



In 2011, Crescent City Schools (CCS) assumed operations of Harriet Tubman Charter School in Louisiana’s first charter-to-charter turnaround. Since Katrina, Tubman had been one of the worst performing schools in New Orleans. In two years, Crescent City Schools moved the school from an “F” to a “C”, increased enrollment from 531 in 2011 to 643 in 2018, and rehabilitated the reputation of the school in the neighborhood.

In the winter of 2018, CCS realized that NOLAPS was finally ready to close two chronically failing schools in Tubman’s neighborhood. Tubman approached the district about helping those students find a home in their neighborhood school.

Instead of considering a traditional turnaround of those schools, CCS capitalized on the strength and experience of the Tubman leadership and built on the strong culture of the school by absorbing the students from those failing schools into the Tubman campus.

Tubman split across two campuses, PreK-2nd grade and 3rd-8th grade, and opened up a new section in each grade, allowing the school to enroll more than 300 students from two failing schools in the neighborhood. Tubman grew from 643 to 1040 students. In effect, CCS did a second turnaround within the same charter, something **no other organization has attempted in New Orleans.**

With so many new students, CCS assumed Tubman would take a hit on overall test scores and SPS in Spring 2019 but figured it would bounce back by Spring 2020 and continue its journey towards becoming the highest performing open-enrollment school in New Orleans.

In fact the school's scores were bouncing back, and by all internal data would have been back up to C status. This tracks with Tubman's first turnaround, moving a group of failing students to C status over two years.

Because of COVID, Tubman never got to take tests in 2020 and show their growth. That, followed by a suspension of in-person school for 6 months, means that Tubman's hopes for showing our progress have been stalled.

DATA FROM 2018-19

The decision to do an internal school turnaround brings much to celebrate from that school year.

MORE HIGH-QUALITY OPTIONS

First, Tubman was able to **provide a high-quality school to neighborhood families**. A year before the district closed Mc#32 and Fischer, opening up Tubman seats drew 453 students whose parents were looking for a better option.



52% of Tubman students 18-19 were brand new to the school, hailing from the two failing schools nearby.

	New	Returning	Total
Kinder	80	0	80
1st	38	47	85
2nd	48	47	95
3rd	44	51	95
4th	52	53	105
5th	48	52	100
6th	52	53	105
7th	50	52	102
8th	41	54	95
TOTAL	453	409	862

48% of test-takers in 2019 were in their first year at Tubman.

SIGNIFICANT GAINS WITH ALL

Second, Tubman made **significant gains with both returning and new students.**

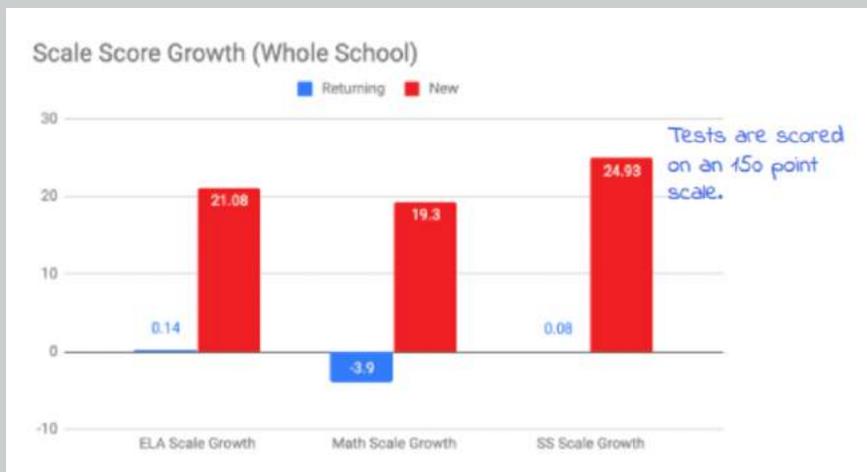
Overall, Tubman’s Spring 2019 standardized test results dropped compared to its Spring 2018 results, but looking at just the SPS score does not give you the full story of how much Tubman succeeded with its students.

New-to-Tubman students coming from failing schools made transformative growth. Looking at the test scores of students shows that just 1 year of education at Tubman propelled these

students to significant academic growth.

If growth scores were calculated using only “new to Tubman students” Tubman would have been an A for growth in 2019. If its school performance score were calculated based solely on returning students who had been at Tubman for at least 1 year, it would have remained a “C” school in 2019.

The reality is that introducing so many new students with unsatisfactory test scores from previous years meant Tubman had a lot of ground to cover in one year to retain a C grade.



New students coming from failing schools get A growth as a cohort.

Subject	Basic or above	Mastery or above
ELA (Returning)	47.9%	22.3%
ELA (New)	45.1%	16.3%
Math (Returning)	40.3%	15.4%
Math (New)	35.6%	12.1%
SS (Returning)	33.8%	17.0%
SS (New)	28.0%	13.6%

While new students outperformed growth targets and made some of the biggest gains in the district, returning students continued to perform at high levels.

Even in turnaround, Tubman ranks in the top half of open-enrollment schools.

Site Name	ELA (Grades 3-8, English I & II)		Math (Grades 3-8, Algebra I & Geometry)	
	2019 % Top Growth	2019 % Mastery & Above	2019 % Top Growth	2019 % Mastery & Above
Dwight D. Eisenhower Charter School	63	26	71	19
McDonogh 42 Charter School	56	22	66	17
Wilson Charter School	54	31	65	33
Paul Habans Charter School	59	24	63	17
Alice M Harte Elementary Charter School	56	47	59	47
Samuel J. Green Charter School	52	24	57	27
Esperanza Charter School	52	28	54	22
Mildred Osborne Charter Sch	51	24	52	18
KIPP Morial	52	30	51	26
Arise Academy	44	10	50	10
William J. Fischer Accelerated Academy	36	10	49	4
Arthur Ashe Charter School	48	32	49	24
Homer A. Plessy Community School	60	38	48	25
Phillis Wheatley Community School	49	23	48	23
Einstein Charter School at Village De L'Est	54	33	48	21
Langston Hughes Charter Academy	51	29	47	21
Dr. Martin Luther King Charter	32	21	47	11
ReNEW Dolores T. Aaron Elementary	50	25	46	15
Martin Behrman Charter Acad	51	33	46	17
KIPP Leadership	56	25	46	15
Pierre A. Capdau Charter	45	21	45	14
Akili Academy of New Orleans	54	21	45	13
Einstein Charter Middle Sch at Reed	48	27	45	17
Harriet Tubman Charter School	50	20	44	14
KIPP Believe	46	26	44	15
KIPP Central City	50	35	44	24
ReNEW Schaumburg Elementary	43	17	43	14
Morris Jeff Community School	46	46	41	29
Success Preparatory Academy	47	20	41	12
ENCORE Academy	44	24	41	16
ReNEW SciTech Academy at Laurel	45	18	39	14
McDonogh #32 Literacy Charter School	31	3	39	4
Nelson Elementary School	46	20	38	6
Fannie C. Williams Charter School	40	24	38	16
Benjamin Franklin Elem. Math and Science	43	46	37	33
Edgar P. Harney	33	10	36	4
Lawrence D. Crocker College Prep	33	13	36	5
FirstLine Live Oak	48	21	35	14
Einstein Charter at Sherwood Forest	50	23	34	18
KIPP East Community	52	32	33	37
Bricolage Academy	56	61	33	50
Mary Bethune Elementary	58	48	32	26
Mary D. Coghil Charter School	36	16	30	13
Robert Russa Moton Charter School	45	32	28	17
James M. Singleton Charter School	33	6	27	4
Lafayette Academy	37	17	27	8
Foundation Preparatory	39	40	26	30
Joseph A. Craig Charter School	35	15	23	9
Cypress Academy	55	52	5	37

RANKING IN TOP 50%

Third, even during a turnaround year, Tubman was still in the top half of open-enrollment schools in New Orleans.

16 of the 32 schools ranking below Tubman were fresh start schools (not turnarounds), and only one, Firstline Live Oak, was actively in the middle of school turnaround in 2018-2019.

Though turnaround work is not easy, Tubman has experience and success with school transformation. CCS believes the outlay of resources and the temporary dip in standardized test scores is worth it to ensure that all children have a high-quality school to attend.





MORE MILESTONES

During the 18-19 school year, Tubman found a permanent home for its PreK-2nd graders.

MONTESSORI CAMPUS

In Spring 2019 CCS purchased an 11-acre site, and in the fall moved younger students into the newly renovated \$7 million Tubman Montessori Campus.

Two campuses allows us to:

- accommodate 400 more students and make room for more pre-K classrooms (and paid pre-K seats)
- build a designated campus for the Aurora alternative program

- provide Montessori education to students with larger classrooms and spacious outdoor play space

The site features 11 classrooms, a 4 acre outdoor playspace, covered spaces for gathering and making art, a full gym, and our new Aurora campus for up to 35 students in our alternative program.

SUCCESS IN HIGH SCHOOL

The state of Louisiana measures the success of K-8 schools by reviewing how many credits 9th graders accumulate the year after they graduate from their elementary school. The theory is that the better prepared students are in elementary school, the

more likely they are to earn full high school credit accumulation and be on track to graduate in four years.

Schools may earn up to 150 points in the "DCAI" category, which makes up 5% of a K-8 school's letter grade. Tubman has always done well by this measure, and the **2019-2020 DCAI for Tubman was 134.5, an "A" rating.**



ARTS EDUCATION

The state of Louisiana measures how well a school does in providing its students with access to arts, music, physical education, and foreign language. Schools may earn up to 150 points in the "Interests and Opportunities" category, which makes up 5% of its letter grade. In 2019-2020, **Tubman earned a perfect 150 score and an "A" rating, and was one of only 6 elementary schools in New Orleans to score above a 145. This puts Tubman in the top 10% of all elementary schools in the city - both selective and non-selective schools alike.**

SUCCESS WITH HIGH-NEEDS STUDENTS

While LEAP testing was canceled in Spring 2020, the state of Louisiana still administered LEAP Connect testing (the assessment for the highest-need SPED students who have severe cognitive impairments). **64% of Tubman students who took this test in Spring 2020 scored Mastery or above in ELA and Math.**

COVID SAFETY

In the Fall 2020 TNTP Insight survey, teachers ranked Crescent City Schools – Tubman's operator - the highest of all schools in the city for COVID safety precautions (Source NSNO).

NSNO DATA ON PANDEMIC PREPARATION AT CRESCENT CITY SCHOOLS

