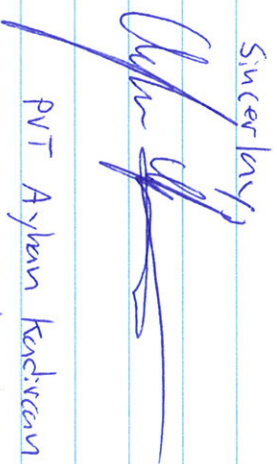


January 10, 2013

Dear Governor Markell,

I've been here at Pencader for four years and I speak at the core of my heart when I say hundreds of lives will be ruined if this school falls into the hands of politicos and red tape. And that exactly what this whole fued is about, petty conflicts that effect the innocent without the knowledge of the insurgents. We must not allow this petty feud close down a school that is academically succeeding. The truth may be hidden now but time will pull it out of darkness. Its time to put an end to this whole problem,

Sincerely,



PVT Ayleen Kendrick

DE Army National Guard

Pencader student

January 13, 2013

Dear Governor Markell:

My son graduated from Pencader High School in May 2011. He flourished there academically, athletically, and socially. Even though Pencader High School is a charter school focused on business, the teachers at Pencader High School prepared him well for any area of interest in college, and he is currently a sophomore in the biomedical engineering program at the University of Delaware.

An example of the positive influence of Pencader High School on my son's life came in the form of a conversation a few weeks ago: Our son had a conversation in Mandarin Chinese with an exchange student in a graduate program at the University of Delaware. The graduate student was impressed that my son could converse with him. There are not many young adults in America who can hold a conversation in Mandarin Chinese, but my son is one of them, thanks to Pencader High School.

My husband and I have only good things to say about the education our son received from Pencader, and we hope that you will allow the school to remain open to give other students the opportunity to attend Pencader High School as our son did.

Sincerely,



cc: Mark Murphy, Secretary of Education

Donna Johnson, Executive Director

**From:** [Bob Elder](#)  
**To:** [Carwell John](#)  
**Subject:** fw: Pencader Charter Business and Finance High School  
**Date:** Wednesday, February 13, 2013 9:46:54 AM

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-----Original Message-----

Date: Tue, 12 Feb 2013 13:36:01 -0500  
From: RGE261 (Bob Elder)  
To: jcarwell@doe.k12de.us  
Subject: Pencader Charter Business and Finance High School

Dear Dr. Carwell,

I am concerned that as a result of the upcoming hearing on the Pencader Charter Business and Finance High School one of the solutions may be to close the school. I am involved in the charter school movement and know of their great value. Their most important attribute is that the kids and their parents chose this option as opposed to the public school system. They do not want to be thrown back into the very system that they feel has already failed them. So lets fix Pencader, not close it. If the Board isn't right lets fix that. If the administration isn't right lets fix that. You have been an esteemed part of this movement for a long time and know what works and what does not. Please give the school the benefit of your knowledge in the form of a recovery plan or require that of the school. The answer is not one less charter school. It is a better one. Pencader can be better.

Thank you

Robert G. Elder

[Robert G. Elder](#)  
[Director of Marketing](#)  
[Santora CPA Group](#)  
[220 Continental Drive, Suite 112](#)  
[Christiana, DE 19713-4309](#)  
[302-224-5140](#)  
[800-347-0116](#)  
[Direct Fax 302-224-8740](#)

[Robert G. Elder](#)  
[Director of Marketing](#)  
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[220 Continental Drive, Suite 112](#)  
[Christiana, DE 19713-4309](#)  
[302-224-5140](#)  
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**From:** [Murphy Mark](#)  
**To:** [Carwell John](#)  
**Subject:** FW: Pencader Charter High School  
**Date:** Thursday, February 14, 2013 8:19:41 AM

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*Mark T. Murphy*

Mark T. Murphy  
Secretary of Education  
Delaware Department of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4000 (T) 302.739.4654 (F)

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**From:** [ijbecnel@aol.com](mailto:ijbecnel@aol.com) [mailto:[ijbecnel@aol.com](mailto:ijbecnel@aol.com)]  
**Sent:** Friday, February 08, 2013 1:00 AM  
**To:** [Mark.Murphy@doe.k12.de.us](mailto:Mark.Murphy@doe.k12.de.us).  
**Cc:** [fjmcintosh@verizon.net](mailto:fjmcintosh@verizon.net)  
**Subject:** Pencader Charter High School

Dear Mr. Murphy,

I am writing in regards to Pencader Charter High School. I have no involvement with the school, but I strongly support charter schools and other forms of choice in public education. I am a member of the Board of Directors of the Charter School of Wilmington (CSW), but I write as an individual, not for the board.

I know that Pencader has been surrounded with controversy the past few years. This is unfortunate but is not unusual for charter schools. The important thing is whether responsible leaders are working to correct problems and make the school a top school of choice for students in Delaware. I think Pencader is now on the right track, and I urge you to permit it to continue so that it can prove, purely from an educational basis, whether students want to attend.

Pencader now has strong leadership on the board of directors and in the school. Frank McIntosh has proven himself over the years with both Junior Achievement and the Citizens Finance Committee in Christina School District. I have known Frank for years and can think of no one more capable of leading the board as it establishes and manages policy and works to garner broad public support. I also know Fred Dawson, who is, in my opinion, a key resource on the board. I read recently that Frank Hagen is now the assistant school leader. Frank is a strong leader, who had a good reputation in Christina School District. He also served as acting assistant school leader at the Charter School of Wilmington during the 2010/2011 school year and was a much needed and appreciated resource. Henry Clampitt, another member of

the board of CSW, is helping with board training and development. Charles Baldwin, the President of CSW is providing guidance in the area of best practices and school leadership, and Frank McIntosh and I communicate regularly.

I hope you will note that, in spite of the controversy surrounding the school in recent years, and the rumors that it was closing, over 400 students have chosen to attend the school. The key measure of a charter school's success is its enrollment, since it is totally by student/parent choice. If over 400 students value the education program and the safety and security that the school offers, it seems reasonable to expect that number to increase significantly once the new board and administration have a chance to firmly establish themselves.

I urge you to extend Pencader Charter High School's charter so that they can prove themselves in a stable environment and so that their students can benefit from the choice that they made.

Irwin J. Becnel, Jr.

**From:** [Murphy Mark](#)  
**To:** [Carwell John](#)  
**Subject:** FW: Pencader Charter School  
**Date:** Thursday, February 14, 2013 8:19:18 AM

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*Mark T. Murphy*

Mark T. Murphy  
Secretary of Education  
Delaware Department of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4000 (T) 302.739.4654 (F)

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**From:** Sue Allison [mailto:[sueallison@live.com](mailto:sueallison@live.com)]  
**Sent:** Friday, February 08, 2013 2:04 PM  
**To:** Murphy Mark; Johnson Donna R  
**Subject:** Pencader Charter School

To whom it may concern:

My sister, brother, and I graduated from Delaware public schools in the 1980's. Before my oldest son turned five, my husband and I moved to Maryland solely to avoid sending our children to a Delaware public school. Between our own experiences and hearing horror stories about Delaware schools from our friends with children, we felt this was our only option.

My sister enrolled her two children in Delaware public schools. They had such horrible experiences and were doing so poorly that she actually moved to New Hampshire, where they are now thriving. My brothers' children were home schooled until they could get a place in a charter school. One niece currently goes to Newark Charter, and another niece graduated from Pencader Charter School in 2011. She currently attends the University of Delaware, and loved her time at Pencader Charter. She and her friends from Pencader are all doing remarkably well, and I have friends with children in Pencader Charter who dearly love their school.

I don't understand how you can justify closing a school in which the children actually want to attend and excel, and feel safe. They would be forced to go back into the public school system, which, to me, is no alternative at all.

Sincerely,  
Susan Allison



**From:** [Murphy Mark](#)  
**To:** [Carwell John](#)  
**Subject:** FW: Pencader Charter School  
**Date:** Thursday, February 14, 2013 8:21:45 AM

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*Mark T. Murphy*

Mark T. Murphy  
Secretary of Education  
Delaware Department of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4000 (T) 302.739.4654 (F)

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**From:** Stefanie Slesicki [mailto:sslesicki@roeberg.com]  
**Sent:** Thursday, January 17, 2013 3:03 PM  
**To:** Murphy Mark; Johnson Donna R  
**Subject:** RE: Pencader Charter School

Hello Ms. Johnson and Mr. Murphy,

My name is Stefanie Slesicki, my son Stefon is a current sophomore and has been attending Pencader since the 9th grade. I am writing to ask that Pencader stays open.

My son has been doing *excellent* there and the teachers and staff are very supportive of his overall learning as well as making sure his 504 plan is being enforced.

I am worried that if Pencader closes down *now*, it will not only have an effect on Stefon, but it will also affect the other students and their families. It will also affect the students GPA and if they play sports it could hurt them in that area as well. A student who attends a new school as a Junior or Senior might not be able to play or have a chance to play the sport that they have played for the last 3 or 4 years (or longer). This could hurt their chances of any type of sports scholarships that might have been coming their way.

I feel it is not the current teacher's fault; they have tried to turn Pencader around. It is the fault of the administrators and teachers who are no longer there. "Pencader's New Family" is paying the price for their ineffectiveness..



I have so much more to say as to what could help and what should have been done to prevent the potential trauma to the students, staff and parents who love Pencader. We *ALL* have done our jobs working hard for Pencader Charter School.

I can only hope and pray that the decision will be in favor of keeping Pencader open. Again, it is not the students or current teachers fault that this has happened. Everyone is working together to make Pencader a better place for the current students as well as the new attending students.

I hope you read this and take my comments into consideration when deciding whether to keep Pencader Charter School open.

Thank you,

Stefanie Slesicki

**From:** [Murphy Mark](#)  
**To:** [Carwell John](#)  
**Subject:** FW: Please do not close Pencader Charter School  
**Date:** Thursday, February 14, 2013 8:19:27 AM

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*Mark T. Murphy*

Mark T. Murphy  
Secretary of Education  
Delaware Department of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4000 (T) 302.739.4654 (F)

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**From:** Sandra Lawton [mailto:[sandra.lawton.tfis@statefarm.com](mailto:sandra.lawton.tfis@statefarm.com)]  
**Sent:** Friday, February 08, 2013 12:30 PM  
**To:** Murphy Mark  
**Subject:** Please do not close Pencader Charter School

Good afternoon,


My son's name is Devon Lawton and he is a junior at Pencader Charter High School. I wanted to bring to your attention of how well my son is doing at Pencader. He is a special needs student who has great teachers helping him to be very successful in school. Currently he is on the honor roll thanks to the dedication of his teachers. My son has always struggled in school until attending Pencader. Now he enjoys going to school every day, even on Saturdays to receive extra help and tutoring. To close Pencader would be detrimental to the community as well as my son. I would love for my son to look forward to being a senior at Pencader and no other school. Thank you for reading my email and please consider not closing Pencader.

---

Sandra Lawton | State Farm ® | CSA

 [sandra.lawton.tfis@statefarm.com](mailto:sandra.lawton.tfis@statefarm.com)

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**From:** [Murphy Mark](#)  
**To:** [Carwell John](#)  
**Subject:** FW: Remembering & Appreciation  
**Date:** Thursday, February 14, 2013 8:25:17 AM

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*Mark T. Murphy*

Mark T. Murphy  
Secretary of Education  
Delaware Department of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4000 (T) 302.739.4654 (F)

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**From:** Catherine Riggs  
**Sent:** Thursday, December 13, 2012 10:25 AM  
**To:** Murphy Mark  
**Subject:** Remembering & Appreciation

*Dear Mark,*

*I wanted to take the time to thank you for your support in allowing our team here at Pencader to have a chance to rectify the past choices and damage from past years once again. While I recognize there is no guarantee that we will remain open I also know that you believe in the quality of our teaching staff and academic achievement. I thank you for this. Our rank in SAS scores reflects the data-driven truth.*

*I remember when we first began Vision 2015 last year and we didn't quite have the "buy in". Through last year as well as this year we have developed ownership as well as realized our Vision is not so different from other schools even though we may be in the toddler stage. I have gained so much knowledge and feel as though my teaching skills and leadership skills have strengthened. I always enjoyed your comments and presence. We felt as though you really portrayed a professional, yet personal interest in our success.*

*It was a pleasure to see you in the hallways when I attended my Prevention Specialty trainings. You are an approachable individual while expecting excellence. This only makes our drive and dedication even more real.*

*It has been a long road for those of us remaining and yet our commitment remains and is constant. Presently, I am continuing my credits in Prevention Specialty as well as teaching and doing DPAS II observations. Our JLT is strong as well.*

*So, thank you again for at least giving us a chance.*

*I hope you and your family have a wonderful and blessed Holiday.*

*Catherine*

**From:** [Murphy Mark](#)  
**To:** [Carwell John](#)  
**Subject:** FW: Support for Pencader Charter School (PCS)  
**Date:** Thursday, February 14, 2013 8:18:49 AM

---

*Mark T. Murphy*

Mark T. Murphy  
Secretary of Education  
Delaware Department of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4000 (T) 302.739.4654 (F)

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**From:** Niranjan Brahma [mailto:nbrahma@yahoo.com]  
**Sent:** Tuesday, February 12, 2013 5:10 PM  
**To:** Debbie DelleDonne; Murphy Mark  
**Subject:** Support for Pencader Charter School (PCS)

Hi All,

I do support the continuation of PCS. I have a daughter who is in grade 9 and she loves the school.  
My other daughter graduated from PCS in 2011 and now she is doing Bachelor of Science in Computer Science at University of Delaware.  
She is also doing great.

Thanks  
Niranjan Brahma

Dear Mr. Mark Murphy,

As a student of Pencader Charter, I see Pencader Charter as one of a few good schools that I have been to. I am so used to being the new kid and have been to so many different schools. In my opinion, PCHS is the first school that I go to for more than a year. I have experienced many different schools and I am glad to say that I am happy to still be here. From the first day I came here, I felt welcomed. My first impression of Pencader is that everyone seemed like a big family, including the teachers. At Pencader, failure is not ordinary. The staff here really helps out the students to do the best they can because everyone is capable of passing. The grading system is higher here also so the students aim to do better than other schools. I also see the academics here as great and very well organized being that our academics here are in 3<sup>rd</sup> place of all charter schools. Pencader Charter is also a very safe school. We don't feel the need to have any police officers or security on a daily basis. There are rarely any fights here either. As much as students fight in public schools, I say Pencader does not have any fights. I am very glad to be at Pencader instead of my feeder pattern school. The reason behind that is my feeder pattern school is, in my words, terrible. I went there for the beginning of my freshman year and while I knew everyone there, I can say it is very different from Pencader. At that school fights are on the regular and nobody is surprised when it happens, the teachers do not seem to care if you are failing or not, and you see students participating in activities bad for their health like it is nothing. Even though students are going to choose their activities no matter where they go, it is not seen here. Pencader, like I said previously in this letter, is a great school to go to and I am happy to be here. It is one big family within the staff and within the students. I can't wait to continue my education here and most importantly, I can't wait to graduate with my class and attend Pencader Charter High School next year.

Sincerely a junior at PCHS,

Beatriz M. Cabreja

Dear Mr. Carwell,

It is always a sad affair when contemplating the closing of a school. Yet, in our quest to provide children with the skills and knowledge to create a rich and meaningful life, we are often presented challenges that demand the most difficult of actions – closure.

Public education is perhaps the greatest entitlement program ever supported by our federal, state and local government. Schools are granted the de facto responsibility of guiding raw children in their development into well-adjusted, independent, and successful students. This sacred duty is tandem to the academic mission of school. Not one among us wants to be the definitive voice that says with certainty that any school has failed to deliver on these promises made to our children. Yet, that is the charge presented today to Delaware's Department of Education and our State Board of Education.

It's been 18 months since I spoke on behalf of Pencader Business and Finance Charter High School in support of its continued operation despite fiscal insolvency. During its third formal review, Pencader presented a problem with an attainable solution. A financial deficit can be overcome in relatively short order, while academic and climate problems take far more time and intervention. Statewide, these are the conditions of academia that all public schools continue to struggle to overcome. In August of 2011, Pencader was granted reprieve, on probation, to repair its finances and continue to provide its then-commendable education.

With the completion of the school's fourth formal review and Charter School Accountability Committee's second recommendation for closure, we cannot deny the fact the Pencader's second chance has been manufactured into today's lost cause, the hard-won opportunity squandered by several renditions of school leadership and governance teams who have failed to uphold the public's trust and who have chosen to abdicate their responsibility to their charter, their mission, and their students.

I am acutely aware that my own actions, though very small in the grand schematic, are a piece in the puzzle that is today's closure recommendation. I filed the Freedom of Information petitions that spurred the investigation into the board of directors' legitimacy in its constitution and questioned whether the board was adhering to Delaware's open meeting laws regarding transparency. I was the first to call into question the issue of the revoked 990 status. I also found myself morally and ethically compelled to report concerns to the appropriate governing authorities when it became apparent that school leadership lacked the ability properly investigate and assess its own operations. And, sadly, I found myself forced to record Pencader's summer 2012 board meetings when and where parents pleaded with the school to release their children so that they could be enroll elsewhere. These deeply emotional videos were released into Delaware's education blogosphere and caused a groundswell of concern regarding the operation of the school.

I find no pride in the story that has become Pencader. I see no point in rehashing the spring and summer of the last school year. What is of intrinsic value today is the future that has been offered by the school's latest board of directors:



During Pencader's fourth formal review the CSAC concluded:

- Pencader's governance team has been difficult to identify. Their board of directors appears to be in a near-constant state of flux which resulting in tremendous instability and a deep lack of capacity to uniformly guide the school.
- The BOD failed to identify any best practices for high performing charter school boards despite access to superior practices in our own state.
- The BOD failed to supply a plan to provide board members with the deep content knowledge (professional development) necessary to effectively lead the school.
- Pencader missed deadlines set by the CSAC to re-establish its non-profit status. The school's failure to maintain its tax exempt status is troubling considering that Pencader is first and foremost a school dedicated to teaching the principles of successful business development. Questions still exist regarding the status of donations made to the school since its status was revoked. Were these donations actually tax-deductible? In the event they are not, the donors are the ones who face repercussions with the IRS. This is no small concern. Through the leadership's failure to adhere to or understand basic accounting principles involved in operating a non-profit, the status of all funding – state, local, federal, and gifted – is precarious at best.
- The BOD has presented an undeveloped school leadership recruitment plan that fails to provide deliverables.
- The BOD failed to develop a strategic process for the adoption of new core curriculum nor has it calculated the cost of the required associated training.
- The BOD offered faulty achievement data that reveals the board lacks the capacity to truly understand the depth and breadth of its work in affecting achievement. In all likelihood, the achievement data (DCAS, SAT, and graduation rates) offered by the board was generated by the school administration. The revelation provides a window into the real-time daily operations of the school and confirms that those currently serving in administrative capacities suffer from severe analytical deficits impacting the school's ability to plan, target, and implement programmatic changes necessary to improve student achievement. Furthermore, the board lacked the capacity and understanding to identify and correct the errors in the report provided to them.
- Pencader failed to incorporate the new charter performance framework which deepens the question: Does this current rendition of leadership understand the work before them?
- Leadership is unable to recognize the impact of the school's on-going lack of stability on its students as evidenced in a school-conducted survey. Noticeably, the BOD provided only students responses and failed to include the survey questions. The failure to recognize impact and the lack of transparency repudiates any validity to the school's assertion that situation "does not seem to have impacted students..."
- There is little or no evidence of job-embedded, sustained professional development and walk-through observations conducted during PLC time rather than classroom time. Teachers require systemic, planned, and pertinent professional development in addition to real-time feedback regarding performance

- in their delivery of rigorous coursework. Professional development and DPASS II observations are not “one and done” initiatives. Pencader has dis-served its teaching staff in its failure to identify and commit resources to their development as their efforts pertain to student achievement. This failure is clearly evident in the declining achievement scores on the various assessment tools utilized by the school, especially noteworthy is the Advanced Placement testing and pass rates.
- Pencader has failed to provide a proposed budget to indicate how their proposed new curriculum, the MBA Research and Curriculum Program and the Advancement Via Individual Determination Program, in addition to their summer programs, and their new organizational structure will be funded. Concerns continue to exist regarding the school’s ability to recruit students. Although there are certain times of the year when recruitment is more intense, recruitment planning, itself, is on-going through-out the school year. Pencader has not supplied a measurable recruitment plan to ensure the generation of funding that will support the adoption of their new administrative structure, their new curriculum, or the required asset expense and professional development required to support such curriculum.

Collectively, the future envisioned by Pencader’s leadership, is driven by hope. I am quite certain that there are many heartfelt stories of success from within the Pencader community to be shared. They will pull at heart-strings and demand reconciliation. This is the reality of every school. With the bad, there is always good to be found.

What lies before you all is a moment in truth in education, wherein one must balance what is right for the public at-large, the tax payers, the electorate, with what is appropriate for the school and the students served therein. The reality is that all of Pencader’s students can be served in other schools. Yes, Pencader’s demise will be a de-stabilizing event in these children’s lives, one that was clearly avoidable again and again. But, the evidence presented by the Charter School Accountability Committee leads me to believe that Pencader has failed to provide stability within its own building through-out its two years spent in formal review and in probation.

I have withheld my public comment letter until the last possible moment. Since the September dismissal of the previous school leader, I have withdrawn from Pencader and taken a sidelines approach of watching to see if its newest board could get a handle on the situation. As I prepared my remarks last week, I was again drawn into the struggle that has pervaded the daily operations at Pencader. Through a blog post on the News Journal’s education blog, Delaware Ed, and published on Monday, Feb. 4, 2013 I learned that the board of directors had again failed to post notice for a meeting to be held on Tuesday, Feb. 5, 2013. This failure is direct non-compliance with the promise made by the board of directors and their counsel to the Office of the Attorney General following the FOIA petitions of 2012. I was deeply saddened by this final turn of events and filed petition with the AG for a FOIA opinion.

As the evening nears along with the deadline for public comment submission, I would be remiss if I did not share that there are efforts being made to resolve the FOIA transgression in a manner that is conducive to a school's future success if the State Board of Education chooses to allow it continue to operate.

At the end of the day, the Pencader story is truly a very sad saga of potential never fulfilled. I fear it will become a legacy if permitted to operate. Yet, despite my long journey with the school, sometimes uncomfortable, I don't find myself any more competent to make a recommendation on its future than any other member of the public.

I can only ask that all parties involved weigh their obligations to the public and their responsibility to the students served therein and upon evaluation of the full public record, make the decision appropriate to ensure that we are all meeting our responsibility of guiding our children in their development into well-adjusted, independent, and successful students.

Sincerely,

Elizabeth A. Beukema-Scheinberg

**From:** [Johnson Donna R](#)  
**To:** ["Kathleen Jackson-Hill"](#)  
**Cc:** [Kay-Lawrence Sheila](#); [Carwell John](#)  
**Subject:** RE: Pencader Charter High School  
**Date:** Wednesday, February 13, 2013 4:43:38 PM

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Thank you for your email, it will be included in the record of Public Comment for the Pencader Charter Formal Review.

## *Donna Johnson*

Donna Johnson  
Executive Director  
State Board of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4010 (T) 302.739.7768 (F)  
[drjohnson@doe.k12.de.us](mailto:drjohnson@doe.k12.de.us)

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**From:** Kathleen Jackson-Hill [<mailto:Kathleen.Jackson-Hill@kintock.org>]  
**Sent:** Wednesday, February 13, 2013 3:51 PM  
**To:** Johnson Donna R  
**Subject:** Pencader Charter High School

Dear Executive Director Johnson,

My name is Kathleen Jackson-Hill, I am the mother of Ariana and Maia Hill both students at Pencader Charter High School. I am sending this email as an expression of support for Pencader Charter High School and want to list a few reasons to vote to keep the school open.

I will start by saying all schools have its problems and from the time Ariana started in 2011 at PCHS the school has been in "fight" or "survival" mode to keep the school open. But that was not evident, from the initial phone call for the interview, Saturday open house and interview there was no indication of trouble within the PCHS team. There is a lot to be said about the level of professionalism displayed by the Teachers, Administration and the Student pride during a difficult time. Prior to our interview, Ariana and I were able to participate in the Saturday morning tour of the school. I believe wholeheartedly that was no coincidence because we attended a math class where the teacher passionately explained the reason for coming out of retirement to teach. It was at that moment I was reminded of my Catholic School experience, and I knew I wanted Ariana to attend Pencader. I don't remember the order of circulation of classes but I can say that Math teacher sealed the deal. I wanted Ariana in that environment because of the commitment that was displayed to the children, the subject matter and the parental undertone was very important.

Here we are again facing the same challenge and there has been no slack on either side Teacher or Student. The students are always at the school helping out or working with the teachers. The teachers are still committed to the students and PCHS even in the face of the potential loss of employment. I am just as confident in my decision today as I was back in early 2011 when we accepted and signed a commitment letter for PCHS. The pride and spirit of PCHS should be apparent in the relentless dedication and commitment by the Board of Directors, Administration, Teachers, Students, Parent and Community each time the fate of PCHS is challenged. I hope that this brief statement along with the countless other letters you have received is given consideration and aids in the recommendation to VOTE Yes to PCHS. An institution that fosters learning, offers a diverse and rigorous curriculum with a focus on preparing the student for life. Imagine the enrollment numbers if this energy could be focused on growing the school and expanding the curriculum. I believe in PCHS and believe that every teacher, student, parent, administrator, board member and the community at large would be better off if PCHS remains open for years to come.

High School years can be the most difficult time in a young person's life and the fact the students are speaking up should be a factor in the decision as to the viability of PCHS.

PLEASE DON'T SILENCE ARIANA and MAIA HILL'S VOICE

Sincerely,  
Kathleen Jackson-Hill  
PCHS Parent  
9 Carper St  
Bear, DE 19701

**From:** [Hill Jennifer A.](#)  
**To:** [Carwell John](#)  
**Subject:** FW: Share Your Thoughts Email from Nana  
**Date:** Tuesday, January 22, 2013 11:12:25 AM

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Pencader charter message of support.

-----Original Message-----

From: McDowell Kenneth (Governor) On Behalf Of Markell Governor (Governor)  
Sent: Tuesday, January 15, 2013 1:35 PM  
To: Hill Jennifer A. (Governor)  
Subject: FW: Share Your Thoughts Email from Nana

-----Original Message-----

From: smu@state.de.us [<mailto:smu@state.de.us>]  
Sent: Tuesday, January 15, 2013 1:00 PM  
To: Markell Governor (Governor)  
Subject: Share Your Thoughts Email from Nana

Name: Nana  
Address: 40 Winterhaven Drive Apt 4  
City, State, Zip: 19702  
Telephone:  
Email: kismarfyy@gmail.com  
Comment/Question: Dear Governor Jack Markell,

Call me Nana. I am a very happy child and nobody can spoil my joy. If you try, you will not succeed. I moved from Ghana, Africa in December 2011 and I started Pencader Charter High School on the 23rd of January 2012. I was excited to start and I had been hearing really good stuff from my friends that came here. I always expected school in America to be the worst because of the movies that I had previously watched but it actually was not.

I met so many people in Pencader and I immediately felt welcome. The sensation was really calm and friendly. The friends I have now, I never would have imagined that we would be this close. It takes a lot of nerve to actually be in a school where you're different and you feel like you do not fit in. But I realised that the strong bond that I felt here was all that I needed to carry me through and I am looking forward to the upcoming years.

In regards to the quality of education that I am getting here, I could not get better anywhere to be honest. The number of students may be small but that gives the teachers the opportunity to have a one-on-one with us and that gives us quality time that we deserve. If we do not understand something in class, we usually ask for help and the teachers are patient with us throughout the whole process till we gain a better understanding.

It may be true that we have not met all the requirements that DOE wants us to meet but they have to understand that "Rome wasn't built in a day". Yes, we had problems and we still may have but we are doing our very best to make an improvement in all of the areas that we are lacking in and we hope that they see the effort that we are making. I really hope that the decision to shut down the school is reconsidered.

**From:** [Hill Jennifer A.](#)  
**To:** [Carwell John](#)  
**Subject:** FW: Share Your Thoughts Email from Veronica Mikhail  
**Date:** Tuesday, January 22, 2013 11:11:22 AM

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-----Original Message-----

From: smu@state.de.us [<mailto:smu@state.de.us>]  
Sent: Tuesday, January 15, 2013 1:01 PM  
To: Markell Governor (Governor)  
Subject: Share Your Thoughts Email from Veronica Mikhail

Name: Veronica Mikhail  
Address: 62 E. Bellamy Dr.  
City, State, Zip: New Castle DE, 19720  
Telephone: 302-299-8293  
Email: mikhail.veronica@gmail.com  
Comment/Question: Dear Governor Jack Markell,

"Out of clutter find simplicity; from discord find harmony; in the middle of difficulty lies opportunity."  
~Einstein

"The ear of the leader must ring with the voices of the people." ~Woodrow Wilson

Through interpreting such celestial, enriching words, the message fails to come to significance as I have yet to see this reasoning exercised among my fellow elders. In the few years, that I have been an involved member of the student body at Pencader Charter High School, my knowledge has advanced, my capabilities have exceeded, and family has extended for Pencader is not only my school, it is my home, just as it is all others. I was once taught to never give in and never give up, and I once thought hard-work is the leading factor to achieving success but, from viewing the actions of my surroundings, my faith has faded. What I feel, no person should, for I undergo discrimination, cheats, and lies. I have considered that the reason for the consideration to shut us down is because we are a minority. Regardless of who we are individually, our cause should stand out. Keep us open, and allow us to believe and keep our faith. I can continue to explain all of the reasons in which our school should remain open as all students should have various choices of schools, but I feel unheard and without cause.

My name is Veronica Mikhail and I stand for Pencader in spite of the hurtful words brought among me. I am a person and I do believe.

-Veronica Mikhail



**From:** [Hill Jennifer A. \(Governor\)](#)  
**To:** [Carwell John](#)  
**Subject:** Pencader Charter School message  
**Date:** Tuesday, January 22, 2013 2:20:32 PM  
**Attachments:** [image001.jpg](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)

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Created By: Kate Gilligan (1/22/2013 8:56 AM)  
From: Tammie Sylvia [mailto:tammie.sylvia@verizon.net]  
Sent: Friday, January 18, 2013 4:52 PM  
To: Gilligan Kate (Governor)  
Subject: Re: Your Call to Gov. Markell

Thank you very much Kate, for getting back to me. After hearing Governor Markell speak about the future of education, I actually felt a little better about everything. This was especially wonderful after being told by my state representative Paul Baumbach that the staff, parents and students are collateral damage in this debate. I refuse to believe Mr. Baumbach and know that at the end of the day, Pencader does an excellent job at educating kids, and with some support, I believe it could be a premier business school in the nation!

I do hope that those in power will understand that so many of us (taxpayers) mistrust Christina School District to educate our kids, and I do not believe that Christina School District would stand up to the scrutiny from DOE that Pencader has been under. Mistakes were made, but as Edison showed us when he invented the light bulb, we learn from mistakes and achieve greatness. Even Henry Ford had to try a few times to start up his company! I have to believe that those in power will see through the nonsense propagated by the likes of John Young, Kilroy, Nicole Dobo, Harrie Ellen Minnehan and Elizabeth Scheinberg, and put the needs of the parents/taxpayers who entrust Pencader Charter High School to educate their kids, and our students who love their school and value their education first! John Young and Elizabeth Scheinberg are irresponsible, and to my eyes as a taxpayer, need to focus their time, effort, passion and energy into making Christina a district that everyone feels comfortable entrusting their children's education. Honestly, I wish I could have a refund of my \$90,000 plus dollars because Christina has received my money even though I did not entrust my children's education to them. Maybe I would not have to worry about sending my kids to college if I could have some of my money back.

Moving forward, I would love for DOE to focus some energy on the failures of big districts like Christina. If public trust in a board is an issue that warrants closing a school (district), then categorically, I do not trust Christina School Board to develop a program to educate my own kids, which has directly led to financial hardship for my family. Elizabeth Scheinberg and John Young prove to me on a daily basis that I should not place any trust in this board to educate my children. This experience has made me rethink everything I thought before about my situation. I always told myself that I "chose" private school and the expense that the choice entails, but I am now questioning whether it really is a choice if I feel I have no other option. Honestly, I do not feel that I have another option, and I have concluded that it is not a real choice. I wax philosophic here, but I hope that our Governor will listen to the parents and students before making any decision about Pencader Charter High School. Young people will face big problems when they complete their education, not the least of which are climate issues and the economy. I can look myself in the mirror

and know that the kids I teach are prepared to meet the next level head-on and learn to solve the problems. I know that my own daughters, who went to St. Marks High School on my own hard-earned dime, are prepared as well. I want others in this state to feel the confidence I feel in knowing that their kids have had the best education possible to prepare them for the future.

On a personal note, I thank you for listening to my problems and issues, and I know that you are doing your best to communicate these issues to those powers above who hold all our fates in their hands. You listened through my tears and gave me encouragement. Governor Markell could not ask for a better person to represent him.

Sincerely,

Tammie Sylvia

Jen

Jennifer Hill

Director of Constituent Relations

Office of the Governor

Office:302-744-4194

Mobile: 302-387-2598

podcast



**From:** [Sky Simms](#)  
**To:** [Carwell John](#)  
**Subject:** Pencader Charter  
**Date:** Wednesday, January 16, 2013 8:09:24 AM

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Good Morning,

I am writing to you in regards to Pencader Charter School. I am very disappointed with the school. I've always viewed charter schools as being better than public schools, this is not the case with Pencader. I never thought that an administration/faculty could be so dysfunctional! From the administrative assistant(Mrs. Delle Donne) to the teachers they are very unprofessional and juvenile at times. They often abuse their authority. The disciplinarian has no idea what he's doing, and the students do not take him serious. Mr. Quimby would probably be a good principal if he had a good competent staff. The teachers are an embarrassment to teachers everywhere making Pencader an embarrassment to Charter schools. I liked that the school has a small student body and that uniforms are a requirement, after that I am very disappointed!

**From:** [Johnson Donna R](#)  
**To:** [Kay-Lawrence Sheila](#)  
**Subject:** FW: New Pencader Charter FOIA Violation Petition  
**Date:** Monday, February 11, 2013 12:21:10 PM  
**Attachments:** [Pencader FOIA Petition, Amended.doc](#)

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Please include the email and the attached form as additional public comment

## *Donna Johnson*

Donna Johnson  
Executive Director  
State Board of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4010 (T) 302.739.7768 (F)  
[drjohnson@doe.k12.de.us](mailto:drjohnson@doe.k12.de.us)

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Please consider the environment before printing this e-mail

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**From:** H Minnehan [mailto:[minnehanh@comcast.net](mailto:minnehanh@comcast.net)]  
**Sent:** Friday, February 08, 2013 3:42 PM  
**To:** Johnson Donna R; Carwell John  
**Subject:** FW: New Pencader Charter FOIA Violation Petition

Today's news about the FOIA filing in regard to Tuesday's meeting. I did hear today that it was a 45 minute meeting "rather poorly attended." I don't know how many that means...This is becoming quite a sideshow, instead of watching the weather channel!

Harrie Ellen

-----Original Message-----

From: montagnebeau <[montagnebeau@aol.com](mailto:montagnebeau@aol.com)>  
To: jason.staib <[jason.staib@state.de.us](mailto:jason.staib@state.de.us)>; attorney.general <[attorney.general@state.de.us](mailto:attorney.general@state.de.us)>  
Sent: Fri, Feb 8, 2013 10:36 am  
Subject: New Pencader Charter FOIA Violation Petition

To Whom It May Concern,

Please accept the attached letter as an amended request for a FOIA opinion regarding an improperly noticed Tuesday, February 5, 2013 meeting of the Pencader Business and Finance Charter High School Board of Directors.

I previously submitted an unacknowledged request for a preemptive FOIA opinion to your office on Tuesday, February 5, 2013 as noted below. It is my desire to amend that petition as stated in the attached document.

Please confirm receipt of this request.

Sincerely;

Elizabeth A Beukema-Scheinberg  
(302) 494-8076  
[montagnebeau@aol.com](mailto:montagnebeau@aol.com)

tax payer

-----Original Message-----

From: montagnebeau <[montagnebeau@aol.com](mailto:montagnebeau@aol.com)>  
To: Jason.Staib <[Jason.Staib@state.de.ushide](mailto:Jason.Staib@state.de.ushide)>  
Sent: Tue, Feb 5, 2013 11:03 am  
Subject: New Pencader FOIA Petition

Dear Mr. Staib,

Please accept the attached letter as a preemptive request for a FOIA opinion regarding an unnoticed meeting of the Pencader Charter School Board of Directors scheduled to occur this evening.

In the event that you are not the party currently responsible for such filings, would you please be so kind as to provide to me the contact information for such party.

Sincerely,

Elizabeth A. Beukema-Scheinberg  
tax payer

Elizabeth A. Beukema-Scheinberg  
1 Boca Court  
Newark, DE 19702  
(302) 494 -8076  
[montagnebeau@aol.com](mailto:montagnebeau@aol.com)

Delaware Department of Justice  
Attn: FOIA Deputy Attorney General  
820 N. French Street  
Wilmington, DE 19801

Attn: FOIA Deputy Attorney General

Please accept this letter as a formal petition for an Attorney's General's opinion regarding the February 5, 2013 board meeting of the Board of Directors of Pencader Business and Finance Charter School and a violation of Delaware's Freedom Information Act.

On Tuesday, February 5, 2013, the Pencader Board of Directors held a meeting with a quorum of board members in attendance. The purpose of the meeting was board governance training as mandated by the Delaware Department of Education as a result of Delaware's Department of Education's Formal Review investigation where the Charter School Accountability Committee had determined that Pencader's Board of Directors had failed to meet the statutory criteria for Governance and Administration. (CSAC Final Report, <http://blogs.delawareonline.com/delawareed/files/2013/01/Pencader-Report-2012.pdf>)

The News Journal through their Delaware Ed blog, published on February 4, 2013, briefly noted a "board training session Tuesday." This training was not the topic the blog post nor could this blog post could be construed as a formal posting compliant with Chapter 29, Title 100. The publication was internet only and not widely disseminated to print customers. It did not include an agenda, location, or time. The blog post is available here: [http://blogs.delawareonline.com/delawareed/2013/02/04/a-new-hire-at-pencader-charter/?nclick\\_check=1](http://blogs.delawareonline.com/delawareed/2013/02/04/a-new-hire-at-pencader-charter/?nclick_check=1) and excerpted below:

"The school board will have a board training session Tuesday, McIntosh reports, and there's a parent meeting scheduled at a pizza shop the next day, he said. The public hearing regarding the state Department of Education's review will be later this month."

Upon reading this blog post of the Delaware Ed blog on the evening of Monday, February 4, 2013, I emailed Pencader's board president, Frank McIntosh, and requested a copy of the FOIA-compliant posting for the meeting. Mr. McIntosh was unable to provide that posting to me. His email is attached.

As of 8:53 am on Tuesday, February 5, 2013, this meeting of the Board of Directors had not been noticed and no agenda had been made available to the public.

The purpose of the planned meeting as identified by the News Journal and via personal correspondence with the President of the Board of Director, Frank McIntosh is "board training." In the attached correspondence, Mr. McIntosh invited me to attend this the Board of Director's meeting; however, such an invitation to one member of the public does not constitute notice to the public at-large, nor does he indicate the time or place of the meeting. But, without proper notice, I was unable make arrangements to attend.

During the Tuesday, February 5<sup>th</sup> workday, a notice was finally posted to the school's website with an agenda, time, and location. However, the date and day were inaccurate. (This is particularly concerning, as Pencader's board suffered from the same type of error regarding its July meeting as addressed in previous FOIA petitions to the Attorney General. An opinion was issued by Mr. Jason Staib in this previous matter.) The latest meeting was improperly noticed for **Wednesday**, February 5, 2013 (day and date are incongruent) There was also a competing and compliant notice for another board meeting to be held off-site for Wednesday, February 6, 2013. Furthermore, the notice occurred less than seven days before the meeting and the meeting did not rise to the threshold of an "emergency meeting" nor were reasons stated for the late posting of the agenda.

Of interest, as of 10:13 am, today, February 8, 2013, the late and incorrect notice published to Pencader's website has been removed. However, all other notices of past and completed meetings continue to be repositied on the schools website, <http://pencadercharter.net/busfin/node/204>

It is my contention that Pencader's Board of Directors is a public body as defined by Delaware Title 29, Chapter 100 subsection 10002 (h). It is my belief and experience that "board training" falls within the definition of "Public Business" as defined in Del. Title 29, Chapter 100, subsection 10002(j) and that Pencader's Board of Directors is compelled by state code to post notice of such meetings pursuant Title 29, Chapter 100 subsection 10004(a), (e). This particular "training session" (as described by the News Journal in their Delaware Ed blog post) was required by the Delaware Department of Education as a result of failing to meet the statutory requirements for Governance and Administration. This training was certainly very special board business and needed to publicly noticed 7 days in advance in accordance Delaware regulation.

I contend that the failure to properly notice is a violation of code/regulation.

Pencader may respond that the meeting was noticed within the Agenda posted on January 16, 2013 for the January 24 Board of Director's meeting which specifically states **"Confirm Board Governance Training February 5, 2013."** However, Pencader's own practice is to post notice of each individual board meeting on the school's website, <http://pencadercharter.net/busfin/>. The mention on an agenda for another, different, and previously held meeting does not constitute compliant noticing. Furthermore, the minutes of the January 24, 2013 public meeting of the Pencader Board of Directors have not been approved and published, thus the public would not know if the meeting was indeed going to occur or if it had been rescheduled. Had the News Journal not published a short paragraph on the meeting in its education blog online (which is not widely disseminated to its print readership), this meeting may never have risen to the level of the public conscience. It is not the public's job to seek and search out meetings that should be open to them. It is, however, the responsibility of public bodies to make notice easily available.

I will share that I have been contacted by Pencader's attorney, Mr. Willoughby, regarding this matter (correspondence attached.) He portends that this is a gray area and we have both agreed that it would be beneficial to all parties if the Office and Attorney General would rule on this subject.

It is my heartfelt concern that despite promises made to the Office of the Attorney General of the State of Delaware as a result of previous FOIA complaints that forthcoming meetings would be FOIA compliant, Pencader's Board of Directors continues to shirk its responsibilities to our democratic society. This board refuses to uniformly conduct public business in an open and public manner so that our citizens shall have the opportunity to observe and monitor their decision-making process and the execution of public policy.

It is my request today that the Office of the Attorney General finds that Pencader's Board of Directors is in violation of the state's Freedom of Information Regulations and further compel the board to cease its practice of non-compliance.

Sincerely,



Elizabeth A. Beukema-Scheinberg

Documents attached:

Email from Frank McIntosh, board president

Email from Barry Willoughby, Counsel for Pencader Charter School

Excerpted sections of Title 29, Chapter 100

Screen shot of the Pencader website

Notice of the Wednesday, Feb. 6, 2013 Meeting

Notice for the Wednesday, Feb. 5, 2013 Meeting



-----Original Message-----

From: Frank McIntosh <F.McIntosh@jeffersonawards.org>  
To: montagnebeau <montagnebeau@aol.com>  
Sent: Mon, Feb 4, 2013 11:06 pm  
Subject: RE: Pencader Question

Dear Ms. Scheinberg,

I am not in a position to answer your question at this hour of the night. I wonder, however, why you would put training session in quotes in your message. There was a request by the Department of Education that we hold a training session for our board members and we are willingly complying with that request. This is not a board meeting and the objective of the meeting is to gain knowledge about the management of a school board and the duties of its members. No business is scheduled to be discussed nor will any business be discussed. If you are interested in learning about school board duties and responsibilities you are cordially invited to attend. You are welcome as a tax payer under any circumstances.

Frank McIntosh  
Executive Director & COO  
Jefferson Awards for Public Service  
[f.mcintosh@jeffersonawards.org](mailto:f.mcintosh@jeffersonawards.org)  
302-295-0530 (office)  
302-299-0898 (cell)

**From:** [montagnebeau@aol.com](mailto:montagnebeau@aol.com) [<mailto:montagnebeau@aol.com>]

**Sent:** Monday, February 04, 2013 7:46 PM

**To:** Frank McIntosh

**Subject:** Pencader Question

Dear Mr. McIntosh,

According to the Delaware Ed blog, Pencader's board will have a "training session" Tuesday night. Could you please direct me to the FOIA-compliant posting for this meeting? I could not find it on Pencader's website.

Thank you,

Elizabeth Scheinberg  
tax-payer

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**From:** [montagnebeau@aol.com](mailto:montagnebeau@aol.com) [<mailto:montagnebeau@aol.com>]

**Sent:** Wednesday, February 06, 2013 9:51 AM

**To:** Willoughby, Barry M.

**Subject:** Re: Board Training

Dear Mr. Willoughby,

Thank you for your letter and your recommendation to review Attorney General Opinion No. 1 B 10. I, too, look forward to the any light that our DOJ can shine on the matter of school board governance training, especially when the training is demanded by the Delaware Department of Education as part of their formal review investigation and when the final formal review recommendation cites that governance team for failing to engage or communicate with parents and more broadly interpreted, the public.

I appreciate the very late effort by Pencader to notice the meeting. However, I am compelled to inform you that the notice was far from accurate, again, and that it still failed to comply with Title 29, Chapter 100. This notice was patterned after the dubious July 2012 meetings when the day and date did not correspond. Precisely, Pencader noticed the meeting for **Wednesday, February 5th** and not Tuesday, February 5th. I imagine that if the public had had the time to digest the notices, one would have been confused as there is a properly noticed meeting for Wednesday, February 6th. I encourage you to review Pencader's own website to confirm these errors. However, if need be, I can make screen shots available to you.

As to your assertion that the specific date/time/location were announced at the last Pencader board meeting. It must be noted that Pencader's meetings are not recorded for the public to access after the fact, nor have the minutes of the last board meeting been voted upon or made available to the public. Thus, one cannot assume that the discussion alluded to by you actually occurred during that last meeting. Certainly, you don't expect the public to be telepathic?

What concerns me, Mr. Willoughby, is that Pencader's newest leadership is leaning dangerously towards repeating the open meeting violations of the past despite assurances to the AG to the contrary. Furthermore, didn't Pencader engage in FOIA training as a result of

either the FOIA petitions previous or at the behest of the Delaware Department of Education? In fact, I believe Pencader's board has not only participated in that training, but has failed to notice said trainings as well. I understand that your client wants to become a high achieving charter school; it is my intention to aid them in their mission by compelling their board of directors to adhere to the simplest of best practices and the foundation of our democracy, open government.

I believe, sir, that we are all on the same page. Unlike others, however, I am concerned that Pencader's time is running out. The school must prove itself worthy and the continued disenfranchisement of the public/tax base is not favorable to their plight.

We shall both wait and see how the AG responds. But, I do believe it far better to risk being wrong and to seek clarity from those who are charged with the enforcement of the Freedom of Information Act, than it would be to find oneself accurate but unknowing. After all, when it comes to education, isn't knowledge the end game?

Most sincerely,

Elizabeth A Scheinberg

---Original Message---

From: Willoughby, Barry M. <[bwilloughby@ycst.com](mailto:bwilloughby@ycst.com)>  
To: 'montagnebeau@aol.com' <[montagnebeau@aol.com](mailto:montagnebeau@aol.com)>  
Sent: Tue, Feb 5, 2013 3:03 pm  
Subject: Board Training

Ms. Schienberg: Frank McIntosh forwarded your email to me concerning this evening's Board Training. Tonight's training is on Board governance. There will be no public business discussed and no votes taken on any matter. It is simply a training session for the Board. We are aware that traditional workshops should be publicly noticed. The subject of this meeting is distinguishable from workshops that the AG's office has found to constitute "public business" under FOIA and therefore need not be noticed as such under FOIA. See, e.g., Attorney General Opinion No. 1 B 10 finding that workshop on evacuation strategies and other topics were public business. .

Pencader seeks to be fully compliant with FOIA and all applicable statutes. You may have seen that there is a workshop tomorrow evening (Feb. 6) that Pencader has noticed. Of course, as you noted, the Board governance training tonight has been publicly announced at Board meetings for on at least two prior occasions. The specific date, time, and location were announced at the last Board meeting. Out of an abundance of caution, we posted a notice of the training session today. We are sorry that you are unable to attend.

We thank you for your concern about Pencader as we continue to strive to make it Delaware's top performing charger school. We look forward to clarification from the AG's office to ensure that there are not future disputes. Please feel free to contact me if you have any questions.

Barry M. Willoughby  
Partner  
Young Conaway Stargatt & Taylor, LLP  
Rodney Square  
1000 North King Street  
Wilmington, DE 19801  
P 302-571-6666  
F 302-576-3345  
[bwilloughby@ycst.com](mailto:bwilloughby@ycst.com)

---

Delaware Title 29, Chapter 100 § 10004 states that

(a) Every meeting of all public bodies shall be open to the public except those closed pursuant subsections (b), (c), (d) and (h) of this section.

Delaware Title 29, Chapter 100 Subsection 10004 e(2) states that

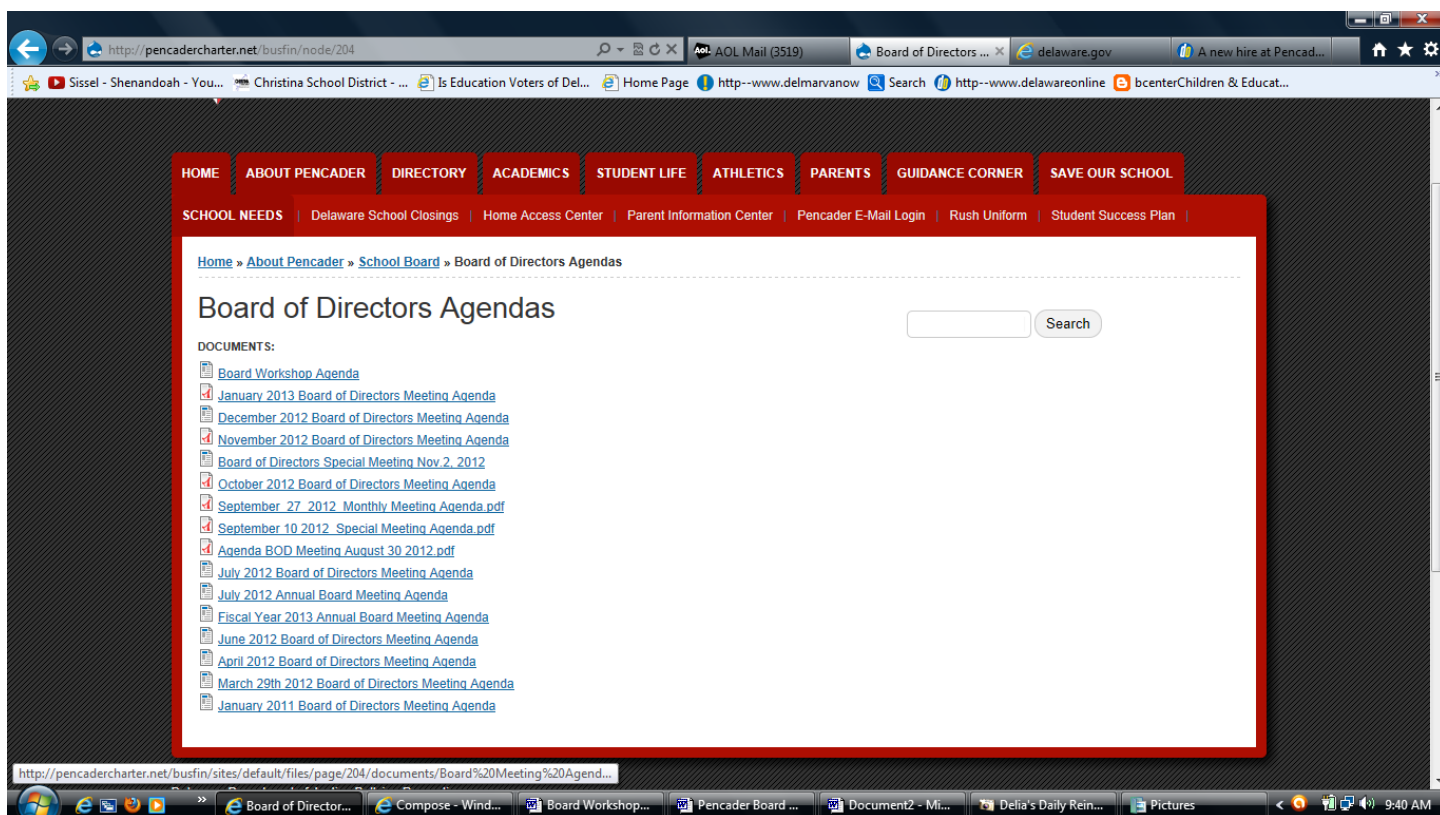
All public bodies shall give public notice of their regular meetings and of their intent to hold an executive session closed to the public, at least 7 days in advance thereof. The notice shall include the agenda, if such has been determined at the time, and the dates, times and places of such meetings, including whether such meeting will be conducted by video-conferencing; however, the agenda shall be subject to change to include additional items including executive sessions or the deletion of items including executive sessions which arise at the time of the public body's meeting.

(3) All public bodies shall give public notice of the type set forth in paragraph (e)(2) of this section of any special or rescheduled meeting as soon as reasonably possible, but in any event no later than 24 hours before such meeting. A special or rescheduled meeting shall be defined as one to be held less than 7 days after the scheduling decision is made. The public notice of a special or rescheduled meeting shall include an explanation as to why the notice required by paragraph (e)(2) of this section could not be given.

(4) Public notice required by this subsection shall include, but not be limited to, conspicuous posting of said notice at the principal office of the public body holding the meeting, or if no such office exists at the place where meetings of the public body are regularly held, and making a reasonable number of such notices available. In addition, for all noncounty and nonmunicipal public bodies, public notice required by this subsection shall include, but not be limited to, electronic posting on a designated State of Delaware website, approved by the Registrar of Regulations by May 1, 2013, which shall be accessible to the public. In addition, all public bodies in the executive branch of state government that are subject to the provisions of this chapter shall electronically post said notice to the designated State of Delaware website approved by the Secretary of State.

(5) When the agenda is not available as of the time of the initial posting of the public notice it shall be added to the notice at least 6 hours in advance of said meeting, and the reasons for the delay in posting shall be briefly set forth on the agenda.

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Posting of the Wednesday, Feb. 6, 2013 Public Meeting (referenced in the screen shot as "Board Workshop Agenda"):



# **PENCADER CHARTER HIGH SCHOOL BOARD OF DIRECTORS OPEN WORKSHOP**

***WEDNESDAY, February 6, 2013  
6:00 pm***

***SEASONS PIZZA-Bear***

***2<sup>nd</sup> Floor Banquet Room, 1460 Pulaski Highway, Newark, DE  
19702***

***Agenda***

- Call to order
  - Discussion of Formal Review
    - Data Collection - who's in charge of what and how to contact them
    - Plan for Public Hearing
    - Speaking strategies
      - Students, Staff & Parents-Designate a person to organize
    - Other strategies before hearing
    - Allotting time for Frank McIntosh to speak longer (if the meeting date is changed)
    - Getting outside speakers, particularly with influence
    - Alternative strategies to physically showing up - letters, email, calls, etc.
    - Who will do what between now and the meeting
  - Committees-Update
  - Adjournment
- 

Posted on February 5, 2013

Public Notice of Board Training

Wednesday, February 5, 2013  
5:00 p.m.  
Cafeteria

As discussed in January's Board meeting, the Board will receive training on Board Governance at the above time and place.

No public business will be discussed; however members of the public are welcome to attend. In addition, the topics covered in the training will be reviewed in Open Session at the next Board of Directors Meeting.

**From:** [Johnson Donna R](#)  
**To:** ["Jessica Gibson"](#)  
**Cc:** [Kay-Lawrence Sheila](#)  
**Subject:** RE: Parent Plea  
**Date:** Thursday, February 07, 2013 6:14:25 PM

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Thank you for your email. It will be added to the record of public comment for the Pencader Charter formal review.

Donna Johnson

Donna Johnson  
Executive Director  
State Board of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4010 (T) 302.739.7768 (F)  
[drjohnson@doe.k12.de.us](mailto:drjohnson@doe.k12.de.us)

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-----Original Message-----

From: Jessica Gibson [<mailto:jgibson@firststateloan.org>]  
Sent: Thursday, February 07, 2013 3:44 PM  
To: Johnson Donna R; [mark.murphy@doe.k12.de.us](mailto:mark.murphy@doe.k12.de.us); [john.carwell@doe.k12.de.us](mailto:john.carwell@doe.k12.de.us); Carwell John; Kepner Alison; McLaughlin Mary Kate; Blowman David; Rogers Karen Field; Gray Teri; Melendez Jorge; Coverdale Gregory; Hughes Randall; Rutt Barbara; Whittaker Terry; Sanders Keith  
Subject: Parent Plea

All,

I am a parent of a Special Education junior at Pencader Charter. I am writing to express my sincere need to keep this school open. I will try to be brief- but ask you read the remainder of this email in full.

We moved here in 2001- I enrolled my daughter into Warner Elementary. Within a week- I knew I had to find an environment that was structured, organized, safe, and where life long learners were being molded. Instead we experienced chaos, unprofessionalism, and a staff of teachers who were not enthused about the 28+ kids in their classrooms. After 2 worthless meetings- I notified the school in writing informing them my daughter- Faralynn would not be returning. I enrolled her into Thomas Edison, where she spent the next 7 years. It was 4 months later when a social worker knocked on my door- asking why Faralynn had not been to school in the last month! The irony is- it had been many months.

In Faralynn's 6th year- she was invited to attend the AVID Program at Springer Middle. Our experience there- poorly implemented programming and enough fights and bullying to keep someones head spinning for months.

The next year- the feeder changed and she lost her seat at Springer and stuck with an assignment to PS Dupont.

Clearly these teachers were beyond frustrated and it was more than obvious they had no willingness to deal with such city like children.

Our first encounter with bullying. The situation was not dealt with by administration. It wasn't until my daughter was assaulted and threatened on school grounds- but called the police from her cell phone. The police responded to the scene and demanded the school officials to deal with the issue. It was never resolved- a year from hell.

Now it was time to go to High School. My preference was Mt Pleasant due to the success of the AVID team. Well the cutbacks- directly effected the program- now kids were being short changed. So we were invited to a program but was invited to what seemed like mayhem. Naturally- the bullies were at Mt. Pleasant. With a warning via my attorney and a plea to keep my daughter safe. That request was unreasonable since the situation escalated so bad. But this time she was locked in the band supply closet. She once again called the police and me from her cell phone. I immediately called the school and advised them of the situation. In short-Twenty minutes later and few red lights and running through the building to the band room- I made it to my daughters rescue before the administrator. And implementing her then 504 Plan was a full time job. The change from charter to traditional was traumatic and the worst decision I ever made. I regretted it until I considered Pencader.

After my student led tour- I knew there was something special in this building. Teachers interacting with students and students learning- quiet class transitions. It was a dream come true.

Change is extremely tough for Faralynn- but this change was nurtured by teachers, guidance counselors, and fellow students. Her days were bright again after school- her mornings were filled with a fun momentum. And missing school was a travesty. Just when things couldn't get better- a teachers suggested getting Faralynn reevaluated. That was a seamless process. With the results in and a full round table- we as a team are providing my daughter what all children should receive in school. No more bullies but a relaxed feeling of peace while in school. Now she volunteers at school independently. She also led the student body in a petition to keep the school open.

Her grades have skyrocketed and is an honor roll student. It hasn't been easy- but being anywhere else would not have fostered such academic and personal growth. She is now excited about college and is motivated to go beyond the call of duty. Pencader has provided my daughter with more than education but an opportunity to excel beyond means she thought she could. Her confidence is a natural high and has taken full responsibility for school.

My plea comes from the heart. I am a parent, an educator, and a supporter of Pencader. Yes mistakes have been made, changes occurred, trainings are needed but it still doesn't amount to the chaos an disruptive environments so many Delaware High Schools have to offer.

Charters are here and making a difference. Differences that are detrimental and in many cases not safe.

If you chose to revoke the charter- my Special Ed brilliant FaraLynn is stuck with no equitable familiar option for her Senior year.

Our feeder- Dickenson High School is not an option.

Please do right by our children- go against politics!

Place yourselves in the shoes of us parents and students.

Make a stand for excellence but not at the sacrifice of what our children call a community.

Sincerely,

Mrs. Jessica Gibson

Sent from my iPhone

Mrs. Jessica Gibson



On Feb 7, 2013, at 12:09 PM, "Jessica Gibson" <jgibson@firststateloan.org> wrote:

> To whom it may concern,

>

> We are the student body at Pencader Charter School and demand our school remains open. Attached is a petition with over 90% of the student body support and plea to keep our school community intact. We all can't be at the Public Hearing – but we want you to know how serious we are! We can't express in words – so here is our organized effort! Keep Pencader OPEN!

>

> We have a safe building, where teachers enjoy to teach. We have no issues with bullying, drugs, or crime. We are performing academically and on our way to be financially sound. (as you have noted). We are America's future- we have rights and we want to finish our high school experience at PENCADER CHARTER!

>

> Do not close our school- we don't want to go to a feeder school and honestly are afraid of being placed in that position. We learn here, we grow here, and we are loved here.

>

> DO NOT REVOKE OUR CHARTER!

>

> Petition Leader,

>

> Faralynn Sanchez, 11th Grade

> (302)494-3273

> faralynnsanchez@ymail.com

> <petition.pdf>

**From:** [Johnson Donna R](#)  
**To:** [Elaine Mele](#)  
**Cc:** [Kay-Lawrence Sheila](#); [Carwell John](#)  
**Subject:** Re: We need Pencader to stay open  
**Date:** Wednesday, February 06, 2013 9:40:59 AM

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Thank you for your email. It will be added to the record of public comment for the Pencader charter formal review.

Donna Johnson (Sent from my iPad)  
Executive Director  
State Board of Education  
401 Federal Street, Suite 2  
Dover, DE 19901-3639  
302-735-4010

On Feb 6, 2013, at 8:14 AM, "Elaine Mele" <[elaine@svensson.org](mailto:elaine@svensson.org)> wrote:

> Dear Dr. Johnson and Honorable Murphy,  
>  
> School is about educating our children and making a difference. My daughter,  
> Angela Svensson is a student at Pencader. She has gone through many things  
> in her life that has affected your education. Pencader has really opened  
> her eyes and she is learning. The teachers are dedicated to the students.  
> Pencader has made a difference in her life. She wants to learn business.  
> He has her own dog walking business. She is working towards goals because  
> her teachers have motivated her. Pencader offers the students a good  
> support system in manageable sized classes.  
>  
> I want my daughter to have the best education possible. Pencader offers  
> her that opportunity.  
>  
>  
> If Pencader were to close there is no other school in the district that would fill her needs. Does she  
need to go to a large unsuccessful school,  
> William Penn, and get lost and not have the support system she has obtained  
> in Pencader.  
>  
>  
> Please keep Pencader open. There are truly successes at this school.  
>  
> Sincerely,  
>  
> Elaine Mele & Paul Svensson  
> Parents to Angela "Angie" Svensson

**From:** [Johnson Donna R](#)  
**To:** [Michele Lewkowitz-Newton](#)  
**Cc:** [Kay-Lawrence Sheila](#); [Carwell John](#)  
**Subject:** Re: You Can Help PENCADER  
**Date:** Tuesday, February 05, 2013 2:09:05 PM

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Thank you for your email. It will be included in the record of public comment for the Pencader Charter formal review.

Donna Johnson (Sent from my iPad)  
Executive Director  
State Board of Education  
401 Federal Street, Suite 2  
Dover, DE 19901-3639  
302-735-4010

On Feb 5, 2013, at 12:28 PM, "Michele Lewkowitz-Newton"  
<[aquasport26@verizon.net](mailto:aquasport26@verizon.net)> wrote:

Dr. Johnson and Secretary Murphy,  
My name is Michele L. Newton and I am writing to you to save a school.  
I have 2 sons the loves of my life. Aaron Richard 19 and his little brother  
Aleczaider 14. I would love to cut to the chase because it's my nature and  
I am more than sure you would prefer that as well. Unfortunately, I am  
Unable to do that here because the end result will possibly change the lives  
Of so many, and who am I to just throw it down with so much on the line.....  
With that said, I want to share our experience at Pencader Charter High School.  
My Aaron attended PCH all 4 years I looked and researched and interviewed  
and questioned myself and so many others. You see, I could have put my child  
anywhere  
but I choose PCH. For more reasons than I can cover Aaron had great  
success in that business charter school. He was NOT SAFE in the Christina district I  
had children removed permanently. He was verbally attacked and physically  
harmed as the teachers and administrators TURNED THEIR HEADS! Yup that's right!  
It took a lot legal work on my end and a lot of in your face transactions to get things  
solved. The beauty of PCH, they WONT tolerate that kind of bad behavior for one  
second! They  
pulled Aaron in, engaged him, made him look forward to going to school EVERY DAY.  
He couldn't get enough of the entire experience, he LOVED it. Aaron has always  
wanted  
to serve and help others but I felt whatever he did in life he needed a little bit of  
business to  
understand the world as it is. We never looked back or questioned our decision. The  
teachers  
embraced his EVERY question and interest. You can't find that just anywhere, I've  
looked! The teachers  
In PCH are second to none. They love their kids and accommodate learning to each

individuals  
needs. Aaron felt respected, cared for and appreciated in his school. He made some  
monumental  
differences there and that's because of what he was given by his experience.  
Aaron is now studying for a career in homeland security, he is certified with FEMA to  
initiate and  
administer as needed for the people of Delaware. He also signed on with the USCG in  
their reserve  
division to help when needed. His ultimate goal is CIA all of this is as a result of the  
care, education, respect  
and attention to detail that he received in Pencader Charter High School. The teachers  
make less than  
other instructors so they are not in it for the money! Can't say that about many  
teachers can you! Let's not fool ourselves we have had some administrators who have  
made bad decisions and who have not kept up  
their end of the grand bargain. Their reasons I believe in most cases were for the  
greater good of the school.  
Unfortunately, things didn't go the right way. The teachers and the children are the  
innocent ones here explain to me again why we are punishing them. In any business it  
takes YEARS before you work the bugs out and years before you show profit. The  
school is no different it will take time for growth and perfection.  
You have to get the right mix before you start to see growth. The teachers are mighty  
they love what they do and YOU as the DOE are stealing their happy! They too are  
innocent in this- they are doing their job.  
Why don't you mentor, guide, teach, get your hands dirty come to the school donate  
your time help the board, the PTA, the teachers, the students and the growth of this  
fine establishment. DO NO HARM, TEACH, use your experience- no greater learning  
than through missteps and experience.  
With that said Alec, my little one, is in PCH because of his older brothers extraordinary  
experience. He deserves the same enriching, nurturing education Aaron received.  
Please, let's push our sleeves up together, work as a team let's make PCHS the  
institution it should be. I promise to stand by this school, my mentor has offered to  
help.  
He is a very successful multi business owner who also fell a lot before finding success  
and through his Entrepreneurial associations has offered the right  
people for the job of rebuilding PCHS. It's easy to throw your hands up in the air and  
walk away anyone can do that- what message does that send our children???? If it  
gets to difficult shut it down and walk away??? NO.....  
Stand Back Up, assess the situation figure out where you went wrong and work to  
make it right No greater success  
will come than from the flames of failure. Our greatest success will be learning from  
our mistakes not running from them.

Michele Lewkowitz-Newton

Account Executive  
Valpak Of Phila/Delaware  
302-690-1524  
[Aquasport26@verizon.net](mailto:Aquasport26@verizon.net)

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**HARRIE ELLEN MINNEHAN**  
**765 Arbour Drive**  
**Newark, Delaware 19713**

February 3, 2013

All Members of the State Board of Education  
c/o Ms. Diane Johnson ([drjohnson@doe.k12.de.us](mailto:drjohnson@doe.k12.de.us))

Mr. Mark Murphy  
State Secretary of Education  
c/o [mark.murphy@doe.de.us](mailto:mark.murphy@doe.de.us)

Mr. John Carwell  
Director, Charter School Office  
c/o [jcarwell@DOE.K12.DE.US](mailto:jcarwell@DOE.K12.DE.US)

Dear Members of the State Board of Education, Mr. Murphy, and Mr. Carwell,

Like so many Delawareans who follow educational issues in our state I have closely followed the ever evolving story of Pencader Charter Business and Finance High School this year. As the former President of the Board of Directors at Pencader I have followed the story more intently than the average person probably. My fifteen months as the Board President represent some of the most challenging and at the same time the most rewarding experiences I have had in a lifelong educational career. I believe during my tenure we had Pencader poised for success.

Pencader began with a vision that should have assured success in New Castle County because of the promise to create a high profile business and finance high school. It wasn't long after the doors opened in 2006, however, that what should have been mere bumps in the road became roadblocks to that success. The school has been plagued with four formal reviews to date, and all have at least touched if not centered on financial viability, ironically, as this is intended to be a business oriented school.

There have been constant issues with governance: no board stability whatsoever. The current board which is being hailed now as the panacea to the problems has the same issues as all the previous boards: no educational/leadership experience. Simply a promise of "we will fix it and make it all great." Even this year there has already been turnover of board members. I'm not a fortune teller but I know several of these people and I suspect these "new" members are not destined for a long tenure on the board, either. Last winter I was in the process of arranging for intense board governance training through Marci Cornell-Feist of Boston ([marcicf@reachthehighbar.com](mailto:marcicf@reachthehighbar.com)) who has a national reputation as a charter school board "guru." She has trained charter boards all over America and was interested in working with us and had committed to a markedly discounted fee. I shared this information with Ms. Kennedy in August, 2012 but she was not interested, which I felt was unfortunate.

The issue of school leadership is critical and has been an ongoing concern. Mr. Quimby, a dedicated history teacher, is really not an experienced administrator like his predecessors. He is now the fourth school leader in this the school's seventh year. A school cannot build success on this kind of foundation. I see nowhere any indication of a solid search for a seasoned school leader, and that is definitely what Pencader needs if it is to attempt to survive. Personally, I don't think that person will be

found on [www.monster.com](http://www.monster.com) which is what was mentioned in one of the school's responses as the preferred place for advertising for a new school leader.

Critical as all of these issues are the most pressing issue facing the school is declining enrollment. Costly Ads are run several times every week in the News Journal and I do hope that is not the sole "recruitment effort" for the school. A school which underwent such a stigmatizing summer as Pencader did last year needs a truly energetic, ambitious selling program to bring in students. There has been an enrollment decline of 200+ students since July 1, 2011. Financial viability is built on enrollment in a charter school. Pencader is suffering in this respect right now. Academic performance is related to enrollment because a school wants, of course, to enroll the most motivated, talented, competitive student body they can attract. That should be the sole task of somebody at the school because recruitment "season" is close to winding down here in New Castle County. By mid-February most families will have made their choices about the schools for their children for the coming academic year. In fact most schools have already had their "High School Night" activities and/or placement exams by now. (By the way, two weeks ago the News Journal ran a special Education supplement featuring most of the charters, the major private and parochial schools, and even some of the traditional districts. Pencader's ad was not in the supplement....but I found it printed at the bottom of the Obituary page!)

In any discussion of student enrollment the issue of teacher recruitment and retention must be addressed. Just as an example last year's Pencader Teacher of the Year who was later named Delaware's Charter Teacher of the Year left the school. Some dismissals made after the September 30<sup>th</sup> count were peculiar. The Chair of the Business Department and only one of two of the five in the department who was highly qualified was let go. Teaching in an environment where problems continue to weigh down the long term viability of the school itself becomes very stressful. A number of current teachers are actively looking for positions elsewhere, and they cannot be blamed.

My decision to give up my position as the Board President one month ahead of the end of my term was a personal decision. I timed it when I did with the expectation, and I outlined this to the Board, that they would be able to find an individual for the Board before the July 1 start of the new fiscal year so that their board would be viable. I gave the Board (Ms. Kennedy) a list of names of people who had an interest in serving but to my knowledge none of the individuals were ever contacted. In the summer of 2012 I did propose to the board to help them with several issues which I have knowledge about: adjusting their salary schedule for instance. I was ignored. At that point in time the sole motivation for the Board was clearly to shield Ann Lewis and however possible save her job.

Although I am without any vested interest in the school other than as a taxpayer, a retired public school educator, and a person with a passion for education and the rights of students to gain the best available education, I have sadly come to the realization that it is time to close Pencader Charter. It is simply too late in the life of this school to continue to build on promises and hollow words. There are in New Castle County now some thriving high schools so the Pencader students definitely have very good choices available to them. With looming threats of cuts in education dollars at both the federal and possibly the state level it is critical that every dollar spent in Delaware is spent to derive a real gain. I am truly not convinced that Pencader any longer provides this gain neither for the students, their families nor for the taxpayers of our state.

This is much like reviewing a student's report card and seeing unsatisfactory grades. "So, what are you going to do about this?" asks the parent. Replies the student, "I'll get straight A's next time. I promise." Probably not.

I am attaching a very interesting editorial comment from the Saturday, February 2, 2013 issue of the New York Times about the accountability of Charter schools. I think it speaks to the Pencader issues.

Thank you for taking the time to read and consider this as you make your decision.

Sincerely,

Harrie Ellen Minnehan  
Former Board President, Pencader Charter High School

[minnehanh@comcast.net](mailto:minnehanh@comcast.net)

302-545-0981



**The New York Times**

February 1, 2013

# More Lessons About Charter Schools

The charter school movement gained a foothold in American education two decades ago partly by asserting that independently run, publicly financed schools would outperform traditional public schools if they were exempted from onerous regulations. The charter advocates also promised that unlike traditional schools, which were allowed to fail without consequence, charter schools would be rigorously reviewed and shut down when they failed to perform.

With thousands of charter schools now operating in 40 states, and more coming online every day, neither of these promises has been kept. Despite a growing number of studies showing that charter schools are generally no better — and often are worse — than their traditional counterparts, the state and local agencies and organizations that grant the charters have been increasingly hesitant to shut down schools, even those that continue to perform abysmally for years on end.

If the movement is to maintain its credibility, the charter authorizers must shut down failed schools quickly and limit new charters to the most credible applicants, including operators who have a demonstrated record of success.

That is the clear message of continuing analysis from the Center for Research on Education Outcomes at Stanford University, which tracks student performance in 25 states. In 2009, its large-scale study showed that only 17 percent of charter schools provided a better education than traditional schools, and 37 percent actually offered children a worse education.

A study released this week by the center suggests that the standards used by the charter authorizers to judge school performance are terribly weak.

It debunked the common notion that it takes a long time to tell whether a new school can improve student learning. In fact, the study notes, it is pretty clear after just three years which schools are going to be high performers and which of them will be mediocre. By that time, the charter authorizers should be putting troubled schools on notice that they might soon be closed. As the study notes: “For the majority of schools, poor first year performance will give way to poor second year performance. Once this has happened, the future is predictable and extremely bleak. For the students enrolled in these schools, this is a tragedy that must not be dismissed.”

The same principles should apply to decisions to allow charter school operators to expand into charter management organizations, which manage several schools under a single organizational umbrella. Permission to expand should be granted only if the schools can demonstrate that they can actually improve student performance.

The study found that minority students and those from poor families fared better in charter management organizations. For example, the Kipp super-network and the Uncommon Schools, two large, established networks, have seen “strong and positive learning gains” for their students.

The study does not explain why these schools perform so well. But the answer is likely that they closely replicate a successful learning program and they keep the level of teaching uniformly high. In any case, the researchers and policy makers need to pay closer attention to how these schools function. For according to the study, Kipp and the Uncommon Schools have actually managed to eliminate the learning gap between poor and higher-income students.

Currently, only 6 percent of all schools are charter schools, and charter networks account for only about one-fifth of that total. States that are in a hurry to expand charter schools should proceed carefully. The evidence of success is not all that ample.

**From:** [Johnson Donna R](#)  
**To:** ["bearpsufan@juno.com"](mailto:bearpsufan@juno.com)  
**Cc:** [Kay-Lawrence Sheila](#); [Carwell John](#)  
**Subject:** RE: Pencader Charter  
**Date:** Monday, February 04, 2013 5:03:52 PM

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Thank you for your email. It will be included in the record of public comment regarding the Pencader Charter Formal Review.

## *Donna Johnson*

Donna Johnson  
Executive Director  
State Board of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4010 (T) 302.739.7768 (F)  
[drjohnson@doe.k12.de.us](mailto:drjohnson@doe.k12.de.us)

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**From:** [bearpsufan@juno.com](mailto:bearpsufan@juno.com) [<mailto:bearpsufan@juno.com>]  
**Sent:** Monday, February 04, 2013 4:49 PM  
**To:** Johnson Donna R  
**Subject:** Pencader Charter

My name is Melinda Vanraay . My child is a graduate of Pencader Charter high school class of 2012. He is now enrolled in a four year school. Pencader Charter helped him get ready for college. It is a wonderful school the kids are great the teachers were excellent . My son even went to private school in middle school for three years .He had the best time at pencader charter even compaired to private school. The kids at pencader don't bully the school has a great atmosphere for learning . I was a team mom for the sports i got to know a lot of kids there. I also have a younger son and would like to send him there next year. Just because some of the previous adminstrators made some wrong decisions about the school it shouldn't make or break a school . Pencader Charter is an excellent school. I am proud to have been involved with the school. THE school is there for the kids and we only have wm penn as an alernative in our district. I am proud to be part of Pencader Charter High school family.  
sincerely Melinda C. Vanraay

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### **Woman is 53 But Looks 25**

Mom reveals 1 simple wrinkle trick that has angered doctors...  
[ConsumerLifestyleMag.com](http://ConsumerLifestyleMag.com)

**From:** [Johnson Donna R](#)  
**To:** [VanRaay, Richard](#)  
**Cc:** [Kay-Lawrence Sheila](#); [Carwell John](#)  
**Subject:** Re: Please keep Pencader Charter open  
**Date:** Monday, February 04, 2013 1:29:12 PM

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Thank you for your email. It will be included in the record of public comment regarding the Pencader Formal Review.

Donna Johnson  
(sent from my iPhone)

Executive Director  
State Board of Education  
401 Federal Street, Suite 2  
Dover, DE 19901-3639  
302-735-4010  
<http://www.doe.k12.de.us>

On Feb 4, 2013, at 1:17 PM, "VanRaay, Richard" <[Richard.VanRaay@pseg.com](mailto:Richard.VanRaay@pseg.com)> wrote:

I am writing this letter in support of keeping Pencader Charter School open. My son is a 2012 graduate of Pencader and is in his first year of college. After four years at Pencader, he's turned into a responsible, goal-setting individual. The teachers at Pencader are high-energy, innovative educators. They take their job seriously and know how to get through to the students. At the graduation ceremony, there were a great number of students thanking their teachers and sharing hugs as the graduates were sent on their way. The students are great kids. They'll open a door for you and greet you with a smile in the hallway. Pencader Charter is a good school. We chose to send our son to Pencader because we just couldn't send him to his feeder school, William Penn. William Penn, we thought, was too big a school to recognize students as individuals and we wouldn't have felt right sending him there. After making friends his first year at Pencader and developing relationships with his teachers, he told us he knew we had made the right decision.

I believe the recent problems at the school were caused by a small number of individuals in the administration. These people obviously lacked the stewardship it takes to operate a charter school and often made decisions not in the best interest of the school. These people have been removed from the school and should be dealt with and possibly disciplined in some way. You shouldn't punish the hundreds in the student body or the dozens of empowered teachers who are employed there because of the poor decisions made by a few.

There is a new school board in place right now that is dedicated to turning Pencader around. The president has sent a letter to the parent's that outlines his plan and I believe he is putting Pencader back on the road to recovery. He cares about keeping Pencader open and has built a school board that is well-rounded. Right now, Pencader is operating as usual. Sports are being played, students are winning academic awards, kids are studying for their SATs, and underclassmen

are planning on coming back next year. Please keep Pencader open so that the students can have some continuity in their education.

Thank you for your consideration and time.

Richard VanRaay

5 Penny Lane

Bear, DE 19701

302-328-4872

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**From:** [Murphy Mark](#)  
**To:** [Carwell John](#)  
**Subject:** FW: Pencader Charter High School  
**Date:** Thursday, February 14, 2013 8:20:52 AM  
**Attachments:** [pencader.doc](#)

---

*Mark T. Murphy*

Mark T. Murphy  
Secretary of Education  
Delaware Department of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4000 (T) 302.739.4654 (F)

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**From:** misterschu@comcast.net [mailto:misterschu@comcast.net]  
**Sent:** Friday, February 01, 2013 9:14 AM  
**To:** Carwell John; Johnson Donna R; Murphy Mark  
**Subject:** Pencader Charter High School

Attached please find a letter regarding the upcoming decision on Pencader Charter High School. I am a former employee that was let go in September and have a different perspective for you.

Thank you.

Rob Schumacher

February 1, 2013

Re: Pencader Charter High School

To Whom It May Concern,

My name is Robert Schumacher, a former teacher at Pencader Charter High School. I am writing to you to share with you some of my experiences with Pencader and some major concerns with the school going forward. I was hired in the summer of 2011 to be the Business Department Chairperson and I immediately began to reshape a department that should be the flagship of a Business Charter School. I was able to do many great things in and out of the classroom including running the largest Business Professionals of America chapter in the state; A chapter that won the 2012 Professional Cup, given to the chapter that shows outstanding work with community service. In the meantime, I was running a department of 4 teachers including myself, 3 of which were uncertified.

Within the first 2 months of school, one of our business teachers quit and we had to bring in a new hire. I pushed to get a certified teacher in there and was met with some resistance as I was told they cost more money. I had to explain to them that certified teachers bring with them a larger amount from the state to be funded but this was not always understood. As the year went on I was assigned to different building level committees including the Citizens Budget Oversight Committee. This was due to my background in Accounting and also to serve as a teacher representative. Throughout the year I raised many questions regarding spending patterns and vendors but this went unheard. I was always told that the HR department would look into it or any discrepancies would be fixed by the accountant.

Going into the 2012-2013 school year I felt distant from the school over that summer. I seemed to be falling out of communication and our school leader, Ann Lewis, was under fire from many directions. I had to focus on my job though and put that outside my scope. I was told that a long term substitute from the year prior would be joining my department and that he was taking online courses towards a Business education degree but to date had no degree whatsoever; This along with two teachers still in the ARTC program, one which has had 2 extensions to complete his coursework. I questioned the move to bring in another teacher, especially one with no credentials yet again I was told we had the money, no worries.

The school year started out well, one of my best in 8 years of teaching. My BPA chapter was back for another year and we hit the ground running. I started a Cross Country program that quickly grew from 4 runners the first day to a dozen runners after 3 weeks. Again though, I felt out of the loop on school issues. I attended all of my meetings, spoke with school admin, yet something was feeling weird. A major concern then arose

as I found that my BPA chapters club account, which had over \$2000 from the previous year, was now showing a zero balance. I went directly to the board with this issue as at this time we had no school leader. I was told they would look into it but that I should proceed as if the money is simply gone. I later found out that club money was used to do recruiting events over the summer and it was never replaced. This was money raised by students to fund club events and trips!!

As the September 30<sup>th</sup> counts approached department chairs were asked to gather up stats on their department such as year of experience, degrees, etc. We all knew that cuts were coming but from where we did not know. As our board was pretty scattered and at many points, the teachers did not know who board members were as they frequently changed. On Friday, September 28<sup>th</sup>, the department chairs were told that a few cuts were being made that day but we were not told who. We were told that we would find out after school and would meet to form a plan of attack. With about 30 minutes to go in the school day I was pulled out of another teachers classroom that I was covering for (we could not afford subs so we were made to cover for each other on most days). I was taken into my classroom where the newly appointed interim school leader, Steve Quimby and a teacher rep from the board, Jay Anderson informed me that I was being let go. I asked if they were serious and they said yes and to not take it personally. I asked if they knew they were letting go the Business teacher with the most experience (7 years) and they said it had nothing to do with that. They then said that it did have to do with money but that is all they would say. They then said I had to leave the building out of a side door and with no noise. I would be allowed to come back in on a Sunday, under supervision, to claim my personal belongings.

This is how it went down and they decided to leave a Business Charter School with a Business Department made up of 4 teacher, 1 that had no degree at all, 2 enrolled but not yet completing the ARTC program towards certification, and 1 certified teacher with less than 1 year experience. I tried to explain to them that certified teachers get money from the state where they get no money for a teacher with no degree but they had made their mind up and would not return any calls or emails that I sent. One that was returned simply said that we had no union and I basically had no rights when it came to their decision. Rumors after were that I was deemed a trouble maker as I was asking too many questions regarding governance of the school and the finances.

While this may sound like sour grapes my true concern is with the students at Pencader. I had a great group of students, students who after I was dismissed were left to wonder why and were given no answers. Jay Anderson took it upon himself to start a rumor that I quit. Those that I still stay in touch with paint a picture of a school where teachers are busy doing job searches and are doing little to teach the students. Class sizes have increased and the level of service has diminished and that is no way to run a school, let alone a Business charter school.

While I was only there for a little over a year, I loved Pencader. I still hope that the students succeed and in many cases it is despite the adults making the decisions. Many things have led to their downfall such as egos, outright lies and deception and a constant



need to cover oneself. Some teachers are chummy with board members and that is a recipe for what you currently have. You have a school where if you are on the team in power then you thrive and if you are against the flow then you will get swallowed up and spit out. I can only conclude that Pencader needs to be cleaned out and start over. If that means closing it as it exists now then that is the way to go. If it can be cleaned up with all new administration, teachers and board members then I think the concept is good enough to allow them future success. Either way, a complete post mortem should be conducted to prevent this from happening in future charter schools.

Thank you for your time.

Sincerely,

Robert Schumacher

**From:** [Johnson Donna R](#)  
**To:** [rhodie76@aol.com](mailto:rhodie76@aol.com)  
**Cc:** [Carwell John](#); [Kay-Lawrence Sheila](#)  
**Subject:** Re: Pencader Charter School - Please keep it open  
**Date:** Tuesday, January 08, 2013 2:49:09 PM

---

Thank you for your email. It will be added to the record of public comment for the Pencader Formal Review.

Donna Johnson  
(sent from my iPhone)

Executive Director  
State Board of Education  
401 Federal Street, Suite 2  
Dover, DE 19901-3639  
302-735-4010  
<http://www.doe.k12.de.us>

On Jan 8, 2013, at 1:28 PM, "[rhodie76@aol.com](mailto:rhodie76@aol.com)" <[rhodie76@aol.com](mailto:rhodie76@aol.com)> wrote:

Dear Dr. Johnson,

I am the parent of a current Pencader Student. I can tell you that I believe my son is in the best environment that he can be in.

My son has special learning requirements and they have gone out of their way to make sure he is accomodated.

The staff and teachers are always very informative and forthcoming with any issues or events that they feel like I should be made aware of on an individual basis or as a collective part of the Pencader family.

I do not believe closing the school would be in the best interest of the students, faculty or staff.

Please keep Pencader Charter School open.

Thank you,

Ms. Goodman

**From:** Johnson Donna R  
**Sent:** Monday, January 07, 2013 9:14 AM  
**To:** Carwell John  
**Cc:** Kay-Lawrence Sheila  
**Subject:** FW: Pencader Charter High School

**Importance:** High

For the Pencader Public Comment record

*Donna Johnson*

Donna Johnson  
Executive Director  
State Board of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4010 (T) 302.739.7768 (F)  
[drjohnson@doe.k12.de.us](mailto:drjohnson@doe.k12.de.us)

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**From:** Colleen Weldon [<mailto:CWeldon@unitedelectric.com>]  
**Sent:** Monday, January 07, 2013 9:08 AM  
**To:** Johnson Donna R  
**Subject:** Pencader Charter High School  
**Importance:** High

Please Please Please do not close Pencader Charter High School.

My daughter is graduating this May 2013, and she has had a great high school experience. I've never once worried about her safety or education in this school. I admire all the teachers that work there...they are great. They teach...they tutor...they care. My son is currently a sophomore, and I don't want him to have to move schools. I don't want to have to worry about him, while I'm at work. I shouldn't have to. I should trust the teachers that my children are with. I trust Pencader with my children. I cant say that about any other school. I hear the horror stories from my friends that have their children in public high schools.

There are so many public schools that have so many security features... police officers, metal detectors – it's ridiculous. I do not want to subject my son to a school like that. So many public schools also have numerous pregnant girls...and drugs galore. I want my children safe. I want them to feel safe while they learn. I don't need to worry that someone is going to hurt them... or bully them, or threaten them.

My friend recently moved her child from William Penn High school because she tried to commit suicide because of bullying. She asked my advice, I told her immediately, get her into Pencader !!!  
I have never heard of any bullying instances at Pencader. Would you want to subject your child to a school where that is happening daily? Or would you want them to feel safe & secure in school?

Please... I implore you... do not... DO NOT let Pencader Charter High School close. The alternative choices for our children are absolutely horrifying.

Thank you for listening to me.

Sincerely,



**From:** Johnson Donna R  
**Sent:** Monday, January 07, 2013 8:12 AM  
**To:** Carwell John  
**Cc:** Kay-Lawrence Sheila  
**Subject:** Fwd: Pencader Charter High School

For the Pencader record

I asked Mr. Santiago to clarify what data he was using to determine that Pencader was among the top three high schools in Delaware. If there is a different data source which parents have deemed important that would be helpful to know.

Donna Johnson  
(sent from my iPhone)

Executive Director  
State Board of Education  
401 Federal Street, Suite 2  
Dover, DE 19901-3639  
302-735-4010  
<http://www.doe.k12.de.us>

Begin forwarded message:

**From:** "Santiago, Felix" <[felix.santiago@bankofamerica.com](mailto:felix.santiago@bankofamerica.com)>  
**Date:** January 7, 2013, 8:01:49 AM EST  
**To:** "[drjohnson@doe.k12.de.us](mailto:drjohnson@doe.k12.de.us)" <[drjohnson@doe.k12.de.us](mailto:drjohnson@doe.k12.de.us)>  
**Subject:** Pencader Charter High School

Good morning Mrs. Johnson,

I have been a proud Pencader parent since the school opened, both of my children have attended the school in the last 6 six years. My son Javan graduated last year and my daughter Leilani is scheduled to graduate in 2015. When it was time for our son to enter high school in 2007, both my wife and I choose Pencader over the other high schools within our district and county, and three years later there was no doubt in our minds that Pencader was still the best high school for our daughter to attend. Since they've been open, academically they have rank among the top three high schools in Delaware. Not only do we believe is the right school for our kids to get an education but also is one of the few high schools with a respectful and morally sound culture. WE BELIEVE IN PENCADER AND WANT IT TO STAY OPEN!

Thank you,



*Felix L. Santiago* | Direct Response and Analytical Marketing

**phone:** 302.432.4495 | **fax:** 302.432.4185 | **mail stop:** DE5-002-03-10

**email:** [felix.santiago@bankofamerica.com](mailto:felix.santiago@bankofamerica.com)

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January 13, 2013

Dear Governor Markell:

My son graduated from Pencader High School in May 2011. He flourished there academically, athletically, and socially. Even though Pencader High School is a charter school focused on business, the teachers at Pencader High School prepared him well for any area of interest in college, and he is currently a sophomore in the biomedical engineering program at the University of Delaware.

An example of the positive influence of Pencader High School on my son's life came in the form of a conversation a few weeks ago: Our son had a conversation in Mandarin Chinese with an exchange student in a graduate program at the University of Delaware. The graduate student was impressed that my son could converse with him. There are not many young adults in America who can hold a conversation in Mandarin Chinese, but my son is one of them, thanks to Pencader High School.

My husband and I have only good things to say about the education our son received from Pencader, and we hope that you will allow the school to remain open to give other students the opportunity to attend Pencader High School as our son did.

Sincerely,

Donna Chandler

cc: Mark Murphy, Secretary of Education

Donna Johnson, Executive Director

**From:** [Johnson Donna R](#)  
**To:** [adela nisar](#)  
**Cc:** [Carwell John](#); [Kay-Lawrence Sheila](#)  
**Subject:** Re:  
**Date:** Monday, January 07, 2013 7:48:42 PM

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Thank you for your email. It will be included as part of the record of public comment for the Pencader formal review.

Donna Johnson (Sent from my iPad)  
Executive Director  
State Board of Education  
401 Federal Street, Suite 2  
Dover, DE 19901-3639  
302-735-4010

On Jan 7, 2013, at 5:34 PM, "adela nisar" <[nisarmaryam@live.com](mailto:nisarmaryam@live.com)> wrote:

Hello how are you? My name is Adela Nisar I attend Pencader Charter High School as a junior. Today I'm writing you regarding the recommendation of closing down PCHS. I strongly disagree and believe that My school should stay open. A few reasons i say this is their are great teachers and staff that really care and teach well, i like attending PCHS because its a smaller school then others so i can concentrate more in classes with less people, the academics are great and offer great classes. Ive attended pencader since freshman year each year ive seen improvement, its not what you think it is pencader is a wonderful school were everyday students come in and the staff are strict and their's more laws made every day. If the decision is made that PCHS closes down other students and i will be devastated, many other students and i are stressing out because none of us want to go to a public school such as Christiana, Glasgow, Newark i myself dont want to go to any of these school nor are my parents would be happy if i had to attend one of these school's! I truly believe that pencader is an amazing school filled with wonderful people. I'm hoping you understand my message and take it in to consideration. Thank you for your time!

-Adela Nisar



**From:** [Johnson Donna R](#)  
**To:** ["price.kevin@comcast.net"](mailto:price.kevin@comcast.net)  
**Cc:** [Kay-Lawrence Sheila](#); [Carwell John](#)  
**Subject:** RE: Pencader Charter  
**Date:** Wednesday, January 09, 2013 2:44:59 PM

---

Thank you for your email. It will be included in the record of public comment for the Pencader Charter formal Review.

## *Donna Johnson*

Donna Johnson  
Executive Director  
State Board of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4010 (T) 302.739.7768 (F)  
[drjohnson@doe.k12.de.us](mailto:drjohnson@doe.k12.de.us)

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**From:** price.kevin@comcast.net [mailto:price.kevin@comcast.net]  
**Sent:** Wednesday, January 09, 2013 2:31 PM  
**To:** Johnson Donna R  
**Subject:** Pencader Charter

Dr. Johnson,

I will spare you preamble - Pencader Charter, whatever flaws it may possess, must stay open.

I confess, as a new resident of Delaware as of last February, I was innocent of choicing, charters, their attendant potential violations and mixed districts. My own previous experience with schools in general, and high school with my daughter, Ayslinn, was much different in Salem County, NJ. When we transferred from there to here, that here being Christiana High School, many unexpected challenges and truthfully, outright incompetence awaited Ayslinn as she tried to acclimate to her new school. True, she and I made errors as well and they were compounded by the staff at the traditional public school. Since we had not started the school year in Delaware, Ayslinn had no choice but to weather the rest of the year at Christiana. Her records were misfiled. Her schedule was entered incorrectly. She did not receive credit for classes completed in Penns Grove (including Drivers Ed and still is not able to drive as she is being held hostage for one hour of school administered training). She was bullied from the first day and going forward. She was harangued with racial epithets, being called a 'snow bunny' among other things. She was accused of lying when we presented her complaints to the assistant principal and her

guidance counselor. Those complaints were then discarded without action. Later in the year, trash and debris were thrown at her on the bus and also as she exited the bus. The individuals involved threatened to visit Ayslinn at our home and take care of her if she reported them. When I complained about that incident, administration representatives listened, but I saw no evidence that anything was done. I was not informed of any disciplinary action. We were left wondering what her Junior year would be like and could only view it with dread.

We were seriously considering withdrawing Ayslinn from school and home-schooling her to avoid having to send her back to Christiana High School. When we received a mailer from Pencader, it was an answered prayer. We quickly met with representatives of the school and were pleased to accept placement at the school for our daughter. Ayslinn, who has been teaching herself to write Hangul (Korean) for several years, was excited by the opportunity to study Mandarin Chinese at Pencader Charter with a teacher who is a native speaker. While Ayslinn especially benefits from being able to study Mandarin, since she has always held a strong interest in pan-Asian studies, any student with a desire for a career in business benefits from having the opportunity to obtain a background in Spanish and Mandarin at an early stage in their life. As nearly as we are able to determine, only four school districts and Pencader Charter School offer Mandarin instruction, and only Pencader offers this instruction joined to a business academy setting.

The beautiful and varied mixture of Economics, Literature and Language that Ayslinn has been exposed to in her first half year as a student at Pencader has been superior to any of her previous educational experiences. Over and above these new and rewarding educational opportunities, after the stratified halls of Penns Grove High School and the outright bullying and menace she was subjected to in Christiana, Pencader's halls are safe. Ayslinn feels safe at school. She has an opportunity to simply be Ayslinn Price and concentrate on her studies with a roster of students that includes exchange students from (emerging market) countries like Brazil, China and several others. An Egalitarian sense of community is fostered in the school by all members of the staff and the student body has been convinced to 'buy-in' to that sense of community. To the best of my knowledge, bullying is non-existent and physical fights are nearly as rare. Ayslinn has not mentioned seeing a single instance of physical confrontation. In an age where children are slain by armed invaders or murdered by their classmates, a school where children are taught to mutually respect each other and seem to embrace that teaching, perhaps, should be valued on that merit alone. If the safety and genuine community I see among the students were Pencader's sole merit, it might be worthwhile to save the school on that recommendation alone.

However, by offering Spanish and Mandarin in an academy focusing on business and finance, Pencader becomes a valuable resource for the greater community that should be nurtured and allowed to grow. The values and education that are being taught by Pencader's staff will provide its students an array of life-skills and knowledge that will allow them unique and superior opportunities to prosper in our world. In a comparatively short time, Pencader has germinated from idea to a functioning reality. I know that some may argue that six years is enough time for an

entity or idea to either prove it can thrive or failing, be swept into the dustbin of failed notions.

The Articles of Confederation and Perpetual Union were in no means perfect or complete, but they were unique and they provided the framework for a people to work together and forge a better path for the betterment of their community at large. Starting in 1776 The Continental Congress took over a year to draft "The Articles" and it took the 13 Colonies another four years to ratify them. It then took six years for the people of the Union to realize something more was required. Delaware helped to lead the way. On December 7, 1787 Delaware was the first to sign our Constitution, as I am sure you know. History notes that by March 4, 1789, the last of the Thirteen joined the Leader in becoming states. Nearly thirteen years and two forms of government passed before an idea and a Charter became a great Country. Speculation is hard - sometimes silly, but with our unique school being threatened, I must wonder what would have happened if the Continental Congress had decided the cause was hopeless a mere six years into the work.

I say again - Pencader Charter, whatever its minor flaws and past troubles, must remain open. I pray that you will join me in this realization and defend Pencader Charter School.

KW Price  
Romans 1:16  
302-893-5567

**From:** [Johnson Donna R](#)  
**To:** [Shivani Patel](#)  
**Cc:** [Carwell John](#); [Kay-Lawrence Sheila](#)  
**Subject:** Re:  
**Date:** Monday, January 07, 2013 7:46:35 PM

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Thank you for your email. It will be included in the record of public comment for the Pencader Formal Review.

Donna Johnson (Sent from my iPad)  
Executive Director  
State Board of Education  
401 Federal Street, Suite 2  
Dover, DE 19901-3639  
302-735-4010

On Jan 7, 2013, at 5:30 PM, "Shivani Patel" <[shivanipatel14@yahoo.com](mailto:shivanipatel14@yahoo.com)> wrote:

Hello how are you? I'm currently a junior at Pencader Charter High School and my name is Shivani Patel . I believe that our school should stay open. My message to you is not to bore you but to give you good reasons on why our school should continue to keep open. Pencader is a very good school and maybe some of things wrong are that we don't get enough funding like other public schools but i believe that this should not effect our school or rankings. The teachers are great and the class sizes are decent enough that everyone gets a certain individual attention that a student needs. This really helps teachers get around every student and this also help students progress their grade. I have so much good to say about Pencader because this school has really improved since my Freshmen year. I am writing you this because i truly care not only for myself but for other students who have to transfer to another school their senior year. This is not an easy task because when we are not learning what other schools learn on their time , we have a different semester based program. We also don't want this to have an affect on our classes. This will surely affect us as juniors because there's a possibility of us having to double up our senior year. We have other things to worry about such as SATS, college applications and our senior project. I hope that you will understand my reasons on why this school should still stay open . Pencader is a very good school and I hope that i got my message across you. Thank you and have a good day!

**From:** [Johnson Donna R](#)  
**To:** ["Stephanie Macharia"](#)  
**Cc:** [Kay-Lawrence Sheila](#); [Carwell John](#)  
**Subject:** RE: Lets keep Pencader"s doors open  
**Date:** Wednesday, January 09, 2013 2:45:50 PM

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Thank you for your email. It will be included in the record of public comment for the Pencader Formal Review.

## *Donna Johnson*

Donna Johnson  
Executive Director  
State Board of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4010 (T) 302.739.7768 (F)  
[drjohnson@doe.k12.de.us](mailto:drjohnson@doe.k12.de.us)

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**From:** Stephanie Macharia [mailto:[stephmacharia@gmail.com](mailto:stephmacharia@gmail.com)]  
**Sent:** Wednesday, January 09, 2013 11:05 AM  
**To:** Johnson Donna R  
**Subject:** Lets keep Pencader's doors open

Hello Ms. Johnson,

My name is Stephanie Macharia, I am a senior at Pencader Charter High school. I am aware of the recommendation of revocation of my school's Charter. Though revocation may seem like the best alternative for DOE it is not for us students. If Department of Education revokes our Charter, four hundred plus children will be left without a high school to attend. With all due respect, public schools do not give the best education that all students deserve. Most parents will be hesitant to take their kids to their "feeder" schools because of the low education.

Pencader Charter is a great school, for students that enjoy school and are serious about their education. Pencader serves as a small family for us students. The teacher to student ratio is so perfect that each student is able to get every bit of extra help they need. PCHS has to stay open not just for me but for our prospective students.

Thank you for your time and consideration.

Sincerely,

Stephanie Macharia

**From:** [Johnson Donna R](#)  
**To:** [James Gow](#)  
**Cc:** [Murphy Mark](#); [Steven Quimby](#); [Carwell John](#); [Kay-Lawrence Sheila](#)  
**Subject:** Re: Pencader Charter High School  
**Date:** Monday, January 14, 2013 7:59:26 PM

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Thank you for your email. It will be included in the record of public comment for the Pencader formal review.

Donna Johnson  
(sent from my iPhone)

Executive Director  
State Board of Education  
401 Federal Street, Suite 2  
Dover, DE 19901-3639  
302-735-4010  
<http://www.doe.k12.de.us>

On Jan 14, 2013, at 7:55 PM, "James Gow" <jmgow49@gmail.com> wrote:

> Ms. Donna Johnson  
> Executive Director,  
> Delaware State Board of Education  
>  
> Dear Ms. Johnson,  
>  
> I'm writing to provide you with one parent's perspective on the need for Pencader Charter High School to remain open as a viable choice for students in New Castle county.  
>  
> My son, Rodger, is a sophomore at PCHS. He is the last of our six children to attend high school. Three of his brothers and his sister have graduated college and the fourth brother will graduate from the University of Delaware this May with a degree in accounting. They all thrived in college due in large part to the preparation that they received in high school. His immediate two older brothers attended the Charter School of Wilmington due to their desire to pursue careers related to math and science. Rodger, his mother and I chose Pencader because his goal is to become a lawyer and to one day to start his own Law firm. The business curriculum at Pencader seemed to be a great fit to Rodger's goals.  
>  
> Our experience at Pencader has been very positive. There truly is a "family" environment at this school. The teachers are well qualified, enthusiastic and very engaged with the students. We attend every parent / teacher conference that is scheduled and always come away feeling that Rodger is in a very positive, safe learning environment and that he is being challenged.  
>  
> If Pencader were to close we feel strongly that for Rodger to receive the quality of education that he is currently receiving we would need to enroll him in a parochial or private school. As retirees on a limited income this would be a severe hardship.  
>  
> As parents we have always been actively engaged with our children's schools. My wife volunteers one day each week at Pencader to assist with administrative tasks. I have recently volunteered to help the school board complete the work required to retain the school's charter. We want to help this school grow and thrive!  
>  
> I ask that you please extend Pencader's charter and allow the school to move forward and improve.  
>  
> Sincerely,  
>  
> James M. Gow

**From:** [Johnson Donna R](#)  
**To:** ["Sharon Price"](#)  
**Cc:** [Kay-Lawrence Sheila](#); [Carwell John](#)  
**Subject:** RE: Pencader Charter School  
**Date:** Monday, January 07, 2013 11:48:27 AM

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Thank you for your email, it will be added to the record of Public Comment for the Pencader Formal Review

## *Donna Johnson*

Donna Johnson  
Executive Director  
State Board of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4010 (T) 302.739.7768 (F)  
[drjohnson@doe.k12.de.us](mailto:drjohnson@doe.k12.de.us)

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Please consider the environment before printing this e-mail

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**From:** Sharon Price [mailto:[Sharon.Price@kellyservices.com](mailto:Sharon.Price@kellyservices.com)]  
**Sent:** Monday, January 07, 2013 11:47 AM  
**To:** Johnson Donna R  
**Subject:** Pencader Charter School

Dear Dr. Johnson,

My step-daughter goes to Pencader. She is in the 11<sup>th</sup> grade. She moved to Delaware in her 10<sup>th</sup> grade year, first going to Christiana High School. She did not have success there, so we were lucky enough to move her to Pencader this year. She is doing a great job there, and is very excited that she is learning Chinese. There really are not very many schools that teach Chinese. She has made friends and is very happy there. She has one more year to go before graduation, and she really wants to graduate from Pencader.

She is a member of the swim team as well, and is very excited about this. It is great to see her involved in the school, as she was not previously involved in anything at school.

Please, we really want Pencader to stay open. They are a great school, and she is learning a lot. Please give them an opportunity with the new Board members that are in place. I know many students who would not be happy having to move to any other school, especially in the 11<sup>th</sup> grade.

I respectfully ask that you give them an opportunity to make the changes necessary. With the new board in place, they should be able to meet the objectives they have set for themselves.

Thank you.

**Sharon Price**

**Professional and Technical Recruiter**

**Phone: 302-323-1560 Fax 302-323-0150**

**[sharon.price@kellyservices.com](mailto:sharon.price@kellyservices.com)**

**[www.kellyservices.com](http://www.kellyservices.com)**





**From:** [Johnson Donna R](#)  
**To:** [Baines, Sherry M.](#)  
**Cc:** [Kay-Lawrence Sheila](#); [Carwell John](#)  
**Subject:** Re: Pencader Charter  
**Date:** Monday, January 07, 2013 3:41:14 PM

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Thank you for your email. It will be included in the official record of public comment for the Pencader formal review.

Donna Johnson  
(sent from my iPhone)

Executive Director  
State Board of Education  
401 Federal Street, Suite 2  
Dover, DE 19901-3639  
302-735-4010  
<http://www.doe.k12.de.us>

On Jan 7, 2013, at 3:24 PM, "Baines, Sherry M." <[SBaines@christianacare.org](mailto:SBaines@christianacare.org)> wrote:

Dr. Johnson,

In light of the recent decision and recommendation from the Accountability Committee to close Pencader Charter School, I wanted to reach out to you to say that I hope you will also consider the recommendation of the staff, students and parents who want so desperately for this school to stay open.

I am the aunt of a senior and the mother of a freshmen student at Pencader Business and Finance Charter School; both of which are members of the BPA and are extremely happy to attend Pencader.

Admittedly, there has been much chaos and many adjustments necessary recently, but I think the school and staff are finally headed in the right direction. Please allow us the opportunity to get fully back on track and up to par and most importantly don't uproot and disappoint these kids who desire this specialized education at the school they love so very much.

Thank you for your time and consideration.

Regards,

Sherry M. Baines

Proud Parent of Pencader Kid

**From:** [Johnson Donna R](#)  
**To:** ["lindadilouie@verizon.net"](mailto:lindadilouie@verizon.net)  
**Cc:** [Carwell John](#); [Kay-Lawrence Sheila](#)  
**Subject:** RE: Pencader from a Parent's Perspective  
**Date:** Tuesday, January 08, 2013 9:12:58 AM

---

Thank you for your email. It will be included in the record of public comment for Pencader's formal review.

## *Donna Johnson*

Donna Johnson  
Executive Director  
State Board of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4010 (T) 302.739.7768 (F)  
[drjohnson@doe.k12.de.us](mailto:drjohnson@doe.k12.de.us)

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Please consider the environment before printing this e-mail

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**From:** lindadilouie@verizon.net [mailto:lindadilouie@verizon.net]  
**Sent:** Tuesday, January 08, 2013 8:39 AM  
**To:** Johnson Donna R  
**Subject:** Pencader from a Parent's Perspective

Dear Ms. Johnson,

Please read the attached document. My son needs to be heard, my son's needs are real, my son needs Pencader.

Thank you,  
Linda DiLouie

January 8, 2013

### Keeping Pencader Alive from a Parent's Perspective

If my son was not caught in the middle of all of this, I would find it very difficult to believe all the mistakes that have happened. But, here we are doing everything we can to save his school – AGAIN!

From observation and reading every piece of information about the issues, this time around is very different. The issues are more personal, or should I say 'personnel,' rather than financial. The stakes are much higher, how can we expect you to give us another chance. But, here we are. This time, however, I am not asking for a green light but rather a window of opportunity to let the new and *appropriate* Board get things turned around. It is unrealistic to expect such vast changes to happen by February or June of this year. Can you give us until next June? Please!

This morning I met with special ed and guidance staff at William Penn, our feed school. In the three years that my son has been at Pencader, he has accumulated more credits than Penn requires to graduate! He has had classes that they do not offer even though they have a business track. He has done community service, which they do not require. And, he has already begun preparation for his senior project to complete this summer –also not required at Penn. The point is that the students of Pencader are working significantly harder than New Castle County typical public high school students. Don't they deserve the support of their state? Please!

With special ed comes the very unique situation of NOT being able to choose into a different public school. That is the most important advantage of charter schools for these kids – it DOES give them a choice for a school that better fits them. But, since each charter school specializes in one area, entering them as seniors will make it impossible to graduate in 4 years with so many specialty classes needing to be made up. This leaves no choice for these kid, it is the reason so close to my heart for allowing Pencader one more year to prove themselves. Can you keep it open for the upcoming seniors? Please!

Pencader's specialty is Business and Finance. My son is not planning on pursuing a business career, but he has taken business courses that should be required at every high school. He has learned how to balance his own checkbook, have personal interactions with the local bank, and a vast array of social situations have been covered and role played. With autism as a disability, this social component has been absolutely life changing. He would not be the young man he is today if he did not attend Pencader. The courses he could be taking at Pencader as a senior next year will build on this strong foundation and push him to achieve even more. How can you cut him off before this final step?

Please! Linda DiLouie

**From:** [Johnson Donna R](#)  
**To:** ["Victoria Gambrah"](#)  
**Cc:** [Kay-Lawrence Sheila](#); [Carwell John](#)  
**Subject:** RE: pencader school closure  
**Date:** Tuesday, January 15, 2013 2:20:18 PM

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Thank you for your email. It will be included in the record of public comment for the Pencader Formal Review.

## *Donna Johnson*

Donna Johnson  
Executive Director  
State Board of Education  
401 Federal Street, Suite #2  
Dover, DE 19901-3639  
302.735.4010 (T) 302.739.7768 (F)  
[drjohnson@doe.k12.de.us](mailto:drjohnson@doe.k12.de.us)

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Please consider the environment before printing this e-mail

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**From:** Victoria Gambrah [<mailto:veevicks@yahoo.com>]  
**Sent:** Tuesday, January 15, 2013 1:47 PM  
**To:** Johnson Donna R  
**Subject:** pencader school closure

Dear Dr. Johnson,

I am a single parent of Pencader Charter High School writing to appeal to your better judgement in regards to the closure of the school. It is my pleasure to share with you the importance and the necessity of leaving the doors of this great school open. The problems facing the school is what must be aggressively attacked going forward, not closing the school and dispersing our kids to other schools which is very disruptive and inconsiderate especially for juniors and seniors. Have not our kids come far enough to deserve the chance of staying with teachers who have worked with them for so long a time? For sometime now the fear, anxiety, and confusion of both teacher and student is enough to boycott Pencader all together. Pencader has lost a whole lot of teachers and counselors including Mr.Quimby who is now school leader. My junior student is at a loss for a great AP US History teacher who loves history and has former students raising a flag to a good man such as "Quimby", as he is popularly known by some top students. I know the school board must have scrutinized a lot of options before coming to this decision, but I am wondering if this is the soundest of decisions. My son was educated in PCHS, graduated with honors and is now a sophomore in the prestigious Brown University. Can you honestly say a school like this is not worth saving? Here are three close friends who practically hanged together for four years, studying, playing soccer, other extra curricular activities including community service, and still came out valectorian, selectorian and the other in an Ivy-league? By God I am proud, aren't you? Why do we have to close when the neighboring Charter schools are all open. What is this dire threat and what can we do to help as parents.

Sincerely,  
Victoria

As you know, it was suggested that Pencader charter high school should close but I am writing this letter to you suggesting that it should not be closed. Pencader charter as you've come to know is a school in New Castle, DE which focuses on business and finance, the only one in the state. Pencader has had issues in the past such scarcity in resources, low grade scores but when we had all this, we never gave up. We tried our best in the DCAS scores to meet the states requirements and we succeeded by working hard. We went from below to near in just a few months. When you compare us to public schools, example William Penn or Christiana High, they can have all the resources but what they lack is education. I recently compared their DCAS scores with ours, we topped them by far. Why? Because we help each other and work to our extreme. By closing the school, what do you expect to gain from that, NOTHING other than leaving 400 students schooleless. There is a reason parents decided to take their kids to the school in the middle of nowhere, 30 minutes away from home and not choosing to take their kids to the school a block from their house. If I didn't know better, I would think that this is punishment to the parents and the students because there are other classes offered only at Pencader and when you transfer, they would all be useless. Once you get to know Pencader Charter, you will know were not just a school neighboring the Delaware River but a family. Please Please Please before you make your final decision just think of what you will be building or what you will be destroying.

Yours Faithfully,

Alvin Gichinga, Student at PCHS

**From:** [Kepner Alison](#)  
**To:** [Carwell John](#); [Johnson Donna R](#)  
**Subject:** Pencader comment through gov office  
**Date:** Thursday, February 07, 2013 10:27:36 AM

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Dear Governor Markell,

Attached is a letter I sent to the State Board, Mr. Murphy and Mr. Carwell in lieu of attending the Public Comment meetings for the final phase of the Formal Review for Pencader Charter High School. As you know I was the President of the Pencader Board for more than a year and I doubt I ever had a more challenging, or more rewarding, educational experience. However, the problems that the school had, and successfully hid from me and my board, are now overwhelming. There are some people involved with the school now with very impressive resumes, but none with backgrounds in charter school leadership and that is definitely what most of us believe is needed. I never thought I would recommend closure of a school but I see no fiscally sound alternative. A number of the local traditional public schools have really ratcheted up their programs and achievement levels and they offer very attractive alternatives to the Pencader students. That option was not there in the past like it is today.

Whether or not you have a hand in the decision making around this current charter school's crisis I wanted to share my thoughts with you mainly because I had been such a strong advocate two years ago. One of the lessons I learned was to really have my eyes wide opened all the time! I always thought of myself as savvy and intuitive about people but some of the folks at Pencader really fooled me! That shall not happen again!

I hope 2013 and your second term are both off to a great start. My daughter and granddaughter had a fantastic time at the Inaugural Ball and the photos they have with you are on the walls of each bedroom. My husband and I had to miss the affair because we were both hacking away with horrible bronchial colds.

Thank you for your time and interest in the educational direction of our Delaware schools!

Harrie Ellen Minnehan

p.s. I can send the link to the New York Times editorial of Feb. 2 under different cover. The link posted by the Times is broken so I had to copy the article itself.



2/10/13

Secretary Murphy and John Carwell:

I am writing to express the Vision Network's support for Pencader Charter High School as your committee reviews their charter. Pencader has been a part of the Vision Network for the past two years and we have seen significant growth and leadership in their team over that time.

Each Vision Network School selects a team of leaders from their building to design and implement instructional improvements targeted at both staff and students. Pencader's team began with us in the fall of 2011 and has grown quickly in both their understanding of the needs of their school and their ability to implement change. This team has expanded both in size and responsibility over the last two years, and is now a formidable asset for change in their building. Together they have developed a school wide instructional focus, deeply informed by their student achievement data, and has begun implementing instructional improvements that target their needs.

They have done this work, and stayed focused, while the challenges of the school and its former leadership, have played out in public. This is obviously trying for teachers, but they have remained committed to improving their school, and indeed some of the initial team members have taken on significant leadership roles in the school over the last year. Their hard work has put this school on the right path to a strong academic program.

This has included developing an Instructional Leadership Team (ILT) that meets weekly and is focused on improving instruction in the building, and creating three school wide leadership teams (ILT, Student Intervention, and Public Relations) to manage discreet leadership tasks. They have also done strong work on addressing the needs of Special Education students through coordinated professional development, a new curriculum, and a coordinator in charge of that work.

We have been greatly encouraged by the growth that this team has made in the last two years, and with the recent leadership changes we feel the school is on the right track to being an innovative and high quality educational opportunity for Delaware students. We hope that your committee will consider the strong work that the staff



of this school has undertaken, and the commitment they have shown to improving their practices, as you make your decision regarding their future.

Thank you,

A handwritten signature in black ink, appearing to read "Lois Hobbs".

Lois Hobbs  
Interim Executive Director



January 16, 2013

Mr. Mark Murphy,

My name is Faralynn Sanchez. I am a junior at Pencader Charter Business and Finance High School. When I enrolled into Pencader during my sophomore year I didn't know anyone and over time I grew to make new friends. This school is my other family. The teachers here stay most days. We get the help we need and they take us step by step to help us understand clearly. In my opinion this school is one of the best I been to- particularly Mount Pleasant (which was a horrible experience). Academically we are the 3<sup>rd</sup> best charter school in Delaware. I Feel so **SAFE** in Pencader and we do not have a resource officer. The 2 reasons why that officer isn't here is because our environment is safe, and our school has had minimal physical fight compared to a traditional public school. When I left Mount Pleasant High School the end of my freshman year I was battled a bully and as a result I was in trouble all the time, my grades were C's , D's and F's , and my GPA was a 1.7 when I finished my freshman year. I received no support, I wasn't safe, and my parents had to obtain a lawyer to ensure I was safe. After attending Pencader my sophomore year my GPA at the end of the year was a 2.5. Now I have good GPA which is now a 2.9. I strongly believe that this school needs to remain open. It truly gave me the attention and support I needed. Pencader doesn't just bring new friends, but we are a FAMILY. Please do not shut us down because DOE wants to have extra funds to provide for other public schools. Give us a chance. What High School will I be able to benefit from in my area? The short answer is none. I am a special education student and Pencader has supported me more than any other school I could think of. I cannot afford private school and a change of environment is a detriment to a Special Ed student. I do not do well with change and closing our school will not only disturb my high school experience but it will be a major hurdle for me to get over. And I want to fully enjoy much my Senior Year. I would like to focus on college applications not my school closing.

Please allow Pencader to remain OPEN!

Sincerely,

Faralynn Sanchez

January 14, 2013

To whom it may concern,

We are writing to express our want for our school to remain open. We understand the school is working on a plan and had a few hurdles in getting it done. However, our scores demonstrate that the school is operating well. We are a business and finance high school- we know plans take time to implement. Please give the school the opportunity to do so. All the teachers care about our learning and do a good job in doing so. We have a safe school- unlike so many other high school where bullying and fighting is a common daily practice. We are a family and there is no other environment like this. It will disturb many of our academic plans to attend college on time, for some there is no other school option, and for others the change of environment and getting acclimated can be a recipe for failure. Do you really want the students in this building to fail? We are the future of this State and by closing our school demonstrates a lack of care and support for our success. Many of us will have to go to our feeder school which in most cases not a benefit otherwise we would have went there originally. Many of our feeders are dangerous, poorly staffed, bullying is common, and safety is a concern. We want to remain in our building where teachers care, teachers teach, we have community, parents want us here and care about Pencader, a staff that cares – WE ARE FAMILY! DO NOT CLOSE OUR DOORS!!! GIVE US TIME TO EXECUTE THE PLAN YOU APPROVED OVER THE SUMMER!!! IN BUSINESS EFFECTIVE CHANGE TAKES TIME! GIVE US TIME!

	Name	Grade
1	Dillon Infante	9
2	Zailon Ricketts	9
3	Joseph Obidye	9
4	Angel Sanchez	10
5	Brian E	STAFF
6	Seth Cavanaugh	12
7	Nick House	12
8	Briana N. Williams	12
9	Keith T. Harris	12
10	Victor Geronzo	12
11	Michael	12
12	Samir Williamson	12
13	Mirac Cauder	12
14	Felix Acker	12
15	Taylor Cobb	12 <sup>th</sup>
16	Cheralyn Deyle	12
17	Taylor D. Clarke	12 <sup>th</sup>
18	Prisha Vasasova	12
19	Naim Trader	12
20	Brynn Benetello	12
21	Daluan Smith	10 <sup>th</sup>
22	Tracie Miller-Collins	11 <sup>th</sup>
23	Adelle Nish	11
24	Siani Howard	10 <sup>th</sup>

January 14, 2013

To whom it may concern,

We (THE STUDENTS OF PENCADER CHARTER) are writing to express our want for our school to remain open. We understand the school is working on a plan and had a few hurdles in getting it done. However, our scores demonstrate that the school is operating well. We are a business and finance high school- we know plans take time to implement. Please give the school the opportunity to do so. All the teachers care about our learning and do a good job in doing so. We have a safe school- unlike so many other high school where bullying and fighting is a common daily practice. We are a family and there is no other environment like this. It will disturb many of our academic plans to attend college on time, for some there is no other school option, and for others the change of environment and getting acclimated can be a recipe for failure. Do you really want the students in this building to fail? We are the future of this State and by closing our school demonstrates a lack of care and support for our success. Many of us will have to go to our feeder school which in most cases not a benefit otherwise we would have went there originally. Many of our feeders are dangerous, poorly staffed, bullying is common, and safety is a concern. We want to remain in our building where teachers care, teachers teach, we have community, parents want us here and care about Pencader, a staff that cares – WE ARE FAMILY! DO NOT CLOSE OUR DOORS!!! GIVE US TIME TO EXECUTE THE PLAN YOU APPROVED OVER THE SUMMER!!! IN BUSINESS EFFECTIVE CHANGE TAKES TIME! GIVE US TIME!

	Name	Grade
1	Ben Brown	9th
2	Alec Revy on	9th
3	Maia Hill	9th
4	Katarina Milewski	9th
5	Erin Greer	
6	Desmond Omwenga	10th
7	Mrs. Terranova	Staff - Business Education
8	Ms. Angela Cloud	Staff - Art
9	Anley Cabrera	12th
10	Zamora Thelwell	11
11	Shanice Lee-Graham	12
12	Milan Patel	10th
13	Bikayrah Lewis	9th
14	Janay Green	9th
15	Ryan Warwick	9th
16	Paul Thomas	9th
17	Kionnae Scott	9th
18	Mackenzie Allen	9th
19	Tyria Johnson	9th
20	Kyonna Mayaka	9th
21	Chloris Bailey	9th
22	Nicholas White	9th
23	Breana Hamilton	11th



January 14, 2013

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	Name	Grade
1	Meghan Kee	11
2	Shuleika Deleste	11
3	Shivani Patel	11
4	Ali Shank	11
5	Kristine Fagfana	12
6	Charles Deejess	
7	London Rucker	12
8	Corissa B. Anderson	12
9	Brandon Wallace	12
10	Bryan Thummet	12
11	Marshall Kisten	12
12	Desiree Wright	12
13	Paulina	9th
14	Tayon Pinder	10
15	Rohan Williams	9
16	Chet Diao	10
17	Gianna DeAscanis	9
18	Saboor Cappel	9
19	Aaron Bowie	12
20	Shane Brown	10
21	Kinie Smith	10

January 14, 2013

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Name	Grade
Tina Wyatt	11 <sup>th</sup>
Malcolm Berry	11 <sup>th</sup>
Halle Santolero	11 <sup>th</sup>
Alker Rogers	9 <sup>th</sup>
Ronald Thornton	10 <sup>th</sup>
Andy Grenardo	10 <sup>th</sup>
Nathan Patel	9 <sup>th</sup>
Malcolm B	9 <sup>th</sup>
Chelsi Mauser	11 <sup>th</sup>
Najeeb Wllah	11 <sup>th</sup>
Ebony Hargis	11 <sup>th</sup>
Lauren Ebert	9 <sup>th</sup>
Rory Johnson	11 <sup>th</sup>
Mister Carter	12 <sup>th</sup>
Diana Grantson	11 <sup>th</sup>
Faith Murphy	12 <sup>th</sup>
Mrs Melissa Toole	Counselor
Juwana Williams	11 <sup>th</sup>
Erin Marshall	11 <sup>th</sup>
Diamond Ridgeway	11 <sup>th</sup>
ALVIN Gichings	11 <sup>th</sup>
Zach El-Azom	11 <sup>th</sup>
N. Thomas	12 <sup>th</sup>
Marissa Ross	11 <sup>th</sup>



January 14, 2013

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Name	Grade
Tori Pennington	12 <sup>th</sup>
Adam Saffiullah	12 <sup>th</sup>
Angelica Rodriguez	12 <sup>th</sup>
Ezekiel Shockey	12 <sup>th</sup>
J. Waller IF changes are made!	12 <sup>th</sup>
Mike Nicholas	12 <sup>th</sup>
Michael Brooks	12
Sata Dennis	12
Nadisha Downs	12 <sup>th</sup>
Aaron Griffith	12 <sup>th</sup>
Sarah White	11 <sup>th</sup>
Malana Linder	12 <sup>th</sup>
Ivy Kahere	12 <sup>th</sup>
Shirley Patel	11 <sup>th</sup>
Neerhai Patel	12 <sup>th</sup>
Michelle Stott	11 <sup>th</sup>
Amanda Baggett	12 <sup>th</sup>
JESS BELL	12 <sup>th</sup>
Alex Barry	12 <sup>th</sup>
Pruthvith Enugula	12 <sup>th</sup>
Carli White	12 <sup>th</sup>
Susanne Beale	12 <sup>th</sup>
Michelle Marsh	12 <sup>th</sup>

January 14, 2013

To whom it may concern,

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Name	Grade
Sydante Scott	10
Edana Poticher	10
Autumn Parnell	10
Haleigh Reed	11
Kendeth Winkler	11
Demetrius Goode	11
Christina Dmeza	11
Lawrence Isakoff	Teacher
James Fowles Dawson	10
Adrian John	11
Briana Knight	9th
Tatiana Icrastev	11th
Angelo Glover	12th
Zachary Mazie	10th
Stephanie Macharia	12th
Donte McDaniels	12th
Malik Sessoms	11th
Ryan Dubs	11th
Cliff Carter	12th
Mark Furman	12th
Naana Darko-Muntah	12th
Veronica Mikhail	10th
Amber Young	10th
Arabelle Osicky	10

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	Name	Grade
1	Debbie Delle Donne	Staff member
2	Jordan Anthony Anderson	12 <sup>th</sup>
3	<del>Amber Hall</del> Tooba Ahmed	12 <sup>th</sup>
4	Beverly Rogers	9 <sup>th</sup>
5	Jerome Powers	11 <sup>th</sup>
6	Raymond Grenfi	11 <sup>th</sup>
7	Samuel Cotton	10 <sup>th</sup>
8	Sayantun Dasgupta	11 <sup>th</sup>
9	JAY Anderson	Staff Member BOB.
10	Walter Harrison-Dixon	Staff
11	Kesean Young	11 <sup>th</sup>
12	Shannon Barnes	Staff - math
13	Margaret Hunsom	Staff - Special Education
14	Shelby Roberts	11 <sup>th</sup>
15	Brittany Cabreja	11 <sup>th</sup>
16	Elajia Ivory	11 <sup>th</sup>
17	Faraynna Sanchez	11 <sup>th</sup>
18	Emman Davies	10 <sup>th</sup>
19	Zach Shockley	9 <sup>th</sup>
20	George Zoughib	10 <sup>th</sup>
21	Tyler Goodman	11 <sup>th</sup>
22	JaQuan Smith	10 <sup>th</sup>
23	Brian Lewis	10 <sup>th</sup>



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Name	Grade
Chelsea Amofah	10
Amoni Aileen	10
Teva Miller	9
Amanda Hill	10
Jaihenion	12
Kieran Young	11
Jerrick Hudson	11
Victor Yu	Teacher
Syda Tsages	11
Marcell Caparicio	11
Brittany Crunk	11
Richard Giesbrecht	Teacher
Deanna Williams	10
Alie	12
Kristyn Hodgdon	10
Naana Darko-Mutah	12
Hassan Hargroves	11
Keddy Rwarai	10
Damone' Boyce	10
Juhi White	10
Priyali Modi	10

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Name	Grade
Miguel F.	11
Kashmir Jones	12
Kayle Prentice	10
Kwaku Poku	12
Stephan Lloyd	10
Jaleel Hairston	12
Quane Thelwell	11
Kickem Miller	11
Deron Lawton	11
Sarah Bell	12
Isiah Woodland	11
Shawnice Gattis	11
Archery Russeau	10
John Miller	10
Melissa Simpkins	10
Lise Osieky	parent - 9+10
Tyler Evans	10
Joulen Daves	10th
Odessa Nisam	11
William Ortiz	11
Jorge Dominguez	11
Jordan Campbell	11
Taylor Reid	11



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Name	Grade
David Matimu	10
Sree Krishna Uppala	10
Juan Ruiz	10
Justin HAWWARD	10 <sup>th</sup>
Christa House	11 <sup>th</sup>
Empress Forais	11 <sup>th</sup>
Jordin Patrick	12 <sup>th</sup>
Manuela Reza Thanez	12 <sup>th</sup>
Fritz Ward	
Kushal Patel	9 <sup>th</sup>
Aaliyah Siddiqi	9 <sup>th</sup>
Nick Henry	10 <sup>th</sup>
Brandon Buglio	9 <sup>th</sup>
Onica Livingston	9 <sup>th</sup>
Vitalis Yangme	12 <sup>th</sup>
Samantima Careres	9 <sup>th</sup>
Jase Diaz	9 <sup>th</sup>
Alena Guskov	9 <sup>th</sup>
Ronisa Raja	9 <sup>th</sup>
Andrea Smith	9 <sup>th</sup>
Radeeyah Pantler	10 <sup>th</sup>
Nulof LOWN	10 <sup>th</sup>
Anthony Biscan	10 <sup>th</sup>
Orly & Shereen	9 <sup>th</sup>

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Name	Grade
Stacy M Rahaka	11 <sup>th</sup>
Ryan Neale	11 <sup>th</sup>
Marco Rivera	11 <sup>th</sup>
Santanna Oroschuk	11 <sup>th</sup>
Xelton Kuntz	12 <sup>th</sup>
Eniola Murrell-Pace	11 <sup>th</sup>
A. SMITH	Teacher
Steele Deleste	12 <sup>th</sup>
Reece Smith	12 <sup>th</sup>
Leilani Santiago	10 <sup>th</sup>
Tibbi Pipkin	11
Taylor D. Foreman	10/11
A Gabriela Hernandez Delgado	10
Christian Demby	12 <sup>th</sup>
Daniel Infranco	10
Karan Chhabra	11 <sup>th</sup>
Anthony. Christie	12 <sup>th</sup>
Andele Brown	11 <sup>th</sup>
Ta-Tiyana Smith	11 <sup>th</sup>
Subrina Ofori	12 <sup>th</sup>
Emmora Nkansah	11 <sup>th</sup>
Barry Brown	11 <sup>th</sup>



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Name	Grade
Tatum English	11 <sup>th</sup>
LORIE HINES	10 <sup>th</sup>
Samantha Simpson	10 <sup>th</sup>
Robert Richardson	10 <sup>th</sup>
Oryana Smith	11 <sup>th</sup>
NORMAN DOYLE	9 <sup>th</sup>
Julia Birtner	10 <sup>th</sup>
Laura Shaw	Staff
ERIK Mendenhall	10 <sup>th</sup>
Cory Carl MS4	Teacher
Damonet' Boyce	10 <sup>th</sup>
Jacki White	Teacher
Wanda Blum	9 <sup>th</sup>
Shivani Patel ♥	11 <sup>th</sup>
Felix Ackon	12
Kameron Raison	12 <sup>th</sup>
Isiah Woodland	11
Nicholas White	9 <sup>th</sup>
Marco Rivera	11 <sup>th</sup>
Mark Torres #32	12 <sup>th</sup>
Mike Carter	12 <sup>th</sup>
Ashley Dickens	Staff
CR Kipp	Staff

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Name	Grade
<del>Adrian</del>	12
Pelin	11
<del>David Carter</del>	11
Eugene Richardson	<del>12th</del> 11th
Demetrius Taylor	12th
Nickail Williams	12th
Aya Elzaharna	12th
phoebee Byrd	12th
Dylan Rhudd	12th
RJ Ferrero	12th
Tom Warwick	12th
<del>Jesse</del>	12th
Rate McEvoy	Teacher
Kevin O'Leary	12th
Nancy Marfo	10th
Simon Ndurem	9th
Eva Churu	10th
Sonathan Boyd	9th

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Name	Grade
Alexis	12 <sup>th</sup>
Shun Evans	
Teo Butenas Santos	11 <sup>th</sup>
Cabrina Hwang	11 <sup>th</sup>
Stephanie Zaccarelli	Staff
Ayhan Kadircan	12 <sup>th</sup>
Danielle E. Ad	12 <sup>th</sup>
Richard Karentary	12 <sup>th</sup>
Rich Dale	Staff
Carroll B. Weldon	10 <sup>th</sup>
Diana May	10 <sup>th</sup>
Edward Ndibwa	11 <sup>th</sup>
Ayslin Price	11 <sup>th</sup>
Sharon Thuku	9 <sup>th</sup>
Giona Diller	9 <sup>th</sup>
Charles Rivera	9 <sup>th</sup>
Amin Ayad	9 <sup>th</sup>
Ernest Rasmussen	11 <sup>th</sup>
Kenn Archelus	12 <sup>th</sup>
Brianna Knight	12 <sup>th</sup>
Robert Gross	9 <sup>th</sup>
Dylan Branan	4 <sup>th</sup>



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Name	Grade
Terrell Holt	10 <sup>th</sup>
Rodger Gow	10 <sup>th</sup>
Jakeem Riker	10 <sup>th</sup>
Jackie Stewart	10 <sup>th</sup>
Isaiah Cossfield	9 <sup>th</sup>
Zahid E. Hossain	9 <sup>th</sup>
Dante Turner	9 <sup>th</sup>
Helis Moss	10 <sup>th</sup>
Tanashie Jacquelin	11 <sup>th</sup>
Marrissa Santolero	12 <sup>th</sup>
William Parker	12 <sup>th</sup>
Aaron Jennings	10 <sup>th</sup>
David Newton	11 <sup>th</sup>
Nakia Chapman	9 <sup>th</sup>
Darin White-Dumson	9 <sup>th</sup>
Kadija Sow	9 <sup>th</sup>
Trevar Krizan	10 <sup>th</sup>
Kelval Noeda	10 <sup>th</sup>
Scott Popette	Staff
Dewyn Hutchinson	11 <sup>th</sup>
Jaron Middleton	11 <sup>th</sup>
Tayan Charvis	11 <sup>th</sup>
Charles Djedjess	12 <sup>th</sup>



To whom it may concern,

Name	Grade
Superman	12
Mike Nichols	12
Sam + Jiffle	9
Frankie Robinson	11
P. Zavala	9
Haseeb Winder	10
Mary Symon	Staff

To whom it may concern,

[illegible][illegible]

Dated: January 11, 2013

To: The Honorable Jack Markell  
Office of the Governor  
Carvelle State Office Building  
820 N French Street, 12<sup>th</sup> Floor  
Wilmington, DE 19801

Sub: Pencader Charter High School

Dear Mr. Markell,

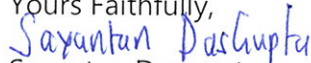
I am equally saddened and upset with the school accountability committee's recommendation to close Pencader Charter High School. There are not a very high number of good and competent specialty high schools in the area and our school gives a very good learning environment – especially in the field of Business and Finance. Today in our modern world, the demand for professionals in the field of Economics and Finance are increasing day by day and I feel this institute provides a solid foundation to the students keen to learn this evolving skill.

Further to the above I strongly feel that this school is doing very good academically and we have very friendly and cooperative teachers and staff members who are working hard every day to impart the necessary knowledge and behavioral etiquettes to become future successful professionals in life. All Teachers and Staff are adequately qualified to add value to this Institution.

As for myself, I have come from India at the age of 5 and carried on with my Primary Education through Elementary and Middle Schools. Currently I am pursuing my educational journey in this High School and enjoying my time here every single day. I strongly believe that this school will provide me the pathway that I want to go in the future to be an Economist. Being in Grade 11, I would certainly not appreciate any sudden change to my career now and am scared of thinking about me looking to be admitted to a different school at this juncture.

Lastly I hope that you would certainly take a look at this matter and reconsider the decision made by the accountability committee, and keep our hopes alive for future.

Thank you for your time and consideration.

Yours Faithfully,  
  
Sayantan Dasgupta

1001 Stonebridge Blvd

New Castle, DE 19720

**HARRIE ELLEN MINNEHAN**  
**765 Arbour Drive**  
**Newark, Delaware 19713**

February 3, 2013

All Members of the State Board of Education  
c/o Ms. Diane Johnson ([drjohnson@doe.k12.de.us](mailto:drjohnson@doe.k12.de.us))

Mr. Mark Murphy  
State Secretary of Education  
c/o [mark.murphy@doe.de.us](mailto:mark.murphy@doe.de.us)

Mr. John Carwell  
Director, Charter School Office  
c/o [jcarwell@DOE.K12.DE.US](mailto:jcarwell@DOE.K12.DE.US)

Dear Members of the State Board of Education, Mr. Murphy, and Mr. Carwell,

Like so many Delawareans who follow educational issues in our state I have closely followed the ever evolving story of Pencader Charter Business and Finance High School this year. As the former President of the Board of Directors at Pencader I have followed the story more intently than the average person probably. My fifteen months as the Board President represent some of the most challenging and at the same time the most rewarding experiences I have had in a lifelong educational career. I believe during my tenure we had Pencader poised for success.

Pencader began with a vision that should have assured success in New Castle County because of the promise to create a high profile business and finance high school. It wasn't long after the doors opened in 2006, however, that what should have been mere bumps in the road became roadblocks to that success. The school has been plagued with four formal reviews to date, and all have at least touched if not centered on financial viability, ironically, as this is intended to be a business oriented school.

There have been constant issues with governance: no board stability whatsoever. The current board which is being hailed now as the panacea to the problems has the same issues as all the previous boards: no educational/leadership experience. Simply a promise of "we will fix it and make it all great." Even this year there has already been turnover of board members. I'm not a fortune teller but I know several of these people and I suspect these "new" members are not destined for a long tenure on the board, either. Last winter I was in the process of arranging for intense board governance training through Marci Cornell-Feist of Boston ([marcicf@reachthehighbar.com](mailto:marcicf@reachthehighbar.com)) who has a national reputation as a charter school board "guru." She has trained charter boards all over America and was interested in working with us and had committed to a markedly discounted fee. I shared this information with Ms. Kennedy in August, 2012 but she was not interested, which I felt was unfortunate.

The issue of school leadership is critical and has been an ongoing concern. Mr. Quimby, a dedicated history teacher, is really not an experienced administrator like his predecessors. He is now the fourth school leader in this the school's seventh year. A school cannot build success on this kind of foundation. I see nowhere any indication of a solid search for a seasoned school leader, and that is definitely what Pencader needs if it is to attempt to survive. Personally, I don't think that person will be

found on [www.monster.com](http://www.monster.com) which is what was mentioned in one of the school's responses as the preferred place for advertising for a new school leader.

Critical as all of these issues are the most pressing issue facing the school is declining enrollment. Costly Ads are run several times every week in the News Journal and I do hope that is not the sole "recruitment effort" for the school. A school which underwent such a stigmatizing summer as Pencader did last year needs a truly energetic, ambitious selling program to bring in students. There has been an enrollment decline of 200+ students since July 1, 2011. Financial viability is built on enrollment in a charter school. Pencader is suffering in this respect right now. Academic performance is related to enrollment because a school wants, of course, to enroll the most motivated, talented, competitive student body they can attract. That should be the sole task of somebody at the school because recruitment "season" is close to winding down here in New Castle County. By mid-February most families will have made their choices about the schools for their children for the coming academic year. In fact most schools have already had their "High School Night" activities and/or placement exams by now. (By the way, two weeks ago the News Journal ran a special Education supplement featuring most of the charters, the major private and parochial schools, and even some of the traditional districts. Pencader's ad was not in the supplement....but I found it printed at the bottom of the Obituary page!)

In any discussion of student enrollment the issue of teacher recruitment and retention must be addressed. Just as an example last year's Pencader Teacher of the Year who was later named Delaware's Charter Teacher of the Year left the school. Some dismissals made after the September 30<sup>th</sup> count were peculiar. The Chair of the Business Department and only one of two of the five in the department who was highly qualified was let go. Teaching in an environment where problems continue to weigh down the long term viability of the school itself becomes very stressful. A number of current teachers are actively looking for positions elsewhere, and they cannot be blamed.

My decision to give up my position as the Board President one month ahead of the end of my term was a personal decision. I timed it when I did with the expectation, and I outlined this to the Board, that they would be able to find an individual for the Board before the July 1 start of the new fiscal year so that their board would be viable. I gave the Board (Ms. Kennedy) a list of names of people who had an interest in serving but to my knowledge none of the individuals were ever contacted. In the summer of 2012 I did propose to the board to help them with several issues which I have knowledge about: adjusting their salary schedule for instance. I was ignored. At that point in time the sole motivation for the Board was clearly to shield Ann Lewis and however possible save her job.

Although I am without any vested interest in the school other than as a taxpayer, a retired public school educator, and a person with a passion for education and the rights of students to gain the best available education, I have sadly come to the realization that it is time to close Pencader Charter. It is simply too late in the life of this school to continue to build on promises and hollow words. There are in New Castle County now some thriving high schools so the Pencader students definitely have very good choices available to them. With looming threats of cuts in education dollars at both the federal and possibly the state level it is critical that every dollar spent in Delaware is spent to derive a real gain. I am truly not convinced that Pencader any longer provides this gain neither for the students, their families nor for the taxpayers of our state.

This is much like reviewing a student's report card and seeing unsatisfactory grades. "So, what are you going to do about this?" asks the parent. Replies the student, "I'll get straight A's next time. I promise." Probably not.

I am attaching a very interesting editorial comment from the Saturday, February 2, 2013 issue of the New York Times about the accountability of Charter schools. I think it speaks to the Pencader issues.

Thank you for taking the time to read and consider this as you make your decision.

Sincerely,

Harrie Ellen Minnehan  
Former Board President, Pencader Charter High School

[minnehanh@comcast.net](mailto:minnehanh@comcast.net)

302-545-0981

The non-bold paragraphs are by Arabelle Osicky; the bolded paragraphs are my honest replies.

January 11, 2013

Dear Mark Murphy,

My name is Arabelle Osicky and I am a sophomore at Pencader Charter High School in New Castle. Lately there has been a lot of stress and worry among my peers and teachers, due to all the discussion about the possibility of the school closing. The majority of us really care about this school and would be devastated if it closed.

**My name is Kyle Muller (Former freshman, now sophomore at Conrad Schools of Science) and the majority of what Arabelle Osicky sent you on this document is over-exaggerated or false. Lately, Pencader students are in a rage; the administration is telling them to not curse at the teachers. The students reply with “You tell us to not curse at the teachers when the teachers are the ones cursing at the students!” The majority of Pencader students and teachers only care about the school only if it’s about to close, like now.**

One concern that many of the students here share is that if Pencader closes and we have to transfer to different schools, some of our credits would basically be worthless. We have some classes that could not translate into classes at other schools and some students would possibly have to stay an extra year to make up for the requirements at their new schools. Chinese, for example, is not offered in most schools and many colleges require at least three years of the same language. Students who have taken Chinese would have to take three years of Spanish, which, depending on the current grade of the student, could cause the student to have to stay an extra year in high school or be denied entrance to particular colleges. The idea of having to start fresh with our credits is one of the largest concerns of the students here. There are some very bright kids here and I personally do not think it would be fair to force them to start over.

**Last year, at the beginning of my freshman year at Pencader, I wanted to transfer to a private school, any private school, just to get away from that prison. The school leader, Ann Lewis told me that I am not allowed to. Later that day, I researched charter schools in Delaware, and I found out that the school leader lied to me because I was allowed to transfer to a private school. It would be an improvement for the students to go anywhere else but Pencader Charter. At most schools in Delaware, transferred Pencader students wouldn’t need to “start fresh” with their credits; I transferred to Conrad and they accepted all of my credits!**

The majority of students opposing the closing of Pencader simply do not want to attend other public schools. Because of the timing of this decision, if the school closes many of us will have to attend our “feeder” school. The choice deadline has already passed and most of my peers would rather be homeschooled than attend their public feeder school. At Pencader, the students feel safe. We are one of the few schools that does not have a police officer on duty and fights do not break out particularly often. Most of us would be terrified to go to one of the other public schools in our districts because we have become accustomed to learning in a safe environment.

**Trust me when I say this, Pencader students HATE Pencader, at least the majority. Sure, they’d rather go to Pencader rather than Glasgow High School, but there are private schools, secondary schools, other charter schools, etc. At Pencader, the students do not feel safe. I think I can speak for everyone there when I say that. The teachers and**

The non-bold paragraphs are by Arabelle Osicky; the bolded paragraphs are my honest replies.

**administration cursed at all us of, all the time. The only time when they were caught was when Joey St. Pierre videotaped it. There's no police office at Pencader? Don't you mean "There's no police officer at Pencader, yet." Or "There's no police officer at Pencader because they cannot afford one!" Pencader is NOT a safe school.**

I also feel that, as Pencader students, we have more opportunity than those of other schools. This school has a good educational system. Brighter students have the option to take more-advanced classes such as AP classes and PCHS incorporated the "High School for Business" program this year. I take this course instead of the regular business curriculum and I find that it is significantly more challenging than the other business pathway classes. My classmates are all very bright and are especially intimidated by the idea of having to switch schools and earn little to no education. We care about our future, and this includes the step of gaining an education and putting it to use.

**JUST STOP. If you think that Pencader students have even the *slightest* amount of opportunity than rather them going to a different school, you need re-evaluate your life. Pencader gave me no opportunity of a good future, which is why I left! I am in Honors Biology at Conrad... A Freshman class! Honors Biology at Pencader is a Junior class! None of my classmates at Pencader were bright, they were just talking about how they got away with smoking marijuana on the bus, or in the stairway that no one goes into.**

Part of the opportunity in PCHS also comes from the extra-curricular activities. Although some other schools may offer various sports and academic activities, they may not be as easy to join. For example, although schools such as the Charter School of Wilmington has high-performance academic teams, since the school is so large students have to try out for activities and often do not get accepted. I know one student who is exceptionally smart but even he did not get into a math program. At Pencader, on the other hand, if you sign up, you join. This school is small enough that only limited-position sports have try-outs. I have participated in Math League and Science Olympiad in both of my years at Pencader, and recently finished my first season of cross country. Having started as a fairly poor runner, I am almost certain I would not have been able to join the cross country team at most other schools, but Pencader has so many activities and a small population that I instantly got accepted. Because we formed a fairly small team, everyone that was free on the date of the state competition was able to go, even though only the top 7 or so from each team (boy and girl teams for each school) were invited to participate. At first cross country was a chore and not enjoyable, but by the end of the season I found myself enjoying practices and being cheered on by a team of encouraging, wonderful kids. When I ran in races, I was proud to wear the Pencader team uniform. Math League is probably my least favorite of the three activities I have participated in, but I am lucky to have been able to not only join the team (which also is an activity that if you signed up, you were instantly on the team), but last year also be one of the two freshman in my school to be invited to the state competition. I did not do particularly well, but it was a nice experience that I probably would not have been able to find at another school. I am especially glad I was able to join Science Olympiad. I was accepted into the Charter School of Wilmington and denied, which I questioned at first, but my experience in Science Olympiad helped me justify this decision. I have several friends that attend CSW and tried out for Science Olympiad but did not get accepted. Because a fairly small amount of people decided to join Science Olympiad last year (and this year), I automatically got in. I learned so much from my events last year, and even earned 2<sup>nd</sup> place in one of my events in the state



**The non-bold paragraphs are by Arabelle Osicky; the bolded paragraphs are my honest replies.**

competition. Ironically, I beat one of the Charter School of Wilmington teams, but would probably not have been able to participate had I went there. My participation in Science Olympiad and cross country have been two of my favorite memories of high school so far, and I am really glad I was able to have them.

**Pencader is one of the worst performing charter schools, from academics to administration to sports. Arabelle Osicky is acting like Pencader could have been good at every sport, when really they were the worst. Pencader does not even have one sport field, except a small gym with bubbles in the floor. Oh, and let's not forget that the cross country coach, Mr. Schumacher, who was recently laid off, was accused of having sexual affiliations when he taught at Middletown High School. I have read that Pencader laid off tons of teachers. Those teachers were my favorite teachers; Ms. Marihugh, Ms. Frisinger, etc. It's depressing how appalling Pencader turned out to be.**

Finally, although education is very important in high school, the experience is what makes it something to remember and cherish. Because Pencader is a fairly small school, most people know each other, or at least their names. Students are able to have a wide variety of friends since we see each other several times every day. Several of my classmates compare this school to a family. Although there are exceptions, most of my peers are extremely encouraging, kind, and intelligent. I am more on the quiet/shy side, but at this school I feel like I have many friends, especially compared to middle school, where I had few very close friends. Even those who I do not regularly talk to greet me in the hall and encourage me. I love my peers very much, and if Pencader were to close I would be very upset to not be able to graduate with my class. My peers and I have so many good memories from our freshman and sophomore years so far, it would be taking something away from us to close this school and force us to graduate separately.

I only ask you to please consider keeping this school open for Pencader students. It would mean the world to us.

**What is it, the fourth time you had to go through this nonsense? Just end it. There's only 400-ish students this year (which is half the amount they are supposed to have). I can imagine your viewpoint; *"Do I want to sacrifice 400 low performing students to not waste our communities' tax money, or should I give them a fifth chance?"* Really, the decision is not that difficult. I am giving my honest opinion. I actually care about our economy. We are wasting time and money on this death school. I could not be happier when I left Pencader, and I'm sure those 400 students will have a somewhat similar feeling. I can assure you that Pencader is closing SOME time, even if you decide to keep it open. It will just get worse and worse.**

Thank you for your time,

Arabelle Osicky

**Thanks for your consideration,**

**Kyle Muller, Henry C. Conrad Schools of Science**

**From:** [Johnson Donna R](#)  
**To:** [Kay-Lawrence Sheila](#)  
**Subject:** FW: Fast Pencader Update  
**Date:** Friday, February 15, 2013 1:05:35 PM

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**From:** Frank McIntosh [mailto:fjmcintosh@verizon.net]  
**Sent:** Friday, February 01, 2013 11:08 PM  
**To:** McLaughlin Mary Kate; Gray Teri; Johnson Donna R; Carwell John; Hickey Catherine T.; Hindman John; Murphy Mark  
**Cc:** bwilloughby@ycst.com; 'Dan Young'; 'Frank Hagen'; Steven Quimby  
**Subject:** Fast Pencader Update

Good Evening,

I wanted to bring you up to date on a few happenings regarding Pencader HS:

- Frank Hagen (acclaimed Delaware and Maryland HS principal who recently filled in at Charter of Wilmington in an exceptional fashion} is joining our team next Tuesday, the 5<sup>th</sup> replacing Tami Koss as Assistant Principal. He will be with us through the end of the school year. He is tasked (among other duties) with examining technical aspects of our education delivery system with the idea of improvement across the board.
- In case you have not heard, the individual mentioned in the Accountability Meeting, January 4<sup>th</sup>, Dan Young, our Vice President, did indeed serve on the Moyer board **but for only one day**. He did not see his service there as a positive for himself and resigned. Certainly, he had no influence on the operations of the school but we believe he will have a dramatic impact on Pencader's future.
- We have established or will establish relationships with scores of Delaware businesses and educational institutions to improve the effectiveness of curriculum offerings to students of Business and Finance.
- We have an open and dedicated relationship with the Charter School of Wilmington. They will serve as a guiding light to us in the areas of charter school intricacies, best practices, and governance. This commitment comes from President Chuck Baldwin and two board members, Irwin Becnel, Chairman and Henry Clampitt, member and student of the Brian Carpenter ideology of Charter School management.

This represents a sampling of our activity over the past month. We are very serious about making Pencader the class of the Charter School movement and will not rest until we do so.

Sincerely,

Frank McIntosh  
President, Pencader Charter HS Board of Directors