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TRAITS OF A SUCCESSFUL CHARTER SCHOOL

Summer 2005



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Best Practices Nationwide

One of the main principles of the school choice movement is that conventional practices do not address the diverse needs of parents and their unique students. Charter schools were born out of this idea combined with the tenet that schools should be held accountable for producing high quality academic achievement. Nearly 3,400 charter schools are turning these ideas into reality every day.

CER has identified 6 schools that can boast enormous academic achievement through the use of innovative practices that would often be stifled within the conventional public school system.

When gauging the success of a charter school achievement, scores alone are not sufficient. Though schools should be measured by objective standards, there are several other important questions that parents, policy makers, and school leaders should ask before deeming a charter school a success or failure. The curriculum at a given school is of paramount importance. Research- and standards-based curricula with a history of proven success are good indicators of success. Schools should have extra enrichment programs in place for struggling students. Successful schools often make a point to require parent participation in the learning process. The following pages offer a closer look at the specific practices that make each of the schools one of the most successful charter schools in the country.

Each of the six charter schools included in this report has its own innovative approach to ensuring high achievement but there are some similarities. All schools comply with state and federal standards. All of the schools place a heavy emphasis on healthy parent involvement. All schools supplement the traditional school day with some combination of an extended day, weekend or summer classes, or a study hall.

While the specific curriculum programs used differ from school to school, all schools align their curriculum with state and district standards. Generally the schools use data-driven programs that allow better tracking of students across subject matter. It is clear that paying extra attention to curriculum at the inception of a school creates high success and measurable results once students begin the school year. Analysis indicates that in math building on basic principles is especially beneficial as is phonics-based instruction in reading. Under the umbrella of a proven program like Core Knowledge many subjects are fused together to offer students a seamless instructional package.

Whatever the specific techniques, each of these 6 schools presents a model of success. The schools represent different states and diverse environments to give a picture of various approaches to excellent charter school education.



BASIS SCOTTSDALE

Executive Summary

Basis Scottsdale is not only one of the highest performing charter schools in the Grand Canyon State, it is one of the top performing middle schools in the entire state. In 2004 Basis was also nationally recognized as one of the most innovative charter schools in the United States by the US Department of Education for employing practices that raise student achievement. Basis is also accredited by the American Academy for Liberal Education - a sign of an extremely rigorous and balanced academic program.

MEASURES OF SUCCESS

Basis met all federal AYP provisions showing its commitment to testing every child and defining success as "hard work." Basis touches on several components that CER identifies as necessary in a high quality charter school. The curriculum package, consisting of Saxon Math and the Great Books reading program, is extremely rigorous and all Basis students are expected to meet the same standards. The Saxon program focuses on building a solid foundation of basic skills, such as addition and subtraction without calculators and the Great Books system introduces even new readers to time-honored works by authors such as Twain and Dickens. Basis is thus teaching to the top of the class whereas many schools race to the bottom. Basis also provides an extended school day for students that need the extra time to fulfill their academic requirements.



CER Analysis of Best Practices

Basis Scottsdale

9128 E. San Salvador Drive

Scottsdale, AZ 85258

5-8

Enrollment: 174

CER Summary: One of the chief aims of Basis Scottsdale is to provide a well-rounded liberal arts education in preparation for college. School leaders say that the key to high achievement is easy – “hard work.” The Basis schools, one in Tucson and one in Scottsdale, both outperform other public schools throughout the state of Arizona. Basis was regarded as one of the most innovative charter schools in the country by the US Department of Education and made AYP in 2004.

Demographics:

- 86% are White
- 10% are Asian/Pacific Islander
- 2% are Hispanic
- < 1% are Black

Waiting List: Information concerning waiting lists is unavailable for Basis Scottsdale. This may be due to the large number of charter schools servicing Arizona families.

Attendance: Attendance information is unavailable however Basis did meet the federal NCLB requirement for a minimum number of students taking the Arizona state tests.

Honors/Success Stories/Best Practices:

- Basis provides an Early Bird program for students who need to arrive before the traditional school day.
- Basis also provides after school Study Hall
- Basis offers several non-traditional after school curricular activities such as Robotics, Video Production, and Tae Kwon Do

Curriculum:

Reading: Basis uses the Great Books reading program; which is designed so that students are able to read and analyze major literary works. 7th graders must complete a Public Speaking class.



Math: Basis uses the renowned Saxon Math program. This program is regarded nationally as one of the most successful math programs available. All students plan on taking Algebra I in 7th grade and Algebra II in 8th grade.

Language: Basis has a rigorous foreign language program that starts with Latin in the 6th grade. 7th graders are immersed in Rhetoric classes in addition to having the opportunity to choose a study in a European or Asian language.

External Indicators:

Basis Scottsdale and Basis Tucson earned the top two rankings among middle schools on the SAT-9 standardized tests.

Reading and Language Arts: Students at Basis are far more likely to be proficient in reading as compared to other public schools in Arizona.

- 94% of Basis students are proficient while only 50% of students statewide are proficient.

Math: Basis students outperformed other public school students by overwhelming margins in math.

- 82% of Basis students are proficient in math while only 26% of students statewide achieved proficiency.

Spending:

Basis's cost per pupil:	\$5,500
Amount received per pupil:	\$5,500
Funding Disparity:	0

Percentage of funds received (by source):

State & District:	65%
Federal:	33%
Private:	2%

*Note: Basis currently receives a Federal start-up grant that accounts for 12% of its total budget. This grant will expire at the close of the 2005-2006 school year.

Percentage of budget spent (by type):

Planning:	> 1%
Operating:	75%
Capital/Facilities:	24%

Facilities: Basis rents its facility in Scottsdale



BASIS - FISCAL YEAR 2002-2003

Spending functions by type

	Instructional (% of Total)	Non- Instructional (% of Total)	Planning (% of Total)
Compensation of officers, directors, etc.		7.8%	
Other salaries and wages	60.9%	1.1%	
Pension plan contributors			
Other employee benefits	5.5%	0.5%	
Payroll taxes	4.7%	0.7%	
Professional fundraising			
Accounting fees		0.4%	
Legal fees		0.1%	
Supplies	6.6%	0.3%	
Telephone			
Postage and shipping		0.1%	
Equipment rental and maintenance	0.9%		
Printing and publications	0.8%		
Travel	0.4%		
Conferences, conventions, and meetings			
Advertising		0.1%	
Insurance	1.1%		
Internet Services		0.1%	
Misc. Purchased Services	5.5%	1.0%	
Utilities	1.4%		
Sub-total	87.8%	12.2%	
	1,008,090	140,425	
Total	1,148,515		

* Major capital expenditures have been omitted. Figures have been rounded. Figures reflect information for Basis (Tucson) and though dollar amounts in Scottsdale are higher ($\approx 13\%$), relative spending proportions remain generally constant.



CHARTER SCHOOL OF EXCELLENCE

Executive Summary

Florida's Charter School of Excellence (CSE) fulfills the promise of its moniker in more ways than one. CER has identified healthy parent involvement as an indicator of an excellent charter school. Each year more than 300 parents get involved in the learning process by signing CSE's "Parent Contract" and each year there is an extensive waiting list for families seeking to enroll at the school.

Another reason the Charter School of Excellence has achieved high academic success is due to the use of proven curriculum. Saxon Math and Core Knowledge combine at CSE to produce some of the highest academic results in the state of Florida. Saxon Math constantly builds on basic skills as a means of reinforcement. Core Knowledge is a system that links all subjects being studied in a given grade so that when students are studying King Arthur in language arts they are learning about the Middle Ages in history.

MEASURES OF SUCCESS

In a year when 82% of the schools in Florida failed to make AYP, the Charter School of Excellence had little problem meeting all federal standards. For the third year in a row (2003, 2004, 2005) CSE received an "A" on the state report card. The diverse student population at CSE is more likely to be proficient in reading and math when compared to both Broward County and the entire state of FL.



CER Analysis of Best Practices
Charter School of Excellence
1217 SE 3rd Avenue
Ft. Lauderdale, FL 33316
K-5
Enrollment: 298

CER Summary: The Charter School of Excellence (CSE) uses the Character First! and Core Knowledge curricula across all grade levels. Character First! is designed to teach students values and codes of conduct such as honesty, discipline, and citizenship, that will lead to healthy and prosperous adult lives. This school made AYP in 2003 whereas 82% of schools in Florida failed to meet the federal NCLB requirement. In 2004, for the second year in a row, CSE received an "A" grade for achievement on the Florida state assessment (FCAT).

Demographics: The Charter School of Excellence teaches an extremely diverse student population.

- 56% are Black
- 31% are White
- 10% are Hispanic

The surrounding area is slightly more affluent than the rest of the state with household income 7% higher than the Florida average.

Waiting List: Survey data reports that approximately 50 students were on the waiting list for the 2004-2005 school year.

Attendance: While there is no attendance data readily available, CSE's Parent Contract warns parents that their child may be required to attend another Broward County public school if she is repeatedly absent or tardy.

Honors/Success Stories/Best Practices:

- One main standout policy that CSE employs is the use of a "Parent Contract." This contract binds each student's parent to at least 20 hours of volunteer service at the school's discretion. The contract requires parents to provide transportation and imposes penalties for late pick-up after school.
- CSE has a dress code that every student must participate in.
- Mandatory monthly parent/teacher meetings - Parents are also encouraged to limit television and video games during the week while helping their child obtain a library card.



Curriculum

Math: CSE uses Saxon Math, a nationally recognized mathematics curriculum that allows students to build on math skills acquired over time. Each major concept is broken down into smaller pieces for easier understanding.

Reading: Core Knowledge and Houghton-Mifflin combine to create a powerful reading program at CSE. Core Knowledge serves as the "heartbeat" of the curriculum while Houghton-Mifflin's "A Legacy of Literature" is recognized by the state of Florida as a leader in reading curriculum. Additionally, handwriting is taught through the 5th grade and CSE considers this to be an integral part of each student's education.

External Indicators:

Reading and Language Arts: Students at CSE are more likely to be proficient in reading than other students in the Broward County School District or the average student in the state of Florida. 65% of all CSE students are considered proficient in Reading compared to only 52% in Broward County and 51% in the state of Florida.

Math: Students at CSE are also more likely to be proficient in math as compared to their counterparts in the Broward County School District or the average Florida student. 66% of all CSE students are considered proficient in Math compared to only 58% in Broward County and 54% in the state of Florida.

Spending:

CSE's cost per pupil:	\$5,338.00
Amount received per pupil:	\$3,634.06
Funding Disparity:	-\$1,703.94

Percentage of funds received (by source):

State:	6%
District:	73%
Federal:	10%
Private:	11%

Percentage of budget spent (by type):

Planning:	40%
Operating:	49%
Capital/Facilities:	11%

Facilities: CSE rents its facility



CHARTER SCHOOL OF EXCELLENCE - FISCAL YEAR 2004-2005

Spending functions by type

	Instructional (% of Total)	Non- Instructional (% of Total)	Planning (% of Total)
Teacher Salaries	33.8%		
Associate Teacher Salaries	9.2%		
Classroom Costs	2.9%		
Interest		< 0.1%	
Automobile, Dues & Subscriptions		0.4%	
Speech Therapy	0.5%		
Instruction and Curriculum	1.7%		
Instructional Staff Training	0.4%		
Professional fees		0.5%	
Payroll Taxes	5.4%		
Administrative Salaries		14.5%	
Administrative costs		1.4%	
Fiscal Services		4.7%	
Information Services	0.6%		
Staff Benefits/Services	9.3%		
Support Staff Salaries		4.8%	
Custodial and Security salaries		3.6%	
General Insurance		1.6%	
Telephone		0.9%	
Burglar Alarms		0.1%	
Utilities		0.9%	
Janitorial and Custodial, etc.		1.2%	
Repairs and Maintenance		1.5%	
Sub-total	63.9%	36.1%	0.0%
	1,137,528	643,327	0
Total	1,780,855		

* Major capital expenses have been omitted. Figures have been rounded. 1.8% of CSE's total revenues come from private sources. CSE has a Black Tie fundraiser that raises the bulk of these private dollars.



FRIENDSHIP EDISON CHAMBERLAIN CAMPUS

Executive Summary

Friendship Edison's Chamberlain Campus is located in one of the toughest districts in the country - Washington, D.C. The school has a higher percentage of minority and low-income students than the surrounding districts. Despite these factors Chamberlain administrators, teachers, and families make no excuses and the school is one of the highest performing elementary schools in the district. Chamberlain uses the Open Court reading system which is a phonics based program that boasts 10-20 percent increases in achievement upon implementation. The Everyday Math curriculum was developed after years of research and integrates a student's daily life activities into the curriculum to make math more accessible.

Chamberlain is committed to putting a laptop in the hands of every student and all students are taught Spanish in Kindergarten so that students are equipped for an increasingly global world. Teachers also remain with the same group of students for multiple years to better understand the individual needs of students.

MEASURES OF SUCCESS

The Chamberlain Campus is operated by Edison Schools, a nationally renowned management organization with proven success in cities across the country. These national successes have been realized in D.C. as Chamberlain has outpaced other Washington students by nearly 3 percent on state tests in the past two years. The majority of Chamberlain students scored above *national* averages on the SAT-9 standardized exams.



CER Analysis of Best Practices
Friendship Edison Public Charter Schools (Chamberlain Campus)
1345 Potomac Avenue SE
Washington, DC 20003
K-5
Enrollment: 835

CER Summary: Friendship Edison's Chamberlain Campus is one of 4 campuses throughout the city that outpaced conventional public schools. The Chamberlain campus made all AYP targets. Students at Friendship's Chamberlain campus are part of the larger network of Edison-managed charter schools that are showing considerable success in cities across the US.

Demographics: Friendship Edison teaches a predominately African-American student population.

- 100% are Black
- 0% are White
- <1% are Hispanic
- 75% of the students are low-income compared to 62% throughout the District of Columbia.

Student Turnover: 84% of Friendship's students returned from last year.

Waiting List: Estimates report that at least 150 students were on the waiting list for the 2004-2005 school year.

Attendance: Average daily attendance for Friendship is 93%.

Honors/Success Stories/Best Practices:

- Teachers stay with the same cohort of students for multiple years to develop relationships and better understand the needs of individual students.
- Students begin learning Spanish in Kindergarten with the goal of eventually becoming fluent.
- Friendship has recently purchased an additional 192 wireless laptop computers in it's quest to have a "laptop for every lap."
- The Friendship Extended Learning and Enrichment program provides opportunities for students after school to participate in one of at least a dozen extra-curricular programs such as golf, drama, Tae Kwon Do.

Curriculum



Math: Friendship uses the University of Chicago School Mathematics Project's Everyday Mathematics, a research-based math program with proven to raise achievement levels across the nation.

Reading: Friendship uses the research-based Open Court curriculum. The program exposes students to a variety of writing styles and genres to accommodate different learning needs.

Science: Technology plays a large part of every Edison-managed charter school and even at the elementary school level the use of technology is stressed as students in every grade work regularly in the areas of physical science, life science, and earth & space science.

External Indicators:

Average Student Gains: Friendship Chamberlain students outpaced other DC students by more 2.5% over the past two years on state tests.

Reading and Language Arts: Students at Friendship's Chamberlain campus are more likely to be proficiency in reading and language arts than their DC counterparts. 64% of Friendship's students are considered proficient in reading according to NCLB standards and a full 55% scored above the national average in Reading on the SAT-9. Friendship Chamberlain made AYP in all categories while 65% of the schools within DC failed to make AYP.

Math: Students at Friendship's Chamberlain campus are more likely to be proficient in math than their DC counterparts. 76% of Friendship's students are considered proficient in math according to NCLB standards and a full 67% scored above the national average on the SAT-9. Friendship Chamberlain made AYP in all categories.

Spending: (I left messages at Friendship and we do not have updated survey information)

Facilities: Friendship Chamberlain owns its facility

Friendship's cost per pupil:	\$11,199
Amount received per pupil:	\$10,225
Funding Disparity:	-\$974

Percentage of funds received (by source):

State:	88%
District:	N/A
Federal:	N/A
Private:	12%



The school received grants from Reading First, the Center for Student Support, and Reading is Fundamental.

Percentage of budget spent (by type):

Planning:	19%
Operating:	80%
Capital/Facilities:	1%



FRIENDSHIP EDISON (CHAMBERLAIN CAMPUS) - FY 2002-2003

Spending functions by type

	Instructional (% of Total)	Non- Instructional (% of Total)	Planning (% of Total)
Compensation of officers, directors, etc.	0.7%		<0.1%
Other salaries and wages	45.6%	2.1%	
Pension plan contributors			
Other employee benefits	5.5%		
Payroll taxes	3.9%		
Professional fundraising			
Accounting fees	0.1%		
Legal fees	1.0%		
Supplies	0.5%		
Telephone	0.1%		
Postage and shipping	0.1%		
Equipment rental and maintenance	0.9%		
Printing and publications	1.0%		
Travel	< 0.1%		
Conferences, conventions, and meetings	0.2%		
Management Fee			21.7%
Advertising	< 0.1%		
Utilities	2.2%		
Dues & subscriptions	0.1%		
Food Service	1.9%		
Charter Fee		0.6%	
Direct Student Costs	2.9%		
Other	0.1%		
Communications	0.7%		
Outside Services	1.7%		
Grant Expense	5.7%		
Personal Property			
Taxes	0.2%		
Insurance	0.3%		
Administration			
Services		0.4%	
Employee Recruitment	0.1%		



Sub-total	75.2%	3.1%	21.7%
	18,945,922	778,013	5,479,411
Total	25,203,346		

* Major capital expenses have been omitted. Figures have been rounded. Numbers reflect spending for all Friendship campus in the District of Columbia of which there are four. Percentages are generally constant between campuses.



HIGH TECH HIGH

Executive Summary

San Diego's High Tech High is one of the few public schools nationwide that is able to provide quality educational programming while saving money and operating under budget. While HTH's innovative system creates a budget surplus students are not short-changed. Each student in the diverse student body has an advisor with whom they meet at least weekly. Additionally students are required to participate in the off-campus internship program.

MEASURES OF SUCCESS

Schools in California are graded according to a scale called the Academic Performance Index. By the year 2014 all schools must have an API score of 800 to be fully compliant. High Tech High has already posted a score of 830 and all signs point to increased achievement. High Tech's students are also far more likely to be proficient in reading and math as compared to students statewide and in the district.



CER Analysis of Best Practices
High Tech High Charter School
2861 Womble Road
San Diego, CA 92106
9-12
Enrollment: 432

CER Summary: The school offers integrated technical and academic instruction based on three design principles: personalization, adult world immersion, and common intellectual mission. Curriculum is project-based and emphasizes numeracy, literacy, and scientific and technical proficiency. Students achieved federal NCLB standards on all levels.

Demographics: HTH serves an extremely diverse student population

- 51% are White
- 17% are Hispanic
- 16% are Black
- 8% are Asian
- 7% are Filipino

Waiting List: Information is unavailable concerning HTH's waiting list. This may be due to the large number of charter schools serving California families.

Attendance: Attendance information is unavailable however HTH did meet the federal NCLB requirement for a minimum number of students taking the California state tests.

Honors/Success Stories/Best Practices:

- Each student has an advisor with whom they meet individually and in weekly group sessions, and who is the primary contact with the family.
- All students complete at least two trimesters of off-campus internships.
- 100% of graduates were accepted to post-secondary institutions.

Curriculum:

Students learn by actively solving problems through projects designed to incorporate three curriculum strands: math/science/engineering, literacy/humanities, and art/design.



External Indicators:

High Tech High received an API (Academic Performance Index) score of 830. California uses the API scale as an indicator of a schools academic success. All schools in the state had a 2004 target of 560. The 2014 target (full federal NCLB compliance) has all schools reaching 800.

Reading and Language Arts: HTH students are more likely to be proficient as compared to their district and state counterparts.

- 79% of HTH students are proficient in reading compared to only 40% in the district and 37% statewide.

Math: HTH students are more likely to be proficient as compared to their district and state counterparts

- 69% of HTH students are proficient in math compared to only 40% in the district and 40% across the state.

Spending:

HTH's cost per pupil:	\$5,651
Amount received per pupil:	\$6,135
Funding Disparity:	+\$484

Percentage of funds received (by source):

State:	97%
District:	2%
Federal:	1%
Private:	0%

Percentage of budget spent (by type):

Planning:	0%
Operating:	90%
Capital/Facilities:	10%

Facilities: High Tech High owns its facility



HIGH TECH HIGH - FISCAL YEAR 2002-2003

Spending functions by type

	Instructional (% of Total)	Non- Instructional (% of Total)	Planning (% of Total)
Compensation of officers, directors, etc.	37.8%	20.1%	
Other salaries and wages			
Pension plan contributions	8.6%	4.6%	
Other employee benefits			
Payroll taxes			
Professional fundraising			
Accounting fees			
Legal fees			
Supplies			
Telephone			
Postage and shipping			
Equipment rental and maintenance			
Printing and publications			
Travel			
Conferences, conventions, and meetings			
Other instructional expenses	8.9%		
Other external expenses	11.3%		
Other operating expenses	6.6%	0.7%	1.3%
Sub-total	73.3%	25.5%	1.3%
	2,262,469	785,880	38,921
Total	3,087,270		

* Major capital expenditures have been omitted. Figures have been rounded.



ROXBURY PREPARATORY CHARTER SCHOOL

Executive Summary

In 2004 Roxbury Preparatory Charter School was identified by the United States Department of Education as one of the most "Successful Charter Schools" in the country. Successful charter schools enact practices such as using research-and standards-based curricula with a history of proven success. Roxbury uses Modern Red Schoolhouse and Core Knowledge, two nationally recognized systems. Core Knowledge effectively links together information from all subjects to give students a more holistic learning experience. The Modern Red Schoolhouse system is a data-driven program that aligns the entire school with state and district standards. Coupled with enrichment programs, such as a thirty-minute "Drop Everything and Read" period and a supervised Homework Center, Roxbury Preparatory boasts of being the highest performing urban middle school in the state. Roxbury continues to show its commitment to high standards and high achievement for each of the school's students.

MEASURES OF SUCCESS

Despite the school's composition of mostly low-income minority students and a per-pupil funding disparity of \$3,000, Roxbury has a 100% participation on standardized achievement tests. A waiting list reveals parents' eagerness to enroll their students in the high performing school. Most impressively, Roxbury Preparatory students out performed local and state counterparts by remarkably large percentages on reading and math tests.



CER Analysis of Best Practices
Roxbury Preparatory Charter School
120 Fischer Avenue
Roxbury, MA 02120
6-8
Enrollment: 190

CER Summary: Roxbury Prep is managed by Chancellor Beacon and was chronicled by the US Department of Education as being a "Successful Charter School." The school combines character education with strong academics so that every student is prepared for high school and post-secondary success. In 2004 Roxbury Prep was the highest performing urban middle school in the state of Massachusetts. Roxbury students effectively closed the racial achievement gap in all four MCAS categories. Roxbury met all federal AYP requirements.

Demographics: Roxbury Preparatory Charter School teaches all minority students:

- 73% are Black
- 27% are Hispanic
- 66% are low-income

Waiting List: Survey data reports that approximately 80 students were on the waiting list for the 2004-2005 school year.

Attendance: While there is no attendance data readily available, Roxbury boasted a 100% participation rate on standardized tests as per NCLB.

Honors/Success Stories/Best Practices:

- Roxbury has an extended school day that beginning with a "Drop Everything and Read" period from 7:45 to 8:15 AM.
- Roxbury has established a Homework Center, a supervised setting that allows students to work quietly on night assignments.
- The Summer Academic Program is for students that need extra attention to reach academic proficiency. Any student that receives assessment scores below 60% is required to attend the summer program.
- Each Friday students and teachers gather together for a student led Community Meeting that is designed to encourage volunteerism and showcase student achievement.

Teacher Training

- Teachers meet for 3 weeks during the summer to develop 6th, 7th, and 8th grade curricula.



Curriculum: Roxbury uses standards from Massachusetts, Advanced Placement exams, Modern Red Schoolhouse, Core Knowledge, and other nationally recognized sources to establish specific, measurable standards that clearly define what each student should know and be able to do upon completion of each unit of each course.

External Indicators:

Reading and Language Arts: Students at Roxbury are more likely to be proficient in reading when compared to their Boston and intrastate counterparts.

- 89% of Roxbury 7th grade students are Advanced or Proficient compared to 68% in the state of Massachusetts and only 47% within Boston.

Math: Students at Roxbury are more likely to be proficient in math when compared to their Boston and intrastate counterparts.

- 73% of Roxbury 8th grade students are Advanced or Proficient compared to only 39% in the state and a dismal 24% within Boston.

Spending:

Roxbury's cost per pupil:	\$13,000
Amount received per pupil:	\$10,000
Funding Disparity:	-\$3,000

Percentage of funds received (by source):

State:	75%
District:	0%
Federal:	10%
Private:	15%

Percentage of budget spent (by type):

Planning:	1%
Operating:	88%
Capital/Facilities:	11%

Facilities: Roxbury has a short-term lease (2-4 years)



ROXBURY PREP - FISCAL YEAR 2003-2004

Spending functions by type

	Instructional (% of Total)	Non- Instructional (% of Total)	Planning (% of Total)
Office management salaries	2.6%		
Other officer/director salaries			17.6%
Special needs administration salaries		2.3%	
Teacher salaries	43.1%		
Enrichment teachers and counselors	2.2%		
Summer curriculum development	1.7%		
Summer school salaries	1.4%		
Other employee benefits	5.2%		
Payroll taxes	1.8%		
Audit, business services, and consultants			1.8%
Cleaning services and supplies		1.1%	
Breakfast and lunch		4.4%	
Parent and community functions		0.2%	
Special education, legal services and translation providers		1.5%	
Substitutes and nursing services		0.2%	
Graduation, transportation, and field trips		1.1%	
Technical support		0.4%	
Office and classroom supplies and instructional materials	1.0%		
Other student enrichment, athletics, uniforms		2.6%	
Professional Development		2.3%	
Library Books, textbooks, and student testing	0.5%		
Misc. fees and maintenance costs		1.9%	
Printing and publications		2.0%	
Student and staff recruitment, travel, & dues			1.2%
Sub-total	59.5%	19.9%	20.6%
	1,235,545	414,210	428,002
Total	2,077,757		

* Major capital expenditures have been omitted. Figures have been rounded.



YES COLLEGE PREPARATORY SCHOOL

Executive Summary

Today many policy makers are focused on targeting education reform at the teenage years. YES College Preparatory School has been doing this for years and now has an established record of success. YES combines parent involvement through a "Commitment to Excellence" contract, an extended school day, summer school, and even Saturday programs, to create an environment of excellence. The model operates on the assumption that every student can and will gain acceptance to a four-year college.

MEASURES OF SUCCESS

While most charter schools have a higher minority and low-income population than conventional public schools, YES College Preparatory School makes a point of attracting these students and getting them ready for college. So far YES has been extremely successful with students admitted to over 150 colleges nationwide. YES students are also more than 30 percent more likely to be proficient in reading and math when compared to their Houston counterparts.



CER Analysis of Best Practices
YES College Preparatory School
353 Crenshaw Road
Houston, TX 77034
5-12
Enrollment: 1000

CER Summary: The YES program is designed to help low-income students attend college. Thus far the school has been clearly successful with graduates admitted at over 150 colleges and universities nationwide. 90% of these YES graduates are the first in their families to attend post-secondary education.

Demographics: YES serves a large minority population

- 89% are Hispanic
- 7% are Black
- 3% are White
- 75% are low-income compared with 52% statewide

Waiting List: Data indicate that over 200 students were on YES's waiting list for the 2004-2005 school year.

Attendance: Attendance information is unavailable however YES did meet the federal NCLB requirement for a minimum number of students taking the Texas state tests.

Honors/Success Stories/Best Practices:

- The YES school day runs from 7:40 AM to 5:00 PM daily
- Service Learning Saturdays are held once per month
- Three-week Summer School session
- Parents must sign a "Commitment to Excellence" contract that demonstrates their willingness to do whatever it takes to help their student achieve.
- Students must earn acceptance to a four-year college in order to graduate
- Students and parents have constant access to teachers via cell phone for communication after school hours.

Curriculum:

The YES model operates on the assumption that every student can and will gain acceptance to a four-year college or university. This is a requirement for graduation. Students operate in a longer school day and each has a Daily Enrichment Block that is used for extra-curricular activities.



External Indicators:

YES ranks 3rd among all Texas public schools in the number of students passing Advanced Placement exams.

Reading and Language Arts: YES students are more likely to be proficient as compared to their statewide counterparts.

- 94% of YES 11th graders are proficient in reading compared to 69% statewide. YES achieved all federal reading NCLB goals. Only 60% of Houston school district students achieved proficiency.

Math: YES students are more likely to be proficient as compared to their statewide counterparts

- 94% of YES 11th graders are proficient in math compared to only 68% statewide. YES achieved all federal math NCLB goals. Only 61% of Houston school district students achieved proficiency.

Spending:

YES's approx. cost per pupil:	\$8,500
Approx. amount received per pupil:	\$7,300
Funding Disparity:	-\$1,200

Percentage of funds received (by source):

State:	68%
District:	0%
Federal:	10%
Private:	22%

Percentage of budget spent (by type):

Planning:	2%
Operating:	86%
Capital/Facilities:	12%

Facilities: YES owns its facility



YES! COLLEGE PREP - FISCAL YEAR 2002-2003

Spending functions by type

	Instructional (% of Total)	Non- Instructional (% of Total)	Planning (% of Total)
Compensation of officers, directors, etc.			
Other salaries and wages	51.7%	2.4%	0.7%
Pension plan contributors			
Other employee benefits	< 0.1%	< 0.1%	< 0.1%
Payroll taxes			
Professional fundraising			
Accounting fees			
Legal fees			
Supplies	3.5%	1.8%	
Telephone			
Postage and shipping			
Equipment rental and maintenance	0.6%		
Printing and publications			
Travel	6.3%	< 0.1%	
Conferences, conventions, and meetings			
Group Health Insurance	3.7%	0.3%	< 0.1%
Professional Services	15.6%	1.1%	0.9%
Educational Services	1.4%	< 0.1%	
Utilities	2.4%		
Operating Lease	0.2%	0.3%	
Reading Materials	1.0%		
Food	2.7%	< 0.1%	
Insurance and Bonding Costs	< 0.1%	1.7%	
Miscellaneous	0.7%	0.2%	0.1%
Sub-total	3,838,718 90.0%	345,589 8.2%	78,943 1.9%
Total	4,263,250		

* Major capital expenditures have been omitted. Figures have been rounded.