



Delaware Department of Education

2014-15 ORGANIZATIONAL FRAMEWORK REPORT

KUUMBA ACADEMY CHARTER SCHOOL

DOE CHARTER SCHOOL OFFICE MISSION

To provide high-quality public school options for all Delaware students and their families through clear and transparent requirements and systems; rigorous application processes; renewal of only schools that meet or exceed high performance standards; protection of student and public interests; and safeguarding charter school autonomy.

DOE CHARTER SCHOOL OFFICE VISION

To be a nationally-recognized charter school authorizer by creating a diverse portfolio of high-achieving schools that strike a balance between academic rigor and joy and that offers genuine educational alternatives for all students and their families.

DOE CHARTER SCHOOL OFFICE CORE VALUES

*Students First
Accountability
Collaboration
Transparency
Integrity
Excellence
Dedication*



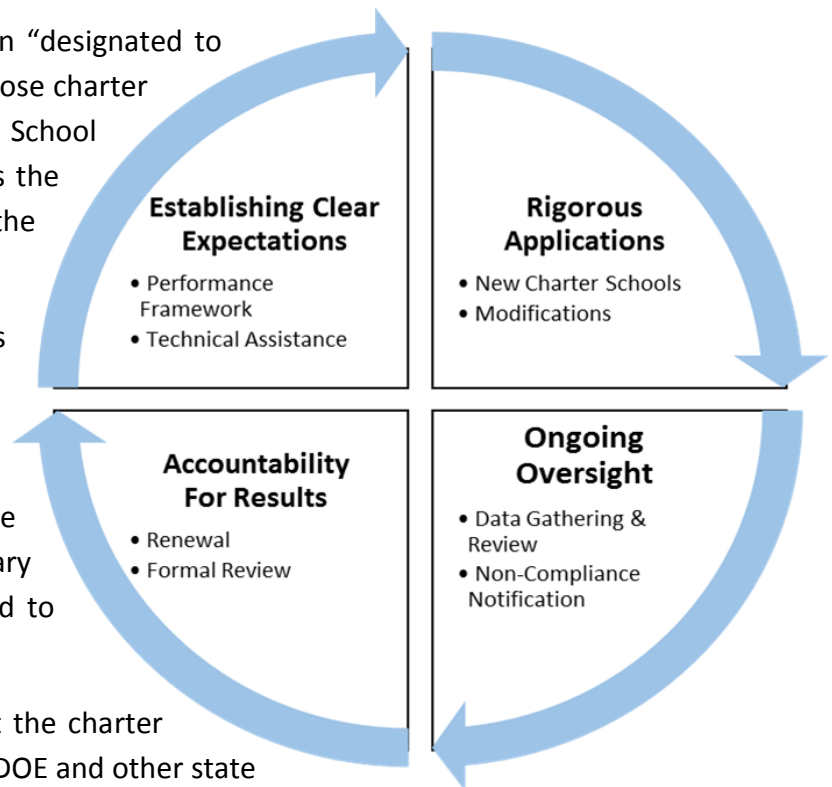
This document incorporates many ideas from highly-respected charter school authorizers and researchers from around the country, including the New Jersey Department of Education, the Rhode Island Department of Education, the Governor John Engler Center for Charter Schools at Central Michigan University, the D.C. Public Charter School Board, the Portfolio Management Team at Denver Public Schools, and the National Association of Charter School Authorizers. The DOE Charter School Office is grateful for their support.

DOE'S ROLE AS CHARTER SCHOOL AUTHORIZER

A charter school authorizer is an organization “designated to approve, monitor, renew, and, if necessary, close charter schools” (National Association of Charter School Authorizers). The Department of Education is the larger of two charter school authorizers in the State of Delaware.

The Secretary of Education makes all decisions related to approving, modifying, renewing, placing conditions, and revoking charter schools pursuant to applicable laws and regulations, and with the assent of the State Board of Education. CSO supports the Secretary by obtaining and evaluating information used to make decisions.

Pursuant to state law, CSO also ensures that the charter schools receive technical assistance from the DOE and other state agencies.



CSO's ongoing oversight work includes review of multiple sources of information, including but not limited to:

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|-------------------------------------|---------------------------------------|---|
| • Financial Revenues & Expenditures | • Renewal Application | • Curriculum Documents |
| • Payroll Transactions | • State Assessment Data | • Budgets |
| • Financial Policies | • Admissions and Enrollment Materials | • Facility Plans |
| • Audited Financial Statements | • Enrollment Data | • Federal and State Reporting Requirements |
| • Charter School Application | • Board Minutes | • Documentation of current Certificate of Occupancy, Health, Safety, and Fire inspections |
| • Annual Reports | • Curriculum Documents | |
| • Special Education Documentation | • School Policies | |
| • Charter Modifications | • Student Handbooks | |
| | • Teacher Certification Data | |
| | • Discipline Data | |

As issues arise, CSO notifies the schools and recommends appropriate next steps based upon the severity of the issue and the charter school's overall performance. The next steps could include notification of the issue and correction by the school; notation in the organizational framework; corrective action plan; and formal review with the potential end result of probation with conditions or revocation of the charter.

Delaware Performance Framework

PERFORMANCE FRAMEWORK OVERVIEW

In 2011 and 2012, the Delaware State Board of Education, Governor's Office, and Department of Education (DDOE) collaborated to develop a comprehensive Performance Framework to help ensure that each and every charter school is serving students with a high-quality public education. The Performance Framework sets the academic, fiscal, and organizational standards by which these public charter schools are evaluated, informing the authorizer and charter school about each school's performance and sustainability.

ACADEMIC FRAMEWORK

The first component of the Performance Framework is a tool that provides a comprehensive summary of the charter school's academic outcomes for the academic year just completed.

Note: The Academic Framework is currently being updated.

FINANCIAL FRAMEWORK

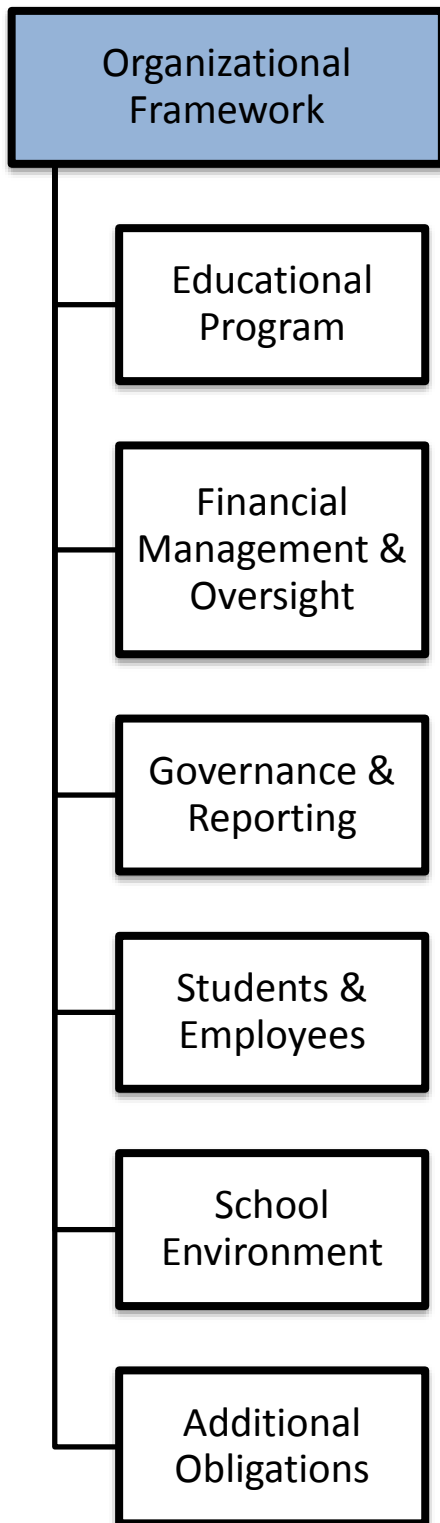
The second component of the Performance Framework is a tool that uses data from the audited financial statements to provide a comprehensive summary of the charter school's financial position at the end of the last fiscal year.

ORGANIZATIONAL FRAMEWORK

The third component of the Performance Framework is a tool that uses data from multiple DOE workgroups, other state agencies, and audited financial statements to provide a comprehensive summary of the charter school's performance against compliance requirements for the academic year just completed.

ORGANIZATIONAL FRAMEWORK REPORT GUIDE

Guiding Question: Is the charter school compliant?



FREQUENTLY-ASKED QUESTIONS

What is the Organizational Framework Report?

The Organizational Framework Report is a summary of the charter school's compliance with applicable laws over the period of the most recent school year.

What are the possible Organizational Framework Report ratings?

Only two ratings are possible: Meets Standard, and Does Not Meet Standard. If a charter school achieves a Meets Standard rating overall, it means that the school was materially compliant with a broad range of critical laws, regulations, and/or charter requirements for the reporting period.

Does a "Does Not Meet Standard" rating, either on one measure or overall, mean a charter school is about to close or that I should take my child out of the school?

Does a "Does Not Meet Standard" rating, either on one measure or overall, mean a charter school is about to close? No. Under Delaware law, a charter school can only be closed pursuant to two formal processes – non-renewal of the charter or formal review with the potential end result of probation with conditions or revocation of the charter. When the DOE considers corrective action for a charter school, the Organizational Framework Report is just one piece of information among many others that is considered.

Please contact charter school leaders for more detailed information about any measures on the report.

What happens if a charter school has a "Does Not Meet Standard" rating, either overall or for a certain category?

The charter school is expected to fix the issue immediately, if it has not already done so. There are some issues where data is reviewed only once per year, such as audits or materials submitted to the state. In those cases, the issue will be reviewed again in preparation for next year's Organizational Framework Report.

How can parents and guardians use the Organizational Framework Report?

Parents and guardians can use the Organizational Framework Report to learn about the charter school's compliance with laws, regulations, and the requirements of its charter during the last school year.



Organizational Framework Report KUUMBA ACADEMY CHARTER SCHOOL

Reporting Period: July 1, 2014 to June 30, 2015

Published: November 12, 2015

For each measure, a school receives one of two ratings:

Meets Standard
Does Not Meet Standard

Rating targets for each measure can be referenced on the Organizational Section of the [Delaware Performance Framework](#). Further clarifications for each measure's data and methodology can be referenced in the [Organizational Framework Guidance Document](#). School performance on each measure is presented below.

Each measure is weighted equally with discretion of the Authorizer incorporated to determine an overall rating.

1. EDUCATIONAL PROGRAM

Measure 1a. Is the school implementing the essential terms of the charter's education program as defined in the current charter, and complying with applicable state and federal requirements?

2011-12	2012-13	2013-14	2014-15
Meets Standard	Meets Standard	Meets Standard	Meets Standard

Based on information available to the DOE, the charter school is implementing the essential terms of the education program in all material respects, including but not limited to Del. C., Title 14, Ch. 5, §512 (3), and the education program in operation reflects the essential terms as defined in the charter. While the charter school earned an overall rating of "Meets Standard" for the 2014-15 school year, the DOE noted the following non-material issue:

- Science participation rate of 95% on state assessment not met (91.67%)

Measure 1b. Is the school compliant with legal requirements for students with disabilities and English Learners?

2011-12	2012-13	2013-14	2014-15
Meets Standard	Meets Standard	Meets Standard	Meets Standard

Based on information available to the DOE during the 2014-15 school year, the charter school materially complied with applicable laws, rules, regulations, and provisions of the charter relating to the treatment of students with identified disabilities and those suspected of having a disability (including the Individuals with Disabilities Education Act, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act) and students identified as English Learners (including Title III of the Elementary and Secondary Education Act (ESEA), and US Department of Education authorities relating to English Language Learner requirements).

2. FINANCIAL MANAGEMENT AND OVERSIGHT

Measure 2. Is the school meeting financial reporting and compliance requirements?

2011-12	2012-13	2013-14	2014-15
Meets Standard	Meets Standard	Meets Standard	Meets Standard

Based on information available to the DOE during the 2014-15 school year, the charter school materially complied with applicable laws, rules, regulations and provisions of the charter relating to financial reporting requirements. While the charter school earned an overall rating of “Meets Standard” for the 2014-15 school year, the DOE noted the following non-material issues:

- Division of Accounting initial review of Pcard policies found one or more areas of non-compliance with state policies; revised policies were submitted and found to be in compliance
- Ongoing Charter School Office monitoring of the charter school's website found that documents relating to financial oversight were not posted as required by code at multiple points during the reporting period. These included monthly financial statements, audited financial statements, Citizen Budget Oversight Committee (CBOC) agendas, and CBOC minutes (since corrected)

3. GOVERNANCE AND REPORTING

Measure 3a. Is the school complying with governance requirements?

2011-12	2012-13	2013-14	2014-15
Meets Standard	Meets Standard	Meets Standard	Meets Standard

Based on information available to the DOE during the 2014-15 school year, the charter school materially complied with applicable laws, rules, regulations and provisions of the charter relating to governance by its board. While the charter school earned an overall rating of “Meets Standard” for the 2014-15 school year, the DOE noted the following non-material issue:

- Ongoing Charter School Office monitoring of the charter school's website found that documents relating to governance were not posted as required by code at multiple points during the reporting period. These included Board of Directors meeting minutes and Board of Directors meeting agendas

Measure 3b. Is the school holding management accountable?

2011-12	2012-13	2013-14	2014-15
Meets Standard	Meets Standard	Meets Standard	Meets Standard

Based on information available to the DOE during the 2014-15 school year, the charter school materially complied with applicable laws, rules, regulations and provisions of the charter relating to oversight of school management.

Measure 3c. Is the school complying with reporting requirements?

2011-12	2012-13	2013-14	2014-15
Meets Standard	Meets Standard	Meets Standard	Meets Standard

Based on information available to the DOE during the 2014-15 school year, the charter school materially complied with applicable laws, rules, regulations and provisions of the charter relating to relevant reporting requirements to the school's

authorizer, state education agency, district education department, and/or federal authorities. While the charter school earned an overall rating of “Meets Standard” for the 2014-15 school year, the DOE noted the following non-material issue:

- Ongoing Charter School Office monitoring of the charter school's website found that the charter school's annual report was not posted as required by code at multiple points during the reporting period

4. STUDENTS AND EMPLOYEES

Measure 4a. Is the school protecting the rights of all students?

2011-12	2012-13	2013-14	2014-15
Meets Standard	Meets Standard	Meets Standard	Meets Standard

Based on information available to the DOE during the 2014-15 school year, the charter school materially complied with applicable laws, rules, regulations, and provisions of the charter relating to the rights of students. While the charter school earned an overall rating of “Meets Standard” for the 2014-15 school year, the DOE noted the following non-material issue:

- Reporting requirements – Failure to report discipline incidents (since corrected)

Measure 4b. Is the school meeting attendance goals?

2011-12	2012-13	2013-14	2014-15
Meets Standard	Meets Standard	Meets Standard	Meets Standard

Based on information available to the DOE during the 2014-15 school year, the charter school materially complied with applicable laws, rules, regulations, and provisions of the charter relating to attendance goals.

Measure 4c. Is the school meeting all staff credentialing requirements?

2011-12	2012-13	2013-14	2014-15
N/A †	Does Not Meet Standard	Does Not Meet Standard	Does Not Meet Standard

† Data not available on which to make a decision for this year.

Based on information available to the DOE during the 2014-15 school year, the charter school did not **materially comply with applicable laws**, rules, regulations, and provisions of the charter (including the federal Highly Qualified Teacher requirements within Title II of the ESEA) relating to state certification requirements and background checks. The DOE noted the following material issue:

- Highly-Qualified Teacher (HQT) requirement not met (59.6%)

Measure 4d. Is the school respecting employee rights?

2011-12	2012-13	2013-14	2014-15
Meets Standard	Meets Standard	Meets Standard	N/A ††

†† Data on which to make a decision for this measure is not available due to confidentiality of information.

Due to confidentiality of information, the DOE did not have information available to determine whether the charter school materially complied with applicable laws, rules, regulations and provisions of the charter relating to employment.

5. SCHOOL ENVIRONMENT

Measure 5a. Is the school complying with facilities and transportation requirements?

2011-12	2012-13	2013-14	2014-15
Meets Standard	Meets Standard	Meets Standard	Meets Standard

Based on information available to the DOE during the 2014-15 school year, the charter school materially complied with applicable laws, rules, regulations and provisions of the charter relating to the school facilities, grounds, and transportation.

Measure 5b. Is the school complying with health and safety requirements?

2011-12	2012-13	2013-14	2014-15
Meets Standard	Meets Standard	Meets Standard	Meets Standard

Based on information available to the DOE during the 2014-15 school year, the charter school materially complied with applicable laws, rules, regulations and provisions of the charter relating to safety and the provision of health-related services.

6. ADDITIONAL OBLIGATIONS

Measure 6: Is the school complying with all other obligations?

2011-12	2012-13	2013-14	2014-15
Meets Standard	Meets Standard	Meets Standard	Meets Standard

Based on information available to the DOE during the 2014-15 school year, the charter school materially complied with all other material legal, statutory, regulatory, or requirements contained in its charter that are not otherwise explicitly stated in the Organizational Framework.

SUMMARY AND OVERALL RATING

Kuumba Academy Charter School

Year	1a	1b	2	3a	3b	3c	4a	4b	4c	4d	5a	5b	6	OVERALL RATING
11-12	M	M	M	M	M	M	M	M	N/A	M	M	M	M	Meets Standard
12-13	M	M	M	M	M	M	M	M	DNM	M	M	M	M	Meets Standard
13-14	M	M	M	M	M	M	M	M	DNM	M	M	M	M	Meets Standard
14-15	M	M	M	M	M	M	M	M	DNM	N/A	M	M	M	Meets Standard