



Delaware Department of Education  
2017-18 Renewal Report  
Early College High School at  
Delaware State University

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### **Attachments:**

- i. 2014-2015 Annual Report
- ii. 2015-2016 Annual Report
- iii. 2014-2015 Academic Performance Report
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- v. 2014-2015 Financial Performance Report
- vi. 2015-2016 Financial Performance Report
- vii. 2014-2015 Organizational Performance Report
- viii. 2015-2016 Organizational Performance Report

## Charter School Renewal Report

### Requirements Under the Law

The charter school law (14 *Del. C.* § 514A) outlines the provisions that the Delaware Department of Education (DDOE) follows for charter renewal and nonrenewal. The DDOE is required to review the preliminary performance of the charter school to determine its compliance with its charter and its satisfaction of the criteria set forth in this title for the purposes of renewal or nonrenewal<sup>1</sup>. 14 *Del. C.* § 514A (c) states that,

(c) No later than April 30, the approving authority shall issue a charter school renewal report and charter renewal application guidance to any charter school whose charter will expire the following year. The renewal report shall summarize the charter school's performance record to date, based on the data required by 79 *Del. Laws*, c. 51 and the charter contract, and shall provide notice of any weaknesses or concerns perceived by the approving authority concerning the charter school that may jeopardize its position in seeking renewal if not timely rectified. The charter school shall have 10 working days to respond to the renewal report and submit any corrections or clarifications for the report.

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<sup>1</sup> A full copy of 14 *Del. C.* Chapter 5 can be found at: <http://delcode.delaware.gov/title14/c005/>

## I. Overview

1.1 Review the following chart with the school’s basic information:

<b>BASIC INFORMATION</b>	
<b>Name of School</b>	Early College High School at Delaware State University
<b>Year School Opened</b>	2014
<b>Current Enrollment</b>	289
<b>Approved Enrollment</b>	425 for SY 2017-18
<b>School Address</b>	1570 North DuPont Highway, Dover DE 19901
<b>District(s) of Residence</b>	Capital School District
<b>Website Address</b>	<a href="https://echs.desu.edu/">https://echs.desu.edu/</a>
<b>Name of School Leader</b>	Dr. Evelyn Edney
<b>School Leader Email and Phone Number</b>	<a href="mailto:evelyn.edney@echs.k12.de.us">evelyn.edney@echs.k12.de.us</a> 302.678-3247
<b>Name of Board President</b>	Dr. Marshá T. Horton
<b>Board President Email</b>	<a href="mailto:mhorton@desu.edu">mhorton@desu.edu</a>
<b>Mission Statement:</b>	
<p><i>The mission of Early College High School at Delaware State University (ECHS@DSU) is to provide highly motivated students with a curriculum concentrating on science, technology, engineering, and math that is integrated with the relevant curriculum at DSU such that all students graduate with one to two years of college credits, preparing them for completion of a four-year college program.</i></p>	

1.2 Review the following chart with the school’s demographics at the time of submission (all information must be verifiable through state reporting tools):

<b>ENROLLMENT &amp; DEMOGRAPHIC INFORMATION</b>			
	<b>2014-15<sup>2</sup></b>	<b>2015-16<sup>2</sup></b>	<b>2016-17<sup>2</sup></b>
Total Enrollment	129	209	289
% Male	37.98%	38.28%	35.99%
% Female	62.02%	61.72%	64.01%
% African American	58.14%	75.12%	74.05%
% American Indian	2.33%	0.48%	0.35%
% Asian	2.33%	0.96%	1.04%
% Hispanic/Latino	10.85%	6.70%	7.96%
% White	20.16%	11.96%	12.11%
% Multiracial	5.43%	4.31%	3.81%
% Special Education	2.33%	10.53%	7.27%
% English Language Learners	0.78%	0.96%	0.69%
% Low-Income	34.11%	33.01%	29.76%

1.3 Approved Minor and Major Modifications

<b>Date</b>	<b>Modification Requested</b>	<b>Outcome</b>
12/13/12	Minor: Delay opening from 2013 to 2014	Approved to open August 2014
9/10/15	Minor: Change educator evaluation process	Approved
2/3/17	Minor: alter agreement with charter management organization	Approved

<sup>2</sup> Based on September 30<sup>th</sup> Unit Count

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1.4 School Enrollment: Review the following chart with the school’s enrollment trends during the current term of the charter.

<b>School Enrollment Trends</b>								
<i>Cells highlighted in gray were grade levels not serviced by this school.</i>								
	<b>2013-2014</b>		<b>2014-2015</b>		<b>2015-2016</b>		<b>2016-2017</b>	
	Approved Enrollment	9/30 Enrollment Count	Approved Enrollment	9/30 Enrollment Count	Approved Enrollment	9/30 Enrollment Count	Approved Enrollment	9/30 Enrollment Count
K								
Grade 1								
Grade 2								
Grade 3								
Grade 4								
Grade 5								
Grade 6								
Grade 7								
Grade 8								
Grade 9			125	129	100	105	100	120
Grade 10					125	104	100	95
Grade 11							125	74
Grade 12								
<b>Total</b>			125	129	225	209	325	289

**Summary:**

- In school year 2014-15 ECHS@DSU launched with 103.2% of its authorized enrollment.
- In school year 2015-16 ECHS@DSU enrolled 92.9% of its authorized enrollment.
- In school year 2016-17 ECHS@DSU enrolled 88.9% of its authorized enrollment.
- Overall, the school’s enrollment has trended down since its inception, decreasing 10.3% from SY13-14 to SY14-15 and decreasing 4% from SY14-15 to SY15-16.

1.5 School Reenrollment: Review the following chart with the school’s reenrollment trends during the current charter term. Reenrollment Rate is the % of students continuously enrolled in the school from one year to the next.

<b>School Reenrollment Trends</b>								
<i>Cells highlighted in gray were grade levels not serviced by this school.</i>								
	<b>2013-2014</b>		<b>2014-2015</b>		<b>2015-2016</b>		<b>2016-2017</b>	
	<b>Number of Students Reenrolled</b>	<b>Percentage of Students Reenrolled</b>	<b>Number of Students Reenrolled</b>	<b>Percentage of Students Reenrolled</b>	<b>Number of Students Reenrolled</b>	<b>Percentage of Students Reenrolled</b>	<b>Number of Students Reenrolled</b>	<b>Percentage of Students Reenrolled</b>
	<b>count</b>	<b>%</b>	<b>count</b>	<b>%</b>	<b>count</b>	<b>%</b>	<b>count</b>	<b>%</b>
K								
Grade 1								
Grade 2								
Grade 3								
Grade 4								
Grade 5								
Grade 6								
Grade 7								
Grade 8								
Grade 9			**		**		**	
Grade 10					88	68	83	75
Grade 11							72	69
Grade 12								
<b>Total/Avg</b>					88	68.22%	155	74.16%

\*\* Students who were retained in grade 9 are included with Grade 10 cohort data

**Summary:**

- In SY15-16 ECHS@DSU reenrolled 68.22% of the 129 students who attended the school in SY14-15.
- In SY16-17 ECHS@DSU reenrolled 74.16% of the 209 students who attended the school in SY15-16.
- Overall, the school’s reenrollment rate has shown a positive trend, increasing by 5.94% from SY15-16 to SY16-17.

## II. Academic Performance

### Changes in the Academic Framework

From School Year (SY) 2010-11 through SY 2013-14, the academic performance of all charter schools was evaluated using the Delaware Academic Framework Reports that were publishing annually. In July of 2015, the DDOE received approval from the United States Department of Education to use 2014-15 as a flexibility year for all schools in order to transition to a new accountability framework<sup>3</sup>. This new accountability report is referred to as the Delaware School Success Framework (DSSF).

For the purposes of reporting the academic achievement for charter schools during this transition period, academic performance is broken down into reporting categories. These categories include:

- ❖ Academic Framework Reporting (2010-11 through 2013-14): This report includes percentages reflecting: Student Progress Over Time (Growth), Student Achievement Status, State and Federal Accountability, Post-Secondary Readiness (High Schools Only), and Mission-Specific Academic Goals which were an optional measure.
- ❖ DSSF Reporting (2014-15 through 2015-16): This report includes two systems for ratings. Metric ratings represented by a one to five star rating for Academic Achievement, Academic Growth, On-Track to Graduation, and College and Career Readiness. This report also includes Academic Performance ratings in the four core subject areas (English Language Arts (ELA), Math, Science, and Social Studies as well as Academic Growth, On Track to Graduation, and College and Career Preparation that are represented as a percentage.

Because these reports differ in how individual reporting categories are calculated, it would not be appropriate to incorporate the data from the DSSF into the Academic Framework utilized from 2010 through 2014. Because SY14/15 was a flexibility year, the charter school data is reported in relationship to the state for comparison purposes only.

All charter schools provide descriptions of their academic performance strengths and areas of growth in their annual reports. Please review the annual reports attached to this report to see the school's response to their annual academic performance.

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<sup>3</sup> US DOE Flexibility Letter can be found at [http://www.doe.k12.de.us/cms/lib09/DE01922744/Centricity/domain/232/esea/DEESEA\\_Flex\\_Renewal\\_Letter\\_7-9-15.pdf](http://www.doe.k12.de.us/cms/lib09/DE01922744/Centricity/domain/232/esea/DEESEA_Flex_Renewal_Letter_7-9-15.pdf).



## II. Academic Performance

*Is the academic program a success?*

### 2.1 Academic Framework/Delaware School Success Framework

Year	Academic Framework																			
	1.a. Growth		1.b. Bottom 25%		1.c. Growth to Proficiency		2.a. Proficiency		2.b. Overall Subgroup		2.c. District		2.d. Similar Schools		3.a. AYP	4.a. SAT	4.b. Grad Rate	5.a. Mission Specific Goal	OVERALL RATING/ SCORE	
	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA	Math	ELA					Math	ELA
13-14	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**

\*\* School opened in August 2014

### 2.2 Academic Achievement

Overall Academic Ratings

Metrics	Delaware School Success Framework (DSSF)	
	2014-2015	2015-2016
Academic Achievement	N/A	N/A
Growth	N/A	N/A
On Track to Graduation	N/A	N/A
College and Career Preparation	N/A	N/A

#### Summary of ratings narrative:

ECHS@DSU does not have State assessment data for SY2014-15 or SY2015-16 because the school did not include students in any tested grade levels during its first two years of operation. In SY2014-15, the school opened with ninth grade and added a new grade each year thereafter. Currently, the school serves grades 9-11, this school year, SY2016-17, will be the first year that State results will be available since this is the first year the school has eleventh grade students.

### 2.3 Proficiency Data

Academic Framework		
Year	2.a. Proficiency	
	Math	ELA
<b>13-14</b>	**	**

\*\* School opened in SY 2014-15

DSSF Definition: *Proficiency* in a given subject is the percent of students who are on grade level (i.e., proficient) in said subject.

Academic Achievement	Delaware School Success Framework (DSSF)			
	2014-2015		2015-2016	
Rating	N/A		N/A	
	School	State	School	State
ELA	N/A	50.4%	N/A	54.91%
Math	N/A	36.0%	N/A	42.87%
Science	N/A	41.6%	N/A	42.76%
Social Studies	N/A	46.1%	N/A	50.08%

#### Summary:

ECCHS@DSU does not have State assessment data for SY2014-15 or SY2015-16 because the school did not include students in any tested grade levels during its first two years of operation. In SY2014-15, the school opened with ninth grade and added a new grade each year thereafter. Currently, the school serves grades 9-11, this school year, SY2016-17, will be the first year that State results will be available since this is the first year the school has eleventh grade students.

### 2.4 Growth Data

Academic Framework		
Year	1.a. Growth	
	Math	ELA
<b>13-14</b>	**	**

\*\* School opened in SY 2014-15

#### DSSF Growth Data

DSSF Definition: Growth measures how well schools are doing at improving student learning over time. This metric is a relative calculation of student progress as compared to students with similar assessment history on statewide summative assessments.

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2014-15

## Growth in English Language Arts

The relative academic progress that students are demonstrating in English Language Arts

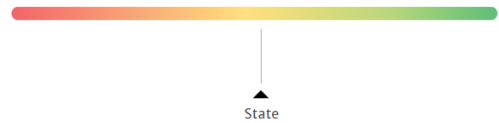
Data Not Available for This School and District



## Growth in Mathematics

The relative academic progress that students are demonstrating in Mathematics

Data Not Available for This School and District



Growth	Delaware School Success Framework (DSSF)			
	2014-2015		2015-2016	
Rating	N/A		N/A	
	School	State	School	State
ELA	N/A	N/A	N/A	50%
Math	N/A	N/A	N/A	50%

### Summary:

ECHS@DSU does not have State assessment data for SY2014-15 or SY2015-16 because the school did not include students in any tested grade levels during its first two years of operation. In SY2014-15, the school opened with ninth grade and added a new grade each year thereafter. Currently, the school serves grades 9-11, this school year, SY2016-17, will be the first year that State results will be available since this is the first year the school has eleventh grade students.

### 2.5 On Track to Graduation Data

Academic Framework	
Year	4.b. Graduation Rate
13-14	**

\*\* School opened in SY 2014-15

### DSSF Definition (For high schools):

- *On-Track in 9th Grade* is the percent of 9<sup>th</sup> grade students earning the credits necessary to be on track to graduate from high school on time. Students who are on track at the end of 9<sup>th</sup> grade have a greater chance of completing high school on time and are less likely to drop out.
- *Four-Year Graduation Rate* is the percent of students who graduate from high school within the traditional four-year time frame. Students that graduate from high school within four years increase their likelihood of entry and success in education and training beyond high school.

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- *Five-Year Graduation Rate* is the percent of students who graduate from high school within five years. Some students take longer than four years to graduate from high school, including students that have a specific plan to extend their high school career.
- *Six-Year Graduation Rate* is the percent of students who graduate from high school within six years. Some students take longer than four years to graduate from high school, including students that have a specific plan to extend their high school career.

	Delaware School Success Framework (DSSF)			
On Track to Graduation	2014-2015		2015-2016	
Rating	N/A		N/A	
	School	State	School	State
On-Track in the 9th grade	**	89.9%	0	84.8%
4-year Cohort Graduation Rate <sup>4</sup>	**	84.4%	**	84.35%
5-year Cohort Graduation Rate <sup>5</sup>	**	81.1%	**	85.84%
6-year Cohort Graduation Rate <sup>5</sup>	**	81.3%	**	Not calculated at the state level.

\*\* The school did not service students in the grade levels assessed by this metric.

### Summary:

ECHS@DSU will have its first graduating class in SY 2017-18. The school does not have State assessment data for SY2014-15 or SY2015-16 because the school did not include students in any tested grade levels during its first two years of operation. In SY2014-15, the school opened with ninth grade and added a new grade each year thereafter. Currently, the school serves grades 9-11, this school year, SY2016-17, will be the first year that State results will be available since this is the first year the school has eleventh grade students.

<sup>4</sup> Graduation rate data is lag data by one school year to include all students that have completed their high school diplomas during that year including summer graduates.

2.6 College & Career Preparation Data

Academic Framework			
Year	1c. Growth to Proficiency		4a. SAT
	ELA	Math	
13-14	**	**	**

DSSF Definition (*For high schools*): *College and Career Preparation* is the percent of students who have demonstrated preparation for education and career training after high school through Smarter, AP, IB, SAT, Career and Technical Education (CTE) pathways, and dual enrollment.

	Delaware School Success Framework (DSSF)			
College & Career Prep	2014-2015		2015-2016	
Rating	N/A		N/A	
	School	State	School	State
College & Career Preparation	**	69.4%	**	46.41%

\*\* The school did not service students in the grade levels assessed by this metric

**Summary:**

ECHS@DSU does not have State assessment data for SY2014-15 or SY2015-16 because the school did not include students in any tested grade levels during its first two years of operation. In SY2014-15, the school opened with ninth grade and added a new grade each year thereafter. Currently, the school serves grades 9-11, this school year, SY2016-17, will be the first year that State results will be available since this is the first year the school has eleventh grade students.

### III. Organizational Framework

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

School Year	Education Program		Financial Management	Governance and Reporting			Students and Employees				School Environment		Additional Obligations	OVERALL RATINGS
	1a	1b		2	3a	3b	3c	4a	4b	4c	4d	5a		
	Charter Terms	Students with Disabilities	Financial Management and Oversight	Governance	Management Accountability	Reporting Requirements	Protecting Student Rights	Attendance Goal	Staff Credentialing	Employee Rights	Facility and Transportation	Health and Safety Requirements	Additional Obligations	
2013-2014	**	**	**	**	**	**	**	**	**	**	**	**	**	**
2014-2015	M	M	DNM	M	M	M	M	DNM	DNM	N/A	M	M	M	Does Not Meet Standard
2015-2016	M	M	M	M	M	M	M	M	M <sup>5</sup>	N/A	M	M	M	Meets Standard

\*\* School was not open in 2013-14

#### Summary:

In SY2014-15, ECHS@DSU received an overall rating of does not meet standard but improved performance in SY 2015-16 and earned an overall rating of meets standard.

In SY2014-15, the school did not meet standard in the following areas:

- Financial Management and Oversight (Measure 2): FY15 Audit Results: 1 material weakness (Financial Closing Process)
- Attendance Goal (Measure 4b.): Did not meet 95% attendance goal (93.3%)
- Staff Credentialing Requirements (Measure 4c.): Highly-Qualified Teacher (HQT) requirement not met (59.1%)

School's Response
<i>In the annual report for 2014-2015, ECHS@DSU noted the following response to not meeting standards in measures 2, 4b and 4c:</i>

<sup>5</sup> NOTE: In 2013-14 and/or 2014-15, all schools were held to the NCLB requirement of 100% HQT which was more restrictive than the Delaware statute which allows for charter schools to hire uncertified staff under certain conditions.

*Financial Management and Oversight:*

- *Challenges: A material weakness noted in the audit was the lack of a formal financials closing process.*
- *Opportunities for Growth: Develop a process for formal financials*

*Attendance Goal:*

- *Challenges: The school did not meet the standard for average daily attendance by students (93.3% v. 95% standard).*
- *Opportunities for Growth: The school should utilize attendance reports to reach out to parents of students who are not attending regularly and follow up with appropriate truancy actions. Monthly average attendance should be reported to the Board in order to monitor compliance and to ensure that all families are aware of attendance at the school daily.*

*Staff Credentialing Requirements:*

- *Challenges: The school did not meet the standard for the HQT status for teachers (59.1% v. 100% standard). Although the teachers at the school had the necessary credentials, they were not properly entered into e-School and matched to the school schedule.*
- *Opportunities for Growth: HQT management should be overseen by the school’s Program Manager who is reporting monthly to the school leader relative to the school’s compliance in terms of the HQT. The percentage of HQT will be shared monthly at the Board Meeting by the school leader.*

#### IV. Financial Framework

- *Is the school financially viable?*

	Near Term Indicators				Sustainability Indicators				Overall Rating
	Current Ratio	Days Cash	Enrollment Variance	Default, Loan Covenants, & Debt Service	Total Margin	Debt Asset Ratio	Cash Flow	Debt Service Coverage Ratio	
	1a	1b	1c	1d	2a	2b	2c	2d	
2013-2014	**	**	**	**	**	**	**	**	**
2014-2015	D	D	M	M	NR	F	NR	NA	Does Not Meet Standard
2015-2016	F	D	D	M	NR	F	NR	NA	Falls Far Below Standard

**Summary:**

In SY 2014-15, the school received an overall rating of does not meeting standard on the Financial Performance Framework. In SY 2015-16, the school’s financial performance regressed and received an overall rating of falls far below standard.

In SY2014-15, the school did not meet standard in the following areas:

- Current Ratio (Measure 1a) measures a school’s ability to pay its obligations over the next twelve months. The preferred result is more than 1.0, which indicates that the school’s current assets exceed its current liabilities. In SY2014-15 the school’s ratio was 1.0.
- Days Cash (Measure 1b) indicates how many days a school can pay its expenses without another inflow of cash. The preferred result is more than 60 days cash. In SY2014-15, the school had 25 days cash.
- Debt to Asset Ratio (Measure 2b) compares the school’s liabilities to its assets, or what a school owes against what it owns. The preferred result is less than 0.90. In SY2014-15, the school’s debt to asset ratio was 1.56.

In SY2015-16, the school did not meet standard in the following areas:

- Current Ratio (Measure 1a) measures a school’s ability to pay its obligations over the next twelve months. The preferred result is more than 1.0, which indicates that the school’s current assets exceed its current liabilities. In SY2015-16 the school’s ratio was 0.30.
- Days Cash (Measure 1b) indicates how many days a school can pay its expenses without another inflow of cash. The preferred result is more than 60 days cash. In SY2015-16, the school had 12 days cash.
- Enrollment Variance depicts actual versus authorized enrollment. A school budgets based on projected enrollment but is funded based on actual enrollment; therefore, a school that fails to meet its enrollment targets may not be able to meet its budgeted expenses. The preferred result is more than 95%. The chart below depicts the number of students needed to meet the 95% threshold since the school opened. In SY2014-15, ECHS@DSU exceeded the threshold by ten students. However, in SY2015-16 and SY2016-17, the school’s enrollment did not meet the 95% threshold.

2014-2015		2015-2016		2016-2017	
Approved Enrollment	9/30 Enrollment Count	Approved Enrollment	9/30 Enrollment Count	Approved Enrollment	9/30 Enrollment Count
125	129	225	209	325	289
95%	N/A	95%	+6	95%	+20

- Debt to Asset Ratio (Measure 2b) compares the school’s liabilities to its assets, or what a school owes against what it owns. The preferred result is less than 0.90. In SY2015-16, the school’s debt to asset ratio was 3.47.



School's Response
<p><i>Current Ratio and Days Cash:</i></p> <ul style="list-style-type: none"> <li><i>Challenges: the first year limited enrollment and high start-up costs (both as expected) required the school to draw on a line of credit to meet its cash needs. The school could have simply drawn a small additional amount on its line of credit on June 30 (\$39,000) to increase its cash on hand and it would have met the first two ratio tests and would have therefore been evaluated as meeting financial performance standards overall.</i></li> <li><i>Opportunities for Growth: Since school enrollment increased significantly without a corresponding increase in cost, the current ratio will be improved for year two. For example, the fit out of the building and the purchasing of classroom furniture and equipment were all completed during the first year; therefore, no additional fit out monies are needed during year two. Because the school had to add only one bus route for year two, transportation costs only increased by 20% while the funding almost doubled. The school also received a NON SEA grant that provides an additional \$600,000 of revenue into the school through July 2018.</i></li> </ul> <p><i>It should also be noted that the school has a balanced budget for year two (without any borrowing) and is slightly ahead of the 5-year budget approved by the Board and the DSU Board of Trustees.</i></p> <p><i>Debt to Asset Ratio:</i></p> <ul style="list-style-type: none"> <li><i>Challenges: As a first year charter school, the amount of fixed assets is low and because of the overall 5 year plan of finance (see above), the amount of debt is relatively high; thus, the debt to asset ratio is high. However, the 5 year plan of finance projects that this ratio will be in line with standards during that planning horizon.</i></li> <li><i>Opportunities for Growth: Surpluses projected in the coming years will enable the reduction in debt and an improvement in the debt to asset ratio.</i></li> </ul>

In SY2015-2016, revisions were made to the Financial Performance Framework that allowed schools to provide a response for any rating where the school failed to meet standards. ECHS@DSU provided the following responses:

School's Response
<p><i>Current Ratio:</i></p> <p><i>The decrease in the current ratio from the 2014-2015 SY to the 2015-2016 SY is due to the following increased costs: bringing students from across the state made daily school transportation cost higher than the state allotment; providing a daily shuttle to transport the students taking college courses from ECHS to DSU; five-week Summer Bridge Program versus a one-week program; and purchasing more college textbooks due to increased number of students enrolled in college courses.</i></p> <p><i>Days Cash:</i></p> <p><i>The Days Cash decreased from 25 to 12 days due to incurring an increase in outflows of cash related to the additional summer pay amounts, the pay down on the line of credit to prevent</i></p>

*increased interest costs, and transportation costs referred to in 1a.*

*Enrollment Variance:*

*The attrition rate of an early college high school where students take college courses in the 11th and 12th grade year forces ECHS is only able to accept 9th and 10th grade students.*

*Debt to Asset Ratio:*

*The Debt to Asset ratio increased from 1.56 to 3.47 due to items referenced in 1a and 1b in regard to transportation, textbooks, and loan pay down. In addition, the audit reported a liability owed to DSU of \$181,587 which negatively impacted the ratio.*