

ACADEMY OF DOVER

ANNUAL REPORT

2021-2022



**104 Saulsbury Road,
Dover, DE 19904**

Phone:(302) 674-0684

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	Academy of Dover
Year School Opened	2003
Enrollment 2021-2022 ¹	375
Approved Enrollment	370
School Address	104 Saulsbury Road, Dover, DE 19904
District(s) of Residence	Capital School District
Website Address	http://www.aodcharter.org/
Name of School Leader	Dr. Michele Marinucci
School Leader Email and Phone Number	Michele.marinucci@aod.k12.de.us (302) 674-0684
Name of Board President	Kimeu Boynton
<p>Mission Statement: At the Academy of Dover Charter School each child is a valued and unique individual. The educational process is student centered and achieved by partnerships involving students, parents, and staff where each child embraces the love, joy, and value of education.</p> <p>Our Beliefs:</p> <ul style="list-style-type: none"> • Each child can develop the confidence, skills, and interests to become lifelong learners. • Education is student centered and provides each child with the opportunity to maximize his/her potential by being provided with quality instruction. • We provide a school that is positive, safe, purposeful, and productive. 	

1.2 School Demographic Data:

Please review the following table for accuracy and complete the second row (“# of Students on Waiting List”) for 2021-2022. (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	
	2021-2022 ¹
Total Enrollment	375
# of Students on Waiting List	34
Gender	
% Male	52.53%
% Female	47.47%
Ethnicity/Race	
% African American	72.80%
% American Indian	0.27%
% Asian	
% Hispanic/Latino	11.20%
% White	12.80%
% Multiracial	2.93%
Special Populations	
% Special Education ²	13.07%
% English Language Learners	12.53%
% Low-Income	51.98%

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

We have continued to make concerted efforts to increase our enrollment, while also maintaining our diverse population.

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

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>		
	2021-2022	
	Approved Enrollment	30-Sep Enrollment Count
K		61
Grade 1		56
Grade 2		47
Grade 3		48
Grade 4		58
Grade 5		30
Grade 6		45
Grade 7		30
Grade 8		
Grade 9		
Grade 10		
Grade 11		
Grade 12		
Total		375

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

We are very proud of the continued increase in applications and enrollment.

1.5 Reenrollment:

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

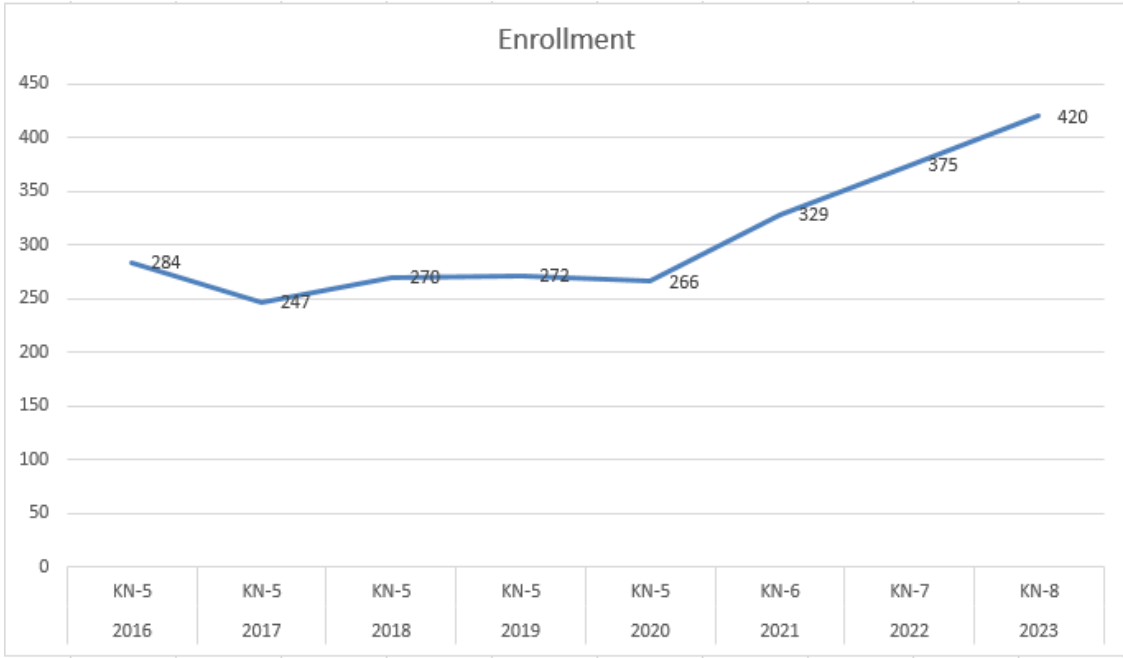
Review the following chart with the school's reenrollment trends during the current charter term. (This table will be completed by the Charter School Office. Please review for accuracy. **Any changes identified by the team must be highlighted in red prior to submitting the report. Only changes highlighted 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>		
Academy of Dover		
	Number of Students Reenrolled Count	Percentage of Students Reenrolled %
K	1	
Grade 1	48	82.76%
Grade 2	40	75.47%
Grade 3	41	75.93%
Grade 4	52	91.23%
Grade 5	21	87.50%
Grade 6	39	81.25%
Grade 7	26	74.29%
Grade 8		
Grade 9		
Grade 10		
Grade 11		
Grade 12		
Total/Avg	268	81.46%

** 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.

Through much outreach on social platforms and word of mouth from our amazing families, we have had a HUGE increase in applying students. We received 405 applications for the 2022-2023 academic year! Through our recent Charter Renewal and with expanding to the 7th and 8th grade, we were able to increase our number of enrolled students to 410, a 9% increase from last academic year. Below is a chart that represents the increased enrollment over the past years:



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 ratings for school year (SY) 21/22 were not issued. The school's assessment data for SY21/22 is available at:
[Academy of Dover School Report Card](#)

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

Curriculum and instruction are a top focus of the Academy of Dover staff. Much of our student population is high-need and from the Capital School District. However, we also continue to receive applications and enroll students from other surrounding school districts including Smyrna, Caesar Rodney, Lake Forest, and Milford.

As a school that serves high-need students, it is our mission to make sure that we are reaching all children on their individual level and providing them with the tools necessary to reach their full potential and excel in academic and social-emotional achievement. One of the key factors in achieving this mission is to maintain small class sizes. This allows for the teachers to better know and meet the needs of each student, assist each of our students' individual needs, and gives our students an opportunity to grow and thrive in the classroom.

We continue to closely monitor and chart the academic results of our students through Academy-created, curriculum-based assessments (formal and informal), as well as academic grades and state assessments. We have created a standards-based pacing guide for each of our core academic areas and include the grade level standards above and below each student's actual enrolled grade. Weekly discussions take place in our team meetings and data is analyzed to ensure real-time action and progress is occurring at the individual, classroom, grade, and Academy level. This is an important and crucial approach to ensure that EACH student receives the support needed to excel academically. This year, we offered many of our excelling students the opportunity to participate in advanced academic courses where they work on the standards for their current grade level as well as the standards for the grade(s) above the one in which they are enrolled.

Last spring, we offered our students an opportunity to participate in after school tutoring. We had 140+ students participate that received additional support and enrichment in Math and ELA along with guidance and support on classwork and homework. This program was offered to all students as an expansion of their academics and not just for struggling learners. This was a huge hit amongst the students and parents!

We held our annual Summery Academy in June and July. This was a voluntary extended learning program for all grade levels to participate. We provided ELA and Math curriculum along with related arts activities. This is intended to stretch our students further by offering academics and camp-like learning in a safe and structured environment. Our students are so passionate and excited to learn that we had an overwhelming response!

Performance Agreement

Academic Performance Expectations

By September 2026, our expectation is to achieve an overall rating of “Meets” or “Exceeds on the Delaware School Success Framework (DSSF). Each year, we will show growth within each metric area, 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

Curriculum and instruction are a top focus of the Academy of Dover staff. Year after year, we continue to closely monitor and chart the academic results of our students through informal and formal classroom assessments, grades, and state assessments. So many of our students have tremendously grown in their academics. As noted previously, this academic year we were excited to offer our students advanced academic courses! We have developed classes to meet our students where they are and push them to their potential, whether struggling or academically advanced.

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?

One component of the Academy of Dover's (Academy) mission is to continue to provide a school that is positive, safe, purposeful, secure, and productive. The Academy has grown significantly over the last several years as we are now a Kindergarten through 8th grade school with 414 students enrolled this academic year (2022-23). The Academy continues to decrease the number of out-of-school suspensions and expulsions and remains below the State's overall percentage. Our staff members are continuously expanding and creating new and exciting activities and initiatives for our Positive Behavior Support Program and strive every day to make sure every student that passes through these doors has every tool possible to achieve and excel academically, socially, and emotionally in and out of the classroom...THIS is our mission!!!

- a) Rate the school's performance according to the criteria established by the school for its 2021-2022 mission specific goal(s).

School Comments

As stated above and shown on in Appendix 1, the Academy of Dover continues to decrease the number of out-of-school suspensions and expulsions and continues to remain below the State's overall percentage.

- 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).

Appendix 1: 2021-2022 Out-of School Suspensions and Expulsions

	Suspensions	Expulsions	Days Suspended/ Expelled	Unduplicated Students Suspended/ Expelled	Student Enrollment (Sept. 30)	Percent of Students Suspended/ Expelled
STATE TOTAL	19398	18	54767.68	10519	140263	7.50%
LEA: Academy of Dover	59	0	96	26	375	6.93%

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

Academy of Dover

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		
Year	1a	1b	1c	1d	2a	2b	2c	3a	3b	4a	OVERALL RATING
2021-2022	M	M	AS	M	M	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

We continue to make strides in each area and plan to meet the standard in all areas.

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

School Comments

We regularly monitor our data as well as practices to continuously improve ourselves.

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

Performance Agreement

Organizational Performance Expectations

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

By September 2026, our expectation is to achieve an overall rating of "Meets," as measured by the Organizational Performance Framework. Each year, we will be on track to demonstrate performance aligned with those organizational performance expectations. 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

There are so many new and wonderful things taking place at the Academy of Dover...all because of our love and passion for education and the youth of today! We are a strong and committed community and will continue every day to make sure every student that passes through these doors has every tool possible to achieve and excel academically, socially, and emotionally...THIS is our mission!!!

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 trainings conducted for any new board members and at a minimum of once every 3 years.

Board Financial and Governance Training

First Name	Last Name	Term Begin Date	Term End Date	Role/Title	Financial Training Date	Board Governance Training Date*
Kimeu	Boynton	1/1/2014		President	3/19/2014	6/11/2020
Bishop W. James	Thomas	7/1/2021		Treasurer	7/31/2018	8/30/2018
Charles	Fletcher	7/1/2021		Board Member	9/15/2015	8/30/2018
Candace	Holmes	7/1/2021		Board Member	10/24/2018	8/30/2018
Esosa	Iriowen	7/1/2021		Parent Rep	10/30/2019	8/3/2021
Ashley	Murphy	7/1/2021		PTO President, Parent Rep	9/30/2021	8/3/2021
Michele	Marinucci	7/1/2021		Head of School, Executive Secy	8/15/2019	8/25/2019
Lauren	Comegys	7/1/2021		Teacher Rep	12/20/2017	8/3/2021

*Please list only the most recent training date.

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

School Comments

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	Term Begin Date	Term End Date	Role/Title	Financial Training Date
Kimeu	Boynton	1/1/2014		President	3/19/2014
Bishop W. James	Thomas	7/1/2021		Treasurer	7/31/2018
Esosa	Iriowen	7/1/2021		Parent Rep	10/30/2019
Michele	Marinucci	7/1/2021		Head of School, Executive Secy	8/15/2019
Lauren	Comegys	7/1/2021		Teacher Rep	12/20/2017
Richard	Riggs			DOE Representative	11/30/2015

School Comments

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

2021-2022		
% of Teachers RETAINED	# of Teachers RETAINED	# of Teachers ELIGIBLE
71%	17	24

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

Leadership is continuously monitoring the Academy's attrition rate through PLCs, one-on-one meetings, and periodic staff surveys. During the 2021-2022 the Academy was recognized for outranking the national average in employee morale. We value our employees and continuously find new and innovative ways to keep all engaged and truly feeling apart of the Academy of Dover community!

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

School Comments

Professional Development is a key factor in every professional role, especially educators. It is important to provide our staff with the tools necessary for them to succeed not only in the classroom, but throughout their professional careers. Each academic year, we map out a strong development plan that will provide our educators and staff the tools and resources to fulfill their roles. Some of those trainings include: iReady, ACEs training, Harry Wong (behavior management), House Bill 198, Mullen Group (connecting with students), and iTracker.

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.

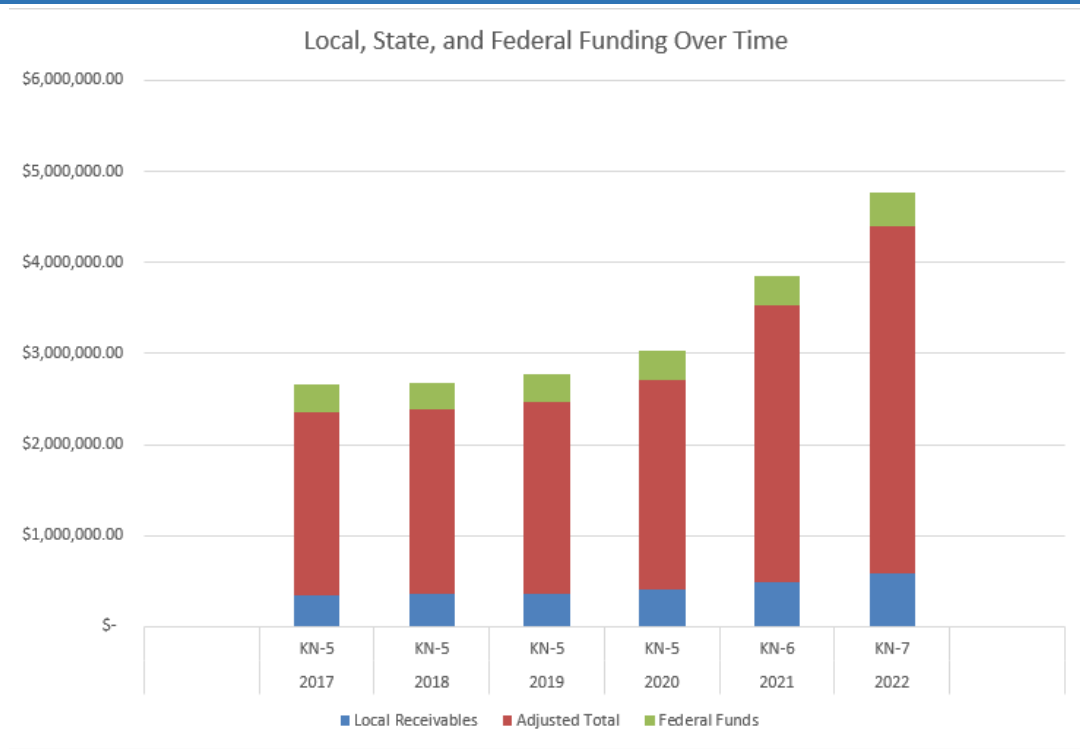
Financial Performance Framework Ratings	Current Ratio (Working Capital Ratio)	Debt to Asset Ratio	Days Cash	Debt Service Payments / Loan Covenants	Aggregated Three-Year Total Margin	Cash Flow	Debt Service Coverage Ratio	Enrollment Variance	Student Retention	Financial Management and Oversight	Overall Rating
Year	1	2	3	4	5	6	7	8	9	10	
2021-2022	M	M	M	M	M	M	M	M	Not Rated	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

Through the increased number of attending students, along with other avenues of income such as cafeteria, transportation, various grants, etc., the Academy currently stands in a very strong financial position.

Below is a chart that supports our continued efforts in maintaining a fiscally responsible budget. To ensure comparable over years, specific one-time funds, such as ESSER, are not included in this chart:



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

School Comments

During the 2021-22 academic year, the Academy had two financial audits: (1) Division of Accounting/Payroll compliance, and (2) Annual Financial Audit via BTCPA. The Academy was successful in both audits with no findings; however, we have implemented additional layers of checks and balances for payroll, accounts payable, and accounts receivable as we continue to enhance our internal practices.

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

Performance Agreement

Financial Performance Expectations

By September 2026, our expectation is to achieve an overall rating of “Meets” or “Exceeds on the Delaware School Success Framework (DSSF). Each year, we will show growth within each metric area, 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 financial performance based on its approved Performance Agreement.

School Comments

The financial stability of the Academy remains a top priority of the Board of Directors and administrative team. Over the last several years we have continued to be fiscally responsible and remain under budget in all spending categories. While the Academy has previously struggled with enrollment and finances, we have a proven track record of success over the past few years. Given that the Academy met all areas within the framework, it is our goal to have a future overall rating of exceeds.

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

School Comments

N/A

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

As noted above and given that it is a current statewide initiative, we feel our after-school program and Summer Academy are two programs that other schools in Delaware could strongly benefit from. There is much planning and preparing surrounding the curriculum as we want to ensure that our students are provided the academic support and guidance in and out of the classroom. Both programs are voluntary, however our students LOVE participating and that shows in our attendance numbers and academic results.

The Academy also has a Print Shop that is operated by our students, with the assistance of staff members. Students are responsible for the designs/logos, working with customers, and selling these products at school events. Our students are learning to become entrepreneurs and we are so proud of their hard work and dedication while working in the Print Shop!

We lead by student and parent desires and requests. It is our first priority to be customer-focused and to listen to our students and families. It is they who caused us to expand to 8th grade, to add more related arts opportunities, to become competitive in sports and to create band and chorus.

Our focus on the whole child is the at the heart of what we do. We teach, lead, love, motivate, and inspire every day. We build healthy relationships and focus on strengths while enhancing weaknesses—and it works!

VII. ANNUAL REPORT CERTIFICATION STATEMENT

Name of School:	Academy of Dover Charter School
Location:	104 Saulsbury Road, Dover, Delaware 19904

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.

DocuSigned by:

Kimeu W. Boynton

1/26/2023

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

Date

Print/Type Name:	Kimeu Boynton
Title (if designated):	Board President
Date of approval by board of directors:	January 26, 2023

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.

