

GREAT OAKS CHARTER SCHOOL

ANNUAL REPORT

2020-2021



**1200 North French Street
Wilmington, DE 19801
Phone:(302) 660-4790**

I. OVERVIEW

1.1 School Overview:

Review the following chart with the school’s basic information. (Note: This table will be completed by the Charter School Office. Please review for accuracy. **Any changes identified by the team must be highlighted in red prior to submitting the report. Only changes highlighted in red will be reviewed by the Charter School Office. Should there be no highlighted changes, the data will appear as presented in this draft.**)

| BASIC INFORMATION | |
|---|---|
| Name of School | Great Oaks Charter School |
| Year School Opened | 2015 |
| Enrollment 2020-2021 ¹ | 318 |
| Approved Enrollment | 513 |
| School Address | 1200 North French Street, Wilmington, DE 19801 |
| District(s) of Residence | Christina School District |
| Website Address | https://wilmington.greatoakscharter.org/ |
| Name of School Leader | Leland Kent |
| School Leader Email and Phone Number | lkent@greatoakswilm.org (302) 660-4790 |
| Name of Board President | James Mazarakis |
| Mission Statement; Campaign: Every Student, Every Day, Engaging, Connecting and Succeeding – No Matter What The purpose of the school is to give students the knowledge and values required to graduate from a competitive four-year college by delivering individualized instruction emphasizing character development and fostering relationships with families. | |

1.2 School Demographic Data:

Please review the following table for accuracy and complete the second row (“# of Students on Waiting List”) for 2020-2021. (Note: The remaining sections of the table will be completed by the Charter School Office. **Any changes identified by the team must be highlighted in red prior to submitting the report. Only changes highlighted in red will be reviewed by the Charter School Office. Should there be no highlighted changes, the data will appear as presented in this draft.**)

| ENROLLMENT & DEMOGRAPHIC INFORMATION | |
|--------------------------------------|------------------------|
| | 2020-2021 ¹ |
| Total Enrollment | 318 |
| # of Students on Waiting List | 0 |
| Gender | |
| % Male | 52.83% |
| % Female | 47.17% |
| Ethnicity/Race | |
| % African American | 81.13% |
| % American Indian | 0.63% |
| % Asian | |
| % Hispanic/Latino | 14.15% |
| % White | 4.09% |
| % Multiracial | |
| Special Populations | |
| %Special Education ² | 26.73% |
| % English Language Learners | 6.60% |
| % Low-Income | 56.60% |

Schools are invited but not required to comment on any aspect of the demographic data above in table 1.2

1.3 Approved Minor and Major Modifications:

The table lists any approved minor and/or major modifications over the course of the school's current charter term.

(Note: This table will be completed by the Charter School Office. Please review the following table for accuracy. **Any changes identified by the team must be highlighted in red prior to submitting the report. Only changes highlighted in red will be reviewed by the Charter School Office. Should there be no highlighted changes, the data will appear as presented in this draft.**)

| Date | Modification Requested | Outcome |
|-------------------|---|----------|
| 11/1/18 | NULL Great Oaks Board of Directors would like to decrease SY 2019-20 enrollment by 20%. | Approved |
| 3/17/21 | Major Modification to change its grade configuration from grades 6-12 to grades 9-12, to begin with the elimination of grade six in school year 2021-22, grade seven in school year 2022-23, grade eight in school year 2023-24 and the authorized enrollment will be 325 students has been approved, effective immediately | Approved |
| February 19, 2016 | Minor - enrollment increase by 8% (effective 2016-17) | Approved |

Schools are invited but not required to comment on any aspect of the modification data above in table 1.3

1.4 School Enrollment:

Please review the following chart with the school’s enrollment trends during the current term of the charter.(This table will be completed by the Charter School Office. Please review for accuracy. **Any changes identified by the team must be highlighted in red prior to submitting the report. Only changes highlighted in red will be reviewed by the Charter School Office. Should there be no highlighted changes, the data will appear as presented in this draft.**)

| School Enrollment Trends | | |
|--|---------------------|-------------------------|
| <i>Cells highlighted in grey were grade levels not serviced by this school</i> | | |
| | 2020-2021 | |
| | Approved Enrollment | 30-Sep Enrollment Count |
| K | | |
| Grade 1 | | |
| Grade 2 | | |
| Grade 3 | | |
| Grade 4 | | |
| Grade 5 | | |
| Grade 6 | 92 | 16 |
| Grade 7 | 89 | 66 |
| Grade 8 | 98 | 87 |
| Grade 9 | 80 | 42 |
| Grade 10 | 69 | 42 |
| Grade 11 | 85 | 65 |
| Grade 12 | | |
| Total | 513 | 318 |

Schools are invited but not required to comment on any aspect of the enrollment data above in table 1.4.

1.5 Reenrollment:

Reenrollment Rate² is the % of students continuously enrolled in the school from one year to the next.

Review the following chart with the school’s reenrollment trends during the current charter term. (This table will be completed by the Charter School Office. Please review for accuracy. **Any changes identified by the team must be highlighted in red prior to submitting the report. Only changes highlighted in red will be reviewed by the Charter School Office. Should there be no highlighted changes, the data will appear as presented in this draft.**)

| School Reenrollment Trends | | |
|--|-------------------------------------|-------------------------------------|
| <i>Cells highlighted in grey were grade levels not serviced by this school</i> | | |
| Great Oaks Charter School | | |
| | Number of Students Reenrolled Count | Percentage of Students Reenrolled % |
| K | | |
| Grade 1 | | |
| Grade 2 | | |
| Grade 3 | | |
| Grade 4 | | |
| Grade 5 | | |
| Grade 6 | | |
| Grade 7 | 61 | 87.14% |
| Grade 8 | 83 | 70.94% |
| Grade 9 | 41 | 33.33% |
| Grade 10 | 41 | 65.08% |
| Grade 11 | 65 | 61.32% |
| Grade 12 | | |
| Total/Avg | 291 | 60.75% |

** School entry grade level. Reenrollment data not collected for this grade level.

Describe the school's plans to monitor and minimize attrition rates. Provide information about why students are choosing to enroll in different schools.

Over the past year Great Oaks Wilmington has undergone an extreme change in culture given the recent change in administration. We are the same building, but a new Great Oaks. With the addition of new policies and a no tolerance approach, quite a few of our scholars choose not to return. We now have staff designated just for recruitment, retention and have been making appearances at High School Fairs to get our name out and to show off the good things that are happening with intentional community partnerships. We are committed to encouraging our students to be the change in their community they want see.

II. ACADEMIC PERFORMANCE

2.1 Delaware School Success Framework

Overall Academic Ratings

Due to the impact of COVID-19 on learning and learning environments, accountability for SY 20/21 has been waived. The school's assessment data for SY20/21 is available at: [Charter School Report Card Link](#)

a) Based on the data available on the Delaware Schools Report Card website and data compiled by the school discuss:

- overall academic achievement,
- major challenges,
- and accomplishments over the course of the school year.
- You may also use this space to share the results of school-based data.

School Comments: Participation and engagement is priority. We are committed to making strides in academic growth and achievement.

Performance Agreement

Academic Performance Expectations

Great Oak's Charter School's DSSF ratings for the 2018/2019 school year are:

| Indicator | Points | Point Earned | Percent Point |
|--|--------|--------------|-----------------------------------|
| Academic Achievement | 100.00 | 19.00 | 19% Well Below Expectations |
| Academic Progress | 125.00 | 59.00 | 47% Well Below Expectations |
| School Quality/Student Success | 37.50 | 33.00 | 88% Meets Expectations |
| Graduation Rate | n/a | n/a | Not Applicable |
| Progress Toward English Language Proficiency | 50.00 | 24.00 | 48% Well Below Expectations |
| Overall | 312.50 | 135.00 | 43% Well Below Expectations |

By September 2023, our expectation is to achieve the overall rating of “Meets” or “Exceeds” standard as measured by the Academic Performance Framework (DSSF). Each year, we will show growth within our overall rating putting us on track to achieve our academic performance expectations. This progress will be monitored through our annual performance review.

- a) Discuss the school's academic performance based on its approved Performance Agreement (see above).

School Comments

III. ORGANIZATIONAL PERFORMANCE

The Organizational Performance Framework reflects expectations the charter school is required to meet through state and federal law and the charter performance agreement, and seeks to provide information regarding these key questions:

- Is the school organizationally sound and well operated?
- Is the school fulfilling its legal obligations and sound public stewardship?
- Is the school meeting its obligations and expectations for appropriate access, education, support services, and outcomes for students with disabilities?

3.1 Mission Specific Goal(s)

Is the school faithful to its mission as defined in its current charter, including approved mission-specific academic goals if applicable?

Goal 1: [THE GREAT OAKS WILMINGTON EXPERIENCE](#)

Engage all students in an enriching educational experience that enables them to achieve educational milestones and graduate from high school within four years as fully developed young adults, prepared for success in post-secondary education and careers.

Goal 2: [CONTINUOUS IMPROVEMENT](#)

Support the Aspirations, Mission, Vision and Core Values of the school through strategic planning, systems and data analysis, technology infrastructure, and professional learning

Goal 3: [POLICY](#)

Develop and implement policies that align with the School's Aspirations, Mission, Vision and Core Values and support the goals of the school's strategic plan

Goal 4: [COMMUNICATION](#)

Engage school and community stakeholders as active partners

- a) Rate the school's performance according to the criteria established by the school for its 2020-2021 mission specific goal(s).

School Comments

b) Provide as **Appendix 1** the results (data source) of the school's mission specific goal(s). Remember not to include any personally identifiable information (PII).

3.2 Organizational Performance

Note: Please utilize the hyperlink in this sentence for more information about the [Organizational Performance Framework](#).

The following tables will be completed by the Charter School Office. Please review for accuracy.

SUMMARY AND OVERALL RATING

Great Oaks Charter School

| Year | Education Program | | | | Governance & Reporting | | | Students & Staff | | Facilities , Transportation, Health & Safety | OVERALL RATING |
|-----------|-------------------|---|----------------------------|------------------|---------------------------------|--------------------------------|------------------------|------------------|--|--|----------------|
| | Mission Fidelity | Applicable State & Federal Requirements | Students with Disabilities | English learners | Governance & Public Stewardship | Oversight of School Management | Reporting Requirements | Students Rights | Req. on Teacher Certification & Hiring Staff | | |
| | 1a | 1b | 1c | 1d | 2a | 2b | 2c | 3a | 3b | | |
| 2020-2021 | M | M | M | M | AS | M | M | M | M | M | Meets Standard |

a) Describe the school’s organizational performance over the current school year (This section is for the school to address any overall rating where the school has not met standards. The school will be able to address individual metrics in the sections below.)

School Comments:

b) Identify changes to organizational practices that the school has implemented to improve the school's organizational outcomes.

School Comments:

c) Address any measure where school did not meet standard or is approaching standard.

With staff turnover and the shift of responsibilities, there was a gap in GO Wilm's history in which CBOC meetings were not happening. However, now we are back on track.

2. GOVERNANCE AND REPORTING

Measure 2a.

Is the school fulfilling essential governance and public stewardship responsibilities?

School Response To Rating: Currently, Great Oaks is fulfilling all governance and public stewardship responsibilities.

Measure 2b.

Does the governing board oversee and evaluate school management?

Our Board of Trustees is well in the know of any major changes, purchases and/or decisions. The governing Board does evaluate the Executive Director and provides the Executive Director with feedback very often and almost after the monthly Board meeting during Executive Session.

DOE Rating Information:

Current fiscal year financial statement not posted - January, 2021.

No CBOC meeting held from April 2020 - January, 2021.

As of February, 2021, no financial report had been posted from October 2020 - January, 2020.

Performance Agreement

Organizational Performance Expectations

Discuss the school's organizational performance based on its approved Performance Agreement.

By September 2023, our expectation is to achieve the overall rating of "Meets", as measured by the Organizational Performance Framework." Each year, we will be on track to demonstrate performance aligned with this organizational performance expectation. This progress will be monitored through our annual performance review.

a) Discuss the school's organizational performance based on its approved Performance Agreement (see above).

School Comments: As part of our commitment of "student's first", we have employed numerous supports. With the addition of an Instructional Coach and Dean of Curriculum, teachers have reported on feeling more supported which allowed them to show up and show out more for the students. For the students, we have a Behavioral Health Specialists, an additional guidance counselor and more support staff with the intent of helping not only students, but families as well. With more supports, Great Oaks' population will thrive as we address not just the academics, but the whole child.

3.3 Board Financial and Governance Members and Training

a) Please complete the chart below with the necessary information. In accordance with Del. 14 §512 (15), the school shall have a satisfactory plan to ensure the effectiveness of its board of trustees, including governance training conducted for any new board members and at a minimum of once every 3 years.

Board Financial and Governance Training

| First Name | Last Name | Role/Title | Financial Training Date | Governance Training Date |
|------------|---------------|--------------------------|-------------------------|--------------------------|
| Leland | Kent | Executive Director | | |
| Erica | Hitchens | Board Member-Teacher Rep | | |
| Keria | Broadnax | Board Member-Parent Rep | | |
| Jim | Mazerakis | Board Chair | | |
| Kelly | Firment | | | |
| Angela | Harvey- Bowen | | | |
| Rysheema | Dixon | | | |
| Robert | Snowberger | | | |

*Please list only the most recent training date.

Please attach all certificates or evidence of Board Governance Training for active board members.

b) Please complete the chart below with the necessary information. Pursuant to [14 Del. Admin. Code 736](#) 6.1 Each member of a Citizen Budget Oversight Committee shall attend and receive a Certificate of Completion for the Citizen Budget Oversight Committee training within the allotted timeframe of his/her appointment to a Citizen Budget Oversight Committee. Provided further, additional training may be required from time to time as determined by the Department.

Citizen Budget Oversight Committee Membership & Trainings

| First Name | Last Name | Role/Title | Financial Training Date |
|------------|-----------|------------|-------------------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| Antionette | Thomas | | 12/10/2017 |
| | | | |
| | | | |

School Comments:

3.4 Teacher Retention: Is the school monitoring and minimizing teacher attrition rates and maintaining a stable teaching staff?

| 2020-2021 | | |
|---------------------------|---------------------------|---------------------------|
| % of Teachers RETAINED | # of Teachers RETAINED | # of Teachers ELIGIBLE |
| 64 | 16 | 25 |

Review the table above with the school’s teacher retention trends and answer the following questions.

a) Describe the school’s plans to monitor and minimize teacher attrition rates. Provide information about why teachers leave the school.

School Comments:

b) Describe how the school’s professional development plans support teachers and leadership.

School Comments:

IV. FINANCIAL PERFORMANCE

4.1 Financial Performance

Note: Please utilize the hyperlink in this sentence for more information about the [Financial Performance Framework](#).

The following tables will be completed by the Charter School Office. Please review for accuracy.

| Financial Performance Framework Ratings | Near Term Indicators | | | | Sustainability Indicators | | | | Financial Management and Oversight | Overall Rating |
|---|----------------------|-----------|---------------------|--|---------------------------|------------------|-----------|-----------------------------|------------------------------------|----------------|
| | Current Ratio | Days Cash | Enrollment Variance | Default, Loan Covenants, & Debt Service Payments | Total Margin | Debt Asset Ratio | Cash Flow | Debt Service Coverage Ratio | | |
| Year | 1a | 1b | 1c | 1d | 2a | 2b | 2c | 2d | 3 | |
| 2020-2021 | M | M | F | M | M | M | AS | N/R | M | Meets Standard |

a) Describe the school's Financial performance over the current school year (This section is for the school to address any overall rating where the school has not met standards. The school will be able to address individual metrics in the sections below.)

School Comments:

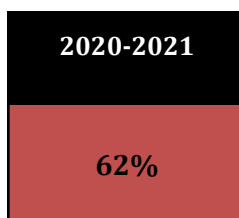
b) Identify changes to Financial practices that the school has implemented to improve the school's financial outcomes.

School Comments:

c) Address any measure where school did not meet standard or is approaching standard

Measure 1c. Enrollment Variance:

Actual Enrollment as of September 30 divided by Authorized Enrollment



The enrollment variance depicts actual versus authorized enrollment. A school budgets based on projected enrollment but is funded based on actual enrollment; therefore, a school that fails to meet its enrollment targets may not be able to meet its budgeted expenses. The preferred result is more than 95%.

School Response To Rating:

Measure 2c. Cash Flow



1 YR: \$775944

3 YR: \$703764

Cash flow indicates the trend in the school's cash balance over a period of time. This measure is similar to days cash on hand, but indicates long-term stability versus near-term. Since cash flow fluctuations from year-to-year can have a long-term impact on a school's financial health, this metric assesses both three-year cumulative cash flow and annual cash flow. The preferred result is greater than zero.

School Response To Rating:

Performance Agreement

Financial Performance Expectations

By September 2023, our expectation is to achieve the overall rating of “Meets” standard as measured by the Financial Performance Framework. Each year, we will be on track to demonstrate economic viability and achieve our financial performance expectation. This progress will be monitored through our annual performance review.

- a) Discuss the school’s financial performance based on its approved Performance Agreement.

School Comments:

- b) Describe how the school developed and implemented a corrective action plan in response to audit findings (if applicable).

School Comments:

V. INNOVATION

Describe the school's innovative practice(s) that could be replicated at other schools in Delaware. Please include the data that supports the success of these practice(s).

School Comments: GOWILM serves one of the most vulnerable populations in the State of Delaware. Many GOWILM families have layers of barriers that make remote learning difficult for many students: transitory housing, technological needs, older children caring for younger children, economic hardships, and the traumatic impact of COVID-19. Despite the challenges of remote learning, GOWILM has created several distinct learning pods (small groups of students that receive virtual and in person support) to help those scholars who are struggling to succeed in a virtual learning environment. The pods provide a distraction-free, tech-enabled learning environment, so that all students have equitable access to virtual learning. GOWILM strategically created pods within the school at the Community Education Building through WAVE, and also in three separate locations within neighborhoods where GOWILM students live. We have formed partnerships with the Community Intervention Team (two locations) to meet students needs where they live.

VII. ANNUAL REPORT CERTIFICATION STATEMENT

| | |
|------------------------|--------------------------------------|
| Name of School: | Great Oaks Wilmington Charter School |
| Location: | Wilmington |

I hereby certify that the information submitted in this annual of a charter school is true to the best of my knowledge and belief; that this application has been approved by the school's Board of Directors.

Leland R. Kent

11/17/2021

Signature: Chairperson of Board of Directors (or designated signatory authority)

Date

| | |
|--|---|
| Print/Type Name: | Leland Kent |
| Title (if designated): | Executive Director, Designee Of Board Chair |
| Date of approval by board of directors: | 11/17/2021 |

References:

¹ Based on September 30th Unit Count

² Pursuant to the Family Education Rights and Privacy Act (FERPA) (34 CFR §99), the DDOE applies the following statistical methods to avoid disclosure of personally identifiable information in aggregate reporting.

1. For all data, counts for groups or subgroups with 15 or fewer students are suppressed and represented by “-” in data reports. Complementary suppression of one or more non-sensitive cells in a table may be required so that the values of the suppressed cells may not be calculated by subtracting the reported values from the row and column totals.
2. Only report percentages for grade level reporting within a school and district.
3. Percentages are suppressed when the underlying student counts can be derived for groups or subgroups with 15 or fewer students (i.e., if the number tested and proficient are reported, then the percentage may need to be suppressed).
4. Any percentage above 95 or below 5 will be reported as >95% and <5%, respectively.

³ Graduation rate data is lag data by one school year to include all students that have completed their high school diplomas during that year including summer graduates.