Persenaire Goals
2024 - 2025

- Focus on improving ELA and Math performance – both growth and absolute by:
    - Working closely with the Literacy and Math Coaches to improve/monitor curriculum, assessments, data collection, data analysis and teacher development. Specifically:
        - Each grade and subject will increase the percentage of scholars at or above the 50th percentile as measured by MAP performance from September to May.
        - Each grade and subject will decrease the percentage of scholars below the 20th percentile as measured by MAP performance from September to May.
        - RIT growth in ELA and Math performance in each grade and subject will surpass national growth expectations as measured by MAP from September to May.
        - In ELA, the schoolwide percent of scholars considered College and Career Ready, as measured by Achieve3000, will surpass the increase achieved during the 2023-24 academic year.
        - In Reading, the i-Ready pilot continued in 2023-24 will expand with all grades receiving two periods of i-Ready individualized instruction in Math *and* Reading. Teachers and administrators will be trained on how to interpret and utilize the data for assessment and instruction.

Reflection

Our scholars made profound growth in ELA and Math during the 2024-25 academic year. Within all grades and all subjects, the number of scholars at or above the 50th percentile, as measured by MAP performance from September to May, increased. Specifically:

- In 6th Grade English Language Arts, the percentage on grade level more than doubled, from 18% to 43%.
- In 6th Grade Math, the percentage on grade level more than doubled, from 8% to 20%.
- In 7th Grade English Language Arts, the percentage on grade level increased from 33% to 40%.
- In 7th Grade Math, the percentage on grade level increased from 20% to 28%.
- In 8th Grade English Language Arts, the percentage on grade level nearly doubled, from 33% to 63%.
- In 8th Grade Math, the percentage on grade level increased from 28% to 40%.

In addition, the percentage of scholars performing below the 20th percentile decreased across the board:

- In 6th Grade English Arts, the percentage of scholars performing below the 20th percentile decreased from 45% to 20%. Additionally, the number of scholars below the 10th percentile decreased from 14 scholars to 3 scholars.
- In 6th Grade Math, the percentage of scholars performing below the 20th percentile decreased from 73% to 33%. Additionally, the number of scholars below the 10th percentile decreased from 25 scholars to 12 scholars.

- In 7th Grade English Language Arts, the percentage of scholars performing below the 20th percentile decreased from 29% to 8%. Additionally, the number of scholars below the 10th percentile decreased from 5 scholars to 3 scholars.
- In 7th Grade Math, the percentage of scholars performing below the 20th percentile decreased from 41% to 26%. Additionally, the number of scholars below the 10th percentile decreased from 12 scholars to 6 scholars.
- In 8th Grade English Language Arts, the percentage of scholars performing below the 20th percentile decreased from 24% to 7%. Additionally, the number of scholars below the 10th percentile decreased from 7 scholars to 2 scholars.
- In 8th Grade Math, the percentage of scholars performing below the 20th percentile decreased from 31% to 16%. Additionally, the number of scholars below the 10th percentile decreased from 9 scholars to 3 scholars.

Significant growth was also seen in the average RIT for each grade and subject across the school:

- In 6th Grade English Language Arts, the NWEA norm for RIT growth from Fall to Spring is 5 points. Our scholars increased by **17 points, from 194 to 211.**
- In 6th Grade Math, the NWEA norm for RIT growth from Fall to Spring is 8 points. Our scholars increased by **16 points, from 195 to 211.**
- In 7th Grade English Language Arts, the NWEA norm for RIT growth from Fall to Spring is 4 points. Our scholars increased by **7 points, from 209 to 216.**
- In 7th Grade Math, the NWEA norm for RIT growth from Fall to Spring is 7 points. Our scholars increased by **10 points, from 209 to 219.**
- In 8th Grade English Language Arts, the NWEA norm for RIT growth from Fall to Spring is 4 points. Our scholars increased by **11 points, from 211 to 222**, ***surpassing the grade level mean RIT of 221.7.***
- In 8th Grade Math, the NWEA norm for RIT growth from Fall to Spring is 5 points. Our scholars increased by **11 points, from 216 to 227.**

Following a similar growth trend, the schoolwide percentage of scholars considered CCR increased from 13% to 34%, surpassing the growth from the previous year.

Finally, in Reading, the i-Ready pilot was successful and has expanded to all grades receiving at least two periods of i-Ready individualized instruction in Math *and* Reading.

- Successfully navigate financial uncertainties related to enrollment and end the year with a surplus. This includes:
    - Managing external vendors to ensure accurate and transparent billing.

Reflection

Similar to past years, we began the 2024-25 academic year with a budget deficit due to an actual enrollment below projected enrollment. To proactively navigate the challenges, significant budget changes were introduced in the early Fall to offset the decline, including re-allocating ARP funds. Ongoing budget cuts were also required to ensure the budget remain balanced. These cuts were, again, completed without significant impact to student programming, with the academic year culminating in an 8th Grade trip to Philadelphia, a college trip, and other exciting programs for our scholars. Due to the continued careful budget and grant management, we have a projected $161,360 surplus, after depreciation, which includes a $39,327 cash surplus before depreciation, as of the April Finance Report.

At the conclusion of the 2023-24 fiscal year, I scheduled a meeting with CSBM and requested that a new accountant be assigned to our school's account. In addition, our school selected a new auditor. Both actions resulted in more accurate and transparent billing this fiscal year.

- Establish a recruitment and enrollment plan that will lead to full *budgeted* enrollment for the 2025 – 2026 academic year. Specifically:

    - In collaboration with the Board of Trustees, analyze enrollment trends in CSD5 and New York City to set an attainable enrollment target for the 25/26 school year.
    - Work closely with the new Director of Student Recruitment and Marketing to meet the enrollment target by:
        - Collecting at least 200 applications by the lottery deadline
        - Working with Schola to recruit and enroll at least 20 scholars
        - Leading monthly Open Houses
        - Maintaining transportation for students from the Bronx
        - Working closely with Underdog to shepherd recruitment leads through the application and enrollment process
        - Enrolling at least 110 new 6th, 7th, and 8th graders by June 30th

Reflection

This year, I worked closely with the Board of Trustees, the new Director of Student Recruitment and Marketing, and Underdog to meet our recruitment and enrollment goals. Specifically, we:

- Analyzed enrollment trends and set an attainable target for the 25/26 school year at 210;
- Continued a daily bus service for students travelling from the Bronx;
- Maintained our relationship with existing feeder elementary schools;
- Hosted open houses;
- Continued a recruitment strategy through which an internal member of our team visits an enrollment center weekly in the winter/spring and daily in the summer;
- Maintained our relationship with a more reputable marketing agency, Underdog. Underdog, in addition to managing our digital ads, continues to provide canvassing and, next year, will further increase the capacity of our internal team.
- With the Board of Trustees, continued to brainstorm our "hook" as we continue to navigate uncertainties around enrollment.

While recruiting students continues to be a challenge for all charter schools in NYC, we seem to finally have plateaued, achieving an enrollment of 180 for a third year in a row, 85% of our target for the 25/26 academic year. As of June 17th, 44 prospective students are at various stages of the enrollment process. 141 applications have been receive to date. Both figures are nearly identical to last year. As a result of our continued work and reflection at a time when New York City charter schools are experiencing similar enrollment declines, we will base the 2025-26 proposed budget on a projected enrollment of 180.

- Launch the charter renewal process by securing the services of Tier Consulting with a draft of the narrative ready for review by June 30.

We successfully launched the charter renewal process and are on track to have a draft of the narrative for review by June 30th. In addition, on June 11th, we completed a successful pre-renewal site visit with our authorizer.