previously served as a Managing Director at Goldman Sachs.

Derrick Diggs

Derrick serves as the Vice President and Director of Business Development of Diggs Construction. Derrick has a wealth of experience in real estate development and construction. He earned both an MBA and a Law Degree from the University of Pennsylvania. Derrick is an LEED Accredited Professional.

Gregorio Mayers

Gregorio Mayers is a consultant and professor of Government and Public Policy at the City University of New York (CUNY). He previously served in the administration of New York City Mayor Michael R. Bloomberg as a senior policy advisor on education and community development.

Mary M. Brabeck

Mary M. Brabeck, Ph.D., is Professor of Applied Psychology and Dean Emerita of the Steinhardt School of Culture, Education and Human Development. She is the elected chair of the Board of Directors of the Council on Accreditation of Educator Preparation (CAEP).

Bill Stephney

Bill Stephney is a principal for Broad Market Media LLC. Bill was the founding president of Def Jam Records and Stepsun Music. He is a current member and former chairman of the United States Commission of Civil Rights' advisory committee for the state of New Jersey.

Odd Eiken

Odd is the Executive Vice President of Kunskapsskolan Education AB and CEO of its subsidiary for Education Technology and Solutions for emerging economies, Kedtech AB. Odd served as State Secretary for Schools in the Ministry of Science and Education in Sweden.

Michael Thomas Duffy, President

Michael Thomas Duffy is the President of the Great Oaks Foundation. Michael served as the Director of the Charter School office for New York City, as a founding board member of the Match Charter School of Boston and as Chairman and Commissioner of the Massachusetts Civil Rights enforcement agency.

GREAT OAKS



FOUNDATION

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