



DISTRICT OF COLUMBIA PUBLIC CHARTER SCHOOL BOARD

Charter and/or Charter Agreement Amendment Application

Part I: General Information

All applicants must complete this section

SUBMITTED BY: Ingenuity Prep Public Charter School

SUBJECT: Charter Amendment Request for: (Mark all that apply)

- | | |
|---|--|
| <input checked="" type="checkbox"/> Enrollment Ceiling Increase | <input type="checkbox"/> Name Change – Campus or Facility |
| <input type="checkbox"/> Program Replication of Grades Served | <input type="checkbox"/> Campus Reconfiguration |
| <input type="checkbox"/> Grade Level Expansion (Single Grade) | <input type="checkbox"/> LEA Status for Special Education |
| <input type="checkbox"/> Grade Level Expansion (Grade Band) | <input type="checkbox"/> Special Education Enrollment Preference |
| <input type="checkbox"/> Additional Facility or New Location | <input type="checkbox"/> Governance Structure |
| <input type="checkbox"/> Goals and Achievement Expectations | (Bylaws, Articles of Incorporation or Management) |
| <input type="checkbox"/> Mission or Education Philosophy | <input type="checkbox"/> Graduation Requirements |
| <input type="checkbox"/> Curriculum, Standards or Assessments | <input type="checkbox"/> Competency-Based Learning Application |

SUBMISSION DATE: December 8, 2017

SCHOOL BACKGROUND

Please address the following questions in their entirety. This information provides helpful background to the DC PCSB Board as it reviews these requests.

Overview of School Performance

1. Provide the following information about your Local Education Agency (LEA) by campus:

- Campus name(s) and location(s):**
- Ingenuity Prep 4600 Livingston Rd. SE Washington, D.C. 20032
- Year opened:** 2013
- Grade levels served (Currently and at maturation of charter agreement, if applicable):** Current: PreK3-4th Grade; At Full Growth: PreK3-8th Grade
- Date that charter will be eligible for possible renewal:** 2028

2. Please select the performance indicators below that describe the school's current performance*: (Mark all that apply)

- ☐ Currently rated Tier 1, or met at least 2/3 of targets on the most recent PK-only PMF or Alternative Accountability Framework.
- ☒ School is not currently under corrective action.
- ☒ Has historically met enrollment projections w/in 80% of target.
- ☒ School has been in operation for 3+ years.
- ☐ School is currently accredited. The school has not yet reached its 5th year of operation, though we are currently in the accreditation process.

***If the school has multiple campuses or varying PMFs, please describe the academic performance of each campus here:** The school currently only has one campus.

Disclaimer: While processing this application, DC PCSB staff may contact you later to request additional information for the Board's consideration. By submitting this application, you agree to cooperate with DC PCSB staff to ensure your application is processed in a timely manner. For questions, please contact DC PCSB staff person Laterica (Teri) Quinn at (202) 328-2660.

PROPOSAL

Ingenuity Prep submits to the DC Public Charter School Board this application to amend its charter agreement by changing the item(s) selected above. If approved, this amendment will be effective on _____, 20____ (leave blank if this has not been determined).

1. Please provide details on the selected amendment(s) above and describe the requested change(s), including the school's rationale for the proposed changes. Describe any planning that is already underway to prepare for the proposed amendment.

In 2013, Ingenuity Prep launched in Ward 8 within Neighborhood Cluster 39 (per the 2012 IFF Study). With an aim of providing a quality neighborhood school option for families who didn't have one, Ingenuity Prep's team sought out a facilities opportunity in this specific cluster because it represented that with the greatest gap between the number of students and the number of Tier 1 seats. Since opening its doors in 2013, with a mission of preparing students "to succeed in college and beyond as impactful civic leaders," The school's recent QSR "Instruction" domain scores are amongst the top in the city and the best in Southeast D.C., and its PARCC scores out-performed predicted performance (based on poverty level) at a rate greater than 90% of other schools in the city (16th of 153 eligible schools based on EmpowerK12's research). By various measures, Ingenuity Prep has distinguished itself as one of the top schools in the city.

A-1 Enrollment Ceiling Increase:

In evaluating our academic program model, the school is seeking to explore a programmatic shift in our Kindergarten through 2nd grade classrooms that will allow for a reduced class size and student-to-teacher ratio while maintaining the high-level of quality staffing and rotation-based model that has been implemented since the school's opening – and has produced strong academic outcomes.

Over the next two school years – as the scope of the programmatic changes are implemented – this enrollment ceiling increase will allow Ingenuity Prep to reduce Kindergarten through 2nd grade class sizes from the current of 32 students per classroom to between 24 and 26 students. All the while, the school will maintain the current model of three content-specialized teachers per classroom. These changes will facilitate even more small-group learning experiences for students – which is the cornerstone of Ingenuity Prep's program.

As a function of reducing class sizes and increasing the number of classes, some additional capacity is needed in the school's current enrollment ceiling to be able to fully implement these changes while having the necessary per-pupil revenue to maintain our strong staffing model. As outlined, the school is asking for increases over the current approved enrollment ceiling of the following:

- SY18-19: From 565 to 594 students = 29 additional students (5.2% increase)
- SY19-20 = From 639 to 730 students = 91 additional students (14% increase)
- SY20-21 = 79 students (11% increase)
- SY21-22 = 67 students (8.5% increase)
- SY22-23 = 67 students (8.5% increase)

2. How will the proposed amendment(s) support or enhance the school's mission?

Ingenuity Prep's mission is to "prepare students to succeed in college and beyond as impactful civic leaders." This proposed amendment will support Ingenuity Prep in achieving that mission in two key ways.

First, as noted, the primary focus of the proposed amendment is to facilitate the restructuring – over the next two school years – of the school's Kindergarten through 2nd grade program such that class sizes are reduced from 32 student per class to 24-26 students per class. These changes will considerably augment the school's ability to differentiate instruction for students and will result in significantly improved academic outcomes for students. That will primarily be driven by the reduced student-to-teacher ratio which will provide for significantly increased small-group instruction for students, increased differentiation, and stronger relationships between teachers and students (due to decreased class size).

Second, this will also enhance Ingenuity Prep's mission as it will provide the school the opportunity to serve additional students. This, in and of itself, will expand on Ingenuity Prep's mission by bringing quality education to an even wider set of students than would be possible were the school not to submit this proposed amendment.

3. While considering this amendment request, DC PCSB staff may review the school's history of board actions, DC PCSB audits, community complaints, enrollment trends, and any relevant data used by DC PCSB to monitor equity in schools. Please describe any DC PCSB audits, notices of concern or other board actions issued against your school in the past 3 years. What was the outcome? Please explain what steps, if any, you've taken to address the concerns that prompted a DC PCSB audit, board action, or community complaint.

In May of 2017, the DC PCSB completed an audit of Ingenuity Prep's suspension rate, with Rashida Young and Jessica Smith of the PCSB visiting the school on May 17 and Ms. Young sharing [this report](#) with the school in June 2017. Ultimately, the report concludes 1) by noting that "no further action [is] required" and 2) by sharing the following statement: *"DC PCSB staff did not find evidence of intentionally targeting At Risk students for exclusionary discipline. From our school tour and conversation with the Head of School, it appears the school staff is very dedicated to the students and truly desires to improve school culture and student behavior. The school acknowledges they need to improve discipline strategies, particularly in 1st grade, and have been actively seeking out solutions. While suspension rates are high compared to the sector average, the school has never expelled a student since opening."*

Serving one of the highest at-risk-rate student populations of any public charter school in the city, Ingenuity Prep has continued to invest in 1) establishing a strong culture of high expectations across the school and 2) seeking to support the long-term social and emotional development of all students, especially those who sometimes demonstrate the greatest behavioral challenges. While much work remains to be done on this front, we believe there are several important points worth noting for context:

- Ingenuity Prep has only suspended students consistent with its PCSB-approved discipline plan. The school's criteria for suspension seem to be similar to those at most other public charter schools around the city. The school has not received any communication from the PCSB suggesting that the criteria the school has listed for suspension are inappropriate.
- Ingenuity Prep's suspension rates, while higher than the overall sector average for the city, are not notably higher than the overall average for similar at-risk-rate schools, nor are they notably higher than that of the overall average for schools within Southeast D.C.
- Ingenuity Prep has maintained a re-enrollment rate for suspended students that is similar to that of the rest of the overall population.
- Ingenuity Prep's overall suspension rates decreased in SY16-17 as compared with SY15-16 (15% vs 17%). The school saw notable suspension-rate decreases in multiple grade levels:
 - Down by 59% in kindergarten
 - Down by 35% in 2nd grade
 - Down by 30% in 3rd grade (as compared with prior year's cohort — as this was the school's first year with 3rd grade)
- Since opening its doors in 2013, on principle (we believe as a public school we should remain committed to serving all students who walk through our doors), Ingenuity Prep has not disenrolled a single student/family for truancy reasons nor has the school expelled a single student for behavioral reasons.

In the 2017-18 school year, towards the end of 1) establishing an even stronger culture of high expectations across the school and 2) continuing to increase our effectiveness in supporting the long-term social and emotional development of all students, especially those who sometimes demonstrate the greatest behavioral challenges, Ingenuity Prep has seen even greater drop in its suspension rate as a result of the following:

1. Stronger classroom Tier 1 culture as a result of an even more experienced teacher corps
2. Stronger classroom Tier 1 culture as a result of even more consistent coaching of all teachers
3. A new K-4 Culture Coach, himself a previously successful Ingenuity Prep teacher, who will engage in:
 - a. Ongoing progress monitoring against our Student Culture Rubric
 - b. Ongoing coaching of classroom teams on key areas of growth
 - c. Weekly facilitation of culture PD for grade-bands
4. Formal incorporation of a Student Culture rubric into teachers' evaluations
5. A staffing change in our Behavior Support Coordinator position
6. Improved Behavior Support processes for students who receive referrals, with updates to include:
 - a. Better protocols for student-teacher engagement upon return to classroom
7. An improved system for tracking referral and suspension data, with updates to include:
 - a. Better classroom team access to data, including classroom dashboards
 - b. Referring teacher
 - c. Tracking of behavior by codes (for better subsequent analytics)

- d. Duration of time out of classroom
- e. Teacher follow-up with families
- 8. Emerging strengthening of systems for Behavioral Response to Intervention
 - a. Consistent tiering of all students into three categories (1,2,3) based on frequency of out-of-class referrals
 - b. Consistent set of supports and interventions
 - c. More frequent classroom team RTI meetings (from monthly to bi-weekly)
- 9. Better proactive planning to address anticipated hotspots for groups and individuals
 - a. Dismissal of SY16-17 PE/music teacher, with whom many behavioral challenges occurred
 - b. Improved structure to and facilitation of PE/recess time through consolidation of instructional responsibilities to long-time staff member and new partnership with Playworks
 - c. Primary facilitation of music block lead by K-4 Culture Coach, in partnership with external contractors
 - d. Systematic document of and planning for hotspots for most-referred SY16-17 students
- 10. Optional "suspension alternatives" for families, including:
 - a. Having parent/guardian sit with child through duration of day (instead of out-of-school suspension)

As a result of these changes in 17-18, Ingenuity Prep has seen:

- 58% reduction in suspension rate (compared to this time last year)
- 51% reduction in behavior referrals (compared to this time last year)
- 79% reduction in instructional time lost due to suspension (compared to this time last year)

- 4. DC PCSB will review the school's Financial Audit Reviews (FAR) and current financials to determine the fiscal health of the organization. If applicable, describe how the proposed amendment will impact the school's finances. Explain any anticipated expenses for the proposed changes and how the school will finance them. [EXCLUDES the following amendments: Governance, Goals, Mission, Curriculum, Name Changes and Graduation Requirements. If not applicable, write N/A.]**

Note: If applicable, in addition to your narrative please attach a proposed [5-year Operating Budget](#).

Ingenuity Prep has made financial strength and sustainability a top priority since the school's opening. This is reflected in school's performance on the Financial Audit Reviews which have shown -- for all three years available -- the school receiving near full points each year. Further, the school has been rated Tier 1 for all three years in its finances. The school maintains a strong balance sheet with approximately \$3.1 million in total assets as of the end of FY17 with \$1.9 million in cash -- which represents almost 90 days cash-on-hand.

This proposed enrollment ceiling increase will see additional per-pupil revenues that will be largely offset by additional expenses related to increased staffing, facilities, and student expenses. For additional details on Ingenuity Prep's 5-year Operating Budget, see the attached 5-year Operating Budget Template.

- 5. How has the school informed its external stakeholders (e.g. local ANC commissioners, neighbors) and internal stakeholders (e.g. staff, parents) of the proposed amendment(s)? Please attach any written communication (e.g., meeting minutes). Describe any notable support for or opposition to the proposed amendment(s). If concerns have been brought to your attention, how do you plan to address them? *[EXCLUDES the following amendments: Governance, Goals, Mission, Curriculum, Graduation Requirements and Competency-Based Learning Credits. If not applicable, write N/A.]***

The school has informed various internal stakeholders (board, school leadership staff, other staff) of the intention to seek the proposed enrollment ceiling increase. The school intends to inform families at the school's next Family Engagement Meeting. As the change involves only a marginal change to overall organizational enrollment and a reduction of K-2 class size, the school anticipates strong support from families.

Given the relatively small-scale scope of the enrollment ceiling increase and the fact that this won't result in additional grade levels served or facilities to be constructed, the school has not engaged with external stakeholders on this proposed amendment. The school remains open and available to the community and will willing engage in any conversations if concerns are raised by the community arising from this proposed amendment.

- 6. When did your school's board approve the proposed amendment(s)? Please attach minutes from the meeting and vote results.**

The Ingenuity Prep Board of Trustees formally approved the proposed amendments in December 2017. Attached please find a board resolution authorizing the submission of the proposed amendments.