

Delaware Department of Education
Charter School Annual Report

Charter School Information

School Name: Academy of Dover Charter School

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Cheri Marshall

Head of School

9/30/16

Date

[Signature]

Board President

9/30/16

Date

I. Charter School Program

Narrative:

Provide a Synopsis of the School's Mission and Educational Program, Including Key Components of the Education Model and Any Unique or Innovative Features of the School

Discuss Key Accomplishments of the Charter School Program over the 2015-16 School Year

The Academy of Dover serves grades Kindergarten (K) through five (5) with a population of 284 students as of September 30, 2015. During the 2015-16 school year, the population was 78% African American, 9% Caucasian, and 11% Hispanic with the following identifications: 2% English language learner, 65.8% low income and 9.5% special education. Average class size for the school was between 15 and 20 students per teacher.

Mission Statement

The mission of the Academy of Dover is to open portals of opportunity for children and adults in the community through excellence in public education.

Per its currently approved charter, the Academy of Dover offers a 200-day school year to increase academic learning time for its students. In addition to engaging in an extended year comprised of standards-based instruction in English Language Arts, Mathematics, Science and Social Studies, all students participate in Spanish, Art, Music and Physical Education.

Vision Statement

The Academy of Dover believes that by creating and nurturing a small school environment that is characterized by individualized responsiveness to student needs, high expectations for students and staff, rigorous academic and behavioral standards, and a never-ending passion for learning,

we will ensure that each of our students, - regardless of race, language spoken at home, or socio-economic status - has the early foundation necessary to excel both academically and globally in any future endeavor.

II. Performance Reflection

Please Complete the Questions that Match the Charter School’s Performance Tier.

Tier 1	Tier 2	Tier 3
“Meets Standard” overall ratings on all of the following: - 2014-15 and 2015-16 Org Frameworks - 2014-15 and 2015-16 Financial Frameworks - 2015-16 Academic Frameworks	“Meets Standard” overall Ratings on one or more Performance Framework reports during 2014-15 and 2015-16 school years OR Opened in 2015-16 School Year, Never on Formal Review	At any point during 2015-16 school year: - Renewed with Conditions - Placed on Formal Review - Earned “Falls Far Below Standard” on any Framework Report

Tier 2 Narrative:

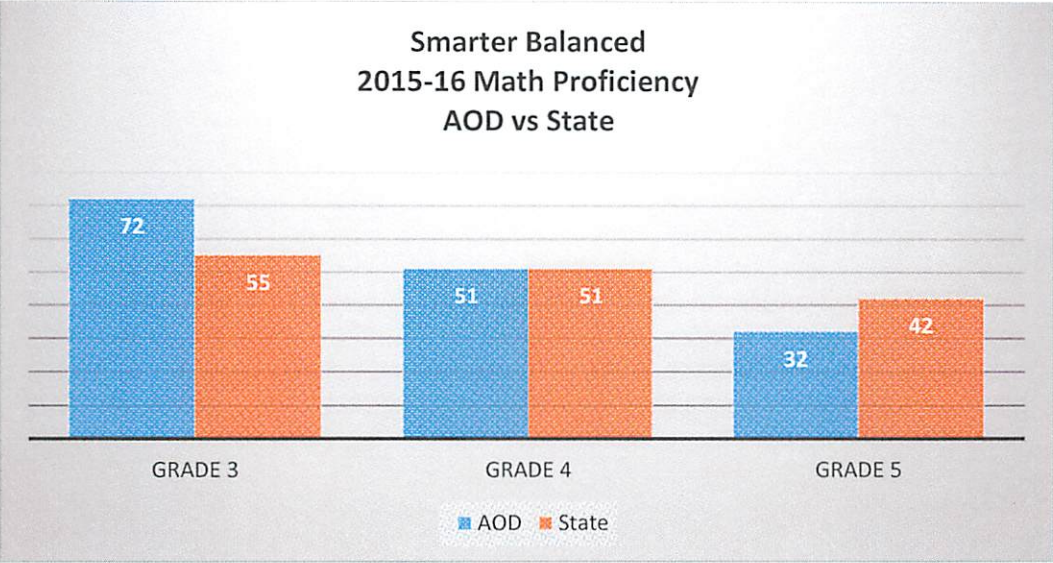
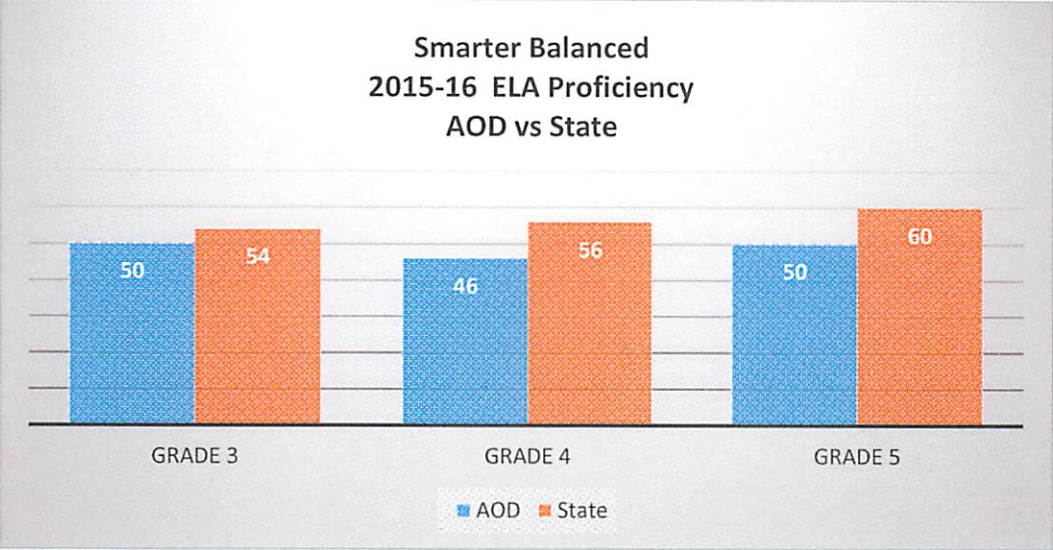
Academic Performance

Identify areas or factors where the school has met standard in academic performance.

Identify areas or factors where the school has not met standard in academic performance. Provide an analysis of strengths, challenges, and opportunities for growth in these areas. What are the school’s academic performance outcomes that will improve student growth, proficiency, and college and career readiness levels as measured by the Performance Framework?

At the time of this submission for charter renewal, the Delaware School Success Framework (DSSF) had not been received.

In the spring of 2016, Academy of Dover students participated in the Smarter Balanced statewide assessment. The following data represents the academic performance of students at AOD on the SBAC for grades 3-5 in comparison to the state for ELA and Math.



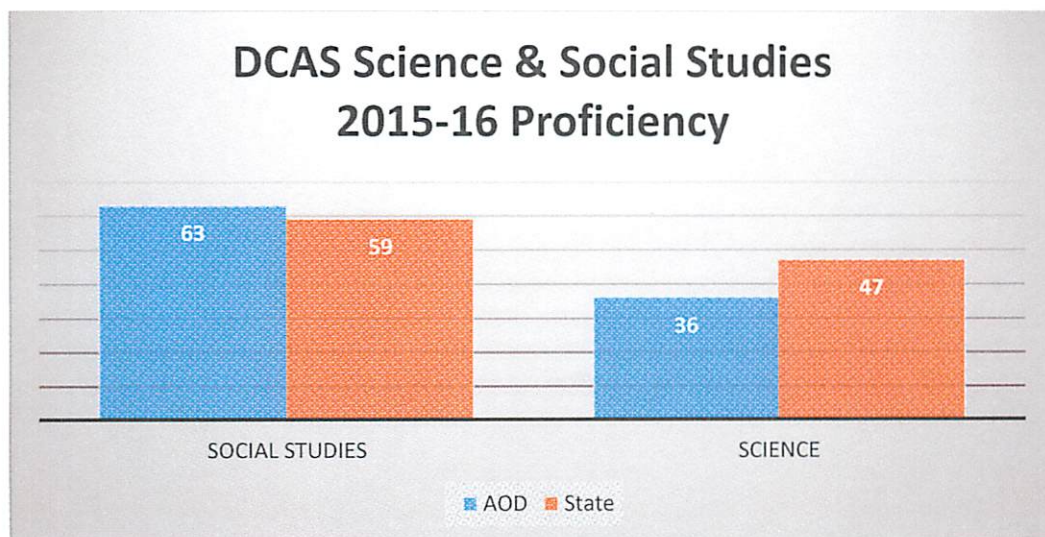
In ELA, the state outperformed AOD students. However, the scores improved greatly from the previous year. In Math, AOD outperformed the state in grade 3 and tied with the state average for grade 4. Grade 5 continues to be slightly lower than the state average. During the 2015-16 school

year, AOD went through several changes in order to increase our proficiency rates. Actions that have been taken to increase student performance include:

- Created an afterschool Smarter Balanced Boot Camp for an eleven week period for students in grades 3-5. During the first year of implementation, we had 60 students participate in the program. We anticipate this number to grow in the future.
- Created schoolwide curriculum maps in all core subjects and worked to locate and fill in gaps. This led to extensive researching and the purchasing of a new Literacy Based Reading Wonders program for the 16-17 school year.
- Implementing the Scholastic Math Inventory (SMI) as a driving force for our Math RTI program.

AOD continues to utilize RTI to provide small group instruction for students in the areas of reading and math. Students in Tier 3 receive small group instruction provided by the Math and Reading Specialists. Students in Tier 2 receive additional small group instruction from the classroom teacher and paraprofessional. Tier 1 students engage in enrichment activities in the classroom.

The following charts show our Science and Social Studies scores during the 2015-16 school year.



AOD students outperformed the state in Social Studies, but fell short of the states average in Science. During the 2015-16 school year, teachers at AOD were provided with professional development in both social studies as well as the Next Generation Science Standards. This professional development was provided by DOE and the Southern DE Professional Development Center. For science, teachers worked to replace the state standards with the NGSS and created curriculum maps for all four core subjects. All teachers were trained in the science kits. AOD recognizes that are scores have been low and are continuously working to increase them across all grades.

Organizational Performance

Identify areas or factors where the school has met standard in organizational performance.

At the time of this submission for charter renewal, AOD received the draft Organizational Framework for the 2015-16 school year. The final report had not been received. Based on the draft, AOD “Meets Standard” for 11 of the 12 measures. One area shows a “TBD”, which is Measure 2: Is the school meeting financial reporting and compliance requirements? This section is pending the final Audit report from the 2015-16 school year. AOD submitted a draft of the Audit report to DOE and will send the final audit prior to the deadline. With the on time submission of the audit report, Measure 2 should reflect a “Meets Standard” rating as well. This would put the overall rating for the 2015-16 school year as “Meets Standard”.

During the 2015-16 school year, Academy of Dover worked to correct several of the categories where the school did not meet standard. These changes include:

- AOD created a Board Oversight Compliance Committee which now holds four members. This committee meets quarterly to ensure all policies are being followed.

- Internal Control policies have been created, approved and submitted to the Division of Accounting.
- During the 2015-16 school year, AOD was placed on Probation due to the findings in the Auditor’s report. All the conditions placed on the school were met and in June 2016 the probation expired.
- AOD Board members and CBOC members hold regular monthly meetings. Throughout the 2015-16 school year the school received website monitoring reports from the Charter School Office which showed the school was meeting compliance in reporting requirements.
- Board and CBOC members received training through PIC, DANA, and Board Finance training through the Department of Education during the 15-16 school year.
- The Head of School is evaluated under the DPAS II criteria for Principals. The evaluation is done yearly by the Board President and one other Board member.
- AOD made staffing changes in which all teachers were highly qualified in their content area.

All of the above changes helped AOD receive the overall rating of “Meets Standard”. Over the past couple years, AOD has gone through many challenges and hurdles, especially in dealing with a financial mismanagement and all the problems that arose from that. Staff, students, parents, and community members continue to support AOD and believe in our “Small School with a Big Vision”. With this continued support and improvement of school wide programs, AOD will continue to meet the expectations and requirements set forth.

Financial Performance

Identify areas or factors where the school has met standard in financial performance.

Based on the 2015-16 Financial Framework, AOD received an overall rating of “Meets Standard”. The school met the standard for 6 out of 7 measures. The one category for which AOD received a “Falls Far Below Standard” is Measure 2c: Cash Flow. Our cash flow has been negatively affected by the payments to Mosaica to settle the legal issue. In June 2015, AOD submitted a payment of \$150,000.00 for the Mosaica settlement. Without these payments to Mosaica our cash flow should have met the standard.

Our major challenge now is to improve our local fund reserves. Since our major source of revenue is from state and local school districts, the best opportunity to increase revenue is to increase our student enrollment. During the 2015-16 school year, AOD created a recruitment committee. This committee works on ways to attract families to join AOD. The Board is currently in discussions with the Landlord to possibly decrease the monthly rent. Both the increase in student enrollment and the decrease in monthly rent will help to build up the local fund reserves.