for 25 years
How can we as a society break the cycle of poverty for our most at-risk students?

For 25 years, New Visions for Public Schools has worked to advance the life outcomes of students in our most underserved communities by improving the quality of their public schools.

Through our efforts and outcomes, we prove that large numbers of high-need urban students can graduate on time, succeed in college and the workplace, and build better lives for themselves, their families, their neighborhoods and their city.
Living proof

An ER doctor on Staten Island is inspired and nurtured by high school role models. A Bronx-born teacher committed to changing the world begins at home. An innovative school helps a young man realize his childhood dream. A new Bronx high school helps a high-achieving young woman write her success story.

These young graduates of New Visions schools are proof that our bold education strategies work to change the course of lives.
“College is part of the school’s slogan, so from day one, we knew it was going to be a focus. Through our partnership with the University of Vermont, we were learning how to apply to college starting in 9th grade. By the time I graduated, I had seen 15 college campuses, because that was the culture of the school.”
There’s a lot of talk in media and society about inner-city schools failing and wondering how to get kids motivated. It has do with knowing, really knowing, your students. We’re not test scores or statistics. We all have stories to tell.”
“Deans, teachers, physical education faculty, the principal—everyone at New Dorp had a sense of determination. Their approach was: these are not just students, they are our children. That creates a very nurturing environment. Principal DeAngelis is one of the best role models I’ve ever had. She brings out the best in people.”

Elias Youssef
Resident in Emergency Medicine, Staten Island University Hospital
Graduate of New Dorp High School, Staten Island
"We felt that the Museum School was our school and we could do what we wanted to make our dreams happen. The teachers and administrators treated us like we were smart adults. They exposed us to careers in the arts and opened us up to a world that we weren’t taught to aim for because of where we came from."

Daniel Silva
Museum Department Registrar, The Hispanic Society of America
Graduate of New York City Museum School, Manhattan
"When I was a student I often heard, 'I want to be successful and get out of the Bronx.' And I used to say the same thing. But how does that attitude help friends and family who stay here? I want my students to reclaim their community. I came back to help my students think differently.”
Samuel Malave  
Content Strategist, Blue State Digital  

Pelham Preparatory Academy, Bronx, Class of 2007  
St. Johns University  

As a member of the second graduating class at Pelham Prep, Sam Malave was instrumental in setting the culture of the close-knit school—helping to start the student government, the leadership class initiative, the annual Turkey Trot. “At the time, we didn’t realize we were building a culture,” he says. “We were just making friends. But now I look back and think, ‘Oh, wow, we did this!’”

Joivonnah Childs  
Customer Development, Colgate-Palmolive  

Bronx Center for Science and Mathematics, Bronx, Class of 2009 (first graduating class)  
The Wharton School of the University of Pennsylvania  

With a marketing degree from a top undergraduate business program and a job at product giant Colgate-Palmolive, Joivonnah Childs knows about brand stories. She credits Bronx Center for Science and Mathematics for helping her create a powerful one: valedictorian of BCSM’s first graduating class, the first in her nuclear family to graduate from college, an exciting job in which she learns every day.

Elias Youssef  
Resident in Emergency Medicine, Staten Island University Hospital  
New Dorp High School, Staten Island, Class of 2005  
St. Johns University  
New York Medical College  

After escaping religious persecution in Syria as a Christian, Elias Youssef arrived in first grade speaking no English. His education in Staten Island public schools included learning daily from widely diverse classmates—Indian, African, African American, Muslim, Jewish. On the academic front, he was inspired by mentors and internships that exposed him in high school to emergency room medicine, where he strives to be a comfort to patients and their families.

Daniel Silva  
Museum Department Registrar, The Hispanic Society of America  
New York City Museum School, Manhattan, Class of 2002  
Baruch College, CUNY, Macaulay Honors College  

Born and raised in Spanish Harlem and the Bronx, Daniel Silva dreamed of living in a museum—or, as he got older, working in one. After interning at The Cloisters, the Metropolitan Museum and the American Museum of Natural History, spending time in Paris, and collaborating with professors at Baruch College to create an art history major, Daniel was hired the day after college graduation by the Hispanic Society of America, where he’d also interned.

Melida Maldonado  
Teacher, Global History, at her alma mater, Marble Hill  

Marble Hill School for International Studies, Bronx, Class of 2007  
Middlebury College  
Teachers College, Columbia University  

Melida Maldonado has traveled around the world, including China and Japan, and came back to teach at her own high school in the South Bronx. She loves capturing her students’ imaginations by exposing them to worlds both familiar to them and different, from the Israeli-Palestinian conflict and the Rwandan genocide to Latin American history.
All kids can learn
And after 25 years, we have proof that public education can work for even the neediest students. Today, nearly one in five high school students in New York City—the nation’s largest school system—goes to a school created or managed by New Visions. Our schools consistently achieve higher graduation rates than the city average, even as our schools serve a student population that is higher-need than the average New York City public high school.

As we reflect on our history, one thing is clear. Education is more than a ticket out of poverty. It is a ticket in—to the challenges of work, college, family life and citizenship in the 21st century.

We began our work by reimagining the structure and vision of public schools. With a challenge grant from the Annenberg Foundation, we created small schools committed to strong leadership teams, parent and community involvement, and innovative uses of technology. Building on this foundation, we launched the New Century High School Initiative in 2000, funded by the Carnegie Corporation of New York, the Bill and Melinda Gates Foundation and Open Society Institute. New Visions convened a critical mass of parents and more than 220 community groups to design and create 99 small high schools, seeding further efforts by the city to create hundreds more.

This decadelong endeavor launched a new kind of New York City high school: small and purposeful, committed to ambitious teaching and personal attention for every student. An ongoing study by policy research firm MDRC bears out the sustained achievement over time for New Visions’ strategy, showing that small secondary schools of choice improve graduation rates by 9.4 percentage points and raise college enrollment rates by 8.4 points.

Lasting reform comes when we have the courage to do things differently and the drive and determination to grow those innovations to scale. In 2007, we assumed the functions of a New York City district, supporting educators in the daily and long-term challenges of improving schools. To increase promising options for all students, we launched a network of charter schools in 2011, and preliminary results show gains similar to those of high-performing district schools. Across schools, we build teacher and leader capacity through intensive, highly supported training and professional development through our partnership with CUNY, particularly the Hunter College School of Education.

More challenges lie ahead. In the face of shifting workplace expectations and a competitive global economy, we must increase the share of students who graduate prepared for college and the workplace. With your generous support, we will continue to prove the proposition with which we set out 25 years ago: that public education has the power to transform lives. Thank you for your support.

Richard I. Beattie
Founder and Chairman

Roger C. Altman
Co-Chairman

Robert L. Hughes
President

Dear friend,

In 1989, a group of corporate, philanthropic, educational and civic leaders founded New Visions for Public Schools on a set of bold beliefs: education has the power to disrupt poverty; systemic redesign in public education is possible; all kids, no matter their track record, can succeed.
New Visions in action
At New Visions, we help schools create a place where students, teachers and leaders work from the heart, take risks, learn from mistakes and build on successes.

Across district and charter schools, we train and support passionate, informed teachers and leaders who challenge students to live up to their potential. And we create data systems that reveal just what that potential is and how to best live up to it. Our work, for nearly 50,000 students in 86 schools, focuses on:

**Strengthening Schools**
As a partner organization with the district, New Visions provides support that is strategic and aligned to school goals. We train our teachers to work in teams—not alone—to study student work to personalize instruction and continually learn based on a clear-eyed view of the data. Our teachers’ professional identity is premised on being effective with their students—every one.

And our efforts are working. The average New Visions school graduated more than 75 percent of students in 2013–2014, outperforming the average city school while enrolling a higher-need student population.

Beyond the numbers, the proof lies in lives transformed: in a student like Ana Mercado, who graduated from Community Health Academy of the Heights and went on to college with dreams of being a veterinarian. “I’ve always wanted to be the first in my family to go to college, and now my dream is coming true,” she says. Or in the trajectory of Jesus Cortez, college student and future aerospace engineer. “You don’t have to be in a classroom to learn,” he says. “Life is a classroom. My high school, Bronx Engineering and Technology Academy, taught me that.”

New Visions charter high schools, heading into their fourth operating year, are preparing for the first graduating class in 2015. We are hardwiring into these schools’ DNA the best practices of district schools as well as exciting new strategies. For example, upper-grade charter school students have the opportunity to attend college courses, work in the community and explore technical education opportunities to get a jump start on life after graduation.

**Preparing Effective Teachers**
Engaged and effective teachers and principals make the difference between student success and failure.

New Visions has developed immersive preparation programs that place aspiring teachers in the classroom with veteran mentors for a yearlong residency. Our Urban Teacher Residency (UTR), developed with Hunter College, has prepared more than 130 teachers in high-need areas. In 2013, with Hunter and the New York Hall of Science, we launched a related program to prepare highly effective teachers of math and science (MASTER).

Recent evaluations show that UTR program completion, as well as program graduate hiring and retention rates, is consistently high. Among graduates to date, 90 percent are still teaching in New York City high-need schools. Students taught by UTR participants and graduates are shown to earn higher grades and Regents scores than comparison early-career teachers.

To drive leadership throughout administrative roles, our Teacher and Leader Effectiveness Team (TALENT) launched in 2013, placing high-functioning teams of teachers and principals in underperforming schools and providing them with the vigorous support systems...
and data tools they need to succeed. Said one principal, “When we look back in 11 months, I think TALENT will have been the most effective agent of change in our school.”

**Driving Innovation and Research**

New Visions pioneers data and research tools so educators can better analyze performance and act on emerging information, particularly for students whose performance is furthest from academic standards. When schools have a deep knowledge of each student’s strengths and needs, principals and teachers can better design appropriate instruction, and parents can more effectively intervene and support their children.

We help schools track vital student-level data such as attendance history, college readiness status, credits earned-to-date, and number of attempts and performance on mandated Regents exams. This helps educators develop personalized plans for students related to parent outreach, course programming, high-stakes test preparation and more, to help students achieve the highest level of success they can.

Running a school is hard work. By creating better tools for leaders and curricula for teachers, we help new and veteran educators keep students engaged and on track. By helping schools routinize the operational basics, we free principals and administrators to spend more time on the harder work of improving instruction, designing effective student interventions and developing staff capacity.

**Supporting Teachers and Leaders**

New Visions creates curricula and assessments to help teachers and leaders implement new and promising educational directions in the classroom and achieve measurable results. Our instructional innovations are aligned to the Common Core, since New Visions is committed to fully supporting teachers in implementing these new, higher-benchmarked standards. We have launched pilot curricula in math, science and social studies, helping 250 teachers and 7,500 students across our network realize the shifts in teaching and learning demanded by the Common Core.

**Looking Forward**

New Visions has a rich 25-year history of success in New York City’s public schools. We’ve been adaptive and nimble while remaining true to our core mission and vision—that every student can succeed with the proper supports. With time, growth and experience, we believe in that vision more than ever. And we continue to do everything in our power to make that vision a reality for more students.

David Morrison, class of ’91 at Hillcrest High School, remembers the passion and risk-taking of the teachers who most inspired him. Now, as the school’s new principal, he encourages that innovation and experimentation, and values New Visions’ partnership in helping him measure what works and drive it forward. “New Visions provides the tools to help you understand where you are and work toward where you want to be.”

At the center of our vision is each student we are privileged to serve. With a quarter century of success behind us, and before us the achievements of Sammy, Joi, Elias, Daniel and Melida and hundreds of thousands of past, present and future students, New Visions is looking forward to proving the transformational power of education, day in and day out, for another 25 years.
New Visions for Public Schools Statement of Activities

Year ended June 30, 2013

Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>$5,910,108</td>
<td>32.4%</td>
</tr>
<tr>
<td>Corporations</td>
<td>$2,295,629</td>
<td>12.6%</td>
</tr>
<tr>
<td>Foundations</td>
<td>$3,959,976</td>
<td>21.7%</td>
</tr>
<tr>
<td>Individuals</td>
<td>$1,564,375</td>
<td>8.6%</td>
</tr>
<tr>
<td>Other (including investment returns)</td>
<td>$4,527,678</td>
<td>24.8%</td>
</tr>
</tbody>
</table>

Total Revenue: $18,257,765

Expenses

Program Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Creation</td>
<td>$5,075,024</td>
<td>21.8%</td>
</tr>
<tr>
<td>School Support</td>
<td>$8,588,016</td>
<td>36.9%</td>
</tr>
<tr>
<td>Teacher &amp; Leadership Development</td>
<td>$5,391,553</td>
<td>23.2%</td>
</tr>
<tr>
<td>Policy Research &amp; Innovation</td>
<td>$1,577,703</td>
<td>6.8%</td>
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</table>

Subtotal: $20,632,296

Supporting Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and general</td>
<td>$1,941,544</td>
<td>8.4%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$675,834</td>
<td>2.9%</td>
</tr>
</tbody>
</table>

Subtotal: $2,617,378

Total Expenses: $23,249,674

Net Assets

<table>
<thead>
<tr>
<th>Period</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of Year</td>
<td>$35,569,680</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>(4,991,910)</td>
</tr>
<tr>
<td>End of Year</td>
<td>$30,577,770</td>
</tr>
</tbody>
</table>

In accordance with generally accepted accounting principles, New Visions records contributions as revenue in the year in which they are committed even if the funds are not received. Expenditures are recorded in the year in which they are incurred. For fiscal year ending June 30, 2013, New Visions incurred expenses in excess of current year revenue that related to contributions made and recorded in previous fiscal years.
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Bronx
1. Alfred E. Smith CTE High School
2. Astor Collegiate Academy
3. Belmont Preparatory High School
4. Bronx Academy of Health Careers
5. Bronx Arena High School
6. Bronx Center for Science & Mathematics
7. Bronx Community High School
8. Bronx Engineering & Technology Academy
9. Bronx Haven High School
10. Bronx High School for Law & Community Service
11. Bronx Latin
12. Bronx Leadership Academy II High School
13. Bronx School of Law & Finance
14. Bronx Theatre High School
15. Collegiate Institute for Math & Science
16. East Bronx Academy for the Future
17. High School for Contemporary Arts
18. Knowledge & Power Preparatory Academy, International High School
19. Marble Hill School for International Studies
20. Morris Academy for Collaborative Studies
21. Mott Hall Bronx High School
22. New Visions Charter High School for Advanced Math & Science
23. New Visions Charter High School for Advanced Math & Science II
24. New Visions Charter High School for the Humanities
25. New Visions Charter High School for the Humanities II
26. Pelham Preparatory Academy
27. West Bronx Academy for the Future
28. World View High School
29. Young Women’s Leadership School, Bronx

Brooklyn
1. Academy for Health Careers
2. Academy of Innovative Technology
3. ACORN Community High School
4. Automotive High School
5. Brooklyn Academy of Global Finance
6. Brooklyn Academy of Science & the Environment
7. Brooklyn Bridge Academy
8. Brooklyn Democracy Academy
9. The Brooklyn School for Math and Research
10. Brooklyn School for Music & Theatre
11. East Brooklyn Community High School
12. FDNY High School for Fire & Life Safety
13. Fort Hamilton High School
14. Frederick Douglass Academy VII High School
15. High School for Innovation in Advertising & Media
16. High School for Public Service: Heroes of Tomorrow
17. High School for Service & Learning at Erasmus
18. High School for Youth and Community Development
19. High School of Telecommunication Arts & Technology
20. Khalil Gibran International Academy
21. Lyons Community School
22. New Visions Charter High School for Advanced Math & Science
23. New Visions Charter High School for the Humanities
24. Olympus Academy
25. World Academy for Total Community Health High School
26. Young Women’s Leadership School, Brooklyn

Manhattan
1. Academy for Software Engineering
2. Bread & Roses Integrated Arts High School
3. Business of Sports School
4. Central Park East High School
5. Community Health Academy of the Heights
6. The Facing History School
7. Frank McCourt High School
8. Frederick Douglass Academy II Secondary School
9. The Heritage School
10. Innovation Diploma Plus
11. Manhattan Bridges High School
12. Millennium High School
13. New Design High School
14. Quest to Learn
16. Young Women’s Leadership School, Harlem

Queens
1. Academy for Careers in Television & Film
2. Bayside High School
3. Cambria Heights Academy
4. Civic Leadership Academy
5. East-West School for Advanced Math & Science
6. High School for Community Leadership
7. Hillcrest High School
8. North Queens Community High School
9. Queens High School for Information, Research & Technology
11. Voyages Preparatory High School
12. Voyages Preparatory High School—South Queens
13. Young Women’s Leadership School, Queens

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2. Port Richmond High School
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