



Office of School Design and Charter Partnerships  
2013-2014

**KIPP INFINITY 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 Infinity Charter School
Board Chair(s)	David Massey
School Leader(s)	Stephanie Adams (K-3), Lindsay Danon (K-3), Allison Willis Holley (5-8), Natalie Webb (9-12)
Management Company (if applicable)	KIPP
Other Partner(s)	N/A
District(s) of Location	NYC Community School Districts 5 and 7
Physical Address(es)	625 West 133 <sup>rd</sup> Street, New York 10027 (K-3, 5-8)
	201 East 144 <sup>th</sup> Street, Bronx 10451 (9-12)
Facility Owner(s)	DOE (the high school site is a charter partnership building)

### School Profile

- KIPP Infinity Charter School (KIPP Infinity) is an elementary, middle, and high school which served 1,002 students<sup>1</sup> in grades K-3, and 5-12 during the 2013-2014 school year. It opened in 2005-2006 and is under the terms of its second charter.
- The school continues to phase in one grade per year until reaching its authorized grade span of K-12. The school will begin offering grade 4 in 2014-2015 and be at full scale.
- The school is located in a DOE-operated facility in Manhattan in Community School District (CSD) 5 and in a privately-operated facility in the Bronx within CSD 7.<sup>2</sup>
- KIPP Infinity enrolls new students in Kindergarten and grades five and nine and typically backfills throughout grades 1-6. There were 2,397 students on the waitlist after the Spring 2013 lottery.<sup>3</sup> The average attendance rate for the 2013-2014 school year to date as reported in February 2014 was 95.5%.<sup>4</sup>
- KIPP Infinity 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: Stephanie Adams, Elementary School Principal; Lindsay Danon, Elementary School Principal; Allison Willis Holley, Middle School Principal; Natalie Webb, High School Principal; Megan White, Elementary School Director of Operations; Stephanie Ip, High School Director of Operations; Peter Croncota, Director of Operations; Daisy Salazar, Dean; Leyla Bravo, Dean of Students; Roberta Starr, Dean of Teaching & Learning; Barbara De Pesa, High School Assistant Principal of Teaching and Learning; and Asiya Razvi, Director of Counseling Services. The Middle School Principal has been with the school since 2006 and the Elementary School and High School principals have been with the schools since their 2005 opening.
- KIPP Infinity is part of KIPP NYC LLC, a Charter Management Organization (CMO). KIPP NYC LLC's Shared Services Team provides services to KIPP Infinity 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 Infinity pays a fee for these services equal to 11% of per pupil revenues (excluding E-rate) to KIPP NYC LLC.

<sup>1</sup> Enrollment reflects ATS data from 10/31/13.

<sup>2</sup> NYC DOE Location Code Generation and Management System database.

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

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

- KIPP Infinity had a student to teacher ratio of 12:1 in the 2013-2014 school year with an average class size of 24 students.<sup>5</sup>
- The lottery preferences for KIPP Infinity'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.<sup>6</sup>

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<sup>5</sup> Self-reported information given on 9/23/14.

<sup>6</sup> KIPP Infinity 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 Infinity Charter School	52.3%	41.4%	48.1%	24.4%
CSD 5	27.7%	28.3%	28.8%	13.8%
Difference from CSD 5	24.6	13.1	19.3	10.6
NYC	40.5%	41.0%	45.0%	25.7%
Difference from NYC	11.8	0.4	3.1	-1.3
New York State	53.2%	52.8%	55.1%	31.1%
Difference from New York State	-0.9	-11.4	-7.0	-6.7

% Proficient in Math				
	2009-2010	2010-2011	2011-2012	2012-2013
KIPP Infinity Charter School	85.4%	83.8%	85.2%	47.3%
CSD 5	37.5%	40.7%	39.4%	11.8%
Difference from CSD 5	47.9	43.1	45.8	35.5
NYC	52.8%	56.7%	59.3%	27.3%
Difference from NYC	32.6	27.1	25.9	20.0
New York State	61.0%	63.3%	64.8%	31.1%
Difference from New York State	24.4	20.5	20.4	16.2

\* 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 Infinity 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 Infinity 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 Infinity 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 Infinity 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 144<sup>th</sup> 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 Infinity Charter School	94.3%	76.4%	84.9%	88.3%
Peer Percent of Range	35.2%	16.6%	48.5%	54.5%
City Percent of Range	89.9%	56.7%	69.7%	74.2%
% 2nd-Year Students Earning 10+ Credits				
	2009-2010	2010-2011	2011-2012	2012-2013
KIPP Infinity 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 Infinity 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 Infinity 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 144<sup>th</sup> 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	A
Student Performance	A	A	A	A
School Environment	A	A	A	A
Closing the Achievement Gap Points	8.8	9.0	5.4	6.6

**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

\* KIPP Infinity 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 144<sup>th</sup> Street, Bronx. The Progress Report data presented above reflects high school students from all four feeder schools.

\* 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 Infinity fully met 15 of the 29 applicable academic performance goals identified in its charter, did not meet 12 of these 29 goals, and did not have sufficient data at the time to report on two of these 29 goals.

## **Responsive Education Program & Learning Environment**

- The school fully implemented the EngageNY Math and ELA curricula across all elementary and middle school grades in 2013-14. The school reports that at the elementary school level this has led to a push in rigor in lesson delivery and of student expectations, and that teachers have seen an increase in the amount of work students are expected to complete.
- The school began utilizing Cognitive Guided Instruction (CGI) during a problem-solving block in its elementary grades to help students use varied strategies to solve number stories as well as defend the use of those strategies. The school also introduced ST Math and iRead, self-paced computer programs that target students' reading and math skills.
- The school expanded guided reading programs in grades 5-6 and expanded Drop Everything and Read (DEAR) time in grades 5-8.
- At the middle school level, 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, in its middle school grades.
- The school piloted two 12:1:1 settings in 2013-14. Teachers in these classes use weekly behavior charts to track students' personal goals and also utilize written individualized behavior intervention plans. Students in these classes meet with teachers in groups no larger than three for core subjects.
- The school reports that since January 2013, more than 60% of the students in these 12:1:1 settings are moving into Integrated Co-Teaching (ICT) classrooms for core subjects and extracurricular classes. These students continue to utilize the support of a paraprofessional or special education teacher.
- The school continues to utilize KIPP NYC LLC's professional development supports for teachers, including shared lesson plans, quarterly network-wide professional development days, and additional training at Relay Graduate School of Education.
- Additionally, the school reports that teachers have highlighted the professional development they have received from trainers of EngageNY as beneficial.

## **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 eight board members, all voting.
- As evidenced from a review of Board rosters, no Board members left during 2013-2014 and two Board 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 during 2013-14.
- Instructional staff turnover was 14.5% with 10 out of 69 instructional staff choosing not to return for the 2013-2014 school year from the prior year. As of February 2014, four teachers are no longer working at the school for the 2013-14 school year.
- As of February 2014, average daily attendance for students during that school year was at 95.5%, which is higher than the school's charter goal of at least 95%.<sup>7</sup>
- Student turnover was 5% of students from the prior school year not returning at the start of the 2013-2014 school year. 1% of students left the school between the start of the school year and February 2014.<sup>8</sup>
- 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 Results<sup>9</sup>**

<b>Categories</b>	<b>Result</b>	<b>Community</b>	<b>Response Rate</b>	<b>Citywide Rate</b>
<b>Academic Expectations</b>	Above Average	<b>Parents</b>	69%	54%
<b>Communication</b>	Above Average	<b>Teachers</b>	78%	83%
<b>Engagement</b>	Above Average	<b>Students</b>	90%	83%
<b>Safety &amp; Respect</b>	Above Average			

<sup>7</sup> Self-reported information from school-submitted data collection form on 2/14/14.

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

<sup>9</sup> 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, officer positions outlined in the Board's bylaws are filled.

#### **School Compliance**

The school is in compliance with (as reviewed during February 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 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's rate was 99%.
- 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 2012-13 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, it is not compliant with state requirements for teacher certification. Twenty two out of 79 core teachers are uncertified.

## **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 is 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.
- In the 2013-2014 school year KIPP Infinity Charter School served a higher percentage of students who qualified for free or reduced lunch than the CSD 5 and citywide averages, but a lower percentage than the CSD 7 average. The school served a lower percentage of English Language Learner students than the CSD 7 and citywide averages, but a higher percentage compared to the CSD 5 average. KIPP Infinity Charter School served a lower percentage of students with disabilities compared to the CSD 5 and CSD 7 averages, but a higher percentage than the citywide average.

### **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
<b>School</b>	86.9%	91.2%	89.8%	91.9%	87.2%	13.6%	14.9%	15.7%	16.7%	17.3%	8.6%	8.3%	8.9%	8.9%	11.5%
CSD 5	73.7%	77.7%	80.4%	81.0%	81.1%	15.4%	16.0%	16.3%	16.7%	18.5%	9.7%	10.4%	10.0%	9.4%	9.0%
CSD 7	-	85.5%	86.5%	-	90.0%	-	19.3%	18.9%	-	20.2%	-	18.0%	17.6%	-	16.8%
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	5-9	K, 5-10	K-1, 5-11	K-2, 5-12	K-3, 5-12
CSD(s)	5	5 & 7	5 & 7	5	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.