Team & Family,

If you spend time in our schools, you might see the popular KIPP mantra, “All of us will learn.” You see this phrase posted in our hallways. You see it on posters. You see it on the backs of our students’ uniform shirts. This phrase embodies the spirit of what being a KIPPster is all about.

But this mantra applies not only to our students–it applies to KIPP Delta as a whole. As we reflect on the last 17 years, we can point to things we, as an organization, have learned. We learned starting a school from scratch was harder than we could have imagined. We learned finding and keeping good teachers is hard. And we learned getting students TO college is not the same as getting them THROUGH college. Most importantly, we learned how important it is to identify and articulate the things that are most important to our success. Those things can be summed up in our strategic anchors–**Love, Literacy, and Leadership**.

We learned how crucial it is for students and families to feel a sense of love, belonging, and desire to be with us year after year. This is what we mean by **love**. We learned we must keep our promise to help our students develop the knowledge and skills they need to succeed throughout their education and in the competitive world beyond. This is what we mean by **literacy**. And we learned we must prioritize the development of our own staff. Future school leaders must be cultivated, and great teachers who want to stay in the classroom should have a path to do so. This is what we mean by **leadership**.

We know we are making progress. We now have 350 alumni, many of whom have earned college degrees and have returned to the Delta, putting their education to use in their hometown. Last May, we had two graduating classes, as our Blytheville high school celebrated its first graduates. Members of the Class of 2018 earned more than $13 million in college scholarships.

Within this report, you will learn more about our progress through the lens of our “Six Essential Questions.” Thank you for your belief in our mission. I look forward to sharing our successes, challenges, and progress through the months and years ahead.

*In Love & Gratitude,*

Scott Shirey,
Founder & Executive Director
Helping our students get to and through college and achieve their dreams is only possible if we know exactly how we are doing. These Six Essential Questions help us understand what our true impact is, keep us focused as we grow, and—most importantly—help us keep the promises we make to our students and their families.

QUESTION 1
WHO ARE OUR STUDENTS?
1,345 students (2017-18 average daily membership)

90% African American
6% White
4% Other
(May 2018)

1 Elementary School | 3 Middle Schools | 2 High Schools

QUESTION 2
ARE OUR STUDENTS STAYING WITH US?
75% stayed with KIPP Delta
One-quarter of those who transferred moved out of the local area.
(Student retention rate from October 1, 2017 to October 1, 2018)

QUESTION 3
ARE OUR STUDENTS PROGRESSING & ACHIEVING ACADEMICALLY?
Percent of students meeting college readiness on ACT Aspire in Math & English:

ENGLISH

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<th>KIPP Delta</th>
<th>Helena local</th>
<th>Blytheville local</th>
<th>Forrest City local</th>
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<tbody>
<tr>
<td>58%</td>
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<td>49%</td>
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MATH

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<td>15%</td>
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AVERAGE ACT SCORES

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<td>Math</td>
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<td>14.2</td>
<td>17.1</td>
<td>15.0</td>
<td>19.4</td>
<td>18.0</td>
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QUESTION 4
ARE OUR ALUMNI CLIMBING THE MOUNTAIN TO & THROUGH COLLEGE?

350 Alumni (May 2018)

Percent of students who start college
KIPP Delta: 79%
US average: 64%
Low-income average: 45%

Percent of students who graduate high school
KIPP Delta (Class of 2017): 88%
US average: 91%
Low-income average: 74%

Percent of students who persist in college, participating in national service, or who have graduated from 2- or 4-year college
KIPP Delta alumni: 74%

$13 MILLION in financial aid awarded to the combined members of the Class of 2018

QUESTION 5
ARE WE BUILDING A SUSTAINABLE PEOPLE MODEL?

215 KIPP Delta staff:
Teachers, instructional aides: 58%
Food service, transportation, campus care: 16%
Region-level support staff: 8%
School-site support staff: 10%
School-level leadership: 5%
KIPP Through College staff, counselors: 3%

74% Staff retention 2017-18
66% Teacher retention 2017-18

Met board-approved ending cash target
Met board-approved fundraising goals
Increased days of cash on hand

QUESTION 6
ARE WE BUILDING A SUSTAINABLE FINANCIAL MODEL?

Revenue: $17,854,720
State: 68%
Federal: 18%
Fundraising: 13%
Activity fees: 1%

Expenses: $17,124,774
Salaries & benefits: 69%
Student services: 12%
Other operating: 14%
Facilities: 5%

(Office for education policy [2018]: http://www.officeforeducationpolicy.org/arkansas-school-data-act-aspire/)
(Office of the governor [2018]: http://www.arkansased.gov/)