



**Department of Education  
Charter School Accountability Meeting**

**November 4, 2013  
Renewal Application Process  
Final Meeting - Minutes**

**Kuumba Academy Charter School**

Mr. Blowman called the meeting to order at 1:33 p.m. For the purpose of the record, introductions were made:

**Voting Committee Members of the Charter School Accountability Committee (CSAC)**

- David Blowman, Deputy Secretary, Delaware Department of Education (DDOE), Chair of the Committee
- Karen Field Rogers, Associate Secretary, Financial Reform & Resource Management, DDOE
- Rich Heffron, Senior Vice President Government Affairs, Delaware State Chamber of Commerce
- Paul Harrell, Director, Public & Private Partnerships, DDOE
- April McCrae, Education Associate, Education Associate, Science Assessment and STEM, DDOE
- Barbara Mazza, Education Associate, Exceptional Children Resources, DDOE
- Tasha Cannon, Deputy Officer Talent Recruitment, Selection and Strategy, Teacher & Leader Effectiveness Unit (TLEU), DDOE

**Staff to the Committee (Non-voting)**

- Chantel Janiszewski, Education Associate, Charter School Office, DDOE
- Catherine Hickey, Deputy Attorney General, Counsel to the Committee

**Ex-officio Members (Non-voting)**

- Kendall Massett, Executive Director, Delaware Charter School Network

**Representatives of Kuumba Academy Charter School**

- Sally Maldonado, Head of School
- Lynne Howard, Expansion Director

**Meeting purpose:** To make a final recommendation on Kuumba Academy Charter School's application for renewal based on all evidence provided to the CSAC including the charter renewal application and all documents filed in support of the application, the Performance Framework, discussion with the applicant during the first CSAC meeting on October 7, 2013, the applicant's response to the initial report, and all public comment received during the public comment period and through the first public hearing; to make a final recommendation on the two modification requests, a location change to the Community Education Building and a reduction in enrollment. The request for the change in enrollment is deemed submitted as of November 1, 2013.

**Meeting of the CSAC:** Mr. Blowman reviewed the results of the Initial Meeting of the CSAC. He noted that Ms. Johnson, Ex-Officio Member of the CSAC, submitted comments electronically as she was unable to attend today's meeting. Printed copies of these comments were provided to the CSAC prior to this

meeting for review and a copy of these comments is attached. Members of the CSAC were invited to engage in dialogue to discuss the additional information provided to it for review since the initial meeting on October 7, 2013.

Mr. Blowman asked if there is anything in the additional information submitted either by the applicant through its response to the initial report or by public comment that requires further discussion or clarification prior to making a final recommendation. None were stated.

Mr. Blowman asked if any Committee member has any other comments about this application. Ms. Janiszewski stated that Kuumba Academy submitted a letter to the Charter School Office outlining its intent to work with staff of the Community Education Building to develop a school safety plan to be submitted to the Department of Safety and Homeland Security should the modification request to change its location be approved. Ms. Janiszewski also noted that the Charter School Office received a parent complaint on November 1, 2013. Printed copies of this complaint was provided to the CSAC prior to this meeting for review and a copy of the complaint is attached as well as posted on the Charter School Office website.

**Conclusion of the meeting:** At the conclusion of the meeting, Mr. Blowman called for a motion that based on the evidence reviewed, Kuumba Academy's request for charter renewal, which incorporates the two modification requests, has met the approval criteria and is therefore recommended for charter renewal approval with the condition that Kuumba Academy enter into a charter contract with the Delaware Department of Education prior to beginning of the charter renewal term. Mr. Harrell made the motion and Ms. Field-Rogers seconded the motion. A vote was taken: all ayes; none opposed or abstained.

Next steps in the charter renewal process were discussed and are as follows:

- 2<sup>nd</sup> Public Hearing to be held in the county in which the school resides:
  - Wednesday, November 6 at 5 p.m. at Del Tech - Wilmington Campus - Conference Room C
- Final report of the CSAC will be released by the close of business on Thursday, November 7
- State Board of Education meeting on Tuesday, November 12 when Secretary Murphy will present his decision on the application

The meeting concluded at 1:40 p.m.

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**Ms. Johnson's comments on Kuumba Academy's application for renewal:**

Only concern that I have is regarding teacher credentials – they stated that the biggest challenge they faced was placing highly qualified and certified teachers in their classrooms – this is an area that showed as out of compliance on their 2012-13 organizational performance report and I would like to see them take actions in the coming years to actively address this concern. Delaware has an abundance of elementary teachers as was noted in recent teacher supply and demand studies and educator prep program graduate studies. It is my hope that this will be addressed using the resources available to them to place certified and highly qualified teachers in their classrooms and that moving forward this will no longer be an area in which they are out of compliance with the required number of certified teachers on staff.

**Complaint from a parent on November 1, 2013 as submitted to the DOE Charter School Office through its online complaint form:**

***What happened during the alleged incident?***

“On June 3, 2013, my child ██████████ went on a skating trip at the Christiana skating rink with the school. Numerous children, including 2 of my children were bussed to the skating facility without permission. I had no knowledge of this trip until I received a phone call that he was injured. ██████████ fell during this trip, fracturing 2 bones in his leg, tibia and fibula fracture. He was in a full leg cast for 6 weeks and attended physical therapy for several months. During this school year, approx. early September (exact date can be given if needed) went to school with a doctors note for modified gym. Shortly after taking this doctors note to school, Andrew Bayard-school teacher was overheard at the front desk by a student making the statement, 'It's not our fault ██████████ fell. If he knew he couldn't skate, he should not have been out there.' The student stated that Andrew Bayard then chuckled while talking with several other staff members, one whom was Sally Maldonado. This information was relayed to me and I immediately requested a meeting with Sally Maldonado- Principle, Andrew Bayard-teacher, and board president Dr. Joanne Coker.”

***Describe What Happened During the Meeting or Conversation with the School Administrator. Be Specific and Provide Details.***

Meeting was held with Sally Maldonado-principle, Andrew Bayard-teacher, Dr. Joanne Coker- board president, ██████████-my family member and myself. I stated the facts as Dr. Coker was not aware of

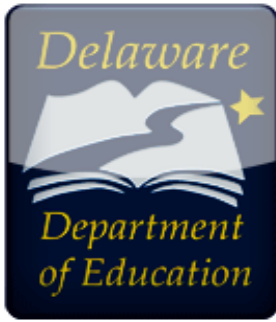
this incident. I also gave the name of the student who overheard the alleged comment made by Andrew Bayard. Principle admitted that she did not obtain permission for this field trip as it was a last minute reward for DCAS success. Andrew Bayard denied making this statement and the students name was given to obtain more information. Dr. Coker promised that the comment would be investigated and information given to me once completed. She also stated the School would pay Medical bills.

***What Decision or Action From the School Administrator and/or Board President Would be a Satisfactory Solution to Your Complaint?***

Disciplinary action as appropriate for the unsafe act of transporting students without permission, which caused a child to be injured. Disciplinary action for insensitive and inappropriate statements/conduct by staff if deemed true. I would like to know the outcome of such and for all expenses which occurred as a result of my child's injury paid by the school.

***Yes, I certify that the information provided in this complaint is accurate and correct to the best of my knowledge.***

***Yes, I give permission for the Delaware Department of Education Charter School Office to share a copy of this complaint, including any relevant documentation, to the school administrator, Board president, and any other persons mentioned in this complaint.***



**Department of Education  
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**Newark Charter School**

Mr. Blowman called the meeting to order at 1:00 p.m. For the purpose of the record, introductions were made:

**Voting Committee Members of the Charter School Accountability Committee (CSAC)**

- David Blowman, Deputy Secretary, Delaware Department of Education (DDOE), Chair of the Committee
- Karen Field Rogers, Associate Secretary, Financial Reform & Resource Management, DDOE
- Paul Harrell, Director, Public & Private Partnerships, DDOE
- April McCrae, Education Associate, Education Associate, Science Assessment and STEM, DDOE
- Barbara Mazza, Education Associate, Exceptional Children Resources, DDOE
- Tasha Cannon, Deputy Officer Talent Recruitment, Selection and Strategy, Teacher & Leader Effectiveness Unit (TLEU), DDOE

**Staff to the Committee (Non-voting)**

- Chantel Janiszewski, Education Associate, Charter School Office, DDOE
- Catherine Hickey, Deputy Attorney General, Counsel to the Committee

**Ex-officio Members (Non-voting)**

- Kendall Massett, Executive Director, Delaware Charter School Network

**Representatives of Newark Charter School**

- Greg Meece, Director
- Joanne Schlosberg, Business Manager
- Esther Jackson, Dean of Instruction

**Meeting purpose:** To make a final recommendation on Newark Charter School's application for renewal based on all evidence provided to the CSAC including the charter renewal application and all documents filed in support of the application, the Performance Framework, discussion with the applicant during the first CSAC meeting on October 7, 2013, the applicant's response to the initial report, and all public comment received during the public comment period and through the first public hearing.

**Meeting of the CSAC:** Mr. Blowman reviewed the results of the Initial Meeting of the CSAC. He noted that Ms. Johnson, Ex-Officio Member of the CSAC, submitted comments electronically as she was unable to attend today's meeting. Printed copies of these comments were provided to the CSAC prior to this meeting for review and a copy of these comments is attached. Members of the CSAC engaged in dialogue to discuss the additional information provided to it for review since the initial meeting on October 7, 2013.

Mr. Blowman asked if there is anything in the additional information submitted either by the applicant through its response to the initial report or by public comment that requires further discussion or clarification prior to making a final recommendation. None were stated.

Mr. Blowman asked if any Committee member has any other comments about this application. None were stated.

**Conclusion of the meeting:** At the conclusion of the meeting, Mr. Blowman called for a motion that based on the evidence reviewed, Newark Charter School has met the approval criteria and is therefore recommended for charter renewal approval. Mr. Harrell made the motion and Ms. Field-Rogers seconded the motion. A vote was taken: all ayes; none opposed or abstained.

Next steps in the charter renewal process were discussed and are as follows:

- 2<sup>nd</sup> Public Hearing to be held in the county in which the school resides:
  - Wednesday, November 6 at 5 p.m. at Del Tech - Wilmington Campus - Conference Room C
- Final report of the CSAC will be released by the close of business on Thursday, November 7
- State Board of Education meeting on Tuesday, November 12 when Secretary Murphy will present his decision on the application

The meeting concluded at 1:08 p.m.

**Ms. Johnson's comments on Newark Charter's application for renewal:**

No comments beyond the question asked initially about the Outreach plan which was a condition of the school's modification in 2012. The data provided in the annual report only graphs white vs. non-white students enrolled. It would be helpful to see data of student demographics groups expanded more and that reflect not just those enrolled but those which are a part of the lottery. Since the concern was that they were not bringing a diverse pool to the lottery in several demographic areas, it would be a clearer picture of how they are doing in compliance with that condition with more data presented in this area, specifically to reflect the lottery pool not just the enrolled students.



**Department of Education  
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**Positive Outcomes Charter School**

Mr. Blowman called the meeting to order at 1:52 p.m. For the purpose of the record, introductions were made:

**Voting Committee Members of the Charter School Accountability Committee (CSAC)**

- David Blowman, Deputy Secretary, Delaware Department of Education (DDOE), Chair of the Committee
- Karen Field Rogers, Associate Secretary, Financial Reform & Resource Management, DDOE
- Rich Heffron, Senior Vice President Government Affairs, Delaware State Chamber of Commerce
- Paul Harrell, Director, Public & Private Partnerships, DDOE
- April McCrae, Education Associate, Education Associate, Science Assessment and STEM, DDOE
- Barbara Mazza, Education Associate, Exceptional Children Resources, DDOE
- Tasha Cannon, Deputy Officer Talent Recruitment, Selection and Strategy, Teacher & Leader Effectiveness Unit (TLEU), DDOE

**Staff to the Committee (Non-voting)**

- Chantel Janiszewski, Education Associate, Charter School Office, DDOE
- Catherine Hickey, Deputy Attorney General, Counsel to the Committee

**Ex-officio Members (Non-voting)**

- Kendall Massett, Executive Director, Delaware Charter School Network

**Representatives of Positive Outcomes Charter School**

- Ed Emmett, Director

**Meeting purpose:** To make a final recommendation on Positive Outcomes Charter School's application for renewal based on all evidence provided to the CSAC including the charter renewal application and all documents filed in support of the application, the Performance Framework, discussion with the applicant during the first CSAC meeting on October 7, 2013, the applicant's response to the initial report, and all public comment received during the public comment period and through the first public hearing.

**Meeting of the CSAC:** Mr. Blowman reviewed the results of the Initial Meeting of the CSAC. He noted that Positive Outcomes Charter School resubmitted its World Languages curriculum for review which was approved by the Department of Education. He also noted that Positive Outcomes submitted a Board training plan as requested by the CSAC during its initial meeting, which was also found to be satisfactory. Mr. Blowman added that Ms. Johnson, Ex-Officio Member of the CSAC, submitted comments electronically as she was unable to attend today's meeting. Printed copies of these



comments were provided to the CSAC prior to this meeting for review and a copy of these comments is attached. Members of the CSAC were invited to engage in dialogue to discuss the additional information provided to it for review since the initial meeting on October 7, 2013.

Mr. Blowman asked if there is anything in the additional information submitted either by the applicant through its response to the initial report or by public comment that requires further discussion or clarification prior to making a final recommendation. None were stated.

Mr. Blowman asked if any Committee member has any other comments about this application. None were stated.

**Conclusion of the meeting:** At the conclusion of the meeting, Mr. Blowman called for a motion that based on the evidence reviewed, Positive Outcomes Charter School has met the approval criteria and is therefore recommended for charter renewal approval with the condition that Positive Outcomes Charter School enter into a charter contract with the Delaware Department of Education prior to the beginning of the charter renewal term. Mr. Harrell made the motion and Ms. Field-Rogers seconded the motion. A vote was taken: all ayes; none opposed or abstained.

Next steps in the renewal process were discussed and are as follows:

- 2<sup>nd</sup> Public Hearing to be held in the county in which the school resides:
  - Tuesday, November 5 at 5 p.m. in the Cabinet Room of the Townsend Building in Dover, Delaware
- Final report of the CSAC will be released by the close of business on Thursday, November 7
- State Board of Education meeting on Tuesday, November 12 when Secretary Murphy will present his decision on the application

The meeting concluded at 1:57 p.m.

**Ms. Johnson's comments on Positive Outcomes Charter's application for renewal:**

A question was asked in the first meeting about their Board governance and training plans – that question has been satisfied by the information provided in their response.

POCS was out of compliance with the number of certified teachers employed versus those that were not certified in their 2012-13 organizational performance report and I would like to see them take actions in the coming years to actively address this concern. I recognize that they serve an at-risk population and special education teachers are among those teachers of highest need across Delaware, however it is my hope that this will be addressed using the resources available to them to place certified and highly qualified teachers in their classrooms and that moving forward this will no longer be an area in which they are out of compliance with the required number of certified teachers on staff.

It is not clear what mission specific goals will be included in POCS performance agreement and I would like to see that performance agreement revised to include the 12-13 performance ratings as well as the specifics of the mission specific goals incorporated in the agreement before it is submitted to the SBE for final approval.



**Department of Education  
Charter School Accountability Meeting**

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**Reach Academy for Girls**

Ms. McLaughlin called the meeting to order at 2:31 p.m. For the purpose of the record, introductions were made:

**Voting Committee Members of the Charter School Accountability Committee (CSAC)**

- Mary Kate McLaughlin, Chief of Staff, Delaware Department of Education (DDOE), Chair of the Committee
- Karen Field Rogers, Associate Secretary, Financial Reform & Resource Management, DDOE
- Rich Heffron, Senior Vice President Government Affairs, Delaware State Chamber of Commerce
- Paul Harrell, Director, Public & Private Partnerships, DDOE
- April McCrae, Education Associate, Education Associate, Science Assessment and STEM, DDOE
- Barbara Mazza, Education Associate, Exceptional Children Resources, DDOE
- Tasha Cannon, Deputy Officer Talent Recruitment, Selection and Strategy, Teacher & Leader Effectiveness Unit (TLEU), DDOE

**Staff to the Committee (Non-voting)**

- Chantel Janiszewski, Education Associate, Charter School Office, DDOE
- Catherine Hickey, Deputy Attorney General, Counsel to the Committee

**Ex-officio Members (Non-voting)**

- Kendall Massett, Executive Director, Delaware Charter School Network

**Representatives of Reach Academy for Girls**

- Tara Allen, School Leader
- Lloyd Casson, Board President
- Maureen Thomas, Business Manager

**Meeting purpose:** To make a final recommendation on Reach Academy for Girls' application for charter renewal based on all evidence provided to the CSAC including the charter renewal application and all documents filed in support of the application, the Performance Framework, discussion with the applicant during the first CSAC meeting on October 7, 2013, the applicant's response to the initial report, and all public comment received during the public comment period and through the first public hearing.

**Meeting of the CSAC:** Ms. McLaughlin reviewed the results of the Initial Meeting of the CSAC. She noted that Ms. Johnson, Ex-Officio Member of the CSAC, submitted comments electronically as she was unable to attend today's meeting. Printed copies of these comments were provided to the CSAC prior to this meeting for review and a copy of these comments is attached. Members of the CSAC were invited to

engage in dialogue to discuss the additional information provided to it for review since the initial meeting on October 7, 2013.

Ms. McLaughlin asked if there is anything in the additional information submitted either by the applicant through its response to the initial report or by public comment that requires further discussion or clarification prior to making a final recommendation. Ms. McCrae stated her concerns around Reach Academy's response to the Initial Report, specifically the achievement data provided, followed by additional concerns expressed by Mr. Harrell, Mr. Heffron and Ms. Cannon around the school's capacity to understand its data.

**Conclusion of the meeting:** At the conclusion of the meeting, Ms. McLaughlin noted that it appeared from the discussion that the CSAC did not think Reach Academy had met the criteria for charter renewal and called for a motion that based on the evidence reviewed, Reach Academy for Girls has not met the approval criteria and is therefore not recommended for charter renewal approval. Mr. Harrell made the motion and Ms. Field-Rogers seconded the motion. A vote was taken: all ayes; none opposed or abstained.

Next steps in the renewal process were discussed and are as follows:

- 2<sup>nd</sup> Public Hearing to be held in the county in which the school resides:
  - Wednesday, November 6 at 5 p.m. at Del Tech - Wilmington Campus - Conference Room C
- Final report of the CSAC will be released by the close of business on Thursday, November 7
- State Board of Education meeting on Tuesday, November 12 when Secretary Murphy will present his decision on the application

The meeting concluded at 2:45 p.m.

**Ms. Johnson's comments on Reach Academy for Girls' response to the Initial Report of the CSAC:**

After reading their response, I still have many concerns about the school and school leadership's ability to develop a robust plan that is based upon data which could be implemented with fidelity.

One of the first concerns expressed regarding data was the interpretation of the graphs in which Reach labeled some data points reach originals and others all reach. It was clearly requested that this data be clearly expressed with n-counts included in these data sources to determine the volatility and size of the sample being compared. This request was not fulfilled and there are still no references to n-counts or additional demographic information as requested. Instead they superimposed a bar graph in the line graph that broke down the % of reach originals in the PL1, 2, 3, and 4 areas. This does not at all address the concerns made in the initial meeting and still calls the question of WHY the n-counts are not revealed – what are they trying to hide or disguise by not being transparent with their data. If they cannot supply their methodology and n-counts the data cannot be used as valid analysis of student performance.

Additionally, it was noted in the initial meeting that they compared fall 2010 with three spring assessment period – this is not a valid data comparison and was noted at the first meeting which calls into question why it remains and the school's ability to interpret and represent their data accurately.

In their response to the initial report they state that they are not seeking an enrollment or education program modification at this time, however their "Timeline for Improvement" clearly indicates that they plan to make significant changes to their instructional program – namely the implementation of Singapore Math. As a former Math District Supervisor, I would normally view this planned change as a potential for positive growth and depth of understanding in the K-8 math classrooms, however I cannot say that in this case because this change is stated as taking place this year and there has been NO discussion or documentation of Professional Development, training, or transition period implemented for this major educational curriculum change. Further concerns include that this is being implemented in every grade all at once and not rolled out over several years.

Couple this with the discussion of their Common Core State Standards Implementation efforts and my concern has grown immensely. They stated that they were participating in the Common Ground for the Common Core professional learning and CCSS Implementation program sponsored by the DOE. They stated that they had submitted an implementation plan and had it approved, they stated that they had participated in all Common Ground workshops sponsored by the DOE. As was stated in the CSAC initial report this is not true. DOE has no record of Reach Academy's participation in the Common Ground workshops, no record of a plan submitted nor did they approve a Common ground implementation plan for CCSS.

The "Timeline for Improvement" submitted by Reach as their response to the CSAC Initial report is not a list of activities, strong explanations for the selection of each activity, and measurable goals/outcomes – it is a laundry list of things they propose to do without the professional development or necessary well-

developed implementation plan to do any of those initiatives well. Several areas of this “Improvement Plan” are extremely concerning to me

- 1) In the beginning of the plan they mention that the renewal process is based on five years – however, this is Reach’s first renewal, which means, as they should be very well aware, they are on a four year first renewal cycle. They first opening in August 2010 and due to financial mismanagement were on formal review during their first year in operation. During that process they replaced their leadership and board leadership. Their academic performance is based on just three years of data 2010-11, 2011-12, and 2012-13 – of which their current leadership has been in effect for 2/3 of that time, not ½ as was stated in their statement.
- 2) On page 2 of their “Improvement Plan” they refer to their student performance data with a reference to “points” – nowhere in the accountability system of the academic framework is a school measured by the number of scale score points they are behind a state average. Further complicating this goal is the fact that proficiency is just one of multiple measures by which a school’s academic performance is measured. There is no reference in this plan to growth, whether it be instructional scale score growth or growth to proficiency, there is only mention of scores being raised in “points”. The academic framework was released in September 2012, Reach leadership was present at multiple workshops during the development as well as webinars explaining the individual measures. The school had a comprehensive review in person to explain their first performance review report in December 2012 and have participated in additional review sessions on the academic framework data since that time, yet have not utilized the measured by which they are held accountable in their performance agreement in this “improvement Plan” nor is it clear that they understand their data and can make measurable and achievable goals from that data.
- 3) It was noted at the initial meeting that they had stated they would make 15% gains in proficiency rates each year – after further discussion they said they meant to say over 3 years, meaning 5% each year. I noted at that time that a 5% linear gain over three years would not place them at the Meets Standard measure of proficiency. In this plan they state they will “increase reading scores by 10-12% a year for 3 – 5 years” and that they will “increase math scores by 20-25% a year over 3-5 years” These goals are not based upon any baseline achievement data (none is provided in the plan in the explanation category) and 20 – 25% gain has not be actualized in their history of their school’s performance, nor has 10-12%. In fact their proficiency rates have declined, not increased.
- 4) In their Kindergarten Goals they state that they hope to achieve 90% on the Developmental Early Learner Survey – this is not a tool that measures standards as outlined in the kindergarten CCSS standards this is a tool that measures Readiness for Kindergarten and after an entire year in their Kindergarten program they propose a goal that 90% of those students would be measured to be “ready” for Kindergarten? This is troubling to think that they are setting a goal that students be tested to show that after an entire year in the K program they still are not ready for K.

- a. There are many ways that a school could utilize their DELS data to show growth and address individual deficiencies yet this plan does not utilize those methods nor does this plan show an understanding of the purpose of the tool.
- 5) Throughout the plan they set a goal that 75% of each grade level 3 – 5 will achieve “meets or higher status on the spring 2014 Math/reading DCAS” – their baseline data was not used to set this goal since their baseline data shows that in 2012-13 their 3<sup>rd</sup> graders were at 19% proficient in math and reading and their 5<sup>th</sup> graders were at 28% proficient in reading and only 14% proficient in math. A goal of 75% proficient would be a gain of 56% in 3<sup>rd</sup> grade alone! This is not reasonable nor does it show that they truly understand the depth of their performance nor is there a clear plan of how to recover and grow in measurable and achievable chunks. This goal is further complicated by the terminology used “meets or higher” since that is not a rating on the DCAS assessment.
- 6) In the middle grades there are no specific DCAS goals beyond stating they will “increase from far below to meets or exceeds status on the DCAS” Again these are not measures of the DCAS assessment and the academic framework does not differentiate ratings by grades thus the confusion and inability of the school to interpret and utilize their data continues to grow and be expressed in this document
- 7) In the middle grades section regarding math intervention there is a statement that they will “cover” key standards prior to DCAS. Instruction should never be about “covering standards” it should be about teaching to a deeper level of understanding, developing fluency, conceptual understanding, and the ability to apply concepts to unique situations, not “cover” standards! There is another reference that teachers will use the term distributive property and order of operations when giving directions to assignments to develop cross-curricular connections. This is not a cross-curricular connection this is the use of a vocabulary term in a forced and potential mathematically incorrect scenario. There are many ways that math concepts can be integrated cross-content, but to highlight this as the way this part of the CCSS would be accomplished is extremely troubling!
- 8) The inclusion of after-school and extended day programming is a highly recommended one, however, where is the funding for transportation mentioned to be offered after the afternoon program outlined in their budget? Why is the reference to use of Study Island limited to school and not a home program as well, since it is a web-based tool that can be done from any internet connection. Why are parents not provided information on this tool in addition to the DCAS materials, since Study Island has a complete toolkit for CCSS why if this tool is being implanted with fidelity is it not in the discussion of teacher planning, professional development, and parent communication?
- 9) The inclusion of what are called School Board Walk Throughs and Ghost Walks are very unclear how the Reach Board will use these to improve instruction and help guide teaching and learning. Is there a significant board training regarding teaching and learning strategies that the board members are participating in to make them knowledgeable in providing lesson evaluation and review of instruction?
- 10) Several times in this document they refer to “homegrown data” – I am not clear what that data is, what it includes, and how it aligns with the measures and performance expectations

for which the school is held accountable under the law. Based upon the data analysis provided in the application and the response to the initial report, I am not confident that this “homegrown data” is an accurate representation of student performance or that the school could utilize such data to create achievable, appropriate, and measurable goals that would result in the school being able to comply with their Charter.

- 11) Reach was out of compliance with their number of certified teachers on staff in the 2012-13 organizational performance review report – they did not address this as a problem in the preliminary meeting but it is a clear concern and may be part of the disconnect between the instruction being provided to students and their performance. Delaware has an abundance of elementary teachers as was noted in recent teacher supply and demand studies and educator prep program graduate studies. It is my hope that this would be addressed using the resources available to them to place certified and highly qualified teachers in their classrooms and that moving forward this will no longer be an area in which they are out of compliance with the required number of certified teachers on staff.

**In my opinion the response from Reach academy does not address the deficiencies in their academic performance as discussed in the initial meeting to evaluate their renewal application.**