



GO/FOUNDATION

2023

Annual Report
& Calendar



DEAR FRIEND OF GREAT OAKS,

We've just concluded one of the most challenging recruitment cycles since launching the GO Foundation a dozen years ago. Our team struggled to enlist enough AmeriCorps Fellows to meet the rising demand from students who are eager for the individualized attention provided by our tutor/mentors. One of the drivers of the shortfall is undoubtedly the overheated labor market, the tightest since WWII.

We suspect that there are several factors affecting both the supply and demand for recent college graduates. The number of people in the 19 to 25 age cohort in the US has declined by 2m from 2014 to 2021 and is projected to drop significantly over the course of the next decade. On the demand side, the increased recognition of the efficacy of High Dosage Tutoring has brought a lot more competition from both for-profit and nonprofit organizations recruiting young people to serve as tutors. There is also a lot of competition from fully remote jobs that offer young people the ability to live anywhere and work flexibly.

So even as we have grown ever-more sophisticated in our recruitment efforts, we are piloting several new approaches to how and who we recruit to serve as Fellows. Can we enlist retirees to tutor and mentor our kids? How about career-changers looking for more meaning in their lives, particularly those who want to go into teaching? If we relax our requirement that all Fellows have a Bachelor's degree, will we unlock a large pool of talent ready and able to tutor students? Would this year's graduating high school seniors at our partner schools be a rich source of tutors, particularly for our younger students? Finally, how do all of these initiatives affect our goal to have our Fellows look more like the kids they serve?

In contrast to the recruitment challenge we are facing, we are excited about the progress we have made organizationally. We've elevated several members of the GO Foundation team, including Vanessa Ceas to become GO's Vice President and Hector Calderón to the role of Chief Equity Officer. On our overall impact, we've now grown to partner with 12 schools across 4 states enrolling over 4,000 students. We were also gratified to have been awarded a grant in a competitive funding process to study and improve our work. The award, presented by the nonprofit organization Accelerate, is part of a broader national effort to develop and scale a sustainable, cost-effective model for high-impact tutoring that boosts academic achievement for all students.

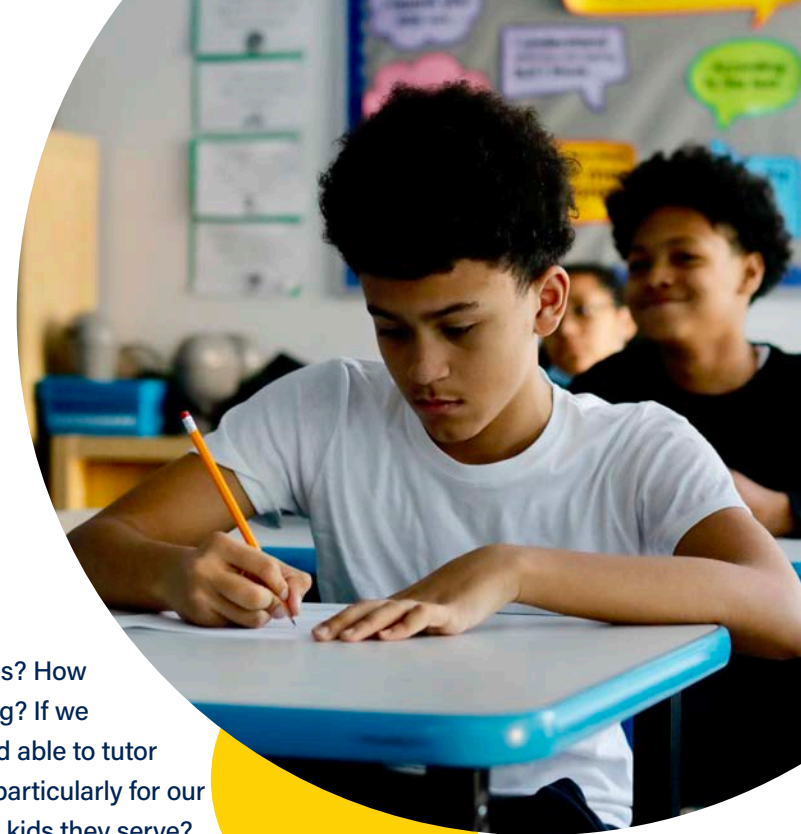
Thanks for your continued faith and support of the GO Foundation as we work diligently to bring High Dosage Tutoring to the thousands of students our Fellows are helping to reach their full human potential.



MICHAEL THOMAS DUFFY
President



ADAM WEINSTEIN
Board Chair





AmeriCorps

In the twelve years since we launched the GO Foundation High Dosage Tutoring model we've reached over 10,000 students in over a dozen public schools across the Northeast United States. In 2022, GO was awarded a three year renewal of its grant from the federal AmeriCorps program. Our plan is to increase the number of Fellows deployed each year to 335 and to expand the program into new partner schools in Washington, DC beginning in fall 2023.

In all of the schools where our Fellows serve, the GO High Dosage Tutoring model is implemented to flexibly complement math and ELA instructional needs in grades 3-12. GO Fellows provide frequent, individualized tutoring during the school day that advances the model's three central aims: *instruct* for mastery, *mentor* students to promote a learning mindset, and *develop* the school community. The GO Foundation ensures tutoring is delivered with rigorous lessons and is offered to entire cohorts in a school, not to only a select few of students. The GO model has two objectives: to help students reach their full human potential and to provide a pathway into the classroom for those Fellows who want to become teachers.





OUR CORE VALUES

GO Foundation

In the summer of 2022, the GO Foundation staff defined a set of core values that guide its work with Fellows and Partner Schools. These values – Integrity, Equity, Collaborative Community, Empathy, and Accountability – reflect the common beliefs, behaviors, and attitudes that our staff bring to their work with one another and the communities where our Fellows serve. As an extension of GO’s mission, which was re-envisioned in partnership with the GO Foundation Board of Directors in 2021, these core values are an expression of our common purpose and deep commitment to one another and the young people we serve.

January

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 Rev. Dr. Martin Luther King Jr. Day	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				



GO's 10 Essential Elements

Our experience and research tell us that there are 10 essential elements in providing impactful High Dosage Tutoring to students. The GO Foundation works hard to ensure that each of these elements are present in the schools with which it partners.



DIFFERENCE MAKERS
Great Oaks Legacy Charter School

AmeriCorps Fellowship & Compliance Directors at Great Oaks Legacy Charter School, **Michael White** and **Destiny McFarlane**, inspire Fellows and students to reach their full potential every day.

"The opportunity that I receive to grow and develop other members of the program is my inspiration. As a Fellow in 2017, later a Fellow Lead and Corps Manager, and now as a Director, I've been able to see all sides of the program. At each level, I've always reminded myself to advocate for the next generation of Fellows and make their time here as memorable as possible." - **Destiny McFarlane**

February

"Fellows are some of the first faces students see in the morning. Fellows build some of the strongest bonds with students. They are more than mentors and educators, but a sense of stability for students and it's because of that relationship that inspires students to be their own version of excellence, brilliance and beauty." - **Michael White**

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 Presidents' Day	21	22	23	24	25
26	27	28				



Tutoring for *all* students

Tutoring is provided to a complete cohort of students - whole school, whole grade, or whole classroom.

PROGRAM HIGHLIGHTS

New Partner Schools

In 2022, GO continued its effort to bring tutors to more students with the addition of the DREAM Charter Schools, in East Harlem and the South Bronx, and Broome Street Academy Charter School in Lower Manhattan. Both schools share GO's commitment to racial justice and academic excellence. DREAM began as Harlem RBI three decades ago, when it converted an abandoned East Harlem lot into two baseball fields for neighborhood kids. DREAM prepares its students, the majority of whom are economically disadvantaged, for success in and out of the classroom. Broome Street Academy (BSA) serves a similar group of students, with social justice at the core of its mission. BSA has a close partnership with The Door, a nonprofit youth development organization that shares both space and students with Broome.

March



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
26	27	28	29	30	31	



Small Group Instruction

Fellows are scheduled for settings where they are working with no more than four students (and ideally 2-3) at any one time.



OUR CORE VALUES

GO Foundation

Through our equity work at GO, we have begun to focus on the ways we can overcome the barriers that are posed by bias and structural racism. This year, GO developed an Equity Report Card, which was designed to catalyze institutional change. The Report Card is composed of several metrics which we will track and report on over time, including: the racial diversity of the GO Foundation staff & board; the degree to which GO Fellows reflect the communities they serve, including by gender, language spoken and sexual orientation; and the spending by GO on Minority and Women Business Enterprises (M/WBEs). GO is also implementing culturally responsive curricula and culture that puts students at the center of learning.

April

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	26	27	28	29
30						



Focus on English Language Arts (ELA) & Math

Each student served by tutorial receive at least 90 minutes per week of Math and/or ELA.



DIFFERENCE MAKER

Achievement First Hartford Summit Middle School

"The Teacher Residency program in many ways has prepared me for becoming a full-time teacher, which is currently my career aspiration. I am given the opportunity to not only observe my respective core class but also teach and create lesson plans in line with the grade-level standards. In my reading academy class, I am leading a class of 8-10 students. I have autonomy and can teach in ways that I feel are best for my students. I can simplify instructions, choose culturally relevant and responsive texts, and hold conferences with students who need extra attention and help. I am able to work with my students, adapt lesson plans to their needs, and also set or give expectations. Overall, the Teacher Residency provides a lot of support and feedback to help make myself a better teacher."

- **Danny Mos**, GO Fellow and Teacher Resident at Achievement First Hartford Summit Middle School in Hartford, CT

May

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	26	27
28	29 Memorial Day	30	31			



Rich ELA & Math Instruction

Fellows deliver lessons through a set math/ELA curriculum, provided by the partner school.



PROGRAM HIGHLIGHTS

GO Foundation

June

Every year, incoming GO Fellows take part in a robust pre-service training program that begins with online coursework and continues in person with training led by members of the GO Program Team. The training that GO provides helps Fellows begin to develop their skills through sessions on topics that range from how to build a relationship with a student, to delivering lessons with academic rigor, and what it means to have a Growth Mindset when it comes to the potential of every student. The GO Foundation also convenes a meeting of Fellow coordinators from partner schools for several days of training over the summer, well before students arrive for the start of a new school year. By investing in both the Fellows and their leadership, our goal is to prepare them for an impactful year of service.

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 Juneteenth	20	21	22	23	24
25	26	27	28	29	30	



Professional Development

Fellows are developed over the course of their year of service to prepare them for their next step professionally, including for the GO Teacher Residency Program.

DIFFERENCE MAKER

Great Oaks - New York City

"My career reflects the decisions I made as a Fellow because in my work I strive to always prioritize and value human connection and understanding as the foundation for spurring radical change. I surround myself with people and work in spaces that also champion those values and challenge the prejudiced structures and systems embedded in our education system. While it's difficult and slow moving to create structural and political change in education, it is possible to foster radical hope and potential in the students we interact with on a daily basis so that's my current focus and where I've been pouring my energy of late."

- **Morgen Littlejohn**, GO Fellowship Alumna who served Great Oaks - New York City as a 6th grade ELA Fellow in 2019-2020, and as a 7th grade ELA Fellow Lead in 2020-2021

July



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						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 30	24 31	25	26	27	28	29



Mentoring Year-Round

Fellows are assigned to work intensively with up to 15 students over the school year, a small enough cohort to position a Fellow to be able to meaningfully mentor those students.



PROGRAM HIGHLIGHTS

GO Foundation

August

The GO Foundation was recently awarded competitive grant funding to study a number of questions including whether varying the dosage of tutoring provided by a GO AmeriCorps Fellow impact student academic growth. The award, presented by the nonprofit organization Accelerate, is part of a broader national effort to develop and scale sustainable, cost-effective models for High Dosage Tutoring that boost academic achievement for all students. *"We know that good tutoring programs work — partly because well-off families have used them to boost student success for generations. And we know that those same programs can be a powerful tool to close racial and economic opportunity gaps when we give less privileged students the same access. What we haven't figured out yet is how to make high-impact tutoring available for everyone,"* said Accelerate **CEO Kevin Huffman**.

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



Relationship-Building

Tutoring is provided in person and is structured to allow a Fellow to connect individually with students and provide genuine mentorship.



GO SCHOOLS

Great Oaks - New York City

The Great Oaks Charter School of New York City will be moving to a new home at 240 Bleecker Street in Manhattan's West Village in the summer of 2023. Great Oaks is investing more than \$6m in improvements to the building, which previously served as the site of a Catholic school that closed in 2020 in the wake of the pandemic. The facility is a 6-story building with a gym and is strategically located just a few blocks from the New York University campus, which has been a long-time partner to Great Oaks and its teacher residency program. The school's Executive Director, **Timberly Wilson**, is effusive about the new facility, which will house both the middle and high school, *"this school building will provide us with the platform to be a national showcase for our approach to teaching and learning which has High Dosage Tutoring and mentorship at its center."*

September

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



Focus on Diversity, Equity, Inclusion, and Accessibility (DEIA)

Fellows are recruited to reflect the diversity of the students they support and are trained to deliver lessons that are culturally responsive.



PROGRAM HIGHLIGHTS

GO Foundation

October

As High Dosage Tutoring continues to gain national and international attention, the GO Fellowship has emerged as an exemplar. Transcend Education featured the GO Fellowship as part of its national Innovative Models Exchange, a resource for practitioners across the country to learn from and implement promising models in personalized learning. The GO Foundation staff presented at a workshop on leveraging data to tell a story about High Dosage Tutoring's impact to school leaders across New York State at the annual New York Charter Schools Conference. Researcher Bowen Paulle, a professor at the University of Amsterdam, has become an adviser to GO in studying the efficacy of its approach. As a learning organization, GO has embraced opportunities to learn from educators and researchers that share our interest in helping to develop the young people we serve.

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



Fellow-Teacher Collaboration

Fellows meet regularly with teachers, are connected to student data, and are observed regularly to be able to continuously improve their performance.

DIFFERENCE MAKER

Great Oaks - Bridgeport

"Getting to work with the Fellows and finding their 'why' is what brings me joy every day. We've been able to build out amazing relationships with community partners, including Fairfield University and the Connecticut Institute for Refugees and Immigrants, which has allowed our Fellows a greater perspective and voice within our community as well as resources to further their careers. Our entire ELL teaching staff are former Fellows, which prepares them to be truly excellent teachers. The Fellows are my 'why' when it comes to working in a field that supports national service - making connections for them to be the next leaders in America is what will, in the end, create the change we need to bring equity to our communities."

- **Dr. Caitlin Meyer**, Director of Programs and Talent Development, who has been recognized by the state of Connecticut for establishing a successful newcomer program for area students with limited or interrupted formal education.

November



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 Thanksgiving	24	25
26	27	28	29	30		



Fellow-Family Communication

Fellows communicate with home regularly in order to establish meaningful connections between schools and students' families.



DIFFERENCE MAKER

GO Foundation

"Helping young adults develop their unique skills and their mindset is integral to the work that I do. As a former AmeriCorps Fellow, I chose to serve in Bridgeport, Connecticut particularly because I wanted to immerse myself in the community. I have been surrounded by service which made my decision to become a Fellow very easy. Though I am in a leadership role now, my advice for current and prospective Fellows is that it is important that they know that everyone's personal journey is unique to them."

- **Khadija Marks**, GO Foundation's Director of Fellow Development who previously served as a GO Fellow at Great Oaks - Bridgeport. Khadija draws upon her experience as an AmeriCorps member in designing a plan for the professional development of GO Fellows.

December

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	26	27	28	29	30	31
Christmas Day						

"Whatever you want to do, if you want to be great at it, you have to love it and be able to make sacrifices for it." - Maya Angelou

Financials

2022 Statement of Activities

REVENUES

	AMOUNTS
Contributions & Other Revenue	\$1,725,919
Government Grants	\$5,300,847
Management Fee Income	\$899,053
Other Income	\$2,598,398
TOTAL	\$10,514,217

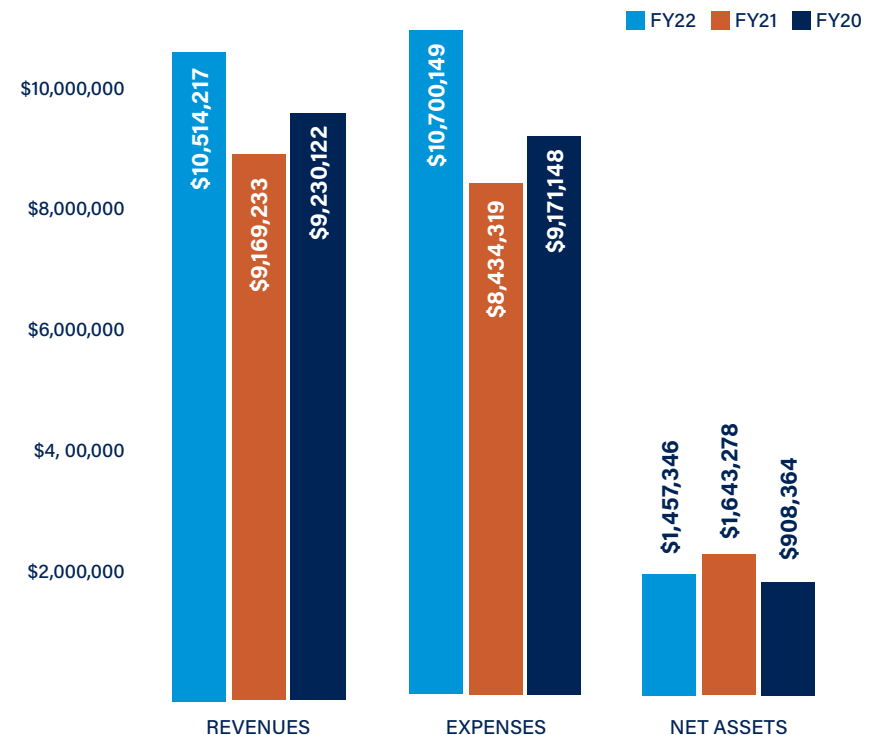
EXPENSES

School Program Services	\$9,486,547
Management and General Services	\$773,698
Fundraising	\$439,904
TOTAL	\$10,700,149

CHANGE IN NET ASSETS (\$185,932)

NET ASSETS - BEGINNING OF YEAR \$1,643,278

NET ASSETS - END OF YEAR \$1,457,346



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Board of Directors



MICHAEL DUFFY, PRESIDENT

Adjunct professor at the NYU/Wagner School of Public Service and former Chair and Commissioner of the Massachusetts Commission Against Discrimination.



ADAM WEINSTEIN, BOARD CHAIRMAN

Managing Director and Head of Firm Operations for New Mountain Capital, a private equity firm based in New York City and founding member of the GO Foundation board.



SUSAN MUSTOKOFF AKSELRAD, BOARD SECRETARY

Attorney specializing in labor and employment issues, founding member of the Great Oaks Charter School of New York City board, and former public school teacher in Philadelphia.



MIKE BROWN, BOARD TREASURER

Co-Founder and Managing Director of Journey Strategic Wealth, a national registered investment advisor firm. Former trustee of NJ public school and EHTP.



CHARLOTTE ADJCHAVANICH

Senior Vice President of Consumer Engagement for Parlux and previously served as a senior marketing executive with companies that include Revlon, Inc., L'ORÉAL UK, and SCIENCEMAGIC.INC.



GERALD ALLEN

CEO and Founder of the executive search firm The Allen Rose Group, Inc. based in New York City, and Co-founder of Patient Care Staffing, Inc., a healthcare recruitment and traveling nurse agency in midtown NYC.



DERRICK DIGGS

Former President and Director of Development for Diggs Construction, and advisory board chair for Connecticut Coalition for Achievement Now (ConnCAN).



DAVID DREWES

Real Estate Attorney, Department Co-chair Willkie Farr & Gallagher, focusing on a variety of real estate transactions including space leases and construction agreements.



ODD EIKEN

Education policy leader, former State Secretary for Schools in Sweden, and founder of NordicEd, a K-12 school operator in Pakistan.



LILIANA POLO-MCKENNA, ED. L.D.

Founder and Principal of the consulting firm Leading from Within and previously CEO of Opportunities for a Better Tomorrow, a youth education and workforce organization.



PEGGY SHAUGHNESSY

Managing Director, Business Operations at Kohlberg Kravis Roberts, a global investment firm based in New York City, and previously Managing Director at Goldman Sachs.



SUSAN STROUD

Senior Fellow at the Nashman Center for Civic Engagement and Public Service at George Washington University and one of the Co-founders of AmeriCorps; previously was Assistant to the President of Brown University, founding director of the Swearer Center for Public Service and Campus Compact, and worked for the Ford Foundation.

MICHAEL THOMAS DUFFY

President

VANESSA CEAS

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GO Foundation Team



GO/FOUNDATION

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