



THE SUNY CHARTER SCHOOLS INSTITUTE

*RENEWAL RECOMMENDATION REPORT
SUCCESS ACADEMY CHARTER
SCHOOL - HARLEM 3*

Charter Schools Institute

Report on the Charter Schools Institute's Review of the State University of New York's Charter Schools

Report prepared for the State University of New York's Charter Schools Institute

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INTRODUCTION & REPORT FORMAT

This report is the primary means by which the SUNY Charter Schools Institute (the “Institute”) transmits to the State University of New York Board of Trustees (the “SUNY Trustees”) its findings and recommendations regarding a school’s Application for Charter Renewal, and more broadly, details the merits of a school’s case for renewal. The Institute has created and issued this report pursuant to the *Policies for the Renewal of Not-For-Profit Charter School Education Corporations and Charter Schools Authorized by the Board of Trustees of the State University of New York* (the “SUNY Renewal Policies”).¹

THE INSTITUTE MAKES ALL RENEWAL RECOMMENDATIONS BASED ON

A SCHOOL’S
APPLICATION
FOR CHARTER
RENEWAL

INFORMATION
GATHERED DURING
THE CHARTER TERM

ACADEMIC
PERFORMANCE

FISCAL SOUNDNESS

LEGAL COMPLIANCE

RENEWAL
EVALUATION VISIT



Most importantly, the Institute analyzes the school’s record of academic performance and the extent to which it has met its academic Accountability Plan goals.

1. Revised September 4,
2013 and available at: www.newyorkcharters.org/SUNY-Renewal-Policies.

REPORT FORMAT

This renewal recommendation report compiles the evidence below using the *State University of New York Charter Renewal Benchmarks* (the “SUNY Renewal Benchmarks”),² which specify in detail what a successful school should be able to demonstrate at the time of the renewal review. The Institute uses the four interconnected renewal questions below for framing benchmark statements to determine if a school has made an adequate case for renewal.

RENEWAL QUESTIONS

1. IS THE SCHOOL AN ACADEMIC SUCCESS?
2. IS THE SCHOOL AN EFFECTIVE, VIABLE ORGANIZATION?
3. IS THE SCHOOL FISCALLY SOUND?
4. IF THE SUNY TRUSTEES RENEW THE EDUCATION CORPORATION’S AUTHORITY TO OPERATE THE SCHOOL, ARE ITS PLANS FOR THE SCHOOL REASONABLE, FEASIBLE AND ACHIEVABLE?

This report contains Appendices that provide additional statistical and organizationally related information including a largely statistical school overview, copies of any school district comments on the Application for Charter Renewal, and the SUNY Fiscal Dashboard information for the school. If applicable, the Appendices also include additional information about the education corporation and its schools including additional evidence on student achievement of other education corporation schools.



Additional information about the SUNY renewal process and an overview of the requirements for renewal under the New York Charter Schools Act of 1998 (as amended, the “Act”) are available on the Institute’s website at: www.newyorkcharters.org/operate/existing-schools/renewal.

2. Version 5.0, May 2012, available at: www.newyorkcharters.org/SUNY-Renewal-Benchmarks.



RENEWAL RECOMMENDATION

Full-Term Renewal The Institute recommends that the SUNY Trustees approve the Application for Charter Renewal of Success Academy Charter School - Harlem 3 and renew Success Academy Charter Schools NYC's authority to operate the school for a period of five years with authority to provide instruction to students in Kindergarten through 12th grade in such configuration as set forth in its Application for Charter Renewal, with a projected total enrollment of 1042 students.



To earn a **Subsequent Full-Term Renewal**, a school must demonstrate that it has met or come close to meeting its academic Accountability Plan goals.³

REQUIRED FINDINGS

In addition to making a recommendation based on a determination of whether the school has met the SUNY Trustees' specific renewal criteria, the Institute makes the following findings required by the Act:

- 1:** the school, as described in the Application for Charter Renewal meets the requirements of the Act and all other applicable laws, rules and regulations;
- 2:** the education corporation can demonstrate the ability to operate the school in an educationally and fiscally sound manner in the next charter term; and,
- 3:** given the programs it will offer, its structure and its purpose, approving the school to operate for another five years is likely to improve student learning and achievement and materially further the purposes of the Act.⁴

3.SUNY Renewal Policies
at page 14.

4. See New York Education
Law § 2852(2).

Enrollment and retention targets apply to all charter schools approved pursuant to any of the Institute’s Request for Proposals (“RFP”) processes (August 2010-present) and charter schools that applied for renewal after January 1, 2011. Success Academy Charter School- Harlem 3 (“Success Harlem 3”) received its original charter March 11, 2008 and last applied for renewal in 2013. Per the amendments to the Act in 2010, charter schools are required to make good faith efforts to meet enrollment and retention targets for students with disabilities, English language learners (“ELLs”) and students who are eligible applicants for the federal Free and Reduced Price Lunch (“FRPL”) program.

As required by Education Law § 2851(4)(e), a school must include in its renewal application information regarding the efforts it will put in place to meet or exceed SUNY’s enrollment and retention targets for students with disabilities, ELLs, and FRPL eligible students. SUNY and the New York State Board of Regents (the “Board of Regents”) finalized the methodology for setting targets in October 2012, and the Institute communicated specific targets for each school, where applicable, in July 2013. Since that time, new schools receive targets during their first year of operation.

Success Harlem 3 makes good faith efforts to meet its enrollment and retention targets.

Success Academy Charter Schools NYC (“SACS-NYC”) submitted the following strategies it uses to meet schools’ targets:

- mailings and distributions to residents of the school’s community school district (“CSD”);
- mailings and distributions to residents in low-income in-district communities;
- mailings and distributions to residents in mixed-income in-district communities;
- targeted distribution of native language materials to individuals and communities within the CSD, as determined by each school;

RENEWAL RECOMMENDATION

- weighted lottery preference for ELL students;
- advertisements, flyers, and/or marketing materials posted in local newspapers, supermarkets, community centers, and/or apartment complexes; and/or,
- open houses at the schools and informational sessions hosted at public and private venues frequented by families of young children including daycare and nursery schools.

SACS-NYC designs its program to support students with disabilities, ELLs, and economically disadvantaged students in general education classrooms through a rigorous curriculum and instructional model proven highly successful in preparing students to meet and exceed state performance benchmarks. Certain students requiring more intensive supports in smaller settings receive special education services at one of three locations housing the education corporation's shared self-contained, or 12:1:1, programs. SACS-NYC's English language immersion program has proven successful in helping ELLs reach English proficiency. Seventy-seven percent of SACS-NYC students qualify as economically disadvantaged and receive breakfast, one or more snacks and lunch free of charge each day. The school employs these efforts in an attempt to meet its student retention targets.

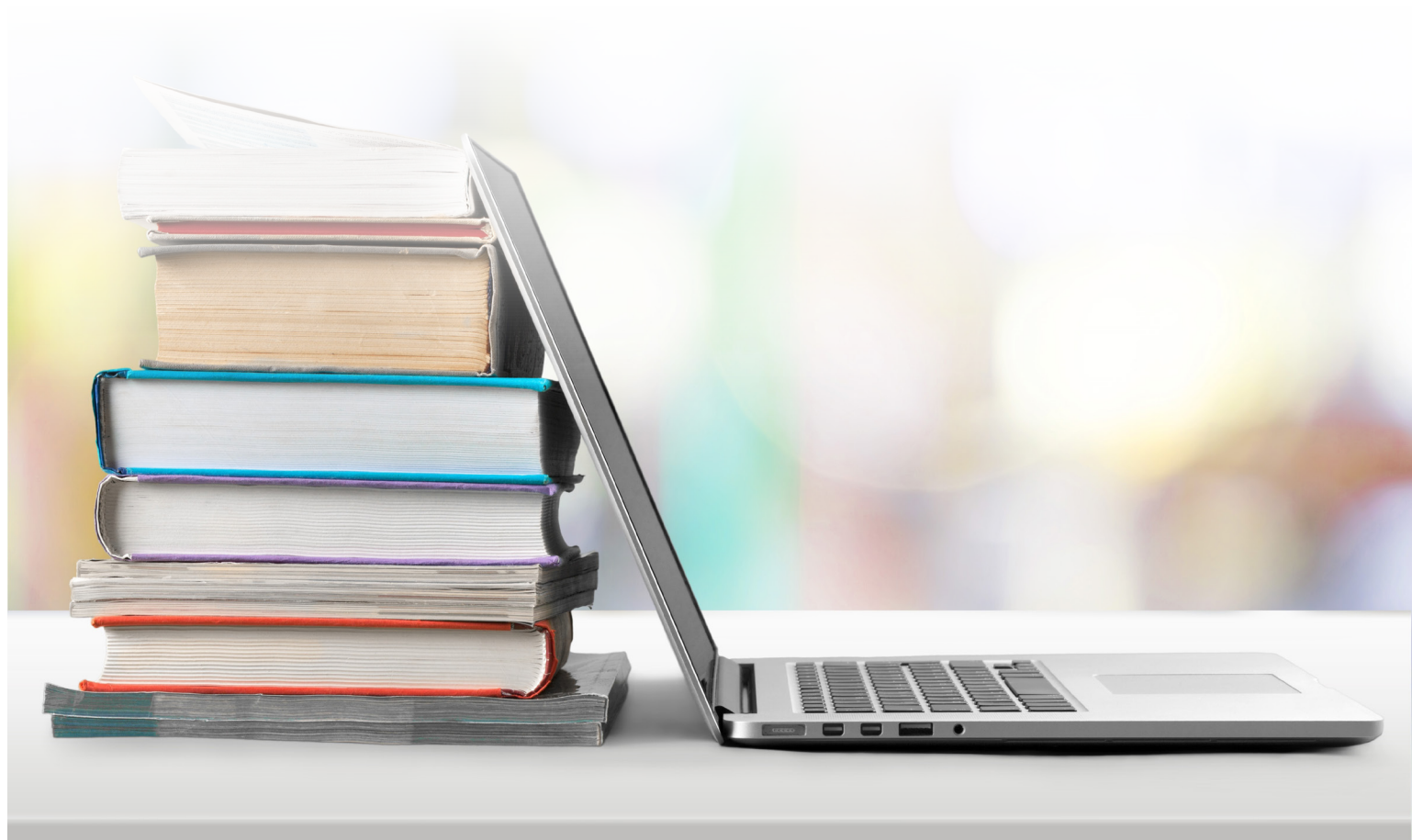
For additional information on the school's enrollment and retention target progress see Appendix A.

CONSIDERATION OF SCHOOL DISTRICT COMMENTS

In accordance with the Act, the Institute notified the district in which the charter school is located regarding the school's Application for Charter Renewal. The full text of any written comments received from the district appears in Appendix C, which also includes a summary of any public comments.

As of the date of this report, the Institute has received no district comments in response.

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SCHOOL BACKGROUND AND EXECUTIVE SUMMARY

SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 3

BACKGROUND

Success Harlem 3 received its original charter from the SUNY Trustees on October 1, 2007. It opened its doors in the fall of 2008, serving 155 Kindergarten and 1st graders in its first year. The SUNY Trustees granted Success Harlem 3 a full-term, initial renewal on February 26, 2013. Success Harlem 3's current charter term expires on July 31, 2018. A subsequent charter term would enable the school to operate through July 31, 2023. In the 2016-17 school year, Success Harlem 3 is approved to serve 906 students in grades 3-8. Success Harlem 3 operates grades Kindergarten through 2nd grade in a shared New York City Department of Education ("NYCDOE") building at 410 East 100th St., New York in CSD 4 that also houses Middle School 224 Manhattan East School for Arts & Academics and Renaissance Charter High School for Innovation. Success Harlem 3 operates grades 3-8 in a NYCDOE building at 141 East 111th St., New York also in CSD 4. These Success Harlem 3 3rd through 8th graders are co-located at 141 East 111th St. with a NYCDOE elementary school, Mosaic Preparatory Academy.

The mission of Success Harlem 3 is:



The mission of Success Academy Charter School - Harlem 3 is to provide students in New York City with an exceptionally high-quality education that gives them knowledge, skills, character, and disposition to meet and exceed New York State Common Core Learning Standards and the resources to lead and succeed in school, college, and a competitive global economy.

Success Harlem 3 is one of 38 SUNY authorized schools within the SACS-NYC education corporation. Twenty-nine of these authorized schools are currently open and operating, while the remaining nine schools are scheduled to open for the 2017-18 or 2018-19 school year. The Act allows authorizers to grant charter school education corporations the authority to operate more than one school under Education Law § 2853(1)(b-1) through the approval of new schools as set forth in the Act, or through merger with one or more education corporations.

All schools operated by the education corporation contract with Success Academy Charter Schools, Inc., (“Success Academy” or the “network”), a Delaware not-for-profit charter management organization (“CMO”) based in New York City, for comprehensive management services. The network provides all schools with academic, operational and back-office assistance. Schools utilize the network’s curriculum and assessment materials, all of which the network curriculum teams purchase and/or design. The network is also responsible for managing and evaluating the performance of each school and school leaders, with network managing directors serving in supervisory roles for principals.

The school implements an academic program consistent with all SACS-NYC charter schools. This program, with its emphasis on critical thinking, problem solving and oral communication has proven to be successful in meeting the needs of both general education students and students considered to be at risk of academic failure.

Additional information about the network’s program model and schools appears in the Education Corporation Overview in Appendix E.

SCHOOL BACKGROUND AND EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Now in the fourth year of its second charter term, Success Harlem 3 has maintained the exceptionally strong student achievement results evident in the school's initial charter term.

Success Harlem 3 has requested charter renewal in advance of the July 31, 2018 expiration of the education corporation's authority to operate the school in order to pursue facilities options afforded under state statute. The school, which continues to expand within its chartered grade configuration, seeks to co-locate additional grades within NYCDOE school building space. Given the school's outstanding student achievement results and the compelling track record of academic and organizational performance across SACS-NYC schools, the Institute supports the application.

Based on the Institute's review of the school's performance as posted over the charter term; a review of the Application for Charter Renewal submitted by the school; a review of academic, organizational, governance and financial documentation; and, a renewal visit to the school, the Institute finds that the school meets the required criteria for a charter renewal.

NOTEWORTHY

Success Harlem 3 received National Blue Ribbon School honors in 2015.



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ACADEMIC PERFORMANCE



IS THE SCHOOL AN ACADEMIC SUCCESS?

Having met its key Accountability Plan goals in English language arts (“ELA”) and mathematics, Success Harlem 3 is a demonstrable academic success. Its student achievement results are nationally recognized, and the school continues to implement a rigorous educational program.

The Act outlines the requirement that authorizers “change from rule-based to performance-based accountability systems by holding [charter] schools . . . accountable for meeting measurable student achievement results.”⁵ As described in this report, Success Harlem 3 has satisfied the requirements of the Act as well as the SUNY Renewal Policies⁶ as it has posted consistently strong outcomes as measured by performance on state assessments. This performance indicates Success Harlem 3’s curriculum, assessment system, instructional design and leadership combine into a demonstrably successful implementation of SACS-NYC’s model. The strength of that model, detailed in Appendix E, along with the strong and sustained student performance outcomes at Success Harlem 3 provide the foundation for the Institute’s analysis that: 1) the school posts sufficient evidence to support the conclusion it meets the academic and organizational criteria called for in the SUNY Renewal Benchmarks; and, 2) the school’s strong performance merits a five-year renewal recommendation.

At the beginning of the Accountability Period,⁷ the school developed and adopted an Accountability Plan that set academic goals in the key subjects of ELA and mathematics.

For each goal in the Accountability Plan, specific outcome measures define the level of performance necessary to meet that goal. The Institute examines results for five required Accountability Plan measures to determine ELA and mathematics goal attainment. Because the Act requires charters be held “accountable for meeting measurable student achievement results”⁸ and states the educational programs at a charter school must “meet or exceed the student performance standards adopted by the Board of Regents”⁹ for other public schools, SUNY’s required accountability measures rest on performance as measured by statewide assessments. Historically, SUNY’s required measures include measures that present schools’:

**ABSOLUTE
PERFORMANCE, I.E.,
WHAT PERCENTAGE
OF STUDENTS
SCORE AT A CERTAIN
PROFICIENCY ON
STATE EXAMS?**

**COMPARATIVE PERFOR-
MANCE, I.E., HOW DID THE
SCHOOL DO AS COMPARED
TO SCHOOLS IN THE
DISTRICT AND SCHOOLS
THAT SERVE SIMILAR
POPULATIONS OF ECO
NOMICALLY DISADVAN-
TAGED STUDENTS?**

**GROWTH
PERFORMANCE,
I.E., HOW MUCH
DID THE SCHOOL
GROW STUDENT
PERFORMANCE AS
COMPARED TO THE
GROWTH OF SIMILARLY
SITUATED STUDENTS?**

5. Education Law § 2850(2)(f).

6. SUNY Renewal Policies
(pp. 12-15).

7. Because the SUNY Trustees make a renewal decision before student achievement results for the final year of a charter term become available, the Accountability Period ends with the school year prior to the final year of the charter term. In the case of subsequent renewal, the Accountability Plan covers the last year of the previous charter term through the second to last year of the charter term under review.

8. Education Law § 2850(2)(f).

9. Education Law § 2854(1)(d).

Every SUNY authorized charter school has the opportunity to propose additional measures of success when crafting its Accountability Plan. Success Harlem 3 did not propose or include any additional measures of success in the Accountability Plan it adopted.

The Institute analyzes every measure included in the school's Accountability Plan to determine its level of academic success, including the extent to which the school has established and maintained a record of high performance, and established progress toward meeting its academic Accountability Plan goals throughout the initial charter term. Since 2009, the Institute has examined but consistently de-emphasized the two absolute measures under each goal in elementary and middle schools' Accountability Plans because of changes to the state's assessment system. The analysis of elementary and middle school performance continues to focus primarily on the two comparative measures and the growth measure while also considering the two required absolute measures and any additional evidence the school presents using additional measures identified in its Accountability Plan. The Institute identifies the required measures (absolute proficiency, absolute Annual Measurable Objective attainment, comparison to local district, comparison to demographically similar schools, and student growth) in the Performance Summaries appearing in Appendix B.

The Institute analyzes all measures under the school's ELA and mathematics goals while emphasizing the school's comparative performance and growth to determine goal attainment. The Institute calculates a comparative effect size to measure the performance of Success Harlem 3 relative to all public schools statewide that serve the same grade levels and that enroll students who are similarly economically disadvantaged. It is important to note that this measure is a comparison measure and therefore any changes in New York's assessment system do not compromise its validity or reliability. Further, the school's performance on the measure is not relative to the test, but relative to the strength Success Harlem 3's demonstrated student learning compared to other schools' demonstrated student learning.

ACADEMIC PERFORMANCE

The Institute uses the state's growth percentile analysis as a measure of comparative year-to-year growth in student performance on the state's ELA and mathematics exams. The measure compares a school's growth in assessment scores to the growth in assessment scores of the subset of students throughout the state who performed identically on previous years' assessments. According to this measure, median growth statewide is at the 50th percentile. This means that to signal the school's ability to help students make one year's worth of growth in one year's time the expected percentile performance is 50. To signal a school is increasing students' performance above their peers (students statewide who scored previously at the same level), the school must post a percentile performance that exceeds 50.

The Accountability Plan also includes science and No Child Left Behind ("NCLB") goals.

Please note that for schools located in New York City, the Institute uses the CSD as the local school district.

HAS THE SCHOOL MET OR COME CLOSE TO MEETING ITS ACADEMIC ACCOUNTABILITY PLAN GOALS?

Success Harlem 3 demonstrated exceptionally strong student achievement throughout its charter term. The school met its key academic Accountability Plan goals in ELA, math, and science for each year of its current charter term. The school also consistently met its NCLB goal.

Over the course of its second charter term, Success Harlem 3 has met its ELA Accountability Plan goal. In comparison to schools with similar proportions of economically disadvantaged students, the school performed higher than expected to a large degree. The school exceeded its growth measure during every year of the charter term and has had a steady upward trend in assessment performance. Specifically, the percentage of students scoring at or above proficiency has increased during every year in the charter term, moving from 57 percent of students in 2012-13 to 77 percent of students in 2015-16. The school outperformed the district by 34 percentage points in 2012-13 and, since then, has continued to outperform the district by at least 45 percentage points.

The school has consistently met its mathematics Accountability Plan goal. The school demonstrated strong absolute and comparative achievement, surpassing its growth measure target during every year of the Accountability Period. Over 82 percent of students scored at or above proficiency on the state's mathematics exam in 2012-13, the first year in the Accountability Period. Since then, at least 92 percent of students scored at or above proficiency each year on the state exam, outperforming the district by up to 65 percentage points. Success Harlem 3 also performed higher than expected to a large degree compared to schools with similar percentages of economically disadvantaged students during each year of its charter term.

Success Harlem 3 met its science goal in 2013-14, 2014-15 and 2015-16. The school exceeded the absolute and comparative measures under the science goal with 99 percent of students enrolled in at least their second year scoring at or above proficiency each year.

The school met its NCLB goal throughout the charter term having never been identified as a priority or focus school.



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ACADEMIC PERFORMANCE

Academic outcome data about the performance of students receiving special education services and ELLs appears below, although not tied to separate goals in the school's formal Accountability Plan.

		2013-14	2014-15	2015-16
Enrollment (N) Receiving Mandated Academic Services		(118)	(128)	(125)
RESULTS	Tested on State Exams (N)	(39)	(57)	(78)
	Percent Proficient on ELA Exam	38.5	38.6	50.0
	Percent Proficient Statewide	5.0	5.8	7.9

		2013-14	2014-15	2015-16
ELL Enrollment (N)		(65)	(69)	(77)
RESULTS	Tested on NYSESLAT* Exam (N)	(41)	(24)	(27)
	Percent 'Commanding' or Making Progress† on NYSESLAT	65.9	33.3	11.1

* New York State English as a Second Language Achievement Test, a standardized state exam.

† Defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering (formerly Beginning); Emerging (formerly Low Intermediate); Transitioning (formerly Intermediate); Expanding (formerly Advanced); and; Commanding (formerly Proficient).



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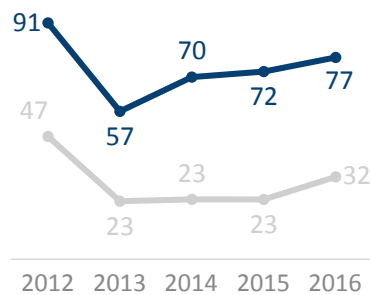
ACADEMIC PERFORMANCE

SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 3

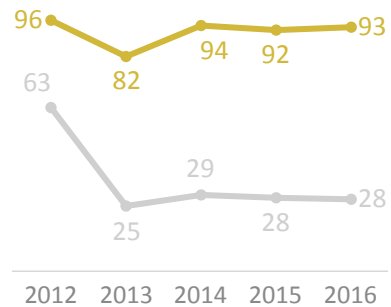
REQUIRED MEASURE DESCRIPTION

Comparative Measure: District Comparison. Each year, the percentage of students at Success Harlem 3 in at least their second year performing at or above proficiency in **ELA** and **mathematics** will be greater than that of students in the same tested grades in **CSD 4**.

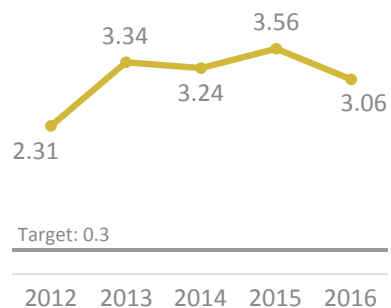
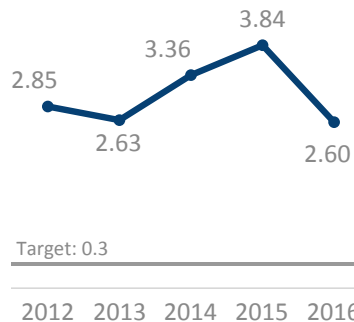
ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL



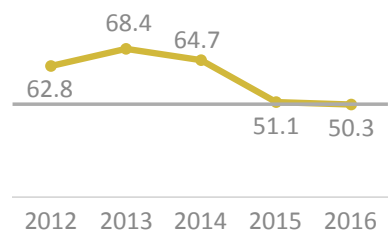
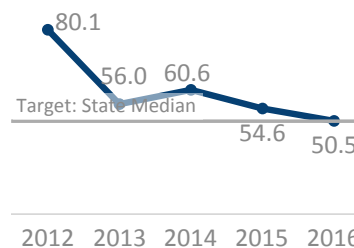
MATHEMATICS ACCOUNTABILITY PLAN GOAL



Comparative Measure: Effect Size. Each year, the school will exceed its predicted level of performance by an Effect Size of 0.3 or above in **ELA** and **mathematics** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.

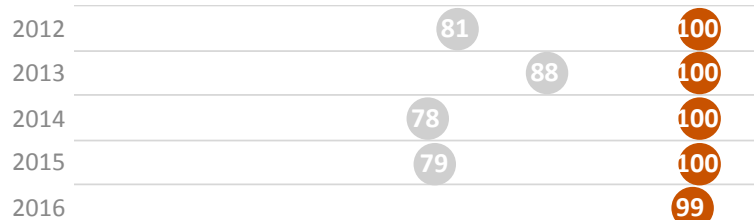


Comparative Growth Measure: Mean Growth Percentile. Each year, the school's unadjusted mean growth percentile for all students in grades 4-8 will be above the state's unadjusted median growth percentile in **ELA** and **mathematics**.



SCIENCE ACCOUNTABILITY PLAN GOAL

Science: Comparative Measure. Each year, the percentage of students at the school in at least their second year performing at or above proficiency in **science** will exceed that of students in the same tested grades in the **district**.



The comparative effect size measure for 2016 is based on preliminary enrollment data provided by the state. As such, the final effect size for that year is subject to change pending finalization of the data.

ACADEMIC PROGRAM SUMMARY

Success Harlem 3 delivers an effective educational program. The school administers network-developed assessments that provide insight on student performance across grade levels. Teachers access resulting data through a central database that enables analysis by classroom, student, and standard, as well as comparisons by grade level in the school and across the network. Teachers also use assessment data to adjust instruction and identify students in need of additional support. Network-developed and commercial curricula guide thorough lesson planning, which supports high quality instruction. School leaders and teachers note that an effort to streamline the curriculum has resulted in greater teacher autonomy to make decisions about lesson delivery to meet the specific needs of their students. Flex days at the end of each unit provide time for re-teaching lessons, if needed. High-quality instruction is evident in Success Harlem 3 classrooms. Teachers deliver purposeful lessons with clear objectives aligned to the school's curriculum, utilize higher-order thinking questions, and consistently integrate checks for student understanding. The school's strong instructional leadership team focuses on coaching and professional development in order to build teachers' pedagogical skills. The school has an extensive Response to Intervention ("RtI") system that identifies students in need of differentiated support in the form of small group instruction, one-on-one support from teachers, and before- and after-school tutoring. The RtI team meets weekly to discuss teachers' concerns and to evaluate the effectiveness of interventions. When students do not make adequate progress within six to eight weeks, the school makes a referral to the district Committee on Special Education ("CSE"). As a charter school is considered part of the district under federal law for the purposes of providing settings and services to students with disabilities, the CSE holds statutory responsibility for evaluating special service needs and making Individualized Education Program ("IEP") determinations. Charter schools must then implement the IEPs approved by the CSE. The school serves most students with disabilities in Integrated Co-Teaching (ICT) classrooms or with special education teacher support services ("SETSS"). Success Harlem 3 serves students requiring more intensive supports in 12:1:1 classrooms.

Please refer to Appendix E for additional information on the Success Academy program and how it meets the demands of the SUNY Renewal Benchmarks.

ORGANIZATIONAL PERFORMANCE



IS THE SCHOOL AN EFFECTIVE, VIABLE ORGANIZATION?

The Success Harlem 3 organization remains an effective, viable organization that delivers a rich educational program. The SACS-NYC board of trustees (the “board”) is deeply knowledgeable about school governance and provides rigorous oversight regarding schools’ academic outcomes, financial standing, enrollment levels, and facilities planning. During the current charter term, the board has generally abided by its by-laws and been in general and substantial compliance with the terms of its charter, code of ethics, applicable state and federal law, rules and regulations.

IS THE SCHOOL FAITHFUL TO ITS MISSION AND DOES IT IMPLEMENT THE KEY DESIGN ELEMENTS INCLUDED IN ITS CHARTER?

Success Harlem 3 is faithful to its mission and key design elements. These can be found in the School Background section at the begining of the report and Appendix A, respectively. Success Harlem 3 delivers on its end of thehe autonomy for accountability bargain.

ARE PARENTS/GUARDIANS AND STUDENTS SATISFIED WITH THE SCHOOL?

To report on parent satisfaction with the school’s program, the Institute used satisfaction survey data, information gathered from a focus group of parents representing a cross section of students, and data regarding persistence in enrollment.

Parent Survey Data. The Institute compiled data from NYCDOE’s 2015-16 NYC School Survey. NYCDOE distributes the survey every year to compile data about school culture, instruction and systems for improvement. The vast majority of survey responses (92%) indicate high satisfaction with the school. However, Success Harlem 3 had a 22% parent participation rate for the 2015-2016 survey. Given the low participation rate, the survey results might not be useful in framing the results as representative of the school community.

SUNY
RENEWAL
BENCHMARK
:MISSION

SUNY
RENEWAL
BENCHMARK
:SATISFACTION

Parent Focus Group. The Institute asks all schools facing renewal to convene a representative set of parents for a focus group discussion. A representative set includes parents of students in attendance at the school for multiple years, parents new to the school, parents of students receiving general education services, parents of students with special needs and parents of ELLs. Focus group participants described constant communications with the school via text messages and in-person meetings. Parents appreciate receiving regular messages from teachers- especially for positive feedback- as well as an ability to access student attendance and behavior information in real time. School leaders and teachers reported that establishing a partnership with parents is key to establishing high expectations for scholars. Parents elaborated, noting the school’s high expectations foster parents’ higher expectations for student achievement.

Persistence in Enrollment. An additional indicator of parent satisfaction is persistence in enrollment. In 2015-16, 92% of Success Harlem 3 students returned from the previous year. Student persistence data from previous years of the charter term is available in Appendix A. The Institute derived the statistical information on persistence in enrollment from its database. No comparative data from the NYCDOE or the New York State Education Department (“NYSED”) is available to the Institute to provide either district or statewide context, which precludes comparative analyses. As such, the Institute presents these data for informational purposes only.

DOES THE BOARD IMPLEMENT, MAINTAIN AND ABIDE BY APPROPRIATE POLICIES, SYSTEMS AND PROCESSES?

The board materially and substantially implements, maintains and abides by adequate and appropriate policies, systems and processes and procedures to ensure the effective governance and oversight of the school. The board demonstrates a clear understanding of its role in holding the school leadership and network accountable for both academic results and fiscal soundness.

- The board has materially complied with the terms of its by-laws and code of ethics.
- The board receives specific and extensive reports on each program including fiscal, academic performance and non-academic student and staffing trends.

SUNY
RENEWAL
BENCHMARK
:POLICIES

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 Albany, New York

ORGANIZATIONAL PERFORMANCE

- The boardutilizes network legal counsel effectively.
- The board provides common oversight of multiple charter schools with fidelity.
- The board has a deep understanding of the SACS-NYC finances and monitors the fiscal condition of each school.

SUNY RENEWAL BENCHMARK :COMPLIANCE

HAS THE SCHOOL SUBSTANTIALLY COMPLIED WITH APPLICABLE LAWS, RULES AND REGULATIONS, AND PROVISIONS OF ITS CHARTER?

The Institute noted the following: the education corporation generally and substantially complies with applicable laws, rules and regulations and the provisions of its charter. Renewal visits are a time when the Institute and the school can tighten up procedures around certain compliance issues and protocols. The Institute and school worked cooperatively to correct minor infractions at the site visit regarding Family Educational Rights and Privacy Act (“FERPA”) wherein the intent of the school was laudable but technically a violation, and the New York Freedom of Information Law (“FOIL”) wherein the list of records was incomplete.

- **Complaints.** The school has generated several informal complaints regarding promotion/ retention, uniform policy, bullying and bathroom policy. The complainants were directed to follow the appropriate complaint policies and initial inquiries found no violations. The Institute received one formal complaints requiring review by the Institute. The complainant alleged that the student was inappropriately retained. The Institute found the school had appropriately followed its promotion and retention policy.
- **Certification:** The school has the appropriate number of certified teachers. Yet, while the number of uncertified teachers is within the numerical limits, several, not all, of the uncertified teachers do not meet the additional criteria under the Act.¹⁰

10. NY Education Law § 2854(3)(a-1) provides that while a certain number of teachers may be uncertified, those that are uncertified must (1) have at least three years of elementary, middle, or secondary classroom teaching; (2) be tenured or tenure track college faculty; (3) have two years satisfactory experience through Teach for America program; or (4) possess exceptional business, professional, artistic, athletic, or military experience.



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FISCAL PERFORMANCE



11. The U.S. Department of Education has established fiscal criteria for certain ratios or information with high – medium – low categories, represented in the table as green – gray – red. The categories generally correspond to levels of fiscal risk, but must be viewed in the context of each education corporation and the general type or category of school.

IS THE EDUCATION CORPORATION FISCALLY SOUND?

Based on a review of the fiscal evidence collected through the renewal review, SACS-NYC is fiscally sound, as is its school, Success Harlem 3. The SUNY Fiscal Dashboard presents color-coded tables and charts indicating that Success Harlem 3 and the education corporation have demonstrated fiscal soundness over the majority of the charter term.¹¹ (The SUNY Fiscal Dashboard for Success Harlem 3 is included in Appendix D and the Fiscal Dashboard for the SACS-NYC education corporation appears in Appendix F.) The discussion that follows relates mainly to the education corporation because the school is not a legally distinct fiscal entity. The network supports Success Harlem 3 in the area of academic and fiscal operations under the terms of a management contract. The SACS-NYC financial model is intended to ensure that all fully enrolled schools are financially sustainable and operating solely through public funding, but contributions have been needed to bolster schools' stability during start up years.

DOES THE SCHOOL OPERATE PURSUANT TO A FISCAL PLAN IN WHICH IT CREATES REALISTIC BUDGETS THAT IT MONITORS AND ADJUSTS WHEN APPROPRIATE?

Success Harlem 3 has adequate financial resources to ensure stable operations. Working in partnership with the network, Success Harlem 3 has employed clear budgetary objectives and budget preparation procedures throughout the charter term.

- The network's finance team coordinates the development of annual and long-term budget preparation procedures with input from the school leadership staff including the business operations manager and the board finance committee.
- The projected five-year renewal budget reflects anticipated increases in revenues and expenses associated with planned enrollment growth as the school expands through 12th grade by the third year of the renewal charter term.

**SUNY
RENEWAL
BENCHMARK
:BUDGETS**

- The school prepares a long-term budget, which it updates on an annual basis.
- Success Harlem 3 has co-located in NYCDOE facility space since opening in 2008. The school is not responsible for rent, utilities, custodial services, maintenance and school safety services on the facility.
- Effective October 1, 2012, Success Harlem 3 merged with other charters into SACS-NYC, which resulted in operating efficiencies, increased purchasing power and shared expenses with the network and 28 other open charters related by common management.

DOES THE SCHOOL MAINTAIN APPROPRIATE INTERNAL CONTROLS AND PROCEDURES?

Success Harlem 3 and SACS-NYC have a history of sound fiscal policies, procedures and practices and maintain appropriate internal controls.

- The SACS-NYC Financial Policies and Procedures Manual guides all internal controls and procedures at Success Harlem 3. The manual contains fiscal policies and procedures that undergo ongoing reviews. Most recently the board approved changes to the purchase approval limits to increase efficiencies and reflect the growth of the organization and the increased sophistication of leadership. Another recent update to the manual included federal guidelines for grant management.
- SACS-NYC audit reports have had no findings of deficiencies. The next audit report for the fiscal year ended June 30, 2016 is due to the Institute November 1, 2016.

**SUNY
RENEWAL
BENCHMARK**
:INTERNAL
CONTROLS

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FISCAL PERFORMANCE

SUNY RENEWAL BENCHMARK : FINANCIAL REPORTING

DOES THE SCHOOL COMPLY WITH FINANCIAL REPORTING REQUIREMENTS?

Success Harlem 3 and SACS-NYC have complied with financial reporting requirements.

- Over the charter term, Success Harlem 3 has provided the Institute, NYSED and NYCDOE with required financial reports that are on time, complete and follow generally accepted accounting principles (GAAP).
- Independent audits of annual financial statements have received unqualified opinions with no material weaknesses or instances of non-compliance observed.
- Success Harlem 3 and SACS-NYC have generally filed key reports timely and accurately including: audit reports, budgets, unaudited quarterly reports of revenue, expenses and enrollment.

SUNY RENEWAL BENCHMARK : OPERATIONS

DOES THE SCHOOL MAINTAIN ADEQUATE FINANCIAL RESOURCES TO ENSURE STABLE OPERATIONS?

Success Harlem 3 and the merged education corporation SACS-NYC has maintained adequate financial resources to ensure stable operations.

- In the 2015-16 school year, facility constraints limited Success Harlem 3's enrollment to 804 students in Kindergarten through 8th grade. This enrollment figure was 89% of chartered enrollment of 905. SACS-NYC continues to work with NYCDOE for more space to match chartered enrollment to space allocations.
- The school has operated at a surplus for a majority of its life. The education corporation fiscal dashboard in Appendix F reflects fiscally strong, indicating that assets are kept mainly at the corporate level.

- For education corporations with authority to operate multiple schools, a single balance sheet contains the combined assets and liabilities of all the schools within the entity. In order to review the operations of each individual school's operating activities, the revenues and expenditures are reflected in individual dashboards to show operating surpluses and deficits.
- SACS-NYC had total net assets of approximately \$23M as of the last audit report. The education corporation leverages its combined resources to support new schools through the planning and start up period. Historically, a startup can cost upwards of \$1 million. Success Harlem 3 reported net assets of \$3.5 million of the total merged net assets of \$23 million.

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FUTURE PLANS



IF THE SUNY TRUSTEES RENEW THE EDUCATION CORPORATION'S AUTHORITY TO OPERATE THE SCHOOL, ARE ITS PLANS FOR THE SCHOOL REASONABLE, FEASIBLE AND ACHIEVABLE?

Success Harlem 3 has demonstrated academic success by meeting its Accountability Plan goals throughout the charter term. The school operates as an effective, viable organization, and the education corporation is fiscally sound. Thus, the plans for the school's next charter term are reasonable, feasible and achievable. SACS-NYC plans for the future are to continue to operate Success Harlem 3 in accordance with its model, and to continue to grow the grades and enrollment of the education corporation as set forth in the Application for Charter Renewal and current charter agreement. The Institute finds the plans for Success Harlem 3 reasonable, feasible and achievable based on its renewal review.

Plans for the School's Structure. The education corporation has provided all of the key structural elements for a charter renewal and those elements are reasonable, feasible and achievable.

Plans for the Educational Program. Success Harlem 3 plans to continue to implement the same core elements that have led the school to meet its Accountability Plan goals during the current charter term; these core elements are likely to enable the school to meet its goals in the future.

	CURRENT	END OF NEXT CHARTER TERM
Enrollment	906	1,042
Grade Span	K-8	K-12
Teaching Staff	63	74
Days of Instruction	180	180

Plans for Board Oversight & Governance. Board members express interest in continuing to serve SACS-NYC in the next charter term.

Fiscal & Facility Plans. Based on evidence collected through the renewal review, including a review of the 5-year financial plan, SACS-NYC presents a reasonable and appropriate fiscal plan for the next charter term including education corporation and school budgets that are feasible and achievable. The education corporation intends to maintain its contractual relationship with the network.

Success Harlem 3 plans to provide instruction for Kindergarten through 12th grades in NYCDOE public school space.

The school's Application for Charter Renewal contains all necessary elements as required by the Act. The proposed school calendar allots an appropriate amount of instructional time to meet or exceed instructional time requirements, and taken together with other academic and key design elements, should be sufficient to allow the school to meet its proposed Accountability Plan goals. The education corporation has amended or will amend other key aspects of the renewal application, as appropriate.

Success
Harlem 3

Ax

APPENDICES

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SCHOOL
OVERVIEW

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PS^B
PERFORMANCE
SUMMARIES

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DC^C
DISTRICT
COMMENTS

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FD^D
FISCAL DASHBOARD

PAGE Ax 11

EO^E
ED CORP OVERVIEW

PAGE Ax 15

EF^F
ED CORP FISCAL

PAGE Ax 47

APPENDIX A: School Overview

BOARD OF TRUSTEES

CHAIR	TRUSTEES	
Samuel Cole	Graham Officer	Khadijah Patick-Pickel
VICE CHAIR	Suleman Lunant	Catherine Shinker
Bryan Binder	Jarrett Posner	Lorenzo Smith
TREASURER	Brian Levine	Rich Barrera
Scott Friedman	Andrew Stone	
MEMBER	Isela Bahena	
Gregory Sawers	Derrell Bradford	
	Sandeep Chainani	

SCHOOL LEADERS

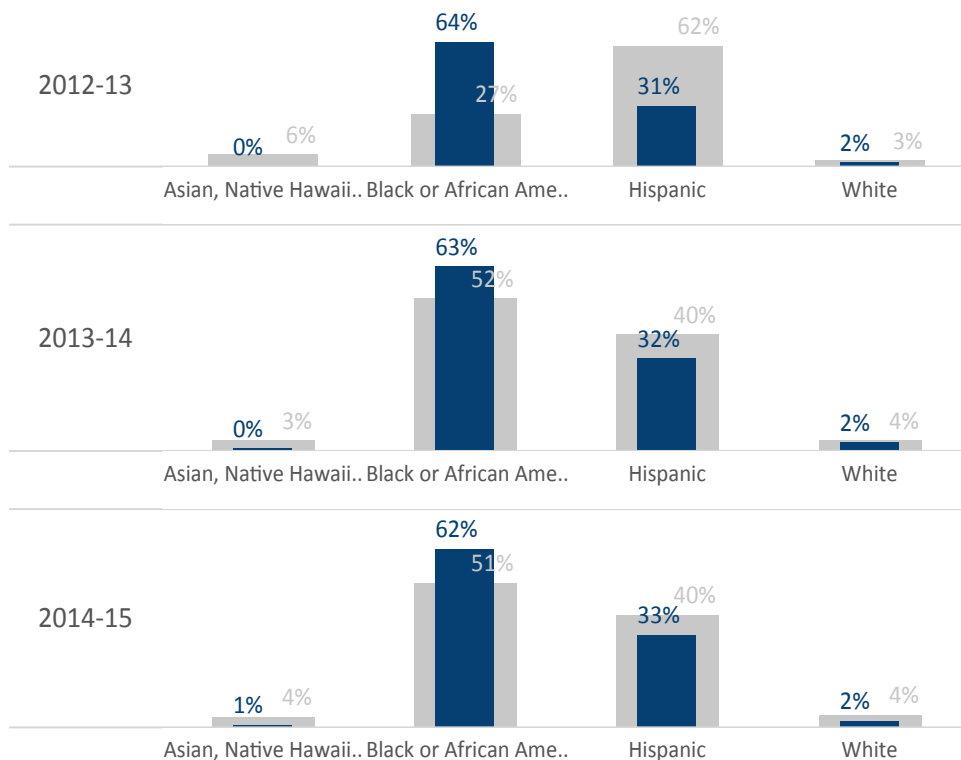
PRINCIPAL
<i>Emily Rodriguez, Principal (2008-09 to 2010-11)</i>
<i>Richard Seigler, K-4 Principal and Jim Manly, 5-8 Principal (2011-12 to 2012-13)</i>
<i>Tara Stant, K-2 Principal (2013-14 to Present)</i>
<i>David Noah, 3-8 Principal (2015-16 to Present)</i>

SCHOOL CHARACTERISTICS

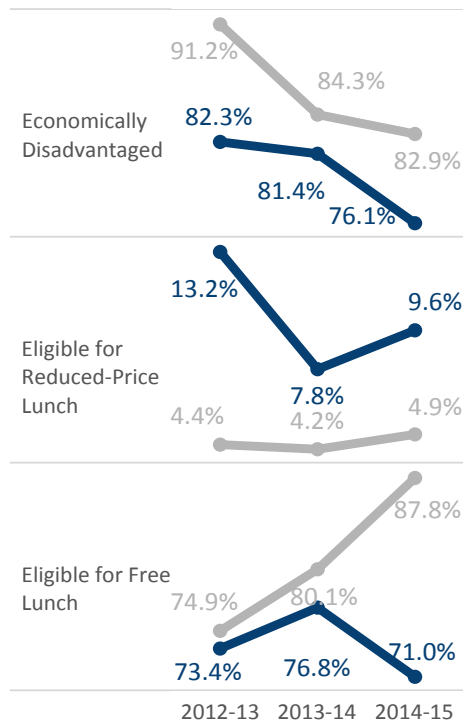
SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	PROPOSED GRADES	ACTUAL GRADES
2011-12	531	612	115	K-4	K-4
2012-13	634	517	81	K-5	K-5
2013-14	747	695	93	K-6	K-6
2014-15	843	875	104	K-7	K-7
2015-16	905	804	89	K-8	K-8
2016-17	906	Not Yet Available	Not Yet Available	K-8	K-8

STUDENT DEMOGRAPHICS: RACE/ETHNICITY

The charts show trends in enrollment in the **school** and the **district** for each subgroup over the charter term.

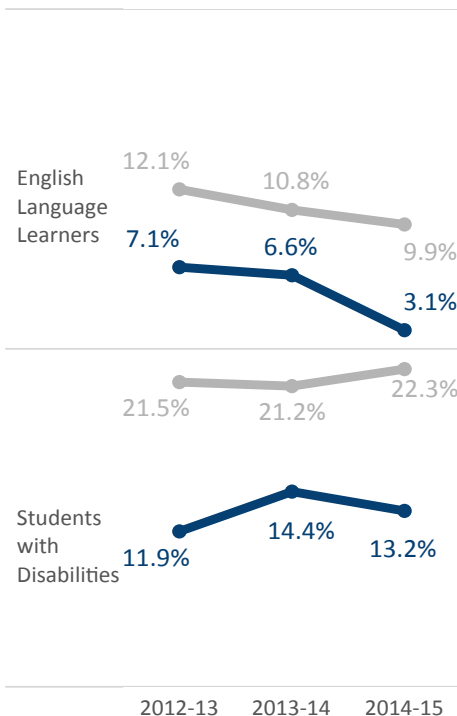


STUDENT DEMOGRAPHICS: FREE/REDUCED LUNCH



The charts show the trends in enrollment in the **school** and the **district** for each subgroup. Economically disadvantaged includes those students eligible for Free and Reduced-Price lunch among other qualifying income assistance programs.

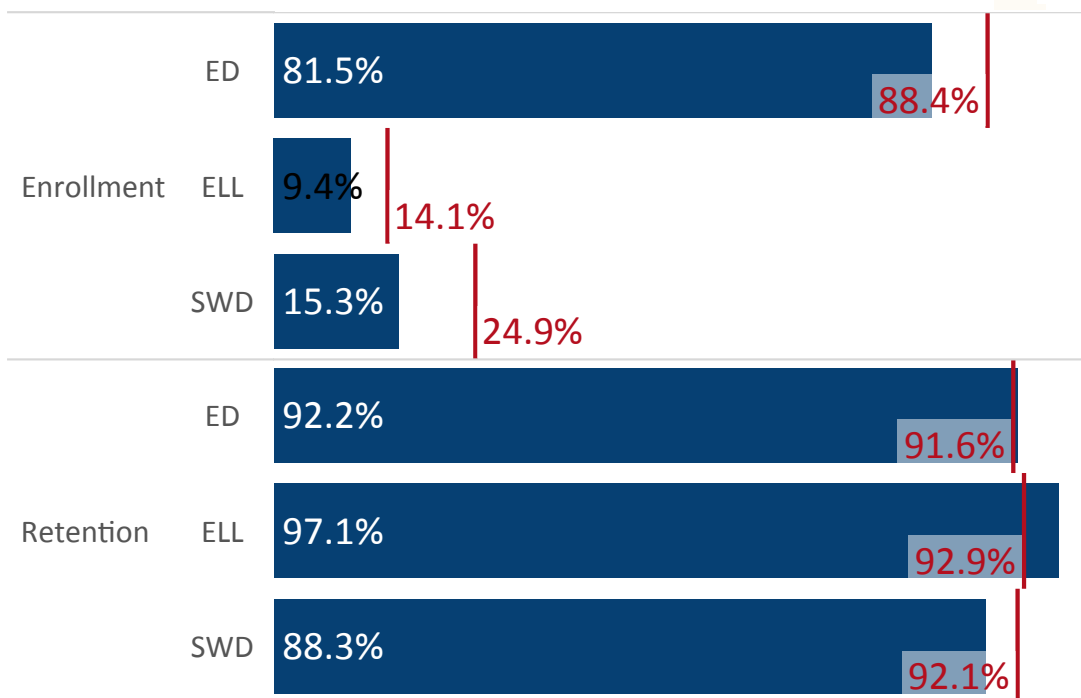
STUDENT DEMOGRAPHICS: SPECIAL POPULATIONS



The charts show trends in enrollment in the **school** and the **district** for each subgroup.

APPENDIX A: School Overview

ENROLLMENT AND RETENTION TARGETS



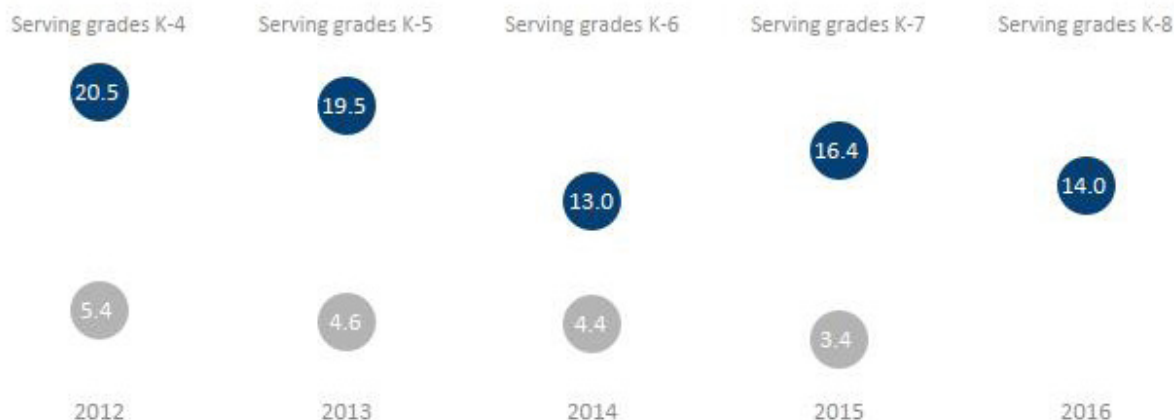
The chart illustrates the school's **current enrollment and retention percentages** against the **enrollment and retention targets**. As required by Education Law § 2851(4)(e), a school must include in its renewal application information regarding the efforts it has, and will, put in place to meet or exceed SUNY's enrollment and retention targets for students with disabilities, ELLs, and FRPL students. This analysis is based on the most recently available data provided by the school.

PERSISTENCE IN ENROLLMENT



Persistence in enrollment illustrates the percentage of students not scheduled to age out of the school who re-enroll from the previous year. The Institute derived the statistical information on enrollment persistence from its database. No comparative data from NYCDOE or NYSED is available to the Institute to provide either district wide or by CSD context. As such, the information presented is for information purposes but does not allow for comparative analysis.

SUSPENSIONS: **SUCCESS HARLEM 3** SUSPENSION RATE AND THE DISTRICT SUSPENSION RATE.



Although Community School District ("CSD") and school suspension rates are presented on the same graph, a direct comparison between the rates is not possible for three primary reasons. Available CSD data includes Kindergarten through 12th grades and school data includes only the grades served by the school. CSD data are not available that show multiple instances of suspension of a single student, the overall number of suspensions, the durations of suspensions, or the time of year when the school administered the suspension. CSD data showing the difference between in school and out of school suspensions are not available. The percentage rate shown here is calculated using the method employed by the New York City Department of Education: the total the number of students receiving an in school or out of school suspension at any time during the school year is divided by the total enrollment, then multiplied by 100.

EXPULSIONS: THE NUMBER OF STUDENTS EXPELLED FROM THE SCHOOL EACH YEAR.

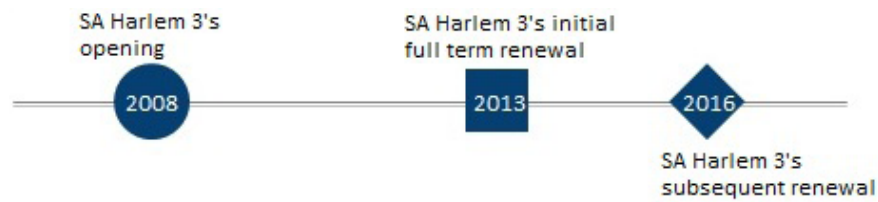
2011-12	2012-13	2013-14	2014-15	2015-16
0	0	0	0	0

PARENT SATISFACTION SURVEY RESULTS: % OF RESPONDENTS WHO AGREE THE SCHOOL HAS THE FOLLOWING ELEMENTS IN PLACE:

RESPONSE RATE	RIGOROUS INSTRUCTION	EFFECTIVE SCHOOL LEADERSHIP	SUPPORTIVE ENVIRONMENT
22%	94%	92%	99%

APPENDIX A: School Overview

TIMELINE OF CHARTER SCHOOL RENEWAL



SCHOOL VISIT HISTORY

SCHOOL YEAR	VISIT TYPE	DATE
2008-09	First Year Visit	February 25, 2009
2009-10	Routine Visit	April 8-9, 2010
2012-13	Initial Renewal Visit	November 28-29, 2012

CONDUCT OF THE RENEWAL VISIT

DATE(S) OF VISIT	EVALUATION TEAM MEMBERS	TITLE
September 13, 2016	Jeff Wasbes	Executive Deputy Director for Accountability
	Megan Tupa	External Consultant

KEY DESIGN ELEMENTS

ELEMENT	EVIDENT?
A focus on student achievement;	+
Research-based, results-driven curriculum;	+
Frequent assessments produced and analyzed in real time;	+
Extended school day;	+
School leaders with the power to lead;	+
Highly-qualified, highly trained staff; and,	+
Strong school culture including reinforcement of ACTION principles (Agency, Curiosity, Try and Try, Integrity, Others and No Shortcuts).	+

APPENDIX B: Performance Summaries

SCHOOL PERFORMANCE SUMMARY: English Language Arts Success Academy Charter School - Harlem 3

	2013-14 Grades Served: K-6				2014-15 Grades Served: K-7				2015-16 Grades Served: K-8				MET
	All Students % (N)		2+ Years Students % (N)		All Students % (N)		2+ Years Students % (N)		All Students % (N)		2+ Years Students % (N)		
	Grades		Grades		Grades		Grades		Grades		Grades		
<u>ABSOLUTE MEASURES</u> 1. Each year 75 percent of students who are enrolled in at least their second year will perform at proficiency on the New York State exam.	3	71.7 (106)	72.3 (101)		3	78.1 (114)	77.6 (85)		3	82.4 (85)	81.3 (75)		
	4	69.5 (118)	69.2 (117)		4	73.7 (99)	73.5 (98)		4	91.5 (106)	91.3 (104)		
	5	71.8 (103)	71.8 (103)		5	48.7 (113)	47.5 (101)		5	76.0 (100)	76.5 (98)		
	6	63.2 (68)	64.2 (67)		6	77.2 (101)	78.9 (95)		6	63.4 (101)	63.4 (101)		
	7	(0)	(0)		7	90.5 (63)	90.5 (63)		7	71.3 (101)	71.4 (98)		
	8	(0)	(0)		8	(0)	(0)		8	83.1 (59)	82.8 (58)		
	All	69.6 (395)	69.8 (388)	NA	All	72.0 (489)	71.9 (442)	NO	All	77.5 (552)	77.3 (534)	YES	
2. Each year the school's aggregate Performance Level Index on the State exam will meet the Annual Measurable Objective set forth in the State's NCLB accountability system.	Grades	PLI	AMO		Grades	PLI	AMO		Grades	PI	AMO		
	3-6	167	89	YES	3-7	170	97	YES	3-8	176	104	YES	
	Comparison: Manhattan District 4				Comparison: Manhattan District 4				Comparison: Manhattan District 4				
3. Each year the percent of students enrolled in at least their second year and performing at proficiency will be greater than that of students in the same grades in the local district.	Grades	School	District		Grades	School	District		Grades	School	District		
	3-6	69.8	23.2	YES	3-7	71.9	23.2	YES	3-8	77.3	31.8	YES	
	Comparison: Manhattan District 4				Comparison: Manhattan District 4				Comparison: Manhattan District 4				
4. Each year the school will exceed its predicted percent of students at proficiency on the state exam by at least a small Effect Size (at least 0.3) based on its percentage of Economically Disadvantaged students.	% ED	Actual	Predicted	Effect Size	% ED	Actual	Predicted	Effect Size	% ED	Actual	Predicted	Effect Size	
	77.3	69.6	22.7	3.36	83.8	72.0	18.8	3.85	57.9	77.5	35.8	2.60	
	Comparison: Manhattan District 4				Comparison: Manhattan District 4				Comparison: Manhattan District 4				
<u>GROWTH MEASURE</u> 5. Each year, the school's unadjusted mean growth percentile will meet or exceed the state's unadjusted median growth percentile.	Grades	School	State		Grades	School	State		Grades	School	State		
	4	65.7			4	50.9			4	56.1			
	5	59.7			5	39.6			5	51.9			
	6	54.0			6	56.2			6	51.2			
	7	0.0			7	69.2			7	45.9			
	8	0.0			8	0.0			8	44.4			
	All	60.6	50.0	YES	All	52.1	50.0	YES	All	50.5	50.0	YES	

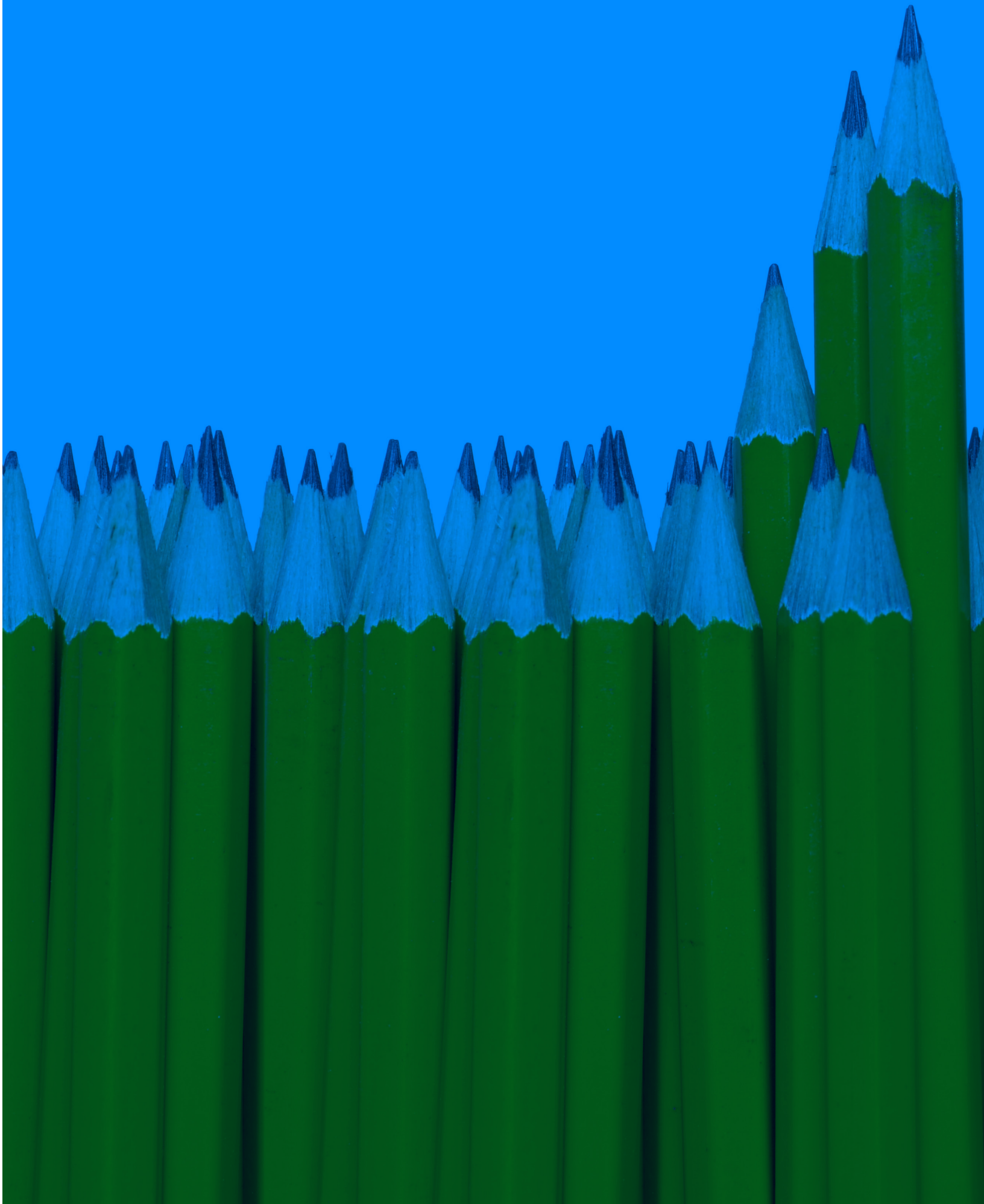
SCHOOL PERFORMANCE SUMMARY: Mathematics

Success Academy Charter School - Harlem 3

	2013-14 Grades Served: K-6				2014-15 Grades Served: K-7				2015-16 Grades Served: K-8			
	All Students		2+ Years Students		All Students		2+ Years Students		All Students		2+ Years Students	
	Grades	% (N)	Grades	% (N)	Grades	% (N)	Grades	% (N)	Grades	% (N)	Grades	% (N)
ABSOLUTE MEASURES 1. Each year 75 percent of students who are enrolled in at least their second year will perform at proficiency on the New York State exam.	3	97.2 (106)	97.0 (101)		3	92.1 (114)	92.9 (85)		3	97.6 (85)	97.3 (75)	
	4	89.8 (118)	89.7 (117)		4	98.0 (99)	98.0 (98)		4	97.2 (106)	97.1 (104)	
	5	95.1 (103)	95.1 (103)		5	86.8 (114)	85.3 (102)		5	93.0 (100)	92.9 (98)	
	6	95.6 (68)	95.5 (67)		6	93.1 (102)	92.7 (96)		6	89.1 (101)	89.1 (101)	
	7	(0)	(0)		7	93.7 (63)	93.7 (63)		7	91.1 (101)	92.9 (98)	
	8	(0)	(0)		8	(0)	(0)		8	91.5 (59)	91.4 (58)	
	All	94.2 (395)	94.1 (388)	NA	All	92.5 (491)	92.3 (444)	YES	All	93.3 (552)	93.4 (534)	YES
	Grades	PLI	AMO		Grades	PLI	AMO		Grades	PI	AMO	
2. Each year the school's aggregate Performance Level Index on the State exam will meet the Annual Measurable Objective set forth in the State's NCLB accountability system.	3-6	194	86	YES	3-7	192	94	YES	3-8	193	101	YES
COMPARATIVE MEASURES 3. Each year the percent of students enrolled in at least their second year and performing at proficiency will be greater than that of students in the same grades in the local district.	Comparison: Manhattan District 4				Comparison: Manhattan District 4				Comparison: Manhattan District 4			
	Grades	School	District		Grades	School	District		Grades	School	District	
	3-6	94.1	29.5	YES	3-7	92.3	28.4	YES	3-8	93.4	27.8	YES
4. Each year the school will exceed its predicted percent of students at proficiency on the State exam by at least a small Effect Size (at least 0.3) based on its percentage of Economically Disadvantaged students.	% ED		Actual Predicted		% ED		Actual Predicted		% ED		Actual Predicted	
	77.3		94.2 31.4		83.8		92.5 26.5		57.9		93.3 37.5	
			Effect Size				Effect Size				Effect Size	
GROWTH MEASURE 5. Each year, the school's unadjusted mean growth percentile will meet or exceed the state's unadjusted median growth percentile.	Grades	School	State		Grades	School	State		Grades	School	State	
	4	58.8			4	63.0			4	53.8		
	5	68.2			5	43.7			5	36.0		
	6	68.9			6	47.6			6	59.0		
	7	0.0			7	52.4			7	53.4		
	8	0.0			8	0.0			8	47.7		
	All	64.7	50.0	YES	All	51.2	50.0	YES	All	50.3	50.0	YES
	Grades	PLI	AMO		Grades	PLI	AMO		Grades	PI	AMO	

APPENDIX C: District Comments

NO COMMENTS RECEIVED



APPENDIX D: Fiscal Dashboard

SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 3

NOTE: Effective 2012-13 the school merged into the education corporation, "Success Academy Charter Schools - NYC."
Accordingly, see the education corporation report containing the "Balance Sheet" for all schools merged into the education corporation.

SCHOOL INFORMATION

BALANCE SHEET

Assets

Current Assets

Cash and Cash Equivalents - **GRAPH 1**
Grants and Contracts Receivable
Accounts Receivable
Prepaid Expenses
Contributions and Other Receivables

Total Current Assets - **GRAPH 1**

Property, Building and Equipment, net

Other Assets

Total Assets - **GRAPH 1**

Liabilities and Net Assets

Current Liabilities

Accounts Payable and Accrued Expenses
Accrued Payroll and Benefits
Deferred Revenue
Current Maturities of Long-Term Debt
Short Term Debt - Bonds, Notes Payable
Other

Total Current Liabilities - **GRAPH 1**

L-T Debt and Notes Payable, net current maturities

Total Liabilities - **GRAPH 1**

Net Assets

Unrestricted
Temporarily restricted

Total Net Assets

Total Liabilities and Net Assets

ACTIVITIES

Operating Revenue

Resident Student Enrollment
Students with Disabilities

Grants and Contracts

State and local
Federal - Title and IDEA
Federal - Other
Other

Food Service/Child Nutrition Program

Total Operating Revenue

Expenses

Regular Education
SPED
Regular Education & SPED (combined)
Other

Total Program Services

Management and General
Fundraising

Total Expenses - **GRAPHS 2, 3 & 4**

Surplus / (Deficit) From School Operations

Support and Other Revenue

Contributions
Fundraising
Miscellaneous Income
Net assets released from restriction

Total Support and Other Revenue

Total Unrestricted Revenue

Total Temporarily Restricted Revenue

Total Revenue - **GRAPHS 2 & 3**

Change in Net Assets

Net Assets - Beginning of Year - **GRAPH 2**

Prior Year Adjustment(s)

Net Assets - End of Year - **GRAPH 2**

	MERGED		MERGED		Opened 2008-09
	2010-11	2011-12	2012-13	2013-14	2014-15
Cash and Cash Equivalents - GRAPH 1	663,480	3,039,273	-	-	-
Grants and Contracts Receivable	273,335	287,858	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	728	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
Total Current Assets - GRAPH 1	937,543	3,327,131	-	-	-
Property, Building and Equipment, net	725,365	411,153	-	-	-
Other Assets	1,375,883	1,380,166	-	-	-
Total Assets - GRAPH 1	3,038,791	5,118,450	-	-	-

Accounts Payable and Accrued Expenses	92,365	33,500	-	-	-
Accrued Payroll and Benefits	247,918	86,449	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	54,691	161,739	-	-	-
Total Current Liabilities - GRAPH 1	394,974	281,688	-	-	-
L-T Debt and Notes Payable, net current maturities	-	-	-	-	-
Total Liabilities - GRAPH 1	394,974	281,688	-	-	-

Unrestricted	2,643,817	4,836,762	-	-	-
Temporarily restricted	-	-	-	-	-
Total Net Assets	2,643,817	4,836,762	-	-	-
Total Liabilities and Net Assets	3,038,791	5,118,450	-	-	-

Resident Student Enrollment	6,197,440	8,247,750	7,777,376	9,510,834	10,923,356
Students with Disabilities	391,987	866,721	-	700,432	546,051

State and local	50,186	23,851	71,505	-	-
Federal - Title and IDEA	330,269	280,651	380,049	330,562	249,786
Federal - Other	-	33,334	-	62,620	45,161
Other	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	-
Total Operating Revenue	6,969,882	9,452,307	8,228,930	10,604,448	11,764,354

Regular Education	4,272,088	4,812,168	5,358,823	8,066,423	10,126,661
SPED	354,690	1,248,649	1,355,704	1,099,971	1,380,908
Regular Education & SPED (combined)	-	-	-	-	-
Other	-	-	-	-	-

Total Program Services	4,626,778	6,060,817	6,714,527	9,166,394	11,507,569
Management and General	1,045,901	1,203,057	1,511,373	2,159,729	915,989
Fundraising	-	-	-	-	-
Total Expenses - GRAPHS 2, 3 & 4	5,672,679	7,263,874	8,225,900	11,326,123	12,423,558

Surplus / (Deficit) From School Operations	1,297,203	2,188,433	3,030	(721,675)	(659,204)
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Contributions	1,000	-	-	-	35,384
Fundraising	-	-	-	-	-
Miscellaneous Income	10,506	4,512	4,754	19,128	1,322
Net assets released from restriction	-	-	-	-	-
Total Support and Other Revenue	11,506	4,512	4,754	19,128	36,706

Total Unrestricted Revenue	6,981,388	9,456,819	8,233,684	10,623,575	11,801,060
Total Temporarily Restricted Revenue	-	-	-	-	-
Total Revenue - GRAPHS 2 & 3	6,981,388	9,456,819	8,233,684	10,623,575	11,801,060

Change in Net Assets	1,308,709	2,192,945	7,784	(702,548)	(622,498)
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Net Assets - Beginning of Year - GRAPH 2	1,335,108	2,643,817	4,836,762	4,844,546	4,142,710
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Prior Year Adjustment(s)	-	-	-	-	-
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Net Assets - End of Year - GRAPH 2	2,643,817	4,836,762	4,844,546	4,141,998	3,520,212
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SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 3

NOTE: Effective 2012-13 the school merged into the education corporation, "Success Academy Charter Schools - NYC."
Accordingly, see the education corporation report containing the "Balance Sheet" for all schools merged into the education corporation.

SCHOOL INFORMATION - (Continued)

Functional Expense Breakdown

	2010-11	2011-12	2012-13	2013-14	2014-15
Personnel Service					
Administrative Staff Personnel	300,196	735,016	-	1,269,590	344,996
Instructional Personnel	2,683,864	2,842,173	-	4,635,840	5,823,424
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
Total Salaries and Staff	2,984,060	3,577,189	-	5,905,430	6,168,420
Fringe Benefits & Payroll Taxes	600,096	685,599	-	1,115,535	1,184,106
Retirement	50,180	63,965	-	88,364	121,322
Management Company Fees	619,589	824,569	-	1,188,054	1,638,503
Building and Land Rent / Lease	-	-	-	-	-
Staff Development	70,948	111,193	-	208,524	165,413
Professional Fees, Consultant & Purchased Services	34,323	30,423	-	28,727	132,302
Marketing / Recruitment	168,205	234,224	-	173,805	283,940
Student Supplies, Materials & Services	563,833	687,553	-	1,010,068	946,882
Depreciation	128,257	498,639	-	387,220	754,292
Other	453,189	550,520	-	1,220,396	1,028,378
Total Expenses	5,672,680	7,263,874	-	11,326,123	12,423,558

SCHOOL ANALYSIS

ENROLLMENT

	2010-11	2011-12	2012-13	2013-14	2014-15
Chartered Enroll	468	531	634	747	843
Revised Enroll	-	-	-	-	-
Actual Enroll - GRAPH 4	458	612	517	695	785
Chartered Grades	K-3	K-4	K-5	K-6	K-7
Revised Grades	-	-	-	-	-

Primary School District:

Per Pupil Funding (Weighted Avg of All Districts)

Increase over prior year

12,443	13,527	13,527	13,527	13,527
0.0%	8.0%	0.0%	0.0%	0.0%

PER STUDENT BREAKDOWN

Revenue

Operating	15,213	15,435	15,917	15,258	14,986
Other Revenue and Support	25	7	9	28	47
TOTAL - GRAPH 3	15,238	15,443	15,926	15,286	15,033

Expenses

Program Services	10,099	9,897	12,987	13,189	14,659
Management and General, Fundraising	2,283	1,965	2,923	3,108	1,167
TOTAL - GRAPH 3	12,382	11,862	15,911	16,297	15,826
% of Program Services	81.6%	83.4%	81.6%	80.9%	92.6%
% of Management and Other	18.4%	16.6%	18.4%	19.1%	7.4%
% of Revenue Exceeding Expenses - GRAPH 5	23.1%	30.2%	0.1%	-6.2%	-5.0%

Student to Faculty Ratio

7.4	11.1	-	9.5	8.1
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Faculty to Admin Ratio

6.9	5.8	-	4.1	15.0
-----	-----	---	-----	------

Financial Responsibility Composite Scores - GRAPH 6

Score
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 /
Fiscally Needs Monitoring < 1.0

[See Success Academy Charter Schools - NYC for Ed Corp's ratios. Code #500]				
3.0	3.0	0.0	0.0	0.0
Fiscally Strong	Fiscally Strong	N/A	N/A	N/A

Working Capital - GRAPH 7

Net Working Capital
As % of Unrestricted Revenue
Working Capital (Current) Ratio Score
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)

542,569	3,045,443	0	0	0
7.8%	32.2%	0.0%	0.0%	0.0%
2.4	11.8	0.0	0.0	0.0
MEDIUM	LOW	N/A	N/A	N/A
Good	Excellent	N/A	N/A	N/A

Quick (Acid Test) Ratio

Score
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)

2.4	11.8	0.0	0.0	0.0
MEDIUM	LOW	N/A	N/A	N/A
Good	Excellent	N/A	N/A	N/A

Debt to Asset Ratio - GRAPH 7

Score
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

0.1	0.1	0.0	0.0	0.0
LOW	LOW	N/A	N/A	N/A
Excellent	Excellent	N/A	N/A	N/A

Months of Cash - GRAPH 8

Score
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

1.4	5.0	0.0	0.0	0.0
MEDIUM	LOW	N/A	N/A	N/A
Good	Excellent	N/A	N/A	N/A

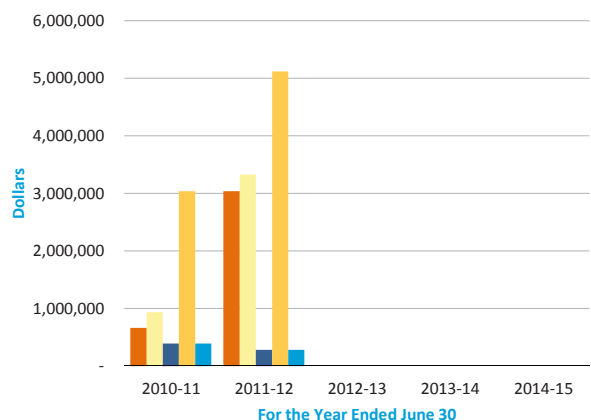
APPENDIX D: Fiscal Dashboard

SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 3

NOTE: Effective 2012-13 the school merged into the education corporation, "Success Academy Charter Schools - NYC." Accordingly, see the education corporation report containing the "Balance Sheet" for all schools merged into the education corporation.

GRAPH 1

Cash, Assets and Liabilities

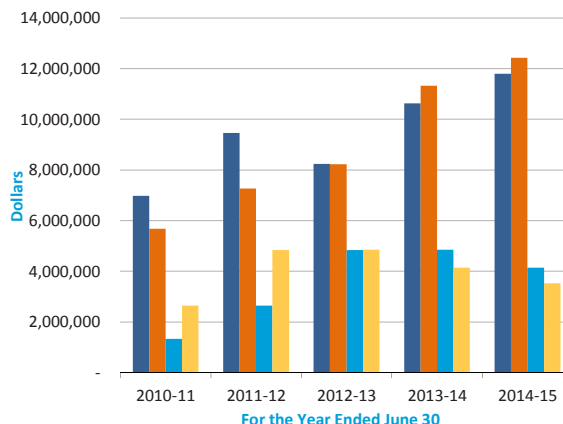


Legend: Cash (orange), Current Assets (yellow), Current Liabilities (dark blue), Total Assets (light blue), Total Liabilities (dark blue)

This chart illustrates the relationship between assets and liabilities and to what extent cash reserves makes up current assets. Ideally for each subset, subsets 2 thru 4, (i.e. current assets vs. current liabilities), the column on the left is taller than the immediate column on the right; and, generally speaking, the bigger that gap, the better.

GRAPH 2

Revenue, Expenses and Net Assets

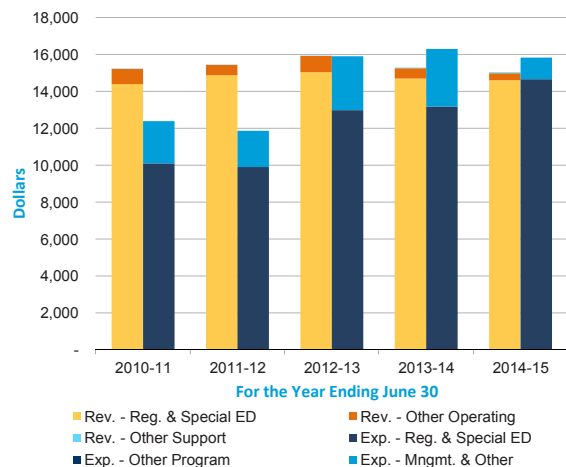


Legend: Revenue (dark blue), Expenses (orange), Net Assets - Beginning (light blue), Net Assets - Ending (yellow)

This chart illustrates total revenue and expenses each year and the relationship those subsets have on the increase/decrease of net assets on a year-to-year basis. Ideally subset 1, revenue, will be taller than subset 2, expenses, and as a result subset 3, net assets - beginning, will increase each year building a more fiscally viable school.

GRAPH 3

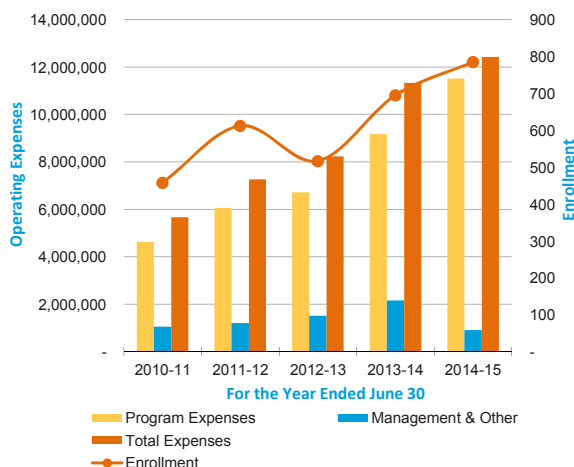
Revenue & Expenses Per Pupil



This chart illustrates the breakdown of revenue and expenses on a per pupil basis. Caution should be exercised in making school-by-school comparisons since schools serving different missions or student populations are likely to have substantially different educational cost bases. Comparisons with similar schools with similar dynamics are most valid.

GRAPH 4

Enrollment vs. Operating Expenses



This chart illustrates to what extent the school's operating expenses have followed its student enrollment pattern. A baseline assumption that this data tests is that operating expenses increase with each additional student served. This chart also compares and contrasts growth trends of both, giving insight into what a reasonable expectation might be in terms of economies of scale.

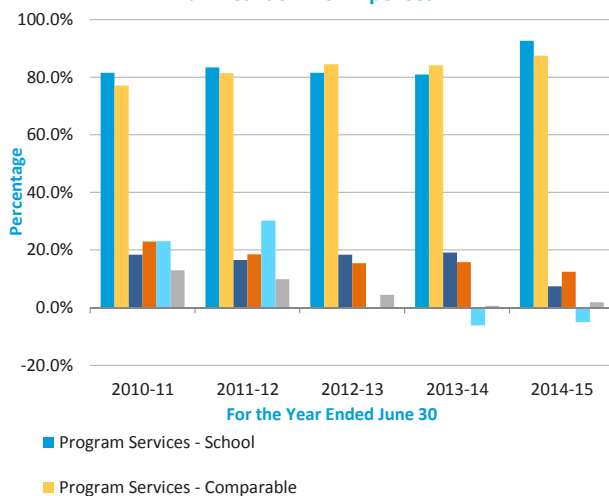
SUCCESS ACADEMY CHARTER SCHOOL - HARLEM 3

NOTE: Effective 2012-13 the school merged into the education corporation, "Success Academy Charter Schools - NYC." Accordingly, see the education corporation report containing the "Balance Sheet" for all schools merged into the education corporation.

Comparable School, Region or Network: New York City & Long Island Schools (Excluding Closed Schools)

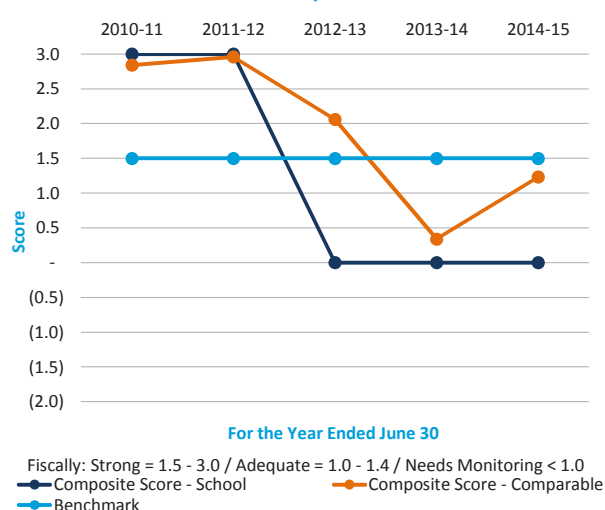
* Average = Average - 5 Yrs. OR Charter Term

GRAPH 5 % Breakdown of Expenses



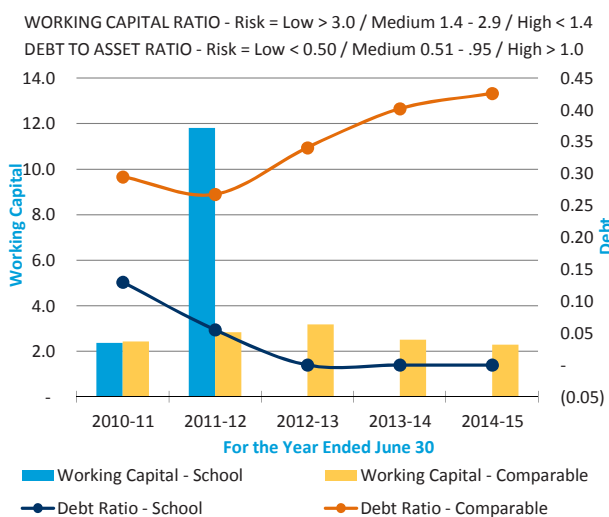
This chart illustrates the percentage expense breakdown between program services and management & others as well as the percentage of revenues exceeding expenses. Ideally the percentage expense for program services will far exceed that of the management & other expense. The percentage of revenues exceeding expenses should not be negative. Similar caution, as mentioned on GRAPH 3, should be used in comparing schools.

GRAPH 6 Composite Score



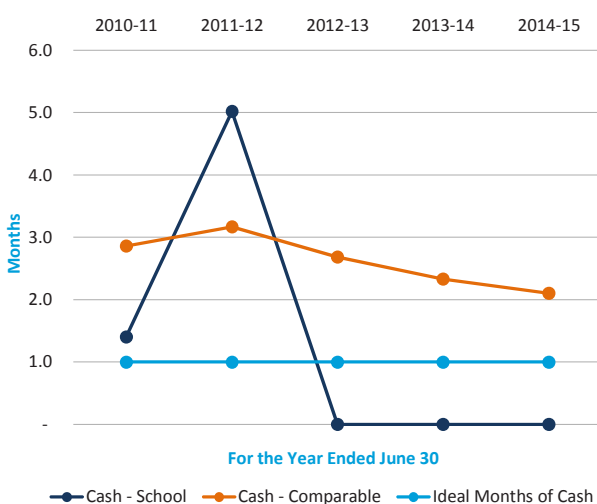
This chart illustrates a school's composite score based on the methodology developed by the United States Department of Education (USDOE) to determine whether private not-for-profit colleges and universities are financially strong enough to participate in federal loan programs. These scores can be valid for observing the fiscal trends of a particular school and used as a tool to compare the results of different schools.

GRAPH 7 Working Capital & Debt to Asset Ratios



This chart illustrates Working Capital and Debt to Asset Ratios. The Working Capital ratio indicates if a school has enough short-term assets to cover its immediate liabilities/short term debt. The Debt to Asset ratio indicates what proportion of debt a school has relative to its assets. The measure gives an idea to the leverage of the school along with the potential risks the school faces in

GRAPH 8 Months of Cash



This chart illustrates how many months of cash the school has in reserves. This metric is to measure solvency – the school's ability to pay debts and claims as they come due. This gives some idea of how long a school could continue its ongoing operating costs without tapping into some other, non-cash form of financing in the event that revenues were to cease flowing to the school.

SUNY RENEWAL BENCHMARK 1B

SUCCESS ACADEMY CHARTER SCHOOLS NYC¹

For strong performing SUNY authorized charter schools that implement a common school design across multiple schools, the Institute provides an analysis and description of the schools' academic design structured using the Qualitative Education Benchmarks. This subset of the SUNY Renewal Benchmarks focuses on instruction, assessment, curriculum and leadership. The following program description analyzes and reports on the school design that produced the high quality outcomes captured in the body of this renewal report.

DOES SUCCESS ACADEMY CHARTER SCHOOLS HAVE AN ASSESSMENT SYSTEM THAT IMPROVES INSTRUCTIONAL EFFECTIVENESS AND STUDENT LEARNING?

Success Academy, Inc. implements a rigorous and comprehensive assessment system that improves instructional effectiveness and student learning. Network schools administer a variety of diagnostic, formative and benchmark assessments throughout the school year in order to determine students' level of mastery and identify intervention needs. To measure students' literacy skills, Success Academy administers the Fountas & Pinnell² (F&P) and Success for All³ ("SFA") assessments, both of which have demonstrated success as academic interventions with urban and low-income students. Schools administer network-developed interim assessments in ELA, mathematics and science as well as weekly tests in vocabulary, spelling and no hesitation math facts.

Extensive training prepares teachers to implement valid and reliable processes for scoring assessments and evaluating results. For example, following each administration of interim assessments, grade level teachers exchange student work and set a consistent performance standard across classrooms; this norming practice ensures grading consistency. School-based data coordinators work in conjunction with central staff to provide thorough analyses of assessment data at the student, class, grade and school levels using the network's robust Student Management System ("SMS"). This portal serves as a repository for student data and allows schools and the network to analyze results across classrooms, grades, and schools. SMS performance reports allow leaders to review other schools' data, which enables school-to-school comparisons across grade levels and assists in developing leaders' plans for targeted coaching of teachers. In reviewing network-wide results, leaders can identify a teacher at another school whose students are performing exceptionally well in an area that students within his or her school find challenging. Thus, principals can plan teachers' peer observations of instruction across schools. Additionally, leaders and the network's instructional management team use data to identify topics for professional development and to identify strategies needed for general coaching. Success Academy continually uses assessment data to evaluate teacher and program effectiveness.

1. For additional information on the managing organization, refer to www.successacademies.org.

2. The F&P assessment system is both formative and summative. It provides baseline information on students' independent and assisted reading levels and enables progress monitoring against grade level standards. For additional information, please visit www.heinemann.com/fountasandpinnell.

3. Originally developed by researchers at Johns Hopkins University, the SFA program is now implemented in approximately 1,000 schools nationwide. For additional information, please visit www.successforall.org.

DOES THE SUCCESS ACADEMY CURRICULUM SUPPORT TEACHERS IN THEIR INSTRUCTIONAL PLANNING?

Success Academy's rigorous, research-based curriculum supports teachers in their instructional planning within and across grades. The network conducts ongoing reviews of its curricular materials to ensure that its schools prepare students for success on state assessments and in college and career. Beyond considering performance of students at its schools and across New York State, Success Academy reviews the practices of high performing schools (district, charter and private) nationwide and education research developments while assessing its curricular strengths and weaknesses. During the school year, teachers work in grade level study teams to adjust instructional plans and provide feedback to network teams. School leaders complete annual surveys. Network content area teams manage revision of curricular materials by reviewing feedback from schools and piloting instructional materials in classrooms.

In addition to a curriculum framework that details what students will learn in each grade, the network provides teachers with a variety of supporting tools including scope and sequence documents, unit plans and individual lesson plans that provide a bridge between the framework and daily lessons. These materials detail what students should learn and be able to do throughout the school year; therefore, teachers know what to teach and when to teach it. Importantly, the framework creates a multitude of opportunities for interdisciplinary instruction with thematic units, which cover common themes in different content area lessons.

The academic program relies on a combination of network developed and commercial curricula. For ELA, Success Academy supplements its THINK Literacy framework with the SFA program, which uses a researched-based approach to enhance students' literacy skills through methods such as cooperative learning and frequent assessment of student understanding. In mathematics, Success Academy uses TERC Investigations,⁴ a program that centers on the teaching of fundamental ideas of numbers, operations, data and measurement, and Cognitively Guided Instruction, an instructional approach that builds from students' mathematical reasoning, in the elementary grades. In the middle grades, schools use a network-developed program adapted from Math in Context,⁵ a module-based program that challenges students to solve real world problems, largely through peer discussion. Students develop higher-order thinking and problem solving skills as they apply mathematical thinking to answer questions rich with realistic context that engages students. In addition to internally developed science and technology programs, Success Academy schools offer an array of specials classes including chess, theater and dance.

SUNY RENEWAL BENCHMARK 1C

4. For additional information, please visit www.investigations.terc.edu.

5. For additional information, please visit www.mathincontext.eb.com.

SUNY RENEWAL BENCHMARK 1D

IS HIGH QUALITY INSTRUCTION EVIDENT THROUGHOUT SUCCESS ACADEMY SCHOOLS?

High quality instruction that creates consistent focus on academic achievement and develops students' higher-order thinking and problem-solving skills is evident across Success Academy schools. In the last five years across first year visits, mid charter term visits and renewal visits to Success Academy schools, Institute teams conducted classroom observations in 16 schools. Consistently, visit teams have found well-crafted lessons that feature student-to-student interaction in solving real world problems, skillful questioning and ongoing informal assessment of students' progress toward concept mastery.

Typically, lessons limit the amount of time spent on direct instruction while maximizing opportunities for students to work independently or in small groups. In a mathematics lesson, for example, the teacher might model the steps necessary to solve a sample problem then assess the need for additional examples by asking individual students direct questions and checking for whole class understanding with a thumbs up/thumbs down prompt. Once the teacher determines students are ready to move on, he or she would then introduce a challenging activity that builds on students' previous knowledge and features the recently introduced concept. In addition to circulating around the classroom to monitor students' progress as they work collaboratively, the teacher might have students independently complete a brief task at the end of the planned lesson in order to make adjustments to future instruction based on student responses. Across content areas, Success Academy teachers' artful questions challenge students to deepen their understanding of concepts and engage in rich peer-to-peer discussions. With students responsible for most of the talking during a lesson, teachers encourage students to be active learners capable of handling the heavy cognitive lifting required to develop higher-order thinking skills.

A pervasive sense of urgency for learning is part and parcel of Success Academy's approach to instruction. Teachers maximize learning time with appropriate lesson pacing and effective classroom management techniques. Routines for transitioning students from one lesson to the next or one topic to the next within a lesson ensure students remain focused on learning tasks. Silent hand signals generally enable teachers to redirect any low level misbehavior without disrupting the learning environment.

DO SUCCESS ACADEMY SCHOOLS HAVE STRONG INSTRUCTIONAL LEADERSHIP?

Success Academy schools' strong instructional leadership practices include providing teachers with extensive coaching and professional development opportunities designed to catalyze accelerated student learning and achievement. Robust instructional teams at the school and network level support the development of teachers with daily sustained and systemic coaching and professional development activities that interrelate with classroom practice. Teachers receive over 400 hours, on average, of professional development throughout the year, including inter-visitation opportunities for teachers and leaders to observe strong teaching across network schools and data analysis days where staff members analyze benchmark assessments.

Schools throughout the network set high expectations for teacher performance, measured largely by student achievement results. All schools use the SMS to monitor progress toward meeting network-wide performance goals as well as school-wide goals set by the leader. For example, a principal could set growth, or improvement, targets in addition to a network goal of 90% proficiency in a particular skill area.

Success Academy's particularly strong professional development program begins with summer "Teacher School," a three week pre-service training often referred to as "T-School." School leaders and network staff collaborate to determine topics and trainings designed to address student achievement and teacher pedagogical needs. In addition to network-wide activities, school leaders conduct weekly professional development sessions that build on topics and skills introduced in T-School, frequently differentiated by content area or grade level, in order to target teacher and student needs most precisely. In addition to gearing professional development activities toward specific grades, Success Academy often conducts different sessions for varying levels of experience.

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SUNY RENEWAL BENCHMARK 1F

DO SUCCESS ACADEMY SCHOOLS MEET THE EDUCATIONAL NEEDS OF AT-RISK STUDENTS?

Success Academy has a wide range of strong supports in place to meet the needs of at-risk students. Success Academy schools implement clear procedures for identifying and serving students with disabilities, ELLs and students at risk of academic failure. During the 2015-16 school year, students with special needs represented 14.3% of enrollment across the network, and ELLs comprised 4.5% of total enrollment. Schools disaggregate student performance data on an ongoing basis to assess the effectiveness of instructional and behavioral interventions. Teachers across the network receive extensive professional development designed to prepare them to meet the needs of all students.

Success Academy uses a tiered Response to Intervention (RtI) process to identify students struggling academically and to modify interventions as necessary. SFA embeds initial interventions within schools' curricula in that the program emphasizes early oral language development through rich peer-to-peer discussions as well as connections to students' lives outside of school. Teachers combine whole class instruction with flexible, ability-based groupings to respond to individual needs. Students identified as performing below grade level based on regular internal assessments receive progressive supports within the classroom setting and through pull-out tutoring. School staff identifies specific learning gaps and monitors students' progress in meeting performance goals at the end of each intervention cycle, usually aligning with network benchmark assessments. If a student does not make sufficient progress, school-based student support teams determine next steps including additional small group or individualized interventions and referral to the district Committee on Special Education ("CSE") as necessary. As charter schools are considered part of the district under federal law for the purposes of providing settings and services to students with disabilities, the CSE holds statutory responsibility for evaluating special service needs and making Individualized Education Program ("IEP") determinations. Charter schools must then implement the IEPs approved by the CSE.

SACS-NYC educates students with disabilities in the least restrictive environment in accordance with each student's individualized education program while offering additional supports embedded in its existing programming. SACS-NYC offers students with disabilities related services (i.e. speech/language, occupational, physical and psychological therapy), special education teacher support services (SETSS), collaborative team teaching, individual and group counselling, behavior intervention plans and programming within the RtI framework. For students requiring a self-contained setting, SACS-NYC offers seventeen 12:1:1 classrooms across the operating schools.

Success Academy uses the Home Language Survey and the New York State Identification Test for English Language Learners (NYSITELL) to identify students requiring English acquisition supports. Success Academy implements a comprehensive English language immersion program, focused on increasing early literacy skills. Success Academy schools serve ELLs within the core academic program, which provides abundant opportunities

for oral and written communication through its research-based curriculum. Schools monitor student progress annually with the New York State English as a Second Language Achievement Test (NYSESLAT) and informally throughout the school year. Network professional development activities develop teachers' skills in supporting ELLs with strategies such as intentional seating, visual demonstrations and the use of supplementary audio materials. These supports prove to be successful, with many ELLs reaching English proficiency and performing better than district peers on state ELA assessments. To meet the needs of students with IEPs mandating academic services, Success Academy schools utilize a number of instructional settings including push-in and pull-out Special Education Teacher Support Services (SETSS), integrated co-teaching ("ICT") classrooms and shared restricted setting (12:1:1) programs offered in three locations for students requiring more intensive supports. Of the 1438 students with disabilities enrolled in 2015-16, 426 received SETSS services, 760 learned in ICT classrooms, 60 attended a 12:1:1 program⁶; 192 students received related services Teachers are well aware of students' IEP goals and collaborate with at-risk program staff to plan instruction and monitor progress. Student support teams meet regularly to discuss students' progress toward meeting IEP goals using disaggregated data from the network SMS, classroom assignments and teacher observations.

DO SUCCESS ACADEMY SCHOOL ORGANIZATIONS EFFECTIVELY SUPPORT THE DELIVERY OF THE EDUCATIONAL PROGRAM?

Success Academy schools establish well-functioning organizational structures with staff, systems and procedures that support high levels of student achievement and effective delivery of the comprehensive educational program. Clear roles and responsibilities at both the school and network level allow school leaders to focus on student learning, instructional practice and teacher development. Principals serve as primary instructional leaders and receive considerable support from leadership residents. Deans focus largely on school culture and operations staff members manage the day-to-day business of schools. Strong network supports and clearly established career paths assist Success Academy in recruiting and retaining high quality staff. Network level managing directors visit schools regularly to conduct classroom observations, coach teachers and develop leaders' communication, management and data analysis skills.

Success Academy has developed a leadership residency program that prepares internal and external candidates to take on future principal positions with ongoing training while managing a variety of instructional and general academic program responsibilities including teacher coaching. School leaders and network staff use student achievement results, classroom observations, coaching feedback and other data to identify particularly strong teachers and staff for the leadership residency program. This one- to two-year program serves as a leadership pipeline to retain quality talent and as a feeder system to support the network's increasing portfolio of schools.

SUNY RENEWAL BENCHMARK 2C

6. These counts include 19 students who received both SETSS and ICT services at some point in the school year.

APPENDIX E: Education Corporation Overview

Network leaders report this pipeline provides more than 90% of the future leader candidate pool. Success Academy invests in its teaching teams. In 2012, the network launched a teacher preparation partnership with Touro College. Through this program, Success Academy teachers earn a master's degree from the Graduate School of Education at no cost while teaching full-time. Success Academy pays teachers' tuition. The network has also developed an informal peer learning process

that provides less experienced teachers opportunities to observe master teachers across network schools. As master teachers possess exceptionally strong instructional delivery and classroom management skills, school leaders may send teachers struggling to develop their own pedagogical practice in similar grade levels and/or content areas to observe one or more master teachers for live demonstration of effective strategies.

SACS-NYC centrally manages student recruitment and efforts to meet enrollment and retention targets for students with disabilities, ELLs and students who are eligible applicants to the FRPL. See charts on pages Ax35-42 for information on enrollment and retention targets across the network. Few SACS-NYC schools face enrollment challenges. Efforts to recruit at-risk students include multilingual advertisements, informational sessions and canvassing of local CSDs. Though SACS-NYC established a lottery preference for ELLs as a good faith recruiting effort, the U.S. Department of Education ("USDOE") released guidance limiting the ability of charters schools receiving Charter Schools Program (CSP) grant funding to utilize weighted lotteries, and the preference was suspended in 2013-2014. SACS-NYC discussed the issue with the USDOE, and reached an understanding regarding a revised admissions policy that reinstates the ELL lottery preference for 2016-17 applicants.

SACS-NYC continually monitors its programs and makes changes as necessary. The network instructional team, like school leaders, regularly uses the SMS to analyze student assessment data in order to identify which objectives students have mastered and which they have not. This determination may result in adjustments to pacing documents and/or other curricular materials. While school leaders have some discretion over implementation of certain program aspects, major changes are mainly driven by network analyses of data gathered from assessments, leaders' daily observations of classrooms, feedback from teachers and school leaders provided in annual surveys and informal communications throughout the year. Previous analyses have resulted in changes to existing curricular materials, development of supplementary materials and modifications to professional development plans.

DOES THE EDUCATION CORPORATION BOARD WORK EFFECTIVELY TO ACHEIVE SCHOOLS' ACCOUNTABILITY PLAN GOALS?

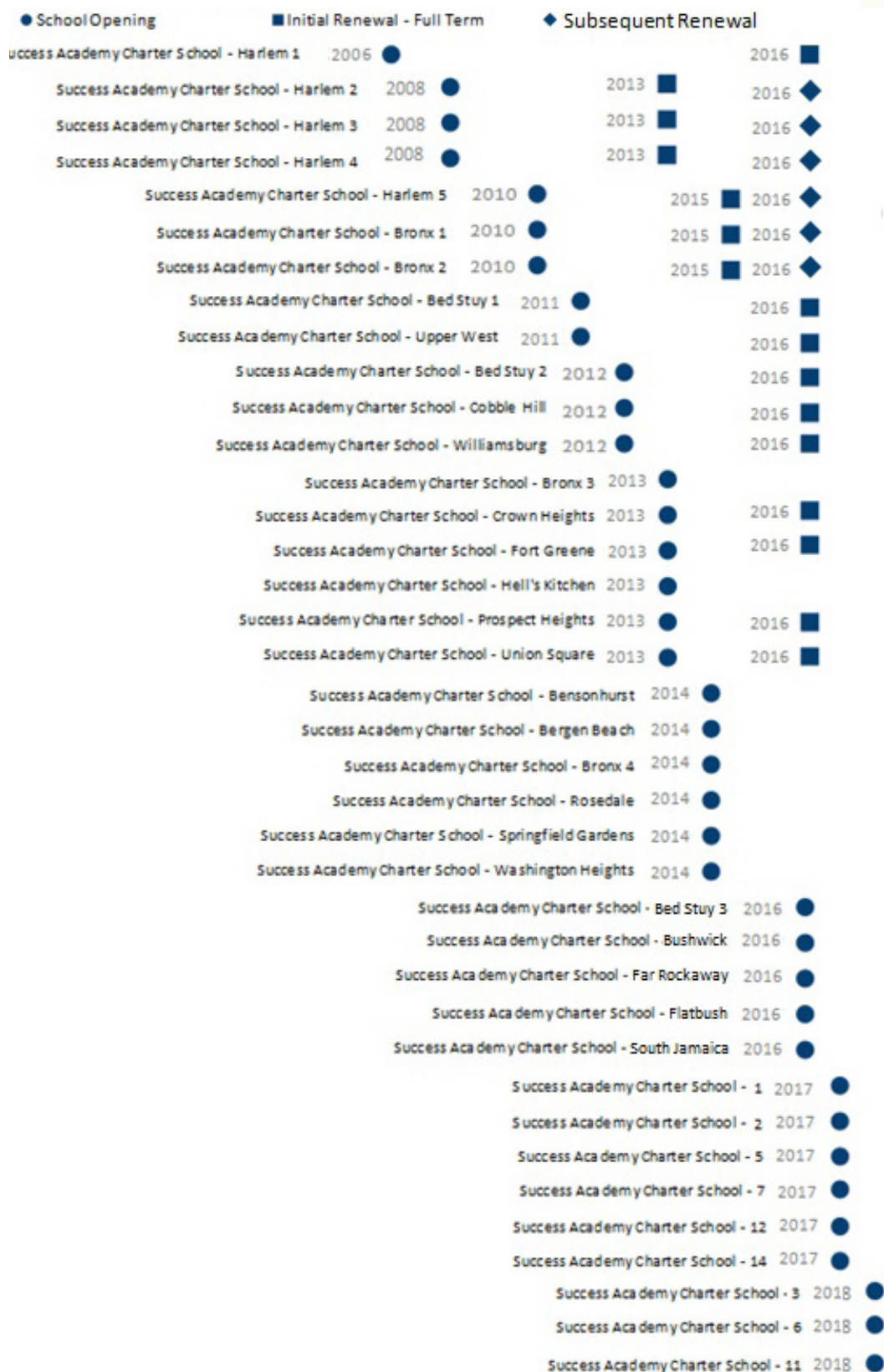
SUNY RENEWAL BENCHMARK 2D

The SACS- NYC board, equipped with a diverse skill set relevant to governance, provides rigorous oversight of its schools with a central focus on student outcomes. Though deeply knowledgeable about the schools' educational program, progress toward meeting Accountability Plan goals, enrollment levels, financial condition and facility plans, it maintains appropriate distance from the day-to-day management of schools, which it delegates to the network. The board establishes clear priorities including fundraising goals, to support the education program, and monitors progress toward achieving these goals while holding the network and school leaders accountable for student achievement with annual evaluations.

The board requires detailed reports on schools' academic, financial and operations data from the network prior to each of six annual board meetings. It reviews these reports thoroughly for clear understanding of individual school status and of the network as a whole. In addition to these written reports, the board receives information directly from school leaders in presentations specific to individual schools on matters such as student performance, student attendance or staff concerns. The board also receives information on litigation and other legal matter from network counsel. It understands well the schools' Accountability Plan goals and the multiple performance measures within the goals. The board directs an abundance of resources to schools to ensure high levels of student achievement. The board works with the network to ensure schools have what they need to support and retain high quality staff and to purchase technology and other learning tools to implement the Success Academy program with fidelity.

APPENDIX E: Education Corporation Overview

EDUCATION CORPORATION TIMELINE OF CHARTER RENEWAL



EDUCATION CORPORATION SCHOOL CHARACTERISTICS

School	Local District	Co-located?	Chartered Enrollment	Grade Span
Success Academy Charter School – Bed Stuy 1	CSD 14	Yes	601	K-6
Success Academy Charter School – Bed Stuy 2	CSD 14	Yes	675	K-5
Success Academy Charter School – Bed Stuy 3	CSD 18	Yes	190	K-1
Success Academy Charter School - Bensonhurst	CSD 21	Yes	380	K-3
Success Academy Charter School - Bergen Beach	CSD 22	Yes	380	K-3
Success Academy Charter School – Bronx 1	CSD 7	Yes	697	K-7
Success Academy Charter School – Bronx 2	CSD 8	Yes	705	K-7
Success Academy Charter School – Bronx 3	CSD 8	Yes	510	K-4
Success Academy Charter School – Bronx 4	CSD 8	Yes	380	K-3
Success Academy Charter School - Bushwick	CSD 22	No – NYCDOE Leased	190	K-1
Success Academy Charter School – Cobble Hill	CSD 15	Yes	675	K-5
Success Academy Charter School – Crown Heights	CSD 17	Yes	510	K-4

APPENDIX E: Education Corporation Overview

EDUCATION CORPORATION SCHOOL CHARACTERISTICS

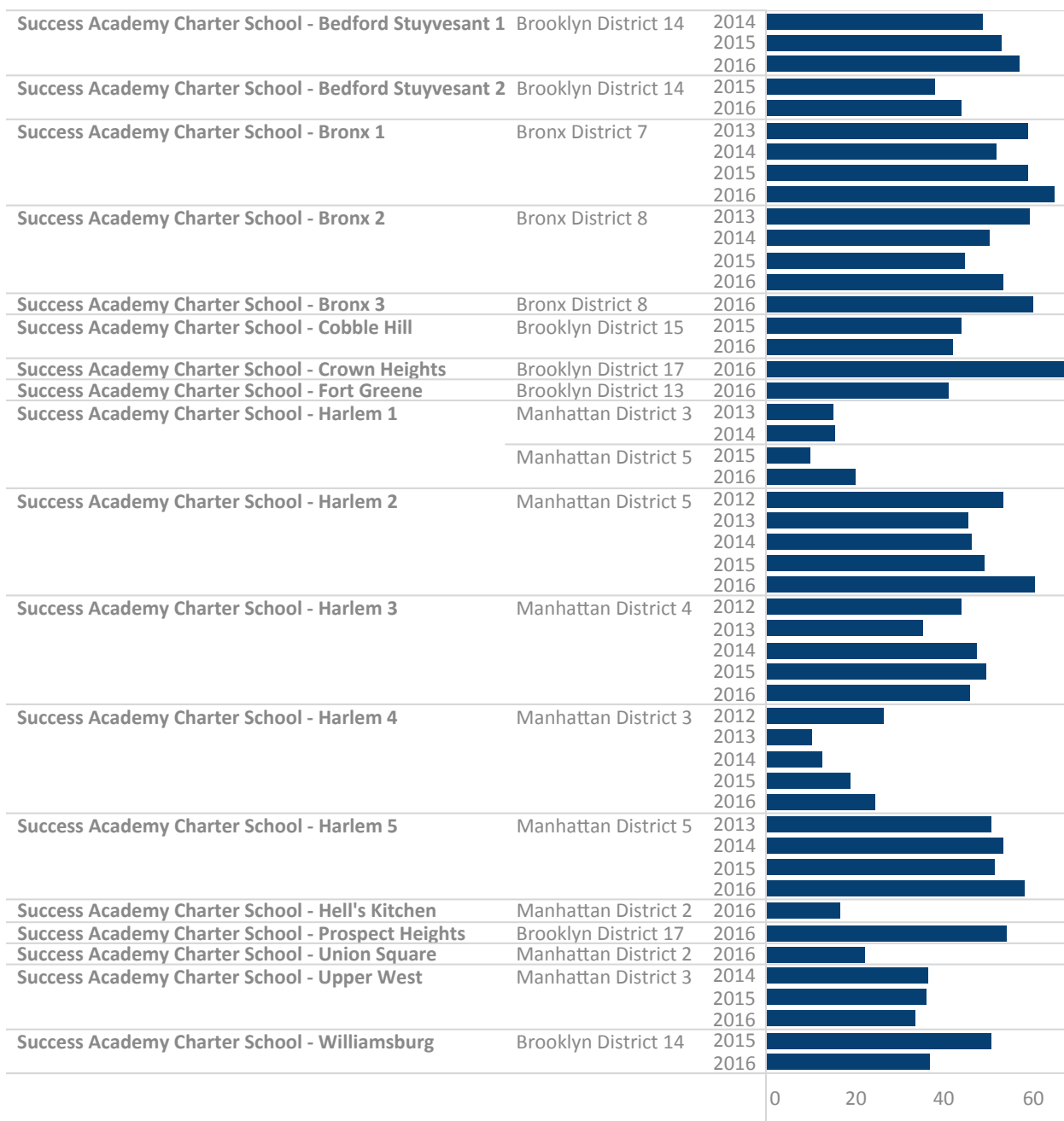
School	Local District	Co-located?	Chartered Enrollment	Grade Span
Success Academy Charter School – Far Rockaway	CSD 27	Yes	190	K-1
Success Academy Charter School - Flatbush	CSD 17	No – NYCODE Leased	190	K-1
Success Academy Charter School – Fort Greene	CSD13	Yes	510	K-4
Success Academy Charter School – Harlem 1	CSD 3	Yes	1058	K-11
Success Academy Charter School – Harlem 2	CSD 5	Yes	918	K-8
Success Academy Charter School – Harlem 3	CSD 4	Yes	906	K-8
Success Academy Charter School – Harlem 4	CSD 3	Yes	647	K-8
Success Academy Charter School – Harlem 5	CSD 5	Yes	678	K-7
Success Academy Charter School – Hell’s Kitchen	CSD 2	Yes	510	K-4
Success Academy Charter School – NYC 1	CSD 2	To Open Fall 2017	To Open Fall 2017	To Open Fall 2017
Success Academy Charter School – NYC 2	CSD 3	To Open Fall 2017	To Open Fall 2017	To Open Fall 2017
Success Academy Charter School – NYC 3	CSD 9	To Open Fall 2018	To Open Fall 2018	To Open Fall 2018
Success Academy Charter School – NYC 5	CSD 13	To Open Fall 2017	To Open Fall 2017	To Open Fall 2017

EDUCATION CORPORATION SCHOOL CHARACTERISTICS

School	Local District	Co-located?	Chartered Enrollment	Grade Span
Success Academy Charter School – NYC 6	CSD 14	To Open Fall 2018	To Open Fall 2018	To Open Fall 2018
Success Academy Charter School – NYC 7	CSD 15	To Open Fall 2017	To Open Fall 2017	To Open Fall 2017
Success Academy Charter School – NYC 11	CSD 23	To Open Fall 2018	To Open Fall 2018	To Open Fall 2018
Success Academy Charter School – NYC 12	CSD 24	To Open Fall 2017	To Open Fall 2017	To Open Fall 2017
Success Academy Charter School – NYC 14	CSD 30	To Open Fall 2017	To Open Fall 2017	To Open Fall 2017
Success Academy Charter School – Prospect Heights	CSD 17	Yes	510	K-4
Success Academy Charter School - Rosedale	CSD 29	No – NYCDOE Leased	380	K-3
Success Academy Charter School – South Jamaica	CSD 28	No – NYCDOE Leased	190	K-1
Success Academy Charter School – Springfield Gardens	CSD 29	Yes	380	K-3
Success Academy Charter School – Union Square	CSD 2	Yes	510	K-4
Success Academy Charter School – Upper West	CSD 3	Yes	622	K-6
Success Academy Charter School – Washington Heights	CSD 6	No – NYCDOE Leased	380	K-3
Success Academy Charter School - Williamsburg	CSD 14	Yes	675	K-5

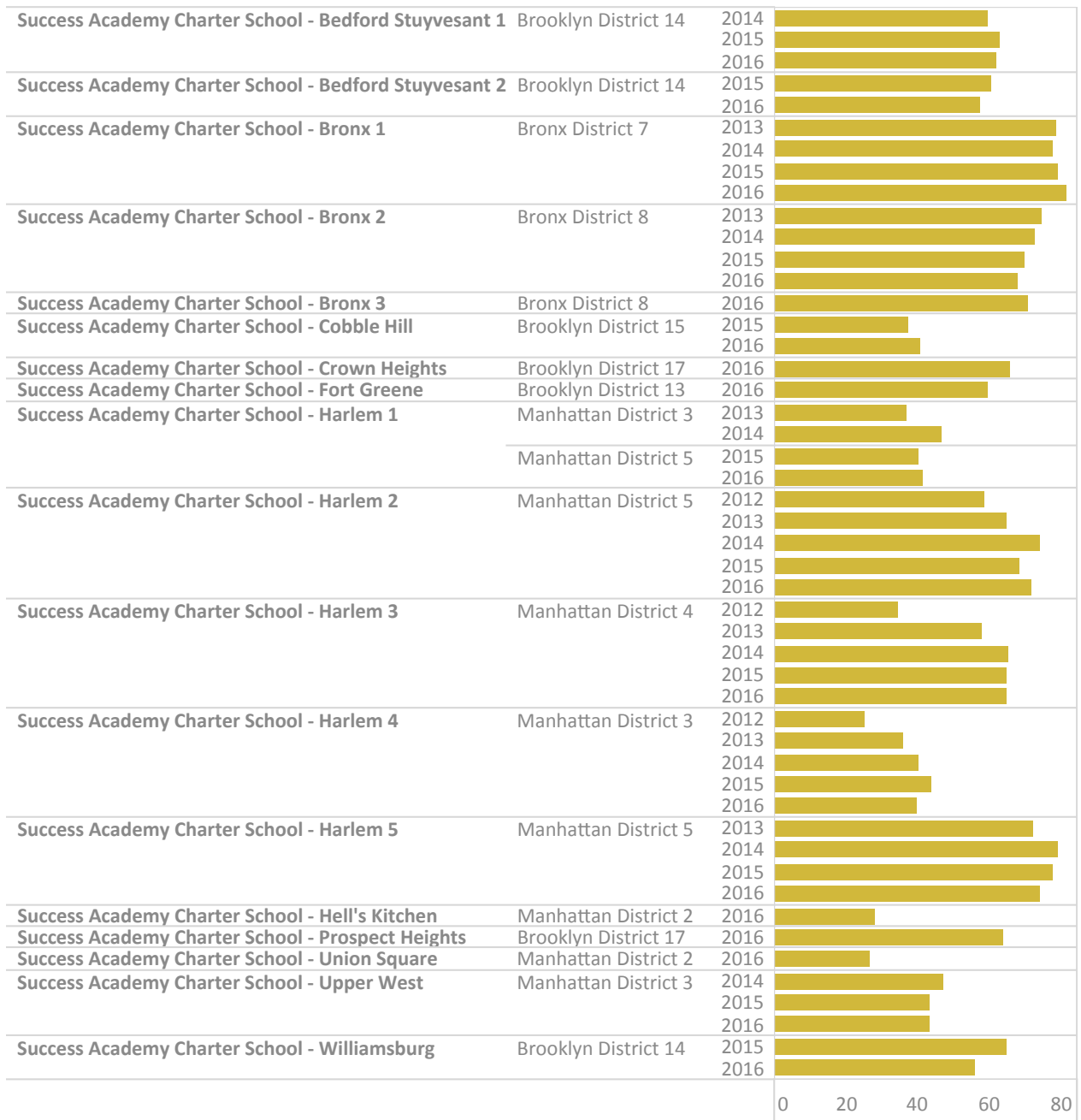
APPENDIX E: Education Corporation Overview

DIFFERENCE BETWEEN SCHOOLS AND DISTRICT SCORES: ELA



District Difference for each year broken down by school and district. These charts compare a school's performance to that of the district. Each bar represents the difference between the school's performance and the district's. A positive result (showing the bar to the right of zero) indicates the amount by which the school outscored the district. A negative result (with the bar to the left of zero) illustrates the amount by which the school performed lower than the district. A score of zero indicates that the school performed exactly even with the district. School scores reflect the achievement of students enrolled for at least two years per the schools' Accountability Plans.

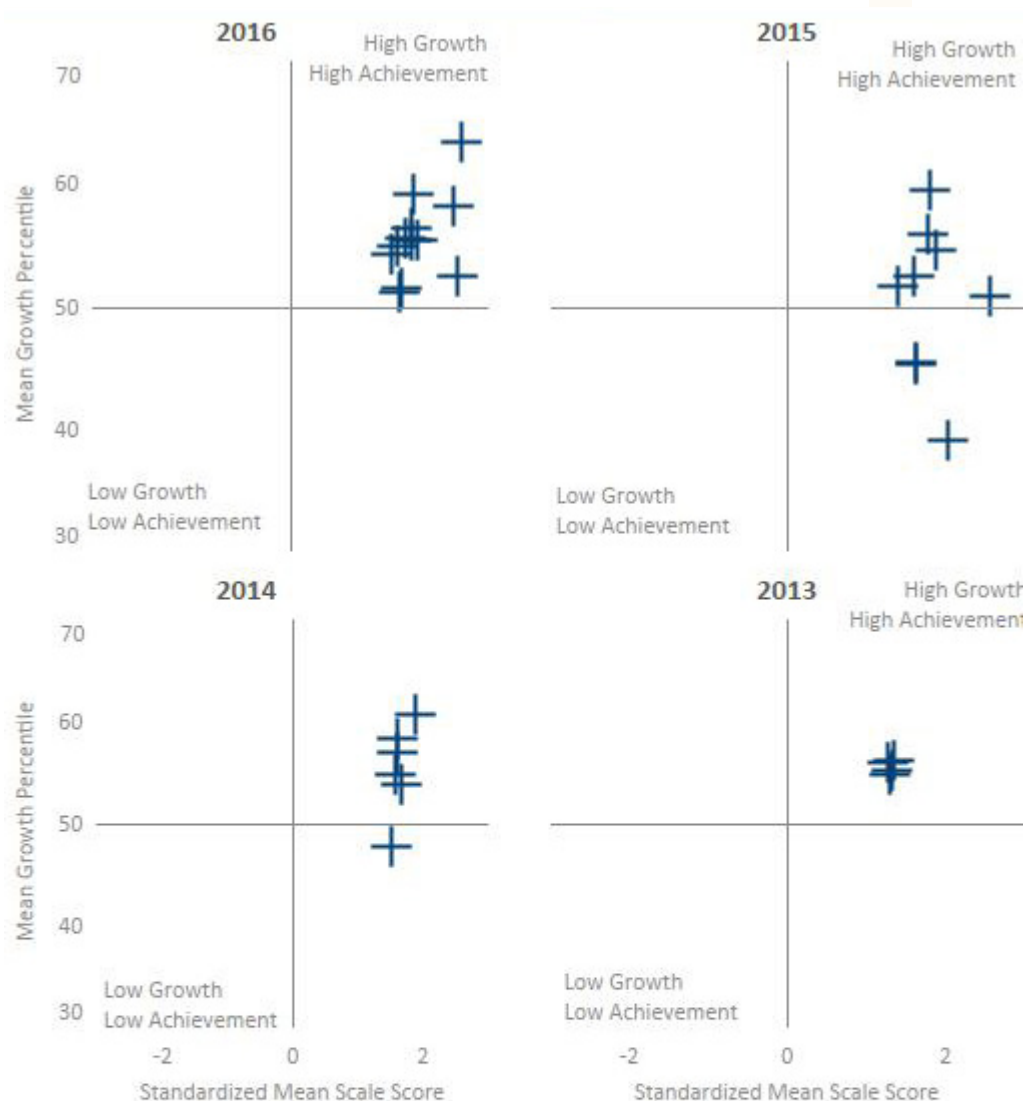
DIFFERENCE BETWEEN SCHOOLS AND DISTRICT SCORES: MATH



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APPENDIX E: Education Corporation Overview

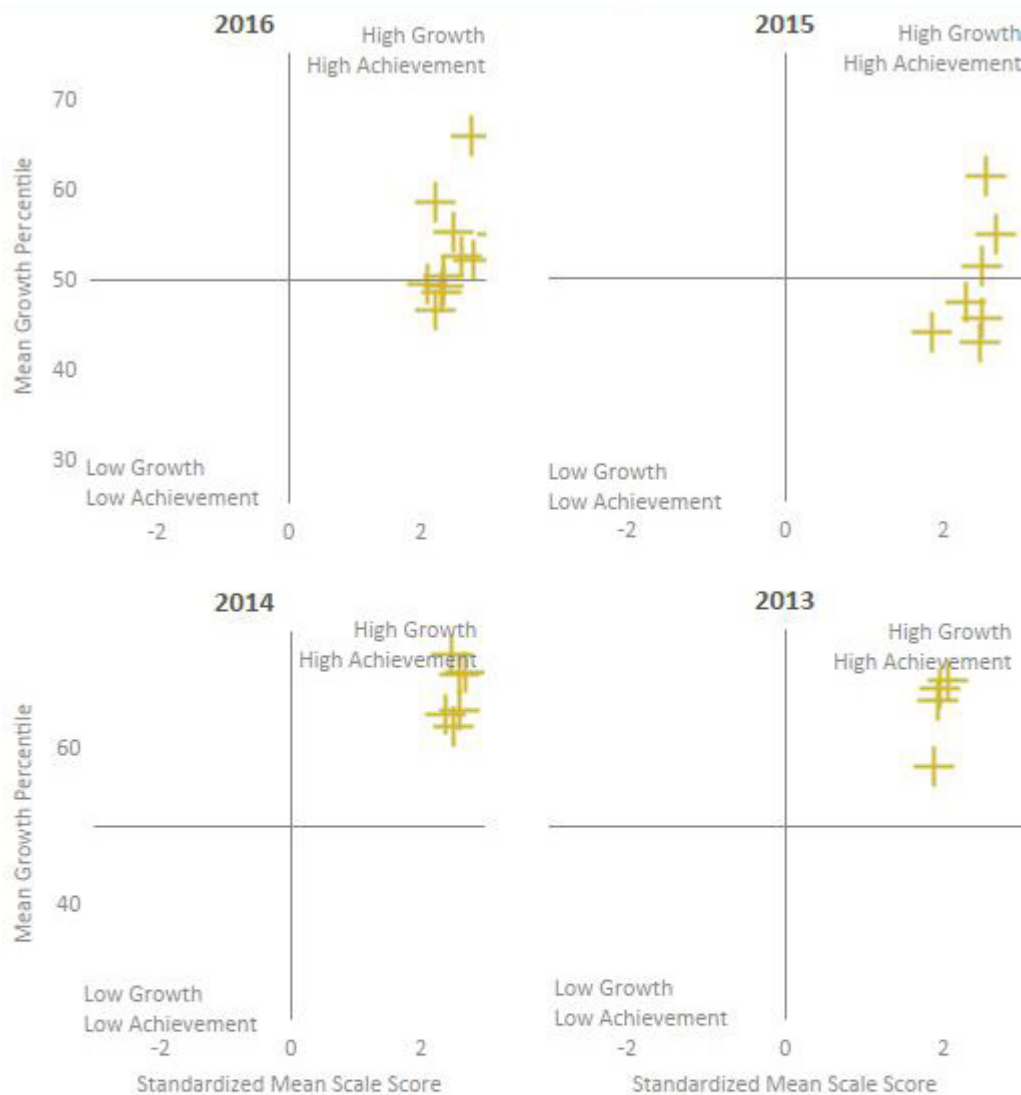
ELA GROWTH AND ACHIEVEMENT: 2012-13 THROUGH 2015-16



These charts compare a school's ability to grow student achievement with a school's absolute student performance. Schools located in the upper right hand quadrant of each chart show strong results in helping students make learning gains while at the same time helping students achieve strong absolute scores on state assessments. Schools in the lower right hand quadrant show strong absolute scores but lower growth. Because the student growth percentile uses the previous year's scale score as a base-line, it becomes more difficult for a school to maintain strong overall growth scores when students already post high absolute scores.

These charts are produced by comparing growth as measured by the state's student growth percentile to its overall achievement as measured by scale score standardized to the statewide grade level mean over each year for which data are available during the charter term. The growth axis (labeled Mean Growth Percentile) represents the statewide median growth score. The achievement axis (labeled Standardized Mean Scale Score) represents the statewide mean-centered achievement level for each grade served by each school.

MATH GROWTH AND ACHIEVEMENT: 2012-13 THROUGH 2015-16



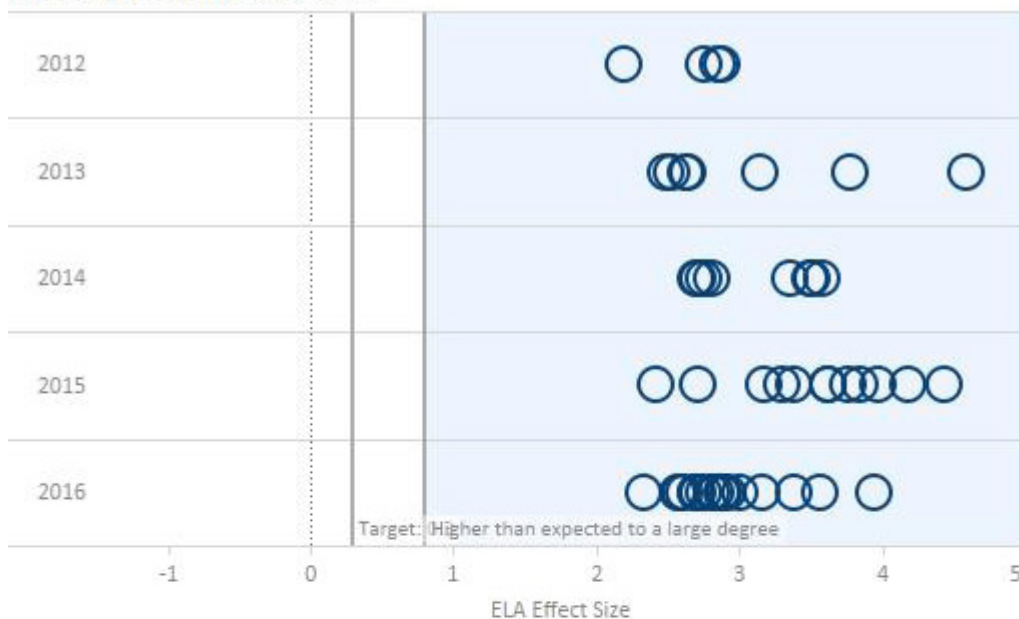
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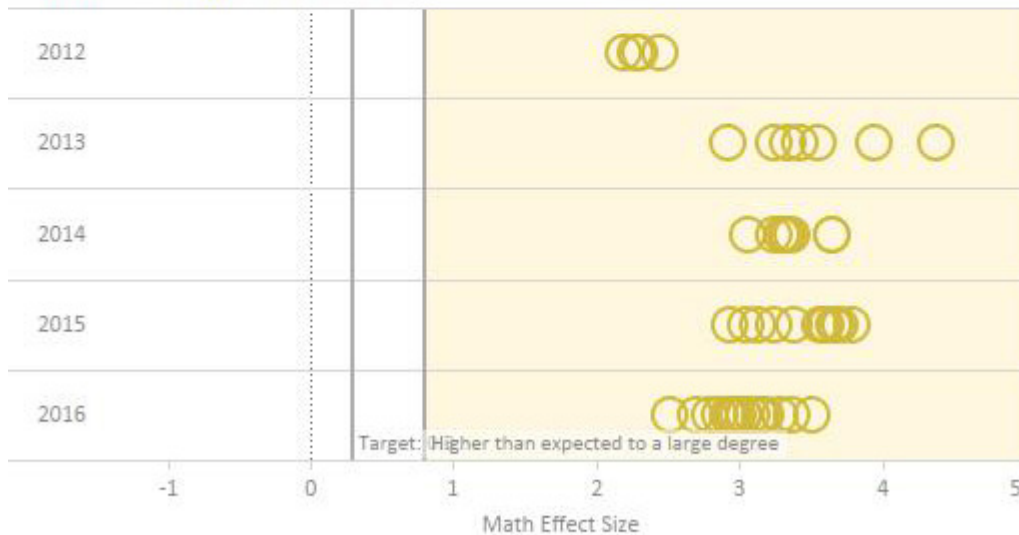


ELA AND MATH EFFECT SIZE DOT PLOTS: 2011-12 THROUGH 2015-16

ELA Effect Size by Year and School



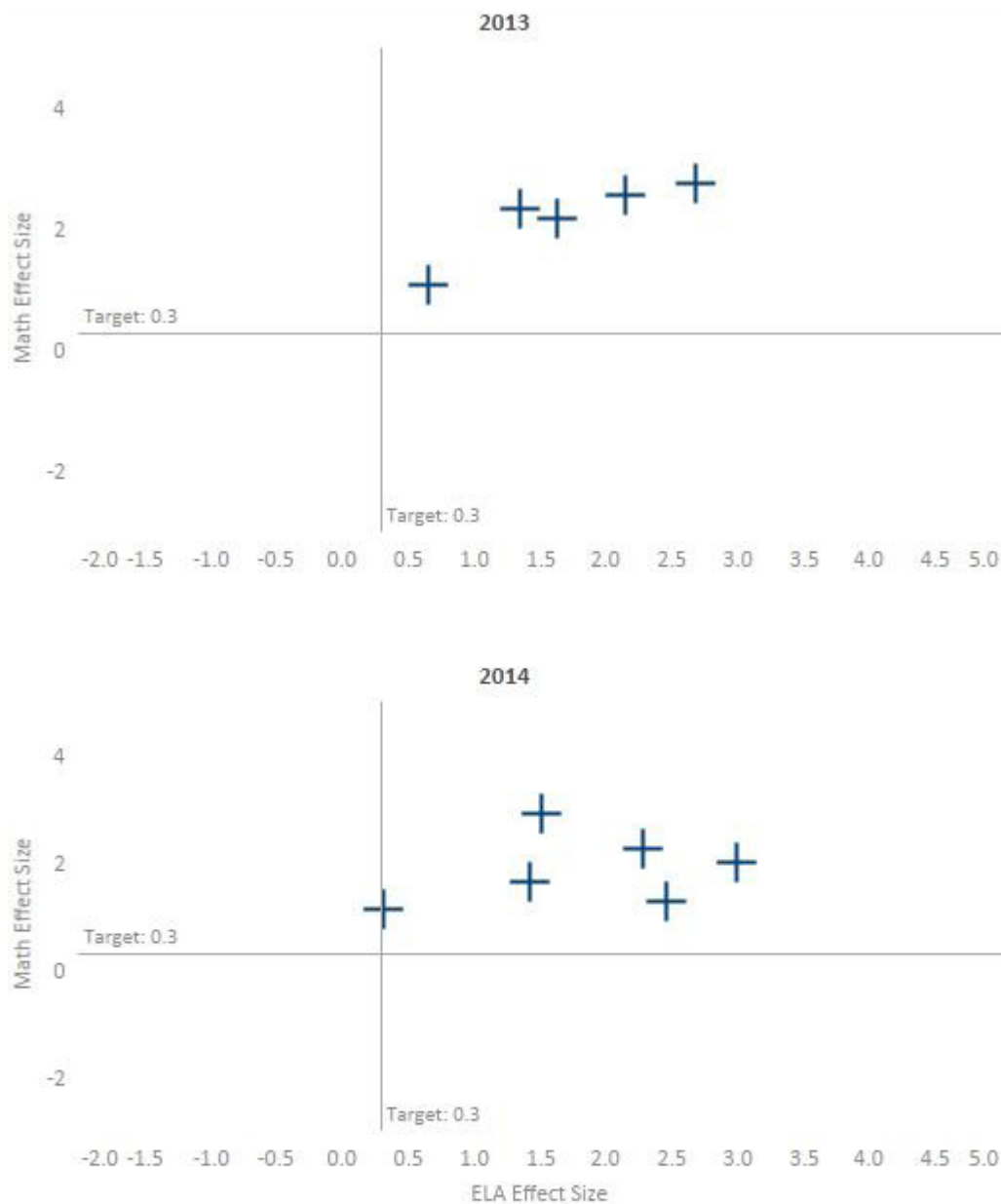
Math Effect Size by Year and School



The charts illustrate the comparative Effect Size performance at each school across the ed corp by each year for which data are available throughout the charter term. Schools performing at or above 0.3 are meeting SUNY's benchmark for the measure. Schools performing at or above 0.8 are performing higher than expected to a large degree in comparison to schools enrolling similar levels of economically disadvantaged students.

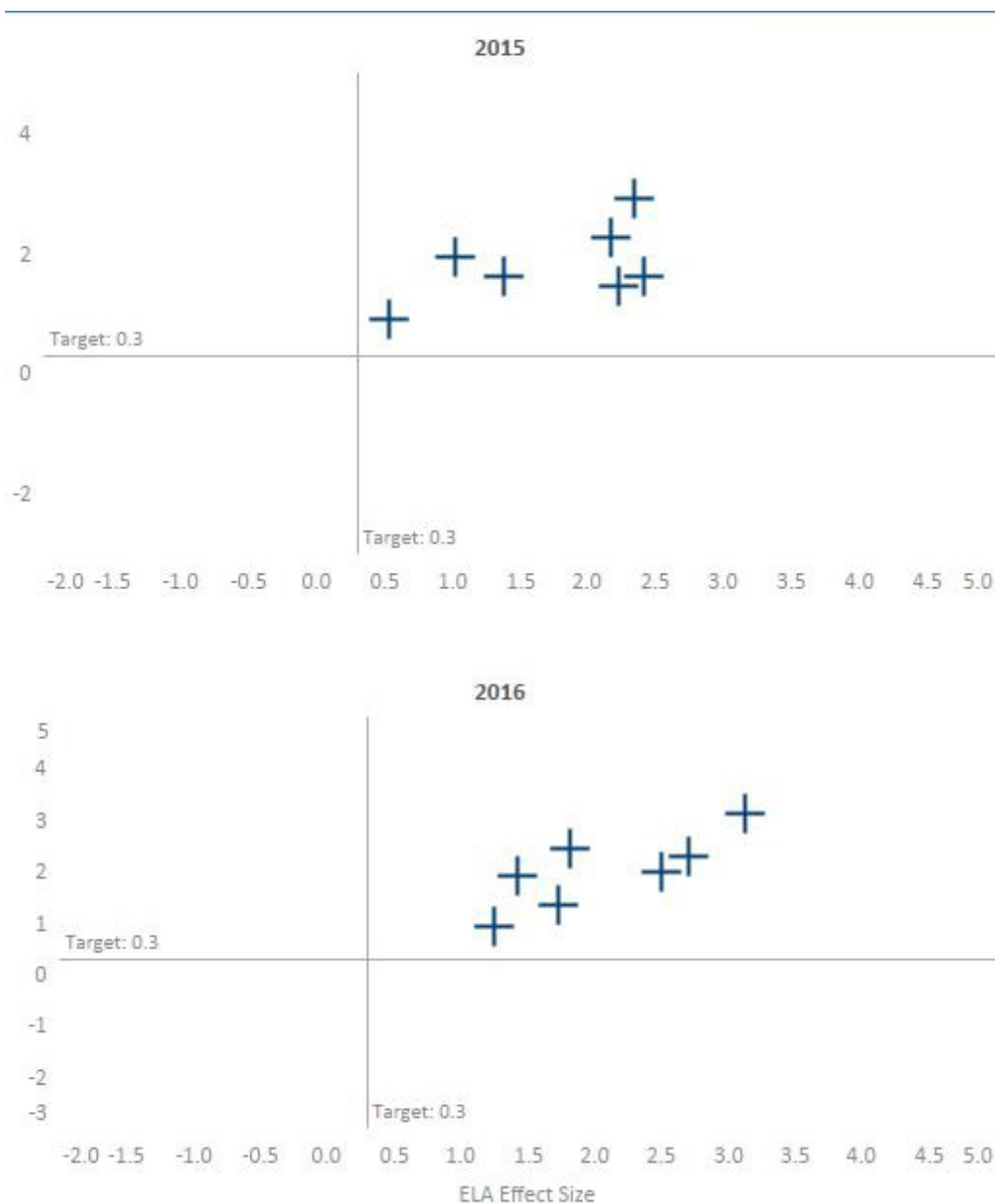
APPENDIX E: Education Corporation Overview

ELA AND MATH EFFECT SIZE SCATTER PLOTS 2012-13 THROUGH 2013-14



The charts compare a school's ELA and math Effect Sizes over each year for which data are available during the charter term. An effect size measures school performance in comparison to other schools statewide enrolling students with similar proportions of economic disadvantage. Schools with an ELA or math effect size that is less than 0 performed lower than expected based on the economic disadvantage statistic. Schools posting an effect size greater than 0 but less than 0.3 perform about the same as the comparison schools. Schools with an ELA or math effect size greater than 0.3 (SUNY's performance target for the measure) outperformed similar schools statewide to a meaningful degree, while schools with effect sizes greater than 0.8 perform higher than expected to a large degree.

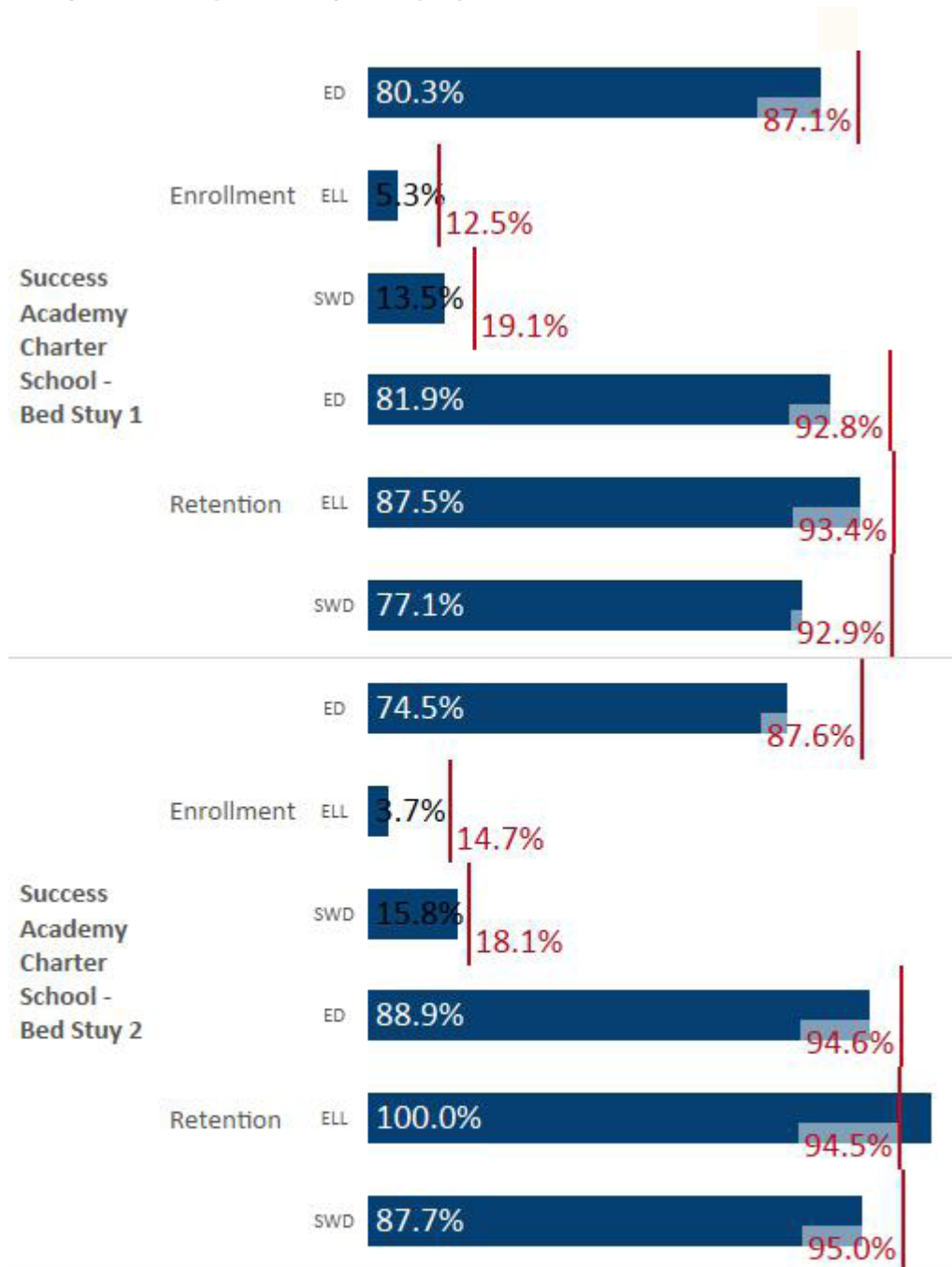
ELA AND MATH EFFECT SIZE SCATTER PLOTS 2014-15 THROUGH 2015-16



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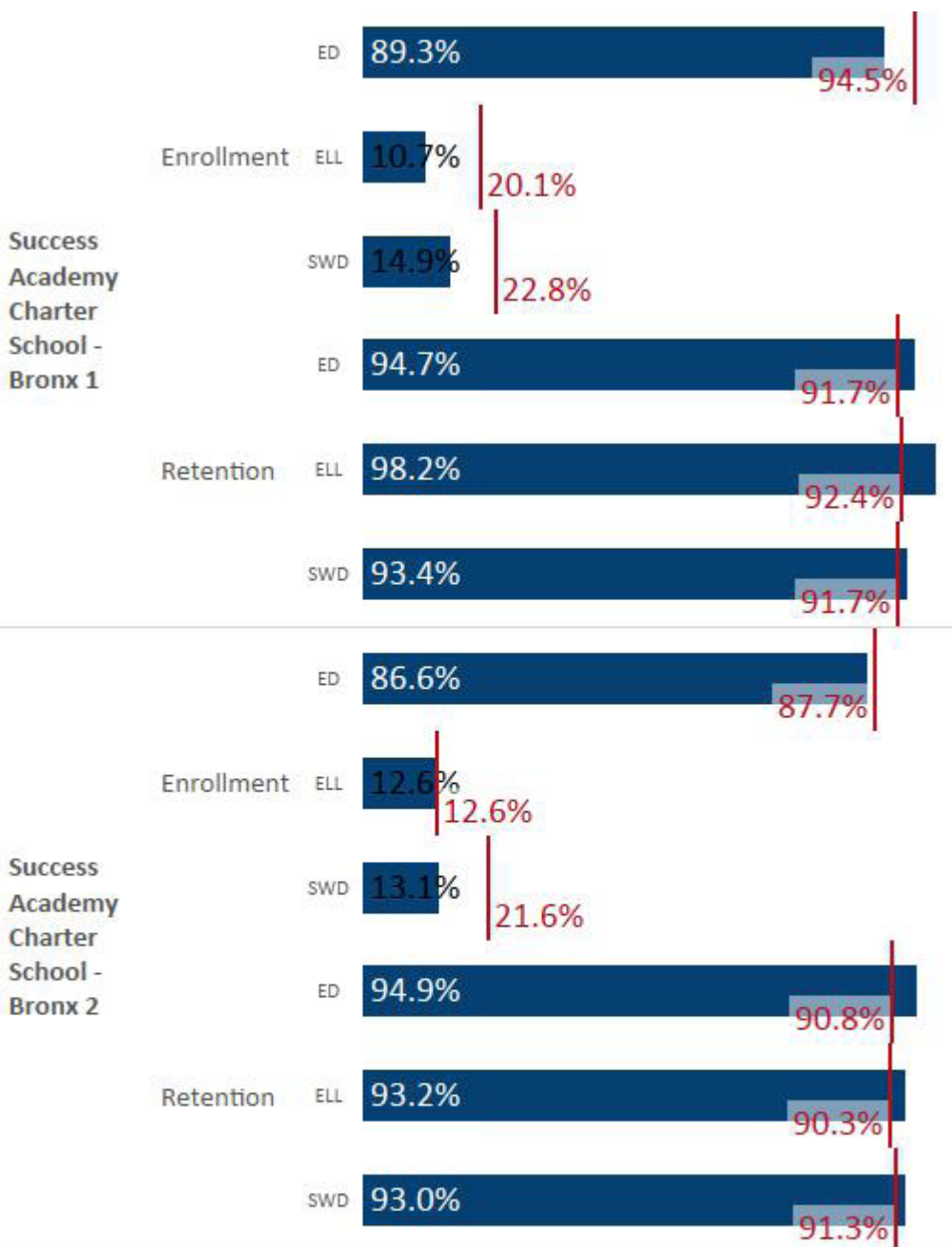
APPENDIX E: Education Corporation Overview

ENROLLMENT AND RETENTION TARGETS



The chart illustrates the **current enrollment and retention percentages** against the **enrollment and retention targets** for each operating school in the ed corp. As required by Education Law § 2851(4)(e), a school must include in its renewal application information regarding the efforts it has, and will, put in place to meet or exceed SUNY's enrollment and retention targets for students with disabilities, ELL, and FRPL students. This analysis is based on the 2015-16 enrollment and retention data supplied to the Institute by the network.

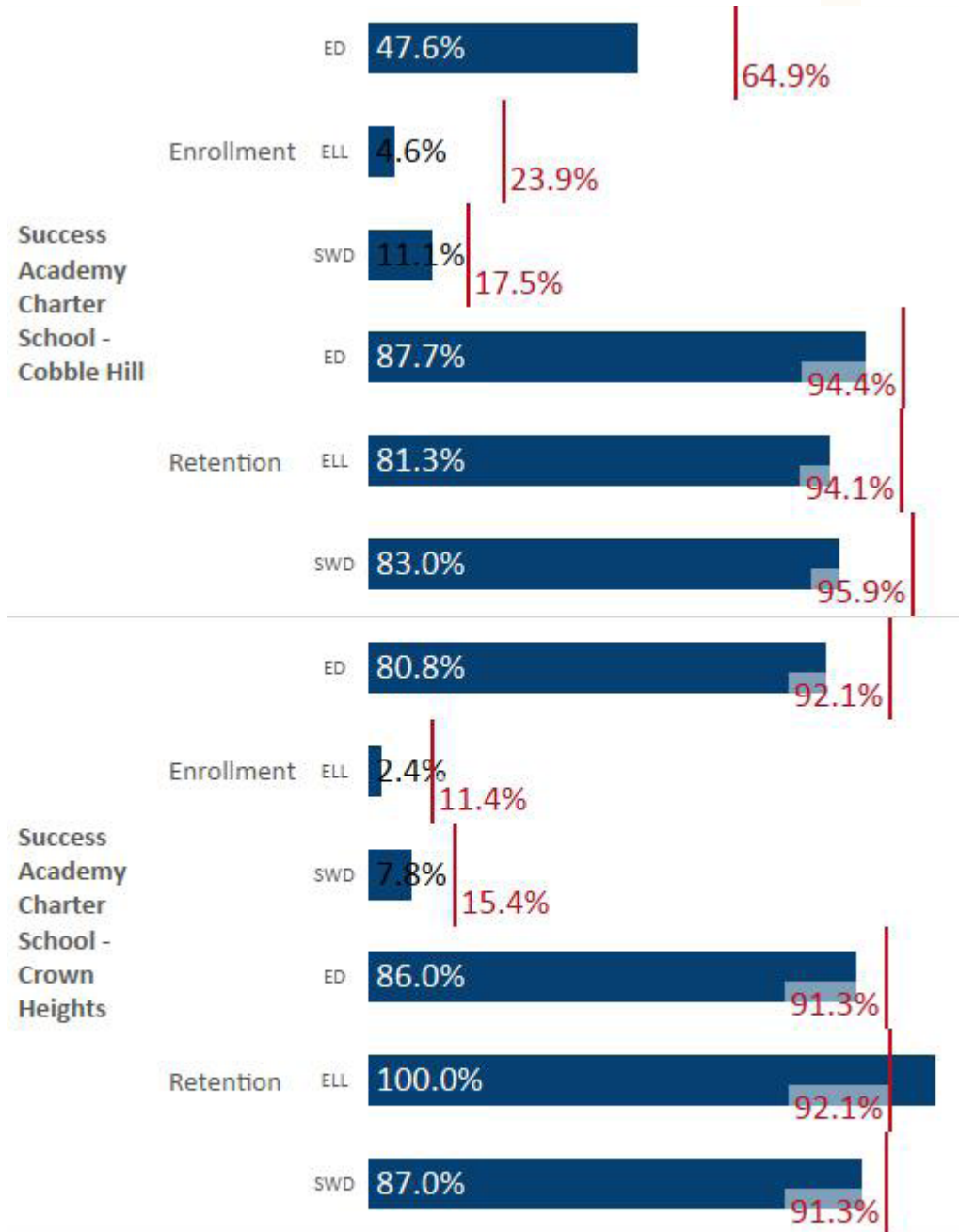
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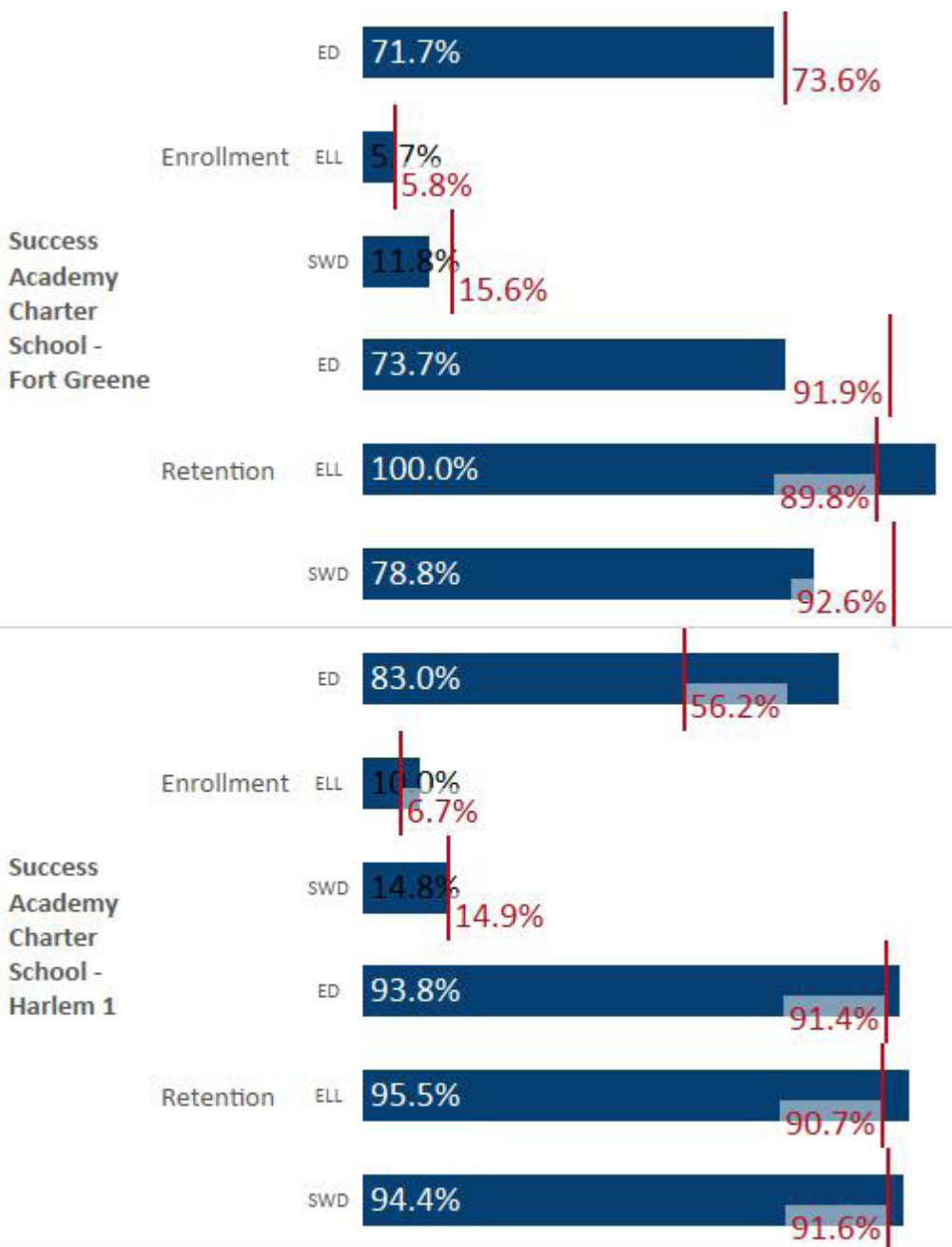
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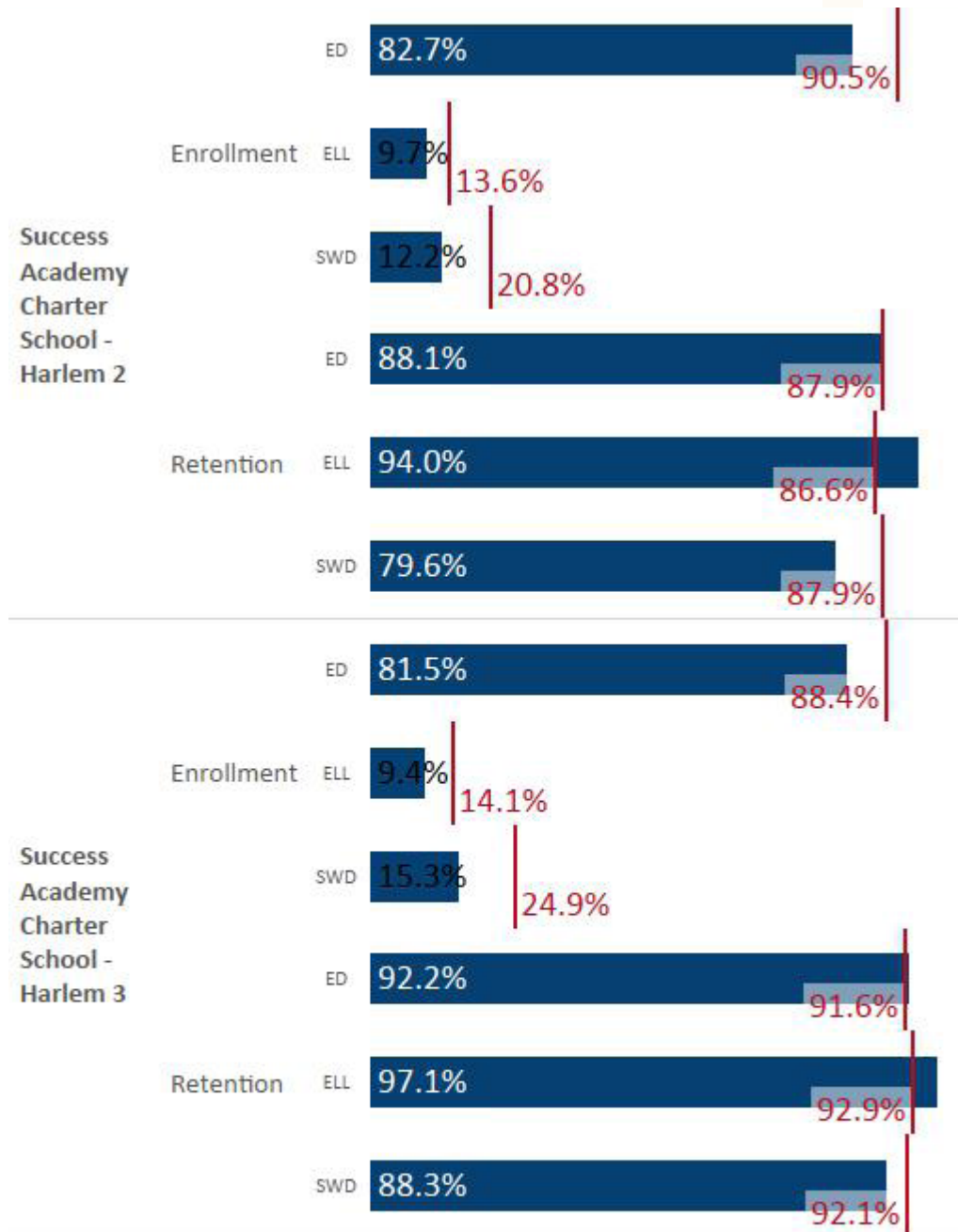
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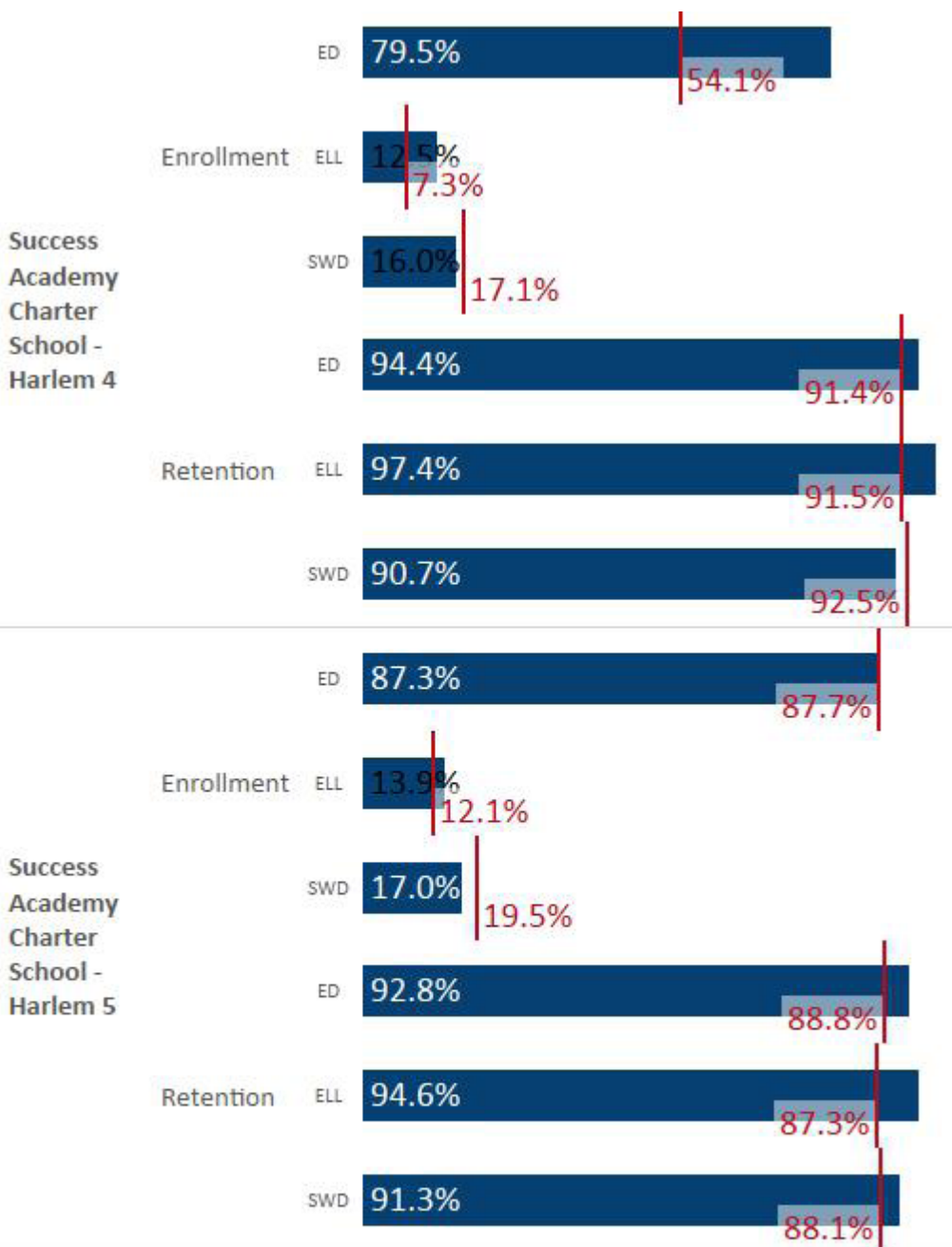
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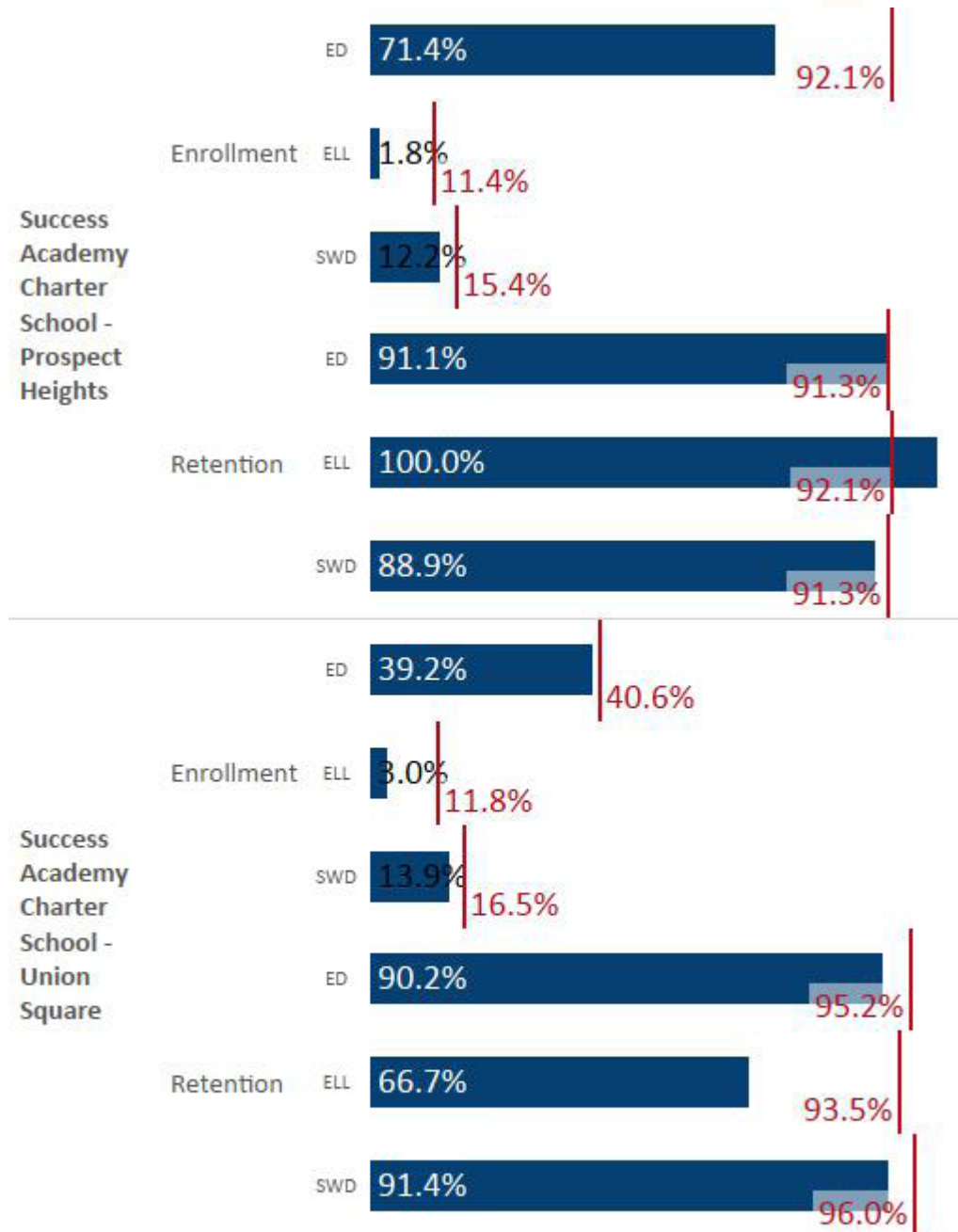
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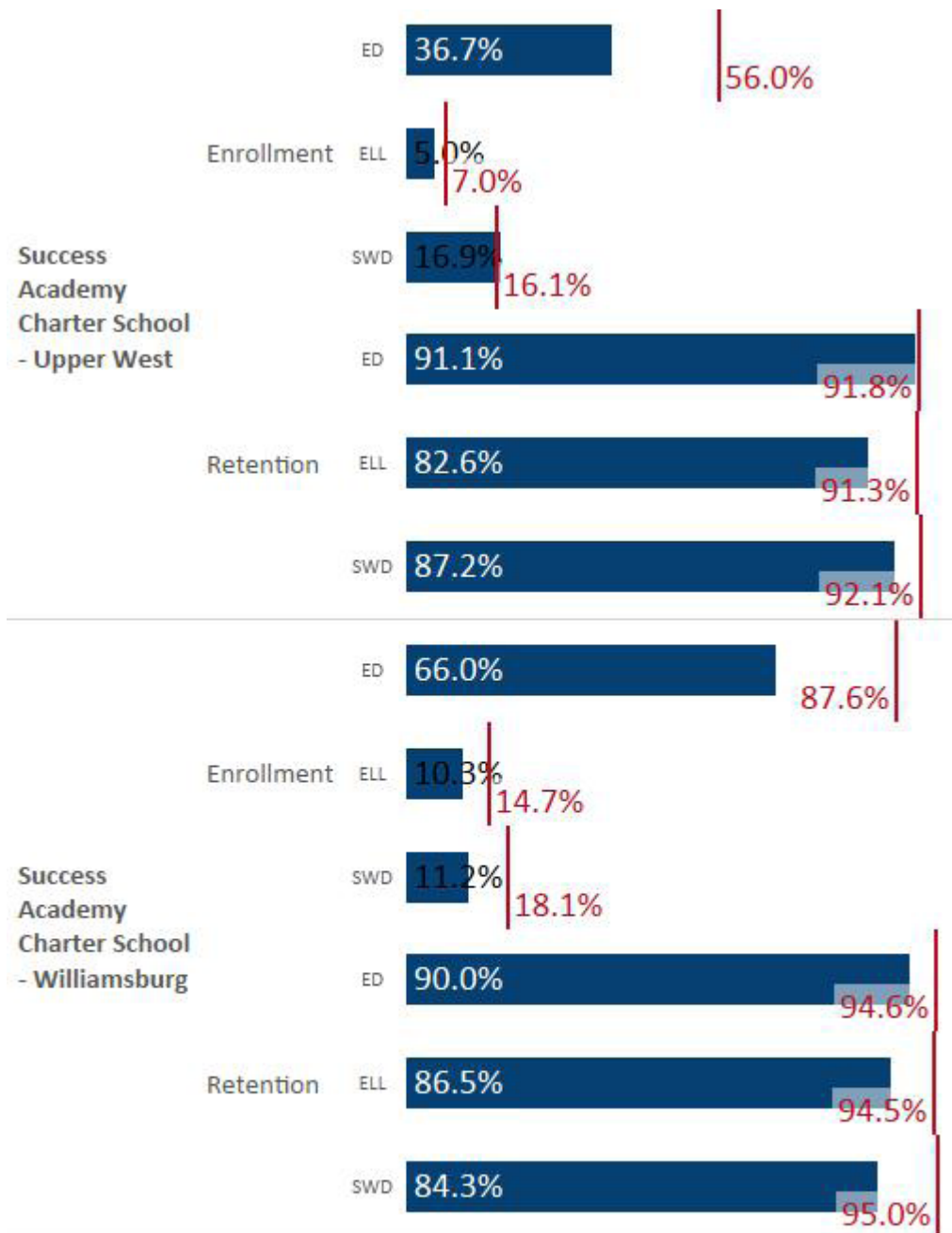
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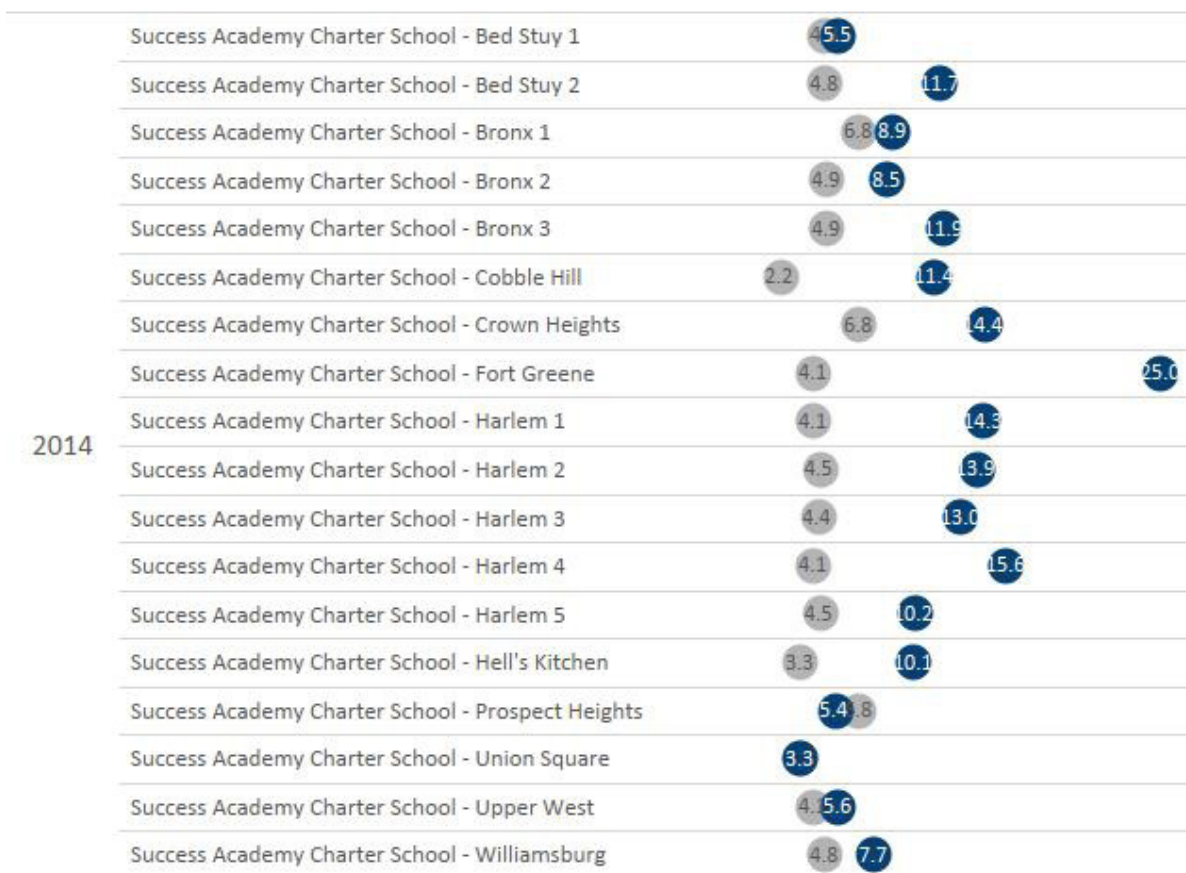
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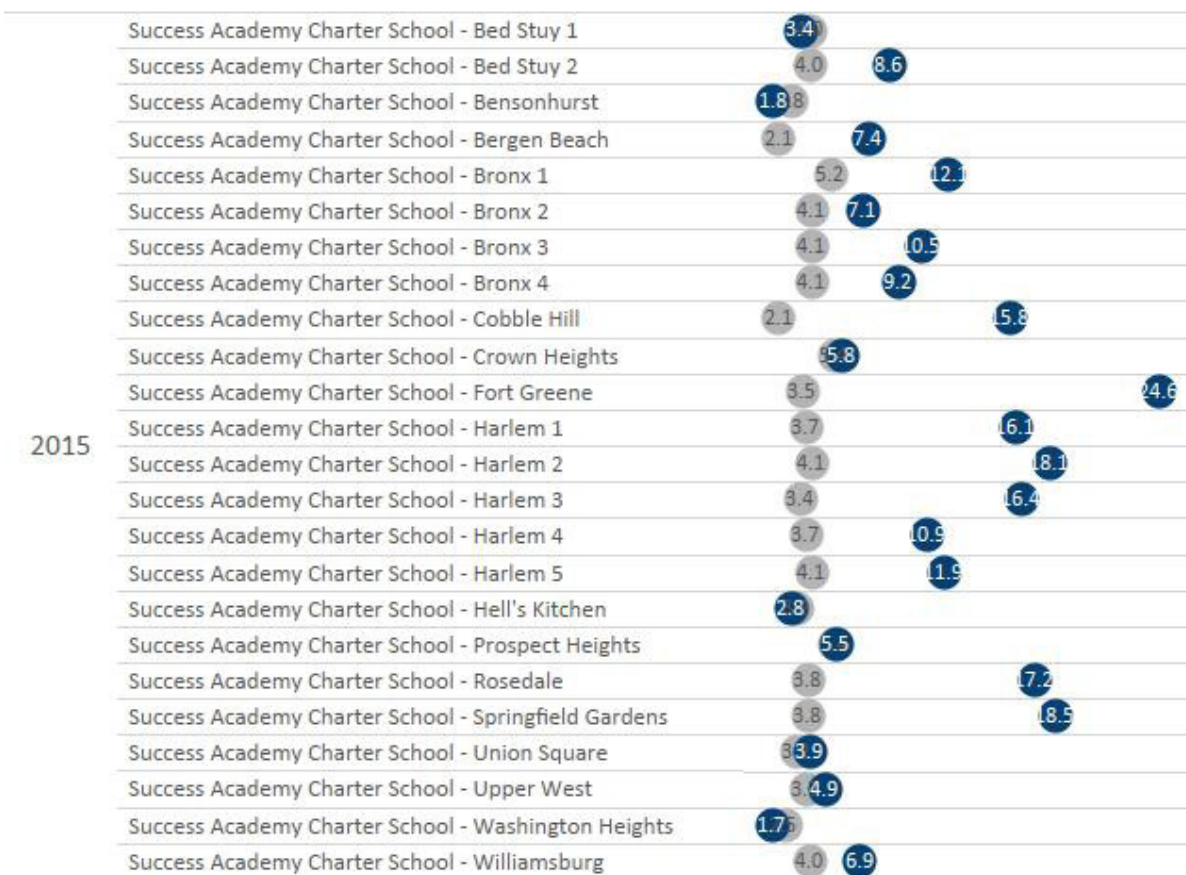
Suspensions: Success Academy Charter Schools' out of school suspension rate and the district overall suspension rate.



ALTHOUGH COMMUNITY SCHOOL DISTRICT (“CSD”) AND SCHOOL SUSPENSION RATES ARE PRESENTED ON THE SAME GRAPH, A DIRECT COMPARISON BETWEEN THE RATES IS NOT POSSIBLE BECAUSE AVAILABLE CSD DATA INCLUDES KINDERGARTEN THROUGH 12TH GRADES AND SCHOOL DATA INCLUDES ONLY THE GRADES SERVED BY THE SCHOOL. THE PERCENTAGE RATE SHOWN HERE IS CALCULATED USING THE METHOD EMPLOYED BY THE NEW YORK CITY DEPARTMENT OF EDUCATION: THE TOTAL THE NUMBER OF STUDENTS RECEIVING AN OUT OF SCHOOL SUSPENSION AT ANY TIME DURING THE SCHOOL YEAR IS DIVIDED BY THE TOTAL ENROLLMENT, THEN MULTIPLIED BY 100.

During the school year ending in 2014, Success Academy schools expelled 0 students.

Suspensions: Success Academy Charter Schools' out of school suspension rate and the district overall suspension rate.

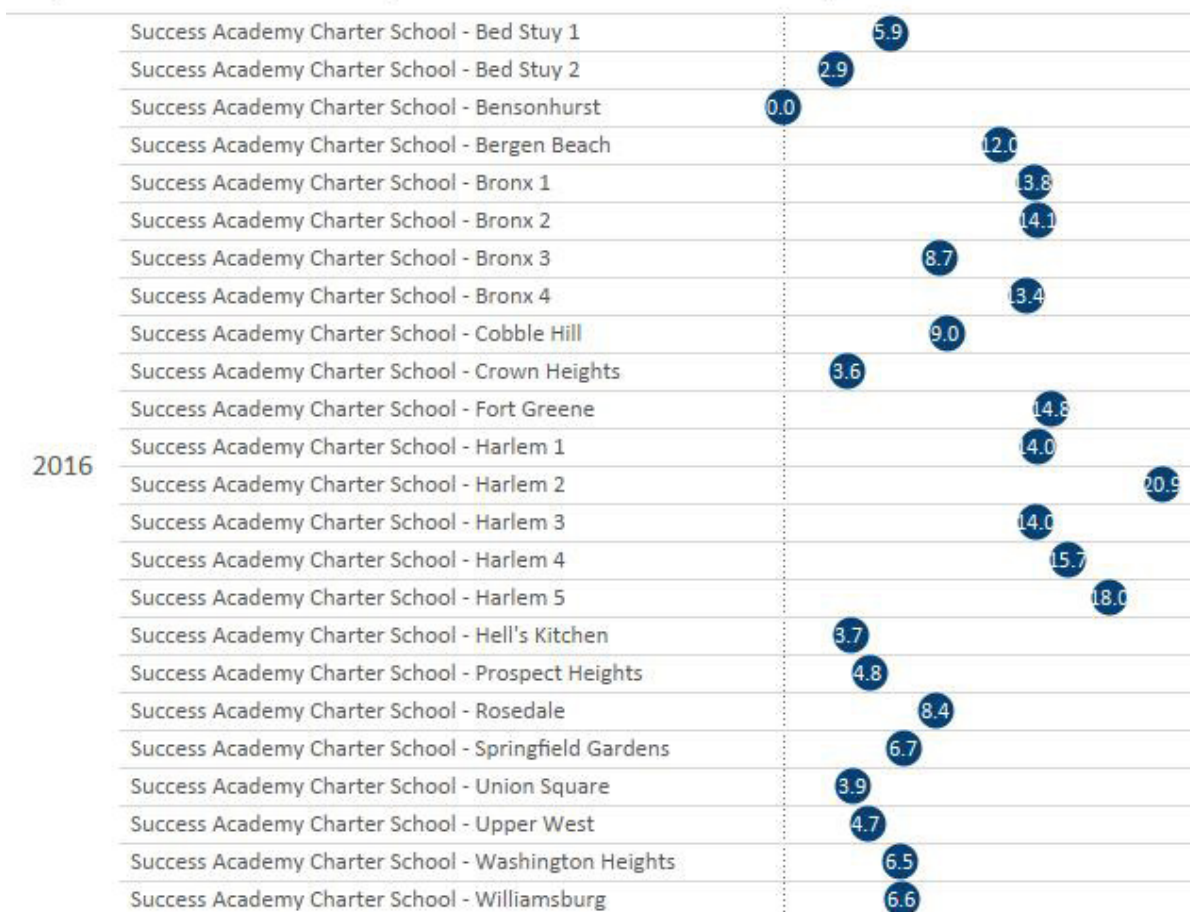


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During the school year ending in 2015, Success Academy schools expelled 1 student.

APPENDIX E: Education Corporation Overview

Suspensions: Success Academy Charter Schools' out of school suspension rate.



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During the school year ending in 2016, Success Academy schools expelled 0 students.

PERSISTENCE IN ENROLLMENT

2015-16	90.1%
2014-15	89.3%
2013-14	91.0%

Persistence in enrollment illustrates the percentage of students not scheduled to age out of the school who re-enroll from the previous year. The Institute derived the statistical information on enrollment persistence from its database. No comparative data from NYCDOE or NYSED is available to the Institute to provide either district wide or by CSD context. As such, the information presented is for information purposes but does not allow for comparative analysis.



APPENDIX F: Education Corporation Fiscal Dashboard

SUCCESS ACADEMY CHARTER SCHOOLS - NYC (MERGED)

SCHOOL INFORMATION

BALANCE SHEET

Assets

Current Assets

Cash and Cash Equivalents - GRAPH 1
Grants and Contracts Receivable
Accounts Receivable
Prepaid Expenses
Contributions and Other Receivables

Total Current Assets - GRAPH 1

Property, Building and Equipment, net

Other Assets

Total Assets - GRAPH 1

Liabilities and Net Assets

Current Liabilities

Accounts Payable and Accrued Expenses
Accrued Payroll and Benefits
Deferred Revenue
Current Maturities of Long-Term Debt
Short Term Debt - Bonds, Notes Payable
Other

Total Current Liabilities - GRAPH 1

L-T Debt and Notes Payable, net current maturities

Total Liabilities - GRAPH 1

Net Assets

Unrestricted
Temporarily restricted

Total Net Assets

Total Liabilities and Net Assets

ACTIVITIES

Operating Revenue

Resident Student Enrollment
Students with Disabilities

Grants and Contracts

State and local
Federal - Title and IDEA
Federal - Other
Other

Food Service/Child Nutrition Program

Total Operating Revenue

Expenses

Regular Education
SPED
Regular Education & SPED (combined)
Other

Total Program Services

Management and General
Fundraising

Total Expenses - GRAPHS 2, 3 & 4

Surplus / (Deficit) From School Operations

Support and Other Revenue

Contributions
Fundraising
Miscellaneous Income
Net assets released from restriction

Total Support and Other Revenue

Total Unrestricted Revenue

Total Temporarily Restricted Revenue

Total Revenue - GRAPHS 2 & 3

Change in Net Assets

Net Assets - Beginning of Year - GRAPH 2

Prior Year Adjustment(s)

Net Assets - End of Year - GRAPH 2

			MERGED	MERGED	MERGED
	2010-11	2011-12	2012-13	2013-14	2014-15
Cash and Cash Equivalents - GRAPH 1	-	-	4,983,066	5,630,445	4,070,877
Grants and Contracts Receivable	-	-	1,860,018	2,921,408	8,283,986
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	1,710,515	2,823,903	4,090,345
Contributions and Other Receivables	-	-	-	-	-
Total Current Assets - GRAPH 1	-	-	8,553,599	11,375,756	16,445,208
Property, Building and Equipment, net	-	-	3,985,758	10,153,572	24,818,614
Other Assets	-	-	11,522,347	3,234,700	350,002
Total Assets - GRAPH 1	-	-	24,061,704	24,764,028	41,613,824

Accounts Payable and Accrued Expenses	-	-	308,817	480,918	2,244,130
Accrued Payroll and Benefits	-	-	-	601,603	48,333
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	2,153,385	2,915,862	7,805,703
Total Current Liabilities - GRAPH 1	-	-	2,462,202	3,998,383	10,098,166
L-T Debt and Notes Payable, net current maturities	-	-	1,450,000	2,700,000	8,500,000
Total Liabilities - GRAPH 1	-	-	3,912,202	6,698,383	18,598,166

Unrestricted	-	-	20,149,502	17,405,645	22,795,658
Temporarily restricted	-	-	-	660,000	220,000
Total Net Assets	-	-	20,149,502	18,065,645	23,015,658
Total Liabilities and Net Assets	-	-	24,061,704	24,764,028	41,613,824

Resident Student Enrollment	-	-	41,017,028	55,929,750	122,210,419
Students with Disabilities	-	-	-	4,375,139	10,728,685

State and local	-	-	314,515	-	-
Federal - Title and IDEA	-	-	3,308,294	1,889,190	4,139,842
Federal - Other	-	-	-	2,086,502	4,805,683
Other	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	-
Total Operating Revenue	-	-	44,639,837	64,280,581	141,884,629

Regular Education	-	-	30,095,202	47,634,229	117,611,180
SPED	-	-	7,447,352	6,495,579	16,037,881
Regular Education & SPED (combined)	-	-	-	-	-
Other	-	-	-	-	-
Total Program Services	-	-	37,542,554	54,129,808	133,649,061
Management and General	-	-	8,442,962	13,199,157	10,701,909
Fundraising	-	-	-	-	-
Total Expenses - GRAPHS 2, 3 & 4	-	-	45,985,516	67,328,965	144,350,970

Surplus / (Deficit) From School Operations	-	-	(1,345,679)	(3,048,384)	(2,466,341)
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Contributions	-	-	270,652	1,137,910	2,548,977
Fundraising	-	-	-	-	-
Miscellaneous Income	-	-	51,690	36,927	7,516
Net assets released from restriction	-	-	-	-	-
Total Support and Other Revenue	-	-	322,342	1,174,837	2,556,493

Total Unrestricted Revenue	-	-	44,962,179	64,795,418	144,881,122
Total Temporarily Restricted Revenue	-	-	-	660,000	(440,000)
Total Revenue - GRAPHS 2 & 3	-	-	44,962,179	65,455,418	144,441,122

Change in Net Assets	-	-	(1,023,337)	(1,873,547)	90,152
Net Assets - Beginning of Year - GRAPH 2	-	-	21,172,839	20,149,500	22,925,506
Prior Year Adjustment(s)	-	-	-	-	-
Net Assets - End of Year - GRAPH 2	-	-	20,149,502	18,275,953	23,015,658

SUCCESS ACADEMY CHARTER SCHOOLS - NYC (MERGED)

SCHOOL INFORMATION - (Continued)

Functional Expense Breakdown

Personnel Service
Administrative Staff Personnel
Instructional Personnel
Non-Instructional Personnel
Personnel Services (Combined)
Total Salaries and Staff
Fringe Benefits & Payroll Taxes
Retirement
Management Company Fees
Building and Land Rent / Lease
Staff Development
Professional Fees, Consultant & Purchased Services
Marketing / Recruitment
Student Supplies, Materials & Services
Depreciation
Other

2010-11	2011-12	2012-13	2013-14	2014-15
-	-	-	-	4,871,981
-	-	-	-	64,270,955
-	-	-	-	-
-	-	23,085,127	32,608,159	-
-	-	23,085,127	32,608,159	69,142,936
-	-	5,314,524	6,789,542	13,842,538
-	-	-	-	1,438,557
-	-	5,632,591	8,389,463	18,323,033
-	-	-	-	-
-	-	612,312	1,277,601	1,883,087
-	-	161,247	536,383	1,704,919
-	-	2,060,051	1,858,928	3,154,593
-	-	3,180,756	5,816,891	11,303,770
-	-	1,753,768	3,247,644	10,154,458
-	-	4,185,140	7,359,695	13,403,079
-	-	45,985,516	67,884,306	144,350,970

Total Expenses

SCHOOL ANALYSIS

ENROLLMENT

Chartered Enroll
Revised Enroll
Actual Enroll - **GRAPH 4**
Chartered Grades
Revised Grades

2010-11	2011-12	2012-13	2013-14	2014-15
-	-	4,075	7,088	9,854
-	-	-	-	-
-	-	3,425	6,365	8,715
-	-	-	-	-
-	-	-	-	-

Primary School District:

Per Pupil Funding (Weighted Avg of All Districts)
Increase over prior year

-	-	13,527	13,527	13,527
0.0%	0.0%	100.0%	0.0%	0.0%

PER STUDENT BREAKDOWN

Revenue

Operating
Other Revenue and Support
TOTAL - GRAPH 3

-	-	13,034	10,099	16,281
-	-	94	185	293
-	-	13,128	10,284	16,574

Expenses

Program Services
Management and General, Fundraising
TOTAL - GRAPH 3
% of Program Services
% of Management and Other

-	-	10,961	8,504	15,336
-	-	2,465	2,074	1,228
-	-	13,426	10,578	16,564
0.0%	0.0%	81.6%	80.4%	92.6%
0.0%	0.0%	18.4%	19.6%	7.4%
0.0%	0.0%	-2.2%	-2.8%	0.1%

% of Revenue Exceeding Expenses - GRAPH 5

Student to Faculty Ratio

-	-	-	-	-
---	---	---	---	---

Faculty to Admin Ratio

-	-	-	-	-
---	---	---	---	---

Financial Responsibility Composite Scores - GRAPH 6

Score
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 /
Fiscally Needs Monitoring < 1.0

0.0	0.0	2.5	1.9	1.6
N/A	N/A	Fiscally Strong	Fiscally Strong	Fiscally Strong

Working Capital - GRAPH 7

Net Working Capital
As % of Unrestricted Revenue
Working Capital (Current) Ratio Score
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)

0	0	6,091,397	7,377,373	6,347,042
0.0%	0.0%	13.5%	11.4%	4.4%
0.0	0.0	3.5	2.8	1.6
N/A	N/A	LOW	MEDIUM	MEDIUM
N/A	N/A	Excellent	Good	Good

Quick (Acid Test) Ratio

Score
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)

0.0	0.0	2.8	2.1	1.2
N/A	N/A	LOW	MEDIUM	MEDIUM
N/A	N/A	Excellent	Good	Good

Debt to Asset Ratio - GRAPH 7

Score
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

0.0	0.0	0.2	0.3	0.4
N/A	N/A	LOW	LOW	LOW
N/A	N/A	Excellent	Excellent	Excellent

Months of Cash - GRAPH 8

Score
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

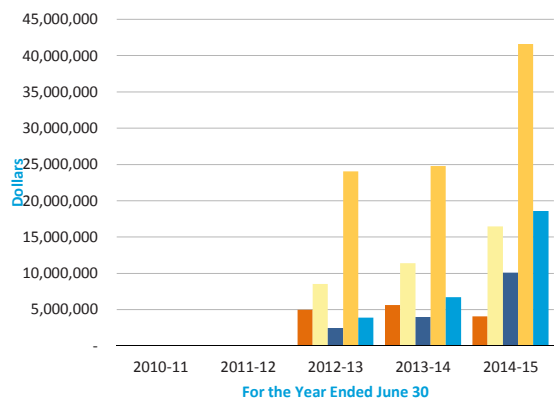
0.0	0.0	1.3	1.0	0.3
N/A	N/A	MEDIUM	MEDIUM	HIGH
N/A	N/A	Good	Good	Poor

APPENDIX F: Education Corporation Fiscal Dashboard

SUCCESS ACADEMY CHARTER SCHOOLS - NYC (MERGED)

GRAPH 1

Cash, Assets and Liabilities

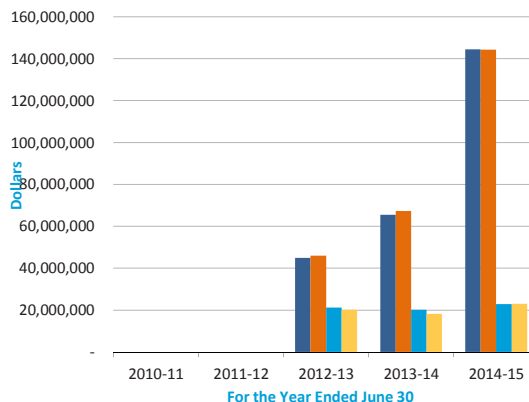


■ Cash ■ Current Assets ■ Current Liabilities ■ Total Assets ■ Total Liabilities

This chart illustrates the relationship between assets and liabilities and to what extent cash reserves makes up current assets. Ideally for each subset, subsets 2 thru 4, (i.e. current assets vs. current liabilities), the column on the left is taller than the immediate column on the right; and, generally speaking, the bigger that gap, the better.

GRAPH 2

Revenue, Expenses and Net Assets

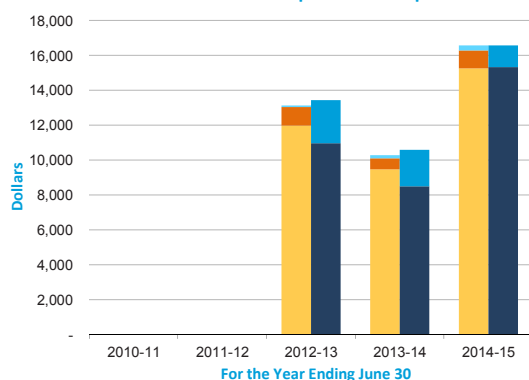


■ Revenue ■ Expenses ■ Net Assets - Beginning ■ Net Assets - Ending

This chart illustrates total revenue and expenses each year and the relationship those subsets have on the increase/decrease of net assets on a year-to-year basis. Ideally subset 1, revenue, will be taller than subset 2, expenses, and as a result subset 3, net assets - beginning, will increase each year building a more fiscally viable school.

GRAPH 3

Revenue & Expenses Per Pupil

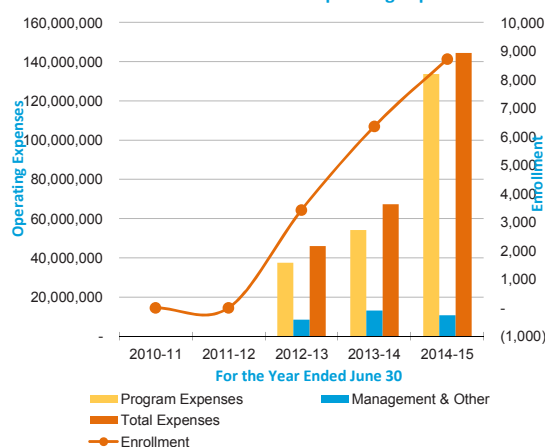


■ Rev. - Reg. & Special ED ■ Rev. - Other Support ■ Rev. - Other Program ■ Exp. - Reg. & Special ED ■ Exp. - Mngmt. & Other ■ Exp. - Other Program

This chart illustrates the breakdown of revenue and expenses on a per pupil basis. Caution should be exercised in making school-by-school comparisons since schools serving different missions or student populations are likely to have substantially different educational cost bases. Comparisons with similar schools with similar dynamics are most valid.

GRAPH 4

Enrollment vs. Operating Expenses



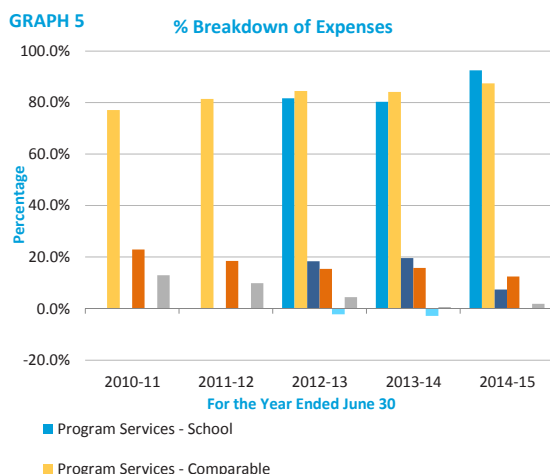
■ Program Expenses ■ Management & Other ■ Total Expenses ■ Enrollment

This chart illustrates to what extent the school's operating expenses have followed its student enrollment pattern. A baseline assumption that this data tests is that operating expenses increase with each additional student served. This chart also compares and contrasts growth trends of both, giving insight into what a reasonable expectation might be in terms of economies of scale.

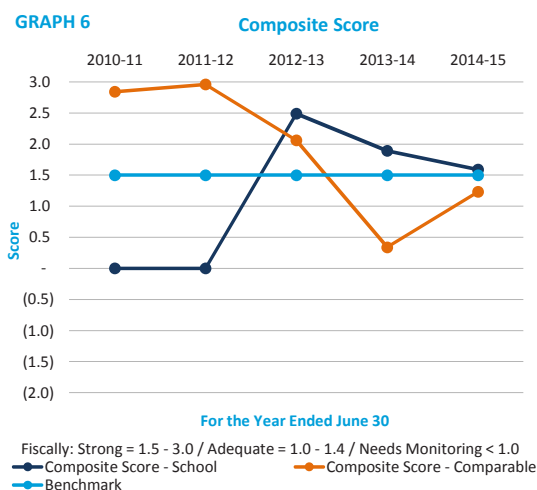
SUCCESS ACADEMY CHARTER SCHOOLS - NYC (MERGED)

Comparable School, Region or Network: New York City & Long Island Schools (Excluding Closed Schools)

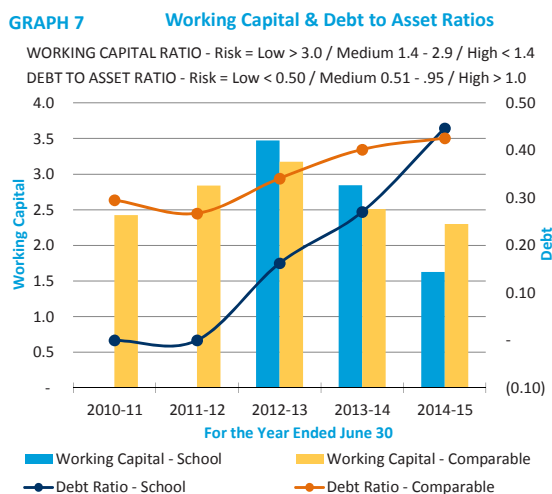
* Average = Average - 5 Yrs. OR Charter Term



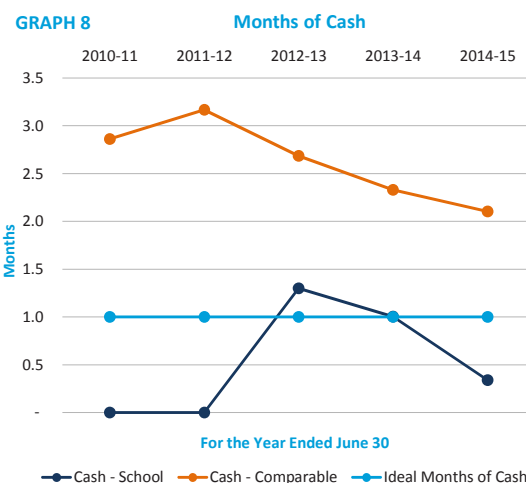
This chart illustrates the percentage expense breakdown between program services and management & others as well as the percentage of revenues exceeding expenses. Ideally the percentage expense for program services will far exceed that of the management & other expense. The percentage of revenues exceeding expenses should not be negative. Similar caution, as mentioned on GRAPH 3, should be used in comparing schools.



This chart illustrates a school's composite score based on the methodology developed by the United States Department of Education (USDOE) to determine whether private not-for-profit colleges and universities are financially strong enough to participate in federal loan programs. These scores can be valid for observing the fiscal trends of a particular school and used as a tool to compare the results of different schools.



This chart illustrates Working Capital and Debt to Asset Ratios. The Working Capital ratio indicates if a school has enough short-term assets to cover its immediate liabilities/short term debt. The Debt to Asset ratio indicates what proportion of debt a school has relative to its assets. The measure gives an idea to the leverage of the school along with the potential risks the school faces in



This chart illustrates how many months of cash the school has in reserves. This metric is to measure solvency – the school's ability to pay debts and claims as they come due. This gives some idea of how long a school could continue its ongoing operating costs without tapping into some other, non-cash form of financing in the event that revenues were to cease flowing to the school.

