



THE CHARTER SCHOOL OF WILMINGTON

ANNUAL REPORT

Report Date: January 15, 2025

Delaware Department of Education

Charter School Office

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I. OVERVIEW

1.1 SCHOOL PROFILE

The Charter School of Wilmington 100 N Dupont Rd, Wilmington, DE 19807 http://charterschool.org/			
Year Opened	1996	District(s) of Residence	Red Clay Consolidated School District
2023-24 Enrollment	971	Approved Enrollment	970
Current Grade Span	9-12	Approved Grade Span	9-12
School Leader(s)	Dr. Reginald Johnson	School Leader Phone & Email	(302) 651-2727 rjohnson@charterschool.org
Board President	Chonnie Blair	Board President Email	chonnie.blair@charterschool.org
Mission Statement: The mission of The Charter School of Wilmington is to inspire and prepare highly motivated students to thrive both individually and as responsible global citizens through world-class science, mathematics, and technology education.			

1.2 STUDENT DEMOGRAPHICS

Enter the number of students on your waiting list (if applicable).

	2023-2024
Total Enrollment	971
Students on Waiting List	420
% Male	49.43%
% Female	50.57%
% African American	8.86%
% American Indian	0.41%
% Asian	34.91%
% Hispanic/Latino	8.34%
% White	42.95%
% Multiracial	4.43%
% Native Hawaiian or Other Pacific Islander	0.10%
% Special Education	0.10%
% English Language Learners	-
% Low Income	3.6%

1.3 SCHOOL ENROLLMENT

	Approved Enrollment	30-Sep Enrollment Count	% of Actual Enrollment
9		247	
10		241	
11		240	
12		243	
Total	970	971	100%

1. Explain successes or challenges of implementing the school's recruitment plan.

Application Overview and Outreach Efforts

In 1996, [The Charter School of Wilmington](#) opened its doors as one of the first independent public charter schools in the United States, focusing on the study of mathematics and science and serving students in grades 9-12. Since then, it has served over 5,500 students, equipping them with the science, technology, engineering, and mathematics skills that will serve them in a 21st century economy.

CSW is committed to creating a welcoming culture and inclusive environment that reflects and supports the diversity of our community. We support a school environment free from discrimination and harassment on the basis of race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, genetic information, or disability.

CSW hosted Open Houses in 2023 and 2024, highlighting our students and faculty.



CSW has expanded its advertising to include Hoy en Delaware, Delaware's largest and longest-serving Hispanic publication, which has covered the entire state since 1996. Our website

now has a translation feature, and Spanish teachers from our World Language Department are available to help families who call or stop by. Prospective students can also take group tours. Our admissions and enrollment practices comply with 14 Del C. 506.

For the 2023-2024 School Year, CSW complied with new regulations for online registration in addition to submitting a School CHOICE application. Senate Substitute 1 for Senate Bill 82 of the 151st General Assembly was signed in October 2021 for online registration. It requires a uniform statewide online registration system beginning for the 2023-2024 school year, and all first-time registering students are to be registered in their district of residence before attending a choice or charter school.

All families may have their questions answered in English or Spanish during the admissions process as we work with our Spanish Department for needed translations. The admissions process is discussed each year with the RCCSD to ensure transparency.

CSW received 729 applications for the 2023-24 school year and 685 applications for the 2024-2025 school year. With an enrollment cap of 970, we continue to generate a long waiting list, as the size of our freshmen class depends on the previous year’s graduating class.

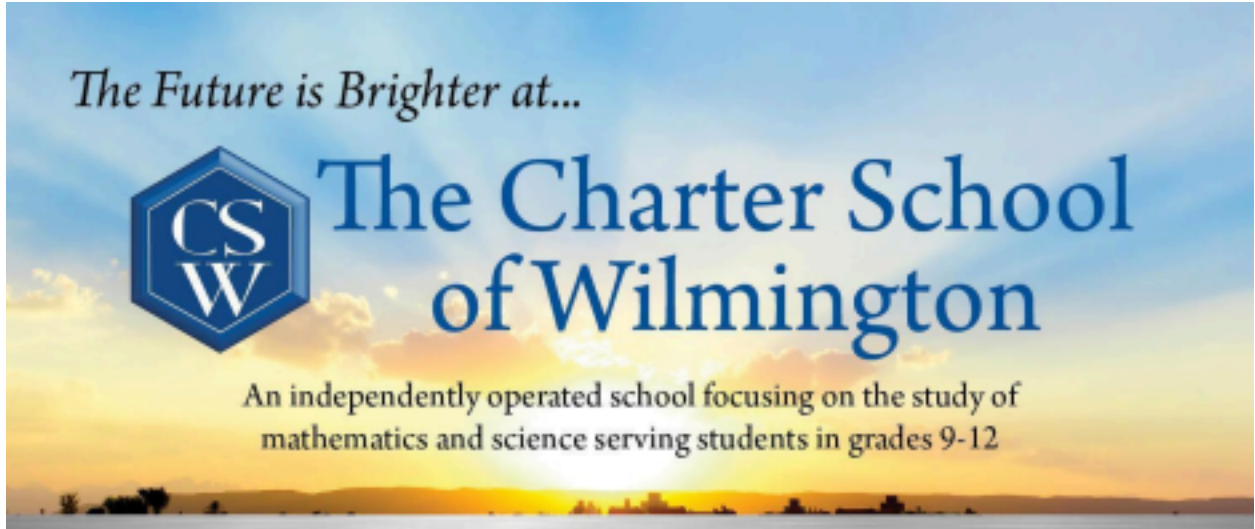
YEAR	# OF APPLICATIONS		High school fairs
2021 - 2022	667		<ul style="list-style-type: none"> ● First State Montessori ● Charter School of New Castle ● LYTE Scholars
2022-2023	621		<ul style="list-style-type: none"> ● First State Montessori ● Charter School of New Castle ● LYTE Scholars
2023 - 2024	729		<ul style="list-style-type: none"> ● Serviam Girls Academy w/Eastside Charter ● First State Montessori ● Community Education Building - Kuumba ● First State Squash

2024-2025	685		<ul style="list-style-type: none"> ● First State Montessori ● Charter School of New Castle ● LYTE Scholars

V. INNOVATIVE PRACTICES

25. Describe effective systems, structures, and/or processes that have led to significant school improvement that could be replicated at other schools. Please include the data that supports the success of these practices. Areas you may want to consider, as appropriate:

- Leadership
- Professional Learning
- Instructional Transformation
- Equity
- Culture and Climate Shift
- Collaboration/Partnerships



Overview

Science, Technology, Engineering, Mathematics Focus

In 1996, a group of visionary leaders from the Wilmington business community, encouraged by then Governor Thomas R. Carper, joined forces with educational leaders from the Wilmington area and the Red Clay Consolidated School District to form Delaware's first public charter school -The Charter School of Wilmington.

The mission of The Charter School of Wilmington is to inspire and prepare highly motivated students to thrive both individually and as responsible global citizens through world-class science, mathematics, and technology education.

The Charter School of Wilmington is committed to providing an innovative, rigorous academic program that simultaneously addresses and values students' health and well-being. We believe in providing the support necessary to ensure successful outcomes for all CSW students.

CSW offers a cutting-edge curriculum in STEM, Project Based Learning, Artificial Intelligence, and Design Thinking for an exceptional, tuition-free high school experience.

Leadership

CSW Administrative Team - 2023-2024 School Year

Dr. Reginald Johnson, President

Dr. Maura Triebenbacher, Vice President

Xuan Bui, Director of Faculty and Student Life

Tonya Dempsey, Chief Financial Officer/Chief Operating Officer

Chris Eddy, Director of Athletics and Employee Engagement

Donna Urban, Director of Development and Communications

Malik Lopez, Director of Technology and Data Development

During the 2023-2024 school year, Dr. Reginald Johnson was charged by the CSW board to lead efforts on several priority objectives. One of the priority objectives was to develop a comprehensive talent strategy to drive individual professional development, enhanced team performance, and staff retention using the CSW admin team as a model for future implementation with other CSW teams. Consequently, CSW's administrative team began a year-long leadership development initiative. The purpose of the initiative was to focus on building personal competencies, developing others' capabilities, and increasing organizational capacity. We partnered with several organizations, including Brown University, [Hogan Assessments](#), and the [Leadership Circle](#). The Brown University partnership provided each admin member with an executive coach focused on leadership performance. Moreover, each admin team member received 10+ executive coaching hours for free (Conservative executive coaching cost is \$500hr). As a result of the leadership coaching, admin team members found the executive coaching engaging and relevant to helping them become better leaders. Additionally, it helped them build the confidence and attitude needed to meet the demands of everyday challenges in the workplace. Lastly, admin team members were able to identify goals and new behaviors to apply on the job in real time to impact targeted organizational outcomes for FY24 and beyond.

Dr. Johnson also partnered with Hogan assessments and participated in a research study that provided each admin team member an opportunity to take the Hogan assessment free of charge (\$450 per assessment). In addition, Dr. Johnson conducted our team sessions, which resulted in a savings of \$50,000+ (Hogan team session: 4 hours - \$12,500+). The Hogan assessment aims to help leaders better understand their personality characteristics, career derailment risks, cognitive style, and decision-making ability. This was the framework we utilized for our individual and team development journey. Due to the changing educational landscape,

cultural and social shifts, and accountability pressures, we truly believe effective leadership is critical for increasing positive student and staff outcomes.

Lastly, the admin team wanted to create a culture of feedback at CSW. Dr. Johnson partnered with the [Leadership Circle Profile \(LCP\)](#). The LCP is the only 360 assessment built on the universal model of leadership that has theoretical underpinnings supported by the latest and best research on leadership and adult development, all validated through statistical analysis that supports organizational performance and effectiveness. Every admin team member was provided a 360 assessment. They received feedback from five different categories of the CSW community: Boss's Boss (board member), Supervisor, Peers, Direct Reports, and Others. Each admin team member received a comprehensive report and open ended feedback responses from a minimum of 12 people. Dr. Johnson participated in the LCP to substantially reduce the cost of the assessments and to provide each admin team member with three free debrief sessions (LCP charges a minimum of \$850 per individual debrief session.)

CSW also began working with [Mission & Data](#), a firm dedicated to the effectiveness, health, and vitality of educational institutions and other organizations that make the world a better place. They enhance mission-driven, data-informed leadership and governance by:

- *Integrated strategy consulting* to promote financial sustainability, improve organizational effectiveness, and facilitate organizational transformation.
- *Developing custom data products*, visualizations, and dashboards to highlight progress, identify trends, and leverage actionable insights.

CSW's admin team members developed goals and used the Mission & Data dashboard as a warehouse to collect evidence, track progress, and demonstrate accountability.

CSW parents and guardians were invited to join Dr. Johnson for coffee or tea to share their experiences at CSW. The gatherings are designed to give families more frequent opportunities to ask questions, share thoughts, provide feedback, and inspire ideas in a personal atmosphere.

Monthly board meeting reports and video messages allowed Dr. Johnson to report on Brown University, Hogan Assessments, and the Leadership Circle conferences he attended, and the certifications he received.

The School President is also the President of the corporation. The President reports to the [Board of Directors](#). The CFO/COO is accountable to the board for financial matters but reports to the President for employee matters. All other employees report directly to the President or indirectly through delegation.

The duties of the board and President are established in the Corporate Bylaws, which are posted on the website. The President sets goals that complement the Strategic Plan. [“CSW’s Strategic Plan featuring Positive Charge”](#) for Academic Years 2022-2027 was approved by the CSW Board of Directors on June 28, 2022, and shared with the community at a Parent Teacher Student Organization meeting in October 2022.



Our high expectations are communicated to students and faculty as follows:

- Through orientation meetings and communications, incoming students and parents/guardians are made aware of CSW’s academic rigor and school culture.
- Grade-level assemblies are held throughout the year to communicate expectations to all students.

- Teachers participate in year-round professional development.
- Teachers communicate with the administration throughout the school year, at staff/faculty meetings, and during the contract process.
- Weekly emails and Schoology, Facebook, and Instagram posts keep our community aware of events, deadlines, opportunities, and student accomplishments.

CSW COVID Response Team

During the 2023-2024 school year, the CSW COVID Response Team, led by our COVID Coordinator and School Nurse, continued to meet as needed and was in regular contact with the Delaware Division of Public Health (DPH). When available, free test kits were distributed, and healthy reminders were shared with the community during COVID-19 and the flu surges.

Professional Learning and Instructional Transformation

During In-Service days, our entire staff participated in workshops focused on enhancing our classrooms from an innovative perspective.

During the 2022-2023 school year, Dr. Johnson and CSW's administrative team started a year-long initiative, "Building a Culture of Innovation," with the [UD's Horn Entrepreneurship Program](#). This year, our staff met monthly with faculty from the program. On May 3, 2024, our faculty and staff spent the afternoon at the CSC Station presenting innovative ideas to identify high-impact, easy-to-address opportunity gaps for improving student outcomes and experiences at The Charter School of Wilmington.



We had various faculty members participate in their state and national conferences, including Mathematics, World Language, Health and Physical Education, and school counselors.

Our leadership team continued working on our Middle States reaccreditation, which expires in July 2026.

Two staff members and three administrators became credentialed Delaware Teacher Growth and Support System (DTGSS) observers. These individuals met regularly to align their observations and educate the staff on the new observation process.

Mr. Craig Aukamp was named a finalist in the state [2024 Educational Support Professional of the Year contest](#). He is our athletic trainer, a paraprofessional, and teaches.

Ms. Stephanie Trainer, a Social Sciences teacher, was named the [2024 Delaware Charter Teacher of the Year](#).

DTGSS Training	4 staff
Research for Better Teaching	2 staff
World Language Teacher Leader	1 staff
DECTFL Annual Conference	1 staff
DECTFL Statewide Conference	1 staff
ACTFL Convention	1 staff
World Language Network	1 staff
National Council Teacher of Mathematics Conference	2 staff
Differentiating in Latin Classroom	1 staff
Middle States Accreditation	1 staff
Del School Counselors Assoc	1 staff
SHAPE Conference (Society of Health & Physical Ed)	3 staff
Online Freedom of Information Act	1 staff
Horn Innovative Classrooms	All Staff
1st Year Principal Kick-off	1 staff
Georgetown DEI Certificate Program	2 staff

Academics/Academic Performance

CSW is a dynamic, forward-thinking educational institution that emphasizes a STEM curriculum. We believe fostering critical thinking, problem-solving skills, and collaboration drives innovation. We strive to cultivate an ethical learning environment that encourages good decision-making,

positive habits, and strong virtues.

All coursework offered to students is college-preparatory and beyond, integrating problem-solving and higher-order thinking skills. Additionally, all students participate in a year-long research project, providing hands-on experience in inquiry and analysis. The school offers a wide array of electives, Advanced Placement (AP) classes, and post-AP courses, along with opportunities for college-level independent study. A robust selection of clubs and organizations is integrated into the daily routine, promoting a well-rounded educational experience. Students also take part in a variety of extracurricular competitive activities and sports.



CSW places a strong emphasis on career exploration and development. Our Counseling

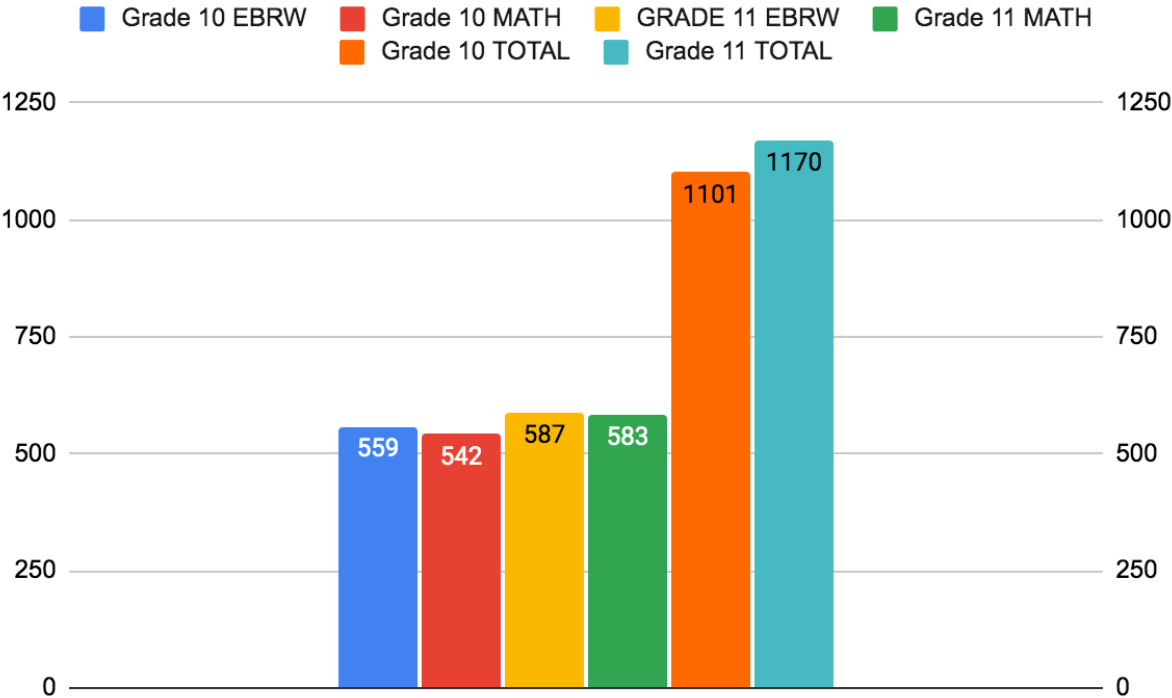
Department supports students in identifying colleges and universities aligned with their career aspirations, assists with standardized test preparation, and guides them through course planning. We are committed to supporting all students, including those with disabilities, by providing tailored support and accommodations.

The Charter School of Wilmington is dedicated to continuous growth and improvement. Our programs evolve to meet the needs of our students and to embrace the ever-changing opportunities within our community and the technologically advanced world.



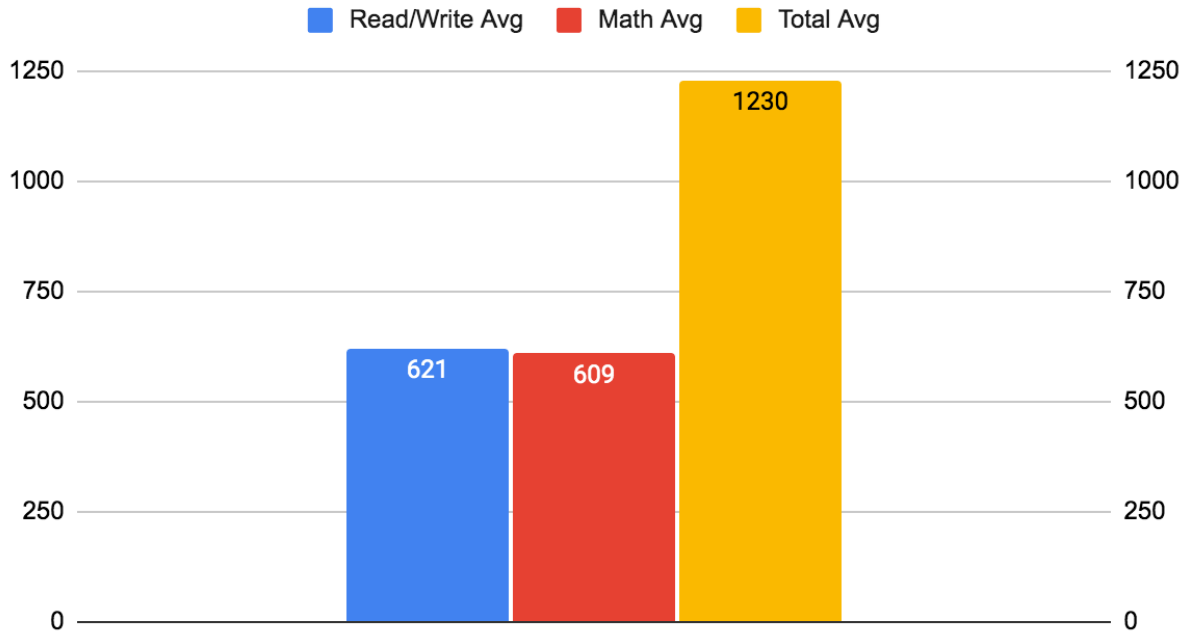
AP EXAMS	2021	2022	2023	2024
total exams administered	1046	967	1060	1287
total students taking AP exams	379	381	406	476
total students scoring 3+	281	300	305	395
% of students scoring 3+	74.1	78.1	75.1	83

PSAT 2023



Class of 2025 SAT scores

SAT 2024 - Class of 2025



- The Charter School of Wilmington is [ranked #4 on the Best High Schools List in Philadelphia, PA Metro High Schools](#) and #51 on [the Best High Schools List for Charter High Schools in the nation](#) by U.S. News & World Report (April 2024).
- Certificate of Multiliteracy – CSW leads the state with students earning this award from the Delaware Department of Education to honor high school students who have attained a high level of proficiency in a world language in addition to English.

Our students are curious and highly motivated. The knowledge and skills they acquire in our classroom and our science labs have created opportunities for students to represent Delaware in national competitions such as the Science Olympiad, Mock Trial, Odyssey of the Mind, BioGENEius, and Envirothon. Last June, a senior participated in the [International BioGENEius Challenge](#). Our students have garnered national accolades as [Regeneron Scholars](#) and [Davidson](#)

[Fellows.](#)

In October, for the first time, CSW sent a team of students to the iGEM (International Genetically Engineered Machine) competition in Paris, and [they returned home with a bronze medal.](#) iGEM is the world's largest community of synbio researchers, educators, industry, investors, startups, and policymakers in one place to build a better world using synthetic biology.



They spend hours with their peers after school and on weekends preparing briefs, creating presentations, testing theories, and building prototypes. Our students' drive and energy is boundless.

- Explore our [current course guidebook](#) to review our cutting-edge curriculum in STEM, Project Based Learning, Artificial Intelligence, and Design Thinking.
- [State of Delaware Report Card](#)
- [Department Curriculum Sheets](#)
- [Unmatched in Delaware: 12 Regeneron Science Talent Search Scholars from CSW since 2007](#)
- [Current profile](#)
- [Class of 2024 Acceptances](#)
- [Virtual Activity Fair](#) - 121 Clubs/Teams/Activities to participate in

Collaboration with Cab Calloway School of The Arts/Red Clay

To appreciate all the unique differences within an interconnected and multicultural world community, CSW places a high priority on cultural awareness. Although our focus is on Science, Technology, Engineering, and Mathematics, Charter students, in collaboration with Cab Calloway School of the Arts, are enrolled in art, drama, concert band, jazz band, marching band, chorus, and other musical groups. Each year, Cab and CSW students collaborate on Culture Day to embrace, share, and celebrate the diversity of our campus community with student performances, displays, and food representing a variety of cultures.



Sharing a building is sometimes challenging due to space constraints, but Dean Anthony Gray-Bolden from Cab and his team share their spaces with us when needed. The School-Based Health Center opens its doors to students and staff for guidance, insights, and additional services.

- The Wilmington High School campus is shared by CSW and Cab. RCCSD operates the campus for the mutual benefit of both schools as stated in our Lease agreement.
- CSW follows the same instructional calendar as RCCSD; the school is co-located at the Wilmington High School campus with Cab Calloway School for the Arts (CCSA). CSW and CCSA share athletics and band; a small portion of students also attend crossover classes.
- Each year, CSW signs an agreement letter with RCCSD to participate as a site under the district in the National School Lunch/Breakfast Program.
- CSW has a school emergency management plan developed with CSW, Cab, and the RCCSD. CSW reviews the plan annually during August In-Service. Staff receive training from the school constable during In-Service along with an email containing emergency plans, a field map, building lockdown and heightened security plans, and a frequently

asked question document, in addition to a red folder of procedures.

Equity, Culture, and Climate Shift

The Charter School of Wilmington is dedicated to fostering a welcoming culture and an inclusive environment that reflects and supports the diversity of our community. We are committed to maintaining a school environment free from discrimination and harassment based on race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, genetic information, or disability.

In 2023-2024, we continued to work with [Dr. Roger Harrison](#), a nationally recognized leader in Diversity Education who has provided Cultural Humility Education for hundreds of healthcare providers across major academic health systems. His after-school sessions focused on Cultural Humility and how self-reflection on one's background and the background of others impacts teaching, learning, research, creative activity, engagement, leadership, etc. This learning journey will better prepare us for future conversations and actions around community, diversity, equity, inclusion, and belonging with staff and students at CSW. Understanding the world through the eyes of others will enhance the process and implementation of our Strategic Plan and yearly strategic actions.

In the spring of 2024, Dr. Maura Triebenbacher (Vice President) and Madeline Green (Math Teacher) began the Executive Certificate in Diversity, Equity, Inclusion, and Accessibility program at Georgetown University. This program prepares participants to analyze, diagnose, and address DEIA issues within organizations. As students in the program, they developed leadership skills and insights needed to support a strategic, sustainable approach to diversity, equity, and inclusion management while learning to see themselves as agents of change in the workplace.

During the 2023–2024 school year, leaders of our student unions met with administrators biweekly to discuss issues, share concerns, develop leadership skills, and collaboratively organize union events and cross-cultural activities. These events celebrated and showcased the diversity of our school community while fostering understanding and inclusion among students and staff.

Student Counseling and Well-Being

Throughout the school year, our school counselors, Special Services Coordinator, and staff focus on students with formal learning plans (IEPs and 504s). CSW also employs a full-time certified school nurse who follows guidelines set forth by the state of Delaware. Students, teachers, and families maximized Schoology Resource Folders by graduating class (programs, scholarships, testing support, and more). Our Instructional Intervention Team (IIT) meets biweekly to discuss specific student concerns and collaborate on possible supports. This team consists of our school counselors, our special education coordinator, and two administrators.

A dedicated Student Center features common areas for students to collaborate, find services, resources, support (in one space), and peace of mind. Counselors and students also have privacy which was lost in the fast-paced Main Office where they originally were located for years.

Each year, we celebrate our students by hosting a Student Appreciation Week that culminates with a spring pep rally celebrating the hard work of our students. Students participate in a whole school assembly and then can join in other community-building activities, including inflatables, Dance Dance Revolution, Karaoke, and other activities.



Freshmen Mentoring and Peer Mentoring Programs

Every August, freshmen students are officially introduced to the CSW community at orientation and participate in building tours, assemblies, and workshops focusing on study skills, healthy habits, and stress management. The program was expanded to two full days along with a formal senior mentoring program. Students met their teachers and student mentors, participated in a Design Thinking activity, heard presentations promoting volunteer service, had their school pictures taken, and enjoyed a pizza lunch in the courtyard, courtesy of our PTSO.

In 2021, a peer tutoring program was created and managed by a senior teacher. Students who needed a 1 to 1 tutor to help with a class or study skills, accessed their "Class Link Dashboard" to request assistance. Students could stop by a designated classroom any day during Activity Period, or after school Monday through Thursday. Tutoring opportunities included proofreading papers, helping with projects, studying for tests, organizational skills, and homework help.



Athletic Success

Our growth has provided the school an opportunity to excel beyond the academic arena. The athletic programs have grown in size and scope as well. CSW enjoys the highest rate of student participation in interscholastic athletics in Delaware. CSW teams have earned several conference and state championships in various sports.

CSW received its [11th consecutive Dale Farmer State Champion of Sportsmanship Award](#) in 2024. This Sportsmanship Award is presented annually to schools that have demonstrated a strong school community commitment to the educational nature of interscholastic athletics.

For more information, check [Forcessports.com](https://forcessports.com).



Partnerships

During the 2023-2024 school year, The Charter School of Wilmington (CSW) was proud to partner with numerous organizations and individuals to enrich the lives of our students and the broader community. These collaborations demonstrate our commitment to academic

excellence, community service, and student well-being.



- **LYTE Scholars** - We are honored to partner with the LYTE Program (Leading Youth Through Empowerment), which assists students in applying to public, charter, independent, and parochial high schools through SchoolChoice.org CSW works closely with LYTE organizers to support enrolled students as they transition from grade school to CSW, providing resources such as books, calculators, and technology. Additionally, we meet with families to help navigate the School Choice process.
- **University of Delaware (UD)** - In 2023-2024 we continued our partnership with the University of Delaware to participate in its Early College Credit Program. This program allows academically qualified juniors and seniors to fulfill high school and college requirements simultaneously, at no cost to students.
- **University of Delaware (UD)** - In 2023-2024, we implemented the [NIIMBL curriculum](#) in 8 one-hour sessions. Students identified a real-world problem, conceptualized an advanced product solution, created a business model around the product, and built a

pitch deck they delivered to a panel of representatives.



- **Delaware Children’s Museum Science Expo** - Originally hosted on the CSW campus, this event has transitioned to The Delaware Children’s Museum (DCM) to enhance accessibility for students in urban communities. CSW students participate by encouraging interest in science through interactive science kits and hands-on activities. (Established 2005)
- **The Andrew McDonough B+ Foundation** - CSW’s Multiplying Good Club, formerly the Jefferson Council, collaborated with the Andrew McDonough B+ Foundation during the 2024 Charterthon. This event raised donations to support families with children battling cancer and to fund cutting-edge research. Students enjoyed dancing, karaoke, games, and contests.

- **The Liv Project** - The Liv Project presented a workshop to parents and students. The Liv Project is a non-profit organization determined to take the conversation about youth mental health out of the shadows. We collaborate with youth and mental health professionals to share thoughtful experiences and creative tools aimed at sparking fearless conversations that can save young lives.
- **CSW's Bikes for Mozambique Club** - The Bikes for Mozambique Club raises funds to support Mozambikes, an organization that provides bicycles to rural families in Mozambique. These bikes offer critical transportation for work, healthcare, and education.



- **PAWS for People** - Volunteers and trained therapy dogs from PAWS for People visited CSW during midterms and final exams, offering stress relief and therapeutic support for students and staff.

VI. ANNUAL REPORT CERTIFICATION STATEMENT

Name of School:	
Location:	

I hereby certify that the information submitted in this annual report 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.

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

Print/Type Name:	
Title (if designated):	
Date of approval by board of directors:	

DRAFT