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EXCELLENCE IN ACADEMICS AND DECORUM

June 26, 2013

John H. Carwell, Jr.
Charter School Office
Delaware Department of Education
401 Federal Street, Suite #2
Dover, DE 19901-3639

Dear John:

Attached is Newark Charter School's report on the Outreach Plan that was approved last year by the Secretary of Education.

All of the action plans have been completed or are ongoing. After one year of experience behind us we will reexamine the plan for continued improvement during the 2013-2014 school year.

I commend the Outreach Committee and its leader, Ms. Esther Jackson for implementing the plan with fidelity and enthusiasm. The Steering Committee included Ms. Jackson, whose Master's degree is in multiculturalism, Ms. Karen White, an Outreach Coordinator for the YMCA and Ms. Ivanka Carbajal, a Spanish-English translator, as well as a teacher, a Board member and a parent. They were assisted by a large and diverse group of committed individuals who met regularly and gave frequent progress reports both to the Board of Directors and the School Council.

The other condition given to our school was to establish a food service program. As you know, Newark Charter School established this food service program a year ahead of time and is in full compliance with all state and federal regulations regarding the school nutrition program. While new kitchens were added to our elementary and middle school buildings this year, our new high school has received its certificate of occupancy and it already includes a large cafeteria and kitchen that are "ready for business" in late August.

Thank you for your continuing support of our school. Please don't hesitate to contact me if you have any questions.

Sincerely,

Gregory R. Meece
School Director

Newark Charter School Outreach Plan - June 26, 2013

Department of Education Condition of Approval for NCS Expansion:

“As a result and to that end, the Department approves the application for modification but conditions that approval on: (1) the development, approval and implementation of an outreach plan to significantly increase, consistent with the public school population it serves, the diversity of NCS going forward.”

Action Plan:

	Task	Date
✓	Develop a diverse outreach steering committee to assist with development and implementation of an Outreach Plan	04/30/12
✓	Create overall goals and objectives	05/15/12
✓	Develop a diversity mission statement	05/15/12
✓	Develop a draft proposal	05/16/12
✓	Submit Plan to DOE ~ await approval of plan	05/17/12
✓	Develop sub-committees to plan for implementation	06/30/12
✓	Provide progress update to board; expense review/approval if needed	Ongoing
✓	Work with sub-committees to begin implementation	Ongoing
✓	Review and adjust implementation plans as needed	2/25/13

Outreach Steering Committee:

Ivanka Carbajal, Parent	Esther Jackson, Dean of Instruction
Karen White, Parent	Monica Bovankovich, Teacher
Rekha Bharati, Parent	Nanci Colby, Board Member

NCS Diversity Mission Statement:

Newark Charter School desires to create and sustain an environment that prepares our students for citizenship in an increasingly global society, living and learning among peers whose perspectives and experiences differ from their own. We embrace differences and commonalities across race, nationality, gender, religion, physical appearance, learning ability, and socio-economic backgrounds. We value every student and consider their contribution significant.

Overall Goal:

To increase the quantity of admission applications received from underrepresented populations in the NCS five mile preference area.

- ❖ **Objective I:** Increase awareness of NCS offerings and the application process amongst the targeted populations
- ❖ **Objective II:** Improve the attractiveness of the school to the under-represented populations and sustain the outreach effort by improving the school's diversity and inclusion programs and practices.

Newark Charter School Diversity Action Items

Objective I: Increase awareness of NCS offerings and the application process among the targeted populations

Strategy	Steps	Measurable Goals	Timeline	Status
Create a culturally diverse outreach task force to develop and implement plan	<ul style="list-style-type: none"> Recruit culturally diverse parents and staff; meet regularly to plan and execute diversity initiative; survey NCS parent base for areas of language facility other than English to serve as resource people for the outreach activities 	<ul style="list-style-type: none"> Present NCS Outreach Plan to DE DOE List all available parents/ NCS staff available to assist with translations into other languages – live and print – as resource pool 	5/17/12	Complete
			7/30/12	Ongoing since 5/28/12
Improve the awareness of the annual application process / deadlines among underrepresented populations	<ul style="list-style-type: none"> Make all application and enrollment materials available in Spanish Obtain public access mailing list and send a notification postcard (with application deadlines) to homes; include where to obtain materials in Spanish Offer “Application Help” events at locations around the community, e.g., libraries, community centers 	<ul style="list-style-type: none"> Distribute application and enrollment materials in Spanish Send open enrollment postcard notification to at least 190 identified subgroup homes Hold 3 events to help parents fill out NCS application forms – at Newark Day Nursery, New Castle County Head Start offices, Newark Library (places/dates to be confirmed), with parent sign-in 	10/10/12	Completed
			9/30/12	Completed
			11/17/12	NDN completed LACC completed Head Start rescheduled (storm)

	<ul style="list-style-type: none"> Place “NCS Open Enrollment” yard signs strategically around the community During fall open house, offer “What Makes a Good School” session (with translator) to help parents, who due to a language barrier or other situation, may not understand what to look for in a school and how a charter school operates 	<ul style="list-style-type: none"> Place 30 “NCS Open Enrollment” yard signs in target neighborhoods Hold parent information session, with interpreter(s), during NCS Open House, with parent sign-in 	<p>10/10/12</p> <p>11/10/12</p> <p>Plan changed to provide extra service at the Tabling Event, including application help, video, and Administrator presence (EJ) Translator present</p>	<p>Completed 10/4/12</p> <p>11/5/12</p>
<p>Update and/or create NCS materials to ensure they accurately reflect our diversity mission</p>	<ul style="list-style-type: none"> Create a short marketing video (with Spanish version) and provide the website link in all materials; show at open house and other parent events Develop an FAQ pamphlet to be distributed in various venues – tabling events/ take-one kiosks – that addresses target population concerns, e.g., School Nutrition Program, used uniform availability (preference given to F/R families), support services 	<ul style="list-style-type: none"> Show video at least 3 times to target parent gatherings; post on NCS website Print 750 FAQ fliers directed at providing information about NCS to the subgroup parents/families 	<p>11/17/12</p> <p>6/10/12</p>	<p>Video completed summer 2012</p> <p>Completed 6/12/12; available in Spanish</p> <p>Ordered and distributed additional fliers 10/18/12</p>

	<ul style="list-style-type: none"> Revise and update website to better reflect school's diversity, highlighting the academic and other successes of the sub-group students 	<ul style="list-style-type: none"> Updated website available to public access 	7/31/12	<p>Work begun; met with consultant 9/28/12</p> <p>Ongoing with web designer</p>
Tabling at community events that involve our under-represented populations	<ul style="list-style-type: none"> Participating with parent and school representatives, distributing FAQ fliers and application process information at different community events, e.g., Newark Community Day, Suburban Plaza Harvest Days, Peoples Plaza fall event, YMCA events, Boys and Girls Clubs of DE events, Newark Day Nursery Annual Picnic 	<ul style="list-style-type: none"> Give out parent FAQ fliers at Newark Day Nursery annual picnic Give out 350 FAQ fliers and application materials at community events targeting the subgroups (low SES, African American, ELL, etc.) 	<p>6/13/12 – 6 pm</p> <p>11/17/12</p>	<p>Completed</p> <p>Completed: Newark Community Day, Newark Day Nursery 2xs, YMCA, Latino Action Committee,</p>
Distribute NCS brochures and posters to locations that serve the under-represented populations	<ul style="list-style-type: none"> Place FAQ fliers and application process information and posters at various locations, e.g., Newark Housing Authority, Social Services Offices, Head Start locations and daycare centers, churches, pediatrician and dentist offices 	<ul style="list-style-type: none"> Place 250 FAQ fliers at designated locations to be available to subgroup parents/families, e.g., low SES, African-American, ELL 	11/17/12	Completed 10/7/12

Objective II: Improve the attractiveness of the school to the under-represented populations and sustain the outreach effort by improving the

school's diversity and inclusion programs and practices.

Strategy	Steps	Measurable Goals	Timeline	Status
<p>Improve offerings that benefit low SES families and students</p>	<ul style="list-style-type: none"> • Offer NCS summer camp scholarships to eligible students • Offer computer lab hours for students with no access to a computer in before and after school settings • Ask teachers to revisit curriculum to identify more ways to integrate cultural awareness and ways for students to celebrate their differences • Ask faculty to present ideas in staff meetings 	<ul style="list-style-type: none"> • Provide 3-5 summer camp scholarships annually • NCS library computers available before and after school with student/parent sign-in at least two days per week • Annual Yearlong Plans submitted reflecting increased diversity integration • Faculty presentations of diversity integration in unit/lesson planning 	<p>06/01/13</p> <p>8/27/12</p> <p>9/7/12</p> <p>10/5/12</p>	<p>Completed both scholarships and addl. payment plan options</p> <p>Plans in place for 2013-14 school year</p> <p>Following Eileen Kugler event; Nov.20, 2012, PD day work</p> <p>Begin w/ 11/20/12 PD day; ongoing</p>
<p>Develop an Anti-Bias program and manage it parallel to the school's Anti-bullying efforts</p>	<ul style="list-style-type: none"> • Provide diversity awareness and sensitivity education for all staff – in-service presentations and PLCs 	<ul style="list-style-type: none"> • Hold day-long professional development event focusing on diversity issues and sensitivity; revisit with PLC conversations <p><i>---Contracted with Eileen Kugler from Embrace Diverse Schools for full-day PD event on 10/5/12</i></p>	<p>Scheduled for 10/4 & 5/12</p>	<p>Completed 10/4 & 5/12</p>

	<ul style="list-style-type: none"> Identify cultural differences and/or sensitivities that may impact parental involvement and student participation Continue group guidance programs to improve awareness of diversity and inclusion; include diversity celebrations in Morning Meetings 	<ul style="list-style-type: none"> Hold diversity PLC – “Culturally Aware Teaching” for instructional staff Hold ELL PLC – “Best Practices for ELL Instruction” for instructional staff Guidance yearlong plans reflect increased attention to diversity issues Diversity celebrations included in Morning Meeting the first Monday of each month 	<p>8 sessions – September 2012-April 2013 Esther Jackson, Facil.</p> <p>8 sessions – September 2012-April 2013 Jennifer Bishop, Facil.</p> <p>6/30/13</p> <p>6/30/13</p>	<p>Begins 9/25/12; ongoing until April 2013</p> <p>Begins 9/19/12; completed May 2013</p> <p>Begin 11/20/12; ongoing</p> <p>Ongoing grades K-4</p>
<p>Offer “Parent Buddy” Program and Student Mentor Program</p>	<ul style="list-style-type: none"> Recruit existing parents with diverse backgrounds to volunteer, offering new parents a Parent Buddy with similar backgrounds/language ability to whom they may go for questions regarding the school and its programs 	<ul style="list-style-type: none"> Establish resource list of 10-12 NCS parents for various world language fluency and willingness to assist with translating print and in face-to-face situations to be Parent Buddies Assign 4-10 Parent Buddies to identified ELL and low SES families as appropriate 	<p>9/30/12 Teachers made aware of program – make recommendations of new parents; Used Teacher Meet/Greet on to begin sign-ups</p> <p>10/5/12</p>	<p>9/22/12; collected 8 requests, 27 mentor volunteers</p> <p>Sent assignments out 9/5/12; parents and buddies matched</p>

	<ul style="list-style-type: none"> • Provide a leadership opportunity to successful students to act as mentors to a student(s) with similar cultural background to help newer students assimilate into the school 	<ul style="list-style-type: none"> • Choose at least three current NCS students from subgroup populations and assign them as mentors to incoming NCS students; provide regular contact times 	9/30/12 through 6/7/13, ongoing in successive school years	Scheduled Summer 2013 for Fall implementation
Develop a Parent-Run Resource Center	<ul style="list-style-type: none"> • Recruit volunteers to establish a parent resource center • Ask parents to donate books and videos related to parenting, study skills, academic achievement that will be part of the parent resources • Offer teacher led parent seminars such as <i>How to Help with Homework</i>, <i>How to Help with Organization</i>, <i>How to Motivate Your Child</i> ; inform parents of the manner in which the school's curriculum (Core Knowledge) addresses diversity topics, e.g., the Civil Rights Movement, South American Independence, the Underground Railroad, Caesar Chavez, Muhammed, Marco Polo • Offer these sessions in Spanish for Spanish-speaking parents; 	<ul style="list-style-type: none"> • Parents meet to plan parent resource center • Collect donated materials – books, videos, parenting materials - in target languages; set up materials for loan to parents in ES library • Open Parent Resource Center • Provide a schedule of parenting workshops to subgroup families via Monday Folders • Hold workshops for parents with parent/family sign-ins (annual events) <p>---Eileen Kugler from Embrace</p>	10/01/12 Summer 2012 During 2012-13 SY 6/30/13 6/30/13	Summer 2012 Newsletter request for donated parent resources 8/12/12; shelf donated (M.Bolan) Ready to open to parents 11/12; newsletter article 11/2/12 ELL/Title I Parents 11/8/12 Kugler Parent Meeting 10/4/12; 51 in attendance

	<p>canvas incoming parent groups to see if other languages need interpreter and translation services</p>	<p><i>Diverse Schools will hold parent event on cultural competency on 10/4/12</i></p> <ul style="list-style-type: none"> • Provide translators as appropriate at workshops 	6/30/13	Ongoing
Celebrate diversity	<ul style="list-style-type: none"> • Conduct activities during Disabilities Awareness Month in March focusing upon the stories of those who have overcome adversity; use members of the community, local and school, to bring their own stories 	<ul style="list-style-type: none"> • Guidance classes (MS), Morning Meetings (ES) present disability awareness lessons, as per yearlong planning 	03/31/13	Ongoing
	<ul style="list-style-type: none"> • Conduct an annual Multicultural Festival on campus for families, celebrating cultural diversity, advertising both in-school and out in the community 	<ul style="list-style-type: none"> • Hold Multicultural Festival for NCS families, attended by at least 100 parents and students 	5/4/13	Completed Spring 2012 and planned for Fall 2013
	<ul style="list-style-type: none"> • Publicize positive stories featuring students who belong to underrepresented groups (NCS Quarterly Newsletter that is part of NCS publicity and recruitment materials) 	<ul style="list-style-type: none"> • Include at least three stories featuring diversity topics or members of subgroups in NCS Quarterly Newsletter 	4 publications during each school year, ongoing	Ongoing; collecting evidence
Identify a community-based partnership	<ul style="list-style-type: none"> • Identify a community-based group that serves the target subgroups 	<ul style="list-style-type: none"> • Meet with representatives of the local community-based group to seek feedback and improve upon on the NCS Outreach Plan 	06/30/12	Met with LACC to determine needs NCS could address

Outreach Plan Targets

The following targets are intended to be used by the school's Board of Directors to assess the effectiveness of the outreach plan on an annual basis and to provide data to revise the plan as necessary. Baseline for data for comparison will be the demographic data collected on September 30th of the 2011-2012 school year – the school year prior to the implementation of the outreach plan (see chart below).

Target #1: The school's goal is to increase the percentage and number of students in three underrepresented demographic groups each year during the next five years.

	# new non-sibling enrollees	African-Amer. Hispanic Multi-Race*	# addl. students	Low- Income	# addl. students	Special Education	# addl. students
baseline		20.9%		16.0%		6.0%	
2013-2014	347	22.0%	76	18.0%	62	6.3%	5
2014-2015	162	24.0%	39	20.0%	32	6.6%	3
2015-2016	162	26.0%	42	22.0%	36	6.9%	3
2016-2017	162	28.0%	45	24.0%	39	7.2%	3
2017-2018	162	30.0%	49	26.0%	42	7.5%	4
TOTAL	995		251		212		17

Results

The school will examine this demographic information after the September 30, 2013 student count. At the present time, certain information is unknown. For example, the low-income numbers are reset each year based on new forms to be completed by parents at the beginning of the school year. IEPs for new students will have to be examined as well.

Examination of the currently available racial data indicates that the population of newly-enrolled, non-sibling White students (64%) is lower compared to last year's total student body's White student population (66%). This is consistent with previous years' data, which shows a decrease in Newark Charter School's White student population for 13 consecutive years. The newly-enrolled minority student population (36%) is an increase of 2% compared to last year's total minority population (34%).

The Asian subgroup was not included in the targets but probably should have been. Asians are one of the fastest growing populations in the

Greater Newark community and the school's Asian student population has increased steadily over the years. This year's new enrollees reflect an increase in Asian students that is larger than usual: 15.3% compared to last year's 12.5%. This somewhat distorts the data when looking only at African American, Hispanic and Multi-Race students. The increase in Asian students automatically makes all other subgroup populations appear smaller. The baseline for the three combined subgroups (African American, Hispanic, Multi-Race) was 20.9% and the first year target was 22%. When Asian students are removed from the aggregate data, the newly-enrolled African American, Hispanic, Multi-Race population increases from 20.4% to 24.1%.

The target enrollment for 2013-2014 was an additional 76 students in the three racial subgroups (African-American, Hispanic, Multi-Race). The actual enrollment (through June 2013) is an additional 72 students in the African-American, Hispanic and Multi-race subgroups.

Newark Charter School's figures were to be compared against two Christina School District schools: Downes and West Park (below). When September 30, 2013 data are available for all three schools this comparison will take place.

Target #2: At least 90% of the strategies identified in the outreach plan will be implemented with documentation each year. This documentation will be sent to the Secretary of Education each year.

Results

100% of the outreach plan strategies have been completed or are ongoing.

Target #3: Since the outreach plan aims to increase the number of applicants who might not otherwise have applied, the total number of applications received annually during the lottery will exceed the number of applications received during the baseline year by 8%. (Baseline applications = 1,653).

Results

Student applications received for the 2013-2014 school year totaled 2,595, a 57% increase over the 1,653 applications received for the 2012-2013 school year. There is no way to know the demographic data (race, income, disability) for these applicants unless they subsequently become newly-enrolled students as a result of the lottery. However, the school believes its outreach efforts contributed to the increase in applications.