

THE SUNY CHARTER SCHOOLS INSTITUTE

*RENEWAL RECOMMENDATION REPORT
CAPITAL PREP CHARTER SCHOOLS
NY'S AUTHORITY TO OPERATE:*

*CAPITAL PREPARATORY HARLEM
CHARTER SCHOOL*

*REPORT DATE: FEBRUARY 24, 2026
VISIT DATE: OCTOBER 27 – 28, 2025*



Charter Schools Institute
The State University of New York

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SCHOOL BACKGROUND

CAPITAL PREPARATORY HARLEM CHARTER SCHOOL

2041 Madison Avenue New York, New York, 10035 | Grades: 6-12 | Manhattan CSD 5



MISSION

Capital Preparatory Harlem Charter School provides historically disadvantaged students from Harlem with the college and career readiness skills needed to become responsible and engaged citizens for social justice.

CURRENT CHARTER INFORMATION

Year Opened: 2016

Serves: 6th–12th

Chartered Enrollment: 700

Charter Expires on: June 30, 2026

FUTURE CHARTER INFORMATION

Serves: 6th–12th

Chartered Enrollment: 222

Charter Expiration: June 30, 2031

CAPITAL PREP CHARTER SCHOOLS NY BOARD OF TRUSTEES¹

CHAIR

Tarik Brooks

TREASURER

Dr. David Holder

SECRETARY

Dr. Stephen Perry

TRUSTEES

Baye Adofo-Wilson

Derek Ferguson

Rochelle Brown

Tenicka Boyd

KEY DESIGN ELEMENTS

High expectations rooted in the school's Five Learner Expectations	+	Partnerships with local colleges	+
A student-centered and data-driven instructional approach	-	A two sport requirement for all students	+
A longer school day and year	+	Robust professional development	+
Social justice as a central theme throughout the model	+		

1. Source: The Institute's board records at the time of report finalization.

"+" : This indicator is generally present.

"-" : This indicator is generally not present.

EXECUTIVE SUMMARY

FULL-TERM RENEWAL WITH CONDITIONS

The SUNY Charter Schools Institute (the “Institute”) recommends the SUNY Trustees’ Charter Schools Committee approve the Application for Charter Renewal of Capital Preparatory Harlem Charter School (“Capital Prep Harlem”) for a period of five years with authority to provide instruction to students in 6th – 12th grade in such configuration as set forth in its Application for Charter Renewal subject to a set of conditions listed below with a projected total enrollment of 222 students. The Institute makes this recommendation as Capital Prep Harlem meets the requirements for renewal set forth in the Policies for Renewal of Not-For-Profit Charter School Education Corporations and Charter Schools Authorized by the Board of Trustees of the State University of New York (the “SUNY Renewal Policies”).²

THE SCHOOL IS SUBJECT TO THE FOLLOWING CONDITIONS:

Capital Prep Harlem must meet or exceed the targets set forth in the majority of the Accountability Plan measures for 3rd – 8th grade under its mathematics goal in at least three of five years of the upcoming Accountability Period. The Institute and the education corporation will work together to codify the conditions in the school’s Accountability Plan before the end of the first year of the Accountability Period.

EXECUTIVE SUMMARY

Capital Prep Harlem is a charter school under the education corporation Capital Prep Charter Schools NY (“Capital Prep Schools NY”), which contracts with the charter management organization (“CMO”) Capital Preparatory Schools, Inc. (“the network”), for academic, operational, and talent development support. Capital Prep Schools NY is authorized to operate two additional schools: Capital Preparatory Bronx Charter School (“Capital Prep Bronx”) and Capital Preparatory Charter School New Rochelle (“Capital Prep New Rochelle”), which is slated to open in 2026-27. Capital Prep Schools NY maintains a mission to prepare historically underserved students for college through a social justice focused program.

At the time of its last renewal, the SUNY Trustees required Capital Prep Harlem to meet a set of academic conditions to remain eligible to apply for renewal in 2025-26. The school satisfied those conditions and demonstrated improved consistency in achievement over the current charter term. Notably, the school posted high absolute, comparative, and growth results in English language arts (“ELA”). Capital Prep Harlem also sustains mission-aligned strengths including consistent implementation of its social justice key design element and a 100% college acceptance rate for graduating seniors.

While the school has increased its performance and consistency of outcomes in ELA, instructional leaders continue to work toward sustained improvements in mathematics. Network and school leaders identify improving instructional rigor in math as a priority, and note the opportunity to draw on the effective practices in place at the education corporation’s other operating school, Capital Preparatory Bronx Charter School (“Capital Prep Bronx”), which has demonstrated a consistent track record of meeting or coming close to meeting its Accountability Plan goals in mathematics. In alignment with its mission, the school enrolls students at all grade levels including students who enter over-age, under-credited, or significantly below grade level. The school is still developing its academic and behavioral systems across content areas to meet the needs of a population entering with varied baseline academic skills.

2. SUNY Renewal Policies (p. 14) are available on the [Institute’s website](#).

EXECUTIVE SUMMARY

The school continues to focus on rebuilding enrollment and strengthening its instructional program. Under the current principal, Capital Prep Harlem has stabilized school culture, strengthened instructional routines, and improved staff member and student climate. Leaders implement changes to increase coaching consistency, deepen data use, and strengthen curriculum execution. As these efforts are recent, the school has not yet produced a consistent record evidence of impact as measured by state exams, and continued close monitoring of its academic results is warranted.

FINDINGS & INFORMATION

Is the school an academic success?

Capital Prep Harlem demonstrates academic success in ELA, college matriculation, and graduation. The school sustains a 100% college acceptance rate and demonstrates high college matriculation rates that exceed the Accountability Plan target. Both students who enroll in the 9th grade and enter the school later in their high school career exceed credit accumulation expectations indicating meaningful academic support once students enroll. The school's equity-driven, open-enrollment model allows students to enter at all grade levels. For instance, at least 20% of students entering 10th and 11th grade in recent years were new to the school. Although the school posts uneven results on New York State mathematics exams and results below expectations on Regents exams, it demonstrates key strengths in areas central to its college preparatory mission. Given the school's record of mathematics performance, it requires conditions to ensure that the program delivers higher quantitative results in a future term. Notably, the network and education corporation leadership have demonstrated capacity to implement effective mathematics instruction as evidenced by Capital Prep Bronx's consistent record of meeting or coming close to meeting its Accountability Plan goals.

Capital Prep Harlem demonstrates academic success in the following ways:

- Capital Prep Harlem met its ELA Accountability Plan goal over the term posting proficiency rates at least 12 points above the district in the three most recent years of the Accountability Period. The school also demonstrates strong mean growth percentiles in each year with available data.
- In mathematics, Capital Prep Harlem increased the proportion of its students scoring at or above proficient on a 3rd – 8th grade state mathematics exam by 35 percentage points from 2021-22 through 2024-25. Although the school's mean growth percentiles were under the target in the years with available data, the school includes measures related to NWEA MAP growth in its Accountability Plan. Notably in 2024-25, the school posted a median conditional growth percentile in mathematics that exceeded the target by 17 percentile points.
- At the high school level, the school posted laudable graduation results in 2024-25 when 85% of its 2021 Cohort graduated after four years. This level of performance exceeded the absolute target by 10 percentage points and the most recently available district results by 15 percentage points. Although the school's four year graduation rate was below the Accountability Plan target in the beginning of the term, the school's fifth year graduation rate came close to or surpassed the 85% absolute target established in its Accountability Plan in the majority of years.

EXECUTIVE SUMMARY

Is the school an effective, viable organization?

Capital Prep Schools NY is an effective and viable organization that continues to strengthen its oversight practices in response to facility and school culture challenges throughout the charter term. The board focused its attention to the distinct needs of its schools and has deepened its monitoring with a focused goal of continuing to improve Capital Prep Harlem’s academic program. At Capital Prep Harlem, leadership has stabilized staff member culture and student culture, contributing to stronger organizational conditions for instructional improvement.

The education corporation has successfully navigated pressures associated with declining enrollment and financial strain related to the Harlem facility by renegotiating the lease to present a more feasible financial outlook in a future term, if renewed. The board and leadership team continue to align resources and operational decisions to the mission of preparing historically disadvantaged students for postsecondary success and civic engagement.

The organization’s commitment to its key design elements is evident in the school’s implementation of social justice as a core instructional theme, exemplified by the senior social justice project, a year long research and defense experience modeled on a collegiate thesis. The school’s sustained record of 100% college acceptance for five consecutive years further illustrates the organization’s effectiveness in advancing its mission. For the graduating class of 2024-25, all Capital Prep Harlem graduates earned acceptance to four year institutions and collectively secured more than \$1.1 million in scholarships and grants, averaging six acceptances per student.

Is the school fiscally sound?

Capital Prep Schools NY is fiscally adequate based on the Institute’s review of the renewal documentation. The network’s finance team meets with the board monthly to present an enrollment report and discuss financial results. The education corporation has experienced some fiscal pressure due to enrollment changes. The education corporation seeks to adjust its chartered enrollment targets to better align with current enrollment levels. The revised targets are more realistic and achievable and represent appropriate realignment given the historical patterns. The education corporation must continue to closely monitor enrollment trends to ensure proactive planning that supports the long term fiscal health of the school and education corporation. The 2024-25 annual financial audit did not present any significant deficiencies or material weaknesses. The education corporation maintains a separate bank account with the established amounts for dissolution as required by the charter agreement.

Capital Prep Schools NY demonstrated adequate financial performance during the current charter term reporting net assets of \$5 million and 2.7 months of cash on hand as of the 2024-25 school year. The education corporation has provided financial support to Capital Prep Harlem, which is operating with approximately 28% of its chartered enrollment. To offset this, the education corporation has taken meaningful corrective steps to realign its operations with current conditions.

A significant positive development is the successful renegotiation of the school’s lease, resulting in a substantial reduction in its facility footprint and a decrease in lease obligations by approximately half. This significant reduction in long-term liabilities will ease the financial strain at Capital Prep Harlem and support the education corporation’s ability to operate sustainably over the next charter term.

3. The U.S. Department of Education has established fiscal criteria for certain ratios or information with high – medium – low categories, represented in the table as blue – gray – orange. The categories generally correspond to levels of fiscal risk, but must be viewed in the context of each education corporation and the general type or category of school.

EXECUTIVE SUMMARY

Throughout this process, the Institute has maintained close communication with the chief financial officer (“CFO”) at Capital Prep Schools NY to support the organization’s financial realignment including adjustments to staffing, enrollment planning, and lease restructuring. The education corporation has implemented responsible staffing reductions aligned with current enrollment levels.

If the SUNY Trustees renew the school, are the education corporation’s plans for the school reasonable, feasible, and achievable?

Capital Prep Schools NY presents plans that are reasonable, feasible, and achievable for Capital Prep Harlem’s future charter term, if renewed. The education corporation demonstrates a clear understanding of Capital Prep Harlem’s needs and has strengthened organizational stability under the current principal, improving both staff and student culture. Over the next charter term, the school will leverage the strengthened stability and culture to consistently implement planned improvements. The plans build on established systems for curriculum, instruction, and data use. Network roles, including curriculum and content directors, provide a foundation for strengthening instructional support. Leaders intend to deepen assessment-driven planning, refine curriculum implementation, particularly in mathematics, and expand professional development to address gaps in rigor and differentiation. These priorities reflect an accurate assessment of current academic challenges.

To strengthen its long-term financial outlook, the education corporation has proactively adjusted its chartered enrollment projections to more realistic and achievable levels for the next charter term. These revised enrollment targets, paired with reductions in fixed costs, position the school to stabilize operations over time. Although declining enrollment and facility costs pose risks, the education corporation has identified strategies to mitigate them, including expanded community outreach, diversified partnerships, and targeted recruitment efforts. Its track record of navigating financial and operational pressures suggests the organization can execute these plans effectively. With continued focus on enrollment stabilization and instructional improvement, the plans are achievable for the next charter term. With more attainable enrollment targets, a substantial lease reduction, and continued financial oversight, Capital Prep Schools NY is better positioned to strengthen its fiscal stability.

The Institute’s finance team will also closely monitor Capital Prep Harlem’s progress toward meeting its revised enrollment targets and will continue regular communication with the CFO to support ongoing efforts to stabilize fiscal operations.

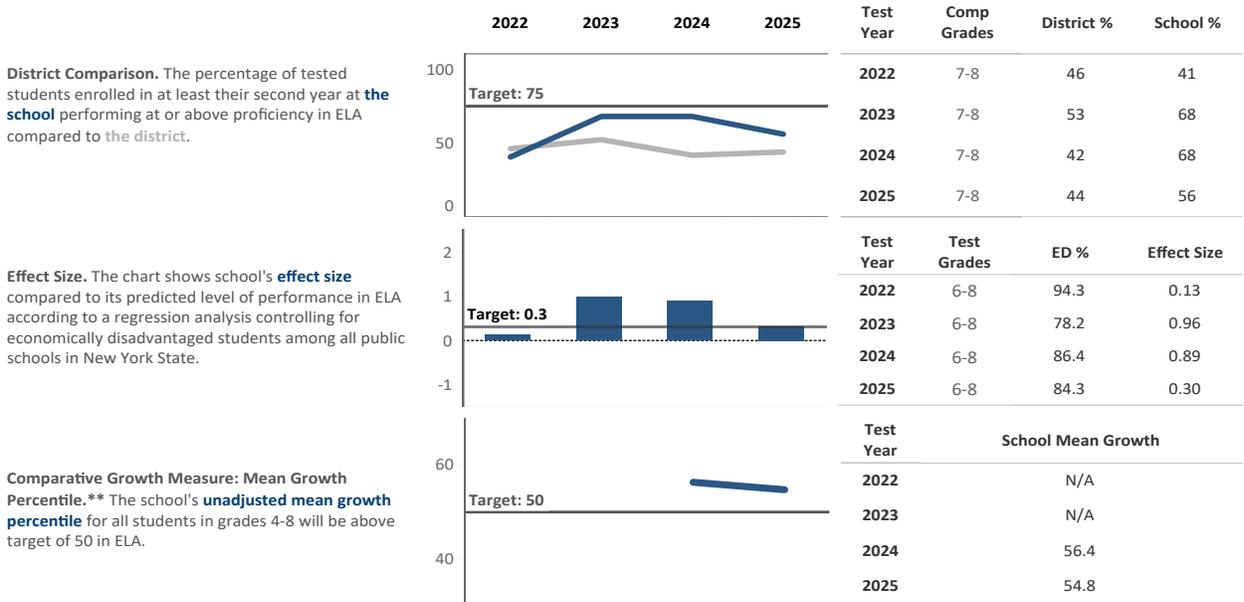
Capital Prep Schools NY currently leases a private facility to house Capital Prep Harlem and will continue to occupy this facility through the next charter term.

ACADEMIC PERFORMANCE

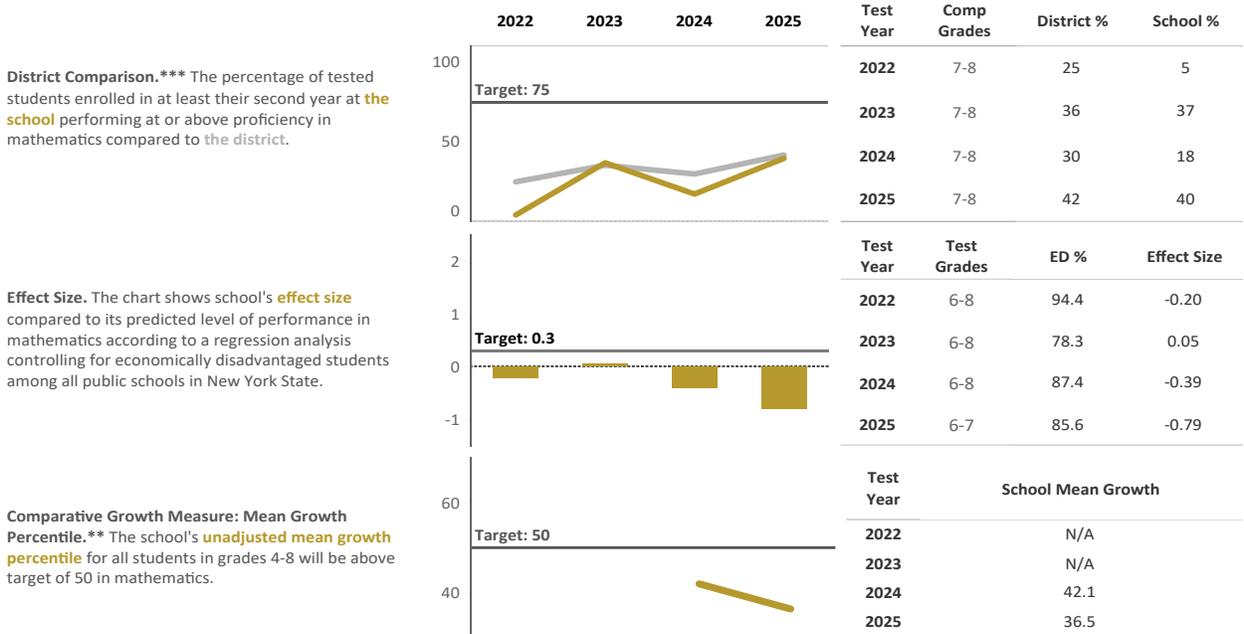
CAPITAL PREPARATORY HARLEM CHARTER SCHOOL

Manhattan CSD 5*

ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL



MATHEMATICS ACCOUNTABILITY PLAN GOAL



*The district of comparison for Capital Prep Harlem was Manhattan CSD 4 in 2021-22 and 2022-23, and Manhattan CSD 5 in 2023-24 and 2024-25.
**Due to an error in data reporting, mean growth percentile data is not available for the 2022-23 school year.
***2024-25 school mathematics proficiency rate and district comparison include results from the grade 7 state exam and grade 8 Regents exam.

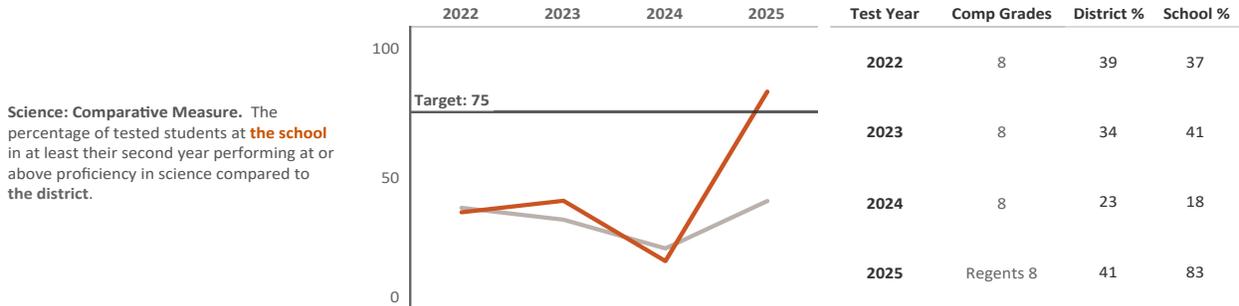


ACADEMIC PERFORMANCE

CAPITAL PREPARATORY HARLEM CHARTER SCHOOL

Manhattan CSD 5**

SCIENCE ACCOUNTABILITY PLAN GOAL



Science: Comparative Measure. The percentage of tested students at **the school** in at least their second year performing at or above proficiency in science compared to the district.

Test Year	Comp Grades	District %	School %
2022	8	39	37
2023	8	34	41
2024	8	23	18
2025	Regents 8	41	83

TESTED PERCENTAGES

	2022		2023		2024		2025	
	ELA	Math	ELA	Math	ELA	Math	ELA	Math
School Tested Number (N)	136	130	71	71	49	44	38	23
School Tested %	93.8	90.3	93.4	94.8	100.0	89.8	90.5	54.8
District Tested %	86.7	84.7	78.9	85.9	78.1	81.8	79.9	80.5

PERFORMANCE OF STUDENTS WITH DISABILITIES AND ENGLISH LANGUAGE LEARNERS*

	2022		2023		2024		2025	
	ELA	Math	ELA	Math	ELA	Math	ELA	Math
Students with Disabilities Tested on State Exam (N)	37	36	18	18	14	11	7	4
School % Proficient on Exam	16.2	2.8	50.0	16.7	64.3	18.2	28.6	s
District % Proficient	17.3	6.6	20.5	17.1	19.0	14.2	19.4	17.7

	2022	2023	2024	2025
Tested on NYSESLAT Exam (N)	8	5	4	14
School % Making Progress	50.0	s	s	14.3

*Academic outcome data describing the performance of students with disabilities and English language learners ("ELLs") are not tied to separate goals in the school's formal Accountability Plan. The New York State English as a Second Language Achievement Test ("NYSESLAT") is a standardized New York State assessment given annually to students classified as ELLs. Student scores are categorized into five proficiency levels: Entering, Emerging, Transitioning, Expanding, and Commanding (the highest proficiency level). For elementary and middle school students, "Making Progress" is defined as: testing at the Commanding level, or moving up at least one proficiency level from the prior year, or testing at the Expanding level and testing proficient on the NYS ELA exam in that same year. For high school students, "Making Progress" is defined as: testing at the Commanding level, or moving up at least one proficiency level from the prior year. To comply with the Family Educational Rights and Privacy Act ("FERPA") regulations on reporting education outcome data, the Institute does not report assessment results for groups containing five or fewer students, and indicates such instances with an "s".

**The district of comparison for Capital Prep Harlem was Manhattan CSD 4 in 2021-22 and 2022-23, and Manhattan CSD 5 in 2023-24 and 2024-25.



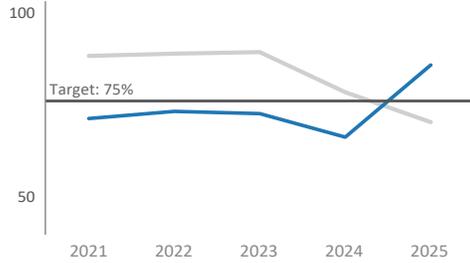
ACADEMIC PERFORMANCE

CAPITAL PREPARATORY HARLEM CHARTER SCHOOL

Manhattan CSD 5*

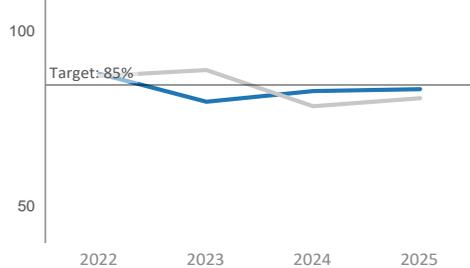
HIGH SCHOOL GRADUATION RATE

Comparative Measure: Graduation Rate. Each year, the percentage of the charter school's students graduating after completion of their fourth year will exceed the District.



	4 Year District %	4 Year School %
2021	87.0	70.6
2022	87.6	72.5
2023	88.0	71.9
2024	77.5	65.7
2025	69.6	84.6

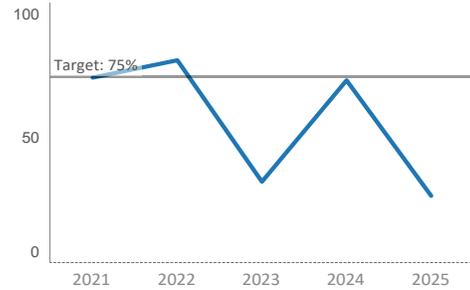
Absolute Measure: Graduation Rate.** Each year, 85 percent of students will graduate after the completion of their fifth year.



	5 Year District %	5 Year School %
2022	87.6	88.2
2023	89.3	80.3
2024	79.0	83.3
2025	81.3	83.9

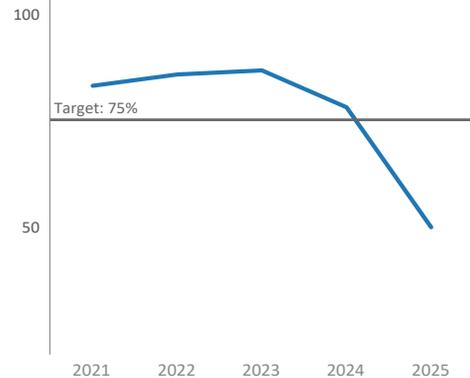
COLLEGE PREPARATION AND ATTAINMENT

College Preparation Measure*:** Each year, 75 percent of graduates will demonstrate college preparation through one or more indicators including passing an AP exam or earning an advanced diploma.



	4 Year Graduates N	College Prep %
2021	12	75.0
2022	50	82.0
2023	23	33.0
2024	23	73.9
2025	22	27.3

College Attainment Measure: Matriculation into College.*** Each year, 75 percent of graduating students will enroll in a college or university.



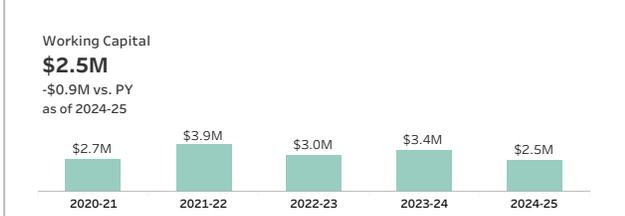
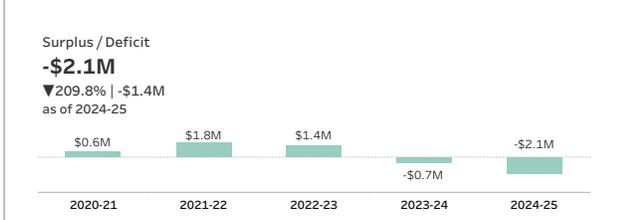
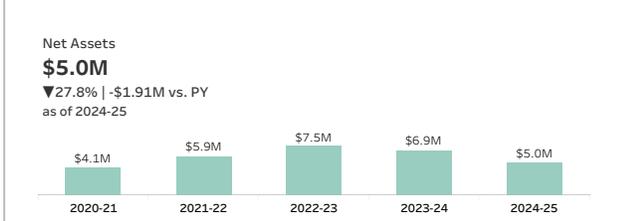
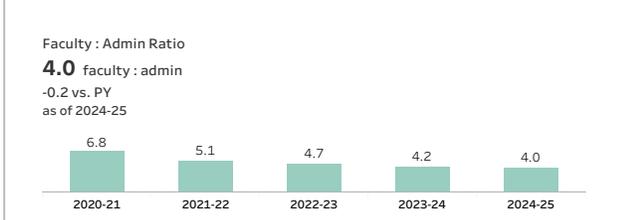
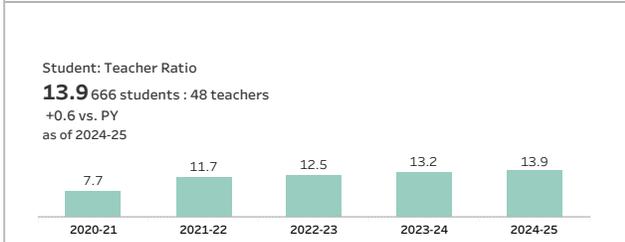
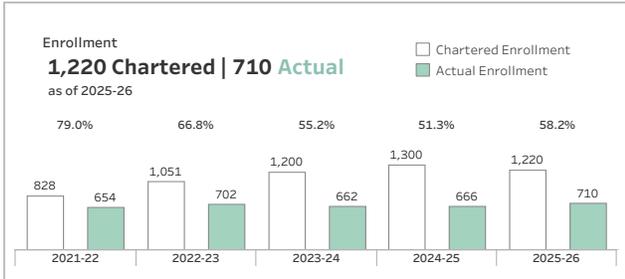
	4 Year Graduates N	Matriculation %
2021	12	83.3
2022	50	86.0
2023	23	87.0
2024	23	78.3
2025	22	50.0

*The district of comparison for Capital Prep Harlem was Manhattan CSD 4 in 2020-21, 2021-22 and 2022-23, and Manhattan CSD 5 in 2023-24 and 2024-25.

**Capital Prep Harlem's accountability plan outlines a 5 year graduation target of 85%.

***College preparation and matriculation data for 2024-25 are pending final validation by the school and Institute.

CAPITAL PREP CHARTER SCHOOLS NY

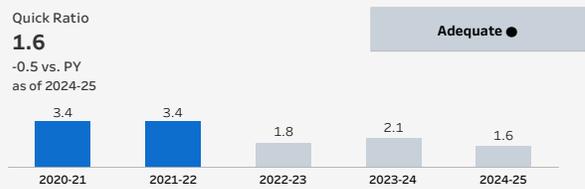
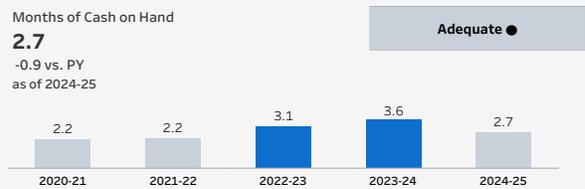
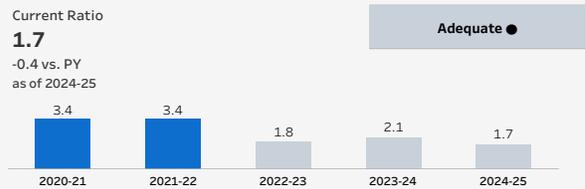
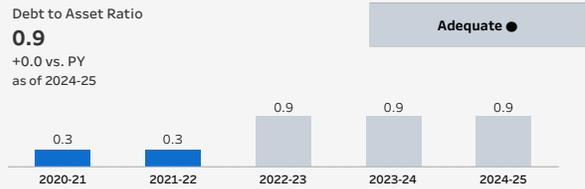
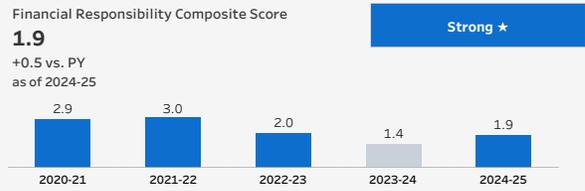


Score Methodology

- Financial Responsibility Composite Score | Strong 1.5 - 3.0 / Adequate 1.0 - 1.4 / Needs Monitoring < 1.0
- Current Ratio Score | Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4
- Quick Ratio Score | Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0
- Debt to Asset Ratio Score | Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0
- Months of Cash | Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.

Legend

- ★ Strong / Excellent
- Adequate
- ▼ Needs Monitoring / Poor



Schools report actual enrollment on a quarterly basis to the Institute, and the actual enrollment for 2025-26 reflects the most recently submitted quarterly submission.

FISCAL DASHBOARD

CAPITAL PREPARATORY HARLEM CHARTER SCHOOL



Schools report actual enrollment on a quarterly basis to the Institute, and the actual enrollment for 2025-26 reflects the most recently submitted quarterly submission.

COMPLIANCE REPORTING



HAS THE SCHOOL SUBSTANTIALLY COMPLIED WITH APPLICABLE LAWS, RULES AND REGULATIONS, AND PROVISIONS OF ITS CHARTER?

The education corporation substantially complies with applicable laws, rules and regulations, and provisions of its charter. During the current charter term, the education corporation demonstrates a clear record of compliance with the terms of its charter including the timely submission of required reporting to the Institute.

Complaints

The Institute received two formal complaints during this charter term regarding due process as to disciplinary hearings for two students involved in the same incident. The Institute found in favor of the school, finding the school had followed all appropriate due process procedures.

Teacher Certification

The Act allows charters to hire up to 15 uncertified lead teachers contingent upon those teachers meeting certain requirements including: two years of Teach for America experience; three years of teaching experience; status as a higher education professor; exceptional experience in a subject; or, teaching science, technology, engineering, and mathematics (“STEM”) or career and technical education courses.

The education corporation develops individualized plans and partners with New York City Charter Center to provide one on one consultation with teachers seeking certification. The school reviews progress for each teacher twice a year to ensure individuals remain on track toward certification. The education corporation also partners with Monroe University to provide a tuition reduction and partners with Lehman College and RELAY Graduate School of Education to provide additional opportunities.

At the time of the renewal review, the school employed 15 lead teachers. Of the 15 lead teachers, 11 were uncertified, within the allowable limit. All 11 uncertified teachers met the appropriate qualifications under the Act.

COMMUNITY SATISFACTION & ENROLLMENT AND RETENTION

To report on parent satisfaction with the school’s program, the Institute used satisfaction survey data, information gathered from a focus group of parents representing a cross section of students, and data regarding persistence in enrollment.

Parent Survey Data

The Institute compiled data from the New York City Department of Education’s (“NYCDOE’s”) annual family survey. The NYCDOE conducts an annual survey to gauge satisfaction with schools’ programs. In 2024-25, 36% of families responded to the survey. Of those respondents, 82% indicated satisfaction with the school. The Institute recognizes that the low response rate may not be representative of the whole community.

Parent Focus Group

The Institute asks all schools facing renewal to convene a representative set of parents for a focus group discussion. A representative set includes parents of students in attendance at the school for multiple years, students new to the school, students receiving general education services, students with disabilities, and ELLs.

The seven guardians in attendance at the focus group indicated high levels of satisfaction with the experience Capital Prep Harlem provides to their students. Participants noted the school’s communication through texts, phone calls, ParentSquare, and PowerSchool is excellent, and teachers and school leaders are always responsive. Guardians appreciated the school’s uniform expectations and academic focus, particularly the way in which Capital Prep Harlem creates opportunities for students to take high school level courses in 8th grade and earn college credit before high school graduation. Families were unanimously supportive of the new school leadership and said that culture had improved significantly over the last two years. The participants valued the school’s connection to the Harlem community and staff members’ investment in the academic, athletic, and social wellbeing of each student.

Public Comments

In accordance with the Act, the Institute notified the district in which the school is located regarding the school’s Application for Charter Renewal. A summary of any district and public comments appears below.

The NYCDOE held its required hearing regarding the renewal application for Capital Prep Harlem on December 16, 2025. No one spoke in support of or in opposition to the renewal application. The Institute has not received any written comments regarding the renewal application.

Enrollment and Retention

Capital Prep Harlem makes good faith efforts to meet its enrollment and retention targets. The school exceeds its enrollment targets for economically disadvantaged students and students with disabilities. It does not meet its target for ELLs. Capital Prep Harlem exceeds retention targets for is ELLs, but does not meet retention targets for economically disadvantaged students and students with disabilities. While the school does not meet

COMMUNITY SATISFACTION & ENROLLMENT AND RETENTION

retention targets for economically disadvantaged students or students with disabilities in 2024-25, rates of retention for those groups are commensurate with the school's overall persistence rate in 2024-25.

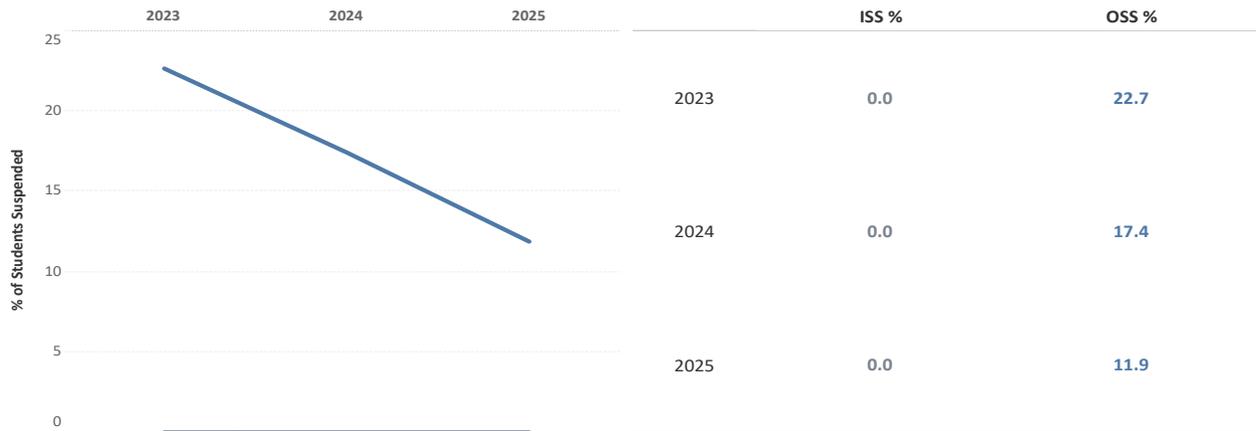
Persistence in Enrollment

An additional indicator of parent satisfaction is persistence in enrollment. In 2024-25, 50% of Capital Prep Harlem students returned from the previous year. Student persistence data from previous years of the charter term is available in the student demographics section of the report.

The Institute derived the statistical information on persistence in enrollment from its database. No comparative data from the NYCDOE or the New York State Education Department ("NYSED") is available to the Institute to provide either district or statewide context.

COMMUNITY SATISFACTION & ENROLLMENT AND RETENTION

Capital Preparatory Harlem Charter School



Data suitable for comparison are not available. The percentage rate shown here is calculated using the method employed by NYCDOE: the total number of students receiving an in school or out of school suspension at any time during the school year is divided by the total enrollment, then multiplied by 100.

Persistence in Enrollment: The percentage of students eligible to return from previous year who did return



Expulsions: The number of students expelled from the school each year

Year	2023	2024	2025
Expulsions	8	1	1

Capital Preparatory Harlem Charter School's Enrollment and Retention Status: 2024-25

		Target %	School %
Enrollment	Economically Disadvantaged	79.7	86.5
	English Language Learners	8.9	5.4
	Students with Disabilities	21.7	24.9
Retention	Economically Disadvantaged	85.3	48.8
	English Language Learners	82.8	100.0
	Students with Disabilities	84.3	45.8

Discipline data reported above reflect information reported by the education corporation and validated by the Institute. Enrollment and retention data reflect available BEDS day information as reported by the NYSED.



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