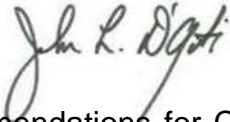





**TO:** P-12 Education Committee  
**FROM:** John L. D'Agati   
**SUBJECT:** Renewal Recommendations for Charter Schools Authorized by the New York City Department of Education Chancellor  
**DATE:** April 9, 2021

**AUTHORIZATION(S):** 

### **SUMMARY**

#### **Issue for Decision**

Should the Board of Regents approve the proposed renewal charters for the following charter schools authorized by the New York City Department of Education Chancellor pursuant to Article 56 of the Education Law (the New York Charter Schools Act):

1. **Brooklyn Scholars Charter School** (short-term, four-year renewal).
2. **John V. Lindsay Wildcat Academy Charter School** (full-term, five-year renewal and a revision to reduce the authorized enrollment from the currently approved 525 students to 425 students beginning in the 2021-2022 school year).

#### **Reason(s) for Consideration**

Required by State statute.

#### **Proposed Handling**

This question will come before the P-12 Education Committee at its April 2021 meeting, where it will be voted on and action taken. It will then come before the Full Board at its April 2021 meeting for final action.

## **Procedural History**

The New York City Department of Education Chancellor made the renewal recommendations being presented to the Board of Regents for approval and issuance as required by Article 56 of the Education Law.

## **Background Information**

The New York City Department of Education Chancellor and Board of Regents are bound by Article 56 of the Education Law regarding the criteria that can be considered in decision making pertaining to charter school renewals and revisions.

## **Related Regents Items**

### **Brooklyn Scholars Charter School**

January 2009 [Initial Charter](#)  
(<https://www.regents.nysed.gov/meetings/2009/2009-02-31>)

February 2014 [First Renewal](#)  
([https://www.regents.nysed.gov/common/regents/files/214p12a3Revised%5B1%5D\\_0.pdf](https://www.regents.nysed.gov/common/regents/files/214p12a3Revised%5B1%5D_0.pdf))

March 2016 [Second Renewal](#)  
(<https://www.regents.nysed.gov/common/regents/files/316p12a5.pdf>)

March 2017 [Revision to increase enrollment](#)  
(<https://www.regents.nysed.gov/common/regents/files/317p12a7.pdf>)

### **John V. Lindsay Wildcat Academy Charter School**

May 2000 Initial Charter  
(Not Available Electronically)

June 2005 [First Renewal](#)  
(<https://www.regents.nysed.gov/common/regents/files/documents/meetings/2005Meetings/June2005/0605emscvesida4.htm>)

July 2006 [Second Renewal](#)  
(<https://www.regents.nysed.gov/Summaries/0706summary>)

July 2008 [Third Renewal](#)  
(<https://www.regents.nysed.gov/meetings/2008/2008-07-43>)

June 2011 [Fourth Renewal](#)  
(<https://www.regents.nysed.gov/common/regents/files/documents/meetings/2011Meetings/June2011/611p12a2.pdf>)

March 2016 [Fifth Renewal](#)

(<https://www.regents.nysed.gov/common/regents/files/316p12a5.pdf> )

February 2008 [Revision to remove 8<sup>th</sup> Grade \) Program](#)

(<https://www.regents.nysed.gov/meetings/2008/2008-02-47>)

### **Recommendations**

It is recommended that the Board of Regents take the following action:

VOTED: That the Board of Regents finds that the **Brooklyn Scholars Charter School**: (1) meets the requirements set out in Article 56 of the Education Law, and all other applicable laws, rules and regulations; (2) the applicant can demonstrate the ability to operate the school in an educationally and fiscally sound manner; (3) granting the application is likely to improve student learning and achievement and materially further the purposes set out in subdivision two of Section twenty-eight hundred fifty of this article; and (4) granting the application would have a significant educational benefit to the students expected to attend the charter school, and the Board of Regents therefore approves the renewal application of the **Brooklyn Scholars Charter School** and that a renewal charter be issued, and that its provisional charter be extended for a term up through and including **June 30, 2025**.

VOTED: That the Board of Regents finds that the **John V. Lindsay Wildcat Academy Charter School**: (1) meets the requirements set out in Article 56 of the Education Law, and all other applicable laws, rules and regulations; (2) the applicant can demonstrate the ability to operate the school in an educationally and fiscally sound manner; (3) granting the application is likely to improve student learning and achievement and materially further the purposes set out in subdivision two of Section twenty-eight hundred fifty of this article; and (4) granting the application would have a significant educational benefit to the students expected to attend the charter school, and the Board of Regents therefore approves the renewal application of the **John V. Lindsay Wildcat Academy Charter School** and that a renewal charter be issued, and that its provisional charter be extended for a term up through and including **June 30, 2026**.

### **Timetable for Implementation**

The Regents action for the above-named charter schools will become effective July 1, 2021.

## Brooklyn Scholars Charter School

In accordance with Education Law, Article 56, Sections 2851(4) and 2852(2), and Commissioner’s Regulation 119.7, the **New York City Department of Education Chancellor recommends a short-term renewal for a period of four years for Brooklyn Scholars Charter School. The charter term would begin on July 1, 2021 and expire on June 30, 2025.**

### Charter School Summary

<b>Name of Charter School</b>	Brooklyn Scholars Charter School
<b>Board Chair</b>	Kevin Clark
<b>District of Location</b>	NYC CSD 19 <sup>1</sup>
<b>Initial Commencement of Instruction</b>	Fall 2009
<b>Charter Term(s)</b>	July 1, 2016 – June 30, 2021
<b>Current Term Authorized Grades / Authorized Enrollment</b>	K – Grade 8 / 704
<b>Proposed Renewal Term Authorized Grades / Proposed Authorized Enrollment</b>	K – Grade 8 / 704
<b>Comprehensive Management Service Provider</b>	National Heritage Academies
<b>Facilities</b>	2635 Linden Boulevard, Brooklyn, NY 11208 – Private Space
<b>Mission Statement</b>	<i>We believe children with a strong moral character and excellent college preparation will excel in any path they choose. We achieve this through our program built on the pillars of moral focus, academic excellence, personal responsibility and parental partnerships.</i>
<b>Key Design Elements</b>	<ul style="list-style-type: none"> <li>• Academic Excellence (with college bound focus)</li> <li>• Culture through character development</li> <li>• Accountability through parental partnerships, data-driven instruction, and student responsibility</li> </ul>
<b>Recommended Material Revisions</b>	None

Brooklyn Scholars Charter School (BSCS) is approaching or meeting most standards set forth in the New York City Department of Education Charter School Accountability Framework. The school is implementing the mission, key design elements, education program, and organizational plan set forth in the charter.

**Innovative and Noteworthy Programs:** The school has a partnership with the New York Hall of Science to develop content for all grades to incorporate science, technology, engineering, arts, and math (STEAM) concepts and develop critical thinking and problem-solving skills. The school also has a strong focus on character development, including a Moral Focus class, embedding character development curriculum into all contents, and offering multiple community service opportunities for students.

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<sup>1</sup> Twenty-three percent of all students residing in this district attend charter schools.

**Renewal Condition(s):**

- By June 30 of each year of the next charter term, the school must demonstrate growth in meeting the community school district of location’s enrollment rates for English Language Learners (ELLs) and ultimately meet the community school district of location’s enrollment rates by the end of the charter term.
- By June 30 of each year of the next charter term, the school must demonstrate growth in meeting the community school district of location’s enrollment rates for Students with Disabilities (SWDs) and ultimately meet the community school district of location enrollment rates by the end of the charter term.

**Table 1: Current Grade Levels and Authorized Enrollment**

	<b>Year 1 2016 to 2017</b>	<b>Year 2 2017 to 2018</b>	<b>Year 3 2018 to 2019</b>	<b>Year 4 2019 to 2020</b>	<b>Year 5 2020 to 2021</b>
<b>Grade Configuration</b>	K – Grade 8	K – Grade 8	K – Grade 8	K – Grade 8	K – Grade 8
<b>Total Authorized Enrollment</b>	704	704	704	704	704

**Table 2: Proposed Renewal Term Grade Levels and Proposed Enrollment**

	<b>Year 1 2021 to 2022</b>	<b>Year 2 2022 to 2023</b>	<b>Year 3 2023 to 2024</b>	<b>Year 4 2024 to 2025</b>
<b>Grade Configuration</b>	K – Grade 8	K – Grade 8	K – Grade 8	K – Grade 8
<b>Total Proposed Enrollment</b>	704	704	704	704

**Summary of Evidence for Renewal**

**Key Performance Area: Educational Success**

**Student Performance – Elementary/Middle School Outcomes**

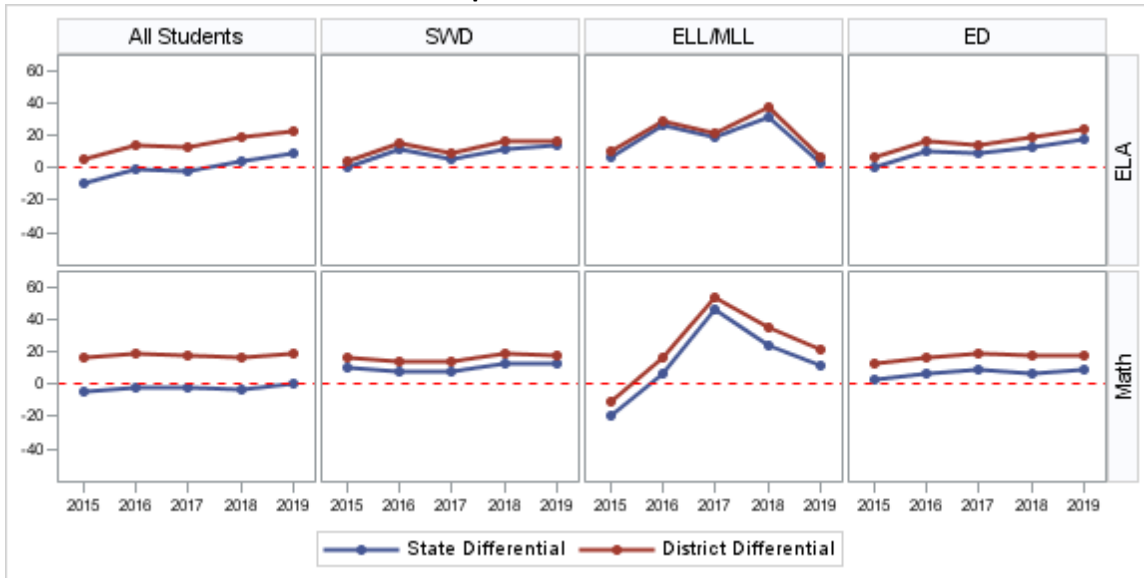
See Figure 1 regarding assessment proficiency in 3-8 math and ELA. See Table 3 below regarding 3-8 math and ELA exam aggregate and subgroup student performance compared to the district and State average. **According to the 2018-2019 school year ESEA accountability designations, BSCS is *In Good Standing*.**

**Academic Program for Elementary School/Middle School:** BSCS offers curricula and coursework aligned to New York State Next Generation learning standards in ELA, math, social studies and science. The school offers the Algebra I Regents Exam to 8<sup>th</sup> grade students; in both 2018-2019 and 2019-2020, 100 percent

of students tested passed the exam. The school also offers Spanish, art, music and physical education classes, as well as Moral Focus for character development.

**Academic Program for Students with Disabilities and English language learners (ELLs):** The school offers Integrated Co-Teaching (ICT) in all grades. The school provides Special Education Teacher Support Services (SETSS) for SWDs, as well as counseling. The school employs one ELL teacher to provide push in and pull out services for ELL students.

**Figure 1: Elementary/Middle School Assessment Proficiency State and District Differentials Over Time Comparison to NYC CSD 19**



**Table 3: Elementary/Middle School Assessment Proficiency Outcomes: Charter School, District & NYS**

		ELA					Math				
		Brooklyn Scholars CS	NYC CSD 19	Differential to District	NYS	Differential to NYS	Brooklyn Scholars CS	NYC CSD 19	Differential to District	NYS	Differential to NYS
All Students	2014-2015	21%	16%	+5	31%	-10	34%	18%	+16	38%	-4
	2015-2016	37%	23%	+14	38%	-1	37%	18%	+19	39%	-2
	2016-2017	38%	25%	+13	40%	-2	38%	20%	+18	40%	-2
	2017-2018	49%	30%	+19	45%	+4	42%	25%	+17	45%	-3
	2018-2019	54%	31%	+23	45%	+9	47%	28%	+19	47%	0
SWD	2014-2015	8%	4%	+4	7%	+1	22%	6%	+16	12%	+10
	2015-2016	20%	5%	+15	9%	+11	20%	6%	+14	12%	+8
	2016-2017	16%	7%	+9	11%	+5	22%	8%	+14	14%	+8
	2017-2018	27%	11%	+16	16%	+11	30%	11%	+19	17%	+13
	2018-2019	29%	12%	+17	15%	+14	30%	12%	+18	17%	+13
ELL	2014-2015	17%	7%	+10	11%	+6	0%	11%	-11	20%	-20
	2015-2016	43%	14%	+29	16%	+27	29%	13%	+16	23%	+6
	2016-2017	33%	11%	+22	14%	+19	67%	13%	+54	21%	+46
	2017-2018	57%	20%	+37	26%	31	54%	19%	+35	30%	+24
	2018-2019	29%	22%	+7	26%	+3	44%	23%	+21	32%	+12
ED	2014-2015	21%	15%	+6	21%	0	30%	17%	+13	27%	+3
	2015-2016	37%	21%	+16	27%	+10	34%	17%	+17	28%	+6
	2016-2017	38%	24%	+14	29%	+9	38%	19%	+19	29%	+9
	2017-2018	48%	29%	+19	35%	+13	41%	23%	+18	34%	+7
	2018-2019	54%	30%	+24	36%	+18	45%	27%	+18	36%	+9

**Key Performance Area: Organizational Soundness**

**Financial Condition**

BSCS appears to be in sound financial condition as evidenced by performance on key indicators derived from the school’s independently audited financial statements.

NYCDOE reviews the financial performance and management of charter schools using quantitative and qualitative methods. Near-term indicators, such as the current ratio and unrestricted days cash, are measures of liquidity and of the charter school’s capacity to maintain operations. Long-term indicators,

such as total margin and debt-to asset ratio, are measures of the charter school's capacity to remain viable and to meet financial obligations.<sup>2</sup>

## **Financial Management**

NYCDOE reviewed BSCS's audited financial statements from 2016-2017, 2017-2018, 2018-2019 and 2019-2020 to determine whether the independent auditor observed sufficient internal controls over financial reporting. The auditor did not identify any deficiencies in internal controls that could be considered material weaknesses in any of the aforementioned years.

## **Key Performance Area: Faithfulness to the Charter and Law**

### **Enrollment, Recruitment, and Retention**

Despite efforts toward increasing the percentage of at-risk students enrolled, the school is not meeting its targets for students with disabilities (SWDs) and ELL students; the school is meeting its target for economically disadvantaged (ED) students (see Table 4 below).

The school is making good faith efforts to recruit, serve, and retain at-risk students but needs to review these efforts to ensure compliance with enrollment targets.<sup>3</sup> The school has an enrollment preference for ELL students and is currently considering adding an enrollment preference for SWDs, among other strategies. Efforts to recruit and retain students in the ED, ELL, and SWD populations include:

- Targeting existing community hubs known to serve families new to the United States;
- Working with trusted community partners such as Camba, COPO, Allama Iqbal Community Center, and Arab-American Family Support Center; and
- Adjusting and translating advertising to highlight services for special-needs families and ELL families.

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<sup>2</sup> These rigorous indicators of fiscal soundness are aligned with those recommended by the National Association of Charter School Authorizers.

<sup>3</sup> Education Law §2854(2)(a) requires that schools demonstrate good faith efforts to attract and retain a comparable or greater enrollment of students with disabilities, FRPL-eligible students and English language learners when compared to the enrollment figures for such students in the school district in which the charter is located. SUNY and the Regents were charged with setting specific enrollment and retention targets for each charter school and have done so (Education Law §2852(9-a)(b)(i)). All charter schools that were initially chartered after August 2010 or renewed after January 1, 2011 are expected to meet or exceed the enrollment and retention targets set by the Regents and SUNY. When submitting an application for renewal of the charter, schools are required to provide information detailing the means by which they will meet the enrollment and retention targets (Education Law §2851(4)(e)), and this information is considered by the Regents in the review of the school's performance over the charter term. A school's plan to change its enrollment practices, whether by weighting the lottery or preferencing, may also be considered when determining whether the school will meet the targets in the upcoming charter term. A school's repeated failure to meet or exceed its enrollment and retention targets, when combined with a failure to show that extensive efforts to meet the targets have been made, may be cause for termination or revocation of the charter, pursuant to Section Education Law §2855(1)(e).



**Table 4: Subgroup Enrollment: Students with Disabilities, ELLs, and Economically Disadvantaged**

	SWD			ELL			ED		
	Brooklyn Scholars CS	NYC CSD 19	Differential to District	Brooklyn Scholars CS	NYC CSD 19	Differential to District	Brooklyn Scholars CS	NYC CSD 19	Differential to District
2015-2016	12%	22%	<b>-10</b>	1%	16%	<b>-15</b>	54%	85%	<b>-31</b>
2016-2017	12%	23%	<b>-11</b>	1%	15%	<b>-14</b>	94%	87%	<b>+7</b>
2017-2018	13%	24%	<b>-11</b>	3%	18%	<b>-15</b>	92%	91%	<b>+1</b>
2018-2019	13%	24%	<b>-11</b>	4%	18%	<b>-14</b>	88%	91%	<b>-3</b>
2019-2020	12%	24%	<b>-12</b>	2%	18%	<b>-16</b>	89%	91%	<b>-2</b>

**Table 5: Aggregate and Subgroup Retention**

	All Students			SWD			ELL			ED		
	Brooklyn Scholars CS	NYC CSD 19	Differential to District	Brooklyn Scholars CS	NYC CSD 19	Differential to District	Brooklyn Scholars CS	NYC CSD 19	Differential to District	Brooklyn Scholars CS	NYC CSD 19	Differential to District
2015-2016	86%	78%	<b>+8</b>	86%	77%	<b>+9</b>	90%	81%	<b>+9</b>	86%	78%	<b>+8</b>
2016-2017	86%	77%	<b>+9</b>	86%	76%	<b>+10</b>	100%	80%	<b>+20</b>	87%	77%	<b>10</b>
2017-2018	87%	84%	<b>+3</b>	81%	83%	<b>-2</b>	70%	85%	<b>-15</b>	87%	84%	<b>3</b>
2018-2019	86%	83%	<b>+3</b>	87%	82%	<b>+5</b>	89%	84%	<b>+5</b>	86%	83%	<b>3</b>
2019-2020	87%	84%	<b>+3</b>	78%	84%	<b>-6</b>	85%	86%	<b>-1</b>	88%	85%	<b>3</b>

**Table 6: Aggregate Enrollment: Reported vs Contracted – Target = 100%**

Brooklyn Scholars CS	Contracted Enrollment	Reported Enrollment	Percent of Contracted Enrollment
2015-2016	678	677	100%
2016-2017	704	701	100%
2017-2018	704	696	99%
2018-2019	704	695	99%
2019-2020	704	686	97%

**Legal Compliance**

BSCS operates in accordance with applicable law, regulations, rules, and other policies, including the terms of its charter, by-laws, and other school-specific policies. It is also in compliance with federally mandated disciplinary procedures for students with disabilities and the Dignity for All Students Act. The board holds meetings in accordance with the Open Meetings Law.

**Summary of Public Comment**

The required public hearing was held by the New York City Department of Education on January 28, 2021. Twelve people attended, and five spoke. All five were in favor of the renewal. None were opposed.

**John V. Lindsay Wildcat Academy Charter School**

In accordance with Education Law, Article 56, Sections 2851(4) and 2852(2), and Commissioner’s Regulation 119.7, the **New York City Department of Education Chancellor recommends a full-term renewal for a period of five years for John V. Lindsay Wildcat Academy Charter School. The charter term would begin on July 1, 2021 and expire on June 30, 2026.**

**Charter School Summary**

<b>Name of Charter School</b>	John V. Lindsay Wildcat Academy Charter School
<b>Board Chair</b>	Harvey Newman
<b>District of Location</b>	NYC CSD 2 and 8 <sup>4</sup>
<b>Initial Commencement of Instruction</b>	Fall 2000
<b>Charter Term(s)</b>	July 1, 2016 – June 30, 2021
<b>Current Term Authorized Grades / Authorized Enrollment</b>	Grades 9-12 / 525 students
<b>Proposed Renewal Term Authorized Grades / Proposed Authorized Enrollment</b>	Grades 9-12 / 425 students
<b>Comprehensive Management Service Provider</b>	None
<b>Facilities</b>	17 Battery Place, Manhattan, NY 10004 – Private Space 1231 Lafayette Avenue, Bronx, NY 10474 – Private Space
<b>Mission Statement</b>	<i>Our mission is to provide students aged 16-21 with the personalized educational experiences they need to build successful futures by overcoming the economic, social and personal challenges that caused them to fail in other high schools.</i>
<b>Key Design Elements</b>	<ul style="list-style-type: none"> <li>• Standards-Based Curriculum</li> <li>• Internship Program</li> <li>• Targeted Instruction</li> <li>• Mental Health and Counseling Services</li> <li>• Excellent Teaching and Teacher Support</li> <li>• Sports, Physical Education and Fitness</li> </ul>
<b>Recommended Material Revisions</b>	<ul style="list-style-type: none"> <li>• Decrease authorized enrollment from 525 to 425 students.</li> </ul>

John V. Lindsay Wildcat Academy Charter School (Wildcat) is approaching or meeting most standards set forth in the New York City Department of Education Charter School Accountability Framework. The school is implementing the mission, key design elements, education program, and organizational plan set forth in the charter.

**Innovative and Noteworthy Programs:** Wildcat is a transfer high school that serves students aged 16-21. In 2019-2020, over 80 percent of students at Wildcat are overage or under-credited (OA/UC). The school accepts highly at-risk students with any level of course credit, including those hardest to serve with 0-9

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<sup>4</sup> Four percent of all students residing in NYC CSD 2, where the school’s primary intake grade is located, attend charter schools.

credits, something that not all transfer high schools do. The school offers a culinary and hydroponic program to students on all grade levels, as well as a paid internship program for 10<sup>th</sup> through 12<sup>th</sup> graders.

**Renewal Condition(s):**

- By June 30 of each year of the next charter term, the school must create, with feedback from NYCDOE, goals for the upcoming year for all students to include student attendance , Regents exam pass rates , and graduation rates .
- By June 30 of each year of the next charter term, the school must report on outcomes for each goal created.

**Table 1: Current Grade Levels and Authorized Enrollment**

	<b>Year 1 2016 to 2017</b>	<b>Year 2 2017 to 2018</b>	<b>Year 3 2018 to 2019</b>	<b>Year 4 2019 to 2020</b>	<b>Year 5 2020 to 2021</b>
<b>Grade Configuration</b>	Grades 9 - 12	Grades 9 – 12	Grades 9 – 12	Grades 9 – 12	Grades 9 – 12
<b>Total Authorized Enrollment</b>	525	525	525	525	525

**Table 2: Proposed Renewal Term Grade Levels and Proposed Enrollment**

	<b>Year 1 2021 to 2022</b>	<b>Year 2 2022 to 2023</b>	<b>Year 3 2023 to 2024</b>	<b>Year 4 2024 to 2025</b>	<b>Year 5 2025 to 2026</b>
<b>Grade Configuration</b>	Grades 9 – 12	Grades 9 – 12	Grades 9 – 12	Grades 9 – 12	Grades 9 - 12
<b>Total Proposed Enrollment</b>	425	425	425	425	425

**Summary of Evidence for Renewal**

**Key Performance Area: Educational Success**

**Student Performance – High School Outcomes**

The school has demonstrated strong academic performance in regard to 6-year cohort Regents exam outcomes in the high school grades, out-performing the State average in some subjects. Of note, the school’s graduation rate went from 11 percent in the 2014 4-year cohort to 49 percent of students graduating in the 2014 6-year cohort. This represents an increase of 38 percentage points. In the 2015 graduation cohort, the school increased its graduation rate from 24 percent in the 4-year cohort to 38 percent in the 5-year cohort, a 14-percentage point increase. For students with disabilities, the school’s graduation rate went from 6 percent in the 2014 4-year cohort to 51 percent of students graduating in the 2014 6-year cohort. This represents an increase of 45 percentage points. As this is a transfer high

school, these are the trends that we would expect to see and represent a significant value-add to the students they serve, who previously dropped out of traditional high schools. **According to the 2018-2019 school year ESEA accountability designations, Wildcat is *In Good Standing*.**

For each cohort since 2011, the school has shown success in pushing more and more students to graduate each year, in many cases doubling the cohort's graduation rate by year 6. Wildcat's graduation rates for students with disabilities (SWDs) have similar trends, showing little to no achievement gap in graduation rates for SWDs. The school's graduation rate is at the 30<sup>th</sup> percentile of all transfer high schools in New York City, up from the 19<sup>th</sup> percentile at the start of the charter term. At the same time, the school's proportion of "Most At Risk - OA/UC" students (63 percent) is higher than most transfer high schools in New York City (the average is 46 percent). The "Most At Risk" students are a subset of OA/UC students who are very far behind when entering the school.<sup>5</sup> Over the charter term, Wildcat has seen its average age at enrollment decrease slightly (from 17.6 to 17.4), while the average number of credits at enrollment has dropped from 18.7 to 15.8.

**Academic Program for High School:** The school offers courses that lead to Regents exams in Common Core Algebra and Algebra II, Geometry, US History, ELA, Earth Science, Living Environment, and Global History. While at Wildcat, students participate in the Internship Training Institute, as well as a mandatory internship with stipend.

**Academic Program for Students with Disabilities and English language learners (ELLs):** The school offers Integrated Co-Teaching (ICT) for high school grades. The school provides Special Education Teacher Support Services (SETSS) for SWDs, as well as counseling. The school employs ESL/ ELL teachers to provide push in and pull out services for ELL students.

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<sup>5</sup> The Most At Risk Category is based on student age as of December 31 of the entry school year, and the credits and Regents are before the start of the entry school year. See page 6 of the [School Quality Reports Educator Guide for Transfer High Schools](#).

**Table 3: High School Cohort Graduation Rates**

		All Students				SWD				ELL				ED			
		Charter Total Cohort	John V Lindsay Wildcat Academy CS	NYS	Differential to NYS	Charter Total Cohort	John V Lindsay Wildcat Academy CS	NYS	Differential to NYS	Charter Total Cohort	John V Lindsay Wildcat Academy CS	NYS	Differential to NYS	Charter Total Cohort	John V Lindsay Wildcat Academy CS	NYS	Differential to NYS
2011 Cohort	4 Year	170	16%	80%	-64	41	12%	54%	-42	12	0.08	0.48	-40	139	17%	73%	-56
	5 Year	194	36%	84%	-48	53	38%	60%	-22	14	0.21	0.57	-36	149	38%	79%	-41
	6 Year	203	41%	85%	-44	58	43%	62%	-19	14	0.21	0.6	-39	138	41%	81%	-40
2012 Cohort	4 Year	197	21%	82%	-61	65	15%	57%	-42	18	0.17	0.49	-32	155	21%	75%	-54
	5 Year	223	34%	85%	-51	72	26%	62%	-36	17	24%	56%	-32	167	34%	80%	-46
	6 Year	229	39%	86%	-47	74	34%	64%	-30	21	24%	58%	-34	174	38%	82%	-44
2013 Cohort	4 Year	205	18%	82%	-64	73	14%	58%	-44	17	18%	42%	-24	159	18%	76%	-58
	5 Year	214	26%	85%	-59	81	21%	64%	-43	17	18%	50%	-32	173	23%	80%	-57
	6 Year	214	41%	86%	-45	77	40%	66%	-26	15	33%	53%	-20	164	39%	82%	-43
2014 Cohort	4 Year	174	11%	83%	-72	66	6%	60%	-54	16	13%	54%	-41	152	7%	76%	-69
	5 Year	189	39%	86%	-47	68	38%	66%	-28	14	21%	62%	-41	160	34%	81%	-47
	6 Year	195	49%	87%	-38	73	51%	68%	-17	14	36%	66%	-30	166	45%	83%	-38
2015 Cohort	4 Year	140	24%	83%	-59	56	20%	62%	-42	17	12%	58%	-46	118	23%	77%	-54
	5 Year	154	38%	87%	-49	64	34%	67%	-33	18	39%	68%	-29	130	38%	82%	-44
2016 Cohort	4 Year	139	26%	85%	-59	56	25%	63%	-38	15	20%	63%	-43	129	26%	80%	-54

**Key Performance Area: Organizational Soundness**

**Financial Condition**

Wildcat appears to be in sound financial condition as evidenced by performance on key indicators derived from the school’s independently audited financial statements.

NYCDOE reviews the financial performance and management of charter schools using quantitative and qualitative methods. Near-term indicators, such as the current ratio and unrestricted days cash, are measures of liquidity and of the charter school’s capacity to maintain operations. Long-term indicators, such as total margin and debt-to asset ratio, are measures of the charter school’s capacity to remain viable and to meet financial obligations.<sup>6</sup>

**Financial Management**

NYCDOE reviewed Wildcat’s audited financial statements from 2016- 2017, 2017-2018, 2018-2019, and 2019-2020 to determine whether the independent auditor observed sufficient internal controls over financial reporting. The auditor did not identify any deficiencies in internal controls that could be considered material weaknesses.

<sup>6</sup> These rigorous indicators of fiscal soundness are aligned with those recommended by the National Association of Charter School Authorizers.

## Key Performance Area: Faithfulness to the Charter and Law

### Enrollment, Recruitment, and Retention

Through efforts toward increasing the percentage of at-risk students enrolled, the school is exceeding its targets for serving economically disadvantaged (ED) students and students with disabilities (SWDs). Wildcat is meeting its target for ELLs (see Table 4 below).

The school is making good faith efforts to recruit, serve, and retain at-risk students.<sup>7</sup> The school has an enrollment preference for ELL students. Efforts to recruit and retain students in the ED, ELL, and SWD populations include:

- Emphasizing services for ELL students in recruitment materials;
- Relationship building with local organizations and guidance counselors at local high schools; and
- Making regular home visits to students at risk of dropping out.

**Table 4: Subgroup Enrollment: Students with Disabilities, ELLs, and Economically Disadvantaged**

	SWD			ELL			ED		
	John V Lindsay Wildcat Academy CS	NYC CSD 2	Differential to District	John V Lindsay Wildcat Academy CS	NYC CSD 2	Differential to District	John V Lindsay Wildcat Academy CS	NYC CSD 2	Differential to District
2015-2016	32%	16%	+16	9%	13%	-4	78%	67%	+11
2016-2017	35%	17%	+18	7%	11%	-4	78%	67%	+11
2017-2018	38%	18%	+20	10%	14%	-4	87%	71%	+16
2018-2019	38%	18%	+20	11%	14%	-3	85%	69%	+16
2019-2020	42%	18%	+24	10%	13%	-3	90%	69%	+21

<sup>7</sup> Education Law §2854(2)(a) requires that schools demonstrate good faith efforts to attract and retain a comparable or greater enrollment of students with disabilities, FRPL-eligible students and English language learners when compared to the enrollment figures for such students in the school district in which the charter is located. SUNY and the Regents were charged with setting specific enrollment and retention targets for each charter school and have done so (Education Law §2852(9-a)(b)(i)). All charter schools that were initially chartered after August 2010 or renewed after January 1, 2011 are expected to meet or exceed the enrollment and retention targets set by the Regents and SUNY. When submitting an application for renewal of the charter, schools are required to provide information detailing the means by which they will meet the enrollment and retention targets (Education Law §2851(4)(e)), and this information is considered by the Regents in the review of the school's performance over the charter term. A school's plan to change its enrollment practices, whether by weighting the lottery or preferencing, may also be considered when determining whether the school will meet the targets in the upcoming charter term. A school's repeated failure to meet or exceed its enrollment and retention targets, when combined with a failure to show that extensive efforts to meet the targets have been made, may be cause for termination or revocation of the charter, pursuant to Section Education Law §2855(1)(e).

**Table 5: Aggregate and Subgroup Retention**

	All Students			SWD			ELL			ED		
	John V Lindsay Wildcat Academy CS	NYC CSD 2	Differential to District	John V Lindsay Wildcat Academy CS	NYC CSD 2	Differential to District	John V Lindsay Wildcat Academy CS	NYC CSD 2	Differential to District	John V Lindsay Wildcat Academy CS	NYC CSD 2	Differential to District
2015-2016	50%	87%	<b>-37</b>	46%	84%	<b>-38</b>	55%	82%	<b>-27</b>	52%	87%	<b>-35</b>
2016-2017	58%	87%	<b>-29</b>	59%	83%	<b>-24</b>	57%	81%	<b>-24</b>	60%	87%	<b>-27</b>
2017-2018	69%	89%	<b>-20</b>	76%	85%	<b>-9</b>	81%	82%	<b>-1</b>	70%	88%	<b>-18</b>
2018-2019	68%	89%	<b>-21</b>	70%	85%	<b>-15</b>	68%	83%	<b>-15</b>	68%	87%	<b>-19</b>
2019-2020	57%	88%	<b>-31</b>	57%	84%	<b>-27</b>	58%	80%	<b>-22</b>	59%	87%	<b>-28</b>

**Table 6: Aggregate Enrollment: Reported vs Contracted – Target = 100%**

John V Lindsay Wildcat Academy CS	Contracted Enrollment	Reported Enrollment	Percent of Contracted Enrollment
2015-2016	525	473	90%
2016-2017	525	494	94%
2017-2018	525	484	92%
2018-2019	525	478	91%
2019-2020	525	429	82%

**Legal Compliance**

Wildcat operates in accordance with applicable law, regulations, rules, and other policies, including the terms of its charter, by-laws, and other school-specific policies. It is also in compliance with federally mandated disciplinary procedures for students with disabilities and the Dignity for All Students Act. The board holds meetings in accordance with the Open Meetings Law.

**Summary of Public Comment**

The required public hearing was held by the New York City Department of Education on January 11, 2021. Sixty-three people attended, and 19 spoke. All 19 were in favor of the renewal. None were opposed.