



Office of School Design and Charter Partnerships  
2013-2014

**FUTURE LEADERS INSTITUTE 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	Future Leaders Institute Charter School
Board Chair(s)	Katherine Brown, Joan Wicks
School Leader(s)	Ismael Colon
Management Company (if applicable)	N/A
Other Partner(s)	N/A
District(s) of Location	NYC Community School District 3
Physical Address(es)	134 West 122nd Street, New York 10027
Facility Owner(s)	DOE

### School Profile

- Future Leaders Institute Charter School (FLI) is an elementary and middle school, which served 375 students<sup>1</sup> in grades K-8 during the 2013-2014 school year and is fully at scale. It opened in 2005-2006, and is under the terms of its third charter. The school is located in publicly-operated facilities in Manhattan within Community School District (CSD) 3.<sup>2</sup>
- Future Leaders Institute Charter School enrolls new students in grades K through 8. There were 991 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 92.8%.<sup>4</sup>
- Future Leaders Institute Charter School was renewed during the 2012-2013 school year for a period of three years, and is consistent with the terms of its renewal application.
  - Maintain and/or improve Overall Progress Report grade, Student Progress and Student Performance grade on Progress Report; score C or better in each of the years of the new charter.<sup>5</sup>
  - Equal or surpass CSD proficiency levels in Math and ELA in grade to grade comparisons during new charter term.
- The school leadership includes Ishmael Colon, Principal; Dani McParlin, Assistant Principal – Lower School; Julie Newman, Assistant Principal – Middle school; and Jahdiya Griffin-Semper, Director of Operations. The Principal has been with the school since September 2010.
- FLI had a student to teacher ratio of 7:1 in the 2013-2014 school year, and served two sections across all grades, with an average class size of 20.<sup>6</sup>
- The lottery preferences for FLI'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.<sup>7</sup>

<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 2/28/14.

<sup>4</sup> Self-reported information from school-submitted data collection form on 2/28/14.

<sup>5</sup> NYC DOE Progress Reports were released only through the 2012-13 school year. Progress Reports will be replaced by the new School Quality Report beginning with the 2013-14 school year which are not graded.

<sup>6</sup> Self-reported information given on 9/18/14.

<sup>7</sup> FLI's 2013-2014 application.

## Part 2: Summary of Findings

### Essential Question 1: Is the school an academic success?

#### Overview of School-Specific Data through 2012-2013

#### Students scoring at or above Level 3 on the NYS assessments, compared to CSD, NYC, and State averages

% Proficient in English Language Arts				
	2009-2010	2010-2011	2011-2012	2012-2013
Future Leaders Institute Charter School	40.5%	31.9%	34.7%	16.9%
CSD 3	52.9%	56.2%	58.8%	41.7%
Difference from CSD 3	-12.4	-24.3	-24.1	-24.8
NYC	42.4%	43.9%	46.9%	26.4%
Difference from NYC	-1.9	-12.0	-12.2	-9.5
New York State	53.2%	52.8%	55.1%	31.1%
Difference from New York State	-12.7	-20.9	-20.4	-14.2

% Proficient in Math				
	2009-2010	2010-2011	2011-2012	2012-2013
Future Leaders Institute Charter School	38.2%	33.2%	50.2%	18.1%
CSD 3	59.9%	65.7%	68.0%	42.8%
Difference from CSD 3	-21.7	-32.5	-17.8	-24.7
NYC	54.0%	57.3%	60.0%	29.6%
Difference from NYC	-15.8	-24.1	-9.8	-11.5
New York State	61.0%	63.3%	64.8%	31.1%
Difference from New York State	-22.8	-30.1	-14.6	-13.0

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

#### Performance on the NYC Progress Report

Progress Report Grade	2009-2010	2010-2011	2011-2012	2012-2013
Overall Grade	D	F	B	B
Student Progress	F	F	B	A
Student Performance	D	F	D	C
School Environment	B	C	C	C
Closing the Achievement Gap Points	0.5	1.0	2.3	2.3

#### Progress Towards Attainment of Academic Goals

- According to its 2012-2013 Annual Report to New York State Education Department (NYSED), Future Leaders Institute Charter School did not report on meeting any of its 14 academic performance goals identified in its charter.

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

- During the Annual Comprehensive Review process, each school was asked to submit a self-evaluation that described its approach to creating an effective and coherent educational experience for its students and faculty. That information is used to inform this section of the report. FLI failed to submit a self-evaluation during the 2013-2014 school year review process.

## **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 ten Board members, all voting, with the exception of the school leader, who serves on the Board as an ex-officio member. The Board Chairs, Katherine Brown and Joan Wicks, have been on the Board since October 2011 and 2010 respectively.
- The Board added two members during the 2013-2014 school year without submitting documentation for Board of Trustee approval to the NYC DOE, the school's authorizer.
- The Board experienced no turnover in the 2013-2014 school year, as evidenced by a review of the school's Board roster.
- As recorded in the Board's minutes, there is a clear reporting structure with school leadership providing regular updates on academic and operational performance to the Board and its committees.
- Board minutes and agenda items 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 experienced no leadership turnover in the 2013-2014 school year.
- Instructional staff turnover was 9.5% with four out of 42 instructional staff members choosing not to return for the 2013-14 school year from the prior year and one instructional staff member asked to leave. As of February 2014, during the 2013-14 school year, four teachers had left the school.
- As of February 2014, average daily attendance for students during that school year was at 92.8%, which is lower than the school's charter goal of at least 95%.<sup>8</sup>
- Student turnover was 12.2% of students from the prior school year who did not return at the start of the 2013-2014 school year, and 15% of students who left the school between the start of the 2013-2014 school year and February 2014.<sup>9</sup>
- The school did not report having a parent teacher organization (PTO), and no evidence was found in the school's Board minutes or website.

### **2012-2013 NYC School Survey Results<sup>10</sup>**

Categories	Result		Community	Response Rate	Citywide Rate
Academic Expectations	Average		Parents	51%	54%
Communication	Average		Teachers	100%	83%
Engagement	Below Average		Students	99%	83%
Safety & Respect	Below Average				

<sup>8</sup> Self-reported information from school-submitted data collection form on 2/28/14.

<sup>9</sup> Self-reported information from school-submitted data collection form on 2/28/14.

<sup>10</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 nine months without an infusion of cash.
- A comparison of the enrollment projections for the 2013-2014 budget to the actual enrollment as of the last day for the 2013-2014 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 to FY13, the school generated overall positive cash flow from FY11 to FY13 and the school had positive cash flow in each measurable year.

### 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 15 members outlined in the school's charter and in the Board's bylaws.
- The Board has held the 10 board meetings with quorum as of February 2014 and is on track to meet the number of Board meetings outlined in its bylaws.

The Board is out of compliance with:

- Currently, the Board has filled the Co-Chairpersons positions outlined in the Board's bylaws but all other positions are vacant. The Board has not filled the Vice Chairperson, Secretary or Treasurer positions as outline in the bylaws.

#### **School Compliance**

The school is in compliance with:

- All staff members have appropriate fingerprint clearance.
- The school has submitted appropriate insurance documents to NYC DOE.
- The school had an application deadline of April 4, 2014 and lottery date of April 10, 2014 adhering to charter law's requirement of accepting applications up to at least April 1.
- The school has submitted its required immunization documentation and is in compliance with Department of Health standards of 99% for immunization.
- The school leader was trained in General Response Protocols/Fire Emergency Drill Conductor for NYC, as mandated by the NYC Fire Department.

The school is out of compliance with:

- The school has submitted required documentation for teacher certification and is not compliant with state requirements for teacher certification.
- The school has posted its partial 2012-2013 NYSED Annual Report and annual audit to its website, as specified in charter law. The school posted the Progress Towards Goals section only.
- The school does not have the required number of staff with AED/CPR certification.

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

- During the Annual Review process, schools were asked to submit a self-evaluation that described its approach to creating an effective and coherent educational experience for its students and faculty. That information is used to create this section of the report. As previously noted, FLI did not submit a self-evaluation during this year's review process.

### **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 Future Leaders Institute Charter School served a higher percentage of students qualifying for free or reduced price lunch compared to CSD 3 and citywide averages. The school served students with disabilities and English Language Learner students at lower rates than both the CSD 3 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	72.8%	57.1%	70.2%	77.7%	83.7%	9.6%	11.3%	12.0%	12.5%	14.1%	1.5%	3.5%	3.2%	3.8%
CSD 3	47.7%	49.5%	50.1%	52.2%	52.5%	16.1%	16.0%	16.0%	15.9%	17.3%	8.9%	8.6%	7.6%	7.1%	6.7%
NYC	62.1%	65.3%	68.1%	69.8%	73.5%	15.9%	15.9%	15.7%	16.1%	17.1%	16.1%	16.1%	15.5%	15.0%	14.7%

Additional Enrollment Information					
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Grades Served	K-8	K-8	K-8	K-8	K-8
CSD(s)	3	3	3	3	3

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.