



Entry 1 School Information

Created: 07/15/2016

Last updated: 10/31/2016

Please be advised that you will need to complete this cover page (including signatures) before all of the other tasks assigned to you by your authorizer are visible on your task page. While completing this task, please ensure that you select the correct authorizer or you may not be assigned the correct tasks.

Page 1

a. SCHOOL NAME AND BEDS#

(Select name from the drop down menu)

NEW HEIGHTS ACADEMY CS (NYC CHANCELLOR) 310600860887

b. CHARTER AUTHORIZER

(For technical reasons, please re-select authorizer name from the drop down menu).

NYCDOE-Authorized Charter School

c. DISTRICT / CSD OF LOCATION

NYC CSD 6

d1. SCHOOL INFORMATION

	PRIMARY ADDRESS	PHONE NUMBER	FAX NUMBER	EMAIL ADDRESS
	1818 Amsterdam Avenue New York, New York 10031	212-283-5400	917-507-9314	info@newheightsacademy.org

d2. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES

Contact Name	Tyreek Moore

Title	Director of Operations
Emergency Phone Number (###-###-####)	██████████

e. SCHOOL WEB ADDRESS (URL)

<http://www.newheightsacademy.org/>

f. DATE OF INITIAL CHARTER

04/2005

g. DATE FIRST OPENED FOR INSTRUCTION

06/2006

h1. APPROVED SCHOOL MISSION (Regents, NYCDOE, and Buffalo BOE authorized schools only)

MISSION STATEMENT

The mission of New Heights Academy Charter School is to graduate students who are prepared to succeed in college and life.

h2. KEY DESIGN ELEMENTS (Regents, NYCDOE, and Buffalo BOE authorized schools only)

KEY DESIGN ELEMENTS (Brief description)

Variable 1	<p>P.R.I.D.E. Pillars</p> <p>New Heights Academy Charter School has five P.R.I.D.E pillars that guide the decisions, and actions, of all community members for the purpose of creating a dynamic school culture that supports the individual needs of all students. The New Heights Academy Charter School family embodies the core values of perseverance, responsibility, integrity, discipline, and enthusiasm. The school culture is characterized by transparent communication, trust in community members, and an appreciation for diversity of perspectives. New Heights scholars are engaged in a rigorous, college preparatory curriculum which emphasizes critical</p>
------------	--

	thinking, curiosity, competence, confidence, and control. New Heights Academy Charter School is committed to ensuring 90% of students achieve mastery of 90% of the common core learning standards by the year 2018 for the sole purpose of preparing scholars for success in the academic collegiate environment.
Variable 2	Pillar 1: Perseverance Truth Statement: I am Driven Common Language: I DO NOT QUIT
Variable 3	Pillar 2: Responsibility Truth Statement: I am Accountable Common Language: I DO MY BEST WORK
Variable 4	Pillar 3: Integrity Truth Statement: I act and speak Honestly Common Language: I AM MY BEST SELF
Variable 5	Pillar 4: Discipline Truth Statement: I work hard and exercise self-control Common Language: I OFFER NO EXCUSES
Variable 6	Pillar 5: Enthusiasm Truth Statement: I am passionate about learning Common Language: I CAN GET SMARTER
Variable 7	(No response)
Variable 8	(No response)
Variable 9	(No response)
Variable 10	(No response)

i. TOTAL ENROLLMENT ON JUNE 30, 2016

745

j. GRADES SERVED IN SCHOOL YEAR 2015-16

Check all that apply

Grades Served	5, 6, 7, 8, 9, 10, 11, 12
---------------	---------------------------

k1. DOES THE SCHOOL CONTRACT WITH A CHARTER OR EDUCATIONAL MANAGEMENT ORGANIZATION?

No

Page 2

I1. FACILITIES

Does the school maintain or operate multiple sites?

No, just one site.

I2. SCHOOL SITES

Please list the sites where the school will operate for the upcoming school year.

	Physical Address	Phone Number	District/CSD	Grades Served at Site	School at Full Capacity at Site	Facilities Agreement
Site 1 (same as primary site)	1818 Amsterdam Ave New York, NY 10031	212-283-5400	CSD 6	5-12	Yes	Rent/Lease
Site 2						
Site 3						

I2a. Please provide the contact information for Site 1.

	Name	Work Phone	Alternate Phone	Email Address
School Leader				
Operational Leader				
Compliance Contact				
Complaint Contact				

m1. Is the school or are the school sites co-located?

No

Page 3

n1. Were there any revisions to the school’s charter during the 2015-16 school year? (Please include approved or pending material and non-material charter revisions).

Yes

n2. Summary of Charter Revisions

	Category (Select Best Description)	Specific Revision (150 word limit)	Date Approved by BOT (if applicable)	Date Approved by Authorizer (if applicable)
1	Change in schedule/calendar	Update to school hours/schedule to allow for early dismissal on Wednesdays.	July 20, 2015	April 8, 2016
2				
3				
4				
5				

o. Name and Position of Individual(s) Who Completed the 2015-16 Annual Report.

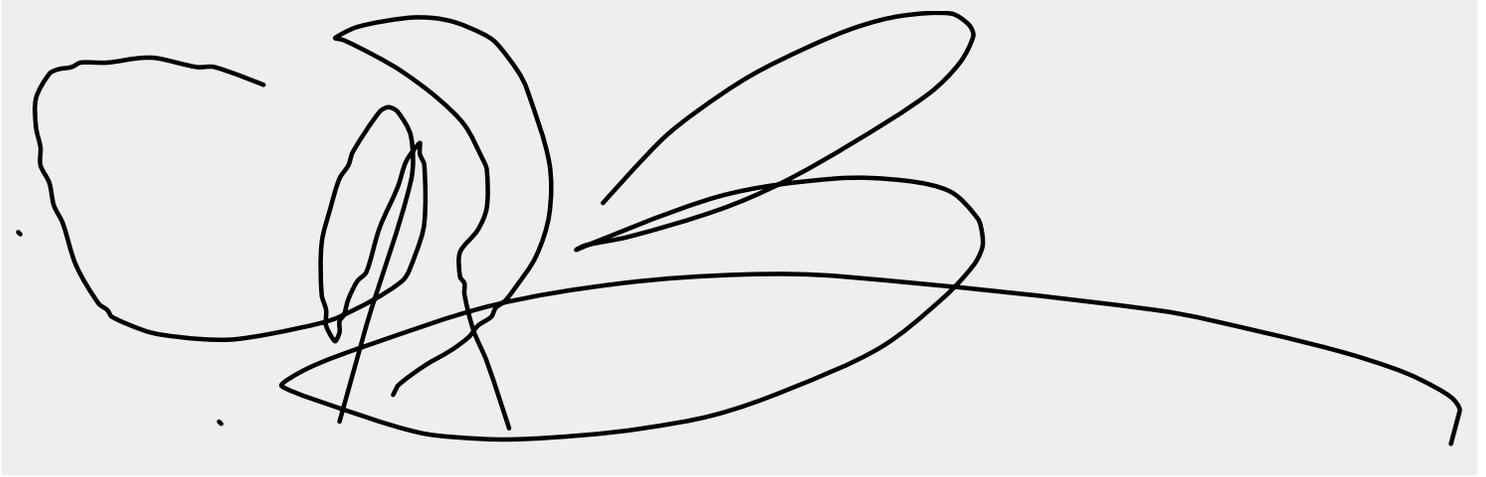
Christina Brown, E.D., Wendy Ramos, Ops and Jen Pasek, Consultant

p. Our signatures below attest that all of the information contained herein is truthful and accurate and that this charter school is in compliance with all aspects of its charter, and with all pertinent Federal, State, and local laws, regulations, and rules. We understand that if any information in any part of this report is found to have been deliberately misrepresented, that will constitute grounds for the revocation of our charter. Check **YES if you agree and then use the mouse on your PC or the stylist on your mobile device to sign your name).**

Responses Selected:

Yes

Signature, Head of Charter School

A handwritten signature in black ink on a light gray background. The signature is highly stylized and cursive, starting with a large loop on the left and ending with a long, sweeping tail that extends to the right.

Signature, President of the Board of Trustees

A handwritten signature in black ink on a light gray background. The signature is written in a cursive style and appears to read "Paul Joseph Gorman".

Date

(No response)

Thank you.



Entry 2 Link

Last updated: 07/15/2016

Page 1

1. NEW YORK STATE REPORT CARD

Provide a direct URL or web link to the most recent New York State School Report Card for the charter school (See <https://reportcards.nysed.gov/>).

(Charter schools completing year one will not yet have a School Report Card or link to one. Please type "URL is not available" in the space provided).

<http://data.nysed.gov/profile.php?instid=800000059088>



Entry 3 Progress

Created: 07/15/2016

Last updated: 11/22/2016

Page 1

PROGRESS TOWARD CHARTER GOALS

The following tables reflect formatting in the online portal required for Board of Regents-authorized charter schools and NYCDOE-authorized charter schools only. Schools should list Progress Toward Charter Goals by August 1, 2016. If the goals are based on student performance data that the school will not have access to before August 1, 2016 (e.g., the NYS Assessment results), explain this in the "2015-2016 Progress Toward Attainment of Goal" column. The information can be updated when available. Please complete and submit no later than November 1, 2016.

1. ACADEMIC STUDENT PERFORMANCE GOALS

2015-16 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Partially Met, or Not Met	If Not Met, Describe Efforts School Will Take
				NHACS will intensify the focus on using GRR as a core instructional method. Refining the use of guided practice as part of the GRR approach will be a main topic of professional development in the 2016-17 school year. Guided practice is closely linked with the close reading initiative and the school's push to increase math achievement.

<p>Academic Goal 1</p>	<p>For each year of the school's next charter term, the school will show academic performance with a percent of students proficient at or above Level 3 that meets or exceeds the percent proficient of the Community School District (CSD) of location and also meets or exceeds the citywide percent proficient on the New York State ELA examination.</p>	<p>NYS ELA Exam</p>	<p>NHACS partially met this measure. Overall, the school outperformed CSD 6, but not NYC on the NYS ELA exam.</p> <p>ELA--% at 3 & 4 --NHA---CSD 6--NYC 5) 24%--21%--34% 6) 28%--23%--35% 7) 24%--26%--36% 8) 42%--33%--41% All 30%-26%--36%</p>	<p>Professional development from FIT will continue. NHACS will continue to implement the long-term literacy plan, with specific focus on:</p> <ul style="list-style-type: none"> -Matching the lexile level of texts with students' reading level and using student lexile level to tier intervention classes, -Using Self Directed Improvement System (SDIS) for students that correspond with their lexile levels, -Launching a reading initiative to encourage students to read out of school, -Ensuring that all curriculum maps and lesson plans include expectations for reading, writing, speaking, and thinking, -Establishing a policy that all classes will include active vocabulary development, and -Reviewing students' written and oral work in response to close reading exercises.
	<p>For each year of</p>			<p>Areas of focus for the year include:</p> <ul style="list-style-type: none"> -Reinforcing mathematical vocabulary, -Journaling about math problems using text

Academic Goal 2	the school's next charter term, the school will show academic performance with a percent of students proficient at or above Level 3 that meets or exceeds the percent proficient of the Community School District (CSD) of location and also meets or exceeds the citywide percent proficient on the New York State math examination.	NYS Math Exam	<p>NHACS did not meet this measure.</p> <p>Math---% at 3 & 4- --NHA--CSD 6---NYC 5) 25%--24%--38% 6) 24%--25%--37% 7)17%--22%--34% 8) 25%--16%--25% All 23%--22%--34%</p>	<p>evidence,</p> <ul style="list-style-type: none"> -Tiering intervention by student quantile level, -Using Self Directed Improvement System (SDIS) for students that correspond with their quantile levels, -Differentiating instruction in the classroom, -Assessing at least twice a week with questions from ANet or the Regents question bank, and -Assigning students with quarterly math presentations to develop math interest and speaking skills.
Academic Goal 3	In each year of the charter term, 8th graders who have been enrolled at the school on BEDS Day for at least two consecutive years will perform at a level that meets or exceeds student performance in Community School District 6 and New York City Public Schools on the New York State Science exam.	NYS Science Exam	<p>Pending CSD 6 Results</p> <p>NHACS Results Gr.---% at 3 & 4 8-----73%</p>	<p>Key areas of focus for the year are:</p> <ul style="list-style-type: none"> -Close reading in science -GRR in science -Writing within science using the "interactive notebook" approach
	For each year of the school's next charter term, each grade-level cohort will demonstrate growth with a reduction by a half the gap between		<p>NHACS met this measure.</p> <p>Grades ----ELA Percent at 3 & 4</p>	

Academic Goal 4	the percent at or above Level 3 on the previous year's NYS ELA exam (baseline) and the CSD or citywide percent (whichever is higher) of students proficient at or above Level 3 on the current year's State ELA exam.	NYS ELA Exam	<p>-----2015--to-2016----(+/-) 5 to 6-----13%----- -28%----(+16) 6 to 7-----14%----- -23%----(+9) 7 to 8-----21%----- -43%----(+22) Overall----16%----- -32%----(+16)</p>	Please refer to the aforementioned strategies going forward.
Academic Goal 5	For each year of the school's next charter term, each grade-level cohort will demonstrate growth with a reduction by a half the gap between the percent at or above Level 3 on the previous year's NYS math exam (baseline) and the CSD or citywide percent (whichever is higher) of students proficient at or above Level 3 on the current year's State math exam.	NYS Math Exam	<p>NHACS did not meet this measure.</p> <p>Grades ---MATH Percent at 3 & 4 -----2015--to-2016----(+/-) 5 to 6-----21%----- -24%----(+3) 6 to 7-----14%----- -17%----(+3) 7 to 8-----28%----- -26%----(-2) Overall----21%----- -22%----(+1)</p>	Please refer to the aforementioned strategies going forward.
Academic Goal 6	Each year, at least 75 percent of students in the high school accountability cohort passing an English Regents exam will have a score of 75 or above by the end of their fourth year.	English Regents	<p>NHACS did not achieve this measure.</p> <p>Although 98 percent of students in the 2012 Cohort passed the ELA Regents, only 61 percent did so with a score of 75 or above by the end of their fourth year.</p>	
	Each year, at least 75 percent of students in the high school accountability		<p>NHACS achieved this objective.</p> <p>91 percent of 2012</p>	

Academic Goal 7	cohort passing a math Regents exam will have a score of 75 or above by the end of their fourth year.	Math Regents	Cohort students passed a math Regents with a score of 75+ by the end of the fourth year in the cohort.	
Academic Goal 8	By the end of the 4th year of high school enrollment at the school, 90% of the grade level cohort will graduate.	Graduation Data	NHACS met this measure. 93 percent of the 2012 cohort graduated after four years.	

2. Do have more academic goals to add?

Yes

2015-16 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Partially Met, or Not Met	If Not Met, Describe Efforts School Will Take
Academic Goal 9	By the end of the 5th year of high school enrollment at the school, 95% of the grade level cohort will graduate.	Graduation Data	NHACS did not meet this measure. 92.1 percent of the 2011 cohort graduated after five years.	
Academic Goal 10	Each year, the graduating cohort of students will increase by 25% the total number of: <ul style="list-style-type: none"> students earning Regents Diplomas with Advanced Designation AP exams passed 	Students Records	This measure was not met. The percent of students earning a Regents Diploma with Advanced Designation went from 17% last year to 25% in 2016. The percent of graduating students who scored a 3 or higher on an AP	

	with a score of 3 or higher • college credits earned while enrolled in high school		exam went from 14% in 2015 to 19.5% in 2016. These same students are eligible to receive college credit for these courses if they have records sent to the college they attend.	
Academic Goal 11	Each year, the school will be deemed "In Good Standing."	ESEA Accountability Status	New Heights Academy Charter School achieved this outcome measure.	
Academic Goal 12	Each year, 90% of students from the graduation cohort will be accepted into College or University.	School Records	This goal was met.	
Academic Goal 13				
Academic Goal 14				
Academic Goal 15				
Academic Goal 16				

3. Do have more academic goals to add?

No

Page 2

4. ORGANIZATIONAL GOALS

2015-16 Progress Toward Attainment of Organizational Goals

	Organizational Goal	Measure Used to Evaluate Progress	Goal - Met, Partially Met, or Not Met	If Not Met, Describe Efforts School Will Take

Org Goal 1	Each year, the school will have an average daily student attendance rate of at least 95%.	ATS Data System	NHACS achieved this outcome measure.	
Org Goal 2	Each year, 95 percent of all students enrolled on the last day of the school year will return the following school year.	Intent to Return Forms	NHACS achieved this outcome measure. 99% of eligible students returned.	
Org Goal 3	Each year, the school will comply with all applicable laws, rules, regulations and contract terms including, but not limited to, the New York Charter Schools Act, the New York Freedom of Information Law, the New York Open Meetings Law, the federal Individuals with Disabilities Education Act, and federal Family Educational Rights and Privacy Act.	Compliance Records	NHACS achieved this outcome measure.	
Org Goal 4	The board is comprised of at least one individual in each of the "core" functional areas of expertise (finance, legal, education, non-profit and management).	Board Resumes	NHACS achieved this outcome measure.	
	Each year, each board member will have attended at least 75% of board		NHACS did not achieve this	Going forward, board members will sign an annual commitment statement. The board chair will follow up with

Org Goal 5	and assigned committee meetings during the academic year. Attendance logs will be kept for each full board meeting and committee meeting.	Board Attendance at Meetings	outcome measure. 38% of board members attended 75% or more board/committee meetings/calls. Overall, attendance was 72%.	unexplained absences after each board meeting. In addition, improvements have been made in scheduling committee meetings to better accommodate board member schedules.
------------	---	------------------------------	--	--

5. Do you have more organizational goals to add?

Yes

2015-16 Progress Toward Attainment of Organizational Goals

	Organizational Goal	Measure Used to Evaluate Progress	Goal - Met, Partially Met, or Not Met	If Not Met, Describe Efforts School Will Take
Org Goal 6	In each year of the charter term, parents will express satisfaction with the school's program, based on the NYC DOE School Survey. On key questions as identified in the NYC DOE Charter Schools Accountability Handbook, the school will have a percentage of parents that agree or strongly agree that meets or exceeds citywide averages. The school will only have met this goal if 50% or more parents participate in the survey.	NYCDOE School Survey	This measure was partially met. Although the parent survey response rate was disappointing at 34%, the percent of positive responses came in at 91%.	

Org Goal 7	Each year, 90 percent of all instructional staff employed during the prior school year will return and/or be asked to return the following school year.	HR Records	This measure was not met.	
Org Goal 8	In each year of the charter term, staff will express satisfaction with the school's program, based on the NYC DOE School Survey. On key questions as identified in the NYC DOE Charter Schools Accountability Handbook, the school will have a percentage of staff that agree or strongly agree that meets or exceeds citywide averages. The school will only have met this goal if 50% or more staff participate in the survey.	NYCDOE School Survey	NHACS achieved this measure. 93% of teachers completed the survey with 88% of their responses being positive.	
Org Goal 9	In each year of the charter term, students will express satisfaction with the school's program, based on the NYC DOE School Survey. On key questions as identified in the NYC DOE Charter Schools Accountability Handbook, the school will have a percentage of students that agree or strongly agree	NYCDOE School Survey	NHACS achieved this measure. 90% of students completed the survey with 72% of their responses being positive.	

	that meets or exceeds citywide averages. The school will only have met this goal if 50% or more students participate in the survey. (For grades 6-12 only.)			
Org Goal 10	Each year, instructional staff will engage in at least 50 hours of professional development, provided by both the school and other organizations.	School Records	This measure was achieved.	
Org Goal 11				
Org Goal 12				
Org Goal 13				
Org Goal 14				
Org Goal 15				

6. FINANCIAL GOALS

2015-16 Progress Toward Attainment of Financial Goals

	Financial Goals	Measure Used to Evaluate Progress	Goal - Met, Partially Met, or Not Met	If Not Met, Describe Efforts School Will Take
Financial Goal 1	Each year, student enrollment will be within 15% of full enrollment as defined in the school's contract. This will be maintained on an ongoing basis and monitored bi-	ATS Records	NHACS achieved this outcome measure.	

	monthly.			
Financial Goal 2	Upon the completion of each fiscal year, the school will undergo an independent financial audit that will result in an unqualified opinion and no major findings.	Independent Audit	This measure was met. The audit is complete with an unqualified opinion and no major findings.	
Financial Goal 3	Each year, the school will operate on a balanced budget and maintain a stable cash flow.	Financial Records	NHACS partially met this outcome measure.	
Financial Goal 4	Each year, the school will work in accordance with the mandated fiscal policies.	Financial Records	NHACS met this outcome measure.	
Financial Goal 5	Each year, the school will spend 2-4% of excess cash (as defined by the Board of Trustees) to strengthen the academic performance of the school.	School Records	NHACS met this outcome measure.	



Entry 4 Expenditures per Child

Created: 07/21/2016

Last updated: 07/28/2016

Page 1

Financial Information

This information is required of ALL charter schools. Provide the following measures of fiscal performance of the charter school in Appendix B (Total Expenditures and Administrative Expenditures Per Child):

1. Total Expenditures Per Child

To calculate '**Total Expenditures per Child**' take total expenditures (from the unaudited 2015-16 Schedule of Functional Expenses) and divide by the year end FTE student enrollment. (Integers Only. No dollar signs or commas).

Note: *The information on the Schedule of Functional Expenses on pages 41-43 of the Audit Guide can help schools locate the amounts to use in the two per pupil calculations:* <http://www.p12.nysed.gov/psc/AuditGuide.html>

Line 1: Total Expenditures	12604843
Line 2: Year End FTE student enrollment	749
Line 3: Divide Line 1 by Line 2	16289

2. Administrative Expenditures per Child

To calculate '**Administrative Expenditures per Child**' To calculate "Administrative Expenditures per Child" first *add* together the following:

1. Take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the unaudited 2015-16 Schedule of Functional Expenses)
2. Any contracted administrative/management fee paid to other organizations or corporations
3. Take the total from above and divide it by the year-end FTE enrollment. The relevant portion that

must be included in this calculation is defined as follows:

Administrative Expenditures: Administration and management of the charter school includes the activities and personnel of the offices of the chief school officer, the finance or business offices, school operations personnel, data management and reporting, human resources, technology, etc. It also includes those administrative and management services provided by other organizations or corporations on behalf of the charter school for which the charter school pays a fee or other compensation. Do not include the FTE of personnel whose role is to directly support the instructional program.

Notes:

The information on the Schedule of Functional Expenses on pages 41-43 of the Audit Guide can help schools locate the amounts to use in the two per pupil calculations:

<http://www.p12.nysed.gov/psc/AuditGuide.html>.

Employee benefit costs or expenditures should not be reported in the above calculations.

Line 1: Relevant Personnel Services Cost (Row)	1392019
Line 2: Management and General Cost (Column)	546623
Line 3: Sum of Line 1 and Line 2	1938642
Line 5: Divide Line 3 by the Year End FTE student enrollment	2588

Thank you.



Entry 6a Audited Statements

Created: 10/19/2016

Last updated: 10/31/2016

Regents, NYCDOE and Buffalo BOE authorized schools should enter the financial contact information requested and upload the independent auditor's report and internal controls reports as one combined file.

Page 1

School Based Fiscal Contact Information

	School Based Fiscal Contact Name	School Based Fiscal Contact Email	School Based Fiscal Contact Phone
	Michael Sico	[REDACTED]	[REDACTED]

Audit Firm Contact Information

	School Audit Contact Name	School Audit Contact Email	School Audit Contact Phone	Years Working With This Audit Firm
	Fruchter Rosen & Co	[REDACTED]	[REDACTED]	

If Applicable:

	Outsourced Financial Services Firm Name	Outsourced Financial Services Contact	Outsourced Financial Services Email	Outsourced Financial Services Phone	Years Working With This Firm

Please upload as one combined file:

- a. the independent auditor's report on financial statements and notes; and
- b. reports on internal controls over financial reporting and compliance

<https://nysed-cso-reports.fluidreview.com/media/assets/survey-uploads/84001/6966084-F7wWrRhhE3/NHACS%20FS%206.30.2016%20and%202015.pdf>

NEW HEIGHTS ACADEMY CHARTER SCHOOL
(A Not-For-Profit Corporation)

FINANCIAL STATEMENTS

JUNE 30, 2016
(with comparative financial information for June 30, 2015)

NEW HEIGHTS ACADEMY CHARTER SCHOOL
(A Not-For-Profit Corporation)
FINANCIAL STATEMENTS
JUNE 30, 2016
(with comparative financial information for June 30, 2015)

C O N T E N T S

	<u>PAGE</u>
INDEPENDENT AUDITORS' REPORT	1 - 2
FINANCIAL STATEMENTS:	
Statements of financial position	3
Statements of activities	4
Statements of functional expenses	5
Statements of cash flows	6
Notes to financial statements	7 - 14
INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH <i>GOVERNMENT AUDITING STANDARDS</i>	15 - 16

FRUCHTER ROSEN & COMPANY, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

156 WEST 56TH STREET

NEW YORK, NEW YORK 10019

TEL: (212) 957-3600

FAX: (212) 957-3696

INDEPENDENT AUDITORS' REPORT

TO THE BOARD OF TRUSTEES OF
NEW HEIGHTS ACADEMY CHARTER SCHOOL

Report on the Financial Statements

We have audited the accompanying financial statements of New Heights Academy Charter School (the "School") (a not-for-profit corporation), which comprise the statement of financial position as of June 30, 2016, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the School's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the School as of June 30, 2016, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Summarized Comparative Information

We have previously audited the School's 2015 financial statements, and our report dated September 17, 2015, expressed an unmodified opinion on those audited financial statements. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2015, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated September 29, 2016, on our consideration of the School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control over financial reporting and compliance.


FRUCHTER ROSEN & COMPANY, P.C.
Certified Public Accountants

New York, New York
September 29, 2016

NEW HEIGHTS ACADEMY CHARTER SCHOOL
(A Not-For-Profit Corporation)
STATEMENTS OF FINANCIAL POSITION
JUNE 30, 2016
(with comparative financial information for June 30, 2015)

	2016	2015
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 2,402,077	\$ 2,548,645
Investments	1,523,334	1,508,910
Grants and contracts receivable	525,255	224,192
Prepaid expenses and other receivables	5,000	436,343
Total current assets	4,455,666	4,718,090
Property and equipment, net of accumulated depreciation and amortization of \$2,521,139 and \$2,200,531, respectively	2,626,885	2,746,239
Other assets:		
Security deposits	694,732	695,732
Restricted cash	75,557	75,480
Total other assets	770,289	771,212
TOTAL ASSETS	\$ 7,852,840	\$ 8,235,541
LIABILITIES AND UNRESTRICTED NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 192,485	\$ 251,320
Accrued payroll and payroll taxes	585,416	672,515
Refundable advances	-	12,303
Total current liabilities	777,901	936,138
Deferred rent	212,743	155,128
Total liabilities	990,644	1,091,266
Unrestricted net assets:		
Undesignated	5,338,862	5,635,365
Board-designated	1,523,334	1,508,910
Total unrestricted net assets	6,862,196	7,144,275
TOTAL LIABILITIES AND UNRESTRICTED NET ASSETS	\$ 7,852,840	\$ 8,235,541

The accompanying notes are an integral part of the financial statements.

NEW HEIGHTS ACADEMY CHARTER SCHOOL
(A Not-For-Profit Corporation)
STATEMENTS OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2016
(with summarized comparative financial information for the year ended June 30, 2015)

	2016	2015
Revenue and support:		
State and local per pupil operating revenue	\$ 11,829,484	\$ 11,143,016
Federal grants	538,702	528,103
Federal grants - E-Rate and IDEA	79,094	128,204
State and city grants	62,932	62,408
Contributions and grants	16,866	41,855
In-kind donations	-	810
Investment income, net	25,062	16,055
Total revenue and support	12,552,140	11,920,451
Expenses:		
Program services		
Regular education	8,697,026	8,564,928
Special education	2,535,184	2,145,598
Other programs	135,407	98,404
Total program services	11,367,617	10,808,930
Supporting services		
Management and general	1,414,217	1,401,890
Fundraising	52,385	52,457
Total expenses	12,834,219	12,263,277
Changes in unrestricted net assets	(282,079)	(342,826)
Unrestricted net assets - beginning of year	7,144,275	7,487,101
Unrestricted net assets - end of year	\$ 6,862,196	\$ 7,144,275

The accompanying notes are an integral part of the financial statements.

NEW HEIGHTS ACADEMY CHARTER SCHOOL
(A Not-For-Profit Corporation)
STATEMENTS OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2016

(with summarized comparative financial information for the year ended June 30, 2015)

	2016							2015
	Program Services				Supporting Services			
	Regular Education	Special Education	Supplemental Education	Total	Management and General	Fundraising	Total	
Salaries	\$ 4,235,946	\$ 1,519,428	\$ 99,307	\$ 5,854,681	\$ 699,863	\$ 17,945	\$ 6,572,489	\$ 6,072,835
Employee benefits and payroll taxes	887,180	318,230	20,799	1,226,209	146,581	3,758	1,376,548	1,368,770
Auditing/Accounting fees	-	-	-	-	27,250	-	27,250	30,250
Professional fees	223,816	-	-	223,816	24,869	-	248,685	172,300
Consultants - technology	-	-	-	-	-	-	-	5,417
Consultants - temps	198,700	31,140	-	229,840	-	-	229,840	156,703
Staff development	178,959	68,388	-	247,347	29,568	758	277,673	288,545
Teacher recruitment	17,757	6,786	-	24,543	2,934	75	27,552	34,075
Student recruiting and marketing	20,347	3,189	-	23,536	-	-	23,536	36,545
Student management	13,030	2,042	-	15,072	-	-	15,072	33,650
Student/Staff events	129,493	49,485	-	178,978	21,395	549	200,922	251,242
Food service	218,413	34,839	3,885	257,137	-	-	257,137	175,612
Field trips	19,241	3,016	-	22,257	-	-	22,257	35,288
Supplies and materials	162,348	58,234	3,806	224,388	26,824	688	251,900	332,042
Textbooks	65,801	10,313	-	76,114	-	-	76,114	54,979
Rent and utilities	1,591,792	249,468	-	1,841,260	303,267	21,662	2,166,189	2,173,348
Maintenance and repairs	116,844	18,312	-	135,156	22,261	1,590	159,007	139,748
Janitorial	142,159	50,992	3,333	196,484	23,488	602	220,574	145,830
Security	55,133	19,776	1,293	76,202	9,109	234	85,545	146,453
Lease - equipment	31,234	11,204	732	43,170	5,161	132	48,463	37,020
Insurance	57,165	8,959	-	66,124	10,891	778	77,793	74,819
Dues and fees	30,155	10,816	707	41,678	4,982	128	46,788	28,472
Postage/Printing/Copying	9,972	3,577	234	13,783	1,647	42	15,472	11,680
Telephone and internet	53,583	19,220	1,256	74,059	8,853	227	83,139	78,578
Depreciation and amortization	235,594	36,923	-	272,517	44,885	3,206	320,608	377,708
Miscellaneous	2,364	847	55	3,266	389	11	3,666	1,368
Total expenses	\$ 8,697,026	\$ 2,535,184	\$ 135,407	\$ 11,367,617	\$ 1,414,217	\$ 52,385	\$ 12,834,219	\$ 12,263,277

The accompanying notes are an integral part of the financial statements.

NEW HEIGHTS ACADEMY CHARTER SCHOOL
(A Not-For-Profit Corporation)
STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2016
(with summarized comparative financial information for the year ended June 30, 2015)

	2016	2015
CASH FLOWS FROM OPERATING ACTIVITIES		
Changes in unrestricted net assets	\$ (282,079)	\$ (342,826)
Adjustments to reconcile changes in unrestricted net assets to net cash provided by operating activities:		
Depreciation and amortization	320,608	377,708
Unrealized (gains) losses on investments	(30)	4,954
Changes in certain assets and liabilities:		
(Increase) Decrease in grants and contracts receivable	(301,063)	183,193
Decrease (Increase) in prepaid expenses and other receivables	431,343	(76,920)
Decrease (Increase) in security deposits	1,000	(100,500)
(Decrease) in accounts payable and accrued expenses	(58,835)	(35,088)
(Decrease) Increase in accrued payroll and payroll taxes	(87,099)	42,107
(Decrease) in refundable advances	(12,303)	(25,505)
Increase in deferred rent	57,615	95,963
NET CASH PROVIDED BY OPERATING ACTIVITIES	69,157	123,086
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of property and equipment	(201,254)	(150,546)
Purchases of investments	(14,394)	(11,764)
Sale of investments	-	592
(Increase) in restricted cash	(77)	(75)
NET CASH (USED IN) INVESTING ACTIVITIES	(215,725)	(161,793)
NET (DECREASE) IN CASH AND CASH EQUIVALENTS	(146,568)	(38,707)
CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR	2,548,645	2,587,352
CASH AND CASH EQUIVALENTS - END OF YEAR	\$ 2,402,077	\$ 2,548,645

The accompanying notes are an integral part of the financial statements.

NEW HEIGHTS ACADEMY CHARTER SCHOOL
(A Not-For-Profit Corporation)
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2016
(with comparative financial information for June 30, 2015)

NOTE 1 - ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Organization

New Heights Academy Charter School (the "School") is a New York State, not-for-profit educational corporation that was incorporated on April 15, 2005 to operate a charter school pursuant to Article 56 of the Education Law of the State of New York. The School was granted a provisional charter on April 15, 2005 valid for a term of five years and renewable upon expiration by the Board of Regents of the University of the State of New York. The School renewed its charter through June 30, 2017. The School's mission is to provide a college preparatory education for students in Washington Heights and Inwood neighborhoods of upper Manhattan. The School's academically rigorous curriculum will ensure that all students set and meet post secondary education and career goals. Simultaneously, the School's nurturing environment of small class sizes and a focus on character education will ensure that our students develop a strong self-identity conducive to leading responsible lives as citizens in our global society. The School provided education to approximately 748 students in grades five through twelve during the 2015-2016 academic year.

Food and Transportation

During the years ended June 30, 2016 and 2015, the School retained an outside vendor to provide meals for students in which the School receives reimbursement from the New York State Education Department. The Office of Pupil Transportation provides free transportation to the majority of the students.

Tax Status

The School is exempt from Federal income tax under Section 501(a) of the Internal Revenue Code as a School described in Section 501(c)(3) and a similar provision under New York State income tax laws. The School has also been classified as an entity that is not a private foundation within the meaning of Section 509(a) and qualifies for deductible contributions as provided in section 170(b)(1)(A)(ii). The School is subject to income taxes only on net unrelated business income. The School did not have net unrelated business income for the years ended June 30, 2016 and 2015.

The School's accounting policy provides that a tax expense or benefit from an uncertain tax position may be recognized when it is more likely than not that the position will be sustained upon examination, including resolutions of any related appeals or litigation processes, based on the technical merits. The School has no uncertain tax position resulting in an accrual of tax expense or benefit.

IRS Forms 990 filed by the School are subject to examination by the Internal Revenue Service up to three years from the extended due date of each return. Forms 990 filed by the School are no longer subject to examination for the fiscal years ended June 30, 2012, and prior.

NEW HEIGHTS ACADEMY CHARTER SCHOOL
(A Not-For-Profit Corporation)
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2016
(with comparative financial information for June 30, 2015)

NOTE 1 - ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

Basis of Presentation

The School's financial statements have been prepared on the accrual basis of accounting in conformity with accounting principles generally accepted in the United States of America. The financial statement presentation follows the requirements of the Financial Accounting Standards Board in its Accounting Standards Codification ("ASC") No. 958-205 which provides guidance for the classification of net assets. The amounts for each of the three classes of net assets are based on the existence or absence of donor-imposed restrictions described as follows:

Unrestricted

Net assets of the School whose use has not been restricted by an outside donor or by law. They are available for any use in carrying out the operations of the School.

Board-designated net assets were established by the Board of Trustees to provide a reserve for unforeseen operating and capital expenses.

Temporarily Restricted

Net assets of the School whose use has been limited by donor-imposed stipulations that either expire with the passage of time or can be fulfilled and removed by actions of the School. When such stipulations end or are fulfilled, such temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statements of activities, as net assets released from restrictions.

Permanently Restricted

Net assets of the School whose use has been permanently limited by donor-imposed restrictions. Such assets include contributions required to be invested in perpetuity, the income from which is available to support charitable purposes designated by the donors.

The School had no temporarily or permanently restricted net assets at June 30, 2016 and 2015.

Revenue and Support

Contributions are recognized when the donor makes a promise to give to the School that is, in substance, unconditional. Grants and other contributions of cash are reported as temporarily restricted support if they are received with donor stipulations. Restricted contributions and grants that are made to support the School's current year activities are recorded as unrestricted revenue. Contributions of assets other than cash are recorded at their estimated fair value.

NEW HEIGHTS ACADEMY CHARTER SCHOOL
(A Not-For-Profit Corporation)
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2016
(with comparative financial information for June 30, 2015)

NOTE 1 - ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

Revenue and Support (Continued)

Revenue from the state and local governments resulting from the School's charter status and based on the number of students enrolled is recorded when services are performed in accordance with the charter agreement. Federal and other state and local funds are recorded when expenditures are incurred and billable to the government agency.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

The School considers all highly liquid financial instruments purchased with a maturity of three months or less to be cash equivalents.

Concentration of Credit Risk

Financial instruments which potentially subject the School to concentrations of credit risk are cash and cash equivalents. The School places its cash and cash equivalents on deposit in what it believes to be highly credited financial institutions. Cash balances may exceed the FDIC insured levels of \$250,000 per institution at various times during the year. At June 30, 2016 account balances exceed insured levels by approximately \$1,974,000. The School believes that there is little risk in any losses and has not experienced any losses in such accounts.

Restricted Cash

Under the provisions of its charter, the School established an escrow account to pay for legal or audit expenses that would be associated with a dissolution should it occur.

Property and Equipment

Purchased property and equipment are recorded at cost. Maintenance and repairs are expensed as incurred. Property and equipment acquired with certain government funding are recorded as expenses pursuant to the terms of the contract, in which ownership of such property and equipment is retained by the funding source. No amortization is recorded on construction-in-progress until property is placed into service. Depreciation and amortization is provided on the straight line method over the estimated useful lives as follows:

Computers and equipment	3 to 5 years
Website development	3 years
Software	5 years
Furniture and fixtures	7 years
Leasehold improvements	Useful life or related lease

NEW HEIGHTS ACADEMY CHARTER SCHOOL
(A Not-For-Profit Corporation)
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2016
(with comparative financial information for June 30, 2015)

NOTE 1 - ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

Refundable Advances

The School records certain government grants and contracts as refundable advances until related services are performed, at which time it is recognized as revenue.

Comparative Financial Information

The accompanying statements of activities and functional expenses are presented with summarized comparative information. Such prior year information is not presented by net asset class in the statements of activities or by functional category in the statements of functional expenses. Accordingly, such information should be read in conjunction with the School's 2015 financial statements from which the summarized information was derived.

NOTE 2 - GRANTS AND CONTRACTS RECEIVABLE

Grants and contracts receivable consist of federal, state, and city entitlements and grants. The School expects to collect these receivables within one year.

NOTE 3 - INVESTMENTS

Investments held by the School consist of the following at June 30,:

	2016	
	Cost Basis	Market Value
Fixed income – Ultra short duration bond	\$ 1,523,304	\$ 1,523,334
	2015	
	Cost Basis	Market Value
Fixed income – Ultra short duration bond	\$ 1,513,864	\$ 1,508,910

These investments are presented in the statements of financial position at fair value. Unrealized gains and (losses) are included with investment income in the statements of activities.

Investment income consist of the following for the years ended June 30,:

	2016	2015
Interest and dividends	\$ 25,032	\$ 21,009
Unrealized gains (losses) on investments	30	(4,954)
	\$ 25,062	\$ 16,055

NEW HEIGHTS ACADEMY CHARTER SCHOOL
(A Not-For-Profit Corporation)
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2016
(with comparative financial information for June 30, 2015)

NOTE 4 - FAIR VALUE MEASUREMENTS

ASC No. 820-10, *Fair Value Measurements*, establishes a framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurements) and the lowest priority to unobservable inputs (level 3 measurements). The three levels of the fair value hierarchy under ASC No. 820-10 are described as follows:

- Level 1 – Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the School has the ability to access.
- Level 2 – Inputs other than quoted prices included in level 1 that are observable for the asset or liability, either directly or indirectly including inputs in markets that are not considered to be active.
- Level 3 – Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Following is a description of the valuation methodologies used for assets measured at fair value:

Fixed income: Valued at the closing price reported on the securities market on which the investment is traded.

The preceding methods may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the School believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

The primary uses of fair value measures in the School's financial statements are:

- initial measurement of noncash gifts, including gifts of investment assets.
- recurring measurement of investments.

NEW HEIGHTS ACADEMY CHARTER SCHOOL
(A Not-For-Profit Corporation)
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2016
(with comparative financial information for June 30, 2015)

NOTE 4 - FAIR VALUE MEASUREMENTS (Continued)

The following table sets forth by level, within the fair value hierarchy, the School's assets at fair value at June 30,:

	2016			
	Level 1	Level 2	Level 3	Total
Fixed income –				
Ultra short duration bond	<u>\$ 1,523,334</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,523,334</u>
	2015			
	Level 1	Level 2	Level 3	Total
Fixed income –				
Ultra short duration bond	<u>\$ 1,508,910</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,508,910</u>

NOTE 5 - PROPERTY AND EQUIPMENT

Property and equipment consist of the following at June 30,:

	2016	2015
Computers and equipment	\$ 1,628,841	\$ 1,478,033
Website development	17,000	17,000
Software	184,517	184,517
Furniture and fixtures	397,412	367,466
Leasehold improvements	<u>2,920,254</u>	<u>2,899,754</u>
	5,148,024	4,946,770
Less: Accumulated depreciation and amortization	<u>(2,521,139)</u>	<u>(2,200,531)</u>
	<u>\$ 2,626,885</u>	<u>\$ 2,746,239</u>

Depreciation and amortization expense was \$320,608 and \$377,708 for the years ended June 30, 2016 and 2015, respectively.

NOTE 6 - REVENUE CONCENTRATION

The School receives a substantial portion of its support and revenue from the New York City Department of Education. If the charter school laws were modified, reducing or eliminating these revenues, the School's finances could be materially adversely affected.

NEW HEIGHTS ACADEMY CHARTER SCHOOL
(A Not-For-Profit Corporation)
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2016
(with comparative financial information for June 30, 2015)

NOTE 7 - FUNCTIONAL ALLOCATION OF EXPENSE

Directly identifiable expenses are charged to programs and supporting services. Expenses related to more than one function are charged to programs and supporting services on the basis of periodic time and expense studies. Fundraising, management and general expense includes those expenses that are not directly identifiable with any other specific function, but provide for the overall support and direction of the School.

NOTE 8 - IN-KIND DONATIONS

For the years ended June 30, 2016 and 2015, the School received shirts and donated library books from a donor with a fair value of \$-0- and \$810, respectively. The entire value is included in student/staff events and textbooks in the accompanying schedule of functional expenses.

NOTE 9 - RETIREMENT PLAN

The School maintains a pension plan qualified under Internal Revenue Code 401(k), for the benefit of its eligible employees. Under the plan, the School will match employee contributions up to 5% of annual compensation. Employee match for the years ended June 30, 2016 and 2015 amounted to \$175,558 and \$162,863, respectively.

NOTE 10 - COMMITMENTS

Operating lease – Civic Builders

During the year ended June 30, 2010, the School finalized a non-cancellable sublease agreement with Civic Builders (“Civic”) on the expansion of their facility expiring on May 30, 2039. As a result of this agreement, Civic took over the School’s prior lease obligation and secured options for an additional two floors. The agreement enabled the School to expand its infrastructure to service approximately 750 students. In addition, the agreement requires the School to fund Civic a reserve amount of \$500,000, payable at \$100,000 per year starting in September 2010 and included in security deposits in the accompanying statements of financial position.

Future minimum lease payments are as follows:

Year ending June 30,	2017	\$ 5,801,031
	2018	1,396,931
	2019	1,438,839
	2020	1,482,004
	2021	1,526,464
	Thereafter	<u>36,591,028</u>
		<u>\$ 48,236,297</u>

NEW HEIGHTS ACADEMY CHARTER SCHOOL
(A Not-For-Profit Corporation)
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2016
(with comparative financial information for June 30, 2015)

NOTE 10 - COMMITMENTS (Continued)

Operating lease - 1818-1838 Amsterdam Avenue LLC

On April 1, 2012, the School entered into a non-cancellable lease agreement with 1818-1838 Amsterdam Avenue LLC (“Amsterdam”) on the expansion of their facility expiring on May 31, 2039. In addition, the agreement requires the School to fund Amsterdam a reserve amount of \$17,200, which is included in security deposits in the accompanying statements of financial position.

Future minimum lease payments are as follows:

Year ending June 30,	2017		\$ 117,021
	2018		120,537
	2019		124,152
	2020		127,875
	2021		131,709
	Thereafter		<u>3,157,357</u>
			<u>\$ 3,778,651</u>

The School recognizes rent expense on a straight-line basis. Rent expense in excess of payments is recorded as deferred rent in the accompanying statements of financial position. Rent expense under the operating leases for the years ended June 30, 2016 and 2015 amounted to \$1,833,086 and \$1,825,320, respectively.

NOTE 11 - CONTINGENCIES

Certain grants and contracts may be subject to audit by the funding sources. Such audits might result in disallowances of costs submitted for reimbursements. Management is of the opinion that such cost disallowances, if any, will not have a material effect on the accompanying financial statements. Accordingly, no amounts have been provided in the accompanying financial statements for such potential claims.

NOTE 12 - SUBSEQUENT EVENTS

In preparing these financial statements, the School has evaluated events and transactions for potential recognition or disclosure through September 29, 2016, the date the financial statements were available to be issued.

FRUCHTER ROSEN & COMPANY, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

156 WEST 56TH STREET

NEW YORK, NEW YORK 10019

TEL: (212) 957-3600

FAX: (212) 957-3696

INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL
REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF
FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH
GOVERNMENT AUDITING STANDARDS

TO THE BOARD OF TRUSTEES OF
NEW HEIGHTS ACADEMY CHARTER SCHOOL

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of New Heights Academy Charter School (the "School"), which comprise the statement of financial position as of June 30, 2016, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated September 29, 2016.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the School's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we do not express an opinion on the effectiveness of the School's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the School's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

TO THE BOARD OF TRUSTEES OF
NEW HEIGHTS ACADEMY CHARTER SCHOOL

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the School's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

We noted certain matters that were reported to the management of the School in a separate letter dated September 29, 2016.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the School's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.


FRUCHTER ROSEN & COMPANY, P.C.
Certified Public Accountants

New York, New York
September 29, 2016



Entry 6b Additional Financial Docs

Created: 10/19/2016

Last updated: 11/01/2016

The additional items listed below should be uploaded if applicable. Please explain the reason(s) if the items are not included. Examples might include: a written management letter was not issued; the school did not expend federal funds in excess of the Single Audit Threshold of \$750,000; the corrective action plan will be submitted by the following date (should be no later than 30 days from the submission of the report); etc.

Page 1

1. Management Letter

(No response)

Explanation for not uploading the Management Letter.

Uploaded as part of Audit File

2. Form 990

(No response)

Explanation for not uploading the Form 990.

Pending

3. Federal Single Audit

Note: A copy of the Federal Single Audit must be filed with the Federal Audit Clearinghouse. Please refer to OMB Uniform Guidelines for the federal filing requirements.

(No response)

Explanation for not uploading the Federal Single Audit.

N/A

4. CSP Agreed Upon Procedure Report

(No response)

Explanation for not uploading the procedure report.

N/A

5. Evidence of Required Escrow Account

<https://nysed-cso-reports.fluidreview.com/media/assets/survey-uploads/84010/6966254-pN6H0Nalce/TD%20Escrow%20x4943%20NHACS%20Oct%2031,2016.pdf>

Explanation for not uploading the Escrow evidence.

(No response)

6. Corrective Action Plan

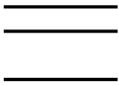
A **Corrective Action Plan** for Audit Findings and Management Letter Recommendations, which must include:

- a. The person responsible
- b. The date action was taken, or will be taken
- c. Description of the action taken
- d. Evidence of implementation (if available)

(No response)

Explanation for not uploading the Corrective Action Plan.

No Findings



Bank

America's Most Convenient Bank®

NEW HEIGHTS ACADEMY CHARTER SCHOOL
1818 AMSTERDAM AVE
NEW YORK NY 10031

Page: 1 of 2
Statement Period: Oct 01 2016-Oct 31 2016
Cust Ref #: [REDACTED]
Primary Account #: [REDACTED]

NP Interest Now

NEW HEIGHTS ACADEMY CHARTER SCHOOL

Account [REDACTED]

ACCOUNT SUMMARY

Statement Balance as of 10/01		75,575.66
Plus	0 Deposits and Other Credits	0.00
Plus	Interest Paid	6.40
Less	0 Checks and Other Debits	0.00
Statement Balance as of 10/31		75,582.06

ACCOUNT ACTIVITY

Transactions by Date

DATE	DESCRIPTION	DEBIT	CREDIT	BALANCE
10/31	INTEREST PAID		6.40	75,582.06

INTEREST SUMMARY

Beginning Interest Rate	0.10%
Number of Days in this Statement Period	31
Interest Earned this Statement Period	6.40
Annual Percentage Yield Earned	0.10%
Interest Paid Year to Date	62.95

Call 1-800-937-2000 for 24-hour Bank-by-Phone services or connect to www.tdbank.com

How to Balance your Account

Begin by adjusting your account register as follows:

- Subtract any services charges shown on this statement.
- Subtract any automatic payments, transfers or other electronic withdrawals not previously recorded.
- Add any interest earned if you have an interest-bearing account.
- Add any automatic deposit or overdraft line of credit.
- Review all withdrawals shown on this statement and check them off in your account register.
- Follow instructions 2-5 to verify your ending account balance.

1. Your ending balance shown on this statement is:
2. List below the amount of deposits or credit transfers which do not appear on this statement. Total the deposits and enter on Line 2.
3. Subtotal by adding lines 1 and 2.
4. List below the total amount of withdrawals that do not appear on this statement. Total the withdrawals and enter on Line 4.
5. Subtract Line 4 from 3. This adjusted balance should equal your account balance.

1	Ending Balance	75,582.06
2	Total Deposits	+
3	Sub Total	
4	Total Withdrawals	-
5	Adjusted Balance	

2	DEPOSITS NOT ON STATEMENT	DOLLARS	CENTS
	Total Deposits		2

4	WITHDRAWALS NOT ON STATEMENT	DOLLARS	CENTS
	Total Withdrawals		4

	WITHDRAWALS NOT ON STATEMENT	DOLLARS	CENTS
	Total Withdrawals		4

FOR CONSUMER ACCOUNTS ONLY — IN CASE OF ERRORS OR QUESTIONS ABOUT YOUR ELECTRONIC FUNDS TRANSFERS:

If you need information about an electronic fund transfer or if you believe there is an error on your bank statement or receipt relating to an electronic fund transfer, telephone the bank immediately at the phone number listed on the front of your statement or write to:

TD Bank, N.A., Deposit Operations Dept, P.O. Box 1377, Lewiston, Maine 04243-1377

We must hear from you no later than sixty (60) calendar days after we sent you the first statement upon which the error or problem first appeared. When contacting the Bank, please explain as clearly as you can why you believe there is an error or why more information is needed. Please include:

- Your name and account number.
- A description of the error or transaction you are unsure about.
- The dollar amount and date of the suspected error.

When making a verbal inquiry, the Bank may ask that you send us your complaint in writing within ten (10) business days after the first telephone call.

We will investigate your complaint and will correct any error promptly. If we take more than ten (10) business days to do this, we will credit your account for the amount you think is in error, so that you have the use of the money during the time it takes to complete our investigation.

INTEREST NOTICE

Total interest credited by the Bank to you this year will be reported by the Bank to the Internal Revenue Service and State tax authorities. The amount to be reported will be reported separately to you by the Bank.

FOR CONSUMER LOAN ACCOUNTS ONLY — BILLING RIGHTS SUMMARY

In case of Errors or Questions About Your Bill:

If you think your bill is wrong, or if you need more information about a transaction on your bill, write us at P.O. Box 1377, Lewiston, Maine 04243-1377 as soon as possible. We must hear from you no later than sixty (60) days after we sent you the FIRST bill on which the error or problem appeared. You can telephone us, but doing so will not preserve your rights. In your letter, give us the following information:

- Your name and account number.
- The dollar amount of the suspected error.
- Describe the error and explain, if you can, why you believe there is an error.
- If you need more information, describe the item you are unsure about.

You do not have to pay any amount in question while we are investigating, but you are still obligated to pay the parts of your bill that are not in question. While we investigate your question, we cannot report you as delinquent or take any action to collect the amount you question.

FINANCE CHARGES: Although the Bank uses the Daily Balance method to calculate the finance charge on your Moneyline/Overdraft Protection account (the term "ODP" or "OD" refers to Overdraft Protection), the Bank discloses the Average Daily Balance on the periodic statement as an easier method for you to calculate the finance charge. The finance charge begins to accrue on the date advances and other debits are posted to your account and will continue until the balance has been paid in full. To compute the finance charge, multiply the Average Daily Balance times the Days in Period times the Daily Periodic Rate (as listed in the Account Summary section on the front of the statement). The Average Daily Balance is calculated by adding the balance for each day of the billing cycle, then dividing the total balance by the number of Days in the Billing Cycle. The daily balance is the balance for the day after advances have been added and payments or credits have been subtracted plus or minus any other adjustments that might have occurred that day. There is no grace period during which no finance charge accrues. Finance charge adjustments are included in your total finance charge.

New Heights Academy Charter School

Statement of Activity

Note: This budget was constructed in April, and the 5-year plan was crafted in August - October of 2016, to reflect our latest understanding of school revenue projections and more detailed plans for school staffing and program investment levels. As such, the 5-year plan and year's budget show a modest variance.

Actuals

July 2015 - March

	Budget
	FY16-17
Revenue	
4100-Federal Grants	
4102-IDEA Spec. Ed.	41,000
4103-Title I	328,542
4104-Title IIA	12,418
4110-Federal School Food Program	170,000
4111-E-Rate	29,500
4113-Title III	12,665
Total 4100-Federal Grants	594,125
4200-State Grants	
4201-PPA	10,379,980
4203-PPA Special Ed	1,227,779
4204-NYSTL	43,105
4205-NYSSL	11,085
4206-NYSBLIBL	4,625
4209-State School Food Program	6,000
Total 4200-State Grants	11,672,574
4600-Fundraising	
4500-Grant Income	35,000
4601-Individual Donations	22,000
4602-Corporate Donations	10,000
4603-Board Members Donations	12,300
4604- School Fundraising	-
Total 4600-Fundraising	79,300
4801-Other Income	
4801-Other Income	-
4700-Interest Income	15,000
Total 4801-Other Income	15,000
Total 4000-All Revenues	12,360,999
Expenditures	
5000-Salaries Expenses	
5010-Middle School Instruction	1,240,099
5020-High School Instruction	1,472,665
5002-Instruc./Behavior Support	1,051,022
5057-Inst Beh/Overtime	-
5062-Inst Beh/Vacation	-
5003-Leadership	1,249,477
5015-Leadership/Holiday	-
5005- Administration	786,246
5043-Administration/Overtime	-
5006- After School Program	57,500
5007- Saturday Academy	10,000

5009-Special Projects	104,245
5013-Special Education	979,797
5040-Summer School	34,000
5071-Manual Checks	-
Total 5000-Salaries Expenses	6,985,051
5100-Fringe Benefits Expense	
5101-Federal Taxes	-
5102-NY SUI Expense	58,727
5103-Social Security EE	-
5104-Social Security ER	429,939
5106-Medicare EE	-
5107-Medicare ER	100,550
5108-State Income Tax	-
5109-NY City Tax	-
5110-Yonkers	-
5111-Health Insurance	-
5121-Health Insurance EE	645,406
5112-Dental Insurance	-
5122-Dental EE	33,575
5113-Disability Insurance	32,560
5114-Life Insurance	4,158
5115-Workers Compensation	62,209
5116-Employer Pension Match	229,178
5117- 401 K Exchange Account	-
5118-Transit Check	-
5119-Supplemental Insurance	-
5127-Vision	-
5128-Life Ins. - Supplemental	-
5129-Short Term Disability Ins.	-
5120-Flexible Spending Account	-
5123-Garnish	-
5125-Misc. Benefits	6,000
Total 5100-Fringe Benefits Expense	1,602,302
5200-Facilities Expense	
5201-Rent	1,800,000
5202-Utilities	210,120
5203-Cleaning Services	204,000
5204-Real estate taxes	170,240
5206-Facilities Maint/ Repair	110,233
5207-Maintenance Supplies	59,000
5209-Pest Control	8,400
5211- Permits	-
5212- Security	75,000
Total 5200-Facilities Expense	2,636,993
5300-Insurance Expense	
5301-D & O Insurance	14,552
5302-Professional Liab. Ins	34,668
5303-Umbrella Policy	9,404
5304- Business Owners	21,473
5305-Student Insurance	5,497
Total 5300-Insurance Expense	85,593
5401-Classroom Supplies	
5402-Art Supplies	5,000
5403-Science Program Supplies	15,000
5404-Physical Education Supplies	6,500
5405-Math Program Supplies	25,000

5405-Teacher Discretionary Fund	-
5406-Drama Supplies	1,000
5407-Special Education Supplies	20,000
5413- Social Worker Supplies	500
5424-English Program Supplies	25,000
5425-Social Studies Program Sup	10,000
5426-Music Program Supplies	1,000
5427-Foreign Language Program	3,000
5408-Textbooks	60,000
5409-Library Books	20,000
5410-Field Trips	30,500
5414-Student Classroom Supplies	13,500
Total 5400-Classroom Instruction Exp	236,000
5500-Instructional Support Serv	
5514-Conferences	20,000
5515-Supplies	-
5516-Consultants	-
5511-Uniforms - Student Pmt 5506-Student Management System	30,000
5505-Uniforms Other	3,000
5502-Professional Development	135,500
5509-After School Prog Sup/Fees	25,000
5510- Special Events Students	148,000
Total 5500-Instructional Support Serv	361,500
5600-Professional Services	
5602-Audit	35,000
5604-Legal Fees	5,000
5606-Staff Recruitment	39,000
5609-Professional fees - other	65,000
5611-Substitute Teachers	145,500
5612-Outside Computer Services	10,000
5617-Security Services	-
Total 5600-Professional Services	299,500
5700-Office Expenses	
5702-Copy Machine Lease	50,421
5705-Postage, shipping, delivery	15,000
5707-Supplies	40,000
5708-Telephone	23,340
5709-Internet	50,000
5711- Computer Equip./Software	10,000
5714-Small Furniture	7,000
5715-Prof Development-Non Instr	15,000
Total 5700-Office Expenses	210,761
5800-Misc expenses	
5802-Bank Fees	500
5804-Dues & Fees	41,650
5807-Other expenses	2,500
5809-Sales taxes	-
5810-Payroll Services	22,500
5812-Special Activities Staff	36,500
5817-SPECIAL EVENTS PARENTS	15,730
Total 5800-Misc expenses	119,380
5900-Travel & meetings expenses	
5902-Travel	2,500
Total 5900-Travel & meetings expenses	2,500
6000-Fundraising Expenses	
6003-Marketing, Promotions	35,000
Total 6000-Fundraising Expenses	35,000

6100-Board of Trustees	
6101-Board Fees	<u>5,000</u>
Total 6100-Board of Trustees	5,000
7000-Food Services	<u>200,000</u>
Total 7000-Food Services	200,000
8000-Depreciation & amort	<u>250,420</u>
Total Expenditures	<u>13,030,000</u>
Net Operating Revenue	(669,001)

Disclosure of Financial Interest by a Current or Proposed Charter School Education Corporation Trustee

Trustee Name:

Dylan Hogarty

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):

New Heights Academy Charter School

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

Vice President

2. Is the trustee an employee of any school operated by the Education Corporation?
 ___ Yes X No

If Yes, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

___ Yes X No

If Yes, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) governed by the Education Corporation during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself

<i>None</i>	<i>Please write "None" if applicable. Do not leave this space blank.</i>		
-------------	--	--	--

5. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) governed by the Education Corporation and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps Taken to Avoid Conflict of Interest
<i>None</i> <i>Please write "None" if applicable. Do not leave this space blank.</i>				

D. J. Hogarty *7/18/16*

 Signature Date

Please note that this document is considered a public record and as such, may be made available to members of the public provided below will be

Business Telephone: _____
Business Address: _____
E-mail Address: _____
Home Telephone: _____
Home Address: _____

Disclosure of Financial Interest by a Current or Proposed Charter School Education Corporation Trustee

Trustee Name:

_____ **Edna Santiago** _____

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):

_____ **New Heights Academy Charter School** _____

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative). **Parent Representative**

2. Is the trustee an employee of any school operated by the Education Corporation?
 ___ **Yes** ___ **X** ___ **No**

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?
 ___ **Yes** ___ **X** ___ **No**

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) governed by the Education Corporation during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself

<i>Please write "None" if applicable. Do not leave this space blank.</i>			
--	--	--	--

5. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) governed by the Education Corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps Taken to Avoid Conflict of Interest
<i>Please write "None" if applicable. Do not leave this space blank.</i>				

Edna Santiago

07/22/2016

Signature

Date

Please note that this document is considered a public record and as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.

Business Telephone: _____

Business Address: _____

E-mail Address: _____

Home Telephone: _____

Home Address: _____



Disclosure of Financial Interest by a Current or Proposed Charter School Education Corporation Trustee

Trustee Name:

GAIL TOMALONIS GROSSMAN

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):

NEW HEIGHTS ACADEMY CHARTER SCHOOL

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

PRESIDENT

2. Is the trustee an employee of any school operated by the Education Corporation?
 Yes No

If Yes, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

Yes No

If Yes, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) governed by the Education Corporation during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself

**Disclosure of Financial Interest by a Current or Proposed Charter School
Education Corporation Trustee**

Trustee Name:

Gigi N. PARRIS

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name): _____

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

2. Is the trustee an employee of any school operated by the Education Corporation?
 _____ Yes No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?
 _____ Yes No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) governed by the Education Corporation during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself

Please write "None" if applicable. Do not leave this space blank.	NONE	Please write "None" if applicable. Do not leave this space blank.
---	------	---

5. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) governed by the Education Corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps Taken to Avoid Conflict of Interest
Please write "None" if applicable. Do not leave this space blank.		NONE		

Diggin N. Parris _____
 Signature Date 7/19/10

Please note that this document is considered a public record and as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.

Business Telephone: _____

Business Address: _____

E-mail Address: _____

Home Telephone: _____

Home Address: _____



Disclosure of Financial Interest by a Current or Proposed Charter School Education Corporation Trustee

Trustee Name:

Julie M. Torres

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):

New Heights Academy Charter School

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative). None

2. Is the trustee an employee of any school operated by the Education Corporation?
 Yes No

If Yes, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?
 Yes No

If Yes, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) governed by the Education Corporation during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself

Disclosure of Financial Interest by a Current or Proposed Charter School Education Corporation Trustee

Trustee Name:

MICHAEL HOLLANDER

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):

NEW HEIGHTS ACADEMY CHARTER SCHOOL

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative). BOARD MEMBER ONLY

2. Is the trustee an employee of any school operated by the Education Corporation?
 Yes No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?
 Yes No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) governed by the Education Corporation during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself

**Disclosure of Financial Interest by a Current or Proposed Charter School
Education Corporation Trustee**

Trustee Name:

Michael Jones

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):

New Heights Academy Charter School

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

Treasurer, Member of Finance & Audit Committee

2. Is the trustee an employee of any school operated by the Education Corporation?
 Yes X No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

 Yes X No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) governed by the Education Corporation during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself

Please write "None" if applicable. Do not leave this space blank.
None

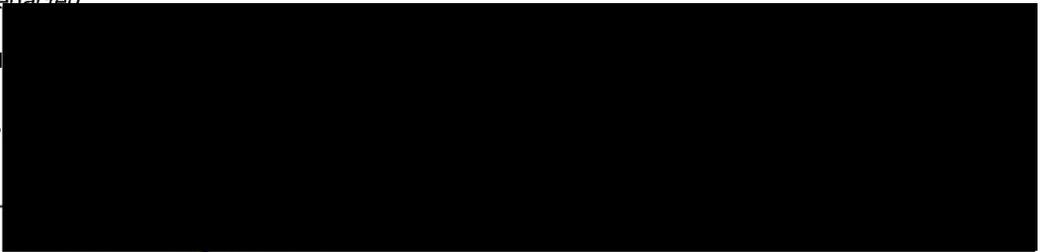
5. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) governed by the Education Corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps Taken to Avoid Conflict of Interest
<p>Please write "None" if applicable. Do not leave this space blank. <i>None</i></p>				

[Handwritten Signature]
 Signature

07/25/2016
 Date

Please note that this document is considered a public record and as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.

Business Telephone: 
 Business Address: 
 E-mail Address: 
 Home Telephone: _____
 Home Address: _____

Disclosure of Financial Interest by a Current or Proposed Charter School Education Corporation Trustee

Trustee Name:

Quincy McLain

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):

New Heights Academy Charter School

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

2. Is the trustee an employee of any school operated by the Education Corporation?
 Yes No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?
 Yes No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) governed by the Education Corporation during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself

	<i>None</i>	<i>None</i>	
--	-------------	-------------	--

5. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) governed by the Education Corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps Taken to Avoid Conflict of Interest
<i>Please write "None" if applicable. Do not leave this space blank.</i>				
	<i>None</i>			

J. McLaughlin

 Signature

7/26/16

 Date

Please note that this document is considered a public record and as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.

Business Telephone: [Redacted]
Business Address: [Redacted]
E-mail Address: [Redacted]
Home Telephone: [Redacted]
Home Address: [Redacted]

Disclosure of Financial Interest by a Current or Proposed Charter School Education Corporation Trustee

Trustee Name:

REBECA WOLFE-BALBUENA

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):

NEW HEIGHTS ACADEMY CHARTER SCHOOL

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

2. Is the trustee an employee of any school operated by the Education Corporation?
 Yes No

If Yes, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

*MS Dean; oversee school culture, discipline, and classroom management.
 Salary is \$85K. Start date September 2007*

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?
 Yes No

If Yes, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) governed by the Education Corporation during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself

Please write "None" if applicable. Do not leave this space blank.

5. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) governed by the Education Corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps Taken to Avoid Conflict of Interest
Please write "None" if applicable. Do not leave this space blank.				


Signature

7/25/16
Date

Please note that this document is considered a public record and as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.

Business Telephone: _____

Business Address: _____

E-mail Address: _____

Home Telephone: _____

Home Address: _____



Disclosure of Financial Interest by a Current or Proposed Charter School Education Corporation Trustee

Trustee Name:

Roland Guevara

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):

New Heights Academy Charter School

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative). Fundraising committee Chair

2. Is the trustee an employee of any school operated by the Education Corporation?
 Yes No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?
 Yes No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) governed by the Education Corporation during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself

Please write "None" if applicable. Do not leave this space blank.

NONE

5. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) governed by the Education Corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write None.

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps Taken to Avoid Conflict of Interest
<p>Please write "None" if applicable. Do not leave this space blank.</p> <p style="font-size: 2em; color: blue;">None</p>				

Roland Buevarra
Signature

7.28.16
Date

Please note that this document is considered a public record and as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be

Cell
~~Business Telephone~~

Business Address:

E-mail Address:

Home Telephone:

Home Address:



Disclosure of Financial Interest by a Current or Proposed Charter School Education Corporation Trustee

Trustee Name:

Anne K. Hogarty

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):

New Heights Academy

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

Board member, Education Accountability Committee member

2. Is the trustee an employee of any school operated by the Education Corporation?
 Yes No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

Yes No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

4. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) governed by the Education Corporation during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself

Please write "None" if applicable. Do not leave this space blank.

None

5. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) governed by the Education Corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write **None**.

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps Taken to Avoid Conflict of Interest
<p><i>Please write "None" if applicable. Do not leave this space blank.</i></p> <p>None</p>				

Mr. K Hogarty
 Signature

7/28/16
 Date

Please note that this document is considered a public record and as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.

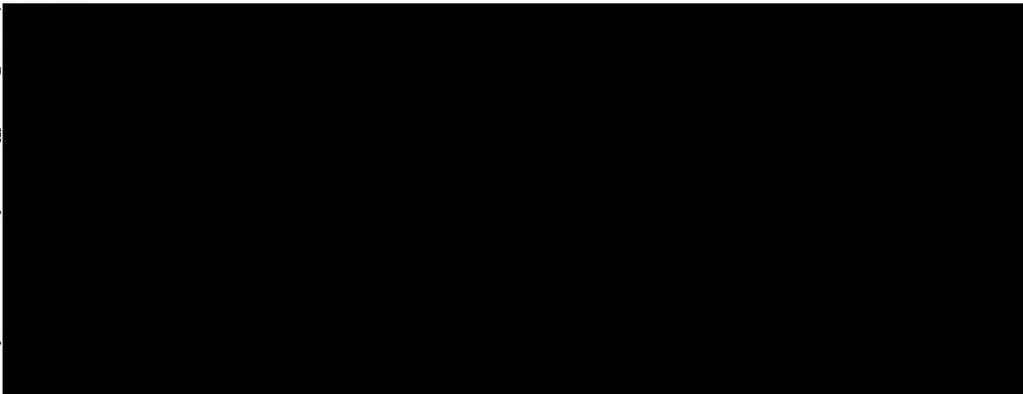
Business Telephone: _____

Business Address: _____

E-mail Address: _____

Home Telephone: _____

Home Address: _____





Entry 9 BOT Table

Created: 07/15/2016

Last updated: 07/28/2016

Page 1

1. Current Board Member Information

	Trustee Name	Email Address	Position on the Board	Committee Affiliations	Voting Member? (Y/N)	Area of Expertise, and/or Additional Role at School (parent, staff member, etc.)	Number of Terms Served and Length of Each (Include election date and term expiration)
1	Gail Grossmann	[REDACTED]	Chair/Board President	Executive, Education,	Yes	Finance	
2	Roland Guevara	[REDACTED]	Trustee/Member	Fundraising	Yes	Non-profit management, youth development, strategic partnerships, consulting & marketing	
3	Anne Kofol Hogarty	[REDACTED]	Trustee/Member	Education, Accountability	Yes	Finance	
4	Dylan Hogarty	[REDACTED]	Vice Chair/Vice President	Audit, Finance	Yes	Finance	
5	Michael Jones	[REDACTED]	Treasurer	Finance	Yes	Finance	
6	Quincy McLain	[REDACTED]	Trustee/Member	Finance	Yes	Finance	

7	Rebeca Wolfe Balbuena		Secretary	Education, Accountability	Yes	Staff Member	
8	Michael Hollander		Trustee/Member	Finance	Yes		
9	Edna Santiago		Parent Representative	Education, Accountability	Yes	Parent	
10	Gigi Parris		Trustee/Member	Fundraising	Yes		
11	Julie Torres		Trustee/Member	Education, Accountability	Yes		
12							
13							
14							
15							
16							
17							
18							
19							
20							

2. Total Number of Members on June 30, 2015

11

3. Total Number of Members Joining the Board 2015-16 School Year

2

4. Total Number of Members Departing the Board during the 2015-16 School Year

0

5. Number of Voting Members 2015-16, as set by the by-laws, resolution or minutes

11

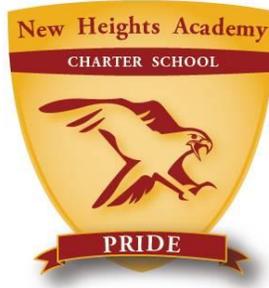
6. Number of Board Meetings Conducted in the 2015-16 School Year

12

7. Number of Board Meetings Scheduled for the 2016-17 School Year

12

Thank you.



**Board of Trustees
SUMMER RETREAT**

July 20th, 2015

**LOCATION:
375 Park Avenue
New York, NY 10022**

- I. Attending:** Jessenia Francisco, Gail Grossmann, Dylan Hogarty, Michael Jones, Quincy McLain, Rebeca Wolfe-Balbuena
- II.**
- Absent: Summer Barghouti, Roland Guevara, Anne Kofol Hogarty (on leave), Julie Torres
- Guests: Christina Dukes Brown
- III. Call to Order (7:14pm)**
- Gail calls the meeting to order @ 7:14pm
- III. Minutes of Previous Meetings**
- **There being no comments on the minutes of the last board meeting, Rebeca moves to approve the minutes from the last board meeting; Gail seconds**
 - **Approved: 3 in Favor, 0 Opposed, 3 Abstention**
- IV. Charter Renewal Consultant**
- Gail explains the plan for the school to work with a consultant over the next eighteen months to help us in developing our story and to support the next charter renewal
 - **Gail moves to approve funding of up to \$25,000 for a consultant to assist in the charter renewal process; Dylan seconds**
 - **Approved: 6 in Favor, 0 Opposed, 0 Abstention**
 - **Gail moves to approve funding up to \$25,000 for an independent reviewer to conduct a review of the school; Dylan seconds**
 - **Approved: 5 in Favor, 0 Opposed, 1 Abstention**

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*

V. Academic Progress

- Christina provides a summary of the academic progress our students have made as evidenced in the state exams; in the high school, regents results are trending positively; in the middle school, the NYS ELA and Math comparative results show that New Heights is on par or better than comparable schools for English Language Arts, but struggling more in Mathematics.
- Concern in Middle School is mathematics and concern in high school is Global Studies; there is a high-quality candidate in the works for Mathematics Department Chair

VI. Charter Revision

- Christina reviews concerns Board had previously presented regarding the proposal to alter the schedule in the school's charter
- Christina explains that two companies have submitted proposals under the \$50,000 allocated for after school programs for the upcoming year
- Board discusses the positive and negative effects of this shift for students, staff, and families
- **Gail moves to approve the non-material revision to the charter; Jessenia seconds**
 - **Approved: 4 in Favor, 1 Opposed, 1 Abstention**

VII. Executive Director Report (Christina)

- Christina updates board on her professional development on turn-around schools, provides updates on enrollment for the upcoming year, and reviews the projection on staff retention.

VIII. Board Membership Recruitment

- Gail updates Board on potential board member and Board discusses

IX. Executive Session

- **Gail moves to go into Executive Session, pursuant to Open Meeting Law 105 (1) (d), for the purpose of board assessment and management; Jessenia seconds**
 - **Approved: 5 in Favor, 0 Opposed, 1 Abstentions**
- **Gail moves to come out of Executive session, Jessenia seconds**
 - **Approved: 5 in Favor, 0 Opposed, 1 Abstentions**

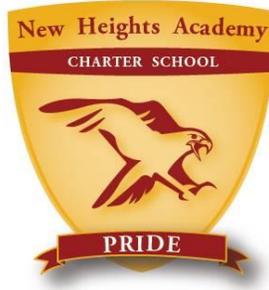
X. Conclusion of Meeting

- **Gail moves to adjourn at 9:28pm, Dylan seconds**
 - **Approved: 5 in Favor, 0 Opposed, 1 Abstentions**

Minutes Recorded By: Rebeca Wolfe-Balbuena

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



**Board of Trustees
August 10th, 2015**

**LOCATION:
375 Park Avenue
New York, NY 10022**

- I. Attending:** Jessenia Francisco, Gail Grossmann, Dylan Hogarty, Michael Hollander, Quincy McLain, Rebeca Wolfe-Balbuena, Julie Torres
- II.**
- Absent: Summer Barghouti, Roland Guevara, Anne Kofol Hogarty (on leave), Michael Jones
- Guests: Nora Clancy, Christina Dukes Brown, Dr. Tyrone Howard, Daniel Pasek
- III. Call to Order (7:55pm)**
- Gail calls the meeting to order @7:55 pm
- IV. Minutes of Previous Meetings**
- **There being no comments on the minutes of the last board meeting, Rebeca moves to approve the minutes from the last board meeting; Jessenia seconds**
 - **Approved: 5 in Favor, 0 Opposed, 2 Abstentions**
- V. Board Member Leave**
- **Gail moves to extend Anne Kofol Hogarty's maternity leave through August; Rebeca seconds**
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstentions**
- VI. Executive Session**
- **Gail moves to go into Executive Session, pursuant to Open Meeting Law 105 (1) (d), for the purpose of board training and management; Jessenia seconds**
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstentions**
 - **Gail moves to come out of Executive session, Jessenia seconds**

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*

➤ **Approved: 7 in Favor, 0 Opposed, 0 Abstentions**

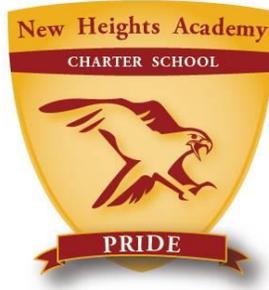
VII. Conclusion of Meeting

- **Gail moves to adjourn at 9:28pm, Jessenia seconds**
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstentions**

Minutes Recorded By: Rebeca Wolfe-Balbuena

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



**Board of Trustees
September 24th, 2015**

**LOCATION:
375 Park Avenue
New York, NY 10022**

- I. Attending:** Jessenia Francisco, Gail Grossmann, Roland Guevara, Dylan Hogarty, Anne Kofol Hogarty, Michael Jones, Quincy McLain, Julie Torres, Rebeca Wolfe-Balbuena (7:18pm)
- Absent: Summer Barghouti, Michael Hollander
- Guests: Christina Dukes Brown, Edna Santiago, Gus Saliba
- II. Call to Order (7:08pm)**
- Gail called the meeting to order @7:08 pm and reviews the objectives of the meeting
- III. Minutes of Last Meeting**
- Board reviewed the minutes of the last meeting and offered one edit to the manner in which Executive Session was documented.
 - **Gail moves to approve the minutes of the last meeting, as amended; Jessenia seconds**
 - **Approved: 5 in Favor, 0 Opposed, 3 Abstentions**
- IV. Community Comments**
- Gail explained that community comments will be a standing agenda item for which Christina and Rebeca will firm up the protocols.
- V. Independent Audit of 2014-2015**
- Dylan introduced Gus who gave the independent auditor's report. He is issuing a clean, unmodified opinion. Testing was done on federal expenditures with no findings. One immaterial exception was noted related to the inventory of fixed assets.

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*

- Gus went through highlights such as percentage of budget dedicated to programs, salaries, and professional costs, as well as inventories and policies.
- Board members asked for budgetary comparisons to other public schools and charter schools within CMOs
- Board members reviewed a to-do list for board members and school leadership so as to finalize the audit for the November 1st deadline and for the 990 by the November 15th deadline

VI. Financial Results through August

- Quincy updated the board on the financial health of the school, highlighting that we have met our goal for student enrollment and that we are under-budge for non-personnel costs
- Quincy explained that CSBM is taking the reins on the finances and will provide the year-to-date through August at the October 15th meeting

VII. Executive Director's Update

- Christina provided an update on the start of the school year, starting with faculty institute.
- Faculty Institute was differentiated for our staff, including a menu of workshops for staff to choose from so as to better their practice. The driving themes remain our educational approach to teaching, which is the Gradual Release of Responsibility, and using Close Reading as a means to deepen understanding and improve reading comprehension.
- To improve our Middle School assessment methodology, the school has invested in Achievement Network, ANET, which is a system for creating, grading, and analyzing interim assessments for English Language Arts and Mathematics
- Christina reviewed staffing updates and student progress in Middle School and High School; one new initiative is the New Teacher Academy, which will streamline the onboarding process of first-year teachers and teachers who are new to the school

VIII. Executive Session

- **Gail moves to go into Executive Session, pursuant to Open Meeting Law 105 (1) (f), for the purpose of board training and management; Jessenia seconds**
 - **Approved: 9 in Favor, 0 Opposed, 0 Abstentions**
- **Gail moves to come out of Executive session; Jessenia seconds**
 - **Approved: 8 in Favor, 0 Opposed, 0 Abstentions**

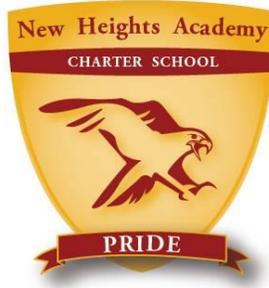
IX. Conclusion of Meeting

- **Gail moves to adjourn at 8:45pm; Dylan seconds**
 - **Approved: 8 in Favor, 0 Opposed, 0 Abstentions**

Minutes Recorded By: Rebeca Wolfe-Balbuena

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



**Board of Trustees
October 15th, 2015**

**LOCATION:
1818 Amsterdam Avenue
New York, NY 10031**

- I. Attending:** Jessenia Francisco, Gail Grossmann, Anne Kofol Hogarty (7:35pm), Quincy McLain (left at 7:45pm), Julie Torres, Rebeca Wolfe-Balbuena
- Absent: Roland Guevara, Dylan Hogarty, Michael Hollander, Michael Jones
- Guests: Michelle Anderson, Christina Dukes Brown, Kimberly Cordova, David Lavalley Denise Linares, Yocinde Martínez, Shelley Murray, Gigi Parris, Dan Pasek (Pasek Consulting), Cristina Sánchez, Kenny Santos, Melissa Sedita, Loran Walker (CSBM)
- II. Call to Order and Meeting Objectives (7:25pm)**
- Gail called the meeting to order @7:25pm and reviewed the objectives of the meeting, which are to understand the 2014-2015 academic results and review the school's narrative in anticipation of our charter renewal
- III. Minutes of Last Meeting**
- Board reviewed the minutes of the last meeting and offered no edits
 - **Rebeca moved to approve the minutes of the last meeting; Jessenia seconded**
 - **Approved: 5 in Favor, 0 Opposed, 0 Abstentions**
- IV. Community Comments**
- Gail opened the meeting to the public for community comments. No members of the public chose to address the Board.
- V. Board Member Nominations**
- Gigi Parris introduced herself to the Board and Board reviewed her Board application
 - **Gail moved to nominate Gigi Parris to the Board; Julie seconded**

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*

➤ **Approved: 5 in Favor, 0 Opposed, 0 Abstentions**

VI. Financial Results through August

- Quincy and Loran updated the board on the financial health of the school, highlighting an increase in per pupil funding as a result of us meeting our student enrollment goals
- Board directed questions and suggestions for improving the financial dashboard for the next meeting

VII. 2014-2015 Results

- Christina explained the protocol for presenting the academic results by department using the Data/Feedback/Strategy method, consistent with the Efficacy model used at New Heights
- Melissa Sedita explained the results for English and English Language Arts exams in both the Middle and High School. Melissa explained the strategies put in place to improve student achievement, including developing an improved tiered and differentiated intervention classes for every student every day and hiring a Director of Literacy.
- Shelley Murray explained the results of the Social Studies Regents exams in the High School. Shelley explained the plan for improving scores and the new strategies being employed by teachers in the Social Studies department.
- David Lavallee explained the results for the Science Regents exams in grades 8-12. David shared that our data for all exams surpasses the results for schools in our District.
- Kenny Santos explained the results of the Mathematics exams in the High School, noting dips in Geometry and Algebra, the shift towards the Common Core Regents exams, and new teachers in the Mathematics department. Kenny described the strategies in place to improve student achievement: three intervention classes being offered throughout the day, coaching of new and struggling Mathematics teachers, and placing a veteran teacher with cusp students.
- Denise Linares explained the results of the Mathematics exams in the Middle School, noting that the main area of focus is on getting students to transfer knowledge of Mathematics skills to explain their reasoning in constructed responses. The strategies in place to improve student achievement: every students has a mathematics intervention period every day and the interventions are tiered and differentiated; a veteran teacher was hired to teach three of the intervention classes and lead the Mathematics intervention teachers by providing them with guidance, support, and resources; the school has partnered with the Lehman College Mathematics Project, which has provided high-quality coaching and support for the mathematics teachers; the school has contracted with Achievement Network (ANET), which provides common core-aligned benchmark assessments and resources for responding to the data.
- Kimberly Cordova reviewed the trends in the results of the Students with Disabilities (SWDs) and English Language Learners (ELLs) on every exam in grades 5-12. Kimberly explained the strategies being implemented to improve student achievement: creating a Mathematics Learning Lab period and an ELA Learning Lab period for SWDs every day in the Middle School; targeted intervention classes in the High School; creating grade-specific plans based on the item analysis of standards from each exam; teachers are targeting R3 and R5 in literacy and the foundation strands in each Mathematics standard; use of manipulatives in Geometry; an aligned approach to constructed responses.
- Board asked questions of the instructional leaders regarding curriculum, interventions, and realistic goals for improvement.

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*

VIII. Charter Renewal Update

- Dan Pasek of Pasek Consulting provided an update on the process of developing the story of New Heights in anticipation of the Charter Renewal process, which will begin November 2016.
- Dan feels that, from a consultant's point of view, New Heights is on very solid footing with its clear outlined plan for improving student achievement in every subject.

IX. 2015-2016 Board Goals

- Board reviewed and discussed the Board goals, focusing on attendance and visiting the school during events listed on the calendar.

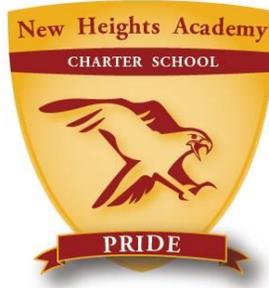
X. Executive Session

- **Gail moved to go into Executive Session for the independent board members, pursuant to Open Meeting Law 105 (1) (f), for the purpose of a personnel matter; Jessenia seconded**
 - **Approved: 5 in Favor, 0 Opposed, 0 Abstentions**
- **Gail moved to come out of Executive session; Jessenia seconded**
 - **Approved: 4 in Favor, 0 Opposed, 0 Abstentions**

XI. Conclusion of Meeting

- **Gail moved to adjourn at 9:10pm; Anne seconded**
 - **Approved: 4 in Favor, 0 Opposed, 0 Abstentions**

Minutes Recorded By: Rebeca Wolfe-Balbuena



Board of Trustees
November 19th, 2015

LOCATION:
New Heights Academy Charter School
1818 Amsterdam Avenue
New York, NY 10031

- I. Attending:** Gail Grossmann, Dylan Hogarty (7:32), Michael Hollander, Michael Jones, Quincy McLain, Gigi Parris
- Absent: Roland Guevara, Anne Kofol Hogarty, Julie Torres, Rebeca Wolfe-Balbuena
- Guests: Tawana Branch, Christina Dukes Brown; Kim Cordova, Denise Linares, Michelle Lopez (CSBM), Tyreek Moore, Didier Philocete, José Martínez, Wendy Ramos, Kenny Santos, Laron Walker (CSBM)
- II. Call to Order (7:00 pm)**
- Gail called the meeting to order at 7:02 p.m. and reviewed the objectives of the meeting.
- III. Minutes of Previous Meetings**
- Board reviewed the minutes of the last meeting.
 - **Gail moves to approve the minutes from the last board meeting as amended, Quincy seconds**
 - **Approved: 3 in Favor, 0 Opposed, 2 Abstentions**
- IV. Community Comments**
- Gail opened the meeting to the public for community comments. No members of the public chose to address the Board.
- V. Board Member Nomination**
- Application materials from Edna Santiago were included in the Board meeting packet; Edna would rejoin the board as the parent representative

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*

- **Gail moved to nominate Edna Santiago to the Board; Quincy seconded**
 - **Approved: 5 in Favor, 0 Opposed, 0 Abstentions**

VI. Financial Update

- Quincy updated the board on the financial status and health of the school, highlighting that the balance sheet is consistent with year-end numbers and that our liquidity remains strong.
- Quincy described the actions undertaken by CSBM and discussed future action steps to be tasked to CSBM in order for them to provide more timely reports.

VII. Operations Update

- Tyreek provided updates on the operational and technological structures as well as improvements in fire safety protocols.

VIII. Executive Director's Report

- Christina and other school leaders provided an update on the state of the school, including an update of school culture and behavior at the Middle School and the High School.
- Christina reviewed updates and additions to staffing.
- Wendy Ramos will join the school full time in January as Chief of Staff.

IX. Fundraising Committee Update

- Fundraiser is scheduled to take place at Cecil's on March 3, 2016

X. 2015-2016 Board Goals

- Board Assist has referred a potential candidate for Board consideration.

XI. Executive Session

- **Gail moves to go into Executive Session, pursuant to Open Meeting Law 105 (1) (g), for the purpose of management and board assessment, Quincy seconds**
 - **Approved: 6 in Favor, 0 Opposed, 0 Abstentions**
- **Gail moves to come out of Executive session, Quincy seconds**
 - **Approved: 6 in Favor, 0 Opposed, 0 Abstentions**

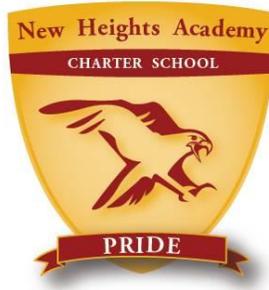
XII. Conclusion of Meeting

- **Gail moves to adjourn at 9:00, Quincy seconds**
 - **Approved: 6 in Favor, 0 Opposed, 0 Abstentions**

Minutes Recorded By: Gigi Parris

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



Board of Trustees
December 9th, 2015

LOCATION:
New Heights Academy Charter School
1818 Amsterdam Avenue
New York, NY 10031

I. Attending: Gail Grossmann, Anne Hogarty, Dylan Hogarty, Michael Hollander, Michael Jones, Gigi Parris, Julie Torres, Rebeca Wolfe-Balbuena

Absent: Roland Guevara Quincy McLain

Guests: Christina Dukes Brown, Edna Santiago, Daniel Ortiz

II. Call to Order (7:07 pm)

- Gail called the meeting to order @7:07pm and reviewed the objectives of the meeting, which are...

III. Minutes of Previous Meetings

- **Gigi moves to approve the minutes from the last board meeting as amended, Gail seconds**
 - **Approved: 5 in Favor, 0 Opposed, 3 Abstentions**

IV. Future Board Members

- Gail introduced Daniel Ortiz, a community member, as a potential board member

V. Community Comments

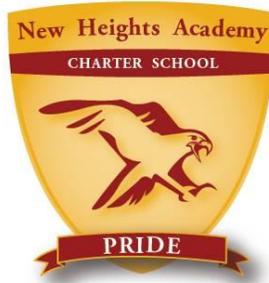
- Gail opened the meeting to the public for community comments. No members of the public chose to address the Board.

VI. Executive Director's Report

- **Gail moved to go into Executive Session, pursuant to Open Meeting Law 105 (1) (g), to discuss a student matter, Dylan seconded**
 - **Approved: 8 in Favor, 0 Opposed, 0 Abstentions**

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



- **Gail moved to come out of Executive session, Gigi seconded**
 - **Approved: 8 in Favor, 0 Opposed, 2 Abstentions**

VII. Committee Updates

- Christina shared the updates on the school finances
- Gail updated the board on the fundraising committee. The fundraiser will be held on March 3rd. and each board member will invite their network to the event.

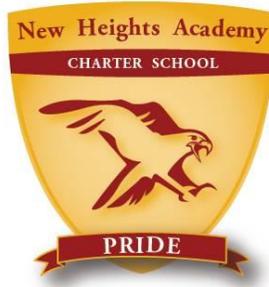
VIII. Executive Session

- **Gail moved to go into Executive Session, pursuant to Open Meeting Law 105 (1) (f) for a personnel matter (independent board members only); Michael H. seconded**
 - **Approved: 8 in Favor, 0 Opposed, 0 Abstentions**
- **Gail moved to come out of Executive session, Michael H. seconded**
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstentions**

IX. Conclusion of Meeting

- **Gail moved to adjourn at 7:35pm; Gigi seconded**
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstentions**

Minutes Recorded By: Rebeca Wolfe-Balbuena



**Board of Trustees
January 21st, 2016**

**LOCATION:
New Heights Academy Charter School
1818 Amsterdam Avenue
New York, NY 10031**

I. Attending: Gail Grossmann, Roland Guevara, Dylan Hogarty (8:42pm), Michael Jones, Quincy McLain, Gigi Parris, Julie Torres, Rebeca Wolfe-Balbuena

Absent: Anne Hogarty, Michael Hollander

Guests: Michelle Anderson, Christina Dukes Brown, Kimberly Cordova, Leshan Delesline, David Lavallee, Denise Linares, Shelley Murray, Wendy Ramos, Kenny Santos, Melissa Sedita, Milenny Then, Laron Walker

II. Call to Order (7:10 pm)

- Gail called the meeting to order @7:10pm and reviewed the objectives of the meeting

III. Minutes of Previous Meetings

- **Rebeca moves to approve the minutes from the last board meeting as amended, Michael J. seconds**
 - **Approved: 5 in Favor, 0 Opposed, 2 Abstentions**

IV. Community Comments

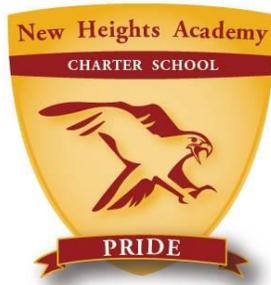
- Gail opened the meeting to the public for community comments. No members of the public chose to address the Board.

V. Financial Updates

- Quincy provided an update on the financial health of the school through November. Board asks questions related to enrollment and other financial matters highlighted in the finance report.
- Laron provides update on the refinancing process.

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*

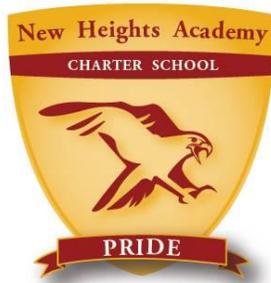


VI. Academic Progress

- Department Chairs shared the results of the first Interim Assessments administered in November and the Data/Feedback/Strategy cycle as part of the self-directed improvement system (SDIS) in place at school
- Melissa shared the data for the **English Department** and explained the areas of strength and weakness in the Middle and High School. In Middle School, students are receiving two periods of ELA each day; the additional period is an intervention period, which uses Guided Reading as the framework for teaching and learning. In the High School, there is a new common core-aligned curriculum in place, which utilizes complex texts. ELA department is working with Inquiry by Design (IBD) to work on close reading of texts.
- Denise shared the data for the **Mathematics Department** and explained the areas of strength and weakness in the Middle School. Denise explained the Middle School results as they compared to other schools in the Achievement Network. Leshan has been hired as the department chair for the school. Middle School selected a common core-based curriculum from Glencoe. Every student receives two periods of Mathematics a day; the additional period is an intervention period, which uses Guided Math as the framework for teaching and learning. Our coach from the New York City Math Project continues to work with teachers and will be working with Leshan as well.
- Kenny shared the data for the **Mathematics Department** in the High School and explained the areas of strength and weakness in the High School. Kenny and Leshan shared the school's plan to ensure students receive the appropriate interventions. Board asks questions related to the responsiveness of the school to student needs.
- Kimberly shared the data for the **Students Support Services Department** and explained the areas of strength and weakness in the Middle and High School. Kimberly also highlighted the target areas for ELA and Mathematics and progress toward projected proficiency goals by the end of the year.
- Shelley shared the data for the **Social Studies Department** and explained the areas of strength and weakness in the Middle and High School. In her coaching cycles, Shelley has focused on close reading and assessment.
- David shared the data for the **Science Department** and explained the areas of strength and weakness in the Middle and High School.
- Milenny shared the data for the **Languages Other Than English Department (LOTE)** and explained the areas of strength and weakness in Italian and Japanese.
- Denise shared the state of the **Middle School**, which is currently preparing for the state exams, which will take place in nine weeks. During weekly grade-team Professional Learning Community (PLC) meetings, teachers and administrators are targeting students who are failing courses according to their first-quarter grades and second-quarter progress reports.

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



- Kenny shared the state of the **High School**. The senior class is entering a slump, especially for students who have not received any college acceptances. Kenny discusses issues within the staff and student culture.

VIII. Executive Session

- **Gail moved to go into Executive Session, pursuant to Open Meeting Law 105 (1) (f) for a student issue; Michael J. seconded**
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstentions**
- **Gail moved to come out of Executive session, Quincy seconded**
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstentions**
- **Gail Board moved to expel {REDACTED} in Executive Session**

IX. Fundraising Update

- Roland updated the board on the upcoming fundraiser, which is taking place on the evening of March 3rd and will honor a chef from the community and one of the school's founders
- Wendy shared progress on outreach to guest list and donors

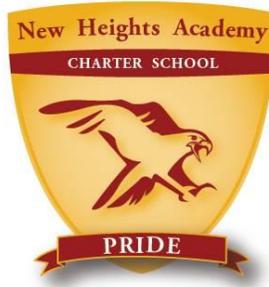
IX. Conclusion of Meeting

- **Gail moved to adjourn at 9:06; Roland seconded**
 - **Approved: 8 in Favor, 0 Opposed, 0 Abstentions**

Minutes Recorded By: Rebeca Wolfe-Balbuena

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



Board of Trustees

February 24th, 2016

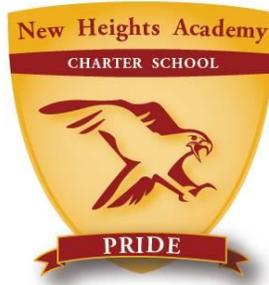
LOCATION:

**New Heights Academy Charter School
1818 Amsterdam Avenue
New York, NY 10031**

- I. Attending:** Gail Grossmann, Roland Guevara (7:15pm), Anne Hogarty, Dylan Hogarty, Michael Jones, Quincy McLain, Gigi Parris, Julie Torres, Rebeca Wolfe-Balbuena
- Absent: Michael Hollander
- Guests: LaTonya Branch, Tawana Branch, Christina Dukes Brown, José Martínez, Tyreek Moore, Didier Philocete, Wendy Ramos, Michael Sico, Laron Walker
- II. Call to Order (7:05 pm)**
- Gail called the meeting to order @7:05pm and reviewed the objectives of the meeting
- III. Minutes of Previous Meetings**
- **Rebeca moved to approve the minutes from the last board meeting as amended, Michael J. seconded**
 - **Approved: 7 in Favor, 0 Opposed, 1 Abstention**
- IV. Executive Session**
- **Gail moved to go into Executive Session, pursuant to Open Meeting Law 105 (1) (f) for a student issue; Michael J. seconded**
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstention**
 - **Gail moved to come out of Executive session, Quincy seconded**
 - **Approved: 8 in Favor, 0 Opposed, 0 Abstentions**
- V. Community Comments**

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



- Gail opened the meeting to the public for community comments. No members of the public chose to address the Board.

VI. Review Calendar

- Board members look through the school calendar at upcoming events

VII. Financial Updates

- Quincy provided an update on the financial health of the school through December.
- Laron provided update on the school's assets, FTE numbers, and budgetary trends.
- Christina introduced the new Director of Finance, Michael Sico.
- Board asked questions related to the 2016-2017 budget and other financial matters.

VIII. Operations Update

- Tyreek explained the status of the terms of the building lease.
- Tyreek recounted the events over the holiday break that caused extensive water damage in the basement; the school was able to get affected classrooms in shape to receive students upon return from the vacation, but there are long-term repairs that need to be made.

IX. Fundraising Update

- Roland updated the board on the upcoming fundraiser, which is taking place on the evening of Thursday, March 3rd from 6:00-9:00pm and will honor a chef from the community, Mr. J.J. Johnson.
- Roland emphasized the importance of board members and staff members spreading the word to encourage people to attend.
- Roland and Wendy shared the activities for the evening including the silent auction and raffle.

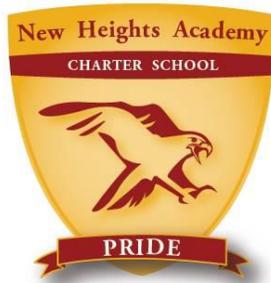
X. Student Progress

Middle School

- The Middle School Deans presented the discipline and culture report to the Board.
- There has been a drastic drop in the number of classroom referrals from SY2014-2015 to SY 2015-2016; the main reason is the change in the elective schedule, where a large percentage of referrals tend to occur.
- The Deans highlight that the majority of suspensions were earned by fifth and sixth graders; the reason is that students who are new to the school are not aware of the high standard of behavior to which they will be held and often learn the hard lessons in the first years of middle school

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



- The Board asked questions related to the types of incidents leading to suspension and whether there are specific students who are demonstrating a pattern of behavior.

High School

- The High School Deans presented the discipline and culture report to the Board.
- The majority of detentions result from academic refusal and missing homework. In response, the high school implemented after school “homework clubs.”
- The student athletes have been targeted to receive extra academic support to ensure they are keeping up with their grades; if necessary, they are assigned to a mandatory study hall.
- Board asked questions regarding the distinction between in-school and out-of-school suspensions and the impact on college applications.
- LaTonya Branch, the twelfth grade team leader, shares out the interventions put in place to support the seniors whose promotion is currently in doubt.
- A majority of seniors (77 of 85) are on track to graduate on time. Board requested an update on college acceptances for the next meeting.
- The Deans presented the academic data by grade and gender, and included attendance and lateness data.

XI. Executive Session

- **Gail moved to go into Executive Session, pursuant to Open Meeting Law 105 (1) (f) for a student issue; Julie seconded**
 - **Approved: 8 in Favor, 0 Opposed, 0 Abstentions**
- **Gail moved to come out of Executive session, Roland seconded**
 - **Approved: 8 in Favor, 0 Opposed, 0 Abstentions**
- **After deliberation, Gail moved to expel {REDACTED} in Executive Session**
 - **Not Approved: 2 in Favor, 5 Opposed, 1 Abstention**

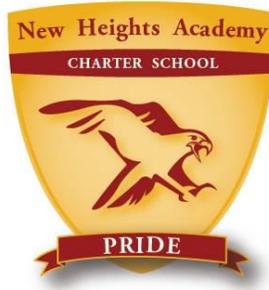
XII. Conclusion of Meeting

- **Gail moved to adjourn at 9:25pm; Gigi seconded**
 - **Approved: 8 in Favor, 0 Opposed, 0 Abstentions**

Minutes Recorded By: Rebeca Wolfe-Balbuena

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



Board of Trustees

March 31st, 2016

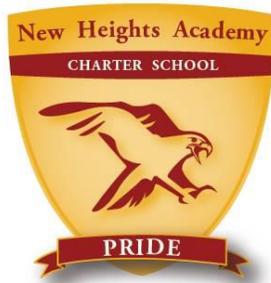
LOCATION:

**New Heights Academy Charter School
1818 Amsterdam Avenue
New York, NY 10031**

- I. Attending:** Gail Grossmann, Roland Guevara (7:15pm), Dylan Hogarty, Michael Hollander
Michael Jones, Gigi Parris (7:17pm), Edna Santiago, Rebeca Wolfe-Balbuena
- Absent: Anne Hogarty, Quincy McLain, Julie Torres
- Guests: Michelle Anderson, Tawana Branch, Christina Dukes Brown, Kimberly Cordova,
Denise Linares, Shelley Murray, Daniel Ortiz, Gloria Providence, Wendy Ramos,
Melissa Sedita, Michael Sico, Milenny Then, Laron Walker
- II. Call to Order (7:14 pm)**
- Gail called the meeting to order @7:14pm and reviewed the objectives of the meeting
- III. Minutes of Previous Meetings**
- **Rebeca moved to approve the minutes from the last board meeting, Michael J. seconded**
 - **Approved: 4 in Favor, 0 Opposed, 2 Abstentions**
- IV. Executive Session**
- **Gail moved to go into Executive Session, pursuant to Open Meeting Law 105 (1) (f) for a student issue; Michael J. seconded**
 - **Approved: 6 in Favor, 0 Opposed, 0 Abstention**
 - **Gail moved to come out of Executive session, Quincy seconded**
 - **Approved: 8 in Favor, 0 Opposed, 0 Abstentions**
- V. Community Comments**
- Gail opened the meeting to the public for community comments.

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



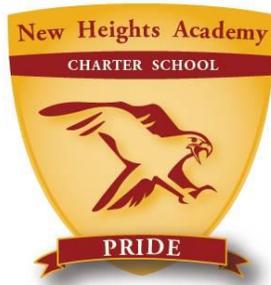
- Ms. Gloria Providence, the mother of a tenth grader, had a question regarding school safety, a concern regarding a miscommunication from the school regarding pest control, and wanted to advocate for Mr. Santos remaining the High School principal

VI. Academic Progress Update

- Department Chairs shared the results of the second Interim Assessments administered in February and the Data/Feedback/Strategy cycle as part of the self-directed improvement system (SDIS) in place at school
- LeShan shared the data for the **Mathematics Department** and explained the areas of strength and weakness in the Middle and High School. Kimberly shared the data for Students with Disabilities and English Language Learners, noting that the data remained consistent from IA 1 to IA 2. There is some concern for the seventh grade cohort; the Intervention class is currently the focus for strengthening the skills in which students are struggling. The Board asked clarifying questions regarding the next steps for ensuring the struggling students can make progress.
- Melissa shared the data for the **English Department** and explained the areas of strength and weakness in the Middle and High School. Melissa explains the skills that teachers are gaining through the professional development hours spent dedicated to close reading through Inquiry by Design (IBD); teachers in the High School have shown tremendous progress in utilizing close reading and this has impacted student achievement. The IA 2 data was disappointing, which prompted Melissa to push into her teachers' classrooms to model lessons and monitor proper implementation of instructional methods. Kimberly shared the data for Students with Disabilities and English Language Learners, noting that the Middle School is on track to meet its goal for SWD and ELL achievement. The Board asked clarifying questions.
- David shared the data for the **Science Department** and explained the areas of strength and weakness in the Middle and High School. In the Middle School, there was a drop in scores from IA1 to IA2, which David thinks is a result of the complexity of the writing tasks on each exam. David is working on helping teachers in creating and analyzing assessments and assuring that they generate valuable data. In the high school, the data is trending towards significant gains in student achievement for the regents exams. Kimberly shared the data for Students with Disabilities and English Language Learners, noting that SWDs and ELLs tend to really like Science because of the use of labs, hands-on activities, and visual support. Kimberly explains that the Middle School students require more support as the Learning Strategists on each grade level do not co-teach in the Science classes; the Science teachers need more support in planning and executing differentiated lesson plans. In the high school,

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



there are positive trends for the results for SWDs and ELLs. The Board asked clarifying questions.

- Shelley shared the data for the **Social Studies Department** and explained the areas of strength and weakness in the Middle and High School. In the High School there was an overall increase from IA1 to IA2. There is a rise in writing scores, which Shelley attributes to the increase in reading of complex texts and increase in written assignments. In the Middle School, there were dips in the data from IA1 to IA2 in the sixth and eighth grade exams, which Shelley speculates is a result of the rigorous writing demands of the exams. Shelley is working on increasing the writing expectations in Middle School classes. Kimberly shared the data for Students with Disabilities and English Language Learners, There was an increase in the data from IA1 to IA2 with the exception of eighth and tenth grades; Kimberly agrees that the writing demands on those exams were the reason for the dip on those scores. The Board asked clarifying questions.
- Milenny shared the data for the **Languages Other Than English Department (LOTE)** and explained the areas of strength and weakness in Italian and Japanese. Milenny shares the instructional methods that are assisting students, particularly Kagan structures for collaborative practice, which is fundamental to language acquisition and practice. The Board asked clarifying questions.
- Kenny shared the College Admissions Report. Currently, our senior class has an 86% college acceptance
- Kenny shared the atmosphere, accountability, and achievement of the **High School**, reviewing passing rates, behavioral trends, and action steps in place to support student success.
- Denise shared the atmosphere, accountability, and achievement of the **Middle School**, reviewing passing rates, behavioral trends, and action steps in place to support student success. Strategies in place to best support students: Saturday Academy for cusp students as well as targeted academic and behavioral interventions for students who are at risk of failing.

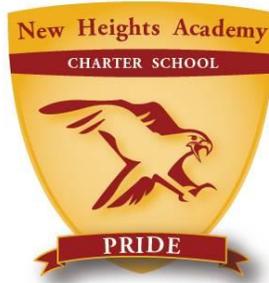
VII. Financial Updates

- Dylan shared that the finance committee looked at budget and provided feedback to the school team; the budget will be drafted and ready to share with the board in April
- Laron provided update on the school's assets, FTE numbers, and budgetary trends.
- Michael J. explains that having Michael Sico on board will assist in tightening financial update turnaround
- Board asked questions related to the 2016-2017 budget and other financial matters.

VIII. Executive Director's Report: 102 Group Report and Staffing Updates

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



- Christina explained information on the academic dashboard, specifically on the literacy initiatives and interventions in place.
- Christina shared the work completed and progress made during the Instructional Leadership Team Retreat, including the review of the MS and HS Action plans, the 102 Group report, and developing action plans for the end of the school year as well as the 2016-2017 school year.

IX. Employee Handbook Revisions

- **Gail moved to approve the revisions to the Employee Handbook with the contingency on budget approval of the PTO payout; Michael J. seconded**
 - **Approved: 8 in Favor, 0 Opposed, 0 Abstentions**

X. Fundraiser Update

- Roland shared out the successes of the fundraising event

XI. Operations Update (IT Security)

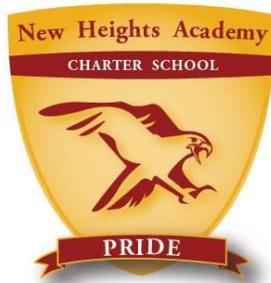
- Tyreek is currently testing out a system that will ensure that no passwords are saved on any school computers; this system should be implemented by next week.

XII. Executive Session

- **Gail moved to go into Executive Session, pursuant to Open Meeting Law 105 (1) (f) for a student issue; Dylan seconded**
 - **Approved: 8 in Favor, 0 Opposed, 0 Abstentions**
- **Gail moved to come out of Executive session, Gigi seconded**
 - **Approved: 8 in Favor, 0 Opposed, 0 Abstentions**
- **After deliberation, Gail moved to expel {REDACTED} in Executive Session; Michael J. seconded**
 - **Approved: 7 in Favor, Opposed, 1 Abstentions**
- **After deliberation, Michael J. moved to expel {REDACTED} in Executive Session; Michael H seconded**
 - **Approved: 7 in Favor, 0 Opposed, 1 Abstentions**
- **After deliberation, Dylan moved to expel {REDACTED} in Executive Session; Michael J. seconded**

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



➤ **Not Approved: 1 in Favor, 6 Opposed, 1 Abstentions**

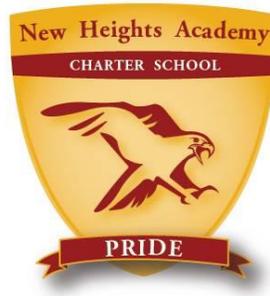
XIII. Conclusion of Meeting

- **Gail moved to adjourn at 9:50pm; Michael J. seconded**
 - **Approved: 8 in Favor, 0 Opposed, 0 Abstentions**

Minutes Recorded By: Rebeca Wolfe-Balbuena

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



Board of Trustees

April 21st, 2016

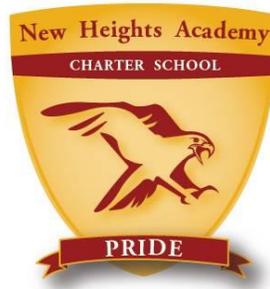
LOCATION:

**New Heights Academy Charter School
1818 Amsterdam Avenue
New York, NY 10031**

- I. Attending:** Gail Grossmann, Anne Hogarty (7:13pm), Dylan Hogarty, Michael Hollander, Gigi Parris, Julie Torres Rebeca Wolfe-Balbuena
- Absent: Roland Guevara, Michael Jones, Quincy McLain, Edna Santiago
- Guests: Christina Brown, Tyreek Moore, José Martínez, Daniel Ortiz, Didier Philocete, Wendy Ramos, Michael Sico
- II. Call to Order (7:09 pm)**
- Gail called the meeting to order @7:09pm and reviewed the objectives of the meeting
- III. Minutes of Previous Meetings**
- **Rebeca moved to approve the minutes from the last board meeting, Dylan. seconded**
 - **Approved: 5 in Favor, 0 Opposed, 1 Abstention**
- IV. Community Comments/Student Recognition**
- Gail opened the meeting to the public for community comments.
 - Nichole Reyes, a High School freshman, shared her experience as one of the interns at the restaurant, *The Cecil*, under head chef and Limitless honoree JJ Thompson.
 - Board reviewed upcoming events on the school calendar
- V. Executive Session**
- **Gail moved to go into Executive Session, pursuant to Open Meeting Law 105 (1) (f) for a student issue; Rebeca seconded**
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstention**

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



- **Gail moved to come out of Executive session, Julie seconded**
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstentions**

VI. Board Officer Election

- Dylan shared that Quincy will step down as treasurer and thanked him for his service in this role
- **Dylan moved to nominate Michael Jones as Board Treasurer; Julie seconded**
 - **Approved: 6 in Favor, 0 Opposed, 1 Abstention**

VII. Operations Update

- Tyreek shared the steps taken to strengthen cyber security at the school
- Tyreek shared the updates on the lease agreements with photocopy machine suppliers
- Members of the Board ask clarifying questions regarding current operations contracts

VIII. Student Progress

- Rebeca and Jose reviewed the Middle School Discipline and Culture data for third quarter, sharing highlights relating to student referrals, suspensions, and detentions
- Didier reviewed the High School Discipline and Culture data for third quarter, sharing highlights relating to student referrals, suspensions, and detentions; additionally, Didier shared the academic data which detailed the number of students passing each subject in each grade and highlighted trends and themes for the quarter
- Gail requested that the Middle and High School norm the report template that is used and that data be presented from quarter to quarter and year to year
- Board requests data on the number of students whose promotion to the next grade is in doubt
- Board asks clarifying questions regarding college acceptances; the senior class has a 95% acceptance rate

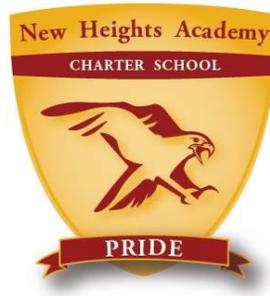
IX. Financial Update

- Michael J. and Michael S. provided an update on the year-to-date financial health of the school as well as the projected and actual budget
- Board asked questions regarding revenue and expenses
- Gail moves to approve the proposed budget for the 2016-2017 school year with a projected loss of \$670K; Gigi seconds
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstention**

X. Executive Director Report

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



- Christina explains the information from the Human Resources report, open positions, and the recruitment process
- Wendy shared the results of the student recruitment process, which garnered our highest number of applications (1,219 applications). The lottery for school seats was highly successful; the auditor was present for the process.
- Board members asked clarifying questions about enrollment for each grade level.

XI. Board Retreats

- Gail presents potential dates for board retreats in July and August; the July retreat will include a training by the 102 Group consulting firm on board oversight of instructional goals; the August retreat will be the charter renewal process. Tentative dates are July 12-14 and August 15th.

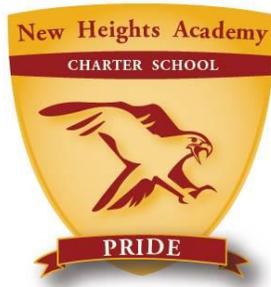
XII. Executive Session

- **Gail moved to go into Executive Session, pursuant to Open Meeting Law 105 (1) (f) for a board assessment; Dylan seconded**
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstentions**
- **Gail moved to come out of Executive session, Dylan seconded**
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstentions**

XIII. Conclusion of Meeting

- **Gail moved to adjourn at 9:24pm; Michael J. seconded**
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstentions**

Minutes Recorded By: Rebeca Wolfe-Balbuena



Board of Trustees

May 25th, 2016

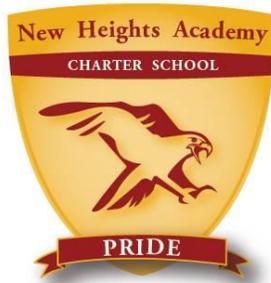
LOCATION:

**New Heights Academy Charter School
1818 Amsterdam Avenue
New York, NY 10031**

- I. Attending:** Gail Grossmann, Anne Hogarty, Gigi Parris (7:16pm), Julie Torres, Rebeca Wolfe-Balbuena
- Absent:** Roland Guevara, Dylan Hogarty Michael Hollander, Michael Jones, Quincy McLain, Edna Santiago
- Guests:** Michelle Anderson, Christina Brown, Kimberly Cordova, LeShan DeLesline, David Lavalley, Denise Linares, Tyreek Moore, Shelley Murray, Wendy Ramos, Kenny Santos, Michael Sico, Milenny Then
- II. Call to Order (7:06 pm)**
- Gail called the meeting to order @7:06pm and reviewed the objectives of the meeting.
 - There are four board members present, meaning that we do not meet quorum and therefore, will not take any votes.
- III. Community Comments/Student Recognition**
- Milenny shared the highlights of the student trip to Italy and thanked the board for its support.
- IV. Student Progress**
- Department Chairs shared the results of the third round of Interim Assessments administered in March and the Data/Feedback/Strategy cycle as part of the self-directed improvement system (SDIS) in place at school.
 - Melissa shared the data for the **English Language Department** and explained the areas of strength and weakness in the Middle and High School. Melissa noted the need to increase the focus on informational texts in the Middle School and the intense coaching being offered to a High School teacher struggling to maintain the rigor of the classroom. Kimberly shared

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*

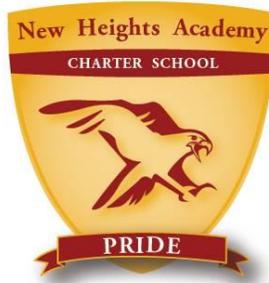


the data for Students with Disabilities and English Language Learners; there is a prediction of a 50% increase in proficiency on the Middle School ELA state exam. The Board asked clarifying questions regarding the difference between proficiency in the Middle and High School. Michelle shared the results of the SRI assessment of the incoming fifth graders to note that our Middle School students enter the school reading at a very wide range of Lexile levels.

- Michelle shared the results of the most recent SRI assessment. By March over 50% of all students had improved their Lexile score by 50-100 points. Kimberly shared the SRI data for students with disabilities and English Language Learners, noting the need to teach phonics to our beginning reader students.
- David shared the data for the **Science Department** and explained the areas of strength and weakness in the High School only, as the Middle School did not administer an Interim Assessment #3. David shared the projected pass rates in each of the five Science classes. Kimberly shared the data for Students with Disabilities and English Language Learners, stating that students' literacy level greatly impacts their performance on Science assessments with complex and technical vocabulary. One plan to help our SWDs and ELLs moving forward is to include a learning strategist in two of the High School science classes next year. The Science Fair will be held this Friday. The Board asked clarifying questions.
- LeShan shared the data for the **Mathematics Department** and explained the areas of strength and weakness in the Middle and High School. LeShan explained one major impediment to growth in the Middle School is the alignment between the curriculum and the assessment tools being used; currently LeShan is working to ensure that the new curriculum and the new assessment tool are aligned. The High School will also be rolling out a new curriculum in two classes that have been relying on teacher-made curriculums this year. Kimberly shared the data for Students with Disabilities and English Language Learners, noting that plans for the future include using centers in Middle School Mathematics and better utilizing the learning strategists whose strength is Mathematics.. The Board asked clarifying questions.
- Shelley shared the data for the **Social Studies Department** and explained the areas of strength and weakness in the High School only, as the Middle School did not administer an Interim Assessment #3. Shelley noted that writing has improved across the board, but that students still struggle with recall and determining the central idea of a text. Kimberly shared the data for Students with Disabilities and English Language Learners, projecting higher scores on regents exams than last year. The Board asked clarifying questions.
- Milenny shared the data for the **Languages Other Than English Department (LOTE)** and explained the areas of strength and weakness in Italian and Japanese. Milenny shared that students performed well on the Italian III exam, but that students did not perform well on the Japanese III exam. The strategies being implemented in Italian III and Japanese III

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



include having peers provide students with feedback regarding their oral language skills. The students in Italian IV and Japanese IV completed their exams earlier this month; students in both courses struggled with unknown vocabulary on the predictive exam. The Board asked clarifying questions.

- Denise shared the atmosphere, accountability, and achievement of the **Middle School**, starting with the successful administration of the state exams for ELA and Mathematics. The emphasis in the Middle School has been to finish the school year strong through the end of the school year, ensuring that field trips and student activities are planned for the last week of school. Based on grades for quarters 1-3 and the quarter 4 progress report, Middle School has created its projected summer school and retention list; currently only two students are in danger of being retained and both have an opportunity of passing.
- Kenny shared the atmosphere, accountability, and achievement of the **High School**, reviewing passing rates, the 100% college acceptance rate, and the overall school culture.

V. **Finance Report**

- Michael updated the board on the financial health of the school and highlighted key information on the balance sheet.
- The board asked clarifying questions.

VI. **Operations Update**

- Tyreek shared the changes that the Information Technology department has implemented so as to increase cyber security for staff and to protect the integrity of student information.
- Tyreek updated the school relationship with Civic Builders and their commitment to the school.

VII. **Executive Director's Report**

- Christina updated the board on the current staff openings and the progress in recruitment for filling them.

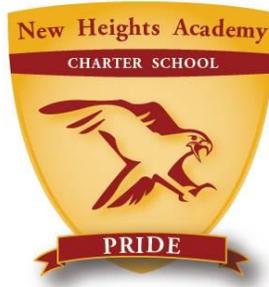
VIII. **Conclusion of Meeting**

- **Gail adjourned the meeting at 9:15pm.**

Minutes Recorded By: Rebeca Wolfe-Balbuena

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



Board of Trustees

June 15th, 2016

LOCATION:

**New Heights Academy Charter School
1818 Amsterdam Avenue
New York, NY 10031**

- I. Attending:** Gail Grossmann, Roland Guevara, Anne Hogarty (7:14pm), Dylan Hogarty, Michael Hollander, Michael Jones, Quincy McLain (7:12pm), Gigi Parris (7:08pm), Edna Santiago, Julie Torres, Rebeca Wolfe-Balbuena

Absent:

Guests: Christina Brown, Fred Givens, José Martínez, Daniel Ortiz, Didier Philocete, Wendy Ramos, Michael Sico

II. Call to Order (7:03 pm)

- Gail called the meeting to order @7:03pm and reviewed the objectives of the meeting

III. Minutes of Previous Meetings

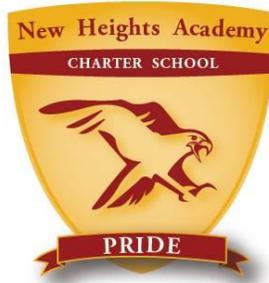
- **Gail moved to approve the minutes from the April board meeting, Julie seconded.**
 - **Approved: 5 in Favor, 0 Opposed, 3 Abstention**
- **Rebeca moved to approve the minutes from the May board meeting, Gail seconded.**
 - **Approved: 3 in Favor, 0 Opposed, 5 Abstention**

IV. Community Comments/Student Recognition

- Gail opened the meeting to the public for community comments of which there were none.
- Gail welcomed Fred Givens, III as the new High School principal and Fred introduced himself and his history in education.
- **Gail moved to go into Executive Session, pursuant to Open Meeting Law 105 (1) (f) for a student matter; Michael J. seconded.**

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



- **Approved: 11 in Favor, 0 Opposed, 0 Abstentions**
- **Gail moved to come out of Executive Session; Gigi seconded.**
 - **Approved: 11 in Favor, 0 Opposed, 0 Abstentions**
- **Quincy moved to not expel [REDACTED] []; Anne seconded.**
 - **Approved: 10 in Favor, 0 Opposed, 1 Abstention**

V. Board Elections

- Dylan explained that there were two board members up for election/re-election
- **Dylan moved to elect Daniel Ortiz to the board as a community representative; Gigi seconded.**
 - **Approved: 11 in Favor, 0 Opposed, 0 Abstention**
- **Dylan moved to re-elect Quincy McLain to the board; Gail seconded.**
 - **Approved: 11 in Favor, 0 Opposed, 0 Abstention**

VI. Student Progress

- José Martínez and Rebeca explained the discipline data for the Middle School, highlighting a 61% decrease in referrals from 2014-2015 to 2015-2016. The deans shared the trends in the suspension data by grade.
- Board members asked clarifying questions relating to the rationale for the number of days of suspension by infraction.
- Didier Philocete explained the discipline data for the High School, focusing on the deterioration in behavior in the ninth grade cohort.
- Board members asked what plans were in place to ensure that these behaviors do not continue in tenth grade.
- Didier reviewed the academic data for the High School.
- Board members asked questions regarding and discussed the ninth grade mathematics class and other subjects with lower pass rates.

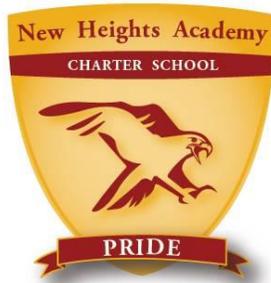
VII. Financial Audit Preview

- Dylan shared notes from his recent meeting with Gus, our auditor and says that the initial work looks promising; there will be field work in July and auditors onsite during August.

VIII. Financials

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



- Michael Sico reviewed the balance sheet and the financial dashboard, focusing on revenue and expense highlights.
- Board asked clarifying questions.
- **Michael J. moved to approve the reallocation of investment funds into a combination of Synchrony Bank and IDB Bank; Michael H. seconded.**
 - **Approved: 11 in Favor, 0 Opposed, 0 Abstentions**
- **Michael J. moved to approve Wendy Ramos, Chief of Staff, as the third check signatory for the school; Gigi seconded.**
 - **Approved: 11 in Favor, 0 Opposed, 0 Abstentions**

IX. Executive Director Report

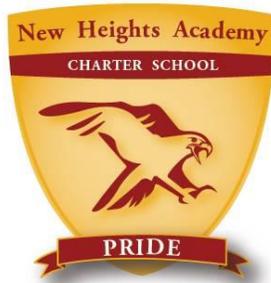
- Christina reported that we have 99% of students re-enrolled for the upcoming school year. We are fully enrolled in the Middle School and have some space in the High School, depending on results from summer school.
- The incoming fifth grade is being assessed on the Scholastic Reading Inventory (SRI) during June.
- Board members asked questions regarding professional development plans, especially for the Mathematics department.
- Christina share the professional development goals for the summer, including a “Math Bootcamp” for Math teachers, in addition to continued work with Cynthia Millinger’s group on planning with the common core.
- Board asked questions regarding plans to address professionalism amongst staff and reinforcement of the growth mindset.
- Christina described the curricula in place for each subject and emphasized that the instructional practices and professional development support will remain the same as the past two years: close reading, gradual release of responsibility, and Kagan structures for collaborative practice.

X. Executive Session

- **Gail moved to go into Executive Session, pursuant to Open Meeting Law 105 (1) (f) for a student matter; Roland seconded.**
 - **Approved: 11 in Favor, 0 Opposed, 0 Abstention**
- **Gail moved to come out of Executive session, Julie seconded.**
 - **Approved: 11 in Favor, 0 Opposed, 0 Abstentions**
- **During executive session, Quincy moved to not expel [REDACTED]; Anne seconded.**

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*



➤ **Approved: 10 in Favor, 0 Opposed, 1 Abstentions**

Xi. Miscellaneous Business

- Gail reviewed the dates for board meetings for the 2016-2017 school year.

XIII. Conclusion of Meeting

- **Gail moved to adjourn at 9:28pm; Dylan seconded.**
 - **Approved: 7 in Favor, 0 Opposed, 0 Abstentions**

Minutes Recorded By: Rebeca Wolfe-Balbuena

1818 Amsterdam Avenue ♦ New York, New York 10031 ♦ 212-283-5400 ♦ 917-507-9314 (fax)

*We graduate students who are prepared to succeed in college and life.
Graduamos estudiantes preparados para lograr el éxito en la universidad y la vida.*

New Heights Academy Charter School
2015-16 Annual Report
Entry 11: Enrollment and Retention Efforts

New Heights Academy Charter School has made a good faith effort to increase the number of students with disabilities, English language learners and student who are eligible for free and reduced priced lunch by bolstering our recruitment efforts. This past school year NHACS reached out to the CSE offices of Manhattan and the Bronx, and well as other social service agencies serving these populations. The outreach has led the CSE offices to refer families to the school even after the lottery was conducted. In response to our community demographics, we also reached out to Alianza Dominicana, Sinergia and Association of Progressive Dominicans all organizations that cater to Spanish speakers.

We are committed to increasing the enrollment of English language learners and have a full-time, dedicated ESL teacher who holds small groups interventions and pushes into classrooms to support students. We also have bilingual social workers on staff.

We plan to continue these efforts and ensure high quality services to these populations for the upcoming school year 2016-2017.



Entry 12 Teacher and Administrator Attrition

Last updated: 07/26/2016

Report changes in teacher and administrator staffing.

Page 1

Instructions for completing the Teacher and Administrator Attrition Tables

The following tables reflect formatting in the online portal required for Regents authorized charter schools. Schools should provide, for teachers and administrators only, the full time equivalent (FTE) of staff on June 30, 2015; the FTE for added staff from July 1, 2015 through June 30, 2016; and the FTE for any departed staff from July 1, 2015 through June 30, 2016 using the two tables provided.

2015-16 Teacher Attrition Table

	FTE Teachers on June 30, 2015	FTE Teachers Departed 7/1/15 - 6/30/16	FTE Teachers Filling Vacant Positions 7/1/15 - 6/30/16	FTE Teachers Added in New Positions 7/1/15-6/30/16	FTE of Teachers on June 30, 2016
	55	12	12	0	54

2015-16 Administrator Position Attrition Table

	FTE Administrative Positions on June 30, 2015	FTE Administrators Departed 7/1/15 - 6/30/16	FTE Administrators Filling Vacant Positions 7/1/15 - 6/30/16	FTE Administrators Added in New Positions 7/1/15-6/30/16	FTE Administrative Positions on June 30, 2016
	5	0	2	1	6

Thank you



Entry 13 Uncertified Teachers

Last updated: 07/26/2016

Page 1

The table below is reflective of the information collected through the online portal for compliance with New York State Education Law 2854(3)(a-1) for teaching staff qualifications. Enter the relevant full time equivalent (FTE) count of teachers in each column. For example, a school with 20 full time teachers and 5 half time teachers would have an FTE count of 22.5. If more than one column applies to a particular teacher, please select one column for the FTE count.

Staff Qualifications (June 30, 2016)

Note: Columns should sum to the FTE count of Teachers on June 30, 2016, and each teacher should be in only one column.

1. FTE Count of Uncertified Teachers (6-30-15)	0
2. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (6-30-15)	13
3. FTE count of uncertified teachers who are tenured or tenure track college faculty (6-30-15)	0
4. FTE count of uncertified teachers with two years of Teach for America experience (6-30-15)	0
5. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (6-30-15)	0
6. FTE count of uncertified teachers who do not fit into any of the prior four categories	0
Total	13.0

Thank you.



New Heights Academy Charter School

**August
2016**

**Important Information: Board of Trustees Meeting to be held at the offices of Buzzfeed.
Located at 111 E. 18th Street; 6:00 pm – 9:30 pm.**

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8 New Teacher Academy	9	10	11	12	13
14	15	16 Faculty Institute	17	18	19	20
21	22	23	24	25 BOT Meeting	26	27
28	29	30	31			



New Heights Academy Charter School

**September
2016**

**Important Information: Latino Heritage Month 9/15 – 10/15. BOT meeting to be held at NHACS; conference room B1.
20 DAYS**

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1 PRIDE Academy First Day of School	2	3
4	5 Labor Day SCHOOL CLOSED	6	7 MS Community Mtg. 1/2 Day Dismissal	8	9 Block Party 1:00pm–5:00pm	10
11	12 Eid al-Adha SCHOOL CLOSED	13	14 1/2 Day Dismissal	15	16	17
18	19	20	21 1/2 Day Dismissal BOT Meeting	22	23	24
25	26	27	28 1/2 Day Dismissal	29	30	



New Heights Academy Charter School

**October
2016**

**Important Information: Latino Heritage Month 9/15 – 10/15. BOT meeting to be held at NHACS; conference room B1.
18 DAYS**

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3 Rosh Hashanah SCHOOL CLOSED	4 Rosh Hashanah SCHOOL CLOSED	5 MS Community Mtg. 1/2 Day Dismissal	6 Back to School Night	7 Progress Reports Due / Script Development	8
9	10 SCHOOL OPEN	11	12 Yom Kippur SCHOOL CLOSED	13 Progress Reports Mailed	14	15
16	17	18	19 1/2 Day Dismissal BOT Meeting	20	21	22
23	24	25	26 1/2 Day Dismissal	27 Haunted Heights	28	29
30	31 MS IA 1					



New Heights Academy Charter School

**November
2016**

Important Information: American Indian Heritage Month. BOT meeting to be held at NHACS; conference room B1.

**18 DAYS
1 TPD**

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 MS IA 1	2 MS Community Mtg. MS IA 1 1/2 Day Dismissal	3 MS IA 1	4 MS IA 1	5
6	7	8 Election Day No Students Faculty reports 9:00am	9 1/2 Day Dismissal	10 Q1 Ends Scripts & Grades due	11 Veterans Day SCHOOL CLOSED	12
13	14 Q2 Begins	15	16 Report Cards Mailed 1/2 Day Dismissal BOT Meeting	17	18	19
20	21	22	23 1/2 Day Dismissal	24 Thanksgiving Day SCHOOL CLOSED	25 SCHOOL CLOSED	26
27	28	29 PTC 4:00pm -8:00pm	30 PTC 1:00pm-5:00pm 1/2 Day Dismissal			



New Heights Academy Charter School

December 2016

Important Information: BOT meeting to be held at NHACS; conference room B1.

16 DAYS

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7 MS Community Mtg. 1/2 Day Dismissal BOT Meeting	8	9 HS Homecoming	10
11	12	13	14 1/2 Day Dismissal	15 Literacy Night 5:00pm-7:00pm	16 Progress Reports Due / Script Development	17
18	19	20	21 Progress Reports Mailed 1/2 Day Dismissal	22	23 SCHOOL CLOSED	24
25 Christmas Day	26	27	28	29	30	31
WINTER BREAK						



New Heights Academy Charter School

**January
2017**

Important Information: Dominican Heritage Month January 21, 2016 – February 27, 2017
May 24, 2016 – All curriculum maps units and associated lessons updated and submitted in Google. BOT meeting to be held at NHACS; conference room B1 from 7:00 pm – 9:00 pm.

20 DAYS

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2 Professional Development No Students Faculty reports @ 9:00am	3 Students Return	4 MS Community Mtg. 1/2 Day Dismissal	5	6	7
8	9	10 MS IA 2	11 MS IA 2 1/2 Day Dismissal	12 MS IA 2	13 MS IA 2	14
15	16 M L King Day SCHOOL CLOSED	17	18 1/2 Day Dismissal BOT Meeting	19	20	21
22	23	24 Global History & Geography Physical Setting/Physics ELA	25 Living Environment Physical Setting/Chemistry Algebra 2 / Trigonometry 1/2 Day Dismissal	26 US History & Gov't Physical Setting/Earth Science Algebra I	27 Algebra II Grades & Scripts due Q2 Ends	28
29	30 Q3 Begins	31				



New Heights Academy Charter School

**February
2017**

Important Information: Black History Month. BOT meeting to be held at NHACS; conference room B1 from 7:00 pm – 9:00 pm
14 DAYS
1 TPD

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 MS Community Mtg. 1/2 Day Dismissal Data Day	2	3	4
5	6	7	8 Report Cards Mailed 1/2 Day Dismissal	9	10 HS Sweetheart Dance	11
12	13	14	15 PTC 1:00pm-5:00pm 1/2 Day Dismissal BOT Meeting	16 PTC 4:00pm-8:00pm	17	18
19	20 Presidents' Day SCHOOL CLOSED	21	22	23	24	25
MID-WINTER RECESS						
26	27 Professional Development-No Students Faculty reports @ 9:00am Dominican Independence Day	28 STUDENTS RETURN				



New Heights Academy Charter School

March 2017

Important Information: Women’s History Month. BOT meeting to be held at NHACS; conference room B1 from 7:00 pm – 9:00 pm

**21 Days
1 TPD**

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 MS Community Mtg. 1/2 Day Dismissal	2	3 Progress Reports Due	4
5	6	7	8 Progress Reports Mailed 1/2 Day Dismissal	9	10	11
12	13	14 PI Day – Math Night	15 1/2 Day Dismissal	16	17 SCHOOL CLOSED	18
19	20 Professional Development No Students Faculty reports @ 9:00am	21 Students Return	22 1/2 Day Dismissal BOT Meeting	23	24	25
26	27	28 NYS ELA Test	29 NYS ELA Test 1/2 Day Dismissal	30 NYS ELA Test	31	



New Heights Academy Charter School

**April
2017**

**Important Information: BOT meeting to be held at NHACS; conference room B1 from 7:00 pm – 9:00 pm
14 DAYS
1TPD**

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4 MS IA 3	5 MS Community Mtg. MS IA 3 1/2 Day Dismissal	6 MS IA 3	7 MS IA 3	8
9	10 NYSELAT	11	12 1/2 Day Dismissal	13 Q3 Ends	14 Good Friday SCHOOL CLOSED	15
16	17	18	19	20	21	22
SPRING BREAK						
23	24 Professional Development No Students Faculty reports @ 9:00am Q4 Begins	25 Students Return	26 1/2 Day Dismissal BOT Meeting	27	28 Report Cards Mailed	29
30						



New Heights Academy Charter School

**May
2017**

Important Information: May 26, 2016 – Administrative Day. Completion of curriculum maps; lesson plans moved to server, etc. BOT meeting to be held at NHACS; conference room B1 from 7:00 pm – 9:00 pm
21 DAYS
1 TPD

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 Environmental AP	2 NYS Math Test NYSELAT (Written)	3 NYS Math Test 1/2 Day Dismissal	4 NYS Math Test NYSELAT (Written)	5 AP US History NYSELAT (Written)	6
7	8	9 AP Calculus	10 Italian AP AP Language & Composition 1/2 Day Dismissal	11	12	13
14	15	16 PTC 4:00pm-8:00pm	17 PTC 1:00pm-5:00pm 1/2 Day Dismissal BOT Meeting	18	19 Progress Reports Due	20
21	22	23	24 Progress Reports Mailed 1/2 Day Dismissal	25 NHS Induction	26 No Students Faculty reports @ 9:00am	27
28	29 Memorial Day SCHOOL CLOSED	30	31 Senior Prom 1/2 Day Dismissal			



New Heights Academy Charter School

**June
2017**

**Important Information: Week of May 12, 2016 – MS Exam Week. BOT meeting to be held at NHACS; conference room B1 from 7:00 pm – 9:00 pm
17 DAYS**

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1 Senior Trip 8 th Grade Sci Lab	2 Senior Trip Sci Lab Make-up	3 Senior Trip
4	5 MS IA 4 8 th Grade Sci (written)	6 MS IA 4	7 MS IA 4 Baccalaureate Ceremony 1/2 Day Dismissal	8 MS IA 4	9 MS IA 4	10
11	12 HS Last Day of classes	13 US History Algebra 1	14 ELA & Living Environment 1/2 Day Dismissal BOT Meeting	15 Global Physics Earth Science 8 th Grade Trip	16 Geometry / Algebra II MS Grades Due 8 th Grade Prom	17
18	19 MS Field Day LOTE Regents Q4 Ends	20 Chemistry	21 Honor Roll Trip 1/2 Day Dismissal HS Grades Due	22 MS Award Ceremony 5:00pm 1/2 Day Dismissal	23 MS Graduation 10:00am LAST DAY OF SCHOOL Report Cards Mailed 1/2 Day Dismissal HS Graduation 5:00pm	24
25	26	27	28	29	30	

Total Days of Instruction

Sep 20
Oct 18
Nov 18
Dec 16
Jan 20
Feb 14
Mar 21
Apr 14
May 21
Jun 17
Total 179

Total Days of PD/Admin Days

Sep 0
Oct 0
Nov 1
Dec 0
Jan 1
Feb 1
Mar 1
Apr 0
May 1
Jun 0
Total 5

Parent Teacher Conferences

November 29, 2016 & November 30, 2016

February 15, 2017 & February 16, 2017

May 16, 2017 & May 17, 2017