



SCS-Authorized Charter Schools Annual Report

January 2019 2017-18 School Year Data

Strategy & Performance Management

Office of Charter Schools | 160 S. Hollywood St. Memphis, TN 38112

Danielle Clewley

Clewleyd@scsk12.org | (901)416-4669

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Executive Summary

This report is intended to serve primarily as an information resource for families, students, educators, and other community stakeholders regarding the Shelby County School's charter sector performance and trends where applicable. A glossary of terms and abbreviations, along with notes on data calculations and additional data points are included in the report to help readers better understand the data.

The Shelby County Schools' charter sector enrollment has continued to increase over the past five plus years. Eight charter schools have been in operation under Shelby County Schools (SCS) or Memphis City Schools (pre-merger) for over ten years as of the 2018-19 school year. As of October 1, 2018, SCS charter schools serve approximately 16,000 students – just over 17 percent of all students enrolled in Shelby County Schools. At the end of the 2017-18 academic school year, three out of 51 schools had closed their doors and six new charter schools opened at the start of the 2018-19 school year. Seven SCS charter schools appeared on the 2017-18 State Priority List and are slated to be closed at the end of 2018-19 while eight charter schools have been approved to open for the 2019-20 school year.

In an effort to tighten regulations, add clarity to processes, and to ensure equity for all SCS students, new charter school policy has been proposed to the SCS School Board. These policies outline clear procedures for requests for charter school expansions, replications, and charter agreement modifications, and criteria for prioritizing facilities use and purchase. The anticipated vote on this policy is early 2019. This year (2018-19), SCS implemented an authorizer fee for operating charter schools. This fee covers exclusively authorizing obligations as required by law. These obligations include but are not limited to charter application review, contract negotiation, oversight and evaluation, and accountability.

The following sections provide information on SCS charter school enrollment trends, academic performance through the School Performance Framework, and the Operations Score Card. This report does not include performance data for charter schools in the Achievement School District (ASD), as this is a separate charter authorizer from SCS. When comparing the overall School Performance Framework scores, the K-8 charter sector had a lower percentage of schools rated 3+ on the SPF than District-managed K-8 schools. However, when comparing overall SPF for secondary schools, the charter sector had a higher percentage of schools rated 3+ on the SPF. With clear processes and accountability steps in place, several consistently low-performing charters will be recommended for revocation, and fewer charter organizations may be approved in the coming years. In contrast, high-performing charters will be encouraged to expand and/or partner with the District to expand high-quality seats to serve the students of Shelby County.



Glossary

This glossary serves to provide clarity about what certain terms and abbreviations mean in the Shelby County Charter Schools report. There are notes within the report; however, this will allow one to view all terms in one place.

Term	Definition/Description
All/SCS/District	All K-12 Shelby County schools including the Shelby County charter schools. <i>Note: The Achievement School District is not a part of Shelby County Schools.</i>
SCS Charter/charter	Shelby County charter schools. “Charter schools are public schools that are operated by non-profit governing bodies. In Tennessee, public charter school students are measured against the same academic standards as students in other public schools. ¹ ”
District-managed	Shelby County schools that are not designated as charter schools. This group of schools includes traditional schools, optional/special admission schools, alternative schools, special education schools, iZone schools and the Memphis Virtual School.
K-8	Schools with only kindergarten through 8 th grade. (The school could just have grades K-5 or just grades 6-8 and still be included in this grade range).
Secondary	Schools that have one or more of grades 9 – 12. A secondary school can sometimes include grades lower than 9. If the school has grades 6 – 12, it is categorized as a secondary school.
Region	The area of Memphis in which a school is located.
Operations Score Card (OSC)	An assessment used to measure a school’s performance regarding non-academic expectations. The 2016-17 OSC included 15 domains of non-academic performance that cover a broad range of operational expectations including but not limited to Federal Programs, student information management, student discipline, financial reporting and auditing, budgeting, and student enrollment trends. The 2017-18 OSC has 10 domains of non-academic performance.
EL	English Learner – Students whose primary language is not English
SWD	Students with Disabilities
ED	Economically Disadvantaged
ES	Elementary School
MS	Middle School
HS	High School
School Performance Framework/School Performance Scorecard (SPF/SPS)	The School Performance Scorecard (also referred to as the School Performance Framework) is the District’s tool for measuring the quality of instruction and climate in our schools.
TVAAS	The Tennessee Value-Added Assessment System “(TVAAS) measures the impact schools and teachers have on their students’ academic progress. TVAAS measures student growth, not whether the student is proficient on the state assessment. ² ”

Table 1. Glossary



Map of Charter Schools by Region

To view an interactive map of the Charter Schools, click [here](#). Online map tip: Hover your mouse over the dots to see the school name.

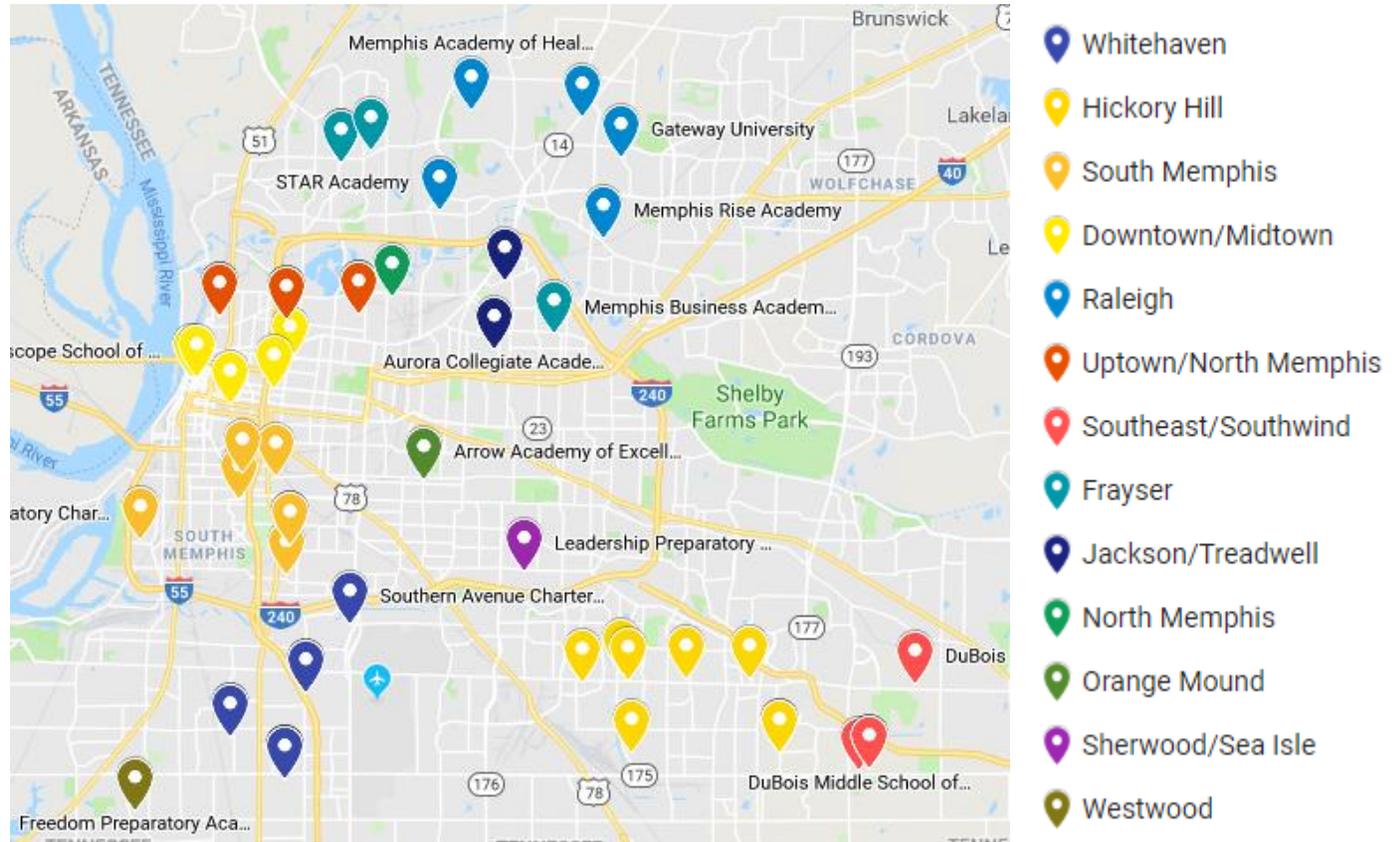


Figure 1: Map of 2017/18 Charter Schools by Sub-region

Student Enrollment

The Shelby County Schools charter sector enrollment has increased over the past five years. The SCS charter sector’s enrollment has increased by an average of approximately 1,350 students since 2014-15. The District-managed school’s enrollment decreased by an average of about 5,100 students from the 2014-15 school year to the 2016-17 school year, saw an upswing by 1,100 students in the 2017-18 school year and further increased by 1,600 in the 2018-19 school year. The Achievement School District (ASD) has experienced an average annual enrollment increase of about 2,050 students since 2014-15, with its first decrease in enrollment during the 2017-18 year and increased again in 2018-19. Figure 2 shows Shelby County Schools overall K-12 student enrollment for the past 5 years.

Student Membership Over Time

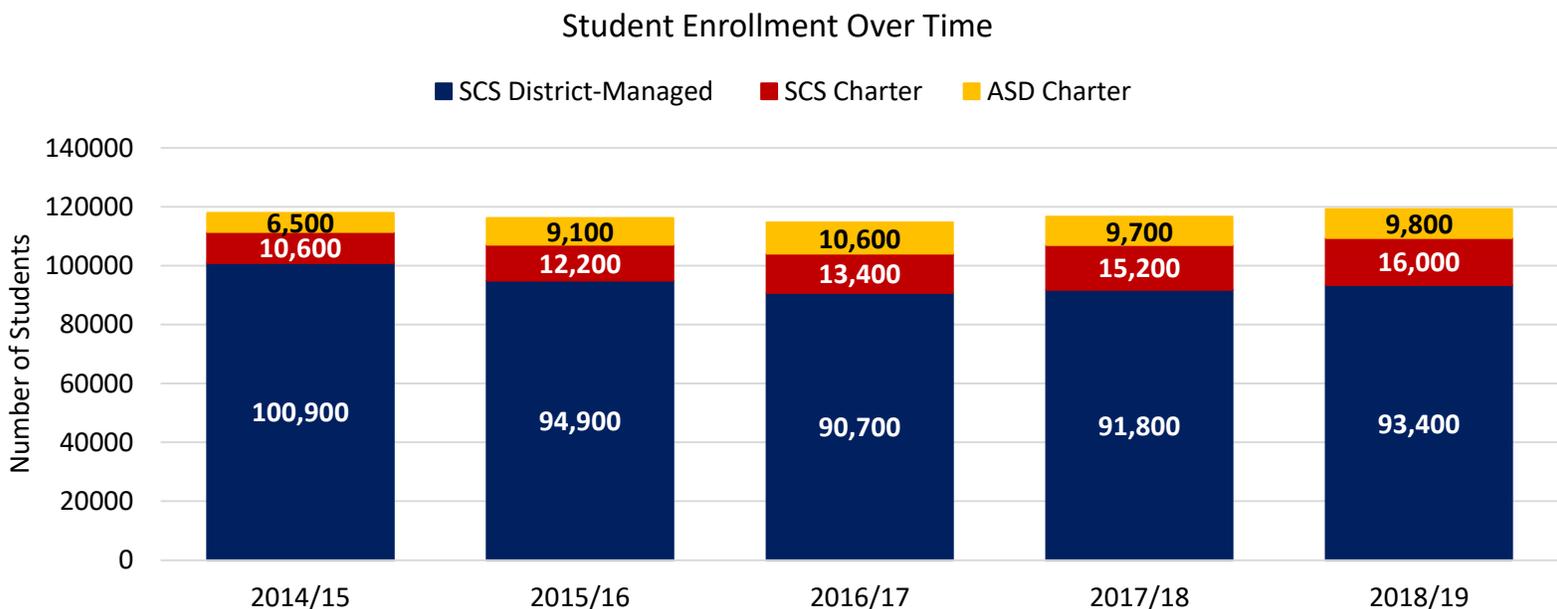


Figure 2. 40-Day Student Membership from 2014/15 to 2018/19 Rounded to the Nearest Hundred Students

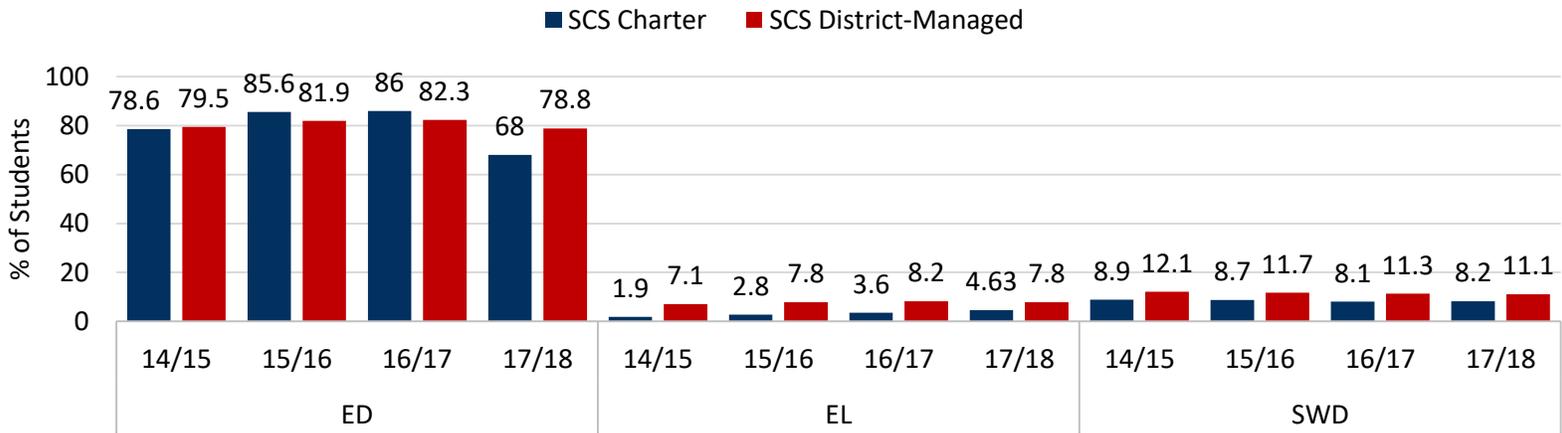
Special Population Enrollment

The Shelby County Schools charter sector continues to expand throughout Memphis, serving communities in many parts of the city. On average, for the last three school years, the SCS charter sector has enrolled a lower percentage of English learner (EL) students and students with disabilities (SWD) compared to district-managed schools. In contrast, the charter sector has enrolled a higher percentage of economically disadvantaged students compared to District-managed schools until the 2017-18 school year in which the percentage of economically disadvantaged students fell by 18 percentage points. Figure 3 displays 4-year historical special population enrollment. Figure 4 shows 2017-18 special population enrollment and includes the entire district average (SCS charter schools and District-managed schools – traditional,



alternative, iZone, Empowerment Zone, & Critical Focus). Throughout this report, regional averages do not include alternative schools, CDC schools (Avon School and Shrine School), or charter schools.

Special Population Enrollment from 2014/15 - 2017/18



The regional measure is an average of District-managed schools in the same region as the charter school.

Figure 3. Four-year Historical Special Population Enrollment

2017/18 Special Population Enrollment

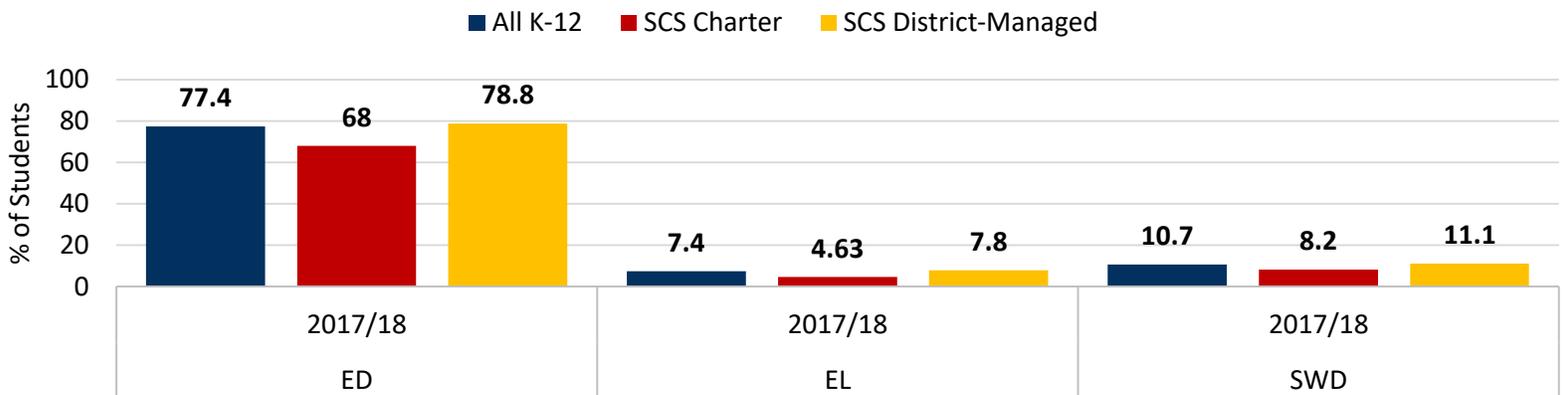


Figure 4. 2017/18 Special Population Enrollment for All SCS K-12 Schools



Students with Disabilities Enrollment Rates

Most students with disabilities are considered general education students first; however, SWD students have an Individual Education Plan (IEP) and may receive intense intervention throughout the school day, which requires educators trained to in this area. On average, SCS charter schools enroll fewer students with disabilities in both K-8 and secondary schools. Compared to both the District K-8 SWD enrollment average of 10.5% and their respective regional average, eight K-8 charter schools enroll a higher percentage of students with disabilities – Power Center Academy Middle, Leadership Preparatory Academy, Kaleidoscope School of Memphis, DuBois Middle School of Arts & Technology, Veritas College Preparatory, Memphis Rise Academy, STAR Academy, and Memphis Grizzlies Preparatory¹. See Figure 5 for K-8 SWD enrollment rates for the 2017-18 school year.

2017/18 Students with Disabilities Enrollment Rates (K-8)

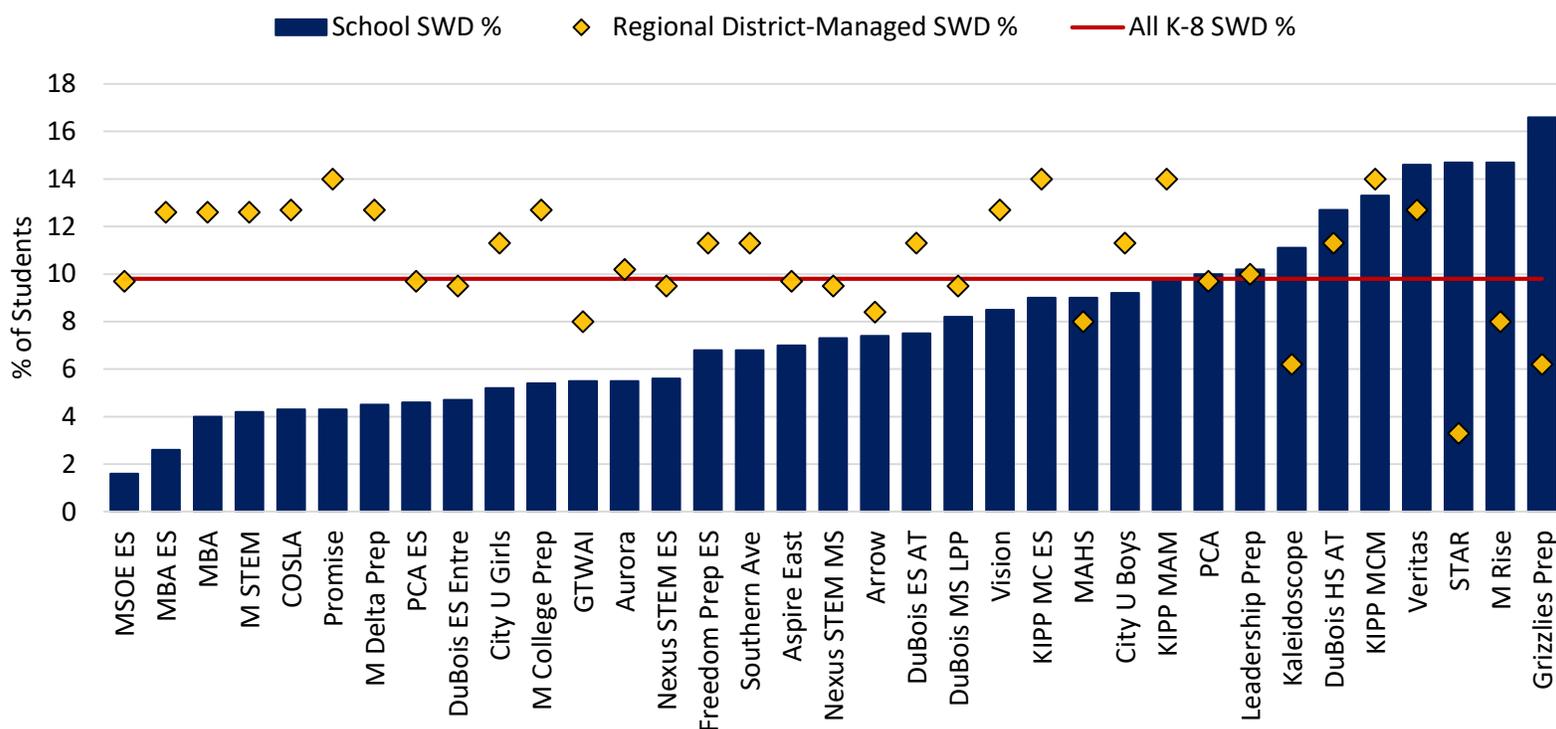


Figure 5. 2017/18 Students with Disabilities Enrollment Rates for SCS K-8 Charter Schools

Only two secondary charter schools, Legacy Leadership Preparatory² and DuBois High School of Arts and Technology enrolled a higher percentage of students with disabilities than the District secondary school’s average of 13.9%. Two secondary charter schools – Memphis Academy of Science & Engineering and DuBois High School of Leadership & Public Policy – enrolled a higher

¹ All Figures use abbreviated school names. See Appendix A for a full list of schools and abbreviations

² Now closed



percentage of students with disabilities than their respective regional average. See Figure 6 for each secondary school's SWD enrollment rate along with the regional and District averages.

2017/18 Students with Disabilities Enrollment Rates (Secondary)

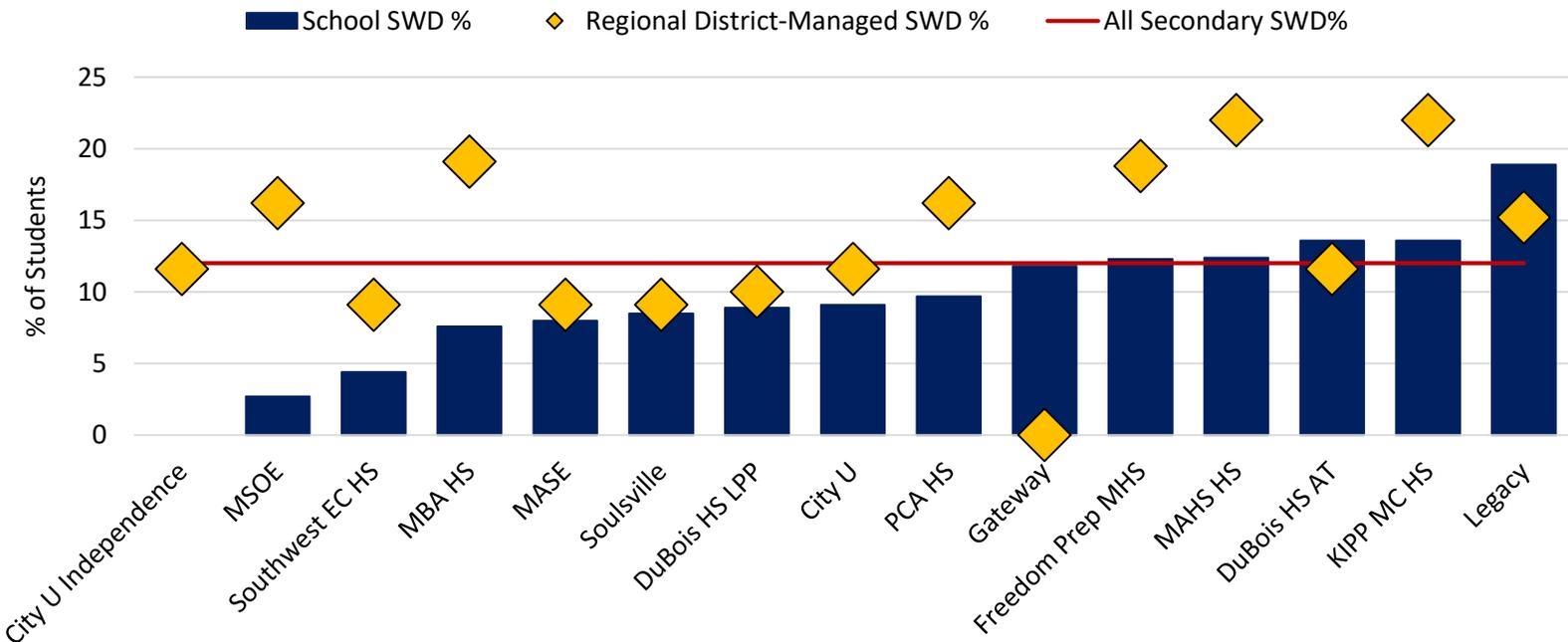


Figure 6. 2017/18 Students with Disabilities Enrollment Rates for SCS Secondary Charter Schools

English Learner Enrollment Rates

English Learners (EL) are students whose primary language is not English. Schools are required to make sure the students have the proper resources and interventions to support the students' English language development. On average, the charter sector enrolls a lower percentage of English Learner students than the District in both K-8 and secondary schools. Nine percent of K-8 students in Shelby County Schools were classified as EL for the 2017-18 school year. During the 2017-18 school year, six SCS Charter Schools did not have any English Learner students enrolled. Seven charter schools – Aspire East Academy, Aurora Collegiate Academy, Freedom Preparatory Academy Elementary, Memphis Rise Academy, Memphis Business Academy Elementary, Memphis STEM Academy, and Southern Avenue Charter School – enrolled a higher percentage of EL students than the K-8 District average of 7.5%.



2017/18 English Learner Enrollment Rates (K-8)

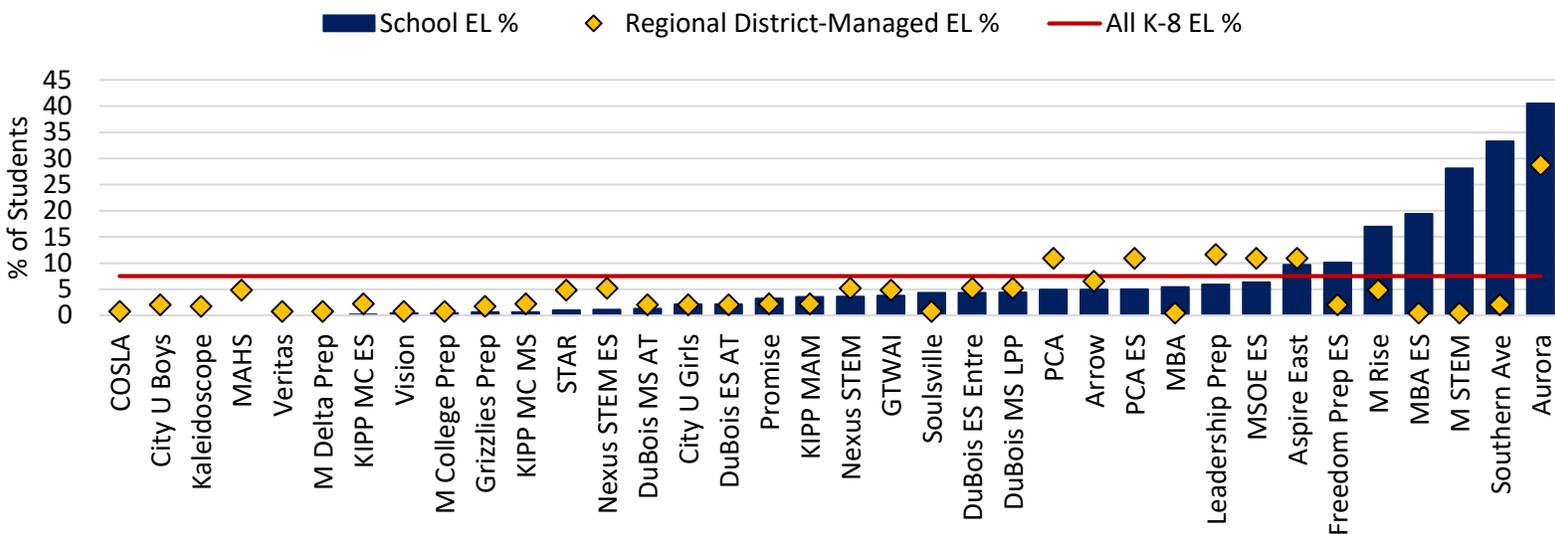


Figure 7. 2017/18 English Learner Enrollment Rates for SCS K-8 Charter Schools

During the 2017-18 school year, City University, City University School of Independence, DuBois High School of Arts and Technology, and Legacy Leadership Academy did not have any English Learner students enrolled. Three charter schools, Southwest Early College High, Memphis Business Academy High, and Memphis School of Excellence, enrolled a higher percentage of EL students than the secondary District average of 3.9 percent.

2017/18 English Learner Enrollment Rates (Secondary)

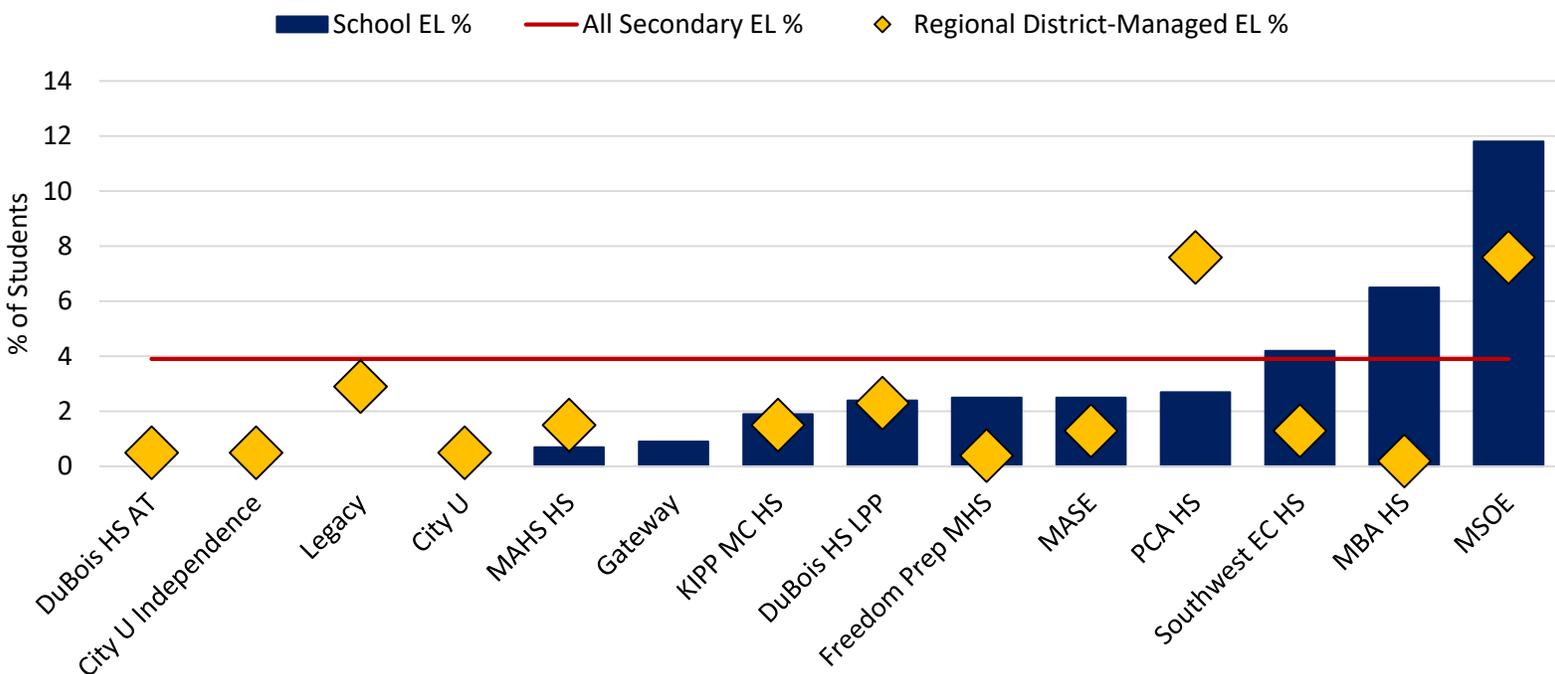


Figure 8. 2017/18 English Learner Enrollment Rates for SCS Secondary Charter Schools

Student Withdrawal Rates

The charter sector, in both the K-8 and secondary grade levels, had a smaller percentage of withdrawals than the District-managed schools. The average withdrawal rate across all SCS school types and grade levels for the 2017-18 school year was 12.8. The alternative schools had the highest percentage of withdrawals, which pushes the District average up. Figure 9 shows the average withdrawal rates by school type for the 2017-18 school year.

2017-18 Average Withdrawal Rate Comparison

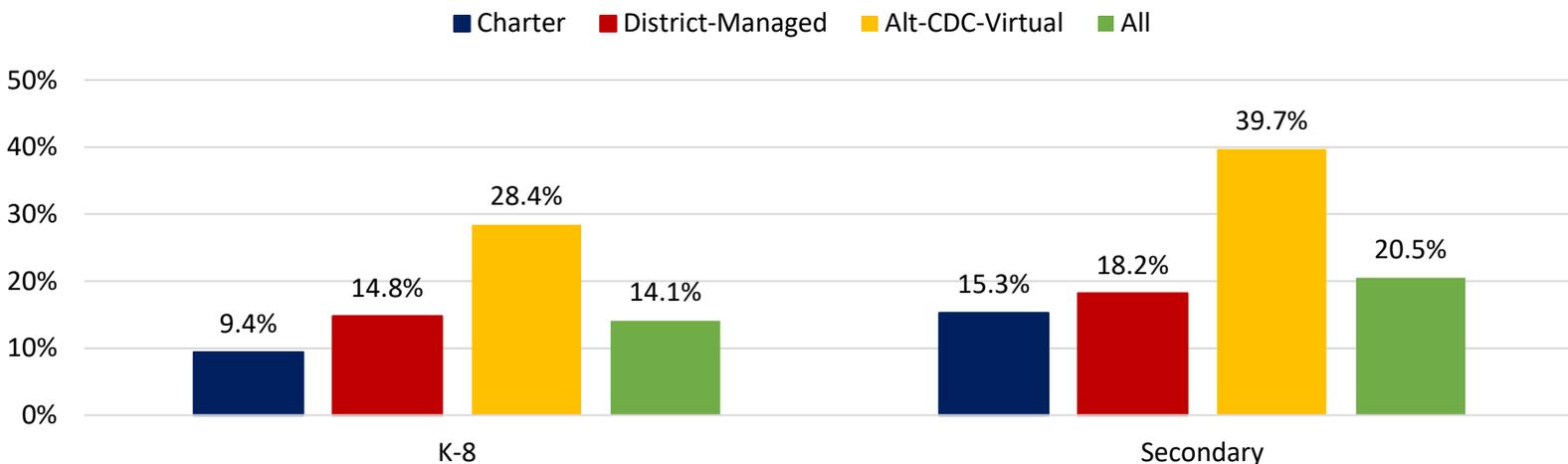


Figure 9. 2017-18 Average Withdrawal Rate Across School Types

Only two K-8 charter schools had a higher withdrawal rate than the K-8 District average withdrawal rate of 14.8 percent. Of the two K-8 charter schools with a higher withdrawal rate than the District average, both are in the Hickory Hill sub-region (Nexus STEM Academy and Promise Academy). See Figure 10 for each K-8 charter school's withdrawal rate along with the regional and District averages.

2017-18 Withdrawal Rates (K-8)

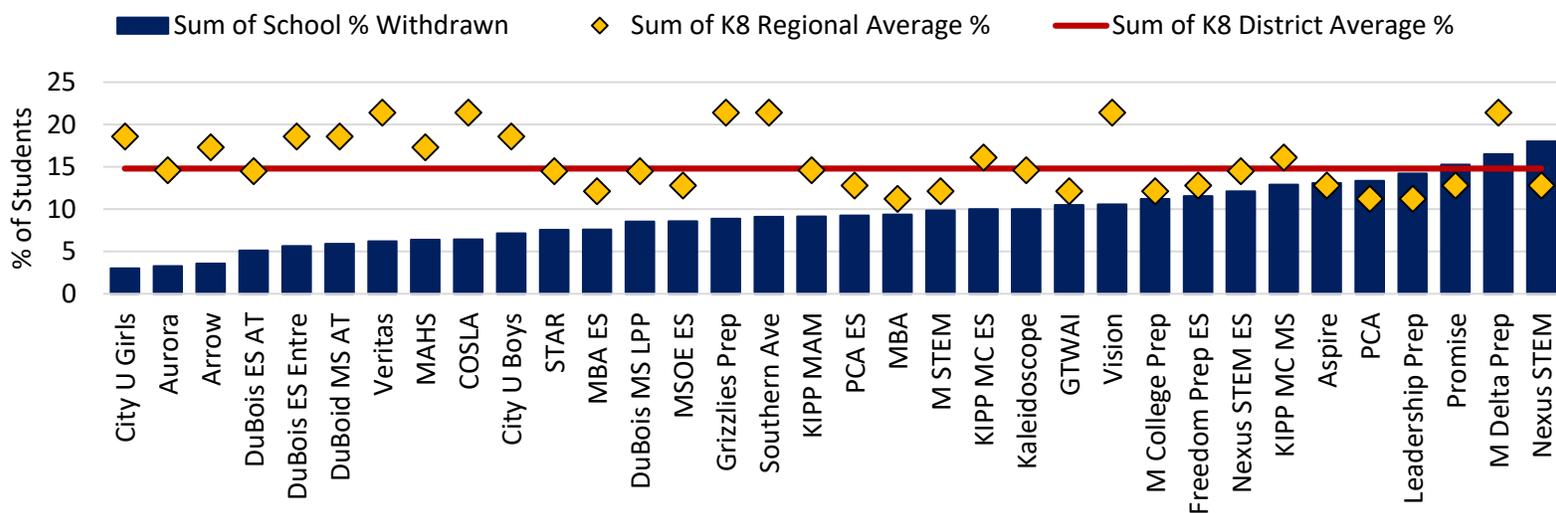


Figure 10. 2017-18 K-8 Withdrawal Rates

Four secondary charter schools had a withdrawal rate higher than the secondary District average of 19.1 percent for the 2017-18 school year: The Excel Center³, City University of Independence, DuBois High School of Leadership and Public Policy⁴, and DuBois High School of Arts and Technology⁵. See Figure 11 for each secondary charter school’s withdrawal rate along with the secondary regional and District averages.

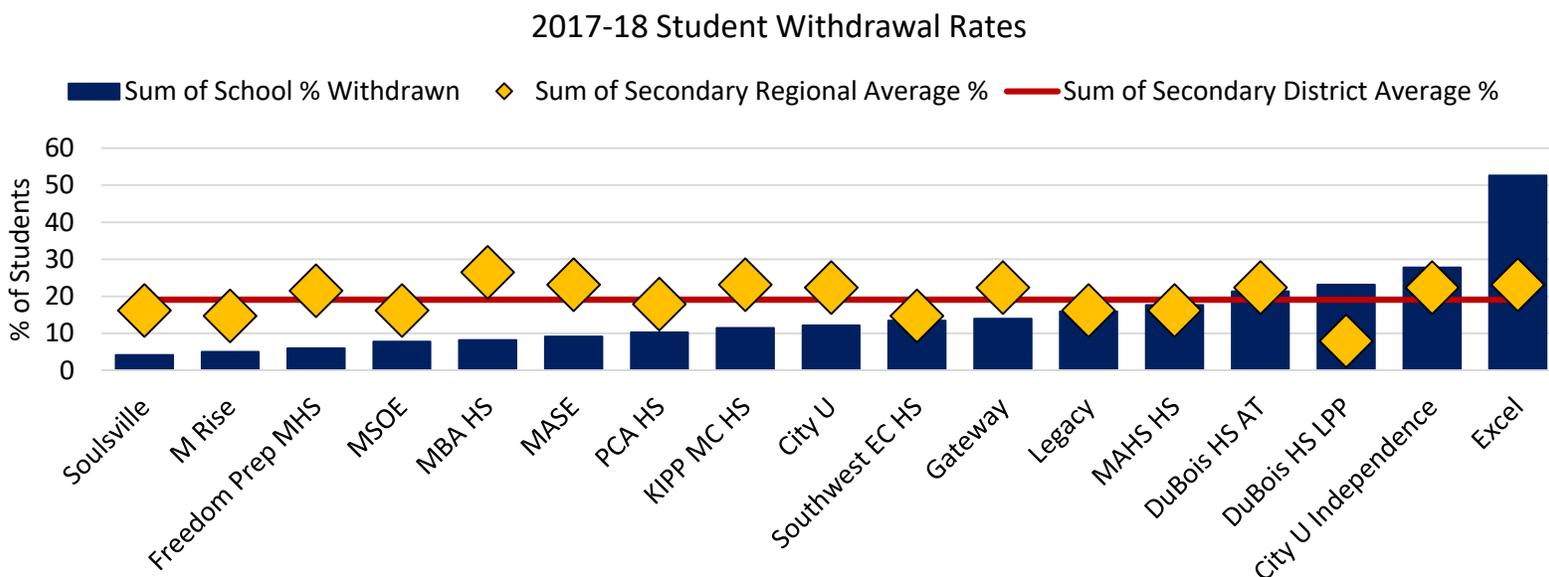


Figure 11. 2017-18 Secondary Student Withdrawal Rates

Student Re-enrollment

Student re-enrollment can indicate the level of satisfaction a family has with a school because it is a calculation of the percentage of students who return to the school from one year to the next. Having a high re-enrollment rate could indicate that those families are happy with their school choice. It must also be noted that the student population in Memphis is transient, so having a low re-enrollment does not always indicate dissatisfaction. For more information about a particular school’s details regarding their re-enrollment rate, please contact the specific school. Student re-enrollment in this report describes the number of students who were on a charter school’s enrollment roster at approximately day 40 of one year and were still enrolled the following year around the same time frame. The total number of students eligible to return is included in the percentage. For example, students who graduated or had to move to a grade the current school does not serve would not be counted as students eligible to return.

SCS charter school K-8 re-enrollment percentages from 2016-17 to 2017-18 ranged from 68 percent to 95 percent with an average of 82 percent. Aurora Collegiate Academy and Memphis Rise Academy had the highest K-8 charter re-enrollment rates at 95 percent while DuBois Middle School of Arts & Technology had the lowest at 68 percent. See Figure 12 for the re-enrollment rates for all SCS K-8 charter schools.

³ 2019-2020 Contract School

⁴ Now closed

⁵ Now closed



K-8 Charter School 40-Day Re-Enrollment Rates

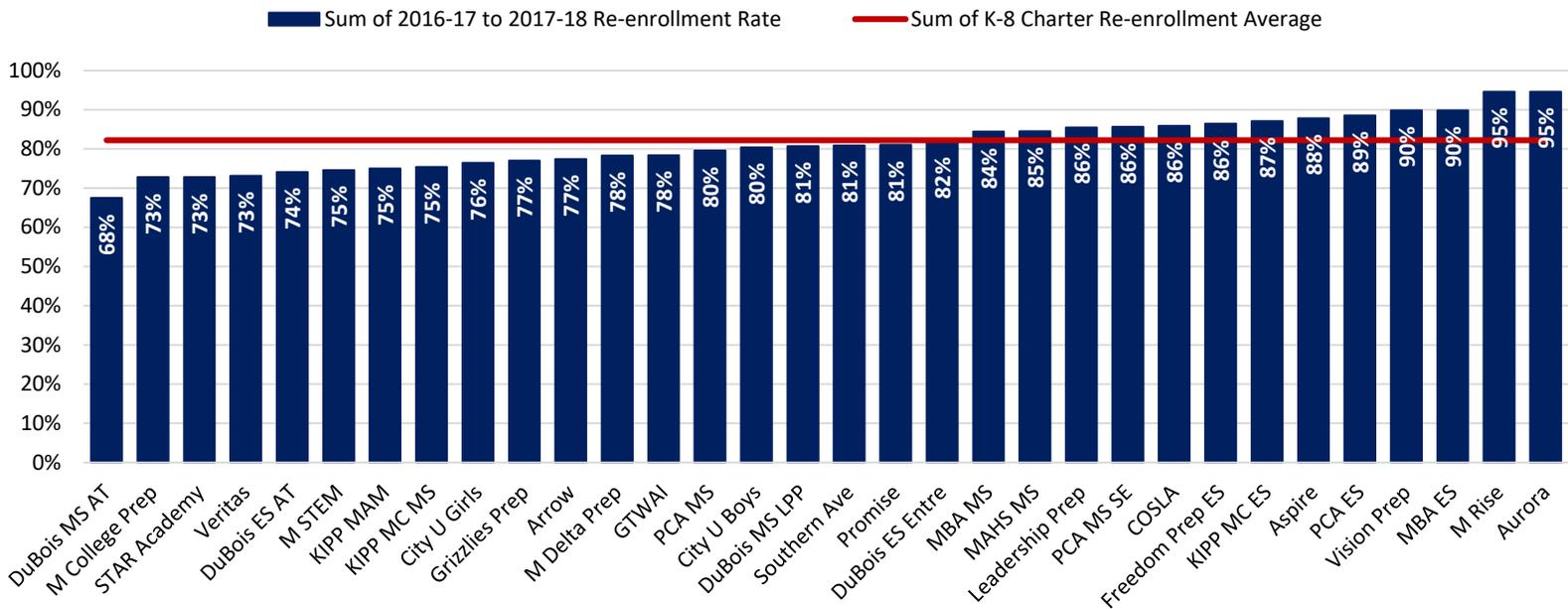


Figure 12. SCS K-8 charter school's 40-day re-enrollment rates from 2016-17 to 2017-18

SCS secondary charter school's re-enrollment rates ranged from 75 percent to 92 percent, with DuBois High School of Arts & Technology on the low end and The Soulsville Charter School on the high end. The secondary charter school re-enrollment average of 87 percent was slightly higher than the K-8 average of 82 percent from 2016-17 to 2017-18. Figure 13 displays the re-enrollment rates for all secondary charter schools.

Secondary Charter School 40-Day Re-Enrollment Rates

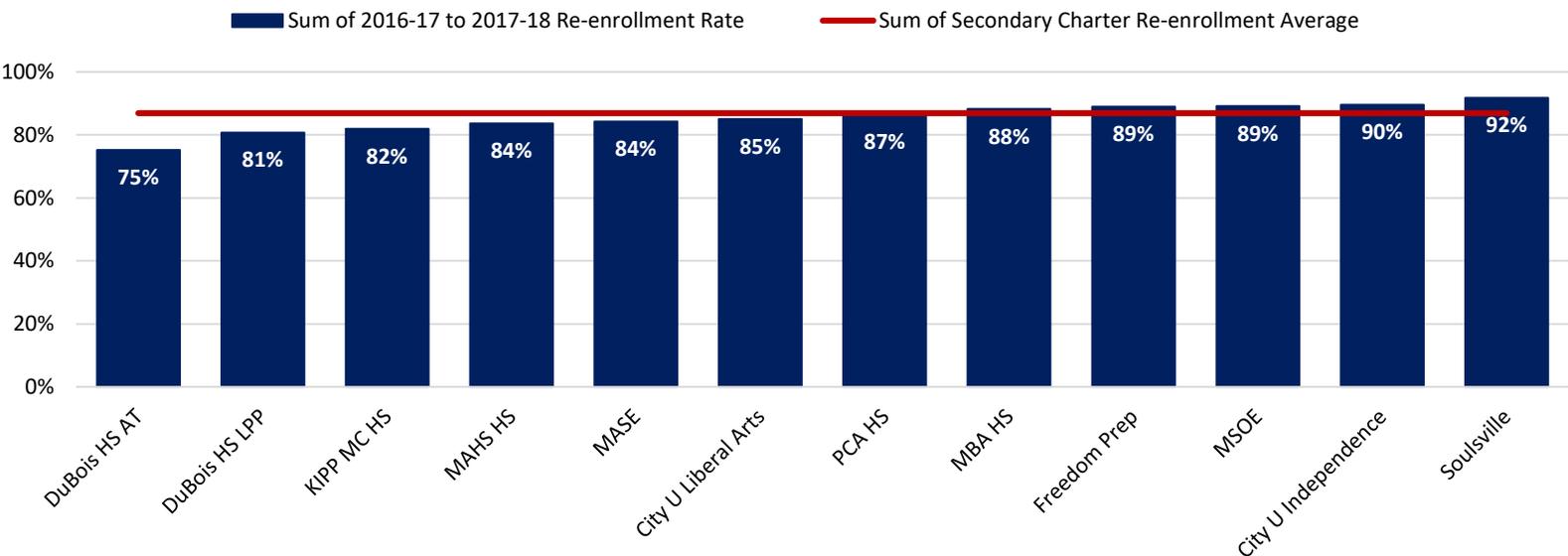


Figure 13. SCS Secondary charter school's 40-day re-enrollment rates from 2016-17 to 2017-18



Academic Performance

General Overview of the School Performance Scorecard/School Performance Framework

The School Performance Scorecard is the District’s tool for measuring the quality of instruction and climate in our schools. The School Performance Scorecard:

- Makes each school’s educational quality public
- Allows for consistent comparison between schools
- Informs school choice for parents and students
- Informs school leaders of their schools’ relative strengths and weaknesses in the education marketplace

K-8 SPF

For K-8 schools, there are three categories that were weighted and include multiple measures/indicators:

K-8 School Performance Framework Breakdown



K-12 (Secondary) SPF (schools serving grades 9 – 12, includes 6-12 schools) For secondary schools, there are four categories that were weighted and include multiple measures/indicators:

Secondary School Performance Framework Breakdown



Each weighted category has several metrics that are measured and weighted equally within the category. The table below notes which metrics are included for each category.

Category	Description	Metrics
Academic Performance	Includes on-track plus mastered rates in reading/language arts, math, science, and social studies for all students	Most heavily weighted along with academic growth to signify its importance to student outcomes
Academic Growth	Includes TVAAS growth levels for all students in reading/language arts, math, science, and social studies along with the reduction in Below rate for the same subjects	Most heavily weighted with academic performance to encourage accelerated growth in student proficiency, especially in low-performing schools
College/Career Readiness (secondary schools only)	College and Career Readiness includes graduation rate, improvement of graduation rate, dropout rate, ACT composites, and enrollment to post-secondary institutions	Substantially weighted given the district's 80/90/100 goals
School Climate	School Climate includes rates of attendance, suspension, and expulsion for all students	The framework recognizes the relationship between school climate and school performance and includes this category to affirm the relationship and help parents know more about the educational environment their children will experience

Table 2. 2017-18 SPF category, metrics, and descriptions

School Performance Framework Details and Accountability

Academic Achievement and Academic Growth are most heavily weighted on both the K8 and K-12 School Performance Framework to signify their importance to student outcomes. Achievement and Growth are weighted 40% on the K8 SPF and 35% on the K-12 SPF.

Per the State of Tennessee website, Tennessee Value-Added Assessment System (TVAAS) measures the impact schools have on their students' academic progress. TVAAS scores range from 1 – 5, with 1 being less than 1 year of growth, 3 being 1 year of growth, and 5 being more than 1 year of growth. The academic growth category of the School Performance Framework includes the Composite (all subjects combined), Literacy, Numeracy, Science, and Social Studies TVAAS for each school. Academic growth is weighted 40% on the K8 scorecard and 35% on the K-12 scorecard.

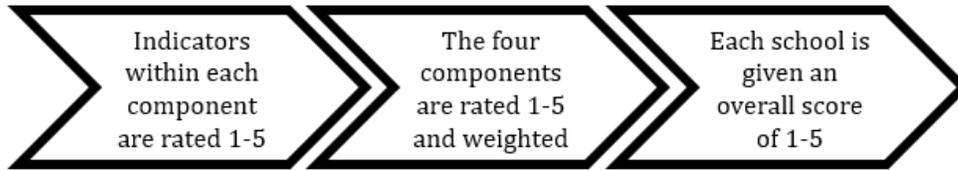
The school climate category of the SPF includes the 2017-18 suspension rate, expulsion rate, and attendance rate. The District's School Performance Framework recognizes the relationship between these metrics and academic achievement. Attendance, suspension, and expulsion rates give some insight into the educational environment students will experience at each school. School climate is weighted 35% on the K-12 School Performance Scorecard. It is always best to visit the schools your family is considering to get a full picture of what the schools have to offer and if the environment is the best fit for your family. See Appendix B for school contact information to schedule a tour/visit.

The college and career category of the SPF includes the graduation rate, improvement of graduation rate, dropout rate, ACT composites, and enrollment to post-secondary institutions (using the National Student Clearinghouse data). Schools that have a graduation rate of 95%+ automatically earn a 5 for the "improvement of graduation rate" metric as we do not want to penalize a school that possibly had a 100% graduation rate the previous year and dropped to a 98% graduation rate the next year. This category is weighted 20% on the K-12 School Performance Framework.



See Appendix C for the SPF rubric.

The Scoring Process



- ❖ Indicators are specific to K-8 and 9-12
- ❖ A 1-5 scale has become familiar to stakeholders given current TVAAS and TEM ratings

School Performance Scorecard Legend	
1-1.99	Needs Improvement
2-2.99	Fair
3-3.99	Good
4-5	Excellent

The School Performance Framework is a tool that all schools in the District will be measured against so that students, parents, and educators have a standard from which to evaluate school performance. The Charter Advisory Committee, made up of charter school leaders, community leaders, and District staff, developed recommendations for accountability related to operations, finances, and academics. The following is a summary of steps that will be taken when charter schools do not meet expectations.

- Charter schools not meeting the minimum outlined expectations on the School Performance Framework, the Operations Score Card, and/or the Financial Scorecard, will receive communication from the District.
- Those schools will be asked to submit an Action Plan for how they plan to improve the school's low performance.
- Parents of students who attend schools that receive letters regarding low performance will be notified of the school's low performance.
- Additional monitoring will be put in place for those schools that received a letter about low performance, which may include additional school visits from the Office of Charter Schools staff, additional interim reports, etc.
- After three consecutive years of not meeting expectations as communicated by the District, SCS administration will make a recommendation for revocation to the SCS Board of Education.

For the full list and details of the Charter Advisory Committee's recommendations that were approved by the SCS Board of Education during the August 21, 2018 Special Called Meeting, download the document [here](#) or view it on the [SCS Board of Education Meeting Documents website](#) - search for "Meetings," then select the August 21, 2018 Business Meeting Agenda. The recommendations were item 6.1, and 6.3.

2017-18 K-8 School Performance Comparisons

The tables and charts in this section give a summary view of the District schools and a detailed view of each charter school’s performance on the overall School Performance Framework (SPF). Please see Appendix D for a table with SPF scores of each charter school and each District-managed school included in the regional analysis.

Overall School Performance

Figure 14 displays the percent of K-8 schools in each overall school performance framework classification. Please note that all scores reported in this section are the 2-year average of 2017 and 2018 scores. Overall, District-managed K-8 schools outperformed K-8 charter schools with 55 percent earning a 3+ on the SPF, while only 42 percent of K-8 charter schools earned a 3+ on the SPF. Schools that did not have state tested grades (3 -12) during the 2017-18 school year are not included in the graphs below.

K-8 Overall School Performance by SPF and School Type

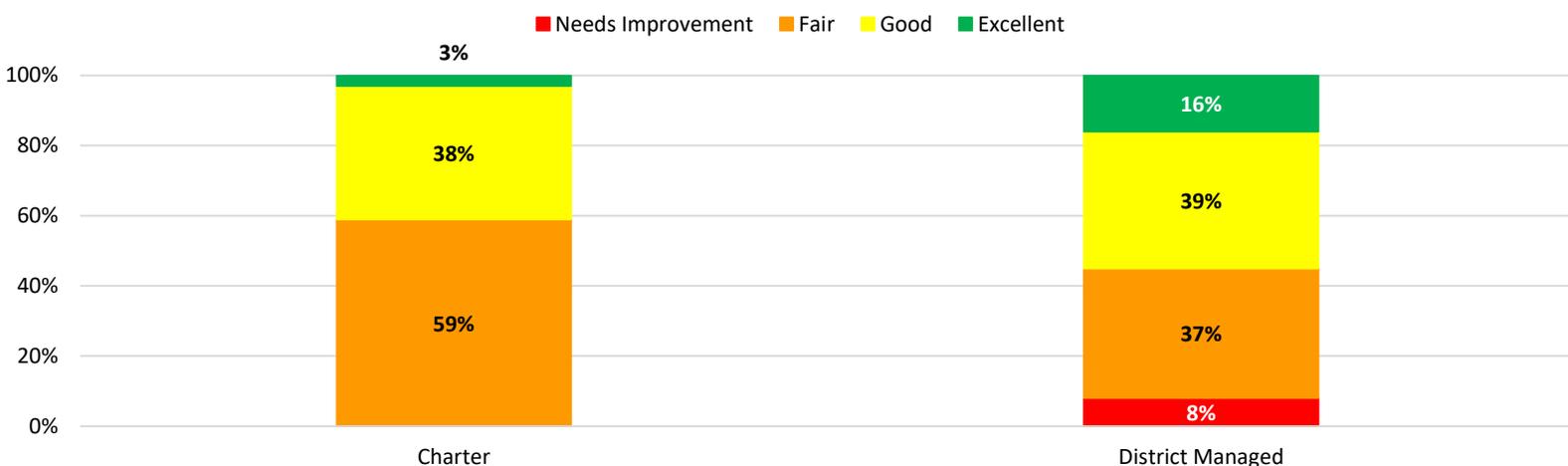


Figure 14: K-8 school performance by SPF and school type

Two K-8 charter schools earned an overall school performance score of 4.00+: Memphis Rise Academy and Power Center Academy Middle School. Five K-8 charter schools improved from the “Needs Improvement” category of the School Performance Framework (1 – 1.99) to the “Fair” category (2-2.99): DuBois Elementary Arts & Technology, Memphis Delta Preparatory, DuBois Middle School of Leadership & Public Policy, Granville T. Woods Academy, and KIPP Memphis Collegiate Elementary. No K-8 charter schools earned below a 2 on the School Performance Scorecard. Figure 15 displays each K-8 charter school’s overall SPF compared to the District average and the regional District-managed schools. Figure 16 displays the change in SPF scores from the 2016-2017 school year to the 2017-2018 school year.

K-8 Charter Schools Overall SPF with Regional and District Averages

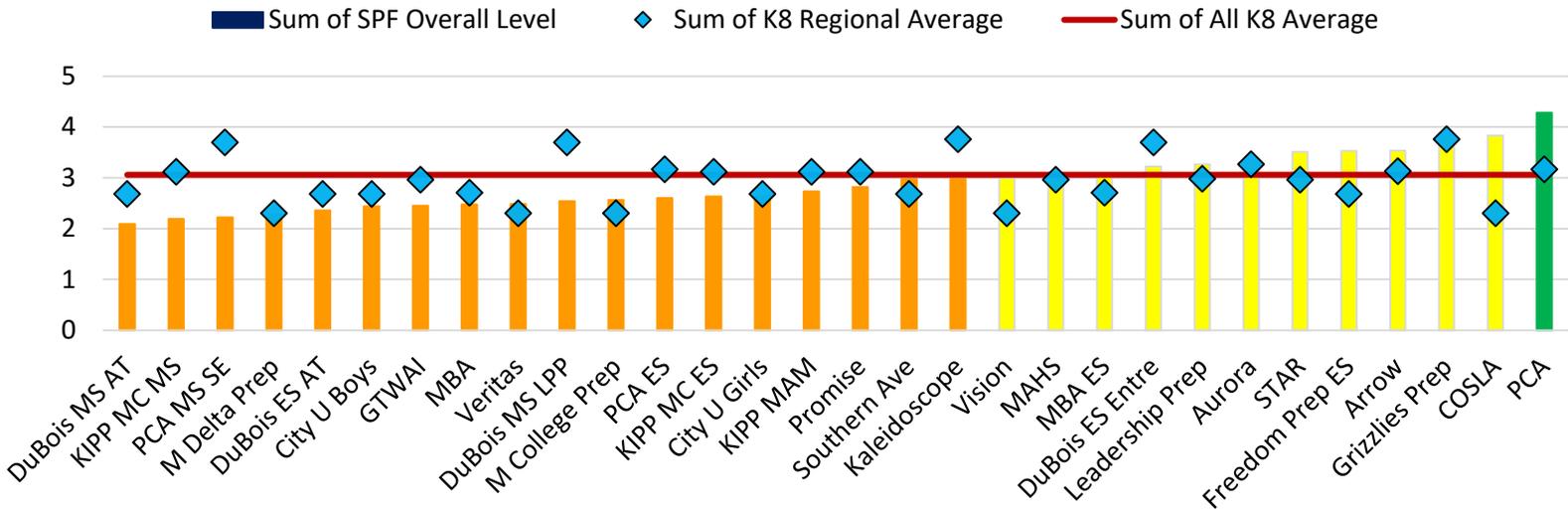


Figure 15: SCS K-8 charter school's overall SPF with regional and District averages

Note: Regional averages includes only District-managed K-8 schools in the same region as the charter school

K-8 Charter School SPF Change from 16-17 to 17-18

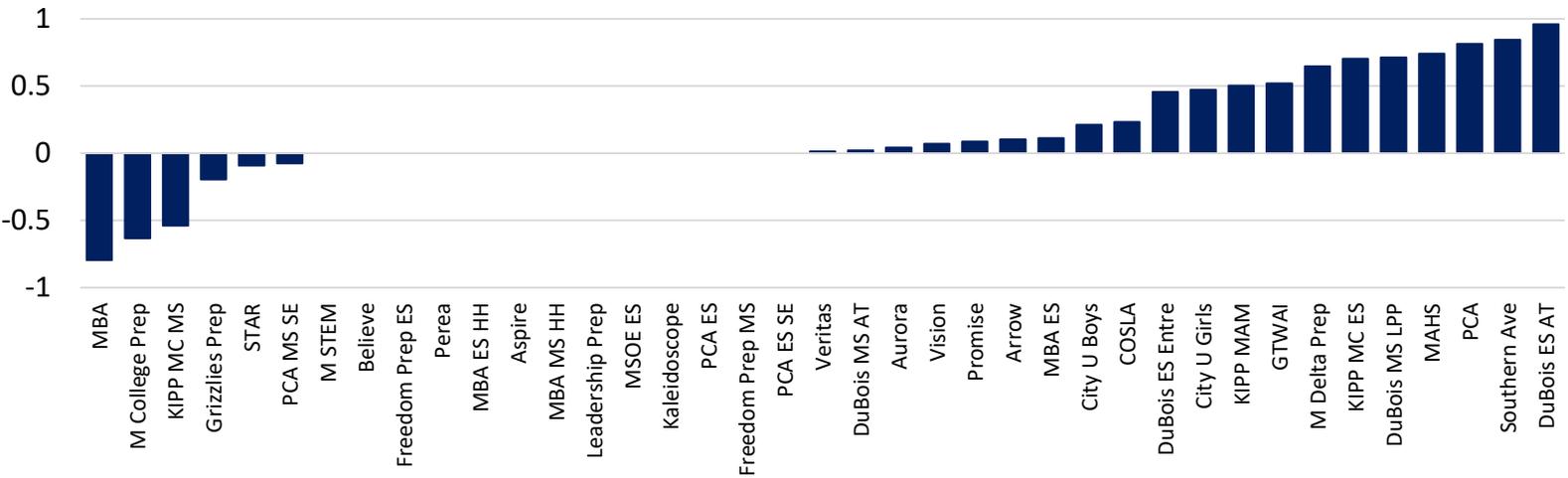


Figure 16: SCS K-8 charter school's change in overall SPF

2017-18 Secondary School Performance Comparisons

Figure 17 displays the percent of secondary schools in each overall school performance framework classification. Overall, charter secondary schools outperformed secondary District-managed schools with 54 percent earning a 3+ on the SPF, while only 44 percent of secondary District-managed schools earned a 3+ on the SPF.



Secondary Overall School Performance by SPF and School Type

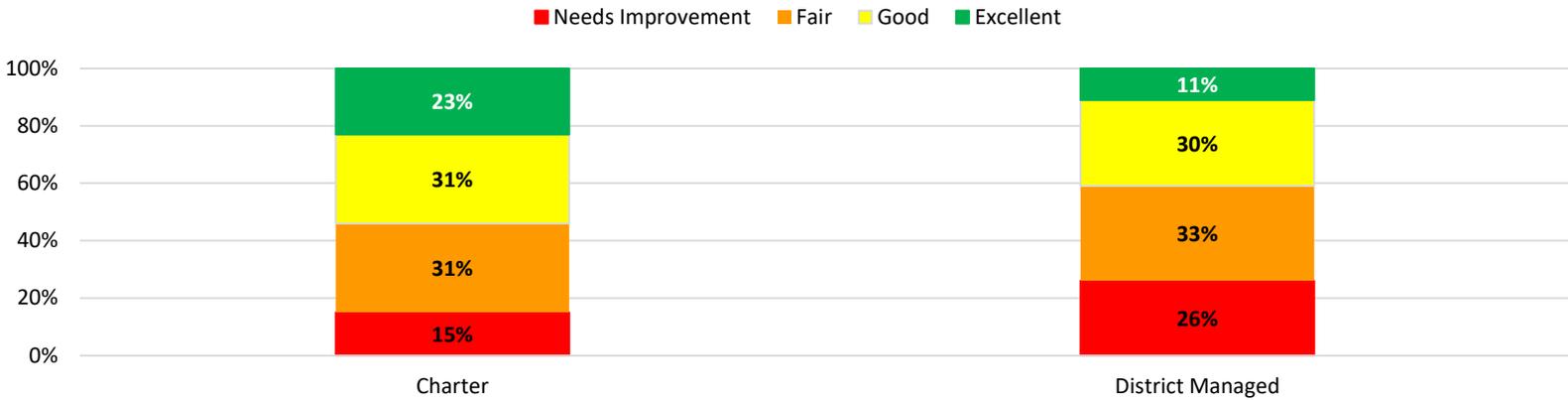


Figure 17. Secondary Overall School Performance by SPF and School Type

Three secondary charter schools earned an overall school performance score of 4.00+: Freedom Preparatory Academy (6-12), Soulsville Charter School, and Memphis Academy of Science & Engineering. A total of nine secondary charter schools, 69%, earned an overall school performance score greater than the District-managed schools in their region. Two secondary charter schools fell in the “Needs Improvement” category of the School Performance Scorecard (1 – 1.99): The Goodwill Excel Center and Gateway University. See Figure 18 for each secondary charter school’s overall SPF score compared to the District and regional averages. Figure 19 shows the change in performance from the 2016-17 school year to the 2017-18 school year.

Secondary Charter Schools Overall SPF with Regional and District Averages

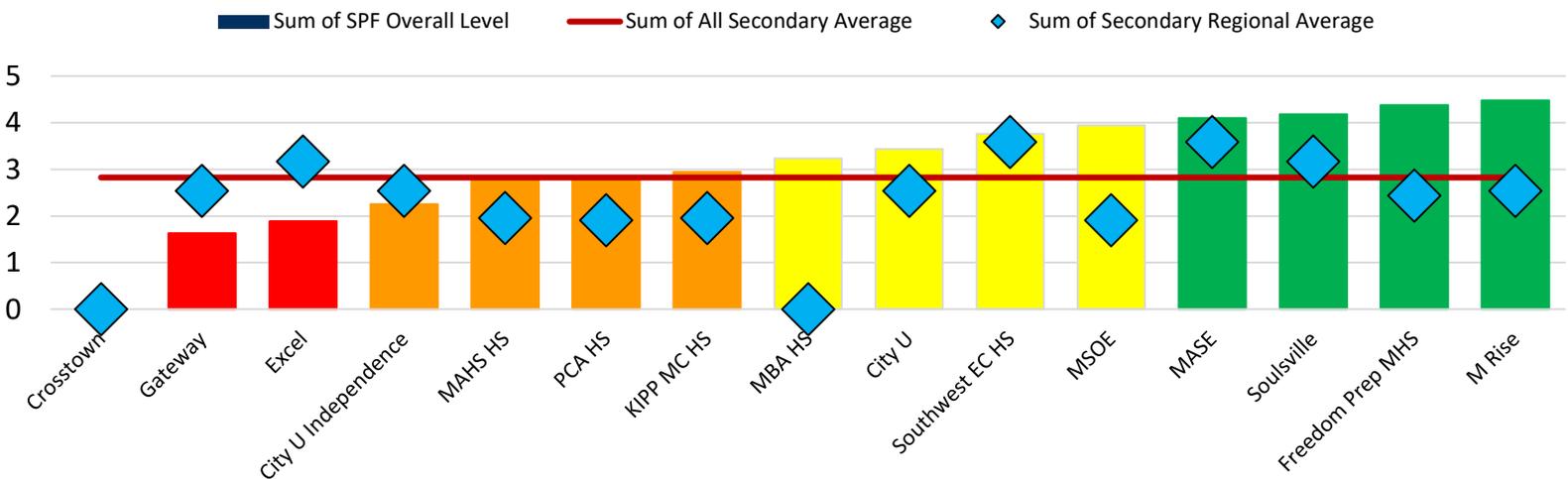


Figure 18. Secondary Charter Schools Regional and District SPF Comparisons

Secondary Charter Schools SPF Change from 16-17 to 17-18

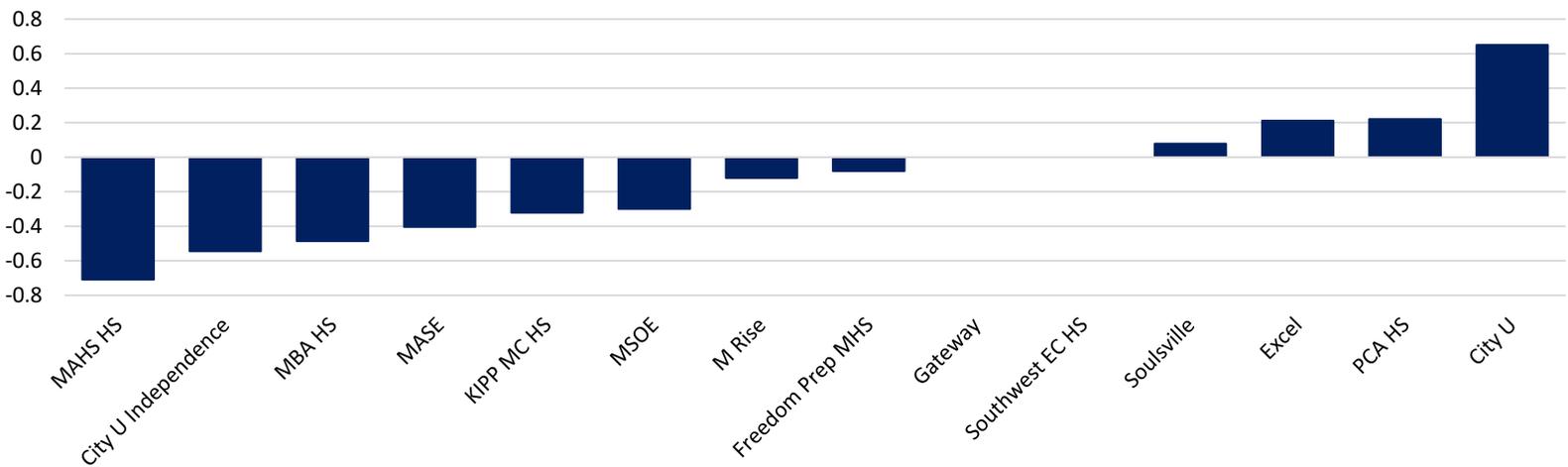


Figure 19. Change in Overall SPF from 2016-17 to 2017-18

Charter School Operations Review

2017/2018 Operations Score Card Summary

The 2017/2018 school year was the third year of implementation for the Operations Score Card⁶. It was the District's method for evaluating non-academic measure for charter school⁷ operators based on the following areas:

- **Benefits** (Assesses adherence to local and state policy regarding provision of educator benefits)
- **Federal Programs** (Reviews compliance documentation in accordance with State of Tennessee education law to support federal funding)
- **Finance & Audits** (Review of the charter operator's financial health)⁸
- **Health Services** (Assesses adherence to state and federal laws regarding student health services)
- **Human Resources** (Assesses adherence to state law regarding teacher licensure)
- **English Language Education** (Assess adherence to state and federal law regarding compliance and accountability for students receiving EL services)
- **Special Education** (Assesses adherence to state and federal law regarding compliance and accountability for students receiving SPED services)
- **Student Information** (Includes state reporting compliance; data used for state funding allocation; student demographic information)

⁶ An assessment used to measure a school's performance regarding non-academic expectations. The 2017/2018 Operational Score Card (OSC) included 10 domains of non-academic performance that cover a broad range of operational expectations including but not limited to Federal Programs, student information management, and student discipline.

⁷ "Charter schools are public schools that are operated by non-profit governing bodies. In TN, public charter school students are measured against the same academic standards as students in other public schools."

⁸ See next section on Financial Scorecard

- **Student Services** (Assesses adherence to state and federal law regarding notification of due process for student disciplinary actions as well as section 504 requirements)
- **Research** (Assesses the year-to-year enrollment retention and student withdrawal rate trends)

General Overview of Operations Score Card

The Shelby County Schools Office of Charter Schools has a firm belief that every child deserves access to a high-quality education. To ensure this, the Office of Charter Schools provides rigorous oversight to all SCS district managed charter schools. As a charter school authorizer, we believe schools can operate with autonomy in exchange for accountability. Each year when formally monitoring and evaluating the schools in our portfolio, we focus on 10 key indicators:

Indicator	Description
Benefits	Assessing adherence to state and federal law regarding compliance and accountability for students receiving SPED services
English Language Learners	Assesses adherence to state and federal laws regarding student health services.
Exceptional Education	Assessing adherence to state and federal law regarding compliance and accountability for students receiving SPED services
Health Services	Assesses adherence to state and federal laws regarding student health services.
Human Resources	Assesses adherence to state law regarding teacher licensure.
Federal Programs	Provides compliance documentation in accordance with State of TN Education Law to support federal funding.
Student Mobility	Assessing the retention and attrition of student enrollment trends
Student Discipline	Assessing adherence to state and federal law regarding evidence of due process for student disciplinary actions
Student Information	Includes State reporting compliance; Data used for state funding allocation serves as a central repository for all current and historical student demographic information.
Student Support Services	Assessing adherence to state and federal law regarding notification of due process for student disciplinary actions as well as section 504 requirements

Table 3. Operations Score Card Overview

2017/2018 Operations Score Card Results

The overall average on the Operations Score Card (OSC) was 4.51 for all SCS-authorized charter schools. The average Operations Score Card performance increased from 4.125 between 2016/17 and 2017/18. Gateway University earned the lowest score at 3.71. All schools that earn a 3 or higher are considered in good standing on the OSC. The highest score of 4.94 was earned by Arrow Academy of Excellence. See Tables 4-6 for each school's 2017/2018 OSC final score sorted by grade level and final score. See Appendix D for each schools score in the individual categories.



Elementary Schools		Middle Schools		High Schools	
School	Score	School	Score	School	Score
Arrow Academy of Excellence Elementary	4.94	City University School Girls Preparatory	4.87	Southwest Early College High School	4.86
Vision Preparatory	4.88	Memphis School of Excellence	4.85	Memphis School of Excellence	4.85
Memphis School of Excellence	4.85	City University Boys Preparatory	4.78	City University Independence	4.85
Aurora Collegiate Academy Elementary	4.84	Power Center Academy	4.76	MAHS High	4.67
Promise Academy	4.83	Kaleidoscope School of Memphis	4.62	MASE	4.59
Memphis School of Excellence Elementary	4.83	KIPP Memphis Collegiate Middle	4.61	City University Liberal Arts	4.78
Memphis STEM Academy	4.79	Memphis Grizzlies Preparatory	4.60	Freedom Preparatory 6-12	4.44
Southern Avenue Elementary	4.75	MAHS Middle	4.60	DuBois High Leadership & Public Policy	4.38
Memphis Business Academy Elementary	4.69	MASE	4.59	Excel Center	4.35
KIPP Memphis Collegiate Elementary	4.66	KIPP Memphis Academy Middle	4.59	Memphis Business Academy High	4.32
Du Bois Elementary of Entrepreneurship	4.64	Granville T. Woods Academy	4.58	DuBois High of Arts & Technology	4.20
Memphis College Preparatory Elementary	4.63	DuBois Middle Leadership & Public Policy	4.51	Memphis Rise Academy	4.15
KIPP Memphis Collegiate Middle	4.61	Veritas College Preparatory	4.46	Power Center Academy High	4.12
Memphis Grizzlies Preparatory	4.60	Freedom Preparatory 6-12	4.44	KIPP Memphis Collegiate High	4.03
KIPP Memphis Academy Middle	4.59	Du Bois Middle of Arts & Technology	4.39	The Soulsville Charter School	3.86
Granville T. Woods Academy	4.58	MBA Middle	4.32	Gateway University	3.71
Du Bois Elementary of Arts & Technology	4.55	Legacy Leadership Academy	4.18		
STAR Academy Elementary	4.51	Memphis Rise Academy	4.15		
Power Center Academy Elementary	4.46	The Soulsville Charter School	3.86		
Circles of Success Learning Academy	4.40				
Leadership Preparatory Elementary	4.27				
Memphis Delta Preparatory	4.24				
Aspire East Academy	4.13				
Freedom Preparatory Academy	3.77				

Tables 4-6. 2017/2018 OSC final score sorted by grade level and final score



General Overview of the Financial Score Card

For the 2017/2018 school year, the OSC was divided into two sections. In addition to operations, fiscal responsibility is one of the key functions of a healthy and productive school. Each year when formally monitoring and evaluating schools in our portfolio, the Office of Charter Schools focuses on 9 financial indicators:

Indicator	Description
Audit Opinion	Assesses if the financial statements present fairly, in all material respects, the financial position, results of operation, and cash flows of the entity in conformity with the applicable financial reporting framework.
Going Concern	The auditor's evaluation whether there is substantial doubt about the entity's ability to continue as a going concern for a reasonable period of time, not to exceed one year beyond the date of the financial statements being audited.
Internal Control Audit Findings: Material Weakness/Significant Deficiency	Determines/Assesses the following: 1) A Material weakness is a deficiency, or a combination of deficiencies in internal control over financial reporting, such that there is a reasonable possibility that a material misstatement of the company's annual or interim financial statements will not be prevented or detected on a timely basis. 2) A significant deficiency is a deficiency, or a combination of deficiencies in internal control over financial reporting that is less severe than a material weakness, yet important enough to merit attention by those responsible for oversight of the company's financial reporting.
Primary Reserve Ratio	Measures financial strength, deeming a higher ratio as most fiscally sound: $Primary Reserve Ratio = (Expendable Net Assets) / (Total Expense)$ $Expendable net assets = (Total Net Assets) - (Restricted Endowments) - (Investment in Capital Assets)$
Current Ratio	The current ratio measures a school's ability to pay its obligations over the next 12 months: $Current Ratio = (Current Assets) / (Current Liabilities)$
Debt to Asset Ratio	Assessment based on the school's debt to asset ratio: $Debt to Asset Ratio = (Total Liabilities) / (Total Assets)$
Enrollment Variance	Assessment of school's financial impact based on student enrollment: $(Actual Enrollment) / (Enrollment Projection)$
Total Margin & Aggregated Total Margin	Total margin measures the deficit or surplus a school yields out of its total revenues; in other words, it measures whether or not the school is living within its available resources: $Total Margin = (Net Income) / (Total Revenue)$ $Total Margin = (Net Income) / (Total Revenue)$ $Aggregated Total Margin = (Total Three-Year Net Income) / (Total-Year Revenues)$
Debt Service Coverage Ratio	Assesses the school's net income to debt ratio: $(Net Income + Depreciation + Interest Expense) / (Annual Principal, Interest, and Capital Lease Payments)$

Table 7. Financial Score Card Overview



2017/2018 Financial Score Card Summary

The 2017/2018 school year was the third year of implementation for the Financial Scorecard. It was the District's method for evaluating financial measures for charter school operators based on the following areas:

- **Audit Opinion** (Assesses if the financial statements present fairly, in all material respects, the financial position, results of operation, and cash flows of the entity in conformity with the applicable financial reporting framework.)
- **Going Concern** (The auditor's evaluation whether there is substantial doubt about the entity's ability to continue as a going concern for a reasonable period of time, not to exceed one year beyond the date of the financial statements being audited.)
- **Internal Control Audit Findings: Material Weakness/Significant Deficiency** (Determines/Assesses the following:
1) A Material weakness is a deficiency, or a combination of deficiencies in internal control over financial reporting, such that there is a reasonable possibility that a material misstatement of the company's annual or interim financial statements will not be prevented or detected on a timely basis. 2) A significant deficiency is a deficiency, or a combination of deficiencies in internal control over financial reporting that is less severe than a material weakness, yet important enough to merit attention by those responsible for oversight of the company's financial reporting.)
- **Primary Reserve Ratio** (Measures financial strength, deeming a higher ratio as most fiscally sound: $Primary Reserve Ratio = (Expendable Net Assets) / (Total Expense)$ $Expendable net assets = (Total Net Assets) - (Restricted Endowments) - (Investment in Capital Assets)$)
- **Current Ratio** (The current ratio measures a school's ability to pay its obligations over the next 12 months: $Current Ratio = (Current Assets) / (Current Liabilities)$)
- **Debt to Asset Ratio** (Assessment based on the school's debt to asset ratio: $Debt to Asset Ratio = (Total Liabilities) / (Total Assets)$)
- **Enrollment Variance** (Assessment of school's financial impact based on student enrollment: $(Actual Enrollment) / (Enrollment Projection)$)
- **Total Margin & Aggregated Total Margin** (Total margin measures the deficit or surplus a school yields out of its total revenues; in other words, it measures whether or not the school is living within its available resources: $Total Margin = (Net Income) / (Total Revenue)$ $Aggregated Total Margin = (Total Three-Year Net Income) / (Total-Year Revenues)$)
- **Debt Service Coverage Ratio** (Assesses the school's net income to debt ratio: $(Net Income + Depreciation + Interest Expense) / (Annual Principal, Interest, and Capital Lease Payments)$)



Appendices

Appendix A. Schools and Abbreviations

School Name	Abbreviation	School Name	Abbreviation
Arrow Academy of Excellence Elementary	Arrow	Memphis Academy of Health Sciences Middle	MAHS
Aspire East Academy	Aspire	Memphis Academy of Science and Engineering	MASE
Aurora Collegiate Academy Elementary	Aurora	Memphis Business Academy Elementary	MBA ES
Circles of Success Learning Academy (COSLA)	COSLA	Memphis Business Academy High School	MBA HS
City University School Boys Preparatory	City U Boys	Memphis Business Academy Middle	MBA MS
City University School Girls Preparatory	City U Girls	Memphis College Prep Elementary	M College Prep
City University School of Independence	City U Independence	Memphis Delta Preparatory Charter School	M Delta Prep
City University School of Liberal Arts	City U	Memphis Grizzlies Preparatory Charter School	Grizzlies Prep
Du Bois Elementary School of Arts and Technology	DuBois ES AT	Memphis Rise Academy	M Rise
Du Bois Elementary School of Entrepreneurship	DuBois ES Entre	Memphis School of Excellence	MSOE
Du Bois High School of Arts & Technology	DuBois HS AT	Memphis School of Excellence Elementary	MSOE ES
Du Bois High School of Leadership & Public Policy	DuBois HS LPP	Memphis STEM Academy	M STEM
Du Bois Middle School of Arts & Technology	DuBois MS AT	Nexus STEM Academy Middle School ⁹	PCA MS SE
Du Bois Middle School of Leadership & Public Policy	DuBois MS LPP	Nexus STEM Elementary Academy School ¹⁰	PCA ES SE
Freedom Preparatory Academy	Freedom Prep	Power Center Academy Elementary School	PCA ES
Freedom Preparatory Academy Elementary School	Freedom Prep ES	Power Center Academy Middle	PCA MS
Gateway University	Gateway	Power Center High School	PCA HS
Granville T. Woods Academy of Innovation	GTWAI	Promise Academy Hollywood	Promise
Kaleidoscope School of Memphis	Kaleidoscope	Southern Avenue Charter Elementary School	Southern Ave
KIPP Memphis Academy Middle	KIPP MAM	Southwest Early College High School	Southwest EC HS
KIPP Memphis Collegiate Elementary School	KIPP MC ES	STAR Academy	STAR
KIPP Memphis Collegiate High School	KIPP MC HS	The Excel Center	Excel
KIPP Memphis Collegiate Middle School	KIPP MC MS	The Soulsville Charter School	Soulsville
Leadership Preparatory Charter School	Leadership Prep	Veritas College Preparatory Charter School	Veritas
Legacy Leadership Academy	Legacy	Vision Preparatory Charter School	Vision
Memphis Academy of Health Sciences High	MAHS HS		

⁹ Now Power Center Academy Middle Southeast

¹⁰ Now Power Center Academy Elementary Southeast



Appendix B. Charter Schools Directory¹¹

School	Address	Phone	Grades	Region
Arrow Academy of Excellence Elementary	645 Semmes St. Memphis, TN 38111	(901) 207-1891	K-3	Orange Mound
Aspire East Academy	6870 Winchester Rd. Memphis, TN 38115	(901) 567-7086	K-1	Hickory Hill
Aurora Collegiate Academy Elementary	3804 Given Ave. Memphis, TN 38122	(901) 249-4615	K-5	Jackson/Treadwell
[New 18-19] Believe Memphis Academy	1250 Vollentine Ave. Memphis, TN 38107	(901) 881-7979	4-5	Uptown/North Memphis
Circles of Success Learning Academy (COSLA)	867 S. Parkway E. Memphis, TN 38106	(901) 322-7978	K-5	South Memphis
City University School Boys Preparatory	1475 E. Shelby Dr. Memphis, TN 38116	(901) 775-2219	6-8	Whitehaven
City University School Girls Preparatory	1475 E. Shelby Dr. Memphis, TN 38116	(901) 775-2219	6-8	Whitehaven
City University School of Independence	1475 E. Shelby Dr. Memphis, TN 38116	(901) 775-2219	9-12	Whitehaven
City University School of Liberal Arts	1475 E. Shelby Dr. Memphis, TN 38116	(901) 775-2219	10	Whitehaven
[New 18-19] Crosstown High School	1365 Tower Ave. Memphis, TN 38104	(901) 401-5504	9-10	Downtown/Midtown
Du Bois Elementary School of Arts and Technology	817 Brownlee Dr. Memphis, TN 38116	(901) 801-6164	K-5	Whitehaven
Du Bois Elementary School of Entrepreneurship	8800 Winchester Rd. Memphis, TN 38125	(901) 751-5776	K-5	Southeast/Southwind
Du Bois High School of Arts & Technology	817 Brownlee Dr. Memphis, TN 38116	(901) 801-6171	9-12	Whitehaven
Du Bois High School of Leadership & Public Policy	8146 E. Shelby Dr. Memphis, TN 38125	(901) 334-1252	9-12	Southeast/Southwind
Du Bois Middle School of Arts & Technology	817 Brownlee Dr. Memphis, TN 38116	(901) 801-6171	6-8	Whitehaven
Du Bois Middle School of Leadership & Public Policy	8146 E. Shelby Dr. Memphis, TN 38125	(901) 334-1252	6-8	Southeast/Southwind

¹¹ All Directory Information is 2018-19 current and does not necessarily reflect 2017-18 information



School	Address	Phone	Grades	Region
Freedom Preparatory Academy (MHS)	5132 Jonetta St., Memphis, TN 38109	(901) 259-5959	6-12	Westwood
[New 18-19] Freedom Preparatory Academy (MS)	3750 Millbranch Rd. Memphis, TN 38116	(901)881-1149	6-8	Whitehaven
Freedom Preparatory Academy Elementary School	3750 Millbranch Rd. Memphis, TN 38116	(901) 509-7140	K-1	Whitehaven
Gateway University ¹²	3333 N. Old Brownsville Rd. Memphis, TN 38134	(901) 509-7140	9-10	Raleigh
Granville T. Woods Academy of Innovation	3824 Austin Peay Hwy. Memphis, TN 38128	(901) 800-1209	K-8	Raleigh
Kaleidoscope School of Memphis	110 N. Court Ave. Memphis, TN 38103	(901) 623-1888	6-7	Downtown
KIPP Memphis Academy Middle	2110 Howell Ave. Memphis, TN 38108	(901) 797-9793	5-8	North Memphis
KIPP Memphis Collegiate Elementary School	230 Henry Ave. Memphis, TN 38107	(901) 791-9391	K-4	Uptown
KIPP Memphis Collegiate High School	2110 Howell Ave. Memphis, TN 38108	(901) 791-9792	9-12	North Memphis
KIPP Memphis Collegiate Middle School	230 Henry Ave. Memphis, TN 38107	(901) 791-9390	5-8	Uptown
Leadership Preparatory Charter School	4190 Elliston Rd. Memphis, TN 38111	(901) 512-4495	K-2	Sherwood/Sea Isle
[Closed 17-18] Legacy Leadership Academy	3333 N. Old Brownsville Rd. Memphis, TN 38134	(901) 949-1040	6-8	Raleigh
Memphis Academy of Health Sciences High	3925 Chelsea Ext. Memphis, TN 38108	(901) 382-1441	9-12	Jackson/Treadwell
Memphis Academy of Health Sciences Middle	3608 Hawkins Mill Rd. Memphis, TN 38128	(901) 213-4123	6-8	Raleigh
Memphis Academy of Science and Engineering	1254 Jefferson Ave. Memphis, TN 38104	(901) 333-1580	6-12	Midtown
Memphis Business Academy Elementary	1082 Berclair St. Memphis, TN 38122	(901) 591-7267	K-5	Jackson/Treadwell
Memphis Business Academy High School	3306 Overton Crossing Memphis, TN 38127	(901) 357-8680	9-12	Frayser
Memphis Business Academy Middle	3306 Overton Crossing Memphis, TN 38127	(901) 357-2711	6-8	Frayser
[New 18-19] Memphis Business Academy Middle Hickory Hill	4443 South Germantown Road Memphis, TN 38125	(901)518-0618	6	Hickory Hill

¹² Gateway University moved into the building that Legacy Leadership Academy vacated at the end of the 2017-18 school year



School	Address	Phone	Grades	Region
[New 18-19] Memphis Business Academy Elementary Hickory Hill	4443 South Germantown Road Memphis, TN 38125	(901)518-0618	K	Hickory Hill
Memphis College Prep Elementary	1500 Dunn Ave. Memphis, TN 38106	(901) 620-6475	K-5	South Memphis
Memphis Delta Preparatory Charter School	1299 E. McLemore Ave. Memphis, TN 38106	(901) 251-1010	K-4	South Memphis
Memphis Grizzlies Preparatory Charter School	168 Jefferson Ave. Memphis, TN 38103	(901) 474-0955	6-8	Downtown
Memphis Rise Academy	5130 Raleigh LaGrange Rd. Memphis, TN 38134	(901) 379-5750	6-8	Raleigh
Memphis School of Excellence	4450 S. Mendenhall Rd. St. 1 Memphis, TN 38141	(901) 367-7814	6-12	Hickory Hill
Memphis School of Excellence Elementary	4450 S. Mendenhall Rd. St. 1 Memphis, TN 38141	(901) 367-7814	K-3	Hickory Hill
Memphis STEM Academy	2450 Frayser Blvd. Memphis, TN 38127	(901) 358-1651	K-1	Frayser
Perea Elementary	1250 Vollentine Ave. Memphis, TN 38107	(901)240-5916	K	Uptown/North Memphis
Power Center Academy Middle Southeast [Nexus STEM Academy Middle School]	8220 E. Shelby Dr. Memphis, TN 38125	(901) 352-6226	6-8	Southeast/Southwind
Power Center Academy Elementary Southeast [Nexus STEM Elementary Academy School]	8220 E. Shelby Dr. Memphis, TN 38125	(901) 602-5530	6	Southeast/Southwind
Power Center Academy Elementary School	6120 Winchester Rd. Memphis, TN 38115	(901) 310-2999	K-2	Hickory Hill
Power Center Academy Middle	5449 Winchester Rd. Memphis, TN 38115	(901) 333-6874	6-8	Hickory Hill
Power Center High School	5390 Mendenhall Mall Memphis, TN 38115	(901) 310-1331	9-12	Hickory Hill
Promise Academy Hollywood	1346 Bryan St. Memphis, TN 38108	(901) 324-4456	K-5	North Memphis
Southern Avenue Charter Elementary School	2221 Democrat Rd. Memphis, TN 38132	(901) 743-7335	K-5	Whitehaven
Southwest Early College High School	737 Union Ave. E Building 1 Memphis, TN 38103	(901) 333-5681	9-10	Midtown
STAR Academy	3260 James Rd. Memphis, TN 38128	(901) 387-5050	K-5	Raleigh
The Excel Center	1490 Norris Rd. Memphis, TN 38106	(901) 726-3100	9-12	South Memphis
The Soulsville Charter School	1115 College St. Memphis, TN 38106	(901) 261-6366	6-12	South Memphis



School	Address	Phone	Grades	Region
Veritas College Preparatory Charter School	1500 Dunn Ave. Memphis, TN 38106	(901) 526-1900	6-8	South Memphis
Vision Preparatory Charter School	260 Joubert Ave. Memphis, TN 38109	(901) 775-1018	K-3	South Memphis



Appendix C School Performance Framework K-8 and Secondary Rubrics

SPF - K-8 Working Rubric for 1617 School-Year												
SPF	Category	Measure	1		2		3		4		5	
			Range		Range		Range		Range		Range	
K8	Achievement	ELA On Track Plus Mastered Rate	0.0%	8.8%	8.9%	13.3%	13.4%	17.7%	17.8%	24.1%	24.2%	100.0%
K8	Achievement	Math On Track Plus Mastered Rate	0.0%	10.0%	10.1%	15.2%	15.3%	20.1%	20.2%	29.5%	29.6%	100.0%
K8	Achievement	Science Proficiency Plus Advanced Rate	0.0%	22.5%	22.6%	31.4%	31.5%	40.0%	40.1%	50.0%	50.1%	100.0%
K8	Achievement	Social Studies On Track Plus Mastered Rate										
K8	Growth	TVAAS Composite	1	1	2	2	3	3	4	4	5	5
K8	Growth	TVAAS Literacy	1	1	2	2	3	3	4	4	5	5
K8	Growth	TVAAS Numeracy	1	1	2	2	3	3	4	4	5	5
K8	Growth	TVAAS Science	1	1	2	2	3	3	4	4	5	5
K8	Growth	TVAAS Social Studies	1	1	2	2	3	3	4	4	5	5
K8	Growth	ELA Reduction in Below Rate										
K8	Growth	Math Reduction in Below Rate										
K8	Growth	Science Reduction in Below Basic Rate										
K8	Growth	Social Studies Reduction in Below Rate										
K8	Climate	Attendance	0.0%	93.1%	93.2%	94.2%	94.3%	95.0%	95.1%	96.0%	96.1%	100.0%
K8	Climate	Suspension Rate	NA	32.5%	32.4%	16.3%	16.2%	8.9%	8.8%	3.7%	3.6%	0.0%
K8	Climate	Expulsion Rate	NA	0.93%	0.92%	0.42%	0.41%	0.25%	0.24%	0.01%	0.00%	0.00%



SPF - K-12 Working Rubric for 1617 School-Year												
SPF	Category	Measure	1		2		3		4		5	
			Range		Range		Range		Range		Range	
K12	Achievement	ELA On Track Plus Mastered Rate	0.0%	5.7%	5.8%	10.7%	10.8%	15.5%	15.6%	21.6%	21.7%	100.0%
K12	Achievement	Math On Track Plus Mastered Rate	0.0%	0.6%	0.7%	3.2%	3.3%	3.9%	4.0%	10.2%	10.3%	100.0%
K12	Achievement	Science Proficiency Plus Advanced Rate	0.0%	15.3%	15.4%	20.5%	20.6%	26.3%	26.4%	41.8%	41.9%	100.0%
K12	Achievement	Social Studies On Track Plus Mastered Rate	0.0%	1.9%	2.0%	5.3%	5.4%	12.2%	12.3%	20.0%	20.1%	100.0%
K12	Growth	TVAAS Composite	1	1	2	2	3	3	4	4	5	5
K12	Growth	TVAAS Literacy	1	1	2	2	3	3	4	4	5	5
K12	Growth	TVAAS Numeracy	1	1	2	2	3	3	4	4	5	5
K12	Growth	TVAAS Science	1	1	2	2	3	3	4	4	5	5
K12	Growth	TVAAS Social Studies	1	1	2	2	3	3	4	4	5	5
K12	Growth	ELA Reduction in Below Rate	99.0	2.7	2.6	-1.6	-1.7	-5.8	-5.9	-12.0	-12.1	-99.0
K12	Growth	Math Reduction in Below Rate	99.0	2.7	2.6	-1.6	-1.7	-5.8	-5.9	-12.0	-12.1	-99.0
K12	Growth	Science Reduction in Below Basic Rate	99.0	2.7	2.6	-1.6	-1.7	-5.8	-5.9	-12.0	-12.1	-99.0
K12	Growth	Social Studies Reduction in Below Rate	99.0	2.7	2.6	-1.6	-1.7	-5.8	-5.9	-12.0	-12.1	-99.0
K12	C&C	Graduation Rate (Lag Year)	0.0%	67.9%	68.0%	76.1%	76.2%	85.9%	86.0%	95.1%	95.2%	100.0%
K12	C&C	Graduation Rate Improvement (Lag Year)	-100.0	-2.7	-2.6	0.5	0.6	3.9	4.0	7.6	7.7	100.0
K12	C&C	ACT Composite Score (Lag Year)	0.0	14.6	14.7	15.7	15.8	17.1	17.2	18.6	18.7	36.0
K12	C&C	Post-Secondary Enrollment (Lag Year)	0%	41%	42%	49%	50%	66%	67%	74%	75%	100%
K12	Climate	Attendance	0.0%	88.3%	88.4%	91.6%	91.7%	93.7%	93.8%	96.2%	96.3%	100.0%
K12	Climate	Suspension Rate	NA	65.6%	65.5%	39.9%	39.8%	28.7%	28.6%	18.3%	18.2%	0.0%
K12	Climate	Expulsion Rate	NA	2.67%	2.66%	1.79%	1.78%	1.02%	1.01%	0.16%	0.15%	0.00%



Appendix D SPF Regional Analysis School Listing

To approximate how charter schools compared with other SCS schools that families might consider enrolling in, we aggregated various rates for district-managed schools surrounding charts in twelve (12) different Shelby County communities. See the list below for a list of schools included in the regional analysis.

Downtown/Midtown						
School Name	Grade Range	SPF Overall Level 1718	Achievement Category Level	Growth Category Level	College & Career Category Level	Climate Category Level
Idlewild Elementary	Elementary	4.46	5	3.81	na	4.67
Middle College High	High	4.42	5	3.33	na	5
Maxine Smith STEAM Academy	Middle	4.33	5	3.5	5	4.67
Downtown Elementary	Elementary	4.23	5	3.56	na	4
Memphis Academy of Science and Engineering	Middle/High	4.11	4.5	3.61	na	4.67
Peabody Elementary	Elementary	4.01	5	3.19	4	3.67
Snowden School	Middle	3.96	4.5	3.56	na	3.67
Rozelle Elementary	Elementary	3.88	4	3.69	na	4
Memphis Grizzlies Preparatory	Middle	3.83	4	3.75	na	3.67
Southwest Early College High	High	3.76	3.25	4.4	na	3.33
Central High	High	3.68	4.5	2.67	4	3.67
LaRose Elementary	Elementary	3.34	3.25	4.44	na	1.33
Bellevue Middle	Middle	3.31	4.75	1.69	na	3.67
Bruce Elementary	Elementary	3.07	2.75	3.25	na	3.33
Kaleidoscope School of Memphis	Middle	2.98	2.75	2.2	na	5
B.T. Washington High	High	2.67	2.75	2.72	2.25	3



Frayser

School Name	Grade Range	SPF Overall Level 1718	Achievement Category Level	Growth Category Level	College & Career Category Level	Climate Category Level
Delano Elementary	Elementary	4.31	5	3.44	na	4.67
Memphis Business Academy High	High	3.23	3.5	4.25	4.25	4
Lucie E. Campbell Elementary	Elementary	3.11	3.25	3.69	na	1.67
Grandview Heights Middle	Middle	2.63	1.75	4.31	na	1
Westside Elementary	Elementary	2.53	2.25	2.25	na	3.67
Memphis Business Academy	Middle	2.48	2.75	1.94	na	3
Hawkins Mill Elementary	Elementary	1.98	1.25	2.69	na	2
Georgian Hills Middle	Middle	1.55	1	1.88	na	2
Trezevant High	High	1.30	1.25	1.33	1.50	1.00



Hickory Hill

School Name	Grade Range	SPF Overall Level 1718	Achievement Category Level	Growth Category Level	College & Career Category Level	Climate Category Level
Power Center Academy Middle	Middle	4.28	4.25	4.13	na	4.67
Germanshire Elementary	Elementary	4	4.75	3.25	na	4
Memphis School of Excellence	Middle/High	3.95	4.75	3	4.5	3.33
Newberry Elementary	Elementary	3.81	3.75	3.44	na	4.67
Evans Elementary	Elementary	3.26	3.5	2.81	na	3.67
Winridge Elementary	Elementary	3.26	3.5	3.31	na	2.67
Crump Elementary	Elementary	3.23	3.5	2.75	na	3.67
Hickory Ridge Elementary	Elementary	3.04	3	2.94	na	3.33
Cromwell Elementary	Elementary	3	2.75	2.75	na	4
Belle Forest Community	Elementary	2.93	3.5	2	na	3.67
Power Center Academy High	High	2.85	2.75	1.44	4.75	4.33
Fox Meadows Elementary	Elementary	2.7	3	2.75	na	2
Hickory Ridge Middle	Middle	2.7	2.25	3	na	3
Power Center Academy Elementary	Elementary	2.6	3.33	1.33	na	3.67
Ross Elementary	Elementary	2.34	2.5	2.19	na	2.33
Kirby High	High	1.92	1.75	1.78	2.25	2.33
Wooddale High	High	1.91	2	1.78	1.75	2.33



Jackson/Treadwell

School Name	Grade Range	SPF Overall Level 1718	Achievement Category Level	Growth Category Level	College & Career Category Level	Climate Category Level
Grahamwood Elementary	Elementary	4.15	5	3.38	na	4
Kingsbury Elementary	Elementary	3.68	4.25	3.13	na	3.67
Jackson Elementary	Elementary	3.63	4	3.06	na	4
Berclair Elementary	Elementary	3.46	3.5	3.31	na	3.67
Aurora Collegiate Academy	Elementary	3.34	4.25	2.44	na	3.33
Wells Station Elementary	Elementary	3.32	3.25	2.88	na	4.33
Memphis Business Academy Elementary	Elementary	3.08	3.00	2.88	na	3.67
Douglass High	High	3.03	3.5	3.17	2	3
Douglass School	Elementary/Middle	3.03	3.5	3.25	na	1.67
Treadwell Middle	Middle	2.77	3.25	3	na	1.33
Kingsbury Middle	Middle	2.7	2.5	3.25	na	2
Kingsbury High	High	2.6	3	2	2.75	3
Treadwell Elementary	Elementary	2.6	2.5	2.5	na	3



Orange Mound

School Name	Grade Range	SPF Overall Level 1718	Achievement Category Level	Growth Category Level	College & Career Category Level	Climate Category Level
Bethel Grove Elementary	Elementary	3.88	4.25	3.63	na	3.67
Arrow Academy of Excellence	Elementary	3.53	3.75	3.08	na	4
Charjean Elementary	Elementary	3.06	2.5	3.31	na	3.67
Cherokee Elementary	Elementary	2.74	2.75	2.44	na	3.33
Dunbar Elementary	Elementary	2.44	1.75	3.19	na	2.33
Melrose High	High	2.34	2.25	2.67	2.25	1.67



Raleigh

School Name	Grade Range	SPF Overall Level 1718	Achievement Category Level	Growth Category Level	College & Career Category Level	Climate Category Level
Memphis Rise Academy	Middle/High	4.48	5	4	na	4.33
STAR Academy	Elementary	3.51	4	2.44	na	4.67
Egypt Elementary	Elementary	3.28	4	2.38	na	3.67
Memphis Academy of Health Sciences	Middle	3.04	1.75	3.69	na	4.33
Keystone Elementary	Elementary	2.83	2.75	3.5	na	1.67
Raleigh-Bartlett Meadows	Elementary	2.78	1.5	3.94	na	3
Brownsville Road Elementary	Elementary	2.73	2.25	2.56	na	4
Raleigh-Egypt High	High	2.72	3	3.39	1.75	1.33
Granville T. Woods Academy of Innovation	Elementary/Middle	2.45	1.25	2.38	na	5
Craigmont High	High	2.36	2.25	1.78	3.25	3
Scenic Hills Elementary	Elementary	2.29	1.75	2.31	na	3.33
Craigmont Middle	Middle	2.2	1.75	2.25	na	3
Gateway University	High	1.64	1	1.5	na	4.33



Sherwood/Sea Isle

School Name	Grade Range	SPF Overall Level 1718	Achievement Category Level	Growth Category Level	College & Career Category Level	Climate Category Level
Sea Isle Elementary	Elementary	4.19	5	3.31	na	4.33
Willow Oaks Elementary	Elementary	3.64	3.5	3.44	na	4.33
Overton High	High	3.49	4.25	3.11	3.25	2.67
Leadership Preparatory Charter	Elementary	3.27	4.33	2	na	3.67
Sharpe Elementary	Elementary	3.18	2.5	3.63	na	3.67
Sherwood Elementary	Elementary	2.94	3	3.19	na	2.33
Colonial Middle	Middle	2.84	4	1.94	na	2.33
Sherwood Middle	Middle	2.05	2.5	2.13	na	1
South Park Elementary	Elementary	2.02	1.75	2.13	na	2.33



South Memphis

School Name	Grade Range	SPF Overall Level 1718	Achievement Category Level	Growth Category Level	College & Career Category Level	Climate Category Level
Hollis F Price Middle College High	High	4.43	5	3.56	5	4.33
Soulsville Charter School	High	4.19	4.75	3.17	4.75	4.67
Circles of Success Learning Academy	Elementary	3.83	4.75	2.5	na	4.67
A B Hill Elementary	Elementary	3.47	3.75	4.25	na	1.33
Vision Preparatory	Elementary	3	3.25	2.75	na	3
Memphis College Preparatory	Elementary	2.57	2	3.75	na	1.33
Veritas College Preparatory	Middle	2.48	2	2.38	na	3.67
Alton Elementary	Elementary	2.43	2.25	2	na	3.67
Riverview School	Middle	2.42	1.25	4.13	na	1.33
Hamilton Elementary	Elementary	2.41	2.75	1.94	na	2.67
Memphis Delta Preparatory	Elementary	2.28	1.5	2.36	na	3.67
Hamilton Middle	Middle	2	2	2.5	na	1
Hamilton High	High	1.92	1.75	2.06	2.25	1.33
The Excel Center	High	1.89	1	1.83	2.33	4.33
Magnolia Elementary	Elementary	1.78	1.25	2.38	na	1.67
Cummings School	Middle	1.58	1.5	1.63	na	1.67



Southeast/Southwind

School Name	Grade Range	SPF Overall Level 1718	Achievement Category Level	Growth Category Level	College & Career Category Level	Climate Category Level
Germantown Elementary	Elementary	4.33	4.75	3.56	na	5
Southwind Elementary	Elementary	4.25	4.75	3.88	na	4
Germantown High	High	4.08	5	2.67	5	4
Germantown Middle	Middle	4.01	4.5	3.69	na	3.67
Highland Oaks Middle	Middle	3.42	3.25	3.63	na	3.33
Lowrance School	Middle	3.28	3.75	2.63	na	3.67
DuBois Elementary of Entrepreneurship	Elementary	3.23	3.5	2.56	na	4
Southwind High	High	2.97	3.75	2.11	3.25	2.67
Highland Oaks Elementary	Elementary	2.92	3.25	2.38	na	3.33
DuBois Middle of Leadership and Public Policy	Middle	2.54	1.5	3.19	na	3.33
Power Center Academy Middle Southeast	Middle	2.23	2.5	1.56	na	3



Uptown/North Memphis

School Name	Grade Range	SPF Overall Level 1718	Achievement Category Level	Growth Category Level	College & Career Category Level	Climate Category Level
Springdale Elementary	Elementary	3.27	3.75	2.75	na	3.33
Vollentine Elementary	Elementary	2.98	3	2.94	na	3
KIPP Memphis Collegiate High	High	2.95	3	2.28	3.5	4
Promise Academy	Elementary	2.82	2.75	2.13	na	4.33
Memphis Academy of Health Sciences High	High	2.79	3	2.22	3	3.67
KIPP Memphis Academy Middle	Middle	2.73	2.5	3	na	2.67
KIPP Memphis Collegiate Elementary	Elementary	2.63	2	2.58	na	4
KIPP Memphis Collegiate Middle	Middle	2.19	1.75	2.56	na	2.33
Manassas High	High	1.96	1.75	2	2.25	2



Westwood

School Name	Grade Range	SPF Overall Level 1718	Achievement Category Level	Growth Category Level	College & Career Category Level	Climate Category Level
Freedom Preparatory Academy	Middle/High	4.38	4.75	3.67	4.66	5
Ford Road Elementary	Elementary	3.64	4.25	3.19	na	3.33
Double Tree Elementary	Elementary	3.38	3.25	3.38	na	3.67
Chickasaw Middle	Middle	3.13	3.25	4.06	na	1
Mitchell High	High	3.12	3.25	3.56	2	3.33
Westwood High	High	1.77	2.25	1.39	2	1
Geeter Middle	Middle	1.32	1	1.63	na	1.33



Whitehaven

School Name	Grade Range	SPF Overall Level 1718	Achievement Category Level	Growth Category Level	College & Career Category Level	Climate Category Level
J P Freeman School	Middle	4.13	5	2.81	na	5
Whitehaven High	High	3.78	4	3.89	3.75	2.67
Westhaven Elementary	Elementary	3.72	4	4.13	na	2.33
Freedom Preparatory Academy Elementary	Elementary	3.53	2.25	4.4	na	4.33
City University	High	3.44	2.5	3.33	4.5	4.33
Gardenview Elementary	Elementary	3.08	3.5	2.88	na	2.67
Southern Avenue Charter	Elementary	2.98	3.5	2.44	na	3
Whitehaven Elementary	Elementary	2.86	3.5	2.31	na	2.67
A Maceo Walker Middle	Middle	2.8	2.75	3.75	na	1
Oakshire Elementary	Elementary	2.78	2.25	2.88	na	3.67
City University Girls Preparatory	Middle	2.64	1.25	3.19	na	4.33
Holmes Road Elementary	Elementary	2.5	2	3.25	na	2
City University Boys Preparatory	Middle	2.44	1.75	2.19	na	4.33
Winchester Elementary	Elementary	2.41	1.5	3.19	na	2.67
DuBois Elementary of Arts and Technology	Elementary	2.36	1.5	2.56	na	3.67
Robert R Church Elementary	Elementary	2.32	1.25	2.88	na	3.33
City University School of Independence	High	2.26	2.25	1.86	na	3.67
Havenvue Middle	Middle	2.22	1.75	2.63	na	2.33
DuBois Middle of Arts and Technology	Middle	2.09	1.25	2.31	na	3.33
Levi Elementary	Elementary	1.99	2	2.31	na	1.33



Appendix E. Charter Operations Score Card Summary Scores

School Name	OSC Cumulative Score	Benefits	English Language Learners	Exceptional Education	Health Services	Human Resources	Federal Programs	Student Mobility	Student Discipline	Student Info	Student Support Services
Arrow Academy of Excellence Elementary	4.94	5.00	5.00	5.00	5.00	5.00	5.00	4.50	na	5.00	na
Aspire East Academy	4.07	5.00	5.00	5.00	5.00	1.00	3.00	4.00	na	4.55	na
Aurora Collegiate Academy Elementary	4.84	5.00	5.00	3.86	5.00	5.00	5.00	5.00	na	4.83	na
Circles of Success Learning Academy	4.40	5.00	na	3.00	5.00	5.00	4.33	4.50	na	4.00	na
City University Boys Preparatory	4.78	5.00	5.00	4.33	5.00	5.00	5.00	4.50	na	4.43	na
City University School Girls Preparatory	4.87	5.00	5.00	5.00	5.00	5.00	5.00	4.50	na	4.43	na
City University School of Independence	4.85	5.00	5.00	na	5.00	5.00	5.00	4.50	na	4.43	na
City University School of Liberal Arts	4.78	5.00	5.00	4.33	5.00	5.00	5.00	2.50	na	4.43	na
Du Bois Elementary School of Arts & Technology	4.55	5.00	na	4.00	5.00	5.00	4.33	3.50	na	5.00	na
Du Bois Elementary School of Entrepreneurship	4.64	5.00	5.00	3.29	5.00	5.00	4.33	4.50	na	5.00	na
Du Bois High of Leadership & Public Policy	4.38	5.00	na	4.00	5.00	5.00	4.33	3.00	na	4.36	na
Du Bois High School of Arts & Technology	4.20	5.00	na	3.50	5.00	5.00	4.33	2.50	na	4.07	na
Du Bois Middle School of Arts & Technology	4.39	5.00	na	3.50	5.00	5.00	4.33	3.50	na	4.43	na
Du Bois Middle School of Leadership & Public Policy	4.45	5.00	5.00	3.00	5.00	5.00	4.33	4.00	na	4.29	na
Excel Center	4.35	5.00	na	1.67	5.00	5.00	na	5.00	na	4.43	na
Freedom Preparatory Academy Charter School (ES)	3.77	5.00	2.33	2.50	5.00	1.00	5.00	4.50	na	4.79	na
Freedom Preparatory 6-12	4.38	5.00	2.33	4.00	5.00	5.00	5.00	4.00	na	4.67	na
Gateway University	3.55	5.00	na	2.00	5.00	1.00	na	4.00	na	4.29	na
Granville T. Woods Academy	4.52	5.00	5.00	3.50	5.00	5.00	4.33	4.00	na	4.29	na
Kaleidoscope School of Memphis	4.49	5.00	3.67	5.00	5.00	5.00	5.00	4.00	na	3.29	na
KIPP Memphis Academy Middle	4.53	5.00	5.00	3.67	5.00	5.00	4.33	3.50	na	4.71	na
KIPP Memphis Collegiate Elementary	4.60	5.00	5.00	4.33	5.00	5.00	3.67	4.00	na	4.79	na
KIPP Memphis Collegiate High	3.97	5.00	5.00	3.00	5.00	1.00	4.33	4.00	na	4.43	na
KIPP Memphis Collegiate Middle	4.55	5.00	5.00	3.86	5.00	5.00	4.33	3.50	na	4.71	na
Leadership Preparatory Elementary	4.20	5.00	3.67	3.00	5.00	5.00	3.00	4.00	na	4.96	na
Legacy Leadership Academy	4.03	1.00	na	3.67	5.00	5.00	5.00	4.00	na	4.57	na
Memphis Academy of Health Sciences High	4.60	5.00	na	3.50	5.00	5.00	5.00	4.00	na	4.71	na



School Name	OSC Cumulative Score	Benefits	English Language Learners	Exceptional Education	Health Services	Human Resources	Federal Programs	Student Mobility	Student Discipline	Student Info	Student Support Services
Memphis Academy of Health Sciences Middle School	4.60	5.00	na	3.67	5.00	5.00	5.00	4.50	na	4.00	na
Memphis Academy of Science and Engineering	4.53	5.00	5.00	4.00	5.00	5.00	3.67	4.00	na	4.57	na
Memphis Business Academy Elementary	4.63	5.00	3.67	5.00	5.00	5.00	4.33	4.00	na	5.00	na
Memphis Business Academy High	4.32	5.00	2.33	3.29	5.00	5.00	4.33	5.00	na	4.57	na
Memphis Business Academy Middle School	4.26	5.00	2.33	3.00	5.00	5.00	5.00	4.00	na	4.71	na
Memphis College Preparatory Elementary	4.56	5.00	5.00	3.50	5.00	5.00	5.00	3.00	na	5.00	na
Memphis Delta Preparatory	4.17	5.00	na	1.67	5.00	5.00	3.67	4.00	na	4.83	na
Memphis Grizzlies Preparatory Charter School	4.54	5.00	5.00	3.29	5.00	5.00	5.00	4.00	na	4.00	na
Memphis Rise Academy	4.32	5.00	3.67	4.00	5.00	5.00	3.00	5.00	na	3.86	na
Memphis School of Excellence	4.85	5.00	5.00	5.00	5.00	5.00	5.00	4.50	na	4.29	na
Memphis School of Excellence Elementary	4.83	5.00	5.00	5.00	5.00	5.00	5.00	4.00	na	4.67	na
Memphis STEM Academy	4.79	5.00	5.00	5.00	5.00	5.00	4.33	4.00	na	5.00	na
Nexus STEM Academy	4.29	5.00	5.00	3.50	3.00	5.00	5.00	4.00	na	3.86	na
Nexus STEM Academy Elementary	4.80	5.00	5.00	5.00	5.00	5.00	na	4.00	na	4.63	na
Power Center Academy	4.76	5.00	5.00	4.00	5.00	5.00	5.00	4.50	na	4.57	na
Power Center Academy Elementary	4.40	5.00	3.67	3.00	5.00	5.00	5.00	4.00	na	4.50	na
Power Center Academy High	4.12	5.00	2.33	4.00	5.00	5.00	3.67	4.50	na	3.43	na
Promise Academy	4.77	5.00	5.00	5.00	5.00	5.00	4.33	4.00	na	4.83	na
Southern Avenue Elementary	4.69	5.00	5.00	3.50	5.00	5.00	5.00	4.00	na	5.00	na
Southwest Early College High School	4.86	5.00	5.00	5.00	5.00	5.00	5.00	4.00	na	4.86	na
STAR Academy Elementary	4.51	5.00	5.00	5.00	5.00	5.00	3.00	3.50	na	4.60	na
The Soulsville Charter School	3.86	5.00	na	3.50	5.00	1.00	3.67	5.00	na	3.86	na
Veritas College Preparatory	4.46	5.00	na	3.50	5.00	5.00	5.00	3.50	na	4.20	na
Vision Preparatory	4.80	5.00	na	5.00	5.00	5.00	4.33	4.50	na	4.80	na

