



Office of School Design and Charter Partnerships
2013-2014

KIPP ACADEMY CHARTER SCHOOL
ANNUAL COMPREHENSIVE REVIEW REPORT

2013 – 2014 SCHOOL YEAR

Part 1: School Overview

School Information for the 2013-2014 School Year

Name of Charter School	KIPP Academy Charter School
Board Chair(s)	David Massey
School Leader(s)	Carolyn Petruzziello (K-4), Frank Corcoran (5-8), Natalie Webb (9-12)
Management Company (if applicable)	KIPP
Other Partner(s)	N/A
District(s) of Location	NYC Community School District 7
Physical Address(es)	730 Concourse Village West, Bronx 10451 (K-4)
	250 East 156 th Street, Bronx 10451 (5-8)
	201 East 144 th Street, Bronx 10451 (9-12)
Facility Owner(s)	DOE (the ES and HS sites are charter partnership buildings)

School Profile

- KIPP Academy Charter School (KIPP Academy) is an elementary, middle, and high school which served 1,006 students¹ in grades K-12 during the 2013-2014 school year and is fully at scale. It opened in 2000-2001 and is under the terms of its third charter.
- The school is located in both DOE and charter-operated facilities in the Bronx within Community School District (CSD) 7.²
- KIPP Academy enrolls new students in kindergarten and grades 5 and 9 and typically backfills throughout grades K-6. There were 2,724 students on the waitlist after the Spring 2013 lottery.³ The average attendance rate for the 2013-2014 school year to date as reported in February 2014 was 96.7%.⁴
- KIPP Academy was renewed during the 2009-2010 school year for a full term (five years), and is consistent with the terms of its renewal application.
- The school leadership includes Carolyn Petruzziello, Elementary School Principal; Francis (Frank) Corcoran, Middle School Principal; Natalie Webb, High School Principal; William Cardenas, Elementary School Director of Operations; Nicholas Sedey, Middle School Director of Operations; Stephanie Ip, High School Director of Operations; Barbara De Pesa, Assistant Principal of Teaching and Learning; Elizabeth Chase, Dean of Teaching and Learning; Desree Cabrall, Dean of Teaching and Learning; and Modiegi Notoane, Dean of Students. The Middle School Principal has been with the school since 2002, and the Elementary School and High School principals have been with the school since its opening in 2000-01.
- KIPP Academy is part of KIPP NYC LLC, a Charter Management Organization (CMO). KIPP NYC LLC's Shared Services Team provides services to KIPP Academy in the areas of leadership development, professional development, human resources, data management, operations, fundraising, payroll, finance and purchasing, as well as staff and teacher recruitment. KIPP Academy pays a fee for these services equal to 11% of per pupil revenues (excluding E-rate) to KIPP NYC LLC.

¹ Enrollment reflects ATS data from 10/31/13.

² NYC DOE Location Code Generation and Management System database.

³ Self-reported information from school-submitted data collection form on 2/14/14.

⁴ Self-reported information from school-submitted data collection form on 2/14/14.

- KIPP Academy had a student to teacher ratio of 12:1 in the 2013-2014 school year with an average class size of 22 students.⁵
- The lottery preferences for KIPP Academy's 2013-2014 school year included the New York State Charter Schools Act required preferences of returning students, students residing in the community school district of the school's location and siblings of students already enrolled in the charter school, as well as students eligible for free or reduced-price lunch.⁶

⁵ Self-reported information given on 9/22/14.

⁶ KIPP Academy Charter School's 2013-2014 lottery application.

Part 2: Summary of Findings

Essential Question 1: Is the school an academic success?

Overview of School-Specific Data through 2012-2013

ES/MS Students scoring at or above Level 3 on NYS assessments, compared to CSD, NYC, and State averages

% Proficient in English Language Arts				
	2009-2010	2010-2011	2011-2012	2012-2013
KIPP Academy Charter School	55.0%	51.7%	63.3%	26.8%
CSD 7	20.4%	20.3%	23.5%	9.1%
Difference from CSD 7	34.6	31.4	39.8	17.7
NYC	40.5%	41.0%	45.0%	26.2%
Difference from NYC	14.5	10.7	18.3	0.6
New York State	53.2%	52.8%	55.1%	31.1%
Difference from New York State	1.8	-1.1	8.2	-4.3

% Proficient in Math				
	2009-2010	2010-2011	2011-2012	2012-2013
KIPP Academy Charter School	79.5%	86.9%	84.5%	43.4%
CSD 7	34.3%	36.0%	38.0%	8.9%
Difference from CSD 7	45.2	50.9	46.5	34.5
NYC	52.8%	56.7%	59.3%	28.5%
Difference from NYC	26.7	30.2	25.2	14.9
New York State	61.0%	63.3%	64.8%	31.1%
Difference from New York State	18.5	23.6	19.7	12.3

* All comparisons to either the CSD or NYC take into account only grades the school itself served.

HS Performance Compared to Peer and NYC Averages*

4-year Graduation Rate				
	2009-2010	2010-2011	2011-2012	2012-2013
KIPP Academy Charter School	-	-	-	91.5%
NYC	65.1%	65.5%	64.7%	66.0%
Difference from NYC	-	-	-	25.5
6-year Graduation Rate				
	2009-2010	2010-2011	2011-2012	2012-2013
KIPP Academy Charter School	-	-	-	-
NYC	69.2%	70.9%	73.2%	73.0%
Difference from NYC	-	-	-	-
College Readiness Index** - 4 years				
	2009-2010	2010-2011	2011-2012	2012-2013
KIPP Academy Charter School	-	-	-	72.3%
Peer Percent of Range	-	-	-	100.0%
City Percent of Range	-	-	-	100.0%

A comparison range consists of all possible results within two standard deviations of the average. A peer/city percent of range of 50% represents the position of the average and can be interpreted as a school outperforming 50% of their peer group or city.

* KIPP Academy Charter School is one of four KIPP charter schools, three of which are DOE-authorized, that feeds into KIPP NYC College Prep Charter High School located at 201 East 144th Street, Bronx. The graduation rate and college readiness data presented above reflects high school students from all four feeder schools.

** The College Readiness Index score was not introduced until the 2011-2012 school year.

Credit Accumulation*

% 1st-Year Students Earning 10+ Credits				
	2009-2010	2010-2011	2011-2012	2012-2013
KIPP Academy Charter School	97.0%	76.4%	84.9%	88.3%
Peer Percent of Range	86.8%	16.6%	48.5%	54.5%
City Percent of Range	94.7%	56.7%	69.7%	74.2%
% 2nd-Year Students Earning 10+ Credits				
	2009-2010	2010-2011	2011-2012	2012-2013
KIPP Academy Charter School	-	86.6%	84.7%	87.9%
Peer Percent of Range	-	56.8%	52.2%	61.9%
City Percent of Range	-	77.1%	71.8%	76.7%
% 3rd-Year Students Earning 10+ Credits				
	2009-2010	2010-2011	2011-2012	2012-2013
KIPP Academy Charter School	-	-	90.3%	89.8%
Peer Percent of Range	-	-	71.6%	69.6%
City Percent of Range	-	-	83.5%	81.7%

A comparison range consists of all possible results within two standard deviations of the average. A peer/city percent of range of 50% represents the position of the average and can be interpreted as a school outperforming 50% of their peer group or city.

* KIPP Academy Charter School is one of four KIPP charter schools, three of which are DOE-authorized, that feeds into KIPP NYC College Prep Charter High School located at 201 East 144th Street, Bronx. The credit accumulation data for school years 2010-2011 through 2012-2013 reflects high school students from all four feeder schools.

Performance on the NYC Progress Report – Elementary and Middle School Grades

Progress Report Grade	2009-2010	2010-2011	2011-2012	2012-2013
Overall Grade	A	A	A	A
Student Progress	A	B	A	B
Student Performance	A	B	A	A
School Environment	A	A	A	A
Closing the Achievement Gap Points	4.3	6.0	4.2	5.3

Performance on the NYC Progress Report – High School Grades*

Progress Report Grade	2009-2010	2010-2011	2011-2012	2012-2013
Overall Grade	-	-	-	A
Student Progress	-	-	-	A
Student Performance	-	-	-	B
School Environment	-	-	-	A
College and Career Readiness**	-	-	-	A
Closing the Achievement Gap Points	-	-	-	0.8

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** The College and Career Readiness grade was not introduced until the 2011-2012 school year.

Progress Towards Attainment of Academic Goals

- According to its 2012-2013 Annual Report to New York State Education Department (NYSED), KIPP Academy fully met 16 of the 29 applicable academic performance goals identified in its charter, partly met one of these 29 goals, did not meet 11 of these 29 goals, and did not have sufficient data at the time to report on one of these 29 goals.

Responsive Education Program & Learning Environment⁷

- The school began using the Reading Master in grades K-2 to build a stronger foundation in reading, expanded its guided reading program and intervention programs in Grades 5-6, and expanded Drop Everything and Read (DEAR) time in grades 5-8.
- The school created more groupings for guided reading and began using Scholastic's iRead program for all students.
- The school began implementing quarterly interim assessments in ELA and Math to help track student progress towards mastering state standards, identify areas in need of re-teaching, and predict student performance on state assessments.
- The school continues to implement the QWA, a KIPP NYC-wide writing assessment, four times per year.
- The school continues to utilize learning specialists as collaborative team teachers along with general education teachers at all grade levels and also provide pull-out classes to support learners in a smaller environment.
- The school continues to have intervention staffers and paraprofessionals push into classrooms and pull out students from class for individual or small-group instruction as needed.
- The school continues to implement the KIPP Framework for Excellent Teaching as a coaching and development tool for teachers.
- The school began implementing regular one-on-one meetings between teachers and their assigned coaches, and paired these with frequent observation and feedback sessions.

⁷ Self-reported information from school-submitted self-evaluation form on 2/14/14.

Essential Question 2: Is the school a fiscally sound, viable organization?

Governance Structure & Organizational Design

After reviewing information and documentation concerning Board turnover, Board minutes, reporting structure, organizational chart, annual accountability reporting documents, Board agendas, and school's website, the NYC DOE notes the following:

- The Board has six board members, all voting. The Board Chair joined the Board in 2000.
- As evidenced from a review of Board rosters, no Board members left during the 2013-2014 school year and no new members were added.
- As recorded in the Board's minutes, there is a clear reporting structure with school/network leadership providing regular updates on academic, financial, and operational performance to the Board and its committees.
- Board minutes from the most recently held meeting have been provided via the school's website for inspection by the public.

School Climate & Community Engagement

After reviewing information and documentation concerning leadership turnover, staff turnover, attendance rate, student turnover, NYC School Survey results and response rates, and PTO meetings, the NYC DOE notes the following:

- The school did not experience leadership turnover in 2013-2014.
- Instructional staff turnover was 35% with 24 out of 71 instructional staff choosing not to return for the 2013-2014 school year from the prior year and one instructional staff member asked not to return. To date, during the 2013-14 school year, two teachers are no longer working at the school.
- As of February 2014, average daily attendance for students during that school year was at 96.7%, which is higher than the school's charter goal of at least 95%.⁸
- Student turnover was 2.2% of students from the prior school year not returning at the start of the 2013-2014 school year; 1% of the students left the school between the start of the school year and February 2014.⁹
- The school did not report having a parent teacher organization (PTO) in its ACR self-evaluation, Board minutes, or website.

2012-2013 NYC School Survey Results¹⁰

Categories	Result	Community	Response Rate	Citywide Rate
Academic Expectations	Above Average	Parents	62%	54%
Communication	Above Average	Teachers	70%	83%
Engagement	Above Average	Students	94%	83%
Safety & Respect	Above Average			

⁸ Self-reported information from school-submitted data collection form on 2/14/14.

⁹ Self-reported information from school-submitted data collection form on 2/14/14.

¹⁰ Results are particular to the school type as identified in the 2013 School Survey.

Financial Health

Near-term financial obligations:

- Based on the FY13 financial audit, the school's current ratio indicated a strong ability to meet its current liabilities.
- Based on the FY13 financial audit, the school had sufficient unrestricted cash to cover its operating expenses for at least two months without an infusion of cash.
- A comparison of the enrollment projections for the 2013-2014 budget to the actual enrollment as of the end of the school year revealed that the school met its enrollment target, supporting its projected revenue.
- As of the FY13 financial audit, the school had no debt obligations.

Financial sustainability based on current practices:

- Based on the financial audits from FY11 to FY13, the school generated an aggregate surplus over the three audited fiscal years, and in FY13 the school operated at a surplus.
- Based on the FY13 financial audit, the school's debt-to-asset ratio indicated that the school had more total assets than it had total liabilities.
- Based on the financial audits from FY11 through FY13, the school generated overall positive cash flow from FY11 to FY13, though the school had negative cash flow from FY12 to FY13.

Annual Independent Financial Audit

- An independent audit performed for FY13 showed no material findings.

Essential Question 3: Compliance with charter and all applicable laws and regulations?

After a review of documentation submitted for the NYC DOE annual accountability reporting requirements for the 2013-2014 school year, the NYC DOE finds the following:

Board Compliance

The Board is in compliance with:

- The Board's membership size falls within the range of five to 25 members outlined in its bylaws.
- The Board held four Board meetings with quorum in 2013; its current bylaws do not specify a required number of annual meetings.
- Currently, all of the officer positions outlined in the Board's bylaws are filled.

School Compliance

The school is in compliance with (as reviewed during May 2014):

- All staff members have appropriate fingerprint clearance.
- The school has the required number of staff with AED/CPR certification.
- The school has submitted appropriate insurance documents to the NYC DOE.
- The school has submitted its required immunization documentation and is in compliance with Department of Health standards of 99% for immunization.
- The school had an application deadline of April 1, 2014 and lottery date of April 4, 2014 adhering to charter law's requirement of accepting applications up to at least April 1.
- A school leader was trained in General Response Protocols/Fire Emergency Drill Conductor for NYC, as mandated by the NYC Fire Department.
- The school has posted its 2012-2013 NYSED Annual Report and annual audit to its website, as specified in charter law.

The school is out of compliance with:

- The school has submitted required documentation for teacher certification however the school is not compliant with state requirements for teacher certification as of February 2014. The school has a total of 22 uncertified core teachers.

Essential Question 4: What are the school's plans for the next charter term?

As reported by the school's leadership, the following is noted:

- The school did not report any plans for expansion or replication.

Enrollment and Retention Targets

As a reminder regarding accountability in the next charter term:

- Amendments to Article 56 of the New York State Consolidated Laws: Education, which relates to Charter Schools, call for charter schools, as a consideration of renewal, "to meet or exceed enrollment and retention targets" for students with disabilities, English language learners, and students who are eligible for the free and reduced price lunch program. The amendments further indicate "Repeated failure to comply with the requirement" as a cause for revocation or termination of the charter.
 - The law directs schools to demonstrate "that it has made extensive efforts to recruit and retain such students" in the event it has not yet met its targets.
 - The NYC DOE, as authorizer, will annually monitor the school's performance against these targets and the efforts it makes to meet this state requirement.
- During the 2013-2014 school year KIPP Academy Charter School served a higher percentage of students who qualified for free or reduced price lunch than the citywide average, but a lower rate than the CSD 7 average. The school served lower percentages of students with disabilities and English Language Learner students than both the CSD 7 and citywide averages.

Special Populations

	Free and Reduced Price Lunch					Students with Disabilities					English Language Learners				
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
	School	84.3%	84.8%	86.8%	88.8%	85.1%	10.4%	9.2%	10.9%	12.2%	15.7%	4.3%	3.8%	5.4%	6.7%
CSD 7	85.6%	85.5%	86.5%	88.8%	90.0%	19.3%	19.3%	18.9%	19.7%	20.2%	18.1%	18.0%	17.6%	18.1%	16.8%
CSD 5	-	-	-	81.0%	-	-	-	-	16.7%	-	-	-	-	9.4%	-
NYC	61.7%	64.5%	67.3%	69.3%	72.7%	14.9%	15.0%	15.1%	15.5%	16.4%	14.8%	15.0%	14.6%	14.2%	13.9%

Additional Enrollment Information					
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Grades Served	K, 5-9	K-1, 5-10	K-2, 5-11	K-3, 5-12	K-12
CSD(s)	7	7	7	7 & 5	7

Comparisons to both the CSD(s) and City are made against students in grades K-8, 9-12 or K-12 depending on the grades the school served in each school year. Special population figures are as of October 31 for each given school year, with the exception of the 2012-2013 school year, which is as of October 26, 2012.